

# YOLO COUNTY LOCAL AGENCY FORMATION COMMISSION

## Regular Meeting AGENDA

**September 26, 2013 - 9:00 a.m.**

### **BOARD OF SUPERVISORS CHAMBERS**

625 COURT STREET, ROOM 206  
WOODLAND, CALIFORNIA 95695

### **COMMISSIONERS**

OLIN WOODS, CHAIR (PUBLIC MEMBER)  
MATT REXROAD, VICE CHAIR (COUNTY MEMBER)  
SKIP DAVIES (CITY MEMBER)  
DON SAYLOR (COUNTY MEMBER)  
BILL KRISTOFF (CITY MEMBER)

### **ALTERNATE COMMISSIONERS**

ROBERT RAMMING (PUBLIC MEMBER)  
JIM PROVENZA (COUNTY MEMBER)  
CECILIA AGUIAR-CURRY (CITY MEMBER)

CHRISTINE CRAWFORD  
EXECUTIVE OFFICER

ROBYN TRUITT DRIVON  
COMMISSION COUNSEL

All persons are invited to testify and submit written comments to the Commission. If you challenge a LAFCo action in court, you may be limited to issues raised at the public hearing or submitted as written comments prior to the close of the public hearing. All written materials received by staff 72 hours before the hearing will be distributed to the Commission. If you wish to submit written material at the hearing, please supply 10 copies.

All participants on a matter to be heard by the Commission that have made campaign contributions totaling \$250 or more to any Commissioner in the past 12 months must disclose this fact, either orally or in writing, for the official record as required by Government Code Section 84308.

Any person, or combination of persons, who make expenditures for political purposes of \$1,000 or more in support of, or in opposition to, a matter heard by the Commission must disclose this fact in accordance with the Political Reform Act.

### **CALL TO ORDER**

1. Pledge of Allegiance
2. Roll Call

3. Public Comment : Opportunity for members of the public to address the Yolo County Local Agency Formation Commission (LAFCo) on subjects not otherwise on the agenda relating to LAFCo business. The Commission reserves the right to impose a reasonable limit on time afforded to any topic or to any individual speaker.

#### **CONSENT AGENDA**

4. Approve LAFCo Meeting Minutes of June 27, 2013
5. Review and File Correspondence
6. Review and File Fiscal Year 2012/13 4th Quarter Financial Update

#### **PUBLIC HEARINGS**

7. Continue the Public Hearing to Consider and Adopt the Final Combined Municipal Service Review (MSR)/Sphere of Influence (SOI) Update for the Yolo County Water Districts.

#### **REGULAR AGENDA**

8. Consider and Adopt the Yolo County Animal Services Governance Study and Forward to the County/City Managers for Consideration.
9. Authorize the Executive Officer to Hire a Part Time Analyst.

#### **EXECUTIVE OFFICER'S REPORT**

10. A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.
  - Shared Services -
    - Yolo Broadband Strategic Plan - Request for Proposals
    - Yolo Leaders Forum - September 25, 2013
  - CALAFCO Conference Overview
  - Staff Activity Report - June 24 to September 20, 2013

#### **COMMISSIONER COMMENTS**

11. Opportunity for any Commissioner to comment on issues not listed on the agenda. No action will be taken on off-agenda items unless authorized by law.

#### **ADJOURNMENT**

12. Adjournment

Next meeting scheduled for: October 24, 2013

I declare under penalty of perjury that the foregoing agenda was posted by 5:00 p.m. on September 20, 2013, at the following places:

- On the bulletin board at the east entrance of the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California; and
- On the bulletin board outside the Board of Supervisors Chambers, Room 206 in the Erwin W. Meier Administration Building, 625 Court Street, Woodland, California.
- On the LAFCo website at: [www.yololafco.org](http://www.yololafco.org).

Terri Tuck, Clerk  
Yolo County LAFCo

#### **NOTICE**

If requested, this agenda can be made available in appropriate alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 and the Federal Rules and Regulations adopted in implementation thereof. Persons seeking an alternative format should contact the Commission Clerk for further information. In addition, a person with a disability who requires a modification or accommodation, including auxiliary aids or services, in order to participate in a public meeting should telephone or otherwise contact the Commission Clerk as soon as possible and at least 24 hours prior to the meeting. The Commission Clerk may be reached at (530) 666-8048 or at the following address:

Yolo County LAFCo  
625 Court Street, Room 203  
Woodland, CA 95695

Note: Audio for LAFCo meetings will be available directly following conclusion of the meeting at [www.yololafco.org](http://www.yololafco.org).







Consent **4.**

**LAFCO**

**Meeting Date:** 09/26/2013

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**Information**

**SUBJECT**

Approve LAFCo Meeting Minutes of June 27, 2013

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**Attachments**

Item 4-Minutes of 6/27/13

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**Form Review**

Form Started By: Terri Tuck  
Final Approval Date: 07/03/2013

Started On: 07/03/2013 02:01 PM

# LOCAL AGENCY FORMATION COMMISSION of YOLO COUNTY

## MEETING MINUTES

June 27, 2013

The Local Agency Formation Commission of Yolo County met on the 26<sup>th</sup> day of June 2013, at 9:00 a.m. in the Yolo County Board of Supervisors Chambers, 625 Court Street, Room 206, Woodland CA. Members present were Chair and Public Member Olin Woods, County Members Don Saylor and Alternate Jim Provenza, and City Members Skip Davies and Bill Kristoff. Others present were Executive Officer Christine Crawford, Clerk Terri Tuck and Counsel Robyn Truitt Drivon.

### Item No 1 and 2 Call to Order, Pledge of Allegiance and Roll Call

Chair Woods called the Meeting to order at 9:05 a.m.

Counsel Robyn Truitt Drivon led the Pledge of Allegiance

PRESENT: Davies, Provenza, Saylor, Woods ABSENT: Kristoff

### Item No 3 Public Comments

None.

## CONSENT

### Item No 4 Approve LAFCo Meeting Minutes of May 23, 2013

### Item No 5 Receive and File the May 2013 CALAFCO Quarterly Newsletter

### Item No 6 Approve Selection of CALAFCO 2013 Achievement Award Nominations

### Item No 7 Receive Information Regarding the 2013 CALAFCO Conference

**Minute Order 2013-23:** The recommended actions were approved on Consent.

Approved by the following vote:

MOTION: Davies SECOND: Provenza

AYES: Davies, Provenza, Saylor, Woods

NOES: None

ABSTAIN: None

ABSENT: Kristoff

**REGULAR**

**Item No 8**     **Consider and Adopt an Update to the Yolo LAFCo Shared Services Strategic Plan to Add Broadband to its List of Shared Service Areas and Remove Other Miscellaneous Items That Are No Longer Applicable**

**Minute Order 2013-24:** The recommended actions were approved.

Approved by the following vote:

MOTION: Provenza SECOND: Saylor  
AYES: Davies, Provenza, Saylor, Woods  
NOES: None  
ABSTAIN: None  
ABSENT: Kristoff

Commissioner Kristoff arrived at the dais at 9:16 a.m.

**Item No 9**     **Executive Officer’s Report**

The Commission was given a report of the staff’s activities for the period of May 20 through June 21, 2013 and was verbally updated on recent events relevant to the Commission.

As directed, staff attended a June meeting of the Board of Supervisors regarding the Dunnigan Specific Plan Update. Essentially, pieces of the application have yet to be completed. The County cannot begin an environmental impact report until the Specific Plan is complete. Staff believes that the Board of Supervisors is at least a year away from taking any action on the Specific Plan which would have to occur before the County can come before the Commission. At that point, the Commission would determine whether the area would be better served as a county service area or a community services district. Staff has offered assistance on this matter to Assistant Director of Planning David Morrison.

**Item No 10**     **Commissioner Comments**

None.

**Item No 11**     **Closed Session**

Public Employee Performance Evaluation  
Government Code §54957  
Position Title: Executive Officer

Public report of action taken in Closed Session (GC§54957.1)

There was nothing to report.

**Item № 12 Adjournment**

**Minute Order 2013-25:** By order of the Chair, the meeting was adjourned to Closed Session at 9:20 a.m.

The next regular meeting is July 25, 2013.

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Olin Woods, Chair  
Local Agency Formation Commission  
County of Yolo, State of California

ATTEST:

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Terri Tuck  
Clerk to the Commission





Consent **5.**

**LAFCO**

**Meeting Date:** 09/26/2013

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**Information**

**SUBJECT**

Review and File Correspondence

**RECOMMENDED ACTION**

Review and file the following correspondence:

- A. Congratulatory letter from Governor Brown regarding the 50th anniversary of LAFCOs.
  - B. Resolution from the Yolo County Board of Supervisors regarding the 50th anniversary of LAFCOs.
  - C. Thank you letter from CALAFCO Executive Director Pamela Miller regarding 2013 CALAFCO Conference.
  - D. Thank you letter from Amador LAFCo Executive Officer Roseanne Chamberlain regarding her nomination for a CALAFCO Achievement Award.
  - E. CALAFCO Newsletter The Sphere - August 2013
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**Attachments**

[Item 5-ATT A](#)

[Item 5-ATT B](#)

[Item 5-ATT C](#)

[Item 5-ATT D](#)

[Item 5-ATT E](#)

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**Form Review**

**Inbox**

Christine Crawford  
Form Started By: Terri Tuck  
Final Approval Date: 09/18/2013

**Reviewed By**

Christine Crawford

**Date**

09/18/2013 02:20 PM  
Started On: 09/11/2013 10:19 AM



ITEM 5-A

OFFICE OF THE GOVERNOR

August 2, 2013

***California Local Agency Formation Commissions***

On July 17, 1963, Governor Edmund G. Brown Sr. signed the Knox-Nisbet Act of 1963, creating Local Agency Formation Commissions (LAFCo), in all 58 counties in the State of California.

The essential concepts that are fundamental to LAFCo operations – including independent commissions in each county; representation by county, city, and public members; uniform criteria and procedures for formation and boundary decisions for new cities and special districts; and landowners and voter right to protest LAFCo decisions - all originated in the Knox-Nisbet Act - continue to guide LAFCo deliberations and decision-making today.

State law tasks LAFCos with encouraging orderly growth, promoting the logical formation and determination of local agency boundaries, discouraging urban sprawl, and preserving open space and prime agricultural lands.

On behalf of the state of California, I would like to congratulate all LAFCos on this, their 50<sup>th</sup> anniversary; and acknowledge the signing of the original Knox-Nisbet Act of 1963 by my father, then Governor Edmund G. Brown Sr.; and honor the vision and courage of LAFCos founding fathers.

Sincerely,

  
EDMUND G. BROWN JR.

**Yolo County  
Board of Supervisors**

ITEM 5-B

**Resolution No. 13-84**

**RESOLUTION RECOGNIZING THE 50<sup>TH</sup> ANNIVERSARY OF LAFCO**

**WHEREAS**, California State Assemblyman John T. Knox, serving as Chairman of the Assembly Local Government Committee in 1963, originally introduced AB 1662 regarding the formation of new cities and new special districts; and

**WHEREAS**, California State Senator Eugene T. Nisbet originally introduced SB 861 to create “Local Agency Annexation Commissions” in each County of the State; and

**WHEREAS**, these two bills were combined into the Knox-Nisbet Act of 1963, approved by both the California State Senate and the State Assembly; and

**WHEREAS**, on July 17, 1963, Governor Edmund G. Brown signed AB 1662, the Knox-Nisbet Act of 1963, which created Local Agency Formation Commissions, or LAFCOs, in all 58 counties in the State of California; and

**WHEREAS**, on September 20<sup>th</sup>, 1963, the Knox-Nisbet Act took effect in the State of California and by April 1, 1964, LAFCOs were functioning in all counties in the State of California except the City and County of San Francisco (later created in 2000); and

**WHEREAS**, the Knox-Nisbet Act, along with District Reorganization Act of 1965 and the Municipal Organization Act of 1977, were succeeded by the Cortese-Knox Local Government Reorganization Act of 1985 and later by the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000; and

**WHEREAS**, essential concepts fundamental to LAFCo operations—independent commissions in each county; representation on LAFCo by county, city, and public members; the establishing of uniform criteria and procedures for forming new cities and special districts and changing their boundaries; the right of landowners and registered voters to protest LAFCo decisions—all of which originated in the Knox-Nisbet Act, and are still found in today’s Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000, and continue to guide LAFCo deliberations and decision-making; and

**WHEREAS**, the State Legislature has empowered LAFCOs with regulatory authority over local agency boundary changes and State law tasks LAFCOs with encouraging orderly growth, promoting the logical formation and determination of local agency boundaries, discouraging urban sprawl, and preserving open space and prime agricultural lands; and

**WHEREAS**, the State of California amended the law in 1971 to require that LAFCOs establish Spheres of Influence for each city and special district and again in 1993, empowering LAFCOs to initiate proposals to consolidate, dissolve, or merge special districts; and

**WHEREAS**, the State of California amended the law in 2000 to require that LAFCOs prepare municipal service reviews of cities and special districts, in which LAFCOs examine the adequacy of public services; identify infrastructure needs or deficiencies; address opportunities for shared facilities; and address accountability, governmental structure, and operational efficiencies; and

**WHEREAS**, the Yolo LAFCo has been a leader in the preparation of policy, guidelines, and methods of achieving its state mandates.

**NOW, THEREFORE, BE IT RESOLVED** that the Yolo County Board of Supervisors congratulates the Yolo LAFCo on its 50<sup>th</sup> year of dedication and hard work toward achieving the goals of its mission.

**PASSED AND ADOPTED** this 6<sup>th</sup> day of August, 2013 by the following vote:

**AYES:** McGowan, Saylor, Rexroad, Provenza, Chamberlain

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Duane Chamberlain, Chair  
Yolo County Board of Supervisors





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YOLO LAFCO

**2013-2014  
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STEPHEN LUCAS  
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SAMUEL MARTINEZ  
Deputy Executive Officer

DAVID CHURCH  
Deputy Executive Officer

JENI TICKLER  
Executive Assistant

3 September, 2013

Yolo LAFCo  
625 Court St., Suite 203  
Woodland, CA 95695

Dear LAFCo Chair and Commission:

On behalf of the California Association of Local Agency Formation Commissions (CALAFCO), I would like to thank your commission for allowing some of your members and staff the opportunity to attend the CALAFCO 2013 annual conference.

We know how lean budgets and resources are, and understand that prioritizing expenditures can be difficult. Ensuring you and your staff have access to ongoing professional development and specialized educational opportunities, allows all of you the opportunity to better serve your commission and fulfill the mission of LAFCo. The sharing of information and resources among the LAFCo commissioners and staff statewide serves to strengthen the LAFCo network and creates opportunities for rich and value-added learning that is applied within each LAFCo.

On behalf of the CALAFCO Board of Directors, I would like to congratulate H. Peter Faye on receiving the 2013 CALAFCO Lifetime Achievement Award.

Thank you again for your participation in the CALAFCO 2013 annual conference. We truly appreciate your membership and value your involvement in CALAFCO.

Yours sincerely,

Pamela Miller  
Executive Director

# AMADOR LAFCO

ITEM 5-D



## LOCAL AGENCY FORMATION COMMISSION

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P.O. BOX 22-1292 ♦ SACRAMENTO, CA 95822  
810 COURT STREET ♦ JACKSON, CA 95642-95334 ♦ (209) 418-9377

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YOLO LAFCO

September 4, 2013

Olin Woods, Chairman  
Yolo LAFCO  
625 Court Street  
Woodland, CA 95695

Dear Chairman Woods and Commissioners,

Thank you so much for honoring me with your nomination for a CALAFCO Achievement Award. I was delighted to be chosen as the recipient of the Distinguished Service Award, and I was also surprised that my efforts over the years were recognized and valued by Yolo LAFCO Commissioners and staff.

I count Elizabeth Kemper, your former executive officer, as one of my career mentors. Her advice and assistance empowered me to handle some of the difficult challenges that came my way over the years. One of my personal goals has always been to assist other LAFCO staff in the same way that my mentors helped me.

Please accept my appreciation and gratitude for this honor.

Sincerely,

Roseanne Chamberlain  
Executive Officer

August, 2013

**ANNUAL  
CONFERENCE  
EDITION**

2013 Report to the  
Membership

Thoughts on LAFCo  
Golden Anniversary from  
the Founding Fathers of  
LAFCo

The Future of  
Annexations and  
Incorporations

Message from the Chair:  
CALAFCO  
remains strong

Remembering a Friend:  
Bill Davis



## LAFCo Report Card – Are We Meeting the Legislative Intent?

BY BEVERLY BURR, BURR CONSULTING (LOU ANN TEXEIRA, CONTRA COSTA LAFCO, CONTRIBUTOR)

The 2001 CKH Act brought a new requirement to LAFCos of conducting municipal service reviews (MSRs). Twelve years have passed as LAFCos have busily worked on MSRs. Excellent timing for asking the big questions: how well have we LAFCos done in meeting the legislative intent behind the MSR requirement? What barriers and constraints are we facing in the implementation?

The Commission on Local Governance for the 21<sup>st</sup> Century and the Little Hoover Commission laid the groundwork for the MSR requirement in the late 1990s. Three over-arching objectives they envisioned were:

*Knowledge* – enhancing LAFCo legitimacy, power and wisdom by gathering and analyzing information on the local agencies whose boundaries LAFCos oversee;

*Accountability* – promoting accountability, particularly among special districts, by day-lighting service and financial information, and enhancing LAFCo oversight of agencies rarely in the spotlight;

*Efficiency* – improving and modernizing service delivery by reorganizing agencies with outdated boundaries or structures.

Looking strictly by the numbers, LAFCos have certainly succeeded on the knowledge front. A review of the LAFCo websites shows that half of the LAFCos have completed at least one cycle of MSRs and SOI updates for all cities and special districts under their jurisdiction. Another 19 percent of LAFCos have nearly completed their first cycle, typically with a few MSRs or SOI updates yet to complete. A quarter of the LAFCos are partly done with their first cycle; mostly LAFCos with relatively small budgets, these have prioritized review of cities and districts providing “backbone” services like fire protection and water. The status at the remainder could not be readily discerned from their respective websites. Best practices we noted were those LAFCos with annual progress reports indicating those MSRs completed, pending and planned. Impressive efforts at some LAFCos showed published charts with their plans for MSRs and updates over the next 5-7 years.

Have LAFCos succeeded substantively on the knowledge objective? Mostly yes, but there is more to learn.

*Continued on page 12*

# The Sphere

*CALAFCO Journal*

August 2013

The Sphere is a quarterly publication of the California Association of Local Agency Formation Commissions.

## BOARD OF DIRECTORS

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To submit articles, event announcements, comments or other materials noteworthy to LAFCo commissioners and staff, please contact the Editor at 916-442-6536 or info@calafco.org.

The contents of this newsletter do not necessarily represent the views of CALAFCO, its members, or their professional or official affiliations.

1215 K Street, Suite 1650  
Sacramento, CA 95814  
916-442-6536

[www.calafco.org](http://www.calafco.org)

## FROM THE CHAIR OF CALAFCO

This has been an exciting year for the CALAFCO organization, and it's an honor to serve as your Chair. This year we celebrate the 50<sup>th</sup> anniversary of the creation of LAFCo. The founding fathers of LAFCo, Assemblymember John T. Knox and Senator Eugene T. Nisbet, had the courage and vision necessary to ensure orderly growth and the preservation of precious agricultural and open space land through the creation of the Knox-Nisbet Act. While the original Act has evolved since 1963, its fundamental principles remain intact. This year during our annual conference, we are pleased to commemorate the golden anniversary of LAFCo.

This year was also a time of transition and change for CALAFCO, with our new Executive Director Pamela Miller taking the lead supported by our new Executive Assistant and Registrar Jeni Tickler. Pamela has done an excellent job leading CALAFCO and has faced the challenges of learning the legislative process and all of the CALAFCO systems, policies and procedures head-on and with professionalism. She had some big shoes to fill and has done a good job for the organization. As incoming Chair at the same time she joined CALAFCO, I have had the pleasure of working together with her, leading the organization during this very special time.

In February of this year the CALAFCO Board held its biennial strategic planning retreat at which we acknowledged the many accomplishments of CALAFCO during the past two years. We focused on the many positive outcomes of the regional structure and reaffirmed our commitment to the organization as Board members. Our new two-year strategic plan reflects the high ideals and principles on which CALAFCO



**Ted Novelli**  
Chair, CALAFCO  
Board of Directors

was founded. We remain focused on serving our membership by creating value for our member LAFCos and all Associate members. CALAFCO remains strong financially, and we had an outstanding fiscal year in 2012/2013. We continue to be recognized as a premier state association dedicated to providing information regarding cities and special districts, not only for the Legislature but also for cities, special districts and the public.

Agencies throughout the state are still struggling with a difficult economy, and looking to the future, one of the biggest challenges I see LAFCos facing is dealing with agencies that are struggling to provide quality public services. Performing strong Municipal Service Reviews and identifying alternative service delivery options for these agencies will be critical to the role of LAFCo.

Looking to the next 50 years, the role of LAFCo in regional planning will become even more important. It is estimated that each year 30,000 acres of farmland are lost in California. With an estimated population growth in the state of 19 percent by 2030, the delicate balance of managing growth and maintaining the preservation of valuable ag and open space land will be challenging. I believe LAFCos throughout the state are up to that challenge.

Again, thank you for the opportunity to serve as your Chair this year. CALAFCO remains a strong and viable organization and I am proud to be a part of it.

*Ted Novelli*

FROM THE EXECUTIVE DIRECTOR

# First Year Reflections



**Pamela Miller**  
Executive Director



It's been said that people learn best by doing. I would say that it is not so much in the doing that we learn; rather it is through the reflection of the experience where insights and learning are generated. As I complete my first year as your Executive Director, I find myself reflecting on the year's experiences – and what a year it's been!

As CALAFCO Chair Ted Novelli writes, this has been an exciting year for the Association. Change and transition are interesting things – they can be both exhilarating and challenging, cause excitement and apprehension, and always create the opportunity for growth. Who would have thought 50 years ago that today we would be celebrating the 50<sup>th</sup> anniversary of the creation of LAFCo, and that the original legislation that did so would go through several reiterations to be improved and strengthened? This significant milestone is possible because of vision, strength in purpose, and a deep-rooted desire for continuous improvement.

Reflection is the window of opportunity for continuous improvement. Just ask John Knox, Eugene Nisbet, Dominic Cortese, and Robert Hertzberg – they'll tell you.

When the CALAFCO leadership baton was passed to me, the organization was in

strong shape – and it remains so today. The change in leadership brought excitement and apprehension – what will the transition be like? How will things work out? What will be different? What does all of this change mean?

Like any other change event, the acknowledgment of the organizational loss was important to being able to move forward. Knowing there were big shoes to fill, I wore my track shoes and hit the ground running. There's been both much to learn as well as much to offer, and each day is a new opportunity for both.

This organization has a deep pool of strong resources – as diverse in their strength as California is as a state. It is amazing to see those resources in action. From the Board of Directors to the Legislative Committee, to the Executive Officers, legal counsel and LAFCo staff to the Commissioners – everyone brings his or her own set of diverse strengths, capacities and perspectives to the table. And we are fundamentally connected with the passion of public service and the desire to not just simply fulfill the LAFCo mission – but to continually improve the way in which we do that...not at all unlike the evolution of the original Knox-Nisbet Act.

So what did this organizational change mean? If one has to “assign” a meaning, I suppose it could be that change is a natural part of the life cycle of any organization. Change is inevitable and from it none of us is immune (I am reminded of that each day when I look in the mirror). The real question is – how will we continue to grow from change?

Not losing sight of the vision, maintaining strength in purpose, and persevering in the quest of continuous improvement is a good place to start. Knowing that, adapting to and growing with change can create far better outcomes than resisting and fighting change. While none of us has a crystal ball to predict the future, using visionary capabilities, adaptive leadership skills, and being willing to take some risks – just like the founding fathers of LAFCo did – will help us lead our organizations and agencies into the opportunities of tomorrow.

I would like to thank the membership for your support during this my first year as your Executive Director. It is with a deep sense of gratitude and appreciation that I reflect on the past year's challenges, and look forward to the opportunities of tomorrow.

*Pamela Miller*

## Thoughts From the Founding Fathers of LAFCo

*We are honored to share thoughts on the 50<sup>th</sup> anniversary of LAFCo from the founding fathers of the legislation that created LAFCo and those who have helped improve it through the years. CALAFCO deeply appreciates their contributions. Articles appear herein as written without edits. Unfortunately we were unsuccessful in our attempts to reach a member of the Nisbet family for their thoughts.*

## Reflecting on LAFCo

By John T. Knox

It would have seemed highly unlikely – some fifty years ago – that a second term



Assemblyman from Richmond would play a significant role in creating and in nurturing California's Local Agency Formation Commissions. It would have seemed especially unlikely in view of the fact that the assemblyman in question had never served on a city council, a board of supervisors, or had been otherwise active in local government.

I was that Assemblyman. And, although I didn't realize it at the time, fate seemed to have selected me to play a role in LAFCo's creation and subsequent development.

The first step in this unlikely story was undoubtedly the election of Jess Unruh as Speaker of the

California Assembly beginning with the 1963 legislative session.

Unruh assumed leadership of a very traditional state legislative body. It met in general session for a six month period every other year. Its members were virtually all "part time" (i.e., they had to support themselves and their families with gainful employment in their home districts). The idea that it might initiate major state policies wasn't part of its institutional culture. And, in fact, it lacked the time and the staff resources to do so. Major policy initiatives invariably came from the Governor – and the legislature dutifully added a few "tweaks."

Unruh, however, had a vision of a different, proactive institution – one with the resources and ability to initiate and enact its own policy initiatives.

To this end, he chose as his committee chairs individuals who, he felt, were capable of initiating and following through with new policy initiatives.

So it was that I found myself, a local government neophyte, designated as the new chair of the "Municipal and County Government Committee" – an individual with no previous in-the-trenches local government experience – but also with no preconceived biases.

Concurrent with this new organization and focus in the Assembly, there was important activity in the Governor's office.

In the 1962 election Governor Pat Brown had decisively defeated Richard Nixon to win his second term, and he too had a vision. He and his advisors were very mindful of California's rapid growth – the rate of which was projected to increase even more rapidly in the coming decades. (During his first term, for example, the California Water Project had been authorized and

work had begun on the "Master Plan for Higher Education".)

In the local government area, academics and other thoughtful analysts were warning about the consequences of haphazard growth.

Brown had even appointed a special "Blue Ribbon Commission" to review the issue. Among the recommendations in the Commission's final report was to create a state level commission that would have "quasi-judicial" power to approve formations of, and annexations to, cities and districts.

Brown decided to proceed with this recommendation. His staff drafted two bills and sought out authors – one Assembly author and one Senate author.

One bill would have established a state-level Local Agency Formation Commission to review proposals for new cities and districts. A second bill would have established a Local Agency Annexation Commission in each county to review city and district annexations. The reasons for the state commission-local commission dichotomy were never really explained but did have significant consequences.

Moreover, in seeking authors for this legislation, Brown preferred to avoid long serving legislators who might be too closely tied to the status quo.

As the new chair of the Assembly committee, I seemed to meet his criteria and he asked me to author the Local Agency Formation bill.

(And, so the project began. It wasn't a "made in the Assembly" product that fully realized Unruh's vision of a proactive Assembly, but it was a good first step in generating wholehearted cooperation between the Governor and the Legislature.)

The initial reaction to my bill was a bit unexpected. CSAC (at that time known as the County Supervisors Association of California) was almost apoplectic. They were outraged that a state commission would make decisions about issues that they felt were a matter of county "Home Rule." Their opposition was so effective that, as I counted the votes within my committee, I discovered that I didn't have enough votes to move the bill out!

Serious meetings with the Governor's staff ensued. In the end it was Senator Nisbet's bill that provided a solution. CSAC had no real objection to the bill for local commissions – because county supervisors (and city council members) would be members of the local commissions – a sufficient acknowledgment of "Home Rule." I suggested that my bill be recast to mirror the Senate bill.

The result: my bill was rewritten to create local *formation commissions* with the same membership as Senator Nisbet's annexation commissions. The two bills were linked together to provide that, if both bills passed, only one commission would do both jobs.

With those revisions both CSAC and the League of Cities became supporters of the bills. Even in those days, however, these two organizations were scarcely monoliths – and individual cities and counties reserved the right to lobby their local legislators about their reservations. And, many did.

In the 1960s, there were few caucus positions on these types of issues – especially local government issues. Member-by-member contact was necessary to persuade, cajole, etc. to secure the necessary votes. To be sure, the Governor's staff weighed in, but the Governor also had other

issues that were important to him. So – there was a limited amount of political capital that he could spend.

Both CSAC and the League, however, honored their commitments of support and worked diligently to line up votes. Without their support – in committee and on the floor of each house – the outcome might well have been different.

The improbable story only began with the passage of the original 1963 legislation. LAFCo was a new institution and the initial members and staffs had to develop the procedures and regulations that would allow this new institution.

These individuals had to discover what would work well – and what wouldn't.

I joined in. The new agency was my "baby," and I wanted it to succeed. I met with LAFCo representatives to draft follow-up legislation that fine-tuned the original bills. These began with a bill that replaced the awkward two statutes to a single statute – and followed on in 1965 with the District Reorganization Act.

With this overall result, I discovered the often overlooked legislative area of local government legislation was indeed interesting – and I enjoyed it more with each passing year.

Largely through the hard work of members and staff, LAFCos became accepted and respected local institutions. It has been my privilege to work with those individuals.

As for the next fifty years --  
Godspeed!!

*John T. Knox*



## Taking the Act to the Next Level

By *Dominic L. Cortese*

LAFCo's 50<sup>th</sup> Anniversary traces California's bold and creative response

to an onslaught of questions raised regarding our ability to avoid a land use



and public service calamity during the unprecedented population growth in the late 1950s and early 1960s, lasting all the way through the 1980s. Legislation authored by Jack Knox and approved by the legislature in 1963 planted the seeds from which potential chaos that would result from unstructured formation of new cities and districts and annexations to existing agencies was averted. The gradual understanding of LAFCo's powers was surfacing, carefully being adapted to the highly diverse geographical and economic nature of the state. Areas of community identity throughout the state were being recognized. Home rule was being respected.

There were those whose early view of LAFCo's authority was thought to be a simple set of lines on a map, "demarcations" with certain restrictions and definitions beyond which LAFCo had no authority. At a point during my service on the Santa Clara County LAFCo, I recall asking our newly formed Transit District Director to appear at each LAFCo meeting to discuss transportation impacts on our decision making. A monumental decision regarding the formation



of the Midpeninsula Regional Open Space District versus a potentially competitive County Parks ballot measure had to be made. Both were finally approved. Prophetic I would say. The very large number of agenda items and the broad parameters of subject matter now undertaken by LAFCo make LAFCo an indispensable segment of our local government process. Congratulations!

Early in the 1970s, I was fortunate enough to be part of a small group that began to meet to discuss the formation of a statewide association of LAFCos, which came to be called CALAFCO. It would provide an atmosphere allowing LAFCo Commissioners and staff to share knowledge, explore coordinated land use planning, and turn diversity into a positive force for the benefit of the entire state. I am proud to say that I chaired CALAFCO for two terms during its early years. It is a pleasure to know that CALAFCO has become a fully functional statewide organization, incorporated and functioning under a full set of by-laws.

From those early legislative seeds the dedicated and creative members of LAFCos throughout the state averted what might have been a saga of pieces of the land use puzzle thrown from the air with no means of objectivity. Pieces of that puzzle have been cooperatively placed, to whatever extent humanly possible, in what is now recognized as the best organization of cities and districts in the country. The door opened to trust and constructive regionalism. We can thank you CALAFCO for that!

After more than two years of effort, with the help of dedicated staff at the state and local level, I was fortunate to have carried the Cortese-Knox Local Government

Reorganization Act. AB115 was introduced in 1984 and after extensive hearings and analysis by appropriate legislative committees, was signed by the Governor. The earlier and separate laws – the Knox Nisbet Act, the District Reorganization Act and the Municipal Organization Act – were made compatible and now became one. Speaker Robert Hertzberg led the task of clarifying and reorganizing the Act, making it even more functional. Thanks to Speaker Hertzberg, we now have the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000.

It is gratifying to know that the Act is instrumental in the daily work of LAFCo. It has its place on the desks of planners and local government attorneys throughout the state. Not long ago, the State Printing Office informed me that it is still a “best seller!”

I am grateful to those whose efforts made the Act possible and those who continue today to make timely improvements. The introductory letter of the Act recognizes some of those people. I am mindful of all those who from time to time were there, in their own way, to help take our work to its next stages.

Please accept my gratitude. Your local communities and the people of California appreciate your efforts and owe you their continued support.

*Dominic L. Cortese*



## LAFCo: 1963 – 2013

*By Robert M. Hertzberg*



California is nothing less than magnificent. All of us born here, who have relocated here, moved our families here, or visited here – know that.

But while our weather dividend, the Pacific, and our extraordinary diversity of geography- much within close proximity, has been a large part of the magnetic attraction, the challenge to and success in managing the sheer volume of humanity is something little understood by the public – most of whom have come to expect to flip a light switch and find the necessary electricity, turn a faucet and have an abundant flow of clean water, and expect cities and towns and counties to deliver with consistency and without interruption.

While there is a large group of engineers, architects and workers from many professions that keep us operating and moving forward, all which most often appears to be effortless, I have come to learn the genius and value of the folks that make up the large LAFCo community of California and the important role each of these important people quietly play in creating and maintaining our quality of life.

When Jack Knox, then the new legislator from Richmond, agreed to work with the Pat Brown administration on municipal and county government issues, it was the end of a decade when **California's population grew by a whopping 53%**. The smart



folks in government at the time knew that California needed to devise a system that would intelligently deal with the explosion of new government entities and their competing land use and other demands. Jack tells fun stories about his legislation in 1963. It is always interesting to understand the “human” side of how laws get negotiated and passed, particularly from Jack Knox.

By the time Dom Cortese authored the 1984 update, our population grew by an additional 10 million folks, more than the population of all states at the time but for New York. Today, there are more than 4800 subdivisions of government in California, and under the guidance of the LAFCo community, in many respects, California is one of the best managed land use states in the nation.

Regarding my own story with LAFCo, it started in the San Fernando Valley – when I began service in the legislature in 1996, we had just finished a yearlong battle led by then Assemblywoman Paula Boland together with then Pro Tem Lockyer fighting to overturn the special 1970s adopted rule making an exception for any Los Angeles based “special reorganization” which gave the Los Angeles City Council veto power. It was not successful.

Together with Tom McClintock and Tony Cardenas, my San Fernando Valley colleagues in Sacramento, we drafted two laws to correct certain intentional “exceptions” which were enacted as a result of past political alliances. But something else happened, something that I am most proud of. In an era of term limits when the common criticism was that our legislative branch no longer dealt with large issues- the opposite happened. With the

help of Pete Wilson, a governor of a party that I was not a member, and others, we passed and he signed and funded in his budget a serious effort to create a process to review the 179 pages of statutes that the LAFCo legislation had become. I read and re-read the LAFCo law, and over the years it had become a “morass” that was difficult to understand. So in 1997 we passed AB 1484 to create the Commission on Local Governance for the 21<sup>st</sup> Century to review the Cortese-Knox Local Government Reorganization Act of 1985. There were no big press stories on the commission, no big contributors who were clamoring for the changes in the law- just a group of folks that cared about government, knew that fixes were needed, and got on with the work they were hired by the people to do. I was and remain deeply proud to have been a part of this important effort.

The Commission was led by then San Diego Mayor Susan Golding, who did an incredible job- this was not a Commission that took its job lightly. They met over 16 months, held 25 days of public hearings throughout the state, heard testimony from more than 160 individuals and groups, received over 100 recommendations and, at a time when websites were new, had nearly 90,000 hits on its site- an unheard of number for those days. Their efforts resulted in a report “Growth Within Bounds,” which served as the basis for AB 2838, passed and signed into law in September 2000 by Governor Brown. In general terms, the measure, creating the Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000 (I did not know that Christopher Carlisle, my lead staff on this, added my name until the measure passed- it was not my idea), focused on 5 areas:

- ♦ It streamlined and clarified LAFCo policies and procedures;
- ♦ It made LAFCOs neutral, independent, and balanced in representation for most counties, cities and special districts;
- ♦ It strengthened LAFCo powers to prevent sprawl and ensure orderly extension of government services;
- ♦ It enhanced communication, coordination and procedures of LAFCOs and local governments; and
- ♦ It enhanced opportunities for public involvement, active participation and information regarding government decision-making.

Of course, it did not go far enough, and the dynamic growth of government, the fundamental challenges we are facing because of globalization and the explosion of technology are causing us to re-examine and improve the work we did in the 60s, 80s and in 2000. It is up to the next generation of thinkers to invent our LAFCo future.

*Robert M. Hertzberg*





### Dear CALAFCO Members:

We are proud to report to you that the Association continues as a strong, vibrant educational resource to members and as an advocate for LAFCo and LAFCo principles to statewide decision makers. In 2013 the Association maintained a high level of educational services as well as a healthy agenda of legislative issues. During the year we saw active involvement of LAFCos from around the state and had the pleasure of welcoming a new Executive Director, Pamela Miller, and new Executive Assistant/Registrar, Jeni Tickler. We remain excited with both the program quality and participation in the Staff Workshop and the CALAFCO U courses this year. Placer, Nevada and El Dorado LAFCos and the Annual Conference planning committee have done an outstanding job with the 2013 Conference. Finally, the Association remains on solid financial ground. The recently adopted budget maintains member service levels and retains a healthy reserve.

Our achievements continue to be the result of the dedicated efforts of the many volunteer LAFCo staff who contribute their time and expertise. The Board is grateful to the Commissions that support their staff as they serve in the CALAFCO educational and legislative roles on behalf of all LAFCos. We are also grateful to the Associate Members and event sponsors that help underwrite the educational mission of the Association and allow us to keep registration fees as low as possible to encourage more participation.

### EDUCATIONAL SERVICES AND COMMUNICATION

CALAFCO educational and information sharing-services are the Board's top priority for member services. The Association focuses its resources in four areas: the Staff Workshop, Annual Conference, CALAFCO University courses, and electronic resources including the web site and the member list-serves.

**Staff Workshop and Annual Conference** We continued the tradition of quality education programming with the Staff Workshop held in Davis in April and the Annual Conference in Squaw Valley in August. The Workshop, hosted by Yolo LAFCo, brought together 104 LAFCo staff from around the state for a three-day workshop at the Hallmark Inn and Odd Fellows Hall in downtown Davis. With 39 LAFCos and 9 associate member organizations represented, it was one of the highest workshop attendances in some time. An exceptional program centered on the theme "*Retooling*

*for the Next 50 Years: Fewer Resources, Higher Expectations*" with sessions including how today's fiscal climate is shaping the future and LAFCo's role in regional planning, ethics and ethics law, CEQA, LAFCo legal practices and JPAs, adaptive leadership practices in local agencies, GIS mapping and more. A special series of sessions was specifically designed by and for clerks and included developing and maintaining a clerk's manual, use of technology and best practices among the topics. The unique mobile workshop focused on innovations in food science and agriculture. We would like to thank Steve Lucas (Butte LAFCo) who chaired the Program Committee, Christine Crawford and Terri Tuck (Yolo LAFCo), and all who worked to make this an outstanding staff workshop.

Well over 200 LAFCo commissioners and staff are expected at the 2013 Conference in Squaw Valley, North Lake Tahoe. Hosted by Placer, Nevada and El Dorado LAFCos, the program centers on the theme "*Clarity of Vision: The Golden Age of LAFCo*" and includes a range of sessions focused on highlighting the history of LAFCo, visioning for the future, and focusing on current issues such as water as a valuable resource, CEQA reform and the state's General Plan update, land use patterns, health care districts without hospitals, and

LAFCo initiated actions such as dissolutions, mergers and consolidations. The Conference attracted an impressive list of speakers, including Ken Alex, Director of the Governor's Office of Planning and Research, Dr. Gerald Meral, Deputy Secretary, CA Natural Resources Agency, Richard Atwater,

Executive Director, So. CA Water Committee; Tim Quinn, Executive Director, Association of CA Water Agencies; Peter Detwiler, former Chief Consultant to the Senate Governance and Finance Committee; and Tom Willoughby, former Chief Consultant to Senator John Knox. The unique mobile workshop highlights the beauty of Squaw Valley and the unique opportunities and challenges associated with community development in an area of beauty and environmental sensitivity. We acknowledge and thank Placer, Nevada and El Dorado LAFCos for hosting the Conference, their Executive Officers for all of their hard work: Kris Berry (Placer), SR Jones (Nevada) and José Henríquez (El Dorado), the Conference Committee Chair Josh Susman (Nevada), and all who are working on the Program and Host Committees to make this an outstanding Conference.

**CALAFCO University** So far this year, the Association has offered one course and two more are scheduled. The courses allow staff, commissioners and other interested parties to explore, in depth, LAFCo





processes, policies and actions. *Performance Measures and MSR Strategies* was held in June in San Luis Obispo. Due to the high number of requests to repeat the session, another is scheduled for October 10 in Sacramento. Additionally, a session designed by and for LAFCo Clerks on *Creating a Clerk's Manual, the Roadmap to Success* is scheduled on November 14 in Sacramento. These courses are possible only with the volunteer efforts of LAFCo staff and Associate members. Thank you in particular to San Luis Obispo, Los Angeles, San Bernardino, and Stanislaus LAFCos and all the others who contributed to the classes. A special thanks to Marjorie Blom (Stanislaus LAFCo) who has been the lead in coordinating CALAFCO U since October 2012.

**Accreditations** CALAFCO's educational activities have all been accredited by the American Planning Association to provide AICP credits for certified planners. This benefit is provided at no cost to LAFCo staff and helps them maintain their certifications. In addition, both the Conference and Workshop have sessions for LAFCo counsel that have been accredited for MCLE credits by the California Bar.

**Web Site** The CALAFCO web site is a vital resource for both LAFCos and the community with questions about local government in California. The site consistently attracts between 5,500 and 6,500 visits per week. The vast majority of the visits are for the reference and resource materials found on the site and referral information to member LAFCos. This was the first year of the new website, which was launched just before last year's Annual Conference. Improvements and enhancements continue to be made as site security remains a high priority. During the year we made a change to the Members' section access in order to maintain security. After a complete system back-up and restore, the site was once again fully accessible to all members.

**List-Serves** The list-serves maintained by the Association continue to be an important communication and information sharing tool among LAFCo staff. In total, we maintain eight list serves to help members share information, materials, and expertise.

**Publication** CALAFCO was approached by the Senate Local Governance & Finance Committee to update an obsolete state publication on LAFCos. The last published edition of *It's Time to Draw the Line: A Citizen's Guide to LAFCos: Local Agency Formation Commissions* was 2003. A subgroup of the CALAFCO Legislative Committee worked with the Senate Committee staff to update the publication, which should be made available soon. Thanks to Bob Braitman, Carole Cooper, Carolyn Emery, Paul Novak, Neelima Palacherla, Mona

Palacios, Keene Simonds and Pamela Miller for their contributions to the revised publication.

### LEGISLATIVE PROGRAM

This is the first year of the Legislature's two-year session and with an unprecedented number of new legislators, state Democrats held a supermajority in the Legislature. The CALAFCO Legislative Committee began work in November and met regularly throughout the year. This year, with the transition of a new Executive Director, the Legislative Committee was led with two Co-Chairs, Harry Ehrlich (San Diego LAFCo) and Kris Berry (Placer LAFCo) with Executive Director Pamela Miller acting as Vice Chair. CALAFCO maintained a full legislative agenda this year, with CALAFCO staff tracking as many as 38 different bills that could affect LAFCo. CALAFCO sponsored two bills this year, and sought an author-sponsored third bill. The top priority of the Legislative Committee was **AB 1427**, the Assembly Local Government Committee Omnibus bill. This year the bill contained eight different changes to Cortese-Knox-Hertzberg, such as clarifying several definitions, making changes to obsolete and incorrect code references, and making minor updates to several outdated sections. The bill was signed by the Governor on August 12. We are grateful for the efforts of Legislative Committee Co-Chair Harry Ehrlich (San Diego LAFCo) and Assembly Local Government Committee associate consultant Misa Yokoi-Shelton for their efforts on shepherding this bill.



The other CALAFCO sponsored bill this year is **AB 453 (Mullin)**. The CALAFCO Legislative Committee originally decided not to pursue this legislation again this year. However we were approached by Assemblymember Mullin who offered to author the bill, which would make LAFCo eligible to apply for planning grants from the Strategic Growth Council. Although this is the final year of the grant cycle, there is benefit to having LAFCo named as an eligible entity for future sustainable communities grant opportunities. It passed the Assembly and met with an unexpected amendment in Senate Natural Resources Committee. After much discussion at both the Legislative Committee and Board level, the Board took the position to move forward with the bill with further amendments. As of this writing, the bill is in the Senate Appropriations Suspense File.

In addition to the two CALAFCO sponsored bills, we sought an author for **AB 743 (Logue)**. The bill was

originally introduced to remove the sunset date provision to waive protest proceedings for certain island annexations and increase the size of the islands from 150 to 300 acres. After considering the feedback from several member LAFCoS and external stakeholders, the bill was amended to remove the increase in acreage (keeping it at 150 acres), and to reset the effective island creation date from January 1, 2000 to January 1, 2014, thus allowing smaller islands of less than 150 acres created after 2000 to be annexed under these provisions. The bill has unanimously passed both the Assembly and Senate, and as of this writing is awaiting the Governor's signature.

Highlights of other legislation on which we worked include:

- ♦ **AB 678** (*Gordon & Dickinson*) – This bill requires health care districts that do not operate their own hospital facilities to create, every 5 years, an assessment of the community health needs with public input. The bill requires LAFCoS to include in a Municipal Service Review the Health Care District's 5-year assessment. There are currently 15 healthcare districts that will be impacted. (CALAFCO supported; passed Assembly; now in Senate Appropriations Suspense File.)
- ♦ **SB 56** (*Roth & Emmerson*) – This bill corrects the VLF funding hole created by the 2011-12 state budget for inhabited annexations and incorporations since 2004. This has created major fiscal crises for a number of cities. The bill has been slow to move forward given the high cost to the General Fund. (CALAFCO supported; still in Senate.)

For a complete list of CALAFCO bills, please visit the CALAFCO website. Information is updated daily.

The Legislative Committee continues to consider and work on several substantial legislative proposals including:

- ♦ *Protest Provisions* The second phase of the project will be to enact more substantive changes to the protest provisions, to make them more consistent and easier to apply.
- ♦ *Extension of Services Outside Boundaries* After an intensive two-year effort to gain consensus on language that would increase LAFCo flexibility in certain situations to extend services outside of boundaries and spheres, the CALAFCO Legislative Committee and Board again took positions on potential legislation. The Legislative Committee revisited the proposed language at the end of 2012 and referred it again to the Board for another review and a recommendation to move the legislation forward. During its February meeting, the Board approved the appointment of an ad-hoc

subcommittee appointed by Chair Novelli to revisit the proposed changes to once again try to obtain greater consensus. After several months of work, the subcommittee presented amended language to the Board and in July the Board approved the proposed legislation. The Legislative Committee has made this a two-year bill effort, and a subcommittee of the Legislative Committee will work over the course of the next year to create a strong fact sheet and begin membership and external stakeholder outreach. We would like to thank those who volunteered to worked on amending the language: John Benoit (various LAFCoS), Rich Bottarini (Sonoma LAFCo), Roseanne Chamberlain (Amador LAFCo), Steve Lucas (Butte LAFCo), Kathy Rollings-McDonald (San Bernardino LAFCo), Keene Simonds (Napa LAFCo), George Spiliotis (Riverside LAFCo), and Kim Uhlich (Ventura LAFCo).

The positive results of the Committee's efforts would not be possible without the leadership of Committee Co-Chairs Harry Ehrlich (San Diego LAFCo) and Kris Berry (Placer LAFCo) and Vice Chair Pamela Miller, along with the volunteer efforts of the 20 LAFCo staff, counsel and Board members who serve on the Committee. The work of this group is critical in crafting legislation, providing recommendations to the Board on legislative issues and supporting the legislative process.

## ASSOCIATION MANAGEMENT

***A Change in Leadership*** In September of last year, our new Executive Director Pamela Miller was hired. There was a short overlap in time when both Bill Chiat and Pamela worked together. We are pleased to report the transition was very smooth and Pamela has done an outstanding job representing CALAFCO in this, her first year. In addition, the role of Executive Assistant was filled in January of this year by Jeni Tickler. She has done a wonderful job of supporting Pamela and the organization in this role.

***2013-2015 Strategic Plan*** On February 7, the Board held its biennial strategic planning retreat. During the day-long retreat, the Board reviewed the Association's accomplishments over the past two years including the many positive outcomes from the regional structure, affirmed expectations of the role and responsibilities of representing CALAFCO as a Board Member, discussed the challenges and opportunities facing LAFCoS and the Association, and reviewed and amended the organization's 2-year strategic plan and strategies. The full 2013-2015 CALAFCO Strategic Plan and 2013





Legislative Policies adopted by the Board are located on the CALAFCO website.

**Financial Policies and Reporting** The Association continues to stand on a strong financial base. The Board maintains policies and current filings which are in compliance with all federal and state requirements for 501(c)(3) organizations. The CALAFCO Policy Manual, IRS Form 990 and other key Association documents are available on the CALAFCO web site. The Association also maintains its records with the national non-profit reporting organization, GuideStar ([www.guidestar.com](http://www.guidestar.com)). In 2013 CALAFCO once again earned the *GuideStar Exchange Seal* in recognition of its transparency and completeness in documentation.

All financial records are reviewed quarterly by an outside CPA with reports to the Treasurer and the Board. The Board also reviews the annual IRS Form 990 tax filing prepared by the CPA and staff.

**2013-14 Budget** The Board has managed the financial resources of the Association closely. This year LAFCo dues were increased by the CPI as authorized in the Association Bylaws. While only a 2.3% increase, the

Board felt it was necessary to keep up with the increasing costs of operating the Association.

The adopted budget for 2013-14 provides only minor changes from the 2012-13 budget. The close of the fiscal year showed a greater year-end balance than anticipated in the adopted budget, allowing the Association to avoid the use of reserve. The approved budget is \$379,195, which includes a \$13,219 contingency.

There are small increases in rent, office expenses, Conference and Workshop expenses in the budget which are offset by increases in returns from the conference and workshop as well as a

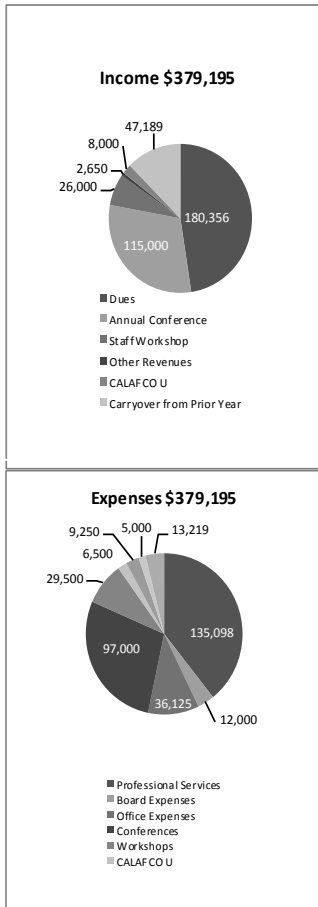
reduction in professional services. The budget is balanced and does not tap any reserve funds.

**Restricted Fund Reserve** Since 2005 an important goal established by the Board has been to grow and maintain a fund reserve to support member services in uncertain economic times and to avoid the need to tap members for additional funds, as had been done in the past. With an initial goal of 35% of non-conference operating expenses, the reserve is currently at \$160,222, about 79% of the annual operations budget outside of the Conference and Workshop. The reserve is not part of the annual budget and requires a vote of the Board to use its funds. The Association has not used the fund reserve since the early 2000s. CALAFCO maintains its funds with the Local Agency Investment Fund (LAIF). While the interest rate has remained low again this year, we have not lost any of the principle in our savings or investments.

Finally we want to recognize the leadership of our executive director Pamela Miller and executive officer Lou Ann Texeira (Contra Costa LAFCo). Added to that is our appreciation for all the contributions of executive assistant Jeni Tickler in the CALAFCO office, deputy executive officers Marjorie Blom (Stanislaus LAFCo), Steve Lucas (Butte LAFCo), and Sam Martinez (San Bernardino LAFCo), Legal Counsel Clark Alsop (BB&K), and CPA Jim Gladfelter (Alta Mesa Group). These people, along with many other volunteers, associate members, and members of the Board have all worked together this year to bring many achievements and a strong Association to you, our member LAFCos.

Sincerely Yours,

*The CALAFCO Board of Directors*



*CALAFCO congratulates Stanislaus LAFCo on the 50<sup>th</sup> anniversary of their first LAFCo meeting, September 24, 1963.*

# LAFCo Report Card

*Continued from Page 1*

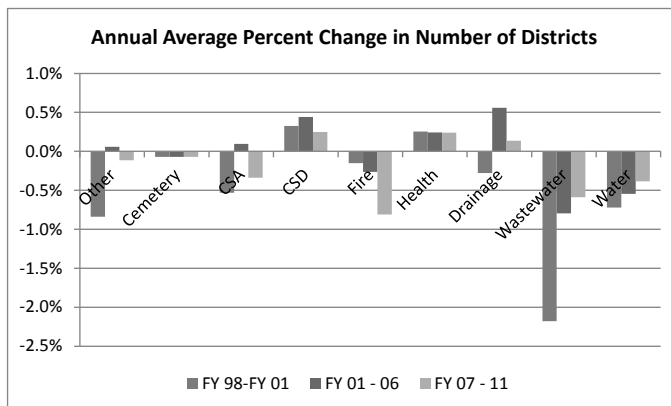
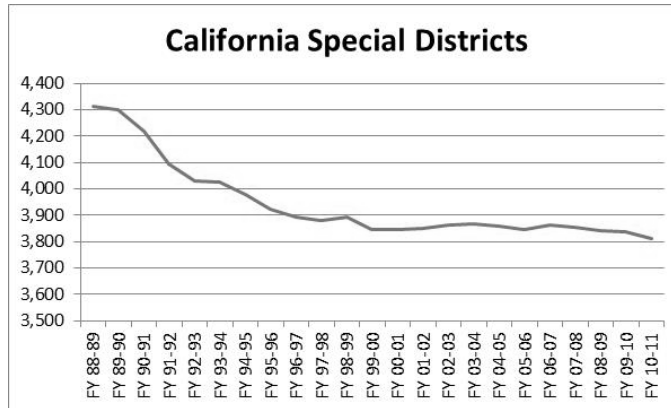
Regardless of funding, LAFCos in both urban and rural areas have learned what services agencies are providing and which agencies face challenges in retaining governing body members and complying with financial requirements and principal acts. Conducting the inaugural cycle of MSR's involved enormous efforts for many LAFCos simply to inventory the local agencies under their jurisdiction, organize and review often-incomplete LAFCo archives, map the agency boundaries, and introduce the agencies to LAFCo. And that was just a prelude to surveying, analyzing and publishing service, financial, and infrastructure capacity information. The level of depth of the inaugural MSR's varied. Some were simply a page or two per agency; others were nearly encyclopedic. Funding levels clearly played a major role in the page counts and the number of trees felled by MSR's.

On the knowledge front, best practices among LAFCos are publishing the MSR's online and distilling the MSR's into constituent-friendly directories of local agencies, boundary maps and key information. Constraints to fulfilling the knowledge objective included poor records and lack of information at many of the reviewed agencies, lack of planning activity at many local agencies, and resistance by some agencies to LAFCo's new oversight role. There were cities and districts that ignored LAFCo letters and requests. There were water authorities and flood control districts that asserted they were exempt from LAFCo even though no exempting resolutions were identified.

On the accountability front, have LAFCos succeeded in day-lighting financial information and enhancing oversight? Most definitely. In our experience, the MSR process has uncovered at least one local agency that might be characterized as a rogue in just about every county. The rogues tended to be smaller special districts. There were some cemetery districts that literally did not know where the bodies were buried or what capacity was remaining. There were sewer

providers illegally disposing. There were governing body meetings held in private homes. There were agencies not providing services or not disclosing finances to their constituents or to the State. Perhaps most heartening are the cases where the MSR process rehabilitated rogues. While it may seem heavy-handed to some to play the Zero Sphere card (meaning an agency is recommended for dissolution or reorganization), that has brought about a sea change in more than one rogue, including a cemetery district in San Bernardino, a sanitary district in Calaveras, and a health care district in Santa Clara. Grand juries have also picked up where MSR's have left off. Grand jury members are more attuned to LAFCos now, as they follow MSR's as one source as they consider when they set their investigative agendas for the upcoming year.

Finally, what about the end-game? Have MSR's helped to bring about efficiency and reorganization of outdated agencies? The jury is still out.



Looking strictly by the numbers, the answer in 2013 appears to be not yet. The number of districts declined more rapidly statewide before the CKH Act than after.

Looked at from a different perspective, we compared the change in the number of districts by type in the last 15 years. The rate of reduction in districts between FY 95-96 and FY 00-01 was faster for every type except fire districts than it has been since FY 00-01. Between FY 05-06 and FY 10-11, the pace of reduction in fire districts through reorganization has sped up. But the pace of consolidation of water, wastewater, park and cemetery districts has clearly slowed.

Best practices are exemplified in several reorganizations that have followed LAFCo implementation of MSR's. San Diego LAFCo certainly gets major credit for fire consolidation progress. There have been other fire district consolidations since FY 05-06 in Calaveras, Lake, Plumas and San Mateo counties as well. And just because the pace of reorganization has slowed does not mean there has been no progress. Inyo, Lake, Sutter and Yuba LAFCos have each processed at least one dissolution since they began conducting MSR's. There are presently dissolution candidates at several other

LAFCo; and there are LAFCos trying to engage the affected agencies in discussion of consolidation. For example, Siskiyou LAFCo is thinking hard about cemetery consolidation. Constraints to consolidation include resistance by elected officials and managers at affected agencies, concerns among constituents about ceding local control to a consolidated entity, and alternative courses of action such as JPAs.

The Little Hoover Commission pointed to the sheer number of special districts as cause for concern and questioned why LAFCos were failing to dissolve and consolidate districts. The Commission on Local Governance for the 21<sup>st</sup> Century echoed this concern to a degree but cautioned that we not define reduction in the number of districts as necessarily being progress. Indeed, there have been reorganizations that functionally consolidated services in recent years without achieving reduction in the number of special districts. For example, the recent recession motivated the City of San Carlos to contract with its respective county for law enforcement and fire protection services, while also operating under contract the City of Half Moon Bay's Recreation programs; and motivated the City of Sausalito to annex to an adjacent fire protection district. There have been other consolidations and reorganizations which have resulted in efficiencies. For example, the recent reorganization of the Mt. Diablo Health Care District by Contra Costa LAFCo resulted in reducing the size of the district and establishing the district as a subsidiary to a city. And in the 1990s, Los Angeles County transferred fire service responsibility from 10 or more cities to the Los Angeles County Fire Protection District, a dependent district of the County. While the number of agencies did not fall (i.e., the cities did not disincorporate), the number of fire service providers did.

Why has the pace of reorganization slowed? Perhaps agencies have been more easily rehabilitated in the internet age than reorganized. Perhaps LAFCo staff has been too busy with MSR. Perhaps Prop. 218 has complicated reorganization. Perhaps we as LAFCos simply have not had enough time to implement the end-game yet. Also worth noting, LAFCos do not have unilateral authority to implement reorganizations, which sometimes face obstacles beyond LAFCo's control, such as community resistance to change, absence of a willing successor agency, and political will of affected agencies.

The conundrum motivated us to wonder whether MSR should perhaps be done less frequently. Indeed, a proposal has been floated to extend the update timeline from five to perhaps eight years. We turned to Michael Colantuono for his thoughts on the matter. Colantuono is counsel to a number of California cities and LAFCos and was a member of the Commission on Local Governance for the 21<sup>st</sup> Century. He indicated that the original five-year timeline was established to ensure each LAFCo had reasonably up-to-date information on

the local agencies under its jurisdiction. His perception was that the timeline needed to be frequent enough that the information in the MSR remains useful and beneficial, and perhaps eight years might also meet those criteria. Such a change undoubtedly merits debate and discussion among LAFCos as to whether MSR have 8-year shelf lives and whether less frequent updates would free LAFCos to pursue reorganizations and fundamental improvements in service delivery.

## **Neglecting Annexation and Incorporation Will Not Serve the State's Growth Goals**

*By Kirstin Kolpitke and Dan Carrigg, League of CA Cities*

California's Legislature emerges from a decade of severe budget deficits, many are celebrating the achievement of a balanced budget. Closing the state's massive deficit required severe spending cuts, a major boost from the taxpayers and a slowly recovering economy. But the desperate budget decisions made in recent years have policy impacts, whether it is the cost of attending public universities, potential increases in crime from realignment or the state's capacity to compete for jobs. Amid the budget wreckage, major questions also remain about the ability of cities to continue to grow and prosper.

Throughout history, cities have served as centers of commerce and culture. This is certainly the case in California — the names of our major cities are known throughout the world. The Golden State's cities serve more than 83 percent of its residents and provide a range of municipal services, including police, fire, libraries, parks and recreation, water, sewers and waste disposal. Cities also maintain a network of streets and roads.

State policies for achieving sustainability, greenhouse gas reduction, smart growth, infill and transit-oriented development and preserving farmland and open preserving farmland and open space have staked much on the role and success of cities. Yet the state's recent actions have signaled a lack of appreciation for the vital function cities serve as centers of commerce and providers of essential quality-of-life services for the vast majority of California's population.

The de facto state approach to cities appears to be one of neglect. When it comes to economic development, infrastructure and absorbing growth, cities are now on their own. The state discarded redevelopment — the most powerful municipal tool for upgrading urban cores, decontaminating brownfields, building affordable housing and transit-oriented development and countering urban sprawl. Revenues that supported new cities and cities that annexed inhabited areas were taken with no public process, leaving some cities on the verge of disincorporation. The message being sent is that

while growth will occur, the state no longer will expend the effort to support how and where it happens.

### **SB 89 Leaves Incorporation and Annexation Policies Upended**

As part of a push to close the budget gap in 2011, the Legislature passed SB 89 (Chapter 35, Statutes of 2011) without a public hearing. The measure swept allocations of the Vehicle License Fee (VLF) from cities and Orange County as part of a scheme to fund realignment programs, which included grants for local law enforcement previously paid from the state General Fund. These local VLF revenues included special allocations dedicated by all other cities to assist newly incorporated and annexed territories. The allocations were established by League-supported legislation to compensate new cities and annexations for provisions of the 2004 VLF-property tax swap, which failed to include the in-lieu property tax adjustments that other cities receive. In addition, these VLF allocations supported state Local Agency Formation Commission (LAFCo) policies that encourage service consolidation, including the annexation of islands of inhabited unincorporated territory. Incorporations also uphold state objectives to control sprawl, because LAFCo policies guide city growth but have less effect on unincorporated county growth.



The timing of SB 89 could not have been worse for Jurupa Valley, the state's newest city, incorporated on July 1, 2011. Before Jurupa Valley incorporated, the Riverside County LAFCo determined that county agencies could not provide services to the Jurupa Valley community "... in a more efficient and accountable manner. Incorporation will allow for increased local accountability."<sup>1</sup>

As a result of SB 89, the city lost more than one-third of its General Fund. According to an Oct. 25, 2012, article in the *Press Enterprise*, "Over the past two fiscal years, Jurupa Valley has lost more than \$13 million in state revenue. The city expects to run out of money by June 30, [2013], the end of the current fiscal year."<sup>2</sup> Without some sort of reinstatement of the lost revenue or having the county contribute funding, Jurupa Valley faces possible disincorporation.

Three other newly incorporated cities have also lost funding because of SB 89. Fontana, San Jose and many other cities that made the state-supported policy decisions to annex and serve inhabited unincorporated areas were undercut and lost the revenue they relied upon when making those decisions. The policy signals and future impact of SB 89 are obvious: Cities no longer have any incentive to annex and serve inhabited

unincorporated areas. Furthermore, without the prospect of future incorporations, the state will be faced with more unincorporated county growth patterns, which historically have been less dense than city-centered development.

### **SB 244's Leverage Will Reduce Other Annexations**

Another recent law with good intentions but unintended consequences is SB 244 (Chapter 513, Statutes of 2011). Inspired by advocates concerned about the poor services and infrastructure conditions for low-income people in county unincorporated areas, this bill was designed to promote annexation by adjacent cities. The advocates sponsoring the bill observed that the quality of infrastructure and services in cities were superior and sought leverage to increase the likelihood of future annexation. The law requires that any area of proposed annexation contiguous to a disadvantaged unincorporated community must include an application to annex the disadvantaged unincorporated community as well. The bill essentially asks those who seek a financially viable annexation to annex an area that's less than financially viable in hopes that the monetary incentives of the first annexation are so beneficial that they can sustain the financial losses of annexing the disadvantaged unincorporated community.

However, while the intent is understandable, the additional financial burden of annexing a disadvantaged unincorporated community will stall other viable annexations. While the law is still relatively new and interest in annexation has slowed with the economy, one example illustrates its impact.

On Jan. 6, 2012, the Riverside County LAFCo denied a proposal to annex two unincorporated areas that included about 625 acres adjacent to the City of Desert Hot Springs. The LAFCo report states, "Most importantly, recently enacted legislation prohibits the approval of this annexation since it excludes an adjacent disadvantaged unincorporated community. As a result, staff recommends denial of Annexation 29 to the City of Desert Hot Springs."<sup>3</sup> The annexation will not be pursued any further.

### **Revenue Neutrality Compounds Incorporation Challenges**

Prior to the passage of SB 89, city incorporations were already significantly limited by the revenue neutrality law adopted in the early 1990s during yet another state budget crisis. As a result, jurisdictions fortunate enough to make incorporations pay their way, or "pencil out," were typically the exception rather than the rule.

"Revenue neutrality" essentially means that the incorporating city gets to keep only the amount of



revenue that the county was spending in the area prior to incorporation, not the amount of revenue generated within the area. For example, the incorporation proponents for the City of Elk Grove agreed to give the county a percentage of property tax that would decline over 25 years while keeping other taxes, such as the sales tax and transient occupancy (hotel) tax. Under the revenue neutrality law, counties are in a position to drive hard bargains that limit the ability of new cities to pencil out. That is why in recent years the VLF allocations became so critical to helping cities like Jurupa Valley incorporate.

Some at the state level may view the incorporation question as making no real difference. That view has serious flaws.

California anticipates annual population growth of approximately 300,000 to 400,000 people in the coming years. These people will need essential community services and a place to live. What is the most appropriate land-use solution to meet the challenge of this growing population?

From a growth perspective, an area proposed for incorporation already has a level of development previously approved by the county; in many cases such growth was not subject to LAFCo review. Incorporation will ensure that future expansion complies with LAFCo policies, which reflect state priorities. City incorporation efforts are also one of the most fundamental expressions of democracy. Affected residents may be dissatisfied with growth patterns approved by the county, the remoteness of government offices, the quality of public services, emergency response times and the lack of parks or other desired amenities. Once a city is incorporated, public engagement often increases as more attention can be paid to local needs and desires. The thriving communities of Elk Grove, Rancho Cordova and Citrus Heights in Sacramento County provide examples of the community empowerment that incorporation can bring. Residents of East Los Angeles and Carmel Valley have long desired self-governance for the same reasons.

### Going Forward

It serves little purpose to rehash the past, but the future offers opportunities for change and rectifying the problems described here. As California's economy recovers, the challenges of growth will return. Where should this growth be directed? How will infrastructure and services to support growth be provided? If strong cities are truly important to the state's economic future and growth goals, then the broken policies affecting California's cities must be repaired.

#### Footnotes:

1 Local Agency Formation Commission of Riverside County, "Approving the Reorganization to Include Incorporation of Jurupa Valley," Resolution 12-10).

2 Sandra Stokley, "Jurupa Valley: County goal is city's survival" (*Press Enterprise*, Oct. 25, 2012).

3 Riverside County Local Agency Formation Commission Report (LAFCo 2011-08-5-Reorganization to Include Annexation 29 to the City of Desert Hot Springs (New World Lifestyle Communities) and Concurrent Detachments from the Riverside County Waste Resources Management District, Jan. 26, 2012).

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## Prop 218 Does Not Apply to Annexations

By Michael Colantuono

On October 5<sup>th</sup>, 2012, the Orange County Court of Appeal decided *Citizens Association of Sunset Beach v. Orange County Local Agency Formation Commission*. The case answers the question whether Proposition 218 applies to annexations, which the local government community had been struggling with at least since a 1999 Attorney General's opinion on the subject. The decision affirms the City of Huntington Beach's trial court victory and confirms that Proposition 218 did not require an election before the City could collect its taxes in Sunset Beach after annexation of that area to the City.

The essence of the Court's holding is that the voters who approved Proposition 218 cannot have intended it to require an election before a city can collect taxes in annexed territory because the measure provides no details about how such an election would be conducted. In particular, Proposition 218 requires two-thirds voter approval for new or increased special taxes but requires only a simple majority for general taxes. Nothing in Proposition 218 describes how voters would express their views on the separate questions of (i) annexation, (ii) approval of general taxes, and (iii) approval of special taxes. Nor does the measure provide a means to determine if an annexation will make taxpayers pay more, as comparing city and county tax and fee regimes sometimes requires such apples-to-oranges comparisons as higher utility tax rates and lower trash service fees. Silence on all these issues, like the dog which did not bark in the Sherlock Holmes short story **Silver Blaze** (which the Court cites), suggests the voters did not intend to impose Proposition 218's election requirements on annexations. The Court explained: "There is much in the very structure of Proposition 218 that, if it had been intended to apply to annexations, should have been there, but isn't."

The court noted that the contrary interpretation would have impliedly repealed two provisions of the Cortese-Knox-Hertzberg Act (the LAFCo statute) — the island annexation rule which allowed annexation of small areas like Sunset Beach without an opportunity for protests and a provision stating that, upon an annexation, the annexing city's taxes take effect in the annexed territory. Implied repeal of statutes is disfavored, even in the context of initiative amendments

to our Constitution. The Court relied on a comparable 1979 decision, *Dorff v. Metropolitan Water District of Southern California*, which found no intent in Proposition 13 to require voter approval of special property taxes made applicable to new territory by an annexation. The Court also noted the absence of any language in Proposition 218 or its ballot materials indicating voters' desire to repeal the Cortese-Knox-Hertzberg provisions noted above or to depart from the result in *Dorff*. "Had Proposition 218 been intended to satisfy or avoid the effects of *Dorff*, we would have expected *some* attempt somewhere in Proposition 218 to address the issue. We have found none."

Interestingly, the Court provided its own, partial definitions of the terms "impose," "extend" and "increase," which Proposition 218 uses to describe the local agency actions which trigger tax elections. It did not cite the Proposition 218 Omnibus Implementation Act as we urged in our brief for the City and as the California Supreme Court did in *Greene v. Marin County Flood Control & Water Conservation District*, a case Michael Colantuono argued in 2010. *Citizens Association* is a deliberately narrow decision by a conservative court. The Court agreed with our arguments for the City that a tax is "imposed" when it is first enacted, "extended" when a sunset date is repealed or delayed, and "increased" most often when a tax rate is increased; but it reached those conclusions by narrow analyses we did not offer in our brief.

The Court refused to apply an earlier decision of the Los Angeles Court of Appeal involving Los Angeles' telephone tax which Sandi Levin argued, *AB Cellular LA, LLC v. City of Los Angeles*. That case found a tax "extension" requiring voter approval when Los Angeles ordered cellular telephone providers to tax not only minimum monthly account charges, but also the call-detail portion of bills. This court found no analogy between that expansion of Los Angeles' "tax base" and the annexation of Sunset Beach to Huntington Beach because doing so would raise questions about how to administer tax elections in the annexation context without answers to be had from Proposition 218's text: "given the problems of structure and implied repeal discussed above, we decline to extend the rule of *AB Cellular* to annexations."

The court also found no reason for a different decision in Proposition 218's uncodified language requiring it to be "liberally construed to effectuate its purposes of limiting local government revenues and enhancing taxpayer consent." The court stated: "a rule of liberal construction cannot trump the rule against implied repeal, much less require us to blind ourselves to the history and language of the proposition." Local governments will, no doubt, find this language helpful in future cases.

Finally, the Court found it unnecessary to decide whether LAFCo had the power to condition the

annexation on a tax election, as the Plaintiffs urged. This question remains to be decided another day, but it is clear that Proposition 218 does not require such elections: "there was no constitutional *compulsion* to hold an election. Whether OC LAFCo *could have* conditioned annexation on approval of the voters is not properly before us."

The court's reasoning is comparable to that of *Richmond v. Shasta Community Services District*, a case Michael Colantuono argued in 2004, which concluded that water connection charges on new development are not property related fees subject to Proposition 218 because local governments could not comply with the measure's requirements to give property owners notice of a hearing because it could not be known in advance which property owners would choose to develop their properties. If a proposed interpretation of Proposition 218 opens many questions for which it provides no answers and a contrary interpretation that does not do violence to the text of the measure is available that avoids those questions, then the second interpretation is preferred.

The case is a nice win for Huntington Beach and provides helpful guidance to every LAFCo in the state and to cities, districts with taxing power, and others involved in annexations. In addition, it is an important reminder that interpreting Proposition 218 and other finance amendments to our Constitution, like Propositions 13 and 26, we can look not only to the text of the measures, but to their silences; not only to their words, but to the practical consequences of their requirements.

The next major Proposition 218 decision will likely come in *Concerned Citizens for Responsible Government v. West Point Fire Protection District*, a California Supreme Court case involving fire suppression benefit assessments. That decision is likely sometime in 2013.

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## Building Transparency and Rebuilding Trust

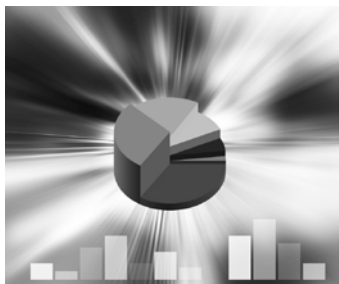
By Mike McCann, Delphi Solutions

Transparency is the new normal in government. In the wake of the scandal in the City of Bell, California cities now report their salaries to the State Controller's Office for web publication. New York proudly announced this year that it spent more than two million dollars building a web site to place checkbooks online for all to see. Non-profit watchdogs like the Public Interest Research Group issue whitepapers rating the financial transparency of states and cities, advocating for ever more detail.

When a government announces that it must increase taxes or eliminate programs, how can citizens evaluate and understand this news? When press reports say that costs are out of control, how do journalists get the necessary context? The answers often lie in thousands of pages of Adopted Budgets, Comprehensive Annual Financial Reports, checkbooks and salary lists.

The purpose of transparency is to build a foundation of trust between governments and their communities. Most officials strive to do good work, often at some level of personal sacrifice, and it can hurt when citizens come to the microphone or pen an editorial calling into question their decisions and their motivations. Unfortunately, most efforts to offer transparency do not produce the desired level of trust. Data is not intelligence, and unorganized data will inevitably lead to confusion and misinterpretation. Accordingly, more data alone does not equal more wisdom or more trust.

Financial data presents an important subset of this problem. Expense accounts for pencils and sewer construction contracts may each constitute one line among thousands in a government's books. To accurately describe that government's financial situation, should those two data points be added up? Averaged? Presented separately? Clichés abound: "Can't see the forest for the trees" or "a picture is worth a thousand words." Yet cities and their key constituents need to both see the strategic frame and drill down to the details.



To solve this problem, the concept of "managed data" has emerged in the transparency world. Managing data involves consolidating, refining, summarizing, and presenting data in ways that provide context and

limit confusion. Packaging data in this way not only assists analysis and aids decision-making, but also builds bridges to the community by giving citizens an accessible entry point to the government finance world.

But managed data solves more than just the transparency problem. CALAFCO and individual LAFcos have to tackle the difficult mission of providing unbiased information regarding cities and special districts to the legislature, executive branch, and citizens. The ability to perform Municipal Service Reviews is enhanced when financial data is readily available in useful and comprehensible forms. Timely decision making on issues coming before LAFcos depends on timely information. Evaluating consolidations, shared services arrangements, and efforts to do more with increasingly limited resources demand the sort of accurate, concise information provided through managed data.

After a career in accounting and government service, I discovered a Silicon Valley startup that had formed specifically to take on the problem of government financial transparency. Delphi ([www.delphi.us](http://www.delphi.us)), an early-stage company showed me how the power of the latest software in the hands of brilliant engineers and designers could bring clarity dense financial information. The team at Delphi develops dramatic and dynamic data visualization that governments embed into their own websites, giving citizens and staff powerful new insights into their data.

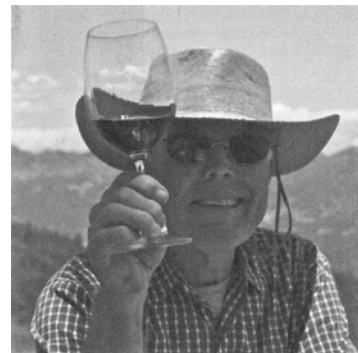
Visualizations using colorful, clear, and accurate graphics display five years of financial data for any snapshot of the government the user wishes to see. Trends and patterns are brought into focus, allowing the relative importance of individual elements to be evaluated, as well as their cumulative impacts. Cutting-edge design and modern software combine to provide an elegant interface that is simple to learn and easy to use. Converting raw data to usable information is the epitome of "managed" transparency.

Trust comes from being able to both believe and understand the data. Delphi's approach uses audited financial records and current legally adopted budgets so the data is real and meaningful. And the visualizations are designed to help the user understand the data at any level or area of interest. Trust comes from knowing the data is there whenever it is needed, from being able to reference it in the office or at home. Citizens (and government officials) can extract, share, or save whatever they like, whenever they like. Trust comes from knowing that the government wants you to have – and understand – the data.

## Remembering a Good Friend - In Memoriam of Bill Davis

*By Peter Banning, Pat McCormick, Mike Ott, Martha Poyatos*

Some of us who have toiled at LAFco's work for years before 1995 are deeply feeling the loss of our friend and colleague, Bill Davis. Bill served as Executive Officer for three different LAFcos: first at Santa Cruz from 1979 to 1980, then San Diego until 1984 and San Mateo until 1994.



His influence is also still to be felt in the legislation we work with every day. As recounted by Mike Ott from Bill's time in San Diego and San Mateo,

*“When Bill hired me at the San Diego LAFCo in the mid- 1980s, I was curious why Bill would ritualistically pack up an oversized briefcase with stacks of yellow notepads for trips at the end of each week. I did not know at the time what he was doing or where he was going with this briefcase. I used to think that he was either writing the world’s longest novel or having secret meetings with someone. Being on the reserved and quiet side, Bill offered little explanation for the briefcase and weekly trips. It was not until 1984 that all of this made sense. This was the year that the Knox-Nisbet Act, District Reorganization Act, and Municipal Organization Act were combined in a CALAFCO legislative proposal eventually resulting in the Cortese-Knox Local Government Reorganization Act of 1985. It turned out that Bill Davis and a small but talented group of LAFCo staff (Marv Panter, Ruth Benell, and Janet Robinson) were doing the impossible. Without the assistance of computers, they were re-writing (on yellow notepads) three nonsensical and conflicting predecessor LAFCo statutes into what would later become one new consolidated law.”*

Several LAFCo executive officers who followed Bill as understudies and successors proudly consider themselves as Bill’s philosophical progeny. Bill performed this unusual alchemy of mentorship in which the value of gladly suffering fools was elevated and explained as an intrinsic necessity of public service, perhaps even a meditative practice disguised as good manners. At the same time, we learned to persevere and push through the frustration that is part of what we do. Some of us owe Bill massively.

Bill continued on as the moving force on CALAFCO’s Legislative Committee well into the 1990s before “retiring” to more fully pursue his personal interests. This largely allowed him to attend more fully to his love of food, travel and music, his family and friends.

Bill was well educated, well read and well-traveled. He was always happy to share his love of good food and wine by suggesting where and what one might eat at almost any possible destination. If the conversation continued, he would color in the entire region with an extraordinary background in history, geography and culture.

Bill was a gentleman and a scholar, as we would say of the revered and reserved and respected. His memorial service in San Francisco on March 17<sup>th</sup> included performances by remarkable and renowned musicians whose efforts overwhelmed the impropriety of applause at such an occasion. Their music, which was nothing short of astonishing, was the perfect expression of gratitude for his life among us. He would have said, “Well, at least nobody whistled.”

## The Fundamentals

By Pat McCormick

As I write this article, I reflect on the professional football season which was in its final month and all the teams headed toward the Super Bowl are executing the fundamentals well: making blocks, running patterns, tackling with the proper technique. Santa Cruz LAFCo has successfully completed litigation over one of its 2008 decisions. While LAFCo’s goal was to make the best public policy decision, the success in the litigation is largely due to LAFCo’s executing the fundamentals.

Bonny Doon is a rural community of 2700 people in 50 square miles of redwood forest northwest of the City of Santa Cruz. For many years, its fire protection and emergency services have been provided by CAL FIRE under contract with Santa Cruz County. Bonny Doon is located within a 290 square mile county service area (CSA) which utilizes both property taxes and fire suppression assessments to fund the CAL FIRE contract. CAL FIRE supervises both paid companies and volunteer companies to respond to emergencies.



In 2006, the non-profit supporting the Bonny Doon volunteer company filed an application with LAFCo to detach Bonny Doon from the county service area and to form an independent fire protection district. They believed that the level of service could be improved if the new district were able to pass a higher fire suppression assessment to support the volunteers and a new paid company to be operated by the new district.

In September 2008, LAFCo’s public hearing was attended by approximately 500 people from Bonny Doon and surrounding communities. The issues were complex. One issue was whether the proposed district’s pro forma budget would support its service plan. Another issue was the degree to which the reduced revenue would cause service reductions within the remaining communities in the CSA. A third issue was whether there were feasible alternatives to improve service in Bonny Doon without any change of organization.

After a spirited public hearing, the Commission, on a split vote, voted to deny the application. The Commission’s majority concluded that the proposed district would be a costly way to improve services in Bonny Doon, that the proposed CSA detachment would likely result in a lower level of services in the remainder of the CSA, and that less expensive alternatives existed for improving fire protection and emergency services in Bonny Doon utilizing the CSA.

The non-profit sued LAFCo, asking the Superior Court to find that LAFCo had not complied with law in making its decision. The relief they sought was for the

court to order LAFCo to set aside its resolution of denial and to comply with the applicable laws in rehearing the application. The complaint alleged a myriad of deficiencies. A few of the complaints were:

- There was insufficient evidence in the record to support the decision.
- The commission improperly focused on how the revenue losses would affect services in the remainder of the CSA.
- Some of the key data (like the property tax revenue) were just estimates.

In 2010, the Superior Court found no reason to issue a writ, and the non-profit subsequently filed an appeal in the Sixth District of the State Appellate Court. In July 2012, the Appellate Court issued its unpublished opinion sustaining the Superior Court's decision. The 42-page opinion addresses each allegation. While noting that it is not the Court's job to re-weigh the evidence and come to another decision on the application, the Court spent many pages of the opinion discussing how the facts in the record informed LAFCo's decision.

In conclusion, the courts will not overrule LAFCo's actions if LAFCo follows statutory procedures, has substantial evidence in its administrative record to support its decision, and demonstrates a rational connection between its decision and the purposes of the C-K-H Act. Execute the fundamentals, and any LAFCo will have a good season on its field of play.

## Santa Clara LAFCo Expands Its Membership to Include Special Districts

*By Neelima Palacherla*

In January 2013, independent special districts became represented on LAFCo of Santa Clara County. This change not only expands the size of the Commission to seven members, but also brings additional expertise and perspectives to the Commission.

Independent special districts now have two designated seats on Santa Clara LAFCo. By special agreement, one seat is held by a member of the Santa Clara Valley Water District Board of Directors and the other seat is appointed by the Independent Special District Selection Committee (ISDSC). The ISDSC also appoints a member to serve in place of either one of the two independent special district members. The Santa Clara Valley Water District appointed its director, Linda J. LeZotte, to serve as the regular member on



LAFCo. The ISDSC selected Sequoia Hall, Director, Santa Clara County Open Space Authority, to serve as the regular LAFCo commissioner and Yoriko Kishimoto, Director, Midpeninsula Regional Open Space District, to serve as alternate LAFCo commissioner.

As members of LAFCo, they will help make decisions on city and special district boundary changes that affect growth and development in the county and will guide LAFCo's service reviews which promote efficiency, accountability, and transparency of local agencies. Independent special districts will also share in the cost of funding LAFCo along with the cities and the County.

As LAFCo of Santa Clara County enters its 50th year of existence, the expansion of its membership recognizes the important role that LAFCo continues to play in the county.

## Other Duties as Assigned

*By the Bay Area LAFCo Analysts*

"What do you do?" These four dreaded words have been haunting LAFCo Analysts throughout the State of California for decades. Veteran LAFCo Analysts cringe when confronted with these four particular words in social and professional settings. "I work for LAFCo" would seem a perfectly reasonable response. However, responding with this particular phrase tends to induce quizzical glares and predictable, but unavoidable, follow up questions such as "What is that?" or worse, "Is that the comedy club on Main Street?" At this point, the LAFCo Analyst begins racking his or her brain for excuses to exit the room, but the all-too-familiar interrogation has only just begun. "Are you guys like the Census?" "So you're the ones I need to talk to about my water bill?" "Doesn't the County already have a department for that?" The LAFCo Analyst is left wondering where it all went wrong.



The role of a LAFCo Analyst has evolved dramatically over the past two decades in order to maintain pace with new and amended State Legislation. LAFCo Analysts are responsible for a broad range of activities that includes processing government boundary changes, comprehensively evaluating municipal services, and as Santa Clara LAFCo Analyst Dunia Noel lightheartedly suggested, "other duties as assigned." The oftentimes nebulous nature of the position is inherently too broad to be succinctly defined. It is no great mystery as to why LAFCo Analysts are so thoroughly misunderstood. Fellowship in LAFCo is particularly important given the nature of the agency. A typical LAFCo office will have two or three employees working at any given time, which can result in tunnel

vision with respect to administering policies and practices. Fewer sets of eyes on a particular project inherently limits the agency's ability to identify blind spots. One minor misstep in complying with the California Environmental Quality Act (CEQA) can potentially induce a crippling lawsuit, for instance. It would behoove LAFCo Analysts, therefore, to coordinate a system in which perspectives and strategies for certain processes are shared while also providing an opportunity to build a sense of true fellowship. This is precisely what the LAFCo Analysts Group attempts to achieve.

This role of an Analyst can sometimes be confounding, with the best solution typically involving an e-mail or phone call to a fellow LAFCo Analyst seeking advice.

## **San Mateo LAFCo Bids Farewell to Long-time Commissioners and Welcomes New Members**

*By Martha Poyatos*

2012 marked a year of change for the Commission with long-time Commissioners Iris Gallagher, Rose Jacobs Gibson and Sepi Richardson retiring.

Iris Gallagher, Board Member on Bayshore Sanitary District, joined the Commission in 1996 as Alternate Special District Member after playing a key role in expanding LAFCo membership to include independent special districts. Ms. Gallagher became a regular member in 2000. She has since served as Chairperson twice, served regularly on the Commission's Budget Committee, attended several CALAFCO Conferences and made important contributions to LAFCo deliberations during her tenure. The Special District Member Selection Committee appointed Joe Sheridan of Broadmoor Police Protection District to finish Ms. Gallagher's term and also appointed Joshua Cosgrove of North Coast County Water District to the Alternate position vacated by Commissioner Sheridan.

County Member Rose Jacobs Gibson served as the LAFCo alternate since 1996 and made significant contributions to Commission deliberations on several complex proposals. In addition to her tenure as a County Supervisor and LAFCo Commissioner, Ms. Jacobs Gibson served on the East Palo Alto City Council, Association of Bay Area Governments, City/County Association of Governments of San Mateo County (C/CAG), the State Association of Counties (CSAC) Health and Human Services Committee and many other local and regional boards and commissions. The Board of Supervisors appointed newly elected Supervisor Warren Slocum as LAFCo's new Alternate County Member.

City Member Sepi Richardson joined the Commission in 2002, served as Chair in 2004 and regularly served on

the Commission's Budget Committee. She made extensive contributions to the work of the Commission in processing complex reorganization proposals including consolidation of fire districts, expansion of the regional open space district and many municipal service reviews and sphere updates. Ms. Richardson also served the on the CALAFCO Board. As a Brisbane City Council Member she served on several regional and state boards and associations including Association of Bay Area Governments (ABAG), City/County Association of Governments (C/CAG) and League of California Cities. The City Selection Committee will meet later this month to select her replacement.

The San Mateo LAFCo and staff express their thanks to the three outgoing members for their dedication and tenure as public servants, and wish them well in their future endeavors.

## **How Urban Development Policies Have Made a Difference in Santa Clara County: 40 Years Later, Policies Still Cutting-Edge and Vital**

*By Don Weden, Retired Principal Planner, Santa Clara County*

This year marks the anniversary of two important events in Santa Clara County, the first being the 50<sup>th</sup> anniversary of the creation of Local Agency Formation Commissions (LAFCos) throughout California and the second being the 40<sup>th</sup> anniversary of the adoption of countywide urban development policies and the creation of Urban Service Areas for cities.

These groundbreaking policies continue to serve as examples of how collaboration among LAFCo, the County, and cities on planning and growth management principles can help discourage urban sprawl, preserve agricultural lands and open space, and promote efficient service provisions. Collaborative implementation of these policies fundamentally changed the growth and development trajectory of Santa Clara County from what it was 50 years ago – and made it a much more livable, sustainable place than it would otherwise have become.

### **Need for urban development policies - Santa Clara County in the 50s and the 60s**

During the 1960s, growth and development in Santa Clara County – and much of California – was reminiscent of the “Wild West” of the 1800s, when new towns sprang up overnight, there were relatively few rules, and there was no sheriff in town to resolve disputes and enforce order. Rapid population growth following World War II was fueled by a combination of a robust economy, a benign climate, an attractive



physical setting, the post War Baby Boom, and affordable housing. Many workers who came to California to work in defense industries during the War chose to remain. And many soldiers from throughout the United States who were stationed in or passed through California chose to relocate here after the War. All of these factors combined to create a housing and real estate boom in Santa Clara County – and many other counties throughout California.

Back then, agriculture was California’s largest industry. But flat, fertile, farmlands could easily and rapidly be converted to sprawling, suburban subdivisions – and many of them were.

The laws governing the annexation of land into cities, the incorporation of new cities, or the creation and expansion of new special purpose districts – such as sanitation districts providing sewer services – were mostly adopted years before the boom in California’s population began. These laws were not designed to deal with the conditions of explosive urban growth that arose in many parts of California during the 1950s and ‘60s.

Many cities – competing to increase their property tax bases – pursued aggressive annexation policies to take in as much land as possible as quickly as possible. In some cases, they even annexed long, narrow strips of land along public roads – past intervening farmlands – in order to reach farmlands whose owners were seeking to develop them and wanted to annex into the city. In the absence of clear rules regarding to which city the land in a particular location could be annexed, two or more cities would sometimes compete to get a landowner to annex to their city. The County further contributed to inefficient development patterns and confusing, irrational jurisdictional boundaries by acting like a city and approving urban development on unincorporated lands not annexed to any city. Developers took advantage of this relatively lawless, “Wild West” environment by playing competing jurisdictions off against one another.

The jurisdictional landscape of Santa Clara County was also impacted during these years of rapid growth, aggressive annexations, and annexation wars. Residents

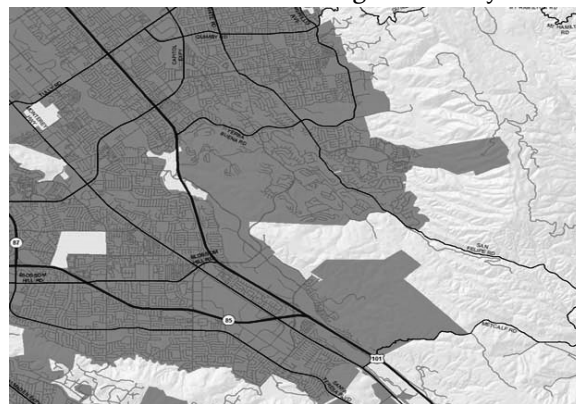
and landowners in some areas, seeking to avoid annexation by a nearby city, would sometimes incorporate as a new city. Irrational, inefficient city boundaries also resulted from some cities pursuing annexation strategies intended to block other cities from annexing lands in their vicinity.



*1960s land development pattern in Santa Clara County*

The result of the annexation wars and the County’s approval of urban development was an almost random pattern of irregularly-shaped city boundaries, and discontinuous patterns of urban development that leapfrogged over productive farmlands whose owners were more willing to sell their land for development, to reach farmlands farther out,

Another consequence of the rapid growth and annexation wars in Santa Clara County in the 1960s was the loss of prime agricultural lands – some of the most productive farmlands in the world – that had given the county its reputation as “The Valley of Heart’s Delight.” State farmland protection laws were virtually non-existent. And local policies to protect farmland were no match for the economic pressures that rapid urbanization of the Valley created. These pressures made it difficult for farmers to continue farming in northern Santa Clara County. Agriculture, California’s largest industry at that time, was rapidly being eroded and endangered by unplanned suburban sprawl.



*2013 land development pattern in Santa Clara County*

Facing the loss of the state’s largest industry and the costly and inefficient urban development and urban service delivery patterns of many cities, the State Legislature adopted a law in 1963 requiring all 58 counties in California to establish Local Agency Formation Commissions (LAFCOs). LAFCOs were given the responsibility to encourage the

orderly formation of local governmental agencies, preserve agricultural land resources, and discourage urban sprawl.

**Creation of urban development policies - “Home Grown” by the Local Cities and the County**

The first thing that Santa Clara County’s LAFCo set about doing was to put an end to the annexation wars. It did so by encouraging the cities to work together to reach agreements regarding “boundary agreement lines” – which sometimes were referred to as the “cease

fire” lines for the annexation wars. The boundary agreement lines divided up the entire county and defined which lands could potentially be annexed into each of the cities. Nearby cities were encouraged to reach agreement voluntarily regarding the location of these boundary agreement lines.

In the few instances where the cities were unable to reach agreement regarding the locations for portions of their boundary agreement lines, LAFCo had to decide which of the conflicting proposals to adopt. But the vast majority of the boundaries were agreed to voluntarily by the cities, and LAFCo simply adopted what the cities had agreed to.

Once the boundary agreement lines were adopted and the annexation wars were ended, LAFCo, the County, and the fifteen cities began the process of working together to reach agreement on a set of basic countywide urban development policies.

The cities and the County took the lead in this effort. A draft set of countywide urban development policies was prepared by a committee composed of city and County planning staff, working under the auspices the Santa Clara County Association of Planning Officials (SCCAPO). The committee’s proposal, reviewed and endorsed by SCCAPO, was then submitted to the Santa Clara County Planning Policy Committee (PPC) for review and endorsement.

The PPC was an influential intergovernmental organization whose membership consisted of one city councilmember from each of the fifteen cities, one planning commissioner from each of the cities, one member of the County Board of Supervisors, and one member of the County Planning Commission. After the PPC had reviewed and endorsed the proposed countywide urban development policies, LAFCo adopted these policies in 1971. These policies were subsequently adopted by the County and by each of the cities.

Important contributions were also made by the City of San Jose – Santa Clara County’s largest city – which was reviewing its own urban development policies as these other activities were taking place. The result was the publication and adoption by San Jose of a set of urban development policies that were very similar to the policies adopted by the County, cities and LAFCo, and provided additional support to these policies.

These basic policies developed through a locally-controlled process, driven by the cities and the County and adopted by LAFCo, the County, and the cities, can be summarized as follows:

1. Urban development should occur only on lands annexed to cities – and not within unincorporated areas, urban or rural.
2. Urban expansion should occur in an orderly, planned manner – with the cities responsible for planning and providing services to urban development, within explicitly adopted “urban

service areas” whose expansion is subject to LAFCo approval.

3. Urban unincorporated islands should eventually be annexed into their surrounding cities – so that the cities have urban service responsibilities and land use authority over all lands within their urban service area boundaries.

### **Implementation of the Policies - Unique Partnership Among the Cities, County and LAFCo**

These basic urban development policies involved important mutual commitments by the County and the cities.

The County agreed, in essence, to get out of the “urban development business” and

1. No longer compete with the cities by approving new urban development in urban unincorporated islands, and
2. Limit development within rural unincorporated areas to rural land uses and densities

The County fulfilled this latter commitment through a series of major rezonings of rural unincorporated areas that significantly increased the minimum parcel sizes required for new subdivisions. As a result, the vast majority of Santa Clara County’s rural unincorporated areas now have zoning designations that require a minimum parcel size of 20 acres or more for new subdivisions. Over the past four decades, since these rezonings took place, the County has kept its commitment by consistently rejecting proposals for privately-initiated General Plan amendments that would have allowed significant changes in allowable uses or densities in rural unincorporated areas.

In return, the cities agreed to:

1. Plan for orderly urban development and expansion, within explicitly adopted “urban service area” boundaries, which they proposed and LAFCo adopted. Changes to those boundaries require LAFCo approval.
2. Annex the urban unincorporated islands – which were generally the result of past annexation practices and the annexation wars

The City of San Jose’s commitment to countywide urban development policies is demonstrated by its own General Plan policies that, over several decades, have directed its urban growth into existing urban areas. So, while San Jose’s population has grown substantially, its urban footprint has remained essentially the same – unlike cities like Phoenix and Atlanta that grew by similar amounts, but covered vast areas of land with low density sprawl over the same time period. San Jose’s recently revised General Plan accommodates all its new development over the next twenty years within its existing urban area – thus continuing its longstanding commitment to pursue more efficient, compact urban development patterns.



LAFCo became responsible for enforcing the urban development policies that the cities and the County had developed and agreed to.

Through its careful review of city proposals for Urban Service Area expansions, LAFCo ensures that future urban development in Santa Clara County occurs only when and where it is needed, can be serviced efficiently, and does not result in premature conversion of agricultural or open space lands. LAFCo's recently adopted agricultural mitigation policy discourages inclusion of agricultural lands in city proposals for Urban Service Area expansions and recommends permanent protection for other farmlands if the proposal involves development of farmland. In the last 14 years, LAFCo, working with the County, has facilitated annexation of 88 unincorporated islands containing nearly 25,000 people, into surrounding cities which are better situated to serve their needs.

### Conclusion

If not for the countywide urban development policies and LAFCo, Santa Clara County would be a very different place today. In all likelihood, the county would have continuous urban development extending all the way from Palo Alto to the San Benito County border, many more homes on its scenic hillsides, no agricultural land left undeveloped, many fewer acres of publicly-owned open space preserves and parks, an irrational and inefficient, crazy quilt pattern of city, County, and special district jurisdictional and service boundaries and further fragmented local land use planning and regulation and service delivery responsibilities.

Working cooperatively with the County and the fifteen cities, LAFCo served as a catalyst for the adoption of the countywide urban development policies which helped prevent these things from happening. Forty years later, these policies continue to guide urban development in Santa Clara County and have made a significant, positive impact on the economic, social and environmental well-being of Santa Clara County.

## Meet the CALAFCO Executive Assistant and Registrar

Meet CALAFCO's Executive Assistant and Registrar, Jeni Tickler. Jeni joined CALAFCO in January of this year and has been doing an excellent job supporting the Executive Director and the Association. For over 12 years, as Principal of Professional Events, Jeni has been responsible for the complete process of creating, managing, promoting and executing a wide array of campaigns and events with the singular goal of exceeding her clients' expectations. Jeni is highly skilled at developing innovative programs and partnerships. She assesses and develops campaigns and events tailored to specific project and agency needs. Jeni has successfully implemented a variety of programs for a diverse array of clients including public agencies, private entities, advocacy groups, professional associations and non-profit organizations. Since 2007, Jeni has served as the Communications and Event Manager for the Sacramento Valley Section California Chapter of the American Planning Association (APA). We are fortunate to have her as part of the CALAFCO administrative team. Jeni is typically in the CALAFCO office on Wednesdays and Thursdays.



*On the  
Horizon*



### **2014 STAFF WORKSHOP**

April 23 - 25, 2014

DoubleTree by Hilton Berkeley Marina  
Berkeley, CA

**Hosted by Bay Area LAFCos**

### **2014 ANNUAL CONFERENCE**

September 17-19, 2014

DoubleTree by Hilton Ontario Airport  
Ontario, CA

**Hosted by San Bernardino LAFCo**

# The Sphere

*CALAFCO Journal*

CALIFORNIA ASSOCIATION OF LOCAL AGENCY  
FORMATION COMMISSIONS

1215 K Street, Suite 1650  
Sacramento, CA 95814

www.calafco.org



CALAFCO provides educational, information sharing and technical support for its members by serving as a resource for, and collaborating with, the public, the legislative and executive branches of state government, and other organizations for the purpose of discouraging urban sprawl, preserving open-space and prime agricultural lands, and encouraging orderly growth and development of local agencies.

**Sharing Information and Resources**

## CALAFCO GOLD ASSOCIATE MEMBERS

*Thank you for your support*

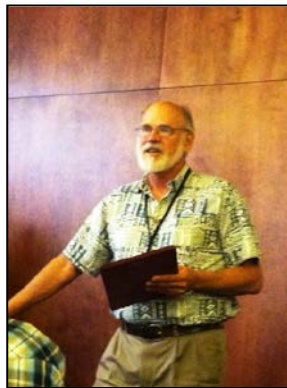


## THE VIEW

Scenes from the CALAFCO, Board of Directors 2013 Strategic Planning Retreat and 2013 Staff Workshop in Davis



CALAFCO Board Retreat, February 2013, Irvine



Peter Banning, Marin Executive Officer, accepting award of recognition from CALAFCO in honor of his retirement. Staff Workshop in Davis, April 2013



Mobile Workshop  
Center for land based  
learning, Winters  
2013 Staff Workshop





**LAFCO**

**Meeting Date:** 09/26/2013

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**Information**

**SUBJECT**

Review and File Fiscal Year 2012/13 4th Quarter Financial Update

**RECOMMENDED ACTION**

Review and file the fiscal year (FY) 2012/13 - 4th Quarter Financial Update.

**FISCAL IMPACT**

None.

**REASONS FOR RECOMMENDED ACTION**

The LAFCo FY 2012/13 budget was adopted on May 14, 2012. No substantive changes or budget adjustments were adopted by the Commission and the Auditor's Office has closed this fiscal year.

The intent of the quarterly financial report is to provide the Commission with an update of how LAFCo performed financially in the last quarter as compared to the adopted budget and to discuss any issues as appropriate. The practice came about during our last financial audit process because with only two staff members, additional review of LAFCo expenditures was recommended.

**BACKGROUND**

LAFCo's expenditures for fiscal year 2012/13 came in under budget. Salaries and benefits came in right on target at 100% expended while the total services and supplies came in at 55% of what was budgeted. Overall, LAFCo expended 82.1% of our budget with the unused monies going into our fund balance.

A significant factor in why only 55% of the total services and supplies budget was expended relates to the professional and specialized services account (account #862429). Staff budgeted for monies in part to enable us to to contract out one of our Municipal Service Reviews (RSG's contract for the Yolo County Water Districts MSR/SOI) which should have been completed prior to June 30th. However, for various reasons project completion slipped into the next fiscal year. So a portion of this approximately \$42,000 contract will be paid out in the 1st quarter of this fiscal year instead.

The Commission may recall that with our discussion about new administrative policies for performing audits, it was decided that we would contract for annual audits every three years, but in those in between years we would pay the County Auditor's staff to prepare financial statements for Commission review. Staff recently submitted this request to the Auditor's Office and we hope to have the financial statements ready for the October meeting.

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## Attachments

Item 6-ATTs A-E

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### Form Review

**Inbox**

Christine Crawford

Form Started By: Christine Crawford

Final Approval Date: 09/18/2013

**Reviewed By**

Christine Crawford

**Date**

09/18/2013 02:20 PM

Started On: 09/11/2013 10:22 AM

Item 6  
ATT A - Revenue/Expense Summary

Fund	BU	CC	Account	Account Name	Adopted Estimated Revenue	Adjusted Estimated Revenue	Revenue Realized	Unrealized	Percent Revenues Realized
368	3681		824100	INVESTMENT EARNINGS	\$1,500.00	\$1,500.00	(\$1,367.41)	\$132.59	91%
<b>368</b>	<b>3681</b>		<b>8240</b>	<b>Total REVENUE FR USE OF MONEY &amp; PROP</b>	<b>\$1,500.00</b>	<b>\$1,500.00</b>	<b>(\$1,367.41)</b>	<b>\$132.59</b>	<b>91 %</b>
368	3681		825820	OTHER GOVT AGENCY-OTH CO-CITYS	\$188,066.00	\$158,066.00	(\$158,066.00)	\$0.00	100%
368	3681		825821	OTHER GOVT AGENCY-WEST SAC	\$62,927.00	\$52,889.00	(\$52,889.00)	\$0.00	100%
368	3681		825822	OTHER GOVT AGCY-WOODLAND	\$54,840.00	\$46,092.00	(\$46,092.00)	\$0.00	100%
368	3681		825823	OTHER GOVT AGCY-WINTERS	\$5,567.00	\$4,679.00	(\$4,679.00)	\$0.00	100%
368	3681		825824	OTHER GOVT AGCY-DAVIS	\$64,732.00	\$54,406.00	(\$54,406.00)	\$0.00	100%
<b>368</b>	<b>3681</b>		<b>8252</b>	<b>Total INTERGOVT REV-OTHER</b>	<b>\$376,132.00</b>	<b>\$316,132.00</b>	<b>(\$316,132.00)</b>	<b>\$0.00</b>	<b>100 %</b>
368	3681		826225	LAFCO FEES	\$5,200.00	\$5,200.00	(\$11,455.77)	(\$6,255.77)	220%
<b>368</b>	<b>3681</b>		<b>8260</b>	<b>Total CHARGES FOR SERVICES</b>	<b>\$5,200.00</b>	<b>\$5,200.00</b>	<b>(\$11,455.77)</b>	<b>(\$6,255.77)</b>	<b>220 %</b>
368	3681		827600	OTHER SALES	\$0.00	\$0.00	(\$195.91)	(\$195.91)	0%
<b>368</b>	<b>3681</b>		<b>8270</b>	<b>Total MISCELLANEOUS</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$195.91)</b>	<b>(\$195.91)</b>	<b>0 %</b>
<b>368</b>	<b>3681</b>			<b>CC Total NONE</b>	<b>\$382,832.00</b>	<b>\$322,832.00</b>	<b>(\$329,151.09)</b>	<b>(\$6,319.09)</b>	<b>102.%</b>
368	3681	SSP	825820	OTHER GOVT AGENCY-OTH CO-CITYS	\$0.00	\$30,000.00	(\$30,000.00)	\$0.00	100%
368	3681	SSP	825821	OTHER GOVT AGENCY-WEST SAC	\$0.00	\$10,038.00	(\$10,038.00)	\$0.00	100%
368	3681	SSP	825822	OTHER GOVT AGCY-WOODLAND	\$0.00	\$8,748.00	(\$8,748.00)	\$0.00	100%
368	3681	SSP	825823	OTHER GOVT AGCY-WINTERS	\$0.00	\$888.00	(\$888.00)	\$0.00	100%
368	3681	SSP	825824	OTHER GOVT AGCY-DAVIS	\$0.00	\$10,326.00	(\$10,326.00)	\$0.00	100%
<b>368</b>	<b>3681</b>	<b>SSP</b>	<b>8252</b>	<b>Total INTERGOVT REV-OTHER</b>	<b>\$0.00</b>	<b>\$60,000.00</b>	<b>(\$60,000.00)</b>	<b>\$0.00</b>	<b>100 %</b>
<b>368</b>	<b>3681</b>	<b>SSP</b>		<b>CC Total SHARED SERVICES INITIATIVE</b>	<b>\$0.00</b>	<b>\$60,000.00</b>	<b>(\$60,000.00)</b>	<b>\$0.00</b>	<b>100.%</b>
<b>368</b>	<b>3681</b>			<b>FD/BU Total LOCAL AGENCY FORMATION COMM</b>	<b>\$382,832.00</b>	<b>\$382,832.00</b>	<b>(\$389,151.09)</b>	<b>(\$6,319.09)</b>	<b>101.7%</b>

Item 6  
ATT A - Revenue/Expense Summary

Fund	BU	CC	Acct	Account Name	Adopted Appropriation	Adjusted Appropriation	Expenditures	Outstanding Encumbrance	Unencumbered Balance	Percent Approp Used
368	3681		861101	REGULAR EMPLOYEES	\$148,772.00	\$149,372.00	\$145,071.41	\$0.00	\$4,300.59	97%
368	3681		861102	EXTRA HELP	\$0.00	\$0.00	\$2,301.00	\$0.00	(\$2,301.00)	0%
368	3681		861107	PAYOFF	\$0.00	\$0.00	\$810.46	\$0.00	(\$810.46)	0%
368	3681		861201	RETIREMENT	\$26,492.00	\$26,492.00	\$25,896.76	\$0.00	\$595.24	98%
368	3681		861202	O A S D I	\$10,630.00	\$10,630.00	\$10,972.67	\$0.00	(\$342.67)	103%
368	3681		861203	FICA/MEDICARE	\$2,510.00	\$2,510.00	\$2,566.19	\$0.00	(\$56.19)	102%
368	3681		861400	UNEMPLOYMENT INSURANCE	\$1,500.00	\$1,500.00	\$482.11	\$0.00	\$1,017.89	32%
368	3681		861500	WORKERS COMPENSATION INSURANCE	\$1,500.00	\$1,500.00	\$500.00	\$0.00	\$1,000.00	33%
368	3681		861600	CO CONT-OTHER FRINGE BENEFITS	\$34,360.00	\$34,360.00	\$38,502.68	\$0.00	(\$4,142.68)	112%
<b>368</b>	<b>3681</b>		<b>8610</b>	<b>Total SALARIES AND EMPLOYEE BENEFITS</b>	<b>\$225,764.00</b>	<b>\$226,364.00</b>	<b>\$227,103.28</b>	<b>\$0.00</b>	<b>(\$739.28)</b>	<b>100 %</b>
368	3681		862090	COMMUNICATIONS	\$3,000.00	\$2,400.00	\$2,256.98	\$0.00	\$143.02	94%
368	3681		862130	FOOD	\$1,000.00	\$1,000.00	\$315.47	\$0.00	\$684.53	32%
368	3681		862202	INSURANCE-PUBLIC LIABILITY	\$1,000.00	\$1,000.00	\$483.85	\$0.00	\$516.15	48%
368	3681		862271	MAINT-EQUIPMENT	\$500.00	\$500.00	\$324.79	\$0.00	\$175.21	65%
368	3681		862330	MEMBERSHIPS	\$2,800.00	\$2,800.00	\$2,828.00	\$0.00	(\$28.00)	101%
368	3681		862360	MISCELLANEOUS EXPENSE	\$0.00	\$0.00	\$39.55	\$0.00	(\$39.55)	0%
368	3681		862390	OFFICE EXPENSE	\$2,000.00	\$2,000.00	\$1,380.76	\$0.00	\$619.24	69%
368	3681		862391	OFFICE EXP-POSTAGE (OPTIONAL)	\$1,000.00	\$1,000.00	\$469.00	\$0.00	\$531.00	47%
368	3681		862392	OFFICE EXP-PRINTING (OPTIONAL)	\$1,000.00	\$1,000.00	\$843.15	\$0.00	\$156.85	84%
368	3681		862417	IT SERVICES-DPT SYS MAINT	\$3,159.00	\$3,159.00	\$819.04	\$0.00	\$2,339.96	26%
368	3681		862418	IT SERVICES-ERP	\$1,066.00	\$1,066.00	\$1,066.00	\$0.00	\$0.00	100%
368	3681		862419	IT SERVICES-CONNECTIVITY	\$3,742.00	\$3,742.00	\$3,742.00	\$0.00	\$0.00	100%
368	3681		862422	INFORMATION TECHNOLOGY SERVICE	\$0.00	\$0.00	\$714.91	\$0.00	(\$714.91)	0%
368	3681		862423	LEGAL SERVICES	\$10,500.00	\$10,500.00	\$4,826.25	\$0.00	\$5,673.75	46%
368	3681		862429	PROFESSIONAL & SPECIALIZED SRV	\$110,000.00	\$110,000.00	\$24,119.92	\$0.00	\$85,880.08	22%
368	3681		862460	PUBLICATIONS & LEGAL NOTICES	\$1,000.00	\$1,000.00	\$1,410.60	\$0.00	(\$410.60)	141%
368	3681		862491	RENTS & LEASES-EQUIPMENT	\$1,500.00	\$1,500.00	\$1,411.42	\$0.00	\$88.58	94%
368	3681		862495	RECORDS STORAGE "ARCHIVES"	\$400.00	\$400.00	\$290.22	\$0.00	\$109.78	73%
368	3681		862520	SMALL TOOLS & MINOR EQUIPMENT	\$1,700.00	\$1,700.00	\$4,867.62	\$0.00	(\$3,167.62)	286%
368	3681		862548	TRAINING EXPENSE	\$8,000.00	\$8,000.00	\$8,137.39	\$0.00	(\$137.39)	102%
368	3681		862610	TRANSPORTATION & TRAVEL	\$3,500.00	\$3,500.00	\$939.42	\$0.00	\$2,560.58	27%
<b>368</b>	<b>3681</b>		<b>8620</b>	<b>Total SERVICES AND SUPPLIES</b>	<b>\$156,867.00</b>	<b>\$156,267.00</b>	<b>\$61,286.34</b>	<b>\$0.00</b>	<b>\$94,980.66</b>	<b>39 %</b>
368	3681		863102	PAYMENTS TO OTH GOVT INSTIT	\$200.00	\$200.00	\$1,307.63	\$0.00	(\$1,107.63)	654%
<b>368</b>	<b>3681</b>		<b>8630</b>	<b>Total OTHER CHARGES</b>	<b>\$200.00</b>	<b>\$200.00</b>	<b>\$1,307.63</b>	<b>\$0.00</b>	<b>(\$1,107.63)</b>	<b>654 %</b>
<b>368</b>	<b>3681</b>			<b>CC Total NONE</b>	<b>\$382,831.00</b>	<b>\$382,831.00</b>	<b>\$289,697.25</b>	<b>\$0.00</b>	<b>\$93,133.75</b>	<b>76 %</b>
368	3681	SSP	862422	INFORMATION TECHNOLOGY SERVICE	\$0.00	\$0.00	\$227.94	\$0.00	(\$227.94)	0%
368	3681	SSP	862423	LEGAL SERVICES	\$0.00	\$0.00	\$1,518.75	\$0.00	(\$1,518.75)	0%
368	3681	SSP	862429	PROFESSIONAL & SPECIALIZED SRV	\$0.00	\$0.00	\$22,922.63	\$0.00	(\$22,922.63)	0%

Item 6  
ATT A - Revenue/Expense Summary

368	3681	SSP	8620	Total SERVICES AND SUPPLIES	\$0.00	\$0.00	\$24,669.32	\$0.00	(\$24,669.32)	0%
368	3681	SSP		CC Total SHARED SERVICES INITIATIVE	\$0.00	\$0.00	\$24,669.32	\$0.00	(\$24,669.32)	0%
368	3681			BU Total LOCAL AGENCY FORMATION COMM	\$382,831.00	\$382,831.00	\$314,366.57	\$0.00	\$68,464.43	82.1%
368				FD Total LOCAL AGENCY FORMATION COMM	\$382,831.00	\$382,831.00	\$314,366.57	\$0.00	\$68,464.43	82.1%





County of Yolo Auditor Controller General Ledger							
May 1 - 31, 2013							
Account	Date	Program	Description	Document	Debit	Credit	Balance
01-0000	05/01/2013	*****	CASH IN TREASURY		\$0.00	\$0.00	\$335,972.39
01-0000	05/01/2013		04/13 CAL CARD LAFCO-TTUCK	JE004867	\$0.00	\$258.49	\$335,713.90
01-0000	05/01/2013		04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$0.00	\$398.24	\$335,315.66
01-0000	05/01/2013		185-1 04/13 INTERNAL TELEPHONE	JE004988	\$0.00	\$125.40	\$335,190.26
01-0000	05/01/2013		JAN-MAR INTEREST APPORT	JE005040	\$363.49	\$0.00	\$335,553.75
01-0000	05/01/2013		185-1 04/13 INTERNAL TELEPHONE	JE005507	\$0.00	\$6.64	\$335,547.11
01-0000	05/01/2013		WARRANTS	WA050113	\$0.00	\$11.20	\$335,535.91
01-0000	05/09/2013		RECEIVED OF CALAFCO FOR STAFF	DP201613	\$197.11	\$0.00	\$335,733.02
01-0000	05/09/2013		12-13 UNEMPLOYMENT RECHARGE	JE005131	\$0.00	\$482.11	\$335,250.91
01-0000	05/10/2013		05/04/13 Payroll	PR000192	\$0.00	\$9,144.44	\$326,106.47
01-0000	05/15/2013		YCAS COMM OUTREACH MTG 042913	IB131567	\$0.00	\$52.80	\$326,053.67
01-0000	05/15/2013		WARRANTS	WA051513	\$0.00	\$74.79	\$325,978.88
01-0000	05/17/2013		YCAS UCD VET CONSULT SERVICES	IB131578	\$0.00	\$3,240.59	\$322,738.29
01-0000	05/22/2013		WARRANTS	WA052213	\$0.00	\$3,305.45	\$319,432.84
01-0000	05/24/2013		FINAL FEES DAV CEM DIST ANNEX	JE005387	\$2,858.87	\$0.00	\$322,291.71
01-0000	05/24/2013		05/18/13 Payroll	PR000198	\$0.00	\$9,186.44	\$313,105.27
01-0000	05/29/2013		LEGAL SRVCS 01/01-03/31/13	IB131611	\$0.00	\$1,518.75	\$311,586.52
01-0000	05/29/2013		LEGAL SRVCS 01/01-03/31/13	IB131612	\$0.00	\$101.25	\$311,485.27
			<b>Ending Balance:</b>		<b>\$3,419.47</b>	<b>\$27,906.59</b>	<b>\$311,485.27</b>
40-0500	05/01/2013	*****	FUTURE LONG TERM DEBT REQUIRE		\$0.00	\$0.00	\$11,753.00
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$11,753.00</b>
60-0600	05/01/2013	*****	ACCRUED COMPENSATION ABSENCES		\$0.00	\$0.00	(\$11,753.00)
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$11,753.00)</b>
71-0000	05/31/2013	*****	RESERVE FOR ENCUMBRANCES		\$0.00	\$0.00	(\$3,945.23)
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$3,945.23)</b>
75-0000	05/01/2013	*****	FUND BALANCE AVAILABLE		\$0.00	\$0.00	(\$182,949.54)
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$182,949.54)</b>
82-0000	05/31/2013	*****	REVENUE		\$0.00	\$0.00	(\$389,373.07)
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$389,373.07)</b>
86-0000	05/31/2013	*****	EXPENDITURES		\$0.00	\$0.00	\$260,836.34
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$260,836.34</b>
91-0000	05/31/2013	*****	ESTIMATED REVENUES		\$0.00	\$0.00	\$382,832.00

Yolo LAFCo			<b>County of Yolo Auditor Controller General Ledger</b>						
					<b>May 1 - 31, 2013</b>				
					<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$0.00</b>	<b>\$382,832.00</b>
93-0000	05/31/2013	*****	APPROPRIATIONS			\$0.00	\$0.00	(\$382,831.00)	
					<b>Ending Balance:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$382,831.00)</b>	
95-0000	05/31/2013	*****	ENCUMBRANCES			\$0.00	\$0.00	\$3,945.23	
					<b>Ending Balance:</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,945.23</b>	

Yolo LAFCo				<b>County of Yolo Auditor Controller General Ledger</b>				
Account	Date	Program	Description	Document	Debit	Credit	Balance	
01-0000	06/01/2013	*****	CASH IN TREASURY		\$0.00	\$0.00	\$311,485.27	
01-0000	06/01/2013		F.368/CONNECTIVITY/FY12-13	JE005262	\$0.00	\$3,742.00	\$307,743.27	
01-0000	06/01/2013		F.368/ERP/FY2012-2013	JE005283	\$0.00	\$1,066.00	\$306,677.27	
01-0000	06/01/2013		185-1 05/13 INTERNAL TELEPHONE	JE005596	\$0.00	\$127.27	\$306,550.00	
01-0000	06/01/2013		185-1 05/13 INTERNAL TELEPHONE	JE006022	\$0.00	\$6.64	\$306,543.36	
01-0000	06/05/2013		05/13 CAL CARD LAFCO-CCRAWFORD	JE005598	\$0.00	\$34.50	\$306,508.86	
01-0000	06/05/2013		05/13 CAL CARD LAFCO-TTUCK	JE005598	\$0.00	\$46.00	\$306,462.86	
01-0000	06/05/2013		WARRANTS	WA060513	\$0.00	\$1,703.20	\$304,759.66	
01-0000	06/07/2013		06/01/13 Payroll	PR000203	\$0.00	\$8,748.90	\$296,010.76	
01-0000	06/17/2013		9YR.DOMAIN NAME-YOLOLAFCO.ORG	IB131752	\$0.00	\$314.91	\$295,695.85	
01-0000	06/19/2013		YCAS-UCD VET CONSULT SERVICES	IB131764	\$0.00	\$2,700.14	\$292,995.71	
01-0000	06/19/2013		WARRANTS	WA061913	\$0.00	\$4,573.28	\$288,422.43	
01-0000	06/21/2013		06/15/13 Payroll	PR000207	\$0.00	\$9,045.24	\$279,377.19	
01-0000	06/30/2013		PETITION TRACKING/GIS-MSR/SOI	IB131574	\$0.00	\$162.50	\$279,214.69	
01-0000	06/30/2013		LEGAL SRVCS 2012/13 4TH QTR	IB131872	\$0.00	\$945.00	\$278,269.69	
01-0000	06/30/2013		185-1 06/13 INTERNAL TELEPHONE	JE006157	\$0.00	\$132.59	\$278,137.10	
01-0000	06/30/2013		06/13 CAL CARD LAFCO-TTUCK	JE006164	\$0.00	\$125.00	\$278,012.10	
01-0000	06/30/2013		06/13 CAL CARD LAFCO-CCRAWFORD	JE006164	\$0.00	\$78.00	\$277,934.10	
01-0000	06/30/2013		12/13 RECORDS CENTER CHARGE	JE006228	\$0.00	\$290.22	\$277,643.88	
01-0000	06/30/2013		3RD QUARTER FY 12/13 COPIES	JE006380	\$0.00	\$112.60	\$277,531.28	
01-0000	06/30/2013		4TH QUARTER FY 12/13 COPIES	JE006385	\$0.00	\$339.85	\$277,191.43	
01-0000	06/30/2013		APR-JUN INTEREST APPORT	JE006489	\$0.00	\$221.98	\$276,969.45	
01-0000	06/30/2013		RECLASS 6/30 AP WTS	JE006579	\$11,834.21	\$0.00	\$288,803.66	
01-0000	06/30/2013		185-1 06/13 INTERNAL TELEPHONE	JE006732	\$0.00	\$6.64	\$288,797.02	
01-0000	06/30/2013		WARRANTS	WA063013	\$0.00	\$303.92	\$288,493.10	
01-0000	06/30/2013		WARRANTS	WA063013	\$0.00	\$11,530.29	\$276,962.81	
			<b>Ending Balance:</b>		<b>\$11,834.21</b>	<b>\$46,356.67</b>	<b>\$276,962.81</b>	
40-0500	06/01/2013	*****	FUTURE LONG TERM DEBT REQUIRE		\$0.00	\$0.00	\$11,753.00	
40-0500	06/30/2013		12/13 ACC COMP ABS	JE006895	\$0.00	\$4,622.00	\$7,131.00	
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$4,622.00</b>	<b>\$7,131.00</b>	
51-0000	06/01/2013	*****	ACCRUED PAYROLL		\$0.00	\$0.00	\$0.00	
51-0000	06/30/2013		0616-0629 PAYROLL ACCRUAL	JE006261	\$0.00	\$7,276.25	(\$7,276.25)	
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$7,276.25</b>	<b>(\$7,276.25)</b>	
52-0000	06/01/2013	*****	ACCOUNTS PAYABLE		\$0.00	\$0.00	\$0.00	
52-0000	06/30/2013		RECLASS 6/30 AP WTS	JE006579	\$0.00	\$7,834.21	(\$7,834.21)	
52-0000	06/30/2013		CO-PO CLAIMS TO 7/26/13	JE006717	\$0.00	\$119.29	(\$7,953.50)	
			<b>Ending Balance:</b>		<b>\$0.00</b>	<b>\$7,953.50</b>	<b>(\$7,953.50)</b>	
57-0000	06/01/2013	*****	DUE TO OTHER GOVERNMENTS		\$0.00	\$0.00	\$0.00	
57-0000	06/30/2013		RECLASS 6/30 AP WTS	JE006579	\$0.00	\$4,000.00	(\$4,000.00)	

Yolo LAFCo				<b>County of Yolo Auditor Controller General Ledger</b>					
				<b>June 1 -30, 2013</b>					
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$4,000.00</b>	<b>(\$4,000.00)</b>	
60-0600	06/01/2013	*****	ACCRUED COMPENSATION ABSENCES			\$0.00	\$0.00	(\$11,753.00)	
60-0600	06/30/2013		12/13 ACC COMP ABS - ADD	JE006895		\$0.00	\$11,978.00	(\$23,731.00)	
60-0600	06/30/2013		12/13 ACC COMP ABS - DEL	JE006895		\$16,600.00	\$0.00	(\$7,131.00)	
			<b>Ending Balance:</b>			<b>\$16,600.00</b>	<b>\$11,978.00</b>	<b>(\$7,131.00)</b>	
75-0000	06/01/2013	*****	FUND BALANCE AVAILABLE			\$0.00	\$0.00	(\$182,949.54)	
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$182,949.54)</b>	
82-0000	06/30/2013	*****	REVENUE			\$0.00	\$0.00	(\$389,151.09)	
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$389,151.09)</b>	
86-0000	06/30/2013	*****	EXPENDITURES			\$0.00	\$0.00	\$314,366.57	
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>\$314,366.57</b>	
91-0000	06/30/2013	*****	ESTIMATED REVENUES			\$0.00	\$0.00	\$382,832.00	
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>\$382,832.00</b>	
93-0000	06/30/2013	*****	APPROPRIATIONS			\$0.00	\$0.00	(\$382,831.00)	
			<b>Ending Balance:</b>			<b>\$0.00</b>	<b>\$0.00</b>	<b>(\$382,831.00)</b>	

Item 6  
ATT C - Revenue Detail

Date	FD	B/U	C/C	Account	Vendor Name	Description	DOC #	Amount
05/01/2013	368	3681		824100	UNASSIGNED VENDOR	JAN-MAR INTEREST APPORT	JE005040	(\$363.49)
05/09/2013	368	3681		826225	UNASSIGNED VENDOR	COPIES	DP201613	(\$1.00)
05/09/2013	368	3681		826225	UNASSIGNED VENDOR	COPIES	DP201613	(\$0.20)
05/09/2013	368	3681		827600	UNASSIGNED VENDOR	CALAFCO REIMBURS	DP201613	(\$195.91)
05/24/2013	368	3681		826225	UNASSIGNED VENDOR	FINAL FEES DAV CEM DIST ANNEX	JE005387	(\$2,858.87)
06/30/2013	368	3681		824100	UNASSIGNED VENDOR	APR-JUN INTEREST APPORT	JE006489	\$221.98
								<b>(\$3,197.49)</b>

Item 6  
ATT D - Expense Detail by Date

Date	FD	BU	CC	ACCT	Vendor	Vendor Name	Description	DOC #	Amount
04/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 03/13 INTERNAL TELEPHONE	JE004382	\$127.14
04/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 03/13 INTERNAL TELEPHONE	JE004857	\$6.64
04/03/13	368	3681		862390	29920	DSW HOLDINGS INC	INV 9951047 032113 PO130089	PO130089	\$3.10
04/03/13	368	3681		862491	29920	DSW HOLDINGS INC	INV 9951047 032113 PO130089	PO130089	\$5.00
04/05/13	368	3681		862130	0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	JE004467	\$44.18
04/05/13	368	3681		862610	0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	JE004467	\$6.00
04/05/13	368	3681		862610	0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	JE004467	\$7.50
04/09/13	368	3681	SSP	862429	0	UNASSIGNED VENDOR	YCAS-UCD VET CONSULT SERVICES	IB131341	\$2,847.78
04/10/13	368	3681		862130	35585	CHRISTINE CRAWFORD	LUNCH W/YCAS MGR-V FLETCHER	CL059481	\$20.21
04/10/13	368	3681		862390	35585	CHRISTINE CRAWFORD	BATTERIES-CALAFCO WORKSHOP	CL059481	\$22.66
04/10/13	368	3681		862610	35585	CHRISTINE CRAWFORD	3RD QTR MILEAGE	CL059481	\$166.11
04/12/13	368	3681		861101	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$5,561.02
04/12/13	368	3681		861102	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$153.00
04/12/13	368	3681		861201	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$992.70
04/12/13	368	3681		861202	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$430.51
04/12/13	368	3681		861203	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$100.69
04/12/13	368	3681		861600	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$1,649.00
04/12/13	368	3681		862090	99999	VARIOUS VENDORS	04/06/13 Payroll	PR000177	\$25.00
04/16/13	368	3681	SSP	862422	0	UNASSIGNED VENDOR	YOLO SHARE/DOMAIN/3 YRS	IB131392	\$227.94
04/17/13	368	3681		862271	3351	INLAND BUSINESS SYSTEMS INC	INV035261 04/09/13 PO130140	PO130140	\$78.52
04/17/13	368	3681		862429	0	UNASSIGNED VENDOR	LAFCO ANNEXATION #915-MAPS	IB131394	\$284.60
04/24/13	368	3681		862429	27214	ROSENOW SPEVACEK GROUP INC	INV 0029013 03/31/13	CL060205	\$4,048.75
04/24/13	368	3681		862460	2213	THE DAVIS ENTERPRISE INC	AD#03543456-001 04/03/13	CL060275	\$188.18
04/24/13	368	3681		862460	30949	THE NEWS LEDGER LLC	INV 11797 04/13/13 LEGALNOTICE	CL060201	\$90.56
04/24/13	368	3681		862491	33922	LYON FINANCIAL SVC UNDERWRITER	INV226316834 04/12/13 PO130307	PO130307	\$105.45
04/26/13	368	3681		861101	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$5,561.02
04/26/13	368	3681		861102	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$201.00
04/26/13	368	3681		861201	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$992.70
04/26/13	368	3681		861202	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$434.11
04/26/13	368	3681		861203	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$101.52
04/26/13	368	3681		861600	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$1,649.00
04/26/13	368	3681		862090	99999	VARIOUS VENDORS	04/20/13 Payroll	PR000186	\$25.00
05/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 04/13 INTERNAL TELEPHONE	JE004988	\$125.40
05/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 04/13 INTERNAL TELEPHONE	JE005507	\$6.64
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$55.90
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$140.84

Date	FD	BU	CC	ACCT	Vendor	Vendor Name	Description	DOC #	Amount
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$180.00
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	JE004867	\$16.23
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	JE004867	\$32.41
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	JE004867	\$46.35
05/01/13	368	3681		862390	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	JE004867	\$163.50
05/01/13	368	3681		862390	29920	DSW HOLDINGS INC	INV 9951047 041813 PO130089	PO130089	\$6.20
05/01/13	368	3681		862491	29920	DSW HOLDINGS INC	INV 9951047 041813 PO130089	PO130089	\$5.00
05/01/13	368	3681		862610	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$4.50
05/01/13	368	3681		862610	0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	JE004867	\$17.00
05/09/13	368	3681		861400	0	UNASSIGNED VENDOR	12-13 UNEMPLOYMENT RECHARGE	JE005131	\$482.11
05/10/13	368	3681		861101	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$5,561.02
05/10/13	368	3681		861102	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$369.00
05/10/13	368	3681		861201	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$992.70
05/10/13	368	3681		861202	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$443.90
05/10/13	368	3681		861203	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$103.82
05/10/13	368	3681		861600	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$1,649.00
05/10/13	368	3681		862090	99999	VARIOUS VENDORS	05/04/13 Payroll	PR000192	\$25.00
05/15/13	368	3681		862392	0	UNASSIGNED VENDOR	YCAS COMM OUTREACH MTG 042913	IB131567	\$52.80
05/15/13	368	3681		862460	2213	THE DAVIS ENTERPRISE INC	AD#03543626-001 05/01/13	CL061580	\$74.79
05/17/13	368	3681	SSP	862429	0	UNASSIGNED VENDOR	YCAS UCD VET CONSULT SERVICES	IB131578	\$3,240.59
05/22/13	368	3681		862429	27214	ROSENOW SPEVACEK GROUP INC	INV 0029089 04/30/13	CL062130	\$3,200.00
05/22/13	368	3681		862491	33922	LYON FINANCIAL SVC UNDERWRITER	INV 228369971 05/13/13 PO13030	PO130307	\$105.45
05/24/13	368	3681		861101	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$5,561.02
05/24/13	368	3681		861102	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$408.00
05/24/13	368	3681		861201	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$992.70
05/24/13	368	3681		861202	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$446.34
05/24/13	368	3681		861203	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$104.38
05/24/13	368	3681		861600	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$1,649.00
05/24/13	368	3681		862090	99999	VARIOUS VENDORS	05/18/13 Payroll	PR000198	\$25.00
05/29/13	368	3681		862423	0	UNASSIGNED VENDOR	LEGAL SRVCS 01/01-03/31/13	IB131611	\$1,518.75
05/29/13	368	3681	SSP	862423	0	UNASSIGNED VENDOR	LEGAL SRVCS 01/01-03/31/13	IB131612	\$101.25
06/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 05/13 INTERNAL TELEPHONE	JE005596	\$127.27
06/01/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 05/13 INTERNAL TELEPHONE	JE006022	\$6.64
06/01/13	368	3681		862418	0	UNASSIGNED VENDOR	LAF/ERP/FY2012-2013	JE005283	\$1,066.00
06/01/13	368	3681		862419	0	UNASSIGNED VENDOR	LAF/CONNECTIVITY/FY2012-2013	JE005262	\$3,742.00
06/05/13	368	3681		862130	0	UNASSIGNED VENDOR	05/13 CAL CARD LAFCO-CCRAWFORD	JE005598	\$34.50

Date	FD	BU	CC	ACCT	Vendor	Vendor Name	Description	DOC #	Amount
06/05/13	368	3681		862390	29920	DSW HOLDINGS INC	INV 9951047 051613 05/16/13 PO	PO130089	\$6.20
06/05/13	368	3681		862391	0	UNASSIGNED VENDOR	05/13 CAL CARD LAFCO-TTUCK	JE005598	\$46.00
06/05/13	368	3681		862491	29920	DSW HOLDINGS INC	INV 9951047 051613 05/16/13 PO	PO130089	\$5.00
06/05/13	368	3681	SSP	862429	20926	CALIFORNIA STATE UNIVERSITY	ADAM SUTKUS-FACILITATOR	PO135225	\$1,692.00
06/07/13	368	3681		861101	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$5,561.02
06/07/13	368	3681		861201	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$992.70
06/07/13	368	3681		861202	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$422.39
06/07/13	368	3681		861203	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$98.79
06/07/13	368	3681		861600	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$1,649.00
06/07/13	368	3681		862090	99999	VARIOUS VENDORS	06/01/13 Payroll	PR000203	\$25.00
06/17/13	368	3681		862422	0	UNASSIGNED VENDOR	9YR.DOMAIN NAME-YOLOLAFCO.ORG	IB131752	\$314.91
06/19/13	368	3681		862390	33557	STAPLES CONTRACT & COMMERCIAL	INV8025776585 05/31/13	CL063417	\$33.97
06/19/13	368	3681		862390	35006	CALIFORNIA NEWSPAPERS LP	ANNUAL SUBSCRIPTION #39459	CL063831	\$108.50
06/19/13	368	3681		862429	27214	ROSENOW SPEVACEK GROUP INC	INV 0029172 05/31/13	CL063830	\$807.50
06/19/13	368	3681		862491	33922	LYON FINANCIAL SVC UNDERWRITER	INV 230479982 06/12/13 *FINAL	PO130307	\$105.45
06/19/13	368	3681		862520	12406	DELL MARKETING L.P.	SALES TAX 8.25%	PO135230	\$91.38
06/19/13	368	3681		862520	12406	DELL MARKETING L.P.	ACROBAT PRO 11 LICENSE	PO135230	\$783.84
06/19/13	368	3681		862520	12406	DELL MARKETING L.P.	DELL OPTIPLEX 9010 DT	PO135230	\$1,951.70
06/19/13	368	3681		862520	12406	DELL MARKETING L.P.	OFFICE PRO PLUS 2013	PO135230	\$690.94
06/19/13	368	3681	SSP	862429	0	UNASSIGNED VENDOR	YCAS-UCD VET CONSULT SERVICES	IB131764	\$2,700.14
06/21/13	368	3681		861101	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$5,561.02
06/21/13	368	3681		861102	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$276.00
06/21/13	368	3681		861201	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$992.70
06/21/13	368	3681		861202	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$438.88
06/21/13	368	3681		861203	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$102.64
06/21/13	368	3681		861600	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$1,649.00
06/21/13	368	3681		862090	99999	VARIOUS VENDORS	06/15/13 Payroll	PR000207	\$25.00
06/24/13	368	3681		862271	3351	INLAND BUSINESS SYSTEMS INC	LIQUIDATE CCM	PO130140	\$0.00
06/24/13	368	3681		862390	29920	DSW HOLDINGS INC	LIQUIDATE	PO130089	\$0.00
06/26/13	368	3681		862491	33922	LYON FINANCIAL SVC UNDERWRITER	LIQUIDATE	PO130307	\$0.00



Item 6  
ATT D - Expense Detail by Date

Date	FD	BU	CC	ACCT	Vendor	Vendor Name	Description	DOC #	Amount
06/30/13	368	3681		861101	99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	JE006261	\$5,561.02
06/30/13	368	3681		861102	99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	JE006261	\$276.00
06/30/13	368	3681		861201	99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	JE006261	\$992.70
06/30/13	368	3681		861202	99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	JE006261	\$361.89
06/30/13	368	3681		861203	99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	JE006261	\$84.64
06/30/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 06/13 INTERNAL TELEPHONE	JE006157	\$132.59
06/30/13	368	3681		862090	0	UNASSIGNED VENDOR	185-1 06/13 INTERNAL TELEPHONE	JE006732	\$6.64
06/30/13	368	3681		862130	35585	CHRISTINE CRAWFORD	STAFF WORKSHOP/YCAS MEETING	CL064662	\$45.14
06/30/13	368	3681		862271	0	UNASSIGNED VENDOR	CO-PO CLAIMS INLAND PO130140	JE006717	\$108.09
06/30/13	368	3681		862360	0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	JE006164	\$39.55
06/30/13	368	3681		862390	0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	JE006164	\$14.45
06/30/13	368	3681		862390	0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	JE006164	\$24.00
06/30/13	368	3681		862390	0	UNASSIGNED VENDOR	CO-PO CLAIMS DSW PO130089	JE006717	\$6.20
06/30/13	368	3681		862390	33557	STAPLES CONTRACT & COMMERCIAL	INV 8026147421 06/30/13	CL064948	\$4.04
06/30/13	368	3681		862392	0	UNASSIGNED VENDOR	3RD QUARTER FY 12/13 COPIES	JE006380	\$112.60
06/30/13	368	3681		862392	0	UNASSIGNED VENDOR	4TH QUARTER FY 12/13 COPIES	JE006385	\$339.85
06/30/13	368	3681		862417	0	UNASSIGNED VENDOR	PETITION TRACKING/GIS-MSR/SOI	IB131574	\$162.50
06/30/13	368	3681		862423	0	UNASSIGNED VENDOR	LEGAL SRVCS 2012/13 4TH QTR	IB131872	\$945.00
06/30/13	368	3681		862429	27214	ROSENOW SPEVACEK GROUP INC	INV 0029223 06/30/13	CL064902	\$7,526.25
06/30/13	368	3681		862491	0	UNASSIGNED VENDOR	CO-PO CLAIMS DSW PO130089	JE006717	\$5.00
06/30/13	368	3681		862495	0	UNASSIGNED VENDOR	RECORDS CHARGE FY13 21 BOXES	JE006228	\$290.22
06/30/13	368	3681		862548	0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-TTUCK	JE006164	\$125.00
06/30/13	368	3681		862610	27645	TERRI TUCK	CALAFCO STAFF WORKSHOP-MILEAGE	CL064668	\$49.16
06/30/13	368	3681		862610	27645	TERRI TUCK	FY 13/14 4TH QTR MILEAGE	CL064668	\$28.25
06/30/13	368	3681		862610	35585	CHRISTINE CRAWFORD	FY 13/14 4TH QTR MILEAGE	CL064662	\$181.37
06/30/13	368	3681	SSP	862429	29425	UNIVERSITY OF CALIFORNIA DAVIS	INV 01-017183838 05/30/13	CL064925	\$4,000.00
							<b>Total Budget Year Expenditures:</b>		<b>\$107,593.41</b>
							<b>Grand Total:</b>		<b>\$107,593.41</b>

For Fiscal Year 2013						<b>County of Yolo</b>					
From 4/1/2013 To 6/30/2013						<b>Expenditure Detail with Account Totals</b>					
Date	FD	BU	CC	Acct	Prog	Vendor	Vendor Name	Description	WT #	DOC #	Amount
04/12/13	368	3681		861101		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$5,561.02
04/26/13	368	3681		861101		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$5,561.02
05/10/13	368	3681		861101		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$5,561.02
05/24/13	368	3681		861101		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$5,561.02
06/07/13	368	3681		861101		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$5,561.02
06/21/13	368	3681		861101		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$5,561.02
06/30/13	368	3681		861101		99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	00000001	JE006261	\$5,561.02
								<b>Account 3683681 861101</b>		<b>Total:</b>	<b>\$38,927.14</b>
04/12/13	368	3681		861102		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$153.00
04/26/13	368	3681		861102		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$201.00
05/10/13	368	3681		861102		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$369.00
05/24/13	368	3681		861102		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$408.00
06/21/13	368	3681		861102		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$276.00
06/30/13	368	3681		861102		99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	00000001	JE006261	\$276.00
								<b>Account 3683681 861102</b>		<b>Total:</b>	<b>\$1,683.00</b>
04/12/13	368	3681		861201		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$992.70
04/26/13	368	3681		861201		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$992.70
05/10/13	368	3681		861201		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$992.70
05/24/13	368	3681		861201		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$992.70
06/07/13	368	3681		861201		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$992.70
06/21/13	368	3681		861201		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$992.70
06/30/13	368	3681		861201		99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	00000001	JE006261	\$992.70
								<b>Account 3683681 861201</b>		<b>Total:</b>	<b>\$6,948.90</b>
04/12/13	368	3681		861202		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$430.51
04/26/13	368	3681		861202		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$434.11
05/10/13	368	3681		861202		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$443.90
05/24/13	368	3681		861202		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$446.34
06/07/13	368	3681		861202		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$422.39
06/21/13	368	3681		861202		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$438.88
06/30/13	368	3681		861202		99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	00000001	JE006261	\$361.89
								<b>Account 3683681 861202</b>		<b>Total:</b>	<b>\$2,978.02</b>

For Fiscal Year 2013						<b>County of Yolo</b>					
From 4/1/2013 To 6/30/2013						<b>Expenditure Detail with Account Totals</b>					
Date	FD	BU	CC	Acct	Prog	Vendor	Vendor Name	Description	WT #	DOC #	Amount
04/12/13	368	3681		861203		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$100.69
04/26/13	368	3681		861203		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$101.52
05/10/13	368	3681		861203		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$103.82
05/24/13	368	3681		861203		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$104.38
06/07/13	368	3681		861203		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$98.79
06/21/13	368	3681		861203		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$102.64
06/30/13	368	3681		861203		99999	VARIOUS VENDORS	0616-0629 PAYROLL ACCRUAL	00000001	JE006261	\$84.64
								<b>Account 3683681 861203</b>		<b>Total:</b>	<b>\$696.48</b>
05/09/13	368	3681		861400		0	UNASSIGNED VENDOR	12-13 UNEMPLOYMENT RECHARGE	00000001	JE005131	\$482.11
								<b>Account 3683681 861400</b>		<b>Total:</b>	<b>\$482.11</b>
04/12/13	368	3681		861600		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$1,649.00
04/26/13	368	3681		861600		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$1,649.00
05/10/13	368	3681		861600		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$1,649.00
05/24/13	368	3681		861600		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$1,649.00
06/07/13	368	3681		861600		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$1,649.00
06/21/13	368	3681		861600		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$1,649.00
								<b>Account 3683681 861600</b>		<b>Total:</b>	<b>\$9,894.00</b>
04/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 03/13 INTERNAL TELEPHONE	00000001	JE004382	\$127.14
04/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 03/13 INTERNAL TELEPHONE	00000001	JE004857	\$6.64
04/12/13	368	3681		862090		99999	VARIOUS VENDORS	04/06/13 Payroll	00000003	PR000177	\$25.00
04/26/13	368	3681		862090		99999	VARIOUS VENDORS	04/20/13 Payroll	00000003	PR000186	\$25.00
05/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 04/13 INTERNAL TELEPHONE	00000001	JE004988	\$125.40
05/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 04/13 INTERNAL TELEPHONE	00000001	JE005507	\$6.64
05/10/13	368	3681		862090		99999	VARIOUS VENDORS	05/04/13 Payroll	00000003	PR000192	\$25.00
05/24/13	368	3681		862090		99999	VARIOUS VENDORS	05/18/13 Payroll	00000003	PR000198	\$25.00
06/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 05/13 INTERNAL TELEPHONE	00000001	JE005596	\$127.27
06/01/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 05/13 INTERNAL TELEPHONE	00000001	JE006022	\$6.64
06/07/13	368	3681		862090		99999	VARIOUS VENDORS	06/01/13 Payroll	00000003	PR000203	\$25.00
06/21/13	368	3681		862090		99999	VARIOUS VENDORS	06/15/13 Payroll	00000003	PR000207	\$25.00
06/30/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 06/13 INTERNAL TELEPHONE	00000001	JE006157	\$132.59
06/30/13	368	3681		862090		0	UNASSIGNED VENDOR	185-1 06/13 INTERNAL TELEPHONE	00000001	JE006732	\$6.64
								<b>Account 3683681 862090</b>		<b>Total:</b>	<b>\$688.96</b>
04/05/13	368	3681		862130		0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004467	\$44.18
04/10/13	368	3681		862130		35585	CHRISTINE CRAWFORD	LUNCH W/YCAS MGR-V FLETCHER	09398754	CL059481	\$20.21
06/05/13	368	3681		862130		0	UNASSIGNED VENDOR	05/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE005598	\$34.50
06/30/13	368	3681		862130		35585	CHRISTINE CRAWFORD	STAFF WORKSHOP/YCAS MEETING	09404567	CL064662	\$45.14
								<b>Account 3683681 862130</b>		<b>Total:</b>	<b>\$144.03</b>

For Fiscal Year 2013						<b>County of Yolo</b>							
From 4/1/2013 To 6/30/2013						<b>Expenditure Detail with Account Totals</b>							
<b>Date</b>	<b>FD</b>	<b>BU</b>	<b>CC</b>	<b>Acct</b>	<b>Prog</b>	<b>Vendor</b>	<b>Vendor Name</b>	<b>Description</b>	<b>WT #</b>	<b>DOC #</b>	<b>Amount</b>		
04/17/13	368	3681		862271		3351	INLAND BUSINESS SYSTEMS INC	INV035261 04/09/13 PO130140	09399346	PO130140	\$78.52		
06/24/13	368	3681		862271		3351	INLAND BUSINESS SYSTEMS INC	LIQUIDATE CCM	00000000	PO130140	\$0.00		
06/30/13	368	3681		862271		0	UNASSIGNED VENDOR	CO-PO CLAIMS INLAND PO130140	00000001	JE006717	\$108.09		
								<b>Account 3683681 862271</b>		<b>Total:</b>	<b>\$186.61</b>		
06/30/13	368	3681		862360		0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE006164	\$39.55		
								<b>Account 3683681 862360</b>		<b>Total:</b>	<b>\$39.55</b>		
04/03/13	368	3681		862390		29920	DSW HOLDINGS INC	INV 9951047 032113 PO130089	09398250	PO130089	\$3.10		
04/10/13	368	3681		862390		35585	CHRISTINE CRAWFORD	BATTERIES-CALAFCO WORKSHOP	09398754	CL059481	\$22.66		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004867	\$55.90		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004867	\$140.84		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004867	\$180.00		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	00000001	JE004867	\$16.23		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	00000001	JE004867	\$32.41		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	00000001	JE004867	\$46.35		
05/01/13	368	3681		862390		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-TTUCK	00000001	JE004867	\$163.50		
05/01/13	368	3681		862390		29920	DSW HOLDINGS INC	INV 9951047 041813 PO130089	09400219	PO130089	\$6.20		
06/05/13	368	3681		862390		29920	DSW HOLDINGS INC	INV 9951047 051613 05/16/13 PO	09402663	PO130089	\$6.20		
06/19/13	368	3681		862390		33557	STAPLES CONTRACT & COMMERCIAL	INV8025776585 05/31/13	09403607	CL063417	\$33.97		
06/19/13	368	3681		862390		35006	CALIFORNIA NEWSPAPERS LP	ANNUAL SUBSCRIPTION #39459	09403605	CL063831	\$108.50		
06/24/13	368	3681		862390		29920	DSW HOLDINGS INC	LIQUIDATE	00000000	PO130089	\$0.00		
06/30/13	368	3681		862390		0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE006164	\$14.45		
06/30/13	368	3681		862390		0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE006164	\$24.00		
06/30/13	368	3681		862390		0	UNASSIGNED VENDOR	CO-PO CLAIMS DSW PO130089	00000001	JE006717	\$6.20		
06/30/13	368	3681		862390		33557	STAPLES CONTRACT & COMMERCIAL	INV 8026147421 06/30/13	09404875	CL064948	\$4.04		
								<b>Account 3683681 862390</b>		<b>Total:</b>	<b>\$864.55</b>		
06/05/13	368	3681		862391		0	UNASSIGNED VENDOR	05/13 CAL CARD LAFCO-TTUCK	00000001	JE005598	\$46.00		
								<b>Account 3683681 862391</b>		<b>Total:</b>	<b>\$46.00</b>		
05/15/13	368	3681		862392		0	UNASSIGNED VENDOR	YCAS COMM OUTREACH MTG 042913	00000001	IB131567	\$52.80		
06/30/13	368	3681		862392		0	UNASSIGNED VENDOR	3RD QUARTER FY 12/13 COPIES	00000001	JE006380	\$112.60		
06/30/13	368	3681		862392		0	UNASSIGNED VENDOR	4TH QUARTER FY 12/13 COPIES	00000001	JE006385	\$339.85		
								<b>Account 3683681 862392</b>		<b>Total:</b>	<b>\$505.25</b>		
06/30/13	368	3681		862417		0	UNASSIGNED VENDOR	PETITION TRACKING/GIS-MSR/SOI	00000001	IB131574	\$162.50		
								<b>Account 3683681 862417</b>		<b>Total:</b>	<b>\$162.50</b>		

For Fiscal Year 2013						<b>County of Yolo</b>							
From 4/1/2013 To 6/30/2013						<b>Expenditure Detail with Account Totals</b>							
<b>Date</b>	<b>FD</b>	<b>BU</b>	<b>CC</b>	<b>Acct</b>	<b>Prog</b>	<b>Vendor</b>	<b>Vendor Name</b>	<b>Description</b>	<b>WT #</b>	<b>DOC #</b>	<b>Amount</b>		
06/01/13	368	3681		862418		0	UNASSIGNED VENDOR	LAF/ERP/FY2012-2013	00000001	JE005283	\$1,066.00		
								<b>Account 3683681 862418</b>		<b>Total:</b>	<b>\$1,066.00</b>		
06/01/13	368	3681		862419		0	UNASSIGNED VENDOR	LAF/CONNECTIVITY/FY2012-2013	00000001	JE005262	\$3,742.00		
								<b>Account 3683681 862419</b>		<b>Total:</b>	<b>\$3,742.00</b>		
06/17/13	368	3681		862422		0	UNASSIGNED VENDOR	9YR.DOMAIN NAME-YOLOLAFCO.ORG	00000001	IB131752	\$314.91		
								<b>Account 3683681 862422</b>		<b>Total:</b>	<b>\$314.91</b>		
05/29/13	368	3681		862423		0	UNASSIGNED VENDOR	LEGAL SRVCS 01/01-03/31/13	00000001	IB131611	\$1,518.75		
06/30/13	368	3681		862423		0	UNASSIGNED VENDOR	LEGAL SRVCS 2012/13 4TH QTR	00000001	IB131872	\$945.00		
								<b>Account 3683681 862423</b>		<b>Total:</b>	<b>\$2,463.75</b>		
04/17/13	368	3681		862429		0	UNASSIGNED VENDOR	LAFCO ANNEXATION #915-MAPS	00000001	IB131394	\$284.60		
04/24/13	368	3681		862429		27214	ROSENOW SPEVACEK GROUP INC	INV 0029013 03/31/13	09399833	CL060205	\$4,048.75		
05/22/13	368	3681		862429		27214	ROSENOW SPEVACEK GROUP INC	INV 0029089 04/30/13	09401723	CL062130	\$3,200.00		
06/19/13	368	3681		862429		27214	ROSENOW SPEVACEK GROUP INC	INV 0029172 05/31/13	09403606	CL063830	\$807.50		
06/30/13	368	3681		862429		27214	ROSENOW SPEVACEK GROUP INC	INV 0029223 06/30/13	09404874	CL064902	\$7,526.25		
								<b>Account 3683681 862429</b>		<b>Total:</b>	<b>\$15,867.10</b>		
04/24/13	368	3681		862460		2213	THE DAVIS ENTERPRISE INC	AD#03543456-001 04/03/13	09399831	CL060275	\$188.18		
04/24/13	368	3681		862460		30949	THE NEWS LEDGER LLC	INV 11797 04/13/13 LEGALNOTICE	09399832	CL060201	\$90.56		
05/15/13	368	3681		862460		2213	THE DAVIS ENTERPRISE INC	AD#03543626-001 05/01/13	09401160	CL061580	\$74.79		
								<b>Account 3683681 862460</b>		<b>Total:</b>	<b>\$353.53</b>		
04/03/13	368	3681		862491		29920	DSW HOLDINGS INC	INV 9951047 032113 PO130089	09398250	PO130089	\$5.00		
04/24/13	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV226316834 04/12/13 PO130307	09399896	PO130307	\$105.45		
05/01/13	368	3681		862491		29920	DSW HOLDINGS INC	INV 9951047 041813 PO130089	09400219	PO130089	\$5.00		
05/22/13	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV 228369971 05/13/13 PO13030	09401807	PO130307	\$105.45		
06/05/13	368	3681		862491		29920	DSW HOLDINGS INC	INV 9951047 051613 05/16/13 PO	09402663	PO130089	\$5.00		
06/19/13	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	INV 230479982 06/12/13 *FINAL	09403758	PO130307	\$105.45		
06/26/13	368	3681		862491		33922	LYON FINANCIAL SVC UNDERWRITER	LIQUIDATE	00000000	PO130307	\$0.00		
06/30/13	368	3681		862491		0	UNASSIGNED VENDOR	CO-PO CLAIMS DSW PO130089	00000001	JE006717	\$5.00		
								<b>Account 3683681 862491</b>		<b>Total:</b>	<b>\$336.35</b>		
06/30/13	368	3681		862495		0	UNASSIGNED VENDOR	RECORDS CHARGE FY13 21 BOXES	00000001	JE006228	\$290.22		
								<b>Account 3683681 862495</b>		<b>Total:</b>	<b>\$290.22</b>		

For Fiscal Year 2013						<b>County of Yolo</b>							
From 4/1/2013 To 6/30/2013						<b>Expenditure Detail with Account Totals</b>							
<b>Date</b>	<b>FD</b>	<b>BU</b>	<b>CC</b>	<b>Acct</b>	<b>Prog</b>	<b>Vendor</b>	<b>Vendor Name</b>	<b>Description</b>	<b>WT #</b>	<b>DOC #</b>	<b>Amount</b>		
06/19/13	368	3681		862520		12406	DELL MARKETING L.P.	SALES TAX 8.25%	09403703	PO135230	\$91.38		
06/19/13	368	3681		862520		12406	DELL MARKETING L.P.	ACROBAT PRO 11 LICENSE	09403703	PO135230	\$783.84		
06/19/13	368	3681		862520		12406	DELL MARKETING L.P.	DELL OPTIPLEX 9010 DT	09403703	PO135230	\$1,951.70		
06/19/13	368	3681		862520		12406	DELL MARKETING L.P.	OFFICE PRO PLUS 2013	09403703	PO135230	\$690.94		
								<b>Account 3683681 862520</b>		<b>Total:</b>	<b>\$3,517.86</b>		
06/30/13	368	3681		862548		0	UNASSIGNED VENDOR	06/13 CAL CARD LAFCO-TTUCK	00000001	JE006164	\$125.00		
								<b>Account 3683681 862548</b>		<b>Total:</b>	<b>\$125.00</b>		
04/05/13	368	3681		862610		0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004467	\$6.00		
04/05/13	368	3681		862610		0	UNASSIGNED VENDOR	03/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004467	\$7.50		
04/10/13	368	3681		862610		35585	CHRISTINE CRAWFORD	3RD QTR MILEAGE	09398754	CL059481	\$166.11		
05/01/13	368	3681		862610		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004867	\$4.50		
05/01/13	368	3681		862610		0	UNASSIGNED VENDOR	04/13 CAL CARD LAFCO-CCRAWFORD	00000001	JE004867	\$17.00		
06/30/13	368	3681		862610		27645	TERRI TUCK	CALAFCO STAFF WORKSHOP-MILEAGE	09404568	CL064668	\$49.16		
06/30/13	368	3681		862610		27645	TERRI TUCK	FY 13/14 4TH QTR MILEAGE	09404568	CL064668	\$28.25		
06/30/13	368	3681		862610		35585	CHRISTINE CRAWFORD	FY 13/14 4TH QTR MILEAGE	09404567	CL064662	\$181.37		
								<b>Account 3683681 862610</b>		<b>Total:</b>	<b>\$459.89</b>		
04/16/13	368	3681	SSP	862422		0	UNASSIGNED VENDOR	YOLO SHARE/DOMAIN/3 YRS	00000001	IB131392	\$227.94		
								<b>Account 3683681SSP 862422</b>		<b>Total:</b>	<b>\$227.94</b>		
05/29/13	368	3681	SSP	862423		0	UNASSIGNED VENDOR	LEGAL SRVCS 01/01-03/31/13	00000001	IB131612	\$101.25		
								<b>Account 3683681SSP 862423</b>		<b>Total:</b>	<b>\$101.25</b>		
04/09/13	368	3681	SSP	862429		0	UNASSIGNED VENDOR	YCAS-UCD VET CONSULT SERVICES	00000001	IB131341	\$2,847.78		
05/17/13	368	3681	SSP	862429		0	UNASSIGNED VENDOR	YCAS UCD VET CONSULT SERVICES	00000001	IB131578	\$3,240.59		
06/05/13	368	3681	SSP	862429		20926	CALIFORNIA STATE UNIVERSITY	ADAM SUTKUS-FACILITATOR	09402655	PO135225	\$1,692.00		
06/19/13	368	3681	SSP	862429		0	UNASSIGNED VENDOR	YCAS-UCD VET CONSULT SERVICES	00000001	IB131764	\$2,700.14		
06/30/13	368	3681	SSP	862429		29425	UNIVERSITY OF CALIFORNIA DAVIS	INV 01-017183838 05/30/13	09404876	CL064925	\$4,000.00		
								<b>Account 3683681SSP 862429</b>		<b>Total:</b>	<b>\$14,480.51</b>		
<b>Total Budget Year Expenditures:</b>											<b>\$107,593.41</b>		
<b>Grand Total:</b>											<b>\$107,593.41</b>		



## Public Hearings 7.

### LAFCO

**Meeting Date:** 09/26/2013

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#### Information

##### **SUBJECT**

Continue the Public Hearing to Consider and Adopt the Final Combined Municipal Service Review (MSR)/Sphere of Influence (SOI) Update for the Yolo County Water Districts.

##### **RECOMMENDED ACTION**

Continue the public hearing on this item to the October 24, 2013 meeting date.

##### **REASONS FOR RECOMMENDED ACTION**

This MSR/SOI has been prepared in close coordination with the three water districts and their staff. The draft MSR/SOI was released for public review on August 9, 2013.

Staff attended a special meeting of the Yolo-Zamora Water District board on Monday, September 16th and the board requested additional time to consider LAFCo's recommendation that the District be dissolved and allow an opportunity for the board members to meet with the General Managers of the Dunnigan Water District and the Yolo County Flood Control and Water Conservation District.

Since a public hearing notice was published advertising the September 26, 2013 meeting date as the date and time for this item to be heard, this item needs to be continued to a date certain at the meeting.

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#### Form Review

##### **Inbox**

Christine Crawford

Form Started By: Christine Crawford

Final Approval Date: 09/18/2013

##### **Reviewed By**

Christine Crawford

##### **Date**

09/18/2013 02:20 PM

Started On: 09/18/2013 01:16 PM







Regular 8.

**LAFCO**

**Meeting Date:** 09/26/2013

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**Information**

**SUBJECT**

Consider and Adopt the Yolo County Animal Services Governance Study and Forward to the County/City Managers for Consideration.

**RECOMMENDED ACTION**

1. Receive staff and consultant presentations on the Yolo County Animal Services Governance Study.
2. Receive public comments on the item.
3. Consider the information presented in the staff report and during public comments. Discuss and direct staff to make any changes deemed appropriate.
4. Adopt the Yolo County Animal Services Governance Study and direct staff to forward it to the county/city managers for consideration and action.

**FISCAL IMPACT**

The contract with the UC Davis Koret Shelter Medicine Program (KSMP) was \$16,000 for this study. LAFCo also retained a meeting facilitator from CSUS for the public outreach process at a cost of \$1,692 for the April 29, 2013 meeting and \$987 for the September 9, 2013 meeting. In addition to the consultant contracts there were numerous staff hours spent by staff and LAFCo's intern, Tracey Dickinson, however these costs were absorbed by the LAFCo budget. There are no additional fiscal impacts for LAFCo by adopting this study.

**REASONS FOR RECOMMENDED ACTION**

On February 28, 2013, LAFCo approved the contract with KSMP to prepare the Yolo County Animal Services Governance Study. The study has been completed and being presented to the Commission for consideration and adoption.

LAFCo commissioned this study on behalf of the cities and County as part of LAFCo's mission to provide information to promote efficient government services. One of the objects of the Commission is to make studies and to furnish information which will shape the development of local agencies so as to advantageously provide for the present and future needs of each county and its communities.

## **BACKGROUND**

### Intent of the Study

The goals of this study were to:

1. Complete an analysis of current and historical data to provide an accurate foundation for additional recommendations on staffing, animal care, field services and facility planning.
2. Build and expand on the LAFCo 2012 report with specific recommendations based on a detailed analysis of operational needs and opportunities particular to the YCAS shelter and community; with comparison where appropriate with other sheltering programs of similar size and scope as well as statewide and national standards and best practices.
3. Based on this expanded analysis, provide recommendations for long-term organization programming and structure changes, including appropriateness of public versus private sector role in meeting programmatic recommendations.
4. Arrive at a plan for animal services in Yolo County and its incorporated cities that will meet community needs and expectations in an effective and efficient way given the public and private resources available.
5. Using the information provided by the KSMP, staff's goal was to prepare alternative budget scenarios for agency consideration.

LAFCo's intent with this study is to provide information regarding the optimal programs/staffing and governance structure options for providing animal services in a cost effective manner in Yolo County. This information would be provided to those agencies that provide municipal animal services, including: the cities of Davis, West Sacramento, Winters, and Woodland, Yolo County and UC Davis.

To clarify a number of comments received, this study was never intended to be an evaluation of the current YCAS operation. Such evaluations of the existing YCAS operation have been documented by previous studies. Similarly, the study was never intended to answer the question, "do we need to change?" because based on the 2012 Animal Protection League Study that LAFCo presented to all the councils and Board of Supervisors, each was generally interested in continuing to evaluate what a change would look like.

### Programming and Staffing Recommendations

The Study includes a detailed analysis of programs and staffing levels required to support animal services in Yolo County in a manner that: sustains or improves the current outcomes at the shelter; provides a level of community service consistent with public expectations and other California communities; and does not rely on short term funding sources such as one-time grants, individual volunteer efforts or partnerships that cannot be guaranteed. The staff and programmatic recommendations identified in the study are considered necessary to achieve these outcomes.

Currently, if you include all the donated, volunteer and other free labor leveraged at YCAS the staffing level is 25.3 FTE (full time equivalent). KSMP recommends that a staffing level of 27.7 - 29 FTE is required to support the program.

### Governance Options

All of the governance options would require the formation of a joint powers authority (JPA) because the

County is unable to contract out for costs savings alone per Government Code Section 31000. However, a JPA would have various options of how animal services could be provided. The following options were developed in order to create scenarios to project estimated budget costs:

1. JPA hires its own employees
2. JPA contracts with a non profit for all services
3. JPA contracts with a non profit for sheltering services and a separate entity (presumably among one of our law enforcement agencies) for animal control officers.

### Budget Scenarios

The projected 1st year budgets for each scenario are immediately attached to this report. What the analysis generally found was that although there would be some costs savings from reduced employee salary/benefits under a new model, the overhead associated with creating a new independent agency somewhat offsets these savings. For the 29 FTE recommended by KSMP, there would be the following additional cost or savings *as compared to current costs*:

1. JPA hires its own employees would cost \$135,381 more
2. JPA contracts with a non-profit for all staff would cost \$106,919 less
3. JPA contracts with a non-profit for sheltering and a law enforcement agency for animal control officers would cost \$35,081 more.

It is important to point out that these costs would be spread across the six agencies currently using this service and therefore the costs to each agency are less significant. The scenarios also project revenue from each agency to be the same as current only so relative costs or savings can be compared to today's costs. In no way is this an assumption that agencies will be willing to continue to pay the same rate for animal services.

### Public Outreach/Review

At its February 28, 2013 meeting when the KSMP contract was approved, the Commission directed staff to develop a public outreach process to provide transparency during this study's process. Consistent with this direction, a public meeting was held on April 29, 2013 with the purpose of presenting the YCAS performance statistics and data as an accurate foundation to build programming and staffing recommendations on. In June/July, staff developed a public review and comment process to be responsive to concerns from the public about wanting input before the study was finalized. The draft study was then completed and released to the public for review on August 26, 2013.

A second public meeting held on September 9, 2013 was intended to answer any questions to assist the public in forming their comment letters on the study. Staff committed to responding in writing to all comments received by September 13, 2013 in the Commission packet. Staff further indicated that any subsequent comments would be included in the record for the Commission as well but staff might not have ample time for an individualized written response in the packet.

### Response to Comments

Attached is a Response to Comments document which includes every comment letter received and staff/KSMP response to each comment/point. Staff attempted to be thorough and responsive. Some comments are questions that are responded to directly while other comments are really opinions of the commenter that are intended for the Commission to hear. All the comments and responses are attached for review.

Some of the comments resulted in changes to the study and that is noted where applicable. In addition, the study attached represents the draft study with staff's recommended changes shown as new text or ~~deleted text~~, so its easier to track where changes have been made. Should the Commission adopt the

study, staff will finalize the document and post a final version for the public and forward to the city/county managers.

### Next Steps

With LAFCo Commission adopting and finalizing this informational study, this milestone represents the point where LAFCo will begin to phase out of this process of considering an alternate governance structure for the provision of animal services. This information will be forwarded to the city/county managers for their consideration. Action to form a JPA would need to be approved by each city council and the Board of Supervisors independently. UC Davis would have the option to become party to a JPA agreement or merely contract with the JPA for services. It will be incumbent on the city/county managers to move this item forward.

The budget analysis provided represents an estimate of what a first year budget would look like. These include start up costs and up front investment that is expected to pay off in reduced costs over time. But these return on investment savings are difficult to quantify and project. It also should be noted that cost is only one factor which will be considered by the city/county managers. There are additional considerations such as control over the services provided, organizational culture and how the process for calculating, distributing and noticing cost obligations is handled with the contracting entities.

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### **Attachments**

Item 8-ATT 1-Budget Projections & Net Amounts

Item 8-ATT 2-Letter from UCD

Item 8-ATT 3-Response to Comments

Item 8-ATT 4-Draft YCAS Governance Study

Item 8-ATT 5-Various Articles Submitted by Janis Samms

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### **Form Review**

<b>Inbox</b>	<b>Reviewed By</b>	<b>Date</b>
Christine Crawford	Christine Crawford	09/19/2013 07:25 PM
Christine Crawford	Terri Tuck	09/20/2013 08:01 AM
Christine Crawford	Terri Tuck	09/20/2013 08:01 AM
Form Started By: Christine Crawford		Started On: 09/19/2013 09:07 AM
Final Approval Date: 09/20/2013		

## ANIMAL SERVICES GOVERNANCE STUDY: BUDGET PROJECTIONS

EXPENDITURES									
	YCAS Current Budgets <sup>1</sup>			Budget Scenarios: KSMF Recommended Staffing Levels <sup>2</sup>			Budget Scenarios: Existing YCAS Staffing Levels <sup>3</sup>		
	YCAS 12-13	YCAS 13-14 <sup>4</sup>	YCAS 13-14 (Including costs not listed in YCAS budget) <sup>5</sup>	Joint Powers Authority (JPA) <sup>6</sup>	JPA Contracts with Non-Profit <sup>7</sup>	Hybrid Model (JPA Contracts with Non-Profit for Shelters/ Public Agency for Field Services) <sup>8</sup>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non-Profit for Shelters/ Public Agency for Field Services)
	FTE: 20 Benefits: 38% <sup>11</sup>	FTE: 18 <sup>9</sup> Benefits: 38%	FTE: 25.3 <sup>9</sup> Benefits: 38%	FTE: 29 <sup>10</sup> Benefits: 30% <sup>12</sup>	FTE: 29 Benefits: 27%	FTE: 29 Benefits: 27%; 38%	FTE: 25.3 Benefits: 30%	FTE: 25.3 Benefits: 27%	FTE: 25.3 Benefits: 27%; 38%
Regular Salaries	725,204	793,909	793,909	1,191,000	1,074,500	1,111,500	1,011,000	912,300	954,500
Additional Salaries <sup>13</sup>	-	-	236,000	-	-	-	-	-	-
Part-Time Wages <sup>14</sup>	10,000	-	152,400	129,500	116,550	116,550	110,800	99,920	99,920
Total Employee Benefits	-	-	-	510,550	397,700	502,700	433,450	340,900	444,700
Overtime/Standby	53,621	53,621	53,621	-	-	-	-	-	-
Differentials- Bilingual/Shift	902	2,106	2,106	-	-	-	-	-	-
Payoff/Vacation Buy-Back	6,000	6,000	6,000	-	-	-	-	-	-
Retirement	168,035	191,976	191,976	-	-	-	-	-	-
OASDI	45,195	51,846	51,846	-	-	-	-	-	-
Medicare Tax	10,568	12,126	12,126	-	-	-	-	-	-
Insurance- Health/Dental/Vision	158,847	228,715	228,715	-	-	-	-	-	-
Unemployment Insurance	14,625	8,954	8,954	-	-	-	-	-	-
Workers Compensation Insurance	59,608	63,208	63,208	-	-	-	-	-	-
Other Benefits	37,960	43,176	43,176	-	-	-	-	-	-
Additional Benefits (YCSPCA Employees) <sup>15</sup>	-	-	31,800	-	-	-	-	-	-
<b>Salaries &amp; Benefits</b>	<b>1,290,565</b>	<b>1,455,637</b>	<b>1,875,837</b>	<b>1,831,050</b>	<b>1,588,750</b>	<b>1,730,750</b>	<b>1,555,250</b>	<b>1,353,120</b>	<b>1,499,120</b>
Clothing <sup>16</sup>	12,800	16,400	16,400	8,000	8,000	8,000	8,000	8,000	8,000
Communications/IT Services	23,116	22,374	22,374	23,000	23,000	23,000	23,000	23,000	23,000
Public Liability	78,350	76,379	76,379	76,379	76,379	76,379	76,379	76,379	76,379
Shelter Food and Supplies	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Tools and Equipment	26,939	16,164	16,164	20,000	20,000	20,000	20,000	20,000	20,000
Medical, Dental, and Lab Supplies	47,500	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Office Supplies <sup>17</sup>	22,937	22,937	22,937	25,000	25,000	25,000	23,000	23,000	23,000
Household (Janitorial)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Maintenance- Equipment, Buildings, Vehicles	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Professional Medical Services	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Professional Services (Contracts for Veterinarians) <sup>18</sup>	144,758	200,000	-	-	-	-	-	-	-
Rental/Lease- Equipment	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Memberships	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Training Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transportation/Travel	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Utilities <sup>19</sup>	-	-	45,982	46,000	46,000	46,000	46,000	46,000	46,000
Vehicle Fuel <sup>20</sup>	68,000	80,000	80,000	85,000	85,000	85,000	80,000	80,000	80,000
Misc. Expenses (Credit Card Charge/ Cash Shortage)	1,600	1,600	1,600	-	-	-	-	-	-
Overhead Costs <sup>21</sup>	-	-	123,399	123,399	123,399	123,399	123,399	123,399	123,399
Legal Counsel <sup>22</sup>	-	-	10,395	10,500	10,500	10,500	10,500	10,500	10,500
JPA Oversight <sup>23</sup>	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000
Annual Audit <sup>24</sup>	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000
JPA Management <sup>25</sup>	-	-	-	4,800	4,800	4,800	4,800	4,800	4,800
<b>Services &amp; Supplies</b>	<b>518,250</b>	<b>554,104</b>	<b>533,880</b>	<b>555,328.00</b>	<b>555,328.00</b>	<b>555,328.00</b>	<b>548,328.00</b>	<b>548,328.00</b>	<b>548,328.00</b>
Lease of Building <sup>26</sup>	-	-	61,382	61,382	61,382	61,382	61,382	61,382	61,382
<b>Buildings and Improvements</b>	<b>-</b>	<b>-</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>
Equipment - Vehicle	42,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>Equipment</b>	<b>42,000</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Total Expenditures</b>	<b>1,850,815</b>	<b>2,059,741</b>	<b>2,521,099</b>	<b>2,522,760</b>	<b>2,280,460</b>	<b>2,422,460</b>	<b>2,239,960</b>	<b>2,037,830</b>	<b>2,183,830</b>

REVENUES									
	YCAS Current Budgets			Budget Scenarios: KSMP Recommended Staffing Levels			Budget Scenarios: Existing YCAS Staffing Levels		
	YCAS 12-13	YCAS 13-14	YCAS 13-14 <i>(Including costs not listed in YCAS budget)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>
	FTE: 20	FTE: 17	FTE: 25.3	FTE: 29	FTE: 29	FTE: 29	FTE: 25.3	FTE: 25.3	FTE: 25.3
	Benefits: 38%	Benefits: 38%	Benefits: 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%
Animal Licenses <sup>1</sup>	290,000	400,000	400,000	532,637	532,637	532,637	400,000	400,000	400,000
Business Licenses - Kennels	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Humane Services	200,000	201,115	201,115	201,115	201,115	201,115	201,115	201,115	201,115
Other Charges for Services	700	700	700	700	700	700	700	700	700
<b>Fees &amp; Charges</b>	<b>493,400</b>	<b>604,515</b>	<b>604,515</b>	<b>737,152</b>	<b>737,152</b>	<b>737,152</b>	<b>604,515</b>	<b>604,515</b>	<b>604,515</b>
Contracts with Agencies <sup>2</sup>	1,111,313	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268
Yolo County Contribution <sup>3</sup>	298,467	315,459	315,459	315,459	315,459	315,459	315,459	315,459	315,459
YCSPCA Contribution <sup>4</sup>	-	-	135,000	135,000	135,000	135,000	135,000	135,000	135,000
Sheriff's Department Contribution <sup>5</sup>	-	-	85,200	-	-	-	-	-	-
Yolo County Contribution (Overhead) <sup>6</sup>	-	-	123,399	-	-	-	-	-	-
Yolo County Contribution (Use of Building) <sup>7</sup>	-	-	61,382	-	-	-	-	-	-
Yolo County Contribution (Utilities) <sup>8</sup>	-	-	45,982	-	-	-	-	-	-
Legal Counsel <sup>9</sup>	-	-	10,395	-	-	-	-	-	-
<b>Payments from Agencies</b>	<b>1,409,780</b>	<b>1,406,727</b>	<b>1,868,085</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>
Investment Earn - Restricted	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Other Income	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Unclaimed Property (Trust)	-	35,000	35,000	-	-	-	-	-	-
Donations and Grants <sup>10</sup>	17,000	5,000	5,000	100,000	100,000	100,000	5,000	5,000	5,000
<b>Other</b>	<b>25,500</b>	<b>48,500</b>	<b>48,500</b>	<b>108,500</b>	<b>108,500</b>	<b>108,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
<b>Total Revenues</b>	<b>1,928,680</b>	<b>2,059,742</b>	<b>2,521,100</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,159,742</b>	<b>2,159,742</b>	<b>2,159,742</b>

TOTAL EXPENDITURES AND REVENUES									
	YCAS Current Budgets			Budget Scenarios: KSMP Recommended Staffing Levels			Budget Scenarios: Existing YCAS Staffing Levels		
	YCAS 12-13	YCAS 13-14	YCAS 13-14 <i>(Including costs not listed in YCAS budget)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>
	FTE: 20	FTE: 17	FTE: 25.3	FTE: 29	FTE: 29	FTE: 29	FTE: 25.3	FTE: 25.3	FTE: 25.3
	Benefits: 38%	Benefits: 38%	Benefits: 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%
<b>EXPENDITURES</b>	<b>1,850,815</b>	<b>2,059,741</b>	<b>2,521,099</b>	<b>2,522,760</b>	<b>2,280,460</b>	<b>2,422,460</b>	<b>2,239,960</b>	<b>2,037,830</b>	<b>2,183,830</b>
<b>REVENUES</b>	<b>1,928,680</b>	<b>2,059,742</b>	<b>2,521,100</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,159,742</b>	<b>2,159,742</b>	<b>2,159,742</b>
<b>NET AMOUNT</b>	<b>77,865</b>	<b>1</b>	<b>1</b>	<b>(135,381)</b>	<b>106,919</b>	<b>(35,081)</b>	<b>(80,218)</b>	<b>121,912</b>	<b>(24,088)</b>

**Expenditures Footnotes:**

1. The three brown columns display information regarding the existing YCAS budget. The first column displays the expenditures and revenues for FY 12-13, the second column displays the expenditures and revenues for FY 13-14, and the third column displays the FY 13-14 budget adding actual costs including donated labor, unpaid overhead costs, and other items not included in the YCAS budget in order to provide an actual budget for comparison purposes.
2. The three green columns display the KSMP recommended employment level (29 FTE) for each of the three scenarios.
3. The three blue columns use the current YCAS employment level (25.3 FTE) for each of the three scenarios.
4. YCAS budget for 13-14 based on information provided by the Sheriff's Finance Department.
5. There are numerous costs associated with providing animal services to Yolo County that are not reflected in the existing YCAS budget. In order to provide an accurate baseline cost for our study we have identified these costs, and included them in the third brown column. These costs include items such as donated labor from YCSPCA and the Sheriff's Department, free use of the existing shelter facility, and unpaid overhead costs. This column provides the actual cost of animal services in the County.
6. The JPA model assumes that all staff are employees of the JPA, which is governed by Yolo County, Davis, UC Davis, West Sacramento, Winters, and Woodland.
7. This model assumes that the JPA has no employees, and contracts for all services (including field services) with a non-profit.
8. This model assumes that the JPA has no employees. Instead, the JPA contracts animal sheltering services to a non-profit and contracts with a public agency (such as the Sheriff's Department) for field services.
9. The employment level at YCAS for FY 13-14 is 18 full-time employees (according to the Sheriff's Finance Department). However, this does not include contract veterinarians, unpaid inmates working in the kennels, part-time/ extra help employees, or staff paid by Yolo County SPCA (permanently housed at YCAS). After considering all the employees involved in offering animal services to Yolo County, the actual FTE is 25.3.
10. The KSMP staffing and programming study recommends the equivalent of 29 full-time employees for YCAS. Further detail regarding the recommended staffing levels can be found in the KSMP report.
11. YCAS currently pays its 18 FTE an average of 38% of their total compensation in benefits.
12. Benefits for the JPA model are estimated at 30% based on a Bureau of Labor Statistics report stating that private employer costs for employee benefits averaged 29.7% of total compensation. SOURCE: Bureau of Labor Statistics (June 12, 2013). Employer Costs for Employee Compensation. Retrieved from <http://www.bls.gov/news.release/pdf/ecec.pdf>. Benefits for the JPA Contract with Non-Profit model are estimated slightly lower, at 27%.
13. The additional salaries costs for FY 13-14 represent an estimate of the salaries for the two full-time staff paid by Yolo County SPCA, as well as the cost of YCAS' contract veterinarian (previously listed in the budget under Services and Supplies).
14. The part-time wages costs for FY 13-14 represents an estimate of the cost of replacing part-time employees currently provided by the Sheriff's Department or YCSPCA. This includes a part time (0.4) Volunteer Coordinator (paid for by the Sheriff's Department), a part-time (0.4) Program Coordinator (paid for by YCSPCA), and seven unpaid inmates working part-time as kennel workers (provided free of charge by the Sheriff's Department). In the blue and green columns the part-time wages row reflects the total cost of part-time employees included in each scenario.
15. Reflects the estimated costs of YCSPCA benefits provided to their two donated employees housed at YCAS.
16. The existing cost for clothing at YCAS includes \$1,000 annually for field officers, and \$600 annually for Clerks. In the new entity we have assumed that the front office staff will no longer have to wear a uniform. Therefore, we have projected the cost of providing uniforms to field officers to remain the same (\$1,000 per field officer annually \* 8 Field Officers= \$8,000), while all other employees will be expected to wear their own clothing.
17. The cost of office supplies has been projected to increase a small amount in the green columns due to the increase in staffing.
18. YCAS budgeted \$200,000 for contracts with veterinarians in FY 13-14. The initial \$150,000 pays for the full-time contract veterinarian with KSMP. The additional \$50,000 pays for additional contracted hours as needed.
19. The FY 12-13 utilities bill for YCAS was \$4,981.64. However, an estimated additional \$1,000 has been added to all budget projections for water and sewage. Water and sewage services are shared between YCAS and the jail, with an approximate combined bill of \$4,000. It is not possible to separate the cost of YCAS and the jail, so we have included an estimate of the portion that YCAS would be responsible for.
20. The cost of vehicle fuel has been projected to increase a small amount in the green columns due to the increase in staffing.
21. Reflects the cost of overhead services currently provided by Yolo County, but not included in the YCAS budget. Due to a longstanding Maintenance of Effort between the County and Sheriff's Department, these costs are not currently paid for by the Sheriff. Overhead costs include building/equipment use, the countywide audit, IT services, human resources, the CAO's office, treasurer-tax collector, auditor-controller, and general services. If a JPA is formed, all of these services will need to be provided and paid for.
22. Reflects the actual costs of County Counsel services provided to YCAS in FY 12-13, which are not currently paid for due to an MOE between the Sheriff's Department and County. If a JPA is formed, this service will need to be paid for.
23. Reflects the cost of JPA oversight services provided by the Yolo County Auditor-Controller. Estimate was provided by the Yolo County Auditor-Controller's Office.
24. If a JPA is formed the JPA will be responsible for conducting an annual independent audit. The price of an audit is estimated at \$10,000, based on an estimate from the Yolo County Auditor-Controller.
25. If a JPA is formed the JPA will need to contract with an agency for JPA management services, including the management and enforcement of RFPs, MOUs, contracts. The \$4,800 included in this budget is based on an estimate from the Yolo County Administrator's Office regarding what it would cost for them to provide the service. This estimate includes an estimated 60 hour of work annually, at the CAO's staff rate of \$80 per hour.
26. Currently, YCAS is housed in a building owned by Yolo County. If the governance model of YCAS changes the organization should expect to lease the building from Yolo County at a market rate. The rate used for these budget projections (as quoted by the Yolo County Administrator's Office) is \$0.80 per square foot, with a total of 6,394 Sq. Ft. for the existing building and ancillary.  $0.8 \text{ per sq. ft.} * 6,394 \text{ sq. ft.} = \$5,115.2 * 12 \text{ months} = \$61,382.4$

Revenues Footnotes:
1. Revenues from animal licenses have been projected to increase for models utilizing the KSMP staffing and programming recommendations. The KSMP study projects that through increases in canvassing and collections efforts, dog license compliance can increase from 30% to 40%. Estimates were calculated by multiplying the average "per dog" license revenues (\$25.69) by the estimated increase in dog licenses (5,163 dogs), then added to the existing revenue projections (\$400,000). This estimate does not include a projected increase for cat licenses, although revenues from cat licenses would likely increase a small amount.
2. The agency contributions to YCAS have been projected to remain the same ( so that the Net Amount is relative to current costs for comparison purposes). This includes contracts with Davis, West Sacramento, Winters, Woodland, and UC Davis.
3. The County's contributions to YCAS have been projected to remain the same (so that the Net Amount is relative to current costs for comparison purposes).
4. Reflects estimated revenues associated with Yolo County SPCA's contribution of 2.4 employees to YCAS. This contribution is included as a "revenue" in order to offset the cost of these employees included in the "expenditures" portion of the budget. We have assumed that this partnership with YCSPCA will continue even if the governance model of YCAS is changed.
5. Reflects estimated revenues associated with the Yolo County Sheriff's Department's contribution of 7 part-time unpaid inmates working in the kennels, and a part-time (0.4 FTE) Volunteer Coordinator. We have assumed that these contributions would not continue if the governance model of YCAS is changed.
6. Reflects the resources associated with overhead services offered to YCAS by Yolo County free of charge. These services include services such as equipment use and maintenance, the countywide audit, IT services, human resources, the CAO's office, treasurer-tax collector, auditor-controller, and general services. We have assumed that YCAS will be expected to begin paying for these services if the governance model is changed.
7. Reflects the resources associated with using the existing YCAS building, which Yolo County currently provides free of charge. If the governance model changes this will have to be paid for at a market rate. The rate used for these budget projections is \$0.80 per square foot, with a total of 6,394 Sq. Ft. for the existing building and ancillary. $0.8 \text{ per sq. ft.} * 6,394 \text{ sq. ft.} * 12 \text{ months} = \$61,382.4$
8. Reflects the cost of utilities including electric, water, and sewage, which Yolo County currently pays for YCAS.
9. Reflects the resources associated with Yolo County providing legal counsel to YCAS free of charge. We have assumed that YCAS will be expected to begin paying for this service if the governance model is changed.
10. The KSMP staffing recommendations include a full-time Development Coordinator position. This person is projected to raise a minimum of \$100,000 in grants and donations annually. However, the actual revenues will be unpredictable, and may be more or less than this estimate on any given year.





LINDA P.B. KATEHI  
Chancellor at Davis

MARJORIE M. DICKINSON  
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September 13, 2013

**MR. OLIN WOODS**

Chair  
Local Agency Formation Commission of Yolo County  
625 Court Street, Suite 203  
Woodland CA 95695

Dear Mr. Woods: *Oliver*

Thank you to LAFCO and its staff for including UC Davis in conversations about options and new models for providing a variety of public services to our community. We especially appreciate the recent effort to assess governance for providing animal services, and were pleased to see that LAFCO tapped the knowledge and expertise of the UC Davis Koret Shelter Medicine Program.

We look forward to continuing to be involved with LAFCO, Yolo County and the cities within the county as this process moves forward. In particular, we want to make sure that regardless of governance structure, the jurisdictions (1) reach clear agreement about which services will be provided, (2) confirm that all operating costs and costs of acquiring, maintaining and operating equipment necessary for providing those services are calculated as part of the budget, (3) be provided information about the FTE, hours, and value of services provided by volunteers and (4) develop an open and transparent process for calculating, distributing and noticing cost obligations in advance of those costs being incurred and charged, including consultation and agreement on new services for which there are cost obligations before those services are offered.

Andrew Majewski, Health and Safety/Hazardous Materials Manager at UC Davis, is available to answer questions or provide more information on this matter and can be reached at [awmajewski@ucdavis.edu](mailto:awmajewski@ucdavis.edu) or (530) 754-8228.

Thank you in advance for your consideration of these comments.

Sincerely,

A handwritten signature in cursive script, appearing to read "Marjorie M. Dickinson".

Marjorie M. Dickinson  
Assistant Chancellor  
Government and Community Relations

- c: John Meyer, Assistant Vice Chancellor, Administration and Resource Management, UC Davis  
Jill Blackwelder Parker, Associate Vice Chancellor, Safety Services, UC Davis  
Andrew Majewski, Health and Safety/Hazardous Materials Manager, UC Davis  
Christine Crawford, Executive Officer, Yolo County LAFCO



**Yolo County Animal Services Governance Study  
Response to Comments  
on the  
Public Review Draft dated August 26, 2013**

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## MASTER RESPONSE 1: SALARY AND BENEFITS METHODOLOGY

### BENEFITS

This report recommends that the proposed JPA model should expect a benefits rate of approximately 30% of total employee compensation, based on findings in a U.S. Bureau of Labor Statistics report <sup>1</sup> that studied employer costs for employee compensation. The report finds that benefits in the private sector cost approximately 29.7% of total employee compensation, as compared to the 35.5% average cost of benefits for state and local government employers. This 29.7 percent includes paid leave, supplemental pay, health insurance, retirement and savings, and legally required benefits including Social Security, Medicare, State and Federal Unemployment, and Workers' Compensation.

The recommended benefits rate for a JPA contracting with a nonprofit organization was much more difficult to project, as there is limited information available on the actual cost of employee benefits at nonprofit organizations. In fact, we were unable to find a single study which identifies an appropriate benefits rate for nonprofit employees. We suspect this is largely due to the extreme variance in the level of benefits offered at nonprofit organizations, with some organizations offering only minimal employee benefits and some adopting exhaustive benefits packages as a method of attracting and retaining employees. For instance, a study of Northern California non-profits <sup>2</sup> found that 95% of survey participants offer some type of insurance to employees, although the type and level of insurance differed significantly. For instance, 81% of organizations utilized a Health Maintenance Organization (HMO) plan, while 46% of organizations offered a Preferred Provider Organization (PPO) plan. Additionally, 84% of organizations offered dental insurance, 69% of organizations offered vision insurance, 67% offered life insurance, and 14% did not provide any type of insurance other than basic health. Non-profit organizations also varied significantly in the period of time employees must wait before health coverage begins, as well as the percentage of insurance costs that the employer covers. The report indicated that non-profit organizations also varied greatly in their paid-time off practices, including the number of vacation and sick days offered and the type of employees (part-time versus full-time) that received paid-time off. Because non-profits have such flexibility to set employee benefits according to their needs it is difficult to pinpoint an appropriate benefits ratio for non-profit employees.

However, we have determined that a non-profit organization can expect a benefits rate somewhat lower than a private or government organization, based on the increased flexibility that non-profit organizations have in selecting their benefits packages. For this reason we have projected that a JPA contracting with a non-profit organization for service can expect a benefits rate of approximately 27% of total employee compensation.

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### PERCENTAGE OF EMPLOYEE COMPENSATION VERSUS PERCENTAGE OF SALARY

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One potential area of confusion relating to our benefits rates pertains to the formula we use when calculating benefits. In this report we set the benefits ratio assumption based on a "percentage of total compensation" rather than the more commonly utilized "percentage of salary." These two formulas result in significant differences in the cost of benefits. Table 1 provides an example of the difference in cost of benefits using the two formulas.

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<sup>1</sup> Bureau of Labor Statistics. (2013). Employee Costs for Employee Compensation. Retrieved from <http://www.bls.gov/news.release/pdf/ecec.pdf>

<sup>2</sup> Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey.

TABLE 1: BENEFITS FORMULAS

Benefits Formula	Base Salary	Benefits Rate	Benefits Cost	Total Compensation
Benefits as a Percentage of Total Compensation	\$100,000	30%	\$42,800	\$142,800
Benefits as a Percentage of Salary	\$100,000	30%	\$30,000	\$130,000

It is not uncommon for people to state that benefits at private organizations should be approximately 30% according to “industry standards.” Additionally, when discussing benefits ratios people typically discuss them using the “benefits as a percentage of salary” formula, which is easier to calculate and understand. Thus, it is a natural assumption that private organizations pay 30% of an employee’s salary in benefits. When we first began considering an appropriate benefits ratio recommendation for this report we also began with the assumption that it should be 30% of total salary. However, after extensive research we could not find a single credible source that supported this assumption. In fact, the only source we found which pinpoints an appropriate benefits ratio for private organizations is the U.S. Bureau of Labor Statistics, which utilizes the “percentage of total compensation” formula. The report’s findings that private sector employee benefits cost an average of 29.7% of total compensation indicate that an assumption of 30% based on percentage of salary is far too low, and would have to be raised in order to reflect the actual cost of benefits. Table 2 shows how the benefits ratio as a percentage of salary would increase in order to reflect the cost of benefits as indicated in the Bureau of Labor Statistics report.

TABLE 2: REVISED BENEFITS FORMULA

Benefits Formula	Base Salary	Benefits Rate	Benefits Cost	Total Compensation
Benefits as a Percentage of Total Compensation	\$100,000	30%	\$42,800	\$142,800
Benefits as a Percentage of Salary	\$100,000	43%	\$42,800	\$142,800

## SALARY

After receiving conflicting feedback from the public that our salary assumption in the Public Release Draft of this report were both too high, and too low, we decided to revisit our salary assumptions, basing all assumptions in the final report on a more formulaic and consistent methodology. In this section we describe the methodology we use to reach our altered salary assumptions. Figure 1 displays all the sources and information used in our salary projections.

FIGURE 1: SALARY SOURCES AND METHODOLOGY

SOURCE	Median Household Income <sup>10</sup>	Executive Director	Shelter Supervisor/ Manager	Supervising Field Officer	Senior/ Lead Animal Control Officer	Field Officer	Front Office Supervisor/ Administrative Assistant		Front Office Clerk	Front Office Assistant		Shelter Veterinarian	Registered Veterinary Technician	Unlicensed Veterinary Assistant	Animal Care Attendant	Kennel Workers <sup>16</sup>	Outreach and Development Coordinator <sup>17</sup>	Volunteer/ Foster Coordinator		
							Administrative Assistant IV	Administrative Assistant III		Administrative Assistant II	Administrative Assistant I							Administrative Assistant Aide	Volunteer Coordinator	Program Coordinator
Yolo County Animal Services	57,920	90,698	-	55,842	-	49,140	-	-	41,628	30,098	-	96,000	42,198	-	23,608	-	-	43,362	-	
City of Chico Animal Services	41,632	71,375	-	61,916	51,258	44,283	-	-	-	-	-	-	35,846	36,140	26,577	-	-	-	-	
City of Sacramento Animal Care Services	50,781	100,762	-	91,996	51,298	45,167	-	53,685	-	-	-	89,990	51,579	-	38,229	-	-	-	-	
San Luis Obispo County Animal Services	59,630	77,584	57,189	57,189	47,652	40,622	-	37939	-	28,464	-	-	42,598	-	35,796	-	-	-	-	
Sacramento County Animal Care and Regulation	56,553	117,392	-	64,393	53,786	48,191	-	41279	34,507	-	-	89,327	56,355	-	44,035	-	-	64,331	-	
Santa Cruz County Animal Shelter	66,030	117,744	69,876	69,876	-	44,757	-	-	34,430	-	-	108,096	42,564	40,974	-	-	-	46,386	-	
Silicon Valley Animal Control Authority <sup>1</sup>	89,064	143,145	72,668	39,147	-	67,265	81,910	-	-	-	-	-	56,960	51,119	50,210	-	-	-	-	
Sacramento SPCA <sup>2</sup>	53,878; 78564 <sup>11</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Sammie's Friends (Nevada County)	58,077	12,000 <sup>12</sup>	40,000	-	-	-	-	-	-	-	-	-	-	-	32,500	-	-	-	-	
Placer SPCA <sup>3</sup>	74,645	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Payscale.com	-	67,000	37,400	-	-	33,700	-	-	31,500	-	-	85,000	31,600	\$11/hour	11.00/hour	-	-	45,000	-	37,700
Society of Animal Welfare Administrators Report <sup>4</sup>	-	80,000	40,500	47,000	33,503	32,880	32,760	-	-	22,838	22,000	74,880	32,000	22,280	19,604	-	-	52,750	32,000	30,600
Fair Pay for Northern California Nonprofits Report <sup>5</sup>	-	115,970	55,457	-	-	-	50,037	35,747	36,653	27,813	26,478	99,036	41,543	35,051	27,863	-	-	63,457	38,629	43,244
AVERAGE OF COMPARABLE GOVERNMENT ORGANIZATIONS <sup>6</sup>	-	100,836	63,533	61825 <sup>13</sup>	50,912	45,575	44,301	-	36,855	29,281	-	95,853	47,059	36528 <sup>14</sup>	-	-	-	53,736	51,360	
YOLO COUNTY EXISTING PAY RANGE <sup>7</sup>	-	81,636-99,228	-	42,744-51,948	-	39,636-48,168	34128-41484	-	30,756-37,380	-	28320-34,428	-	34,296-41,688	23,616-28,692 <sup>15</sup>	-	-	-	-	39,144-47,580	
JPA SALARY RECOMMENDATION <sup>8</sup>	-	99,500	63,500	52,000	51,000	45,500	41,500	-	37,000	29,500	-	96,000	41,500	36,500	-	10	-	54,000	47,500	
NON-PROFIT SALARY RECOMMENDATION <sup>9</sup>	-	89,500	57,000	47,000	45,900	41,000	37,500	-	33,500	26,500	-	86,500	37,500	33,000	-	9	-	48,500	43,000	

<b>FOOTNOTES:</b>
1) Silicon Valley salaries may not represent a full year of service.
2) Sacramento SPCA is a private entity, and elected not to share their budget and salary information.
3) Placer SPCA is a private entity, and elected not to share their budget and salary information.
4) SOURCE: Society of Animal Welfare Administrators. (2011). Compensation and Benefits. Salaries considered were selected from the budget category of 1-2.9 million, in the 50th percentile.
5) SOURCE: Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey. Salaries considered in this report were selected under the Sacramento Region, unless not listed, in which case the overall average was used. Salaries bolded in <b>BLUE</b> represent an average salary specific to the Sacramento Region.
6) This row provides the averages of all public/JPA organizations that were determined to be comparable to Yolo County in terms of household income (highlighted in <b>BLUE</b> ) for each position.
7) This row provides the pay range for comparable positions in Yolo County, when they exist. the nearest "500." However, as a change in governance is intended to reduce costs for the public agencies, salaries were capped at the high end of the existing salary range for a comparable position in Yolo County. Ex. The average comparable salary for Executive Directors is 100,836, but the existing pay range in Yolo County for Business Services Officer is \$81,636-\$99,228. Therefore, the JPA salary recommendation is \$95,500 rather than \$101,000.
10%, based on a Bureau of Labor Statistics Report that finds that nonprofit employees earn approximately 87% of what local government employees are paid. SOURCE: U.S. Bureau of Labor Statistics (2009). Wages in the Nonprofit Sector.
10) Median Household Incomes were taken from the US Census Bureau.
11) Median household incomes represent Rancho Cordova and Elk Grove respectively.
12) The Executive Director position with Sammie's Friends is mostly voluntary.
13) City of Sacramento Animal Care Services was not included in the Supervising Field Officer average salary calculation. The organization's salary of \$91,996 seemed excessively high, and we suspect the Supervising Field Officer may have additional responsibilities which justify a higher pay rate.
14) Many organizations do not differentiate between Animal Care Attendants and Unlicensed Veterinary Assistant in their pay ranges and employee classifications. For the purposes of the UCD KSMP portion of this study, Animal Care Attendants perform skilled animal care work in the kennels, while Unlicensed Veterinary Assistants provide assistance and skilled animal care in the Veterinary Medicine Program. Both positions require a similar skill level, so we have recommended that their pay be commensurate.
15) We believe the existing pay scale for Animal Care Attendant at Yolo County is not appropriate to use as a cap for the ACA/Unlicensed Veterinary Assistant positions in this case, as the current job description involves far less skilled labor than would be expected of these position in the new organization. We have recommended a salary based on the average of comparable organizations.
16) No comparable organizations used in this study provided salary information for Kennel Workers. Thus, the pay rates have been projected based on the assumption that this is an unskilled position, which will involve only basic cleaning, feeding, and customer service responsibilities.
17) No comparable organizations provided salary information for Outreach and Development Coordinators. The salary recommendation is based on an average of the three sources that did provide information regarding appropriate salaries for this position.

<b>KEY:</b>
<b>All salaries bolded in GREEN represent an average salary, which was utilized when organizations provided salary information for several of the same position, or a salary range.</b>
While salaries were collected and considered from many sources, the salaries highlighted in BLUE were identified as most comparable with Yolo County. These salaries were most heavily relied on when making salary recommendations.

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## STEP ONE: GATHER SOURCES

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During the initial stage of our salary research our goal was to identify and consider a wide variety of potential salary sources. We attempted to gather salary information from a total of thirteen sources, as listed below:

- Yolo County Animal Services
- The comparable organizations used in the KSMP study
  - City of Chico Animal Services
  - City of Sacramento Animal Care Services
  - San Louis Obispo County Animal Services
  - Sacramento County Animal Care and Regulation
  - Santa Cruz County Animal Shelter
  - Silicon Valley Animal Control Authority
  - Sacramento SPCA
  - Sammie’s Friends
  - Placer SPCA
- Payscale.com
- Society of Animal Welfare Administrators Compensation and Benefits Report
- Fair Pay for Northern California Nonprofits Report

We were successful in acquiring some or all salary rates for eleven of the above sources, though two of the non-profit organizations (Sacramento SPCA and Placer SPCA) elected not to share their salary information with us.

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## STEP TWO: IDENTIFY AVERAGE SALARIES FOR COMPARABLE PUBLIC ORGANIZATIONS

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After acquiring a range of initial sources, we began the process of setting our salary assumptions for employees hired by a JPA. As JPAs are quasi-governmental agencies, we expect that the salaries for JPA employees would be commensurate with those of other local government agencies. For this reason we identified the sources listed above that were publicly supported (local government or JPAs), and were also comparable to Yolo County in terms of median household income. Using US Census Bureau data, we eliminated all organizations with a median household income vastly different from Yolo County, leaving us with the five organization highlighted in blue in Table 3.

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**TABLE 3: SOURCES USED IN SALARY PROJECTIONS**

Source of Comparison	City/County	Median Household Income
<b>Yolo County Animal Services</b>	<b>Yolo County</b>	<b>57,920</b>
City of Chico Animal Shelter	City of Chico	41,632
<b>City of Sacramento Animal Care Services</b>	<b>City of Sacramento</b>	<b>50,781</b>
<b>San Louis Obispo County Animal Services</b>	<b>San Louis Obispo County</b>	<b>58,630</b>
<b>Sacramento County Animal Services</b>	<b>Sacramento County</b>	<b>56,553</b>
<b>Santa Cruz County Animal Services</b>	<b>Santa Cruz County</b>	<b>66,030</b>
Silicon Valley Animal Control Authority	Silicon Valley	89,064
Sacramento SPCA	Rancho Cordova; Elk Grove	53,878; 78,564
Sammie’s Friends	Nevada County	58,077
Placer SPCA	Placer County	74,645



Using the salary information provided by these five organizations, we identified an average salary for each position recommended by KSMP. The second column in Table 23 displays the average salaries for each position.

**STEP THREE: CAP SALARY BASED ON EXISTING PAY RANGE IN YOLO COUNTY**

After identifying the average salaries for public organizations comparable to Yolo County we discovered that some of the salary averages were higher than Yolo County employees are currently paid. As any potential change in governance is intended to save the contracting agencies money, we have chosen to cap salaries at the high end of the existing Yolo County pay scale, when a comparable position exists. For example, the average salary for Registered Veterinary Technicians at comparable organizations is \$47,059, while the highest a RVT in Yolo County can currently be paid is \$41,688. We have capped the salary for this position at \$41,688, so as not to increase costs to the agencies. While this is a reasonable cost-savings measure, we also acknowledge that this measure results in salary assumptions slightly lower than other organizations currently pay, which may result in difficulty with recruiting and retaining skilled employees in these positions. Column three in Table 4 displays the existing Yolo County pay range for each position.

**STEP FOUR: RECOMMENDING JPA EMPLOYEE SALARIES**

After identifying the average of comparable organization, and identifying a salary cap, we recommend JPA employee salaries for each position. All JPA salary assumptions are commensurate with the average of comparable organization salaries, except in instances when the salary cap is lower than the average salary. In these instances we recommend a salary commensurate with the highest point in the existing salary range. Column four in Table 4 displays the JPA employee salary assumptions.

**TABLE 4: METHODOLOGY FOR JPA SALARY PROJECTIONS**

Position	Average Salary at Comparable Public Organizations	Yolo County Existing Pay Range	JPA Salary Assumptions
Executive Director	100,836	81,636 – 99,228	99,500
Shelter Manager	63,533	-	63,500
Supervising Field Officer	61,825*	42,744 - 51,948	52,000
Senior/Lead Field Officer	50,912	-	51,000
Field Officer	45,575	39,636 - 48,168	45,500
Front Office Supervisor	44,301	34,128 – 41,484	41,500
Front Office Clerk	36,855	30,756 - 37,380	37,000
Front Office Assistant	29,281	28320 - 34,428	29,500
Shelter Veterinarian	95,853	-	96,000
Registered Veterinary Technician	47,059	34,296 - 41,688	41,500
Non-Licensed Veterinary Assistant	36,528	-	36,500
Animal Care Attendant	36,528	23,616 - 28,692*	36,500
Kennel Workers	-	-	\$10/hour*
Outreach and Development Coordinator	53,736*	-	54,000
Volunteer/Foster Coordinator	51,360	39,144 - 47,580	47,500

\* Indicates instances in which exceptions were made to the methodology. The footnotes in Figure 1 provide a detailed description of these exceptions.

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**STEP FIVE: RECOMMENDING NON-PROFIT EMPLOYEE SALARIES**

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Our non-profit employee salary assumptions have been projected at a rate of 10% below our JPA employee salary assumptions, based on findings from the U.S. Bureau of Labor Statistics which indicate that when considering full-time employees across all occupations non-profit employees are paid an average hourly rate of \$21.68, as compared to the average hourly rate of \$25.16 that local government employees are paid. This indicates that non-profit employees are typically paid approximately 86% of what local government employees. It should be noted that this difference in wages is based on a calculation of all full-time workers, and varies depending on the specific occupation (management, technical, etc.). Table 5 displays the non-profit salary assumptions, as they compare to the JPA salary assumptions.

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**TABLE 5: JPA AND NON-PROFIT SALARY PROJECTIONS**

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<b>Position</b>	<b>JPA Salary Assumptions</b>	<b>Non-Profit Salary Assumptions (10% below JPA)</b>
<b>Executive Director</b>	99,500	89,500
<b>Shelter Manager</b>	63,500	57,000
<b>Supervising Field Officer</b>	52,000	47,000
<b>Senior/Lead Field Officer</b>	51,000	45,900
<b>Field Officer</b>	45,500	41,000
<b>Front Office Supervisor</b>	41,500	37,500
<b>Front Office Clerk</b>	37,000	33,500
<b>Front Office Assistant</b>	29,500	26,500
<b>Shelter Veterinarian</b>	96,000	86,500
<b>Registered Veterinary Technician</b>	41,500	37,500
<b>Non-Licensed Veterinary Assistant</b>	36,500	33,000
<b>Animal Care Attendant</b>	36,500	33,000
<b>Kennel Workers</b>	\$10/hour	\$9/hour
<b>Outreach and Development Coordinator</b>	54,000	48,500
<b>Volunteer/Foster Coordinator</b>	47,500	43,000

## COMMENT LETTER 1: DONNA BARRUS

**From:** Donna Barrus

**Sent:** Tuesday, September 03, 2013 6:01 AM

**To:** Christine Crawford

**Subject:** The public draft study of Yolo County Animal Services Governance

Hi Christine,

**Thank you for explaining this paragraph to me. But I do feel it would be less confusing if the paragraph could be changed to read as this sample below.**

Donna

### GOVERNANCE OPTIONS

We have identified three potential models that might be considered, in which animal services are provided by Yolo County ~~through the Sheriff's Department, with Davis, West Sacramento, Winters, Woodland, and UC Davis contracting to receive the service.~~ The three potential models are defined below:

1. **Joint Powers Authority (JPA):** Yolo County and its five contract agencies form a JPA, which is responsible for hiring employees and providing animal services to the entire county.
2. **JPA, Which Contracts with a Non-Profit for Services:** Yolo County and its five contract agencies form a JPA, which then contracts with a non-profit organization to provide animal services to Yolo County.
3. **Hybrid Model:** Yolo County and its five agencies form a JPA, which contracts with a non-profit for the provision of animal sheltering services, and the Sheriff's Department for field services.

Comment 1-1

## RESPONSE TO COMMENT LETTER 1: DONNA BARRUS

### RESPONSE TO COMMENT 1-1

Thank you for pointing this out to us. The sentence causing confusion in the executive summary of the report will be amended as follows:

*Page 6, 2<sup>nd</sup> paragraph:*

*We have identified three potential models that might be **considered to provide animal services in Yolo County. The three potential models differ from the existing model,** in which animal services are provided by Yolo County through the Sheriff's Department, with Davis, West Sacramento, Winters, Woodland, and UC Davis contracting to receive the service. The three potential models are defined below:*

1. **Joint Powers Authority (JPA):** Yolo County and its five contract agencies form a JPA, which is responsible for hiring employees and providing animal services to the entire county.

2. **JPA, Which Contracts with a Non-Profit for Services:** *Yolo County and its five contract agencies form a JPA, which then contracts with a non-profit organization to provide animal services to Yolo County.*
3. **Hybrid Model:** *Yolo County and its five agencies form a JPA, which contracts with a non-profit for the provision of animal sheltering services, and the Sheriff's Department for field services.*

**COMMENT LETTER 2: LORI LUBIN**

**From:** Lori Lubin  
**Sent:** Thursday, September 05, 2013 11:20 AM  
**To:** Christine Crawford  
**Cc:** Patrick Blacklock; Jim Provenza; Gina Daleiden; Don Saylor; Diane Parro  
**Subject:** Comments on YCAS Governance Study

Dear Christine,

Thank you again for arranging the public comment period and forum. Unfortunately, I am traveling and will be unable to attend Monday's meeting.

The study clearly shows that the current structure of YCAS is not optimized for either an efficient, organized, consumer and program-oriented shelter or sufficient, industry-standard animal control hours and services. As stated, an empowered, dynamic Executive Director, well-versed in modern sheltering methods, and qualified, well-trained, and well-managed employees are critical. While comprehensive outreach/development, low cost spay/neuter, and TNR are perhaps considered "non-core", these items are, in fact, essential for community buy-in, untapped fundraising, and sustainable, long-term lifesaving results.

**Comment 2-1**

That said, there are some issues concerning aspects of the study. As will certainly be discussed on Monday, many of the community advocates have questions about the some of the uncharacteristically high base salaries used in your budget calculations. In particular, I note the salaries of the Executive Director and the Supervising Veterinarian. In the former case, the listed salary is larger than the current long-serving Director. In the latter case, the listed salary is commensurate with the current veterinarian Dr. Delany's salary, even though her large salary was justified (in the contract documentation) because of her de facto role as Kennel Manager (a separate position now included in the recommended staffing) in addition to her veterinary duties.

**Comment 2-2**

Beyond the concerns about the base salaries stated above, I have also found issues with the budget calculations of the three proposed models that may skew the costs in a misleading fashion.

(1) There is no clear justification for the differences in some base salaries between Model 1 (JPA) and Model 2 (JPA contracts with non-profit). In all but one case, you assume higher (by \$1-7K) base salaries in Model 1, which artificially raises its cost without cause. The only justifiable cost difference between the two models is benefit rate (30 versus 27%). The appropriate and fair comparison (unless you can justify otherwise) should have the same base salaries. If so, this correction will reduce the cost of Model 1 (at the recommended staffing levels) by \$49K.

**Comment 2-3**

(2) You underestimate the cost of having the Sheriff's Department run animal control in Model 3 (the hybrid model). You are using the current salaries of the eight animal control officers, even though one of the eight officers does not work in the field (assigned to the kennel) and two are "in training" with reduced salary and benefit levels. The recommended staffing level calls for 7 day per week, 12 hours per day animal control service. We know that we are not currently getting that level of service from the Sheriff's Department. For example, Woodland's contract only covers 5 days per week, 8 hours per day.

**Comment 2-4**

For a fair and accurate cost comparison, you need to use the appropriate salary (and benefit rates) for all eight animal control officers to achieve the recommended level of service. If so, this correction would increase the cost of Model 3 (in both your scenarios i.e. the recommended staffing levels and the current staffing levels) by at least \$61K.

At the staffing levels recommended by Koret, the net additional costs, compared to current cost, should be \$79K (Model 1), \$15K (Model 2), and over \$162K (Model 3) based on my assessment. With the appropriate calculations, this makes the hybrid model, with the Sheriff's Department providing animal control services, the most expensive.

I strongly encourage you to confirm your numbers prior to the presentations to our government officials. As clearly demonstrated by the APL presentations last year, our officials are very concerned by even small, insignificant cost differences.

Finally, although not explicitly discussed in this report, I want to stress again the importance of establishing, as soon as possible, a Citizens Advisory Committee. The hallmark of progressive, successful shelters, an Advisory Committee can provide essential vision, leadership, expertise, and public policy development to the cities, county, and JPA board.

I look forward to your responses to all the public comments and concerns.

Thank you again for facilitating this open, transparent process.

Lori Lubin  
FixYolo co-Founder  
Member of YCPAWS and YCASR

**Comment 2-5**

**Comment 2-6**

## **RESPONSE TO COMMENT LETTER 2: LORI LUBIN**

### **RESPONSE TO COMMENT 2-1**

We appreciate your support of the programs recommended by the study and your comments will be forwarded to the Commission.

### **RESPONSE TO COMMENT 2-2**

All salary projections in this study were re-visited following the September 9, 2013 public meeting, with the goal of developing a more formulaic and consistent methodology for projecting salaries. However, with the revised methodology the salaries for the Executive Director and Supervising Veterinarian positions remain similar. The revised salaries are based on an average of five animal service organizations comparable to Yolo County in terms of median household income. The average salary for Executive Directors was \$100,836, while the average salary for Veterinarians was \$95,853. Ms. Lubin points out in her comments that the projected Executive Director salary is significantly higher than the current long-serving Director of YCAS. However, we believe this higher salary is justified based on the average salary of Executive Director at comparable organizations, but in addition the Executive Director of an independent JPA or non-profit organization would have increased responsibilities managing a larger organization with increased staff and duties. Additionally, Ms. Lubin points out that the projected salary for the Supervising Veterinarian is commensurate with the current Veterinarian's salary, even though her large salary was justified (in the contract documentation) because of her de facto role as Kennel Manager (a separate position now included in the recommended staffing) in addition to her veterinary duties. However, it appears that based on the average salary of Veterinarians at comparable organizations, the current

Veterinarian's salary is not unjustifiably high. In fact, the current Veterinarian's salary is commensurate with other Veterinarians at comparable organizations that do not have additional kennel management duties.

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#### **RESPONSE TO COMMENT 2-3**

All non-profit salaries in this study have been projected based on an assumption that non-profit employees are typically paid less than private or government employees. This is supported by a U.S. Bureau of Labor Statistics report which finds that full-time employees across all occupations make an average of \$21.68 per hour, as compared to the local government average hourly wage of \$25.16. This indicates that non-profit typically earn approximately 86% of local government employees. For a more detailed description of how salaries were projected, see Master Response 1 in this document, or Appendix G in the Study.

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#### **RESPONSE TO COMMENT 2-4**

Ms. Lubin's comment that the Hybrid Model budget projections did not reflect the real cost of field officers is correct. The draft report did not take into account that three of the Sheriff's Animal Control Officers (ACOs) are currently working in the kennels full-time at a lower pay rate, and would receive a raise if sent out into the field. However, since releasing the draft report we have altered our assumption regarding the Hybrid Model to reflect that field services may be operated by any public agency in the region, rather than the original assumption that field services would continue to be provided by the Yolo County Sheriff's Department. Thus, we have also revised our salary assumptions to generic salaries based on average salaries at comparable organizations, rather than the original salaries in the field services portion of the Hybrid Model which were commensurate with the existing salaries for ACOs at the Sheriff's Department.

Ms. Lubin's also comments that the report recommends 7 days per week, 12 hours per day field coverage with 8 full-time animal control officers, even though we are not currently getting this level of field coverage despite already having 8 full-time ACOs at the Sheriff's Department. As Ms. Lubin states, 3 of the 8 ACOs are currently working in the kennel full-time, reducing the level of field coverage provided. However, in the new model all 8 field officers would be expected to work in the field, which allows for the additional coverage suggested by KSMP. The field services schedule on page 46 of the Study, demonstrates that 7 days per week, 12 hours per day field coverage is possible with 8 officers in the field.

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#### **RESPONSE TO COMMENT 2-5**

All salary projections have been revised since the release of the draft report, and salary assumptions have been based on a more formulaic and consistent model. For more information of the new salary assumptions, see Master Response #1.

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#### **RESPONSE TO COMMENT 2-6**

A Citizen's Advisory Committee would be an issue considered by a new JPA as it determined its organizational structure. Staff went back to the list of nine comparable agencies and surveyed whether each has a Citizens Advisory Committee in some form and found that only one of the nine organizations had such a committee. Several of the comparable organizations expressed that they had participated in some form of Citizen's Advisory Committee in the past, but found that it did not prove to be worthwhile. Several organizations expressed that they would be interested in forming a Citizen's Advisory Committee if a model were identified that could produce productive results, but as yet had not found such a model.

What previous surveys and interviews with comparable organizations found is that the hallmark of successful shelters is having a Director that provides vision, leadership, expertise and public policy development. A recurring

theme of the study is that the animal services operation must have dynamic leadership empowered to make necessary decisions to be responsive to the changing needs of the shelter. The role, powers and make up of a Citizen's Advisory Committee must be considered carefully to ensure that it does not create an additional layer of bureaucracy that becomes an impediment to the ability of the Director to be responsive to the immediate needs of the organization.



## COMMENT LETTER 3: LORI LUBIN

**From:** Lori Lubin

**Sent:** Sunday, September 08, 2013 7:16 PM

**To:** Christine Crawford

**Cc:** Lori Lubin

**Subject:** Written Questions for Monday's Public For

Dear Christine,

Our advocacy group is organizing questions for tomorrow's public forum. I believe that my three questions (based on my original email) will be covered; however, I am sending them, in writing, to you to ensure that an official response will be included with the study.

Thank you again for responding in detail to these questions.

Regards,

Lori Lubin

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(1) What is the justification (supporting evidence) for the base salaries, for example but most obviously the high Executive Director and Veterinarian salaries

**Comment 3-1**

AND what is the justification for the base salary differences in Model 1 (JPA) vs. Model 2 (JPA + non-profit)?

**Comment 3-2**

(2) What is the true cost in salaries and benefits for having the Sheriff's Department provide 12 hours per day, 7 days per week animal control coverage, given the current limited service level (8 hrs, 5 days a week)?

**Comment 3-3**

(3) Given their track record and the higher costs, is there concern from County staff and officials that the hybrid model, with no outside (either governmental or public) oversight of the animal control portion under the Sheriff's control, will weaken the authority of the new Executive Director and limit the ability to reform Animal Services as a whole, provide better customer service, implement necessary programs, and ensure community buy-in? If not, why? How would governance explicitly work in this model?

**Comment 3-4**

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## **RESPONSE TO COMMENT LETTER 3: LORI LUBIN**

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### **RESPONSE TO COMMENT 3-1**

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Please see Response to Comment 2-2.

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### **RESPONSE TO COMMENT 3-2**

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Please see Response to Comment 2-3.

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### **COMMENT 3-3**

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Please see Response to Comment 2-4.

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### **COMMENT 3-4**

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In the hybrid scenario, if a new JPA were created to provide animal services the JPA would have oversight via contracts with separate organizations to provide (1) shelter services and (2) animal control services. The JPA and its Executive Director would have control over how services were performed. The JPA and the Executive Director could stipulate performance measures in the contract and would be able to terminate the contract if services did not meet these standards.

**COMMENT LETTER 4: KIMBERLY KINNEE**

**From:** Kimberly Kinnee

**Sent:** Wednesday, September 11, 2013 3:24 PM

**To:** Christine Crawford; Tracey Dickinson

**Subject:**

Hi Christine and Tracey,

Thank you again for the great job you did with the presentation Monday night. It was a tough crowd at times and you were both grace under pressure. I'd like to ask you include the following information, if possible in the final report:

Page 20 matrix: any separate field budgets that you may have received that weren't previously included. **Comment 4-1**

The number of full-time and part-time employees each of the comparable organizations have, if available. **Comment 4-2**

An idea of where the budget figures come from -- for instance, I don't really know where the Yolo AS budget comes from and while the list of available services include adoptions, which we perform, my understanding is that our cost is not included in this figure. I am not asking you to change it but want to try and understand the figures and quantify the cost/animal for each organization. If you do this calculation, you see that is from \$331/animal to \$1283/animal (not including Chico). Could you also add a note that Chico doesn't do a lot of their own services in house or something similar? **Comment 4-3**

On background on the YCSPCA -- we rescue closer to 450 animals/year (200--250cats, 175-200 dogs). I'd also like to add that we fund a voucher program through the Sacramento Area Animal Coalition to provide vouchers for spay/neuter services for clients earning less than \$35,000/year (about 600 vouchers/year); and that we provide transport for low-cost spay/neuter services for cats to Auburn or Diamond Springs. **Comment 4-4**

It looks like YCAS is netting \$77,000 for FY 12/13 -- is this money going back to the Cities, County and UCD? Just curious since the entities give more \$ if the cost is \$, so just wondering the current agreement means that they get the \$ back? **Comment 4-5**

thanks!

Kim

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## **RESPONSE TO COMMENT LETTER 4: KIMBERLEY KINNEE**

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### **RESPONSE TO COMMENT 4-1**

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The City of Chico does not include the cost of salary and benefits for its field services officer in its general animal services budget of \$513,694. The cost of Chico's three field services officers in FY 12-13 was \$92,829. When added together, this results in a total budget of \$606,223 for the Chico Animal Shelter. Table 3 on page 20 has been updated to reflect this combined total.

Two of the organizations used for comparison in this study (Placer SPCA and Sammie's Friends) do not run a field services program, but rather, partner with a government agency that offers field services (City of Roseville Animal Control and Nevada County Animal Control). While conducting this study we attempted to contact both of these field services organizations, but received no response. Therefore, we do not have access to the field services budgets for these programs.

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### **RESPONSE TO COMMENT 4-2**

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We have included the total number of paid and unpaid staff at each comparable organization in Table 3 on page 20. We have also included a spreadsheet with more detailed information regarding the staffing levels of each comparable organization in Appendix D of the report.

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### **RESPONSE TO COMMENT 4-3**

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The budget figures included in the Matrix of Comparable organizations on page 20 were all reported to us directly by the organization in question. The services listed for each organization were also directly reported to us. We did not conduct any detailed fiscal analysis of these organizations, and therefore cannot comment as to which services are paid for from the budget provided, and which are supported by outside funding. We expect, as is the case with YCAS, that many of these organizations receive supplemental funding and resources from partnerships with outside organizations. Based on the comment, a note has been added to the matrix on page 20 that clarifies that Chico's spay/neuter and field services are provided by separate organizations.

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### **RESPONSE TO COMMENT 4-4**

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We appreciate the clarification of YCSPCA's role in the community.

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### **RESPONSE TO COMMENT 4-5**

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LAFCo has not been involved in the existing contracts for service between the Sheriff and the cities/UCD and we are not familiar with the terms of the agreements. However in general, any unused funds would be placed in the County's General Fund Balance, get credited back to the contracting agencies or used in the next fiscal year.

COMMENT LETTER 5: JANIS SAMMS

**From:** Janis Samms

**Sent:** Wednesday, September 11, 2013 2:20 PM

**To:** Christine Crawford

**Subject:** The public draft study of Yolo County Animal Services Governance\_email 1 of 3

Christine,

A lot of hard work from you and your staff has gone into the recommendations presented last night. Thank you, I know it has been a frustrating process for everyone on all sides.

I would like this email and attachments included into the final report being submitted to LAFCo, then onto the BOS for final decision.

In 2009, in an internal memo, it was stated that "Implementation of a voucher or rebate system would facilitate a relatively short start-up period for such a program. Low cost spay and neuter programs are strongly support by animal advocacy groups. These programs are also often eligible for grant funding from private sources. Information gathered by groups promoting no-kill sheltering claim it is possible to see a 70% reduction in shelter populations within five year of establishing such program!). There are currently no low cost spay and neuter clinics or programs in Yolo County.

In discussions with Animal Services personnel there was a strong interest in exploring and developing low cost spay and neuter programs in Yolo County as a whole. To this end we have committed to work collectively with Animal Control Service to develop County wide support and exploration of these programs. Although it may take some time to see the benefits of these efforts they have the greatest potential for an overall reduction in animal control related costs"

KSMP evaluated YCAS and in June 2010 they stated in the findings:

**Spay and neuter program (decrease euthanasia)**

- **Introduction by Dr. Newbury**  
**COMMUNITY ISSUE – spay and neuter!**

- **MAJOR ISSUE – the community has NO low-cost spay and neuter!**

- Spay and Neuter was brought up in 2 other reports, one in 2011 the other 2012. One would safely assume that after recommending and being informed that "these efforts they have the greatest potential for an overall reduction in animal control related costs", that today Yolo County has a high volume, low cost s/n program. But you would be wrong.

YCAS remains steadfast in their refusal to embrace such a standard and basic program with HUGE cost savings to the county. Why is the county renewing contracts with the Sheriff?

Comment  
5-1

There is no need to reinvent the wheel. The wheel is there.....use it to drive our Yolo Shelter into modern times, for goodness sakes, we are home to the #1 Vet School in the Nation, UC Davis Veterinary School of Medicine.

I handed you, Christine

1. a business plan for the Alameda shelter, a great example of what can be done here in Yolo Co.
2. 11 steps of the NO KILL Equation
3. We Can do it a letter disproving all of the excuses we have heard over the past 6 years. It references: Dollars and Sense, "The economic benefits of NO KILL Animal Control. & No Kill 101 "A Primer on NO KILL Animal Control Sheltering for Public Officials.

All of them are attached to this email along with the documents I referenced on Spay/Neuter programs. (due to my email program I sent attachments broken down into 3 emails clearly labeled)

Our Yolo sheltered Animals deserve, and will get, so much better than what they are receiving-

Janis Rosenberg-Samms  
35 year resident of Yolo County  
Member of YCAS Reform

**Comment 5-2**

## **RESPONSE TO COMMENT LETTER 5: JANIS SAMMS**

### **RESPONSE TO COMMENT 5-1**

Thank you for your comments supporting low cost spay/neuter services in the County – we strongly agree with you. A discussion of the need, issues and associated staffing recommendations can be found on pages 35 – 41 of the Study. See also Response to Comment 6-4.

Regarding your comment “why is the County renewing contracts with the Sheriff?” the Sheriff’s Department is a part of Yolo County and therefore no contract is required. The cities and UCD are renewing animal services contracts with the Sheriff because there is currently no other option for providing animal services, hence the governance issue currently under study.

### **RESPONSE TO COMMENT 5-2**

Thank you for the additional reference materials and comments. They have been included in the Commission packet for review. However, please note that you will need to submit them again to the County Board of Supervisors when it considers this item in the future.

## COMMENT LETTER 6: CHRISTINE CASEY

September 12, 2013

Christine Crawford  
Executive Officer, Yolo County LAFCO  
625 Court Street, Suite 203  
Woodland, CA 95695

Dear Ms. Crawford:

Thank you for the opportunity to comment on the recent LAFCO Animal Services study. I wish I could be more detailed in my comments but the short turn-around time provided does not permit this. I hope in the future an issue with such far-reaching consequences can be given an adequate amount of time for public input and discussion.

These comments are based on 10-plus years' experience in animal sheltering and veterinary medicine, including two years as a volunteer at the Yolo County Animal Shelter.

I look forward to improvements in animal welfare in Yolo County and appreciate the attention that has been given to this issue. I support the move to a JPA governance model, with the JPA board composed of representatives from each of the communities that contracts for service. I believe strongly that the operation of the shelter should remain public. The primary deficits identified at Animal Services stem from inadequate management, not the skill of the employees. It makes no sense to remove skilled, experienced staff. More importantly, there is no organization in Yolo County with the desire or expertise to assume management of animal services operations.

**Comment 6-1**

My specific comments are as follows:

1. Previous shelter evaluations

a. The 2012 study by APL was not intended to consider all governance options and is thus lacking. APL is also not recognized as a group with expertise in shelter evaluation.

**Comment 6-2**

b. The 2010 UC Davis study highlighted some important management issues. It was off-base, however, in its criticism of the medical staff. I was a volunteer veterinary assistant when the study was conducted and have first-hand knowledge of shelter medical care at that time. You should be aware that animal outcomes have declined under the current veterinary staff, who were brought in after this study.

**Comment 6-3**

2. Staffing

a. The proposed staffing is not adequate for the level of spay/neuter services that are needed in Yolo County.

**Comment 6-4**

b. Some of the proposed full-time positions include working on both Saturday and Sunday. This will likely create high turnover, especially at the higher professional levels such as DVM and RVT.

**Comment 6-5**

c. Field services should have more weekend coverage.

**Comment 6-6**

d. Animal Care Attendant positions should be supplemented with skilled volunteers. Volunteers can help staff by breaking the monotony of tedious but vital work such as

**Comment 6-7**

- |  |                     |
|--|---------------------|
| kennel cleaning.   |                     |
| e. The salary savings that would be achieved under private management will tend to bring in less-experienced staff, which will increase overall costs.   | <b>Comment 6-8</b>  |
| f. The shelter veterinary should be conducting public vaccination clinics at least twice per month. These sessions are vital for ensuring a high level of vaccinated animals in the community and also serve as an excellent opportunity for client education regarding spay/neuter. A contract vaccine provider will not have the interest or incentive to do this.           | <b>Comment 6-9</b>  |
| 3. Spay/Neuter   |                     |
| a. Why has the spay/neuter trailer sat unused for most of the time it has been at the shelter? I started a successful spay/neuter program in a rural area with few resources. It can be done.  | <b>Comment 6-10</b> |
| b. Why are partnerships with UC Davis mentioned when they have no interest?  | <b>Comment 6-11</b> |
| 4. Cats  |                     |
| a. If cats are to be licensed they should be subject to at-large restrictions, with exclusions for managed feral cat colonies.   | <b>Comment 6-12</b> |
| b. The proposed field policies perpetuate the second-class status that cats hold in the animal sheltering world.   |                     |
| c. I am especially disturbed by the changes proposed for cat management. The recent decline in cat euthanasia is just a numbers game with cats that would have been euthanized returned to the streets; there is no evidence that cat outcomes in the county have improved. Why are cats being returned to communities that do not want them without any tracking of outcomes? | <b>Comment 6-13</b> |
| SNR = Community Cats. Whatever it is called, it is still bad policy that basically says we have given up on trying to solve cat overpopulation. If the community wants the cats and is caring for them, it is TNR. If not it is animal abandonment and it is shameful for veterinary professionals and animal rescue organizations to be involved.                             |                     |

Thank you again for the opportunity to comment. I look forward to improvements in animal welfare in Yolo County.

Sincerely,



Christine Casey  
925 Third Street  
Woodland, CA 95695



## RESPONSES TO COMMENT LETTER 6: CHRISTINE CASEY

### RESPONSE TO COMMENT 6-1

We acknowledge your comments and have included them in the Commission packet for their review.

### RESPONSE TO COMMENT 6-2

We agree that the 2012 APL had a different focus and scope than this one. The APL Study was referenced in this Study to provide background information only.

### RESPONSE TO COMMENT 6-3

An evaluation of current shelter performance is not within the scope of this Study. However, shelter data was evaluated to obtain a baseline to project program and staffing needs and the shelter data does not support your assertion that animal outcomes have declined since 2010 as illustrated on pages 16-18 of the Study.

### RESPONSE TO COMMENT 6-4

Although we are certainly not opposed to tax payer dollars being used to support low cost spay/neuter services, this is not typical. Page 38, paragraph 4 states: *"In most comparable agencies evaluated, low cost public spay/neuter services were typically available through a private agency but were not generally provided through the public animal shelter program, or were provided on only a limited basis contingent on grant funding."*

However, we would love to see these services available in Yolo County. Page 38, paragraph 4 goes on to state *"the absence of (low cost public spay/neuter) services in Yolo County likely results in ongoing public costs: as noted above, intact animals are more likely to run loose, create hazards for humans and other pets, and result in an ongoing influx of animals to the shelter. The cost of admitting, housing, and rehoming or euthanizing unwanted litters (primarily kittens) forms a substantial portion of total sheltering costs. Provision of high volume, low cost spay/neuter services by the Sacramento SPCA (amounting to over 75,000 surgeries) corresponded to a 19% decrease in intake to local public shelters. In light of this, ideally a partnership would be formed with a private, non-profit group that is well-positioned to raise funds to support low cost spay/neuter services, possibly leveraging the donated surgical facility located at YCAS."*

If public funds are to be used, then we still recommend trying to obtain some of the extensive private support available for such enterprises, and have recommended a mechanism for that. Page 38, paragraph 4 states *"If it is determined that the publicly supported shelter program should provide spay/neuter services for pet animals, it will be imperative that the program be adequately staffed, including administrative as well as medical staff. A mechanism to raise private funds (grants and donations) to offset costs should be considered (such as by utilizing the recommended non-core position of Public Outreach/Development Director)."*

The proposed staffing for spay/neuter was flexible to allow for expansion of spay/neuter services as funding is available. Page 39 states:

1. **Per Diem Contract Veterinarian(s):** *Responsibilities for the Supervising Veterinarian may fluctuate substantially. For instance, a major cruelty investigation, an opportunity to prepare a grant proposal, a small grant to perform a certain number of targeted low cost spay/neuter all may lead to a short term increase in demands on the veterinarian's time. Since the needs of the shelter population for basic surgical and medical care are non-negotiable and ongoing, a single full time veterinarian has limited flexibility to accommodate such fluctuations. Fortunately, these variations, as well as the Supervising Veterinarian's vacation and sick time, can be accommodated by use of per diem contract veterinarians on a flexible basis. Planning for at least 0.2 – 0.5 FTE of per diem services is recommended. At the higher end of the*

*recommended range, the expectation could be that specific grant funding is obtained to support low cost spay/neuter services or targeted community services for the public. If greater funding is obtained, this could be expanded beyond 0.5 FTE proportionately.*

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#### **RESPONSE TO COMMENT 6-5**

If it is felt that weekend schedules will impair senior staff retention and other arrangements are made for sufficient supervisory coverage on the weekend days (the busiest in terms of customer service and adoption) that is fine. The table footnote on page 28 states *“Note: All sample schedules provided in this document are intended as suggestions only for a possible arrangement to ensure sufficient coverage throughout the day for customer service, animal care, and medical and surgical coverage; cover lunch breaks; ensure consistent supervisory presence; schedule key supervisory members with concurrent schedules on the day the shelter is closed to allow meetings and collaborative administrative activities (assumed to be Monday in the samples provides here), and ensure adequate staffing during peak hours for that department (e.g. immediately after opening to the public for the front office; prior to public hours kennel cleaning and animal care; weekends for adoption related activities). Many other configurations are possible to achieve the same goals.”*

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#### **RESPONSE TO COMMENT 6-6**

We do not see justification to expand weekend coverage without more information. Page 44, paragraph 2 states: *“Extend field services hours to cover peak service hours based on analysis of service calls and typical coverage of field services provided by comparable agencies.”*

This was the basis on which we based the field service scheduling recommendation. Without more basis from the citizen making these comments to extend field service hours further on the weekends (e.g. something we failed to consider regarding differences between Yolo County and the comparable agencies necessitating comparably higher weekend coverage levels), we cannot justify changing that recommendation.

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#### **RESPONSE TO COMMENT 6-7**

We agree that animal care attendants should be supplemented by skilled volunteers. Page 49, paragraph 1 states *“While not a replacement for core staff to provide daily cleaning, care, medical services and other required activities, volunteers can provide a valuable supplement.”*

*Page 49, paragraph 2 states: “Hire a Full-Time Permanent Volunteer/Foster Care Coordinator (Foster Care responsibilities will be discussed in the section below): This person will be responsible for actively recruiting volunteers, providing frequent orientations and ongoing training, managing volunteers, assisting with development of volunteer programs in specific departments and developing volunteer programs that span multiple departments or operate outside of a department.”*

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#### **RESPONSE TO COMMENT 6-8**

We agree that sufficient salaries and benefits need to be paid to recruit and retain talented employees in key positions. Page 12, paragraph 4 states: *“Regardless of the governance model, interviews at comparable organizations consistently highlighted the importance of offering sufficient salary, benefits and working conditions to recruit and retain talented staff in key positions.”*

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#### **RESPONSE TO COMMENT 6-9**

We agree that public access to low cost vaccines is important for public and animal health. However, the location, size and layout of the facility creates obstacles to managing the large crowds with a variety of – by definition –

unvaccinated pets that are associated with vaccine clinics in a safe, efficient and customer friendly manner. Therefore we recommended in the report on page 51, paragraph 3: *“The current building’s space and access limitations are such that limiting these services and redirecting members of the public to other options in the community wherever possible is recommended....Ensure that the public has access to low cost vaccine clinics available in the community. There are a number of resources for low cost vaccines at appropriately staffed and accessible locations throughout the county offered by private providers. Maintain a list of these clinics (including at pet stores and private veterinary clinics) and refer citizens on an ongoing basis. If vaccine services are provided at the shelter facility itself, consider using a third party provider for these vaccine clinics, ideally a mobile vaccine clinic hosted at the facility.”*

Regarding the concern that spay/neuter should be promoted at vaccine clinics and won’t be if these are hosted by other providers, we agree that spay/neuter and other elements of responsible, humane pet care should be promoted at every opportunity. However, the hectic environment of a low cost vaccine clinic, at a facility not well designed for this activity, is not the only or best opportunity. Page 52, paragraph 2 states *“Consider hiring of a dedicated Public Outreach/Development Director as a non-core position. This position would have areas of responsibility to include outreach, media relations, marketing of animals and programs, public engagement and development (including fundraising, donation solicitation and grant writing)... In lieu of hiring a dedicated humane educator, develop strategies to provide humane education opportunities through the expanded volunteer program as recommended above. In addition, ensure that staff utilizes existing opportunities for humane education and outreach, for example by providing field officers with training and educational materials to share during field contacts and licensing canvassing.”*

Enhanced licensing activities, as recommended in the report, will also greatly enhance public education about spay/neuter, along with the financial incentive that differential licensing provides.

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#### **RESPONSE TO COMMENT 6-10**

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An evaluation of current shelter operation is not within the scope of this study.

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#### **RESPONSE TO COMMENT 6-11**

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UC Davis currently contracts with the Sheriff for animal control services for its campus. In addition, Yolo County Animal Services currently contracts with the UC Davis Koret School of Shelter Medicine for veterinary services and shelter management expertise.

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#### **RESPONSE TO COMMENT 6-12**

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A survey of the licensing practices at eleven animal service organizations in California found that mandatory licensing for cats is not linked to leash laws. None of the five communities that had mandatory cat licensing reported having cat leash laws.

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#### **RESPONSE TO COMMENT 6-13**

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The policies regarding limited field response and Shelter/Neuter/Return are reflected in recommendations from stakeholders including representatives from the Humane Society of the United States, the California Animal Control Directors Association, the State Humane Association of California, Found Animals Foundation, Maddie’s Fund, and a number of public and private shelters. This broad support reflects the growing evidence that these policies are more humane, more successful at controlling cat populations and nuisance behaviors, and more cost effective in the long run. (Detailed rationale and references are provided at <http://www.cashelteringreport.org/whitepaper/>, page 25). They were also in place, to varying degrees, at the majority of comparison agencies studied.

## COMMENT LETTER 7: AMY MCGUIRE

**Christine Crawford**  
**Executive Officer**  
**Local Agency Formation Commissions**

September 13, 2013

### RE: Comments regarding the LAFCO Yolo County Animal Services Governance Study

As a concerned citizen, resident of West Sacramento, and animal welfare advocate I would like to add the following for city and county leaderships' consideration as this report moves forward:

I was disappointed that the LAFCO commission hired Dr. Delany and Dr. Hurley to do this report. They are deeply embedded in the system they were asked to analyze; a system that is clearly dysfunctional and they have responsibility for some of its dysfunction. They have had multiple opportunities to make corrections, advocate for corrections, and spearhead change. It is my impression that the recent positive change at YCAS is a result of Dr. Delany responding to relentless community pressure. If there had not been a group of community activists "bugging" our local leadership about this issue, I do not believe any change would have been forthcoming. This, in part, tells me that they were charged with investigating and recommending programs that either they were not aware of until this study or they were aware but were not able or willing to implement them or advocate for their implementation. They were in essence tasked with documenting their own shortcomings.

**Comment 7-1**

I would like to add my voice to the concern over the budget figures. I think they are conservative in the extreme and should be modified to reflect real life. This is for both the amount allocated to benefits and salary levels.

**Comment 7-2**

I do not understand the line item about rent. The budget assumption is that the county will absorb the costs of rent, is this correct? So if a non-profit is contracted to take over the shelter operations they will not have to pay rent?

**Comment 7-3**

I would like to know the process moving forward. What will happen with this LAFCO report next? How will the public be notified?

**Comment 7-4**

Lastly, I would like it noted that I believe that a county-wide citizen's oversight committee should be established to address issues of animal welfare in Yolo County. I think this committee should be formally established and recognized by various governing bodies and be composed of a combination of experts and private citizens who are tasked with partnering with Yolo County to support, advocate, and guide activities at the animal shelter. This body would be in addition to any JPA formal governing structure and in addition to any YCSPCA (or other nonprofit) governing structure.

**Comment 7-5**

Thank you for including my comments.

Sincerely,

Amy McGuire

West Sacramento

[a.mcguire@gmail.com](mailto:a.mcguire@gmail.com) [almcguire@ucanr.edu](mailto:almcguire@ucanr.edu)

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## **RESPONSE TO COMMENT LETTER 7**

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### **RESPONSE TO COMMENT 7-1**

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We appreciate your comments and have included them in the Commission packet for their review. LAFCo charged KSMP with identifying a new cost conscious paradigm to provide programs and staffing needed to best serve the residents and animals throughout the county – free from existing organizational, structural and financial constraints. Analyzing the existing Yolo County Animal Services operation is already well documented and expressly was not included in the scope of this Study.

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### **RESPONSE TO COMMENT 7-2**

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All salary projections have been revised since the release of the draft report, and salary assumptions have been based on a more formulaic and consistent model. However, despite the revisions the salary projections remain intentionally conservative in order to allow any new organization that is formed the flexibility to set salaries that attract and retain skilled and experienced employees. For more information of the new salary assumptions, please see Master Response #1.

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### **RESPONSE TO COMMENT 7-3**

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Yolo County owns the building in which YCAS is currently housed. The County does not currently charge YCAS rent because YCAS is a program operated by the County. However, if a new JPA is formed animal services will no longer be operated solely by the County, as that responsibility will be split between the agencies forming the JPA. Therefore, it is fair to expect that each of those agencies will take on some of the burden for housing the program. The budget projection in this report assumes that the County will charge rent for continued use of the building, using a rate of \$0.80 per square foot. However, the actual cost of rent will be negotiated between the County and the JPA after it is formed.

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### **RESPONSE TO COMMENT 7-4**

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Once the LAFCo Commission has adopted the Study, the Study will be forwarded to the city and county managers for their review and consideration. Each city council and County Board of Supervisors will be the decision making bodies regarding whether or not to change the governance structure for how animal services is provided. Any of these council or board actions would occur at a public meeting subject to state and local public noticing standards.

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### **RESPONSE TO COMMENT 7-5**

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We appreciate your comments and have included them in the Commission packet for their review.

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**COMMENT LETTER 8: CAYCE WALLACE**

Over the last few years the issue of problems at the Yolo County Animal Shelter and what should be done to best address those issues has been the subject of much discussion and inquiry in our community and among our political leaders. It is important to note that neither the sheltering staff and management, the YCSPCA, nor the Koret Shelter Medicine Program brought about public awareness of these significant concerns about the current model and running of Yolo County Animal Services. The call for reforms was in fact brought about by individuals whose knowledge about animal sheltering practices and experiences at YCAS caused them to expose the problems within the agency. A few years into the push for change Dr. Kate Hurley and the Koret Shelter Medicine Program did a mini shelter evaluation at YCAS pointing out and thereby confirming the very concerns that had been voiced by the public advocates about the running of the shelter. Subsequently the UC Davis Graduate School of Management conducted a fiscal analysis of the YCAS shelter and found that agency to be an ineffective fiscally draining model. Our county, cities and taxpayers have been funding this regressive model of animal sheltering for decades. It is time for Yolo County to create a drastic long term and fiscally sustainable change that meets the current standards in animal sheltering.

**Comment 8-1**

While the draft Shelter Governance Report shows a need for programmatic changes and increased services, it does not clearly layout nor explore how many shelters across the nation are doing so and providing better outcomes with similar or at times even fewer financial resources. The glaring problem with analyzing YCAS in a way that would position it as similar to other agencies in terms of expenditures in order to make a legitimate comparison is *that the current budget does not pay for the programs that have elicited the improvement in animal outcomes due to them not being run by YCAS staff*. In a fiscally sound model all base programs should be fully covered by contracted fees and are never dependent on supplemental support offered by volunteer groups and rescue agencies.

**Comment 8-2**

I feel the report should have started with a valid fiscal audit of where the money is going currently and then model comparisons with the equations of service needs and program expense based inside the parameters of the current budget. We cannot afford to continue to pay the high staffing rates of sworn officers in running an animal sheltering facility. I would also like to have seen a breakdown of service expense per animal from each contracted area such as what is Winters getting for their money per animal compared to West Sacramento, etc.

**Comment 8-3**

I am requesting that the Board of Supervisors and city managers take a closer look at Chico, Silicon Valley Animal Control Authority and Nevada Humane in Washoe County for the answers. They made drastic and sustainable change with more efficient budgetary constraints. This draft report might read as “why change what we have because the current animal outcomes have improved and all the shelter models shown would cost more?”. However this is just not the case as noted by the shelters I mention with similar cost of living and animal needs prove that it is possible.

**Comment 8-4**

At this time other than paying for dog licensure, investigating animal cruelty and picking up stray dogs all other programs are being run outside of the current budget. It is important to note that there are standard shelter services that all shelters regularly provide, state mandated services, lifesaving programs, as well as other aspects of sheltering services. In order to sort out what programs are actually being funded by our contracted funds the following questions regarding fiscal management of services for Animal Control’s contracted services should be addressed:

**Comment 8-5**

No.	Question	Answer as currently documented
1	Does Animal Control have a full-time staff	No. Run by paid SPCA staff

	member in charge of and performing on-site adoptions?		
2	Does Animal Control have a full-time staff member in charge of and performing transfers to other agencies and foster rescue groups?	No. Run by paid by SPCA staff	
3	Does Animal Control have a staff member who manages Yolo County's lost and found animals?	No. Run by paid SPCA staff	
4	Does Animal Control have a staff member overseeing and managing TNR and SNR of cats?	No. Supported by SPCA staff dependent on community volunteers	
5	Who manages the Animal Control's foster animals?	Koret Veterinarian	
6	What are all the parties you contract with concerning wildlife trapping and rehabilitation?	Unknown	
7	Does Animal Control have paid staff that takes Petfinder (PF) photos, writes up the animals' description, posts on PF and manages that site?	No. SPCA staff and or volunteers	
8	Does Animal Control have paid staff that takes Petharbor (PH) photos, writes up the animals' description, posts on PH and manages that site?	No. SPCA staff and or volunteers	
9	Does Animal Control have a Paid staff person in charge of and conducting off-site placement and adoptions?	No. SPCA and volunteers	
10	Who are all the contracted veterinarian services for sheltered and community owned animals (and non contracted vet services) through?	Unknown	
11	How many weekly FTE hours of on-site veterinary services does the shelter provide?	Unknown	
12	Who pays for the shelter on site veterinary services?	Unknown possibly shared	
13	Who is in charge of Animal Control's vaccination/microchip clinics?	Unknown	
14	Who pays for Animal Controls volunteer coordinator?	Shared cost with SPCA	
15	Who oversees the volunteers ?	Unknown	
16	Who is in charge of email correspondence with the public?	SPCA	
17	Who manages the animal control Facebook page?	SPCA	
18	Does Animal Control have a current contract with the SPCA for the provision of the services for the programs being rendered by them?	No. There is an MOU	

19	Who currently owns the physical shelter (the building)?	County	
20	Who is responsible for making sure the current facility meets standard health and safety requirements?	Unknown	
21	Are there yearly inspections of this building?	Unknown	
22	Where are the written reports of these inspections? Who does it get delivered to?	Unknown	

**The stated programs being run by the services of Animal Control per city and county contract however these programs are not being run by paid Animal Control staff.**

I was involved with sheltering reform in Charlottesville SPCA in Virginia and at the Asheville North Carolina Humane Society where both sheltering models that are prime examples of lasting change for less money. Our animal sheltering and service needs in Yolo County are NOT unique. The cost of living index to these two mentioned cities match Yolo County and serve equal or higher numbers of animals. Please take two minutes to simply read about Asheville and you will see we can in fact do more for less; something this study fails to show. You can also see annual reports and services for Charlottesville here at their website, <http://caspca.org/>.

<http://www.ashevillehumane.org/about-us.php>

## About Us

We rescue, reunite, rehabilitate and re-home more than 4,500 homeless animals each year in our community.

Watch the following video to learn more about our lifesaving efforts.

## Mission of Asheville Humane Society

Asheville Humane Society is dedicated to promoting the compassionate treatment of animals in our community through education, sheltering and adoption.



## History

Asheville Humane Society was formed in 1984 as Buncombe County Friends for Animals Inc., primarily as a governing body for the County Pet Adoption Center and Animal Shelter, which was previously operated by the County. Asheville Humane Society has operated the Shelter since September 1990. In September 2010, Asheville Humane Society, in partnership with Buncombe County, opened the Animal Care Campus. The campus comprises two facilities: Asheville Humane Society Adoption and Education Center and the Buncombe

Comment  
8-6



County Animal Shelter. The two facilities sit side by side and work in tandem in a public-private partnership that serves as a national model for other communities hoping to work collaboratively on eradicating animal homelessness.



Asheville Humane Society  
Adoption and Education Center



Buncombe County Animal Shelter

## Who is Asheville Humane Society?

**Asheville Humane Society is the oldest, and was for many years the only, organization devoted to animal welfare in Buncombe County.**

Over 25 years ago in 1984, a group of brave and dedicated private citizens uncovered inhumane practices in the public pound and persuaded the County to give their private organization (then Buncombe County Friends for Animals) the responsibility for animal related operations. The public shelter was in an old maintenance garage where over 14,000 animals were dropped off annually. Under volunteer non-profit leadership



the gas chamber was abolished, the first animal care professionals were recruited and for many years Asheville

Humane Society was the sole combatant against animal cruelty in this part of the state. Much of the money to do this was raised privately to augment the County contribution to sheltering. Then and now, all funds related to the rehabilitation of animals, the sheltering of animals awaiting adoption, the fostering of recovering animals, the recruitment of volunteers and the rehoming of animals is privately raised by Asheville Humane Society. This includes every cent of the building and operation costs of the beautiful Nancy Hiscoe Clark Adoption and Education Center next door to the new state-of-the-art Buncombe County Animal Shelter. Together the two buildings represent a public/private partnership that is drawing national attention in animal welfare circles.

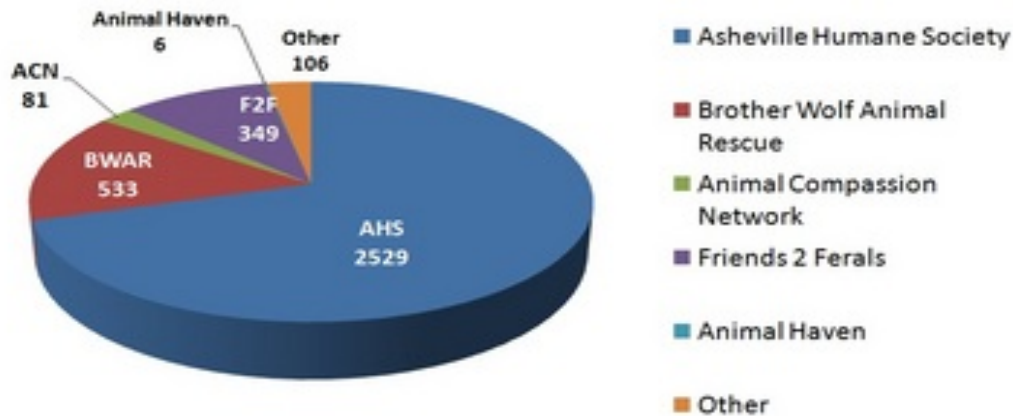
**Asheville Humane Society is the only open admission shelter in the County, the only one that can never, and will never, close its doors or say we're full.**

We are here for animals who have no other options, no other place to go, animals who are adoptable and not adoptable, animals who are injured, lost, sick, starving, victims of extreme cruelty and animals who just want the opportunity to love someone again. We provide a soft bed, food, comfort and medical evaluation, minor treatment and vaccinations, and temperament testing for each. In the cases of extreme and terminal suffering we provide an immediate end to pain in comforting arms. All others, those who are surrendered by owners or those who will never be reclaimed, we assess and place in one of three categories depending on their physical and mental condition.



The first category is Healthy/Adoptable and thanks to the great partnership of sheltering and adoption agencies in the Buncombe County Animal Coalition (Asheville Humane Society, Brother Wolf Animal Rescue, Animal Compassion Network, Friends 2 Ferals and the international training institute for low cost/high volume spay/neuter clinic - the Humane Alliance of WNC) the placement rate is currently at 100% for these healthy animals. Each day the Asheville Humane Society animal care professionals from the Adoption and Education Center next door and representatives of the other coalition partners take these animals from the shelter and put them on their path to new homes.

## Number of Animals Transfers by Agency Calendar Year 2011



The next category is Unhealthy: Treatable/Rehabilitatable and each of the partners "pulls" from this pool as many animals as its resources of time, money and volunteer homes will permit. Each of the animals will need medical care or behavioral rehabilitation in a foster home to be whole and adoptable again. Many litters of kittens and puppies, too young to survive without their mother, fall in this category as well. The goal of Asheville Humane Society and the Buncombe County Animal Coalition is to someday have the resources to treat and rehabilitate every savable sick, injured and traumatized animal that comes into the shelter. In the meantime, when no one can take them, when every foster home is full, when there are no resources left, it is the trained and certified Asheville Humane Society shelter staff who will have the heartbreaking task of ending the suffering of the animals who could, in an ideal world, be treated and saved.



And Asheville Humane Society is both the first responders and the last hope for the third category of Unhealthy/Untreatable animals.

I am deeply disheartened that we in Yolo County have been so slow to change when I have personally seen it done in other areas almost overnight and for less money. Cayce Wallace, Davis, Ca.

## RESPONSE TO COMMENT LETTER 8

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### RESPONSE TO COMMENT 8-1

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We appreciate your comments and have included them in the Commission packet for their review.

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### RESPONSE TO COMMENT 8-2

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The comparable agency analysis provided data on programmatic and staffing elements linked to successful outcomes and controlled costs in the context of relevant demographic information. The contribution of the YCSPCA was considered in the analysis of the current staffing of YCAS, as well as in the budget projections. Supplemental support from volunteer groups and rescue agencies was present at all other shelters studied, but was not assumed in the programmatic and staffing recommendations in this report, as these resources are not always reliable or consistent. If consistent partnerships with volunteers and rescue groups were developed it would be possible to reduce paid staffing levels; some instances where this could occur were noted.

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### RESPONSE TO COMMENT 8-3

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An evaluation of current shelter operation and costs is not within the scope of this Study.

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### RESPONSE TO COMMENT 8-4

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We appreciate your comments and have included them in the Commission packet for their review.

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### RESPONSE TO COMMENT 8-5

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We appreciate your comments and have included them in the Commission packet for review. The Study accounts for the programs and services being provided with resources outside YCAS both in the recommended staffing levels and in the budget projections.

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### RESPONSE TO COMMENT 8-6

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Thank you for providing additional reference material about the Ashville Humane Society. We have included the information in the Commission packet for their review.

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## COMMENT LETTER 9: CINDY SCHNEIDER

Hello Christine,

I attended the LAFCo meeting on Monday, September 9, in Woodland. In response to that meeting I am sending you my input regarding the LAFCo Animal Services Study.

I am greatly concerned about animal welfare in Yolo County and though the LAFCo Study is not about animal welfare, I see that a JPA would potentially resolve many of the problems with the current situation. I believe it could save the county money as well as result in a better situation for the animals. Unfortunately, though, the Study does not reflect that it would be any better than the current situation. Is that a joke? The salary savings alone should help make the case. I would like to see the following addressed in the Study:

- An accurate calculation of the salaries and benefits that employees would be paid under the JPA versus the sheriff. Why are we paying for law enforcement to oversee the animal services? The cost for law enforcement, as you know, is much higher in both pay and benefits. What a waste of tax payers' money! **Comment 9-1**
- What does the Yolo County Animal Services (YCAS) actually do? What are we getting for the money we pay YCAS at this time? I would like to see this included in the LAFCo Study. Based on what I have heard and read, the SPCA does the majority of work and there are problems with the work they do as well, e.g., limit adoptions. (This became evident to me when over a half dozen friends and colleagues tried to adopt animals from YCAS and the SPCA.) **Comment 9-2**
- I believe the report should include a fiscal audit of where the money is currently being spent. All/any successes to date at the YCAS are as a result of one veterinarian. This is not sustainable. **Comment 9-3**
- How can a budget be developed without knowing what programs will be implemented compared to what is currently being done, e.g., spay and neuter, catch and release, adoptions, etc.? **Comment 9-4**
- Independent audits have been conducted and consistently found the YCAS lacking in almost every aspect. This should be mentioned in the Study. **Comment 9-5**
- I would like to see a statement in the Study on how much more can be accomplished for animal welfare in Yolo County for much less. I believe that if we do not state the benefits of this change, both for the animals and for the budget, the Study is clearly stating there is no need to change. Not only would this would be inaccurate, but criminal, in my opinion. **Comment 9-6**
- I believe a citizen advisory group is advantageous to help ensure the animals are treated humanely and have an opportunity to be adopted out. A citizen advisory would also be beneficial in helping to keep the JPA, if we're successful with this, on target for budget and animal welfare. I would like to see this included in the LAFCo Study. **Comment 9-7**

For the past 5+ years those of us interested in making changes have been stonewalled by the politics and politicians in Yolo County. Please do not let this continue to be the case! It is time for Yolo County to create a radical, long term, and fiscally sustainable change that meets the current standards in animal sheltering. As quoted in the Davis Enterprise almost a year ago, "we do not want to be in the business of killing animals!" I strongly believe the community is ready, willing and able to help with the transition, AND it would be fiscally responsible to the citizens and humane for the animals. **Comment 9-8**

Kind Regards,  
Cindy Schneider  
Citizen of Yolo County

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## RESPONSE TO COMMENT LETTER 9: CINDY SCHNEIDER

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### RESPONSE TO COMMENT 9-1

All salary projections have been revised since the release of the draft report, and salary assumptions have been based on a more formulaic and consistent model. For more information of the new salary assumptions, please see Master Response #1.

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### RESPONSE TO COMMENT 9-2

The purpose of the 2013 KSMP/LAFCo Study is to provide recommended programs, staffing and cost estimates for a new governance model for providing animal services. This study intentionally did not evaluate the existing shelter operation. As noted by many of the other comments, an evaluation of the current shelter operation has been well documented.

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### RESPONSE TO COMMENT 9-3

An evaluation of the existing YCAS operation and cost is not included in the scope of work for this study. We agree that the success created by Dr. Delany working significant amounts of overtime at no additional cost is not sustainable.

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### RESPONSE TO COMMENT 9-4

We developed a budget based on what programs are needed, notwithstanding of what is being done currently.

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### RESPONSE TO COMMENT 9-5

An evaluation of the existing YCAS operation is not within the scope of work for this 2013 study.

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### RESPONSE TO COMMENT 9-6

The study never states that there is no need to change. The cities and the County requested LAFCo to conduct this study because the managers see a need for change. Throughout the Introduction Section on pages 11-15, there are numerous references that generally indicate that it is reasonable to expect that over time there will be a return on the upfront investment of financing a change and that “success breeds success” which would hopefully reduce the financial burden for agencies in the long term. The study was never intended to answer the question, “do we need to change?”. Instead, it was always intended to be a more detailed analysis of what change would look like.

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### RESPONSE TO COMMENT 9-7

The scope of the study was to recommend the programs and staffing levels for a new model of animal services. The study does not address the composition, administration or organizational structure of the JPA itself. Those questions would need to be addressed by the cities and the County if they negotiate a joint powers agreement.

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### RESPONSE TO COMMENT 9-8

We appreciate your comments and they have been included in the Commission packet for review and consideration.



## COMMENT LETTER 10: LORI MALONEY

Regarding the recent evaluations of Yolo County Animal Services Shelter (YCAS), I'd first like to state that most regressive animal shelters operate in much the same way. Their philosophy is based on the old-school mentality of blaming the public instead of implementing effective programmatic solutions to problems yet taking credit when the numbers are in their favor. This is a predictable and recurring tactic of those shelter directors and their allies who embrace outdated sheltering models and fight reforms. Opponents of progressive sheltering, however, would never be so blatant or come out so unapologetically against reforms but instead often use a tactic of adopting some of the language of shelter reform but not the programs and services that make it possible. This is what has been happening for far too long at YCAS and has resulted in a shelter system so broken that people started noticing and coming forward asking for and working toward change. That is the reason this Shelter Governance Report and the LAFCo involvement came into place – to generate a new model that would be housed outside of the Yolo County Sheriff's Department, the agency that so poorly runs and has run the animal sheltering in our county for decades. Several prior reports by diverse agencies including the City of Woodland/Woodland Police Department, the UC Davis Graduate School of Management, the UC Davis Koret Shelter Medicine Program, and Yolo County's LAFCo have described a failing agency with numerous operational, managerial, fiscal, health and safety, and public relations problems. Housing animal services in the Sheriff's Department has resulted in an insider only, top-down agency that is not open to scrutiny, knowledgeable about current best practices or industry standards, nor curious to know how hundreds of shelters in the U.S. have turned themselves around practically overnight and without significantly increasing governmental contributions.

**Comment  
10-1**

Unfortunately the draft Shelter Governance Report does not paint a clear picture of the true problems at YCAS – the unsustainability of the model in which the UCD Shelter veterinarian and the YCSPCA's paid staff are doing the large majority of the animal sheltering duties, the lack of transparency and reliability over records, expenditures, and protocols, the lack of oversight in the Sheriff's Department's so-called "chain-of-command", and the lack of accountability to the contracted groups who pay for the services, just to name a few of the many issues of concern at this organization. With this omission, the report does not make the case for changing to a new model.

**Comment  
10-2**

Secondly, without some form of a fiscal audit of YCAS in the report, the case for changing to a new model based on cost-effectiveness is neither compelling nor is it consistent with the findings of UC Davis Graduate School of Management's extensive fiscal analysis. Additionally, fiscal comparisons of other shelters did not take into account many important factors that make those shelters much more cost effective. They include increased grant money, public donations, volunteerism, programs, facilities, organizational structure, mission, and salary structures linked to job performance and animal outcomes. The salaries at YCAS are artificially high because they have not been tied to outcomes but rather to seniority resulting in the bulk of the budget going to salaries and not to animal care.

Unfortunately while the draft Shelter Governance Report goes into specific details in some areas, it only highlights certain variables as explanatory - e.g. cost of living, salaries – at the expense of a more robust model utilizing multiple predictors of success. Without a more comprehensive description of the current regressive sheltering situation at YCAS and a detailed fiscal analysis of the comparison of expenditures, there has been a lost opportunity to provide roadmap for the process of reforming this shelter. We in Yolo County do not want to be facing this same issue of shelter reform five years from now so we need to create the best model now.

**Comment  
10-3**

Lori Maloney  
Davis, Ca.

## RESPONSE TO COMMENT LETTER 10: LORI MALONEY

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### RESPONSE TO COMMENT 10-1

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We appreciate your comments and they have been included in the Commission packet for their consideration.

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### RESPONSE TO COMMENT 10-2

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It was never the intent of this KSMP/LAFCo Study to analyze the existing operation at YCAS – the intent of this study is to look forward. Existing YCAS operation has been addressed by previous studies.

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### RESPONSE TO COMMENT 10-3

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In response to your comment that the study is lacking a fiscal audit of YCAS and a compelling case for changing to a new model, a review of the existing operations and costs at YCAS is not in the scope of this study. Additionally, this study is not intended to make a compelling case for change, nor does it make recommendations as to which governance model the County and cities should use. Instead, this study is intended to provide a realistic picture of what a change would look like, and how much it would cost. As such, the budget projections are intentionally conservative, so they provide a full picture of the potential costs of a change in governance. We acknowledge that there is ample potential to implement costs savings measures that would reduce the overall budget, but do not include them in this analysis.

In response to your comment that the findings in this report are not consistent with those of the UC Davis Graduate School of Management’s fiscal analysis, we agree that our findings are not consistent. While providing an excellent starting point for discussing the cost of changing the model, the UCD GSM’s study does not provide the level of fiscal analysis conducted in this report. To name just a few significant differences between the two reports, the UCD GSM report makes no provision for the cost of overhead services such as human resources, legal counsel, auditing and bookkeeping that are currently provided free of charge by the County, but would have to be paid for in a new agency. Additionally, the UCD GSM report bases its salaries on findings from the Society of Animal Welfare Administrators report, which provides average salaries of animal services organizations across the county. We also considered this report initially, but ultimately determined it was not comparable to Yolo County, as the national cost of living is much lower than the cost of living in Yolo County. Finally, the UCD GSM provides for only three of the shelter employees to receive any form of benefits at all. This is not a fair assumption, as at the very least the organization would be expected to pay legally required benefits such as Unemployment Insurance and Workers Compensation for all of its employees.



## COMMENT LETTER 11: ANNETTE DAVIS

September 13, 2013

Christine Crawford  
Lafco, Yolo County

Ms. Crawford,

Thank you for your presentation on Monday, September 9<sup>th</sup>, regarding the Lafco report for proposed operational models for the Yolo County Shelter.

I believe a change in Governance at the shelter is critical! There has not been any information transparency or budget accountability under the Yolo County Sheriff's Department. Only a few times have I seen reports or statistics on the shelter operations. I also recently learned that animal surrenders are no longer accepted.

I therefore highly recommend opening up the shelter to JPAs and requesting RFPs for running the shelter operations. This would allow animal advocates to get involved and there would be concrete expectations and accountability outlined in the RFP to best serve the community and the animals.

Also, I strongly recommend that the programs include a low cost local spay/neuter program. This has been needed for many years and has not come to fruition. I was on the Yolo County SPCA board for about seven years and it was often discussed but never pursued. There is a huge need in Yolo County, due to its size and demographics! The Yolo SPCA has a voucher program, through Sacramento Animal Coalition, but it is not easy to get vouchers and often times people don't want to submit information online.

I have recently founded a pet rescue non-profit (501c3), PAWS: Pet Adoption and Wellness Services, and have been traveling to the Sacramento SPCA to get low cost spay/neuters. UCD vet hospital and local vets are already filled with rescued animals and not able to provide any services to our organization. I only recently found out that Sac SPCA would spay/neuter outside of the county, many people in Yolo County don't know this or would not be able to travel that far for the service.

Overall, I hope that some funds are directed to a spay/neuter program, as it would help in animal overpopulation and take some logistical and financial pressure off the rescue organizations. If the budget is not readily available, I would suggest a shelter fundraiser, bond measure, or local sales tax increase to get it funded. I believe the community would be willing to support this service.

Sincerely,

Annette Davis  
President  
PAW: Pet Adoption and Wellness Services  
<http://www.pawspetadoption.org/>  
530-668-1946

**Comment  
11-1**

**Comment  
11-2**

## **RESPONSE TO COMMENT LETTER 11: ANNETTE DAVIS**

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### **RESPONSE TO COMMENT 11-1**

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We appreciate your comments and they have been included in the Commission packet for their review.

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### **RESPONSE TO COMMENT 11-2**

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We appreciate your comments and they have been included in the Commission packet for review. Please see the Veterinary Medical and Spay/Neuter Services programming and staff recommendations on pages 35 – 41 of the Study.

**COMMENT LETTER 12: EVELYN DALE**

**Yolo County Animal Services Governance Study  
Evelyn Dale's Comments and Questions**

Transparency and Accountability continue to be a problem with Yolo County Animal Services. It is critical that this be addressed and remedies provided in the Yolo County Animal Services Governance Study.

**Proposed Additions for GOVERNANCE OPTIONS on page 6:**

**Comment #1:** An advisory committee needs to be part of each of the three models presented in this Study. Working with Supervisor Saylor's Deputy, Diane Parro, a number of animal welfare advocates developed a proposal for an Animal Services Advisory Committee.

**Comment  
12-1**

**Proposed Addition #1:** A Yolo County advisory committee would be appropriate for each of the three JPA options in this study. A copy of the Animal Services Advisory Committee proposal that was developed with guidance from Supervisor Saylor's Deputy, Diane Parro is included as an addendum to this document.

**Comment #2:** Animal Control should not be in law enforcement.

**Proposed Addition#2:** NOTE: Many successful Animal Control programs in California are **not** part of law enforcement. For example, Animal Control for the City of Sacramento is part of Animal Care Services in the department of General Services. When needed, Animal Control officers call law enforcement for backup.

**Comment  
12-2**

**Questions:** Beyond these proposed additions, I have some particular questions.

1) How would *each* of the three proposed options in this study provide transparency and accountability?

Model 1: JPA Operates animal shelter and animal control

Model 2: JPA Contracts with Nonprofit to operate animal shelter and animal control

Model 3: JPA Hybrid Model: Contracts with Nonprofit to operate animal shelter and Sheriff Dept to operate animal control

**Comment  
12-3**

2) Nonprofits do not need to comply with the Public Records Act. How will transparency and accountability be provided if a nonprofit is part of a JPA?

**Comment  
12-4**

3) When will the Yolo County Animal Services Governance Study be available to the public?

**Comment  
12-5**

4) How will the public be kept informed as the Yolo County Animal Services Governance Study moves forward?

**Comment  
12-6**

5) For many city and county officials, cost is paramount. Why, then, would city and county officials move Animal Services into a JPA model that appears to be more expensive?

**Comment  
12-7**

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## **RESPONSE TO COMMENT LETTER 12: EVELYN DALE**

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### **RESPONSE TO COMMENT 12-1**

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The purpose of the study was to recommend the programs and staffing levels for a new model of animal services. The study does not address the composition, administration or organizational structure of a JPA itself. The issue of a Citizens Advisory Committee is an option for any of the three governance models and would need to be addressed by the cities and the County if they negotiate a joint powers agreement. Or the issue can be taken up by a future JPA at any time. Please also see Response to Comment 2-6.

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### **RESPONSE TO COMMENT 12-2**

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We appreciate your comment regarding the public departments that house animal control programs. We acknowledge that some successful public animal control programs exist outside of law enforcement agencies, but are also aware of some successful public animal control programs that exist within law enforcement agencies.

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### **RESPONSE TO COMMENT 12-3**

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All of these service models would be under the direction of a Joint Powers Agency which is subject to the Brown Act and the same public meeting laws and noticing requirements of any public agency. Actions would occur at duly noticed public meetings and records would be available to the public similar to the cities and the County.

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### **RESPONSE TO COMMENT 12-4**

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A non-profit would still be under contract to the JPA, which would be subject to public meetings requirements as noted above. The JPA would be accountable to the public and would require any non-profit under contract to provide whatever documentation it deemed appropriate and/or necessary.

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### **RESPONSE TO COMMENT 12-5**

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The public review draft was released to the public on August 26, 2013. A revised version has been included in this packet released to the Commission and the public on September 20, 2013, and will be considered by the LAFCo Commission at their meeting on September 26, 2013.

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### **RESPONSE TO COMMENT 12-6**

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Once the LAFCo Commission has adopted the study, the study will be forwarded to the city and county managers for their review and consideration. Each city council and County Board of Supervisors will be the decision making bodies regarding whether or not to change the governance structure for how animal services is provided. Any of these council or board actions would occur at a public meeting subject to their public noticing requirements.

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### **RESPONSE TO COMMENT 12-7**

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LAFCo staff cannot speak to the County and cities reasoning for changing the model of animal services. However, we will point out that there are relevant considerations other than cost, such as having more control over operation, service and budget decisions.

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**COMMENT LETTER 13: JULIE SONTAG**

**To:** Yolo County Local Agency Formation Commissioners and Christine Crawford, Executive Officer

**From:** Julie Sontag, Yolo County resident

**Date:** September 13, 2013

**Subject: Comments regarding the 2013 Yolo County Animal Services Governance Study**

I write to briefly state my concerns with the 2013 Yolo County Animal Services Governance Study written by LAFCo staff and the UC Davis vet school’s Koret Shelter Medicine Program:

The Joint Powers Agency (JPA) and nonprofit benefits are overestimated, making these models appear more expensive than they ought. Using instead the standard method of calculating benefits, these models would cost from about \$100,000 to \$150,000 less than the draft report shows. I consulted with staff from the City of Sacramento Budget Division, the State of California, the UC Davis Health System, and UC Davis. Not a single person uses the “benefits ratio” used in this report. Math whizzes, please see the accompanying spreadsheets for details.

<b>Taken from page 7: Table 2: Budget Projections and Net Amounts</b>							
Comparing the report’s figures, which inflate JPA/nonprofit benefits, to figures using accurate benefits by using <u>standard</u> formula							
		JPA		JPA: Nonprofit		Hybrid	
		29.0 FTEs	25.3 FTEs	29.0 FTEs	25.3 FTEs	29.0 FTEs	Existing Staffing
<b>Figures from report, page 7</b>	<b>Total expenditures</b>	\$ 2,500,610	\$ 2,255,510	\$ 2,387,710	\$ 2,155,080	\$ 2,473,387	\$ 2,242,2
	<b>Total revenues</b>	\$ 2,372,379	\$ 2,144,742	\$ 2,372,379	\$ 2,144,742	\$2,372,379.00	\$2,144,742
	<b>Net amount</b>	\$ (128,231)	\$ (110,768)	\$ (15,331)	\$ (10,338)	\$ (101,008)	\$ (97,51
<b>Using <u>standard</u> benefits formula</b>	<b>Total expenditures</b>	\$ 2,351,110	\$ 2,121,810	\$ 2,271,100	\$ 2,054,630	\$ 2,410,862	\$ 2,181,5
	<b>Total revenues</b>	\$ 2,372,379	\$ 2,144,742	\$ 2,372,379	\$ 2,144,742	\$2,372,379.00	\$2,144,742
	<b>Net amount</b>	\$ 21,269	\$ 22,932	\$ 101,279	\$ 90,112	\$ (38,483)	\$ (36,82


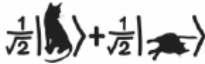
**Comment 13-1**

## Benefits Formulas: Not Just You Say Tomato, I Say Tom-ah-to!

Current Yolo County Animal Services employee benefits are 62% of employee salaries. For comparison, the City of Sacramento pays its public safety employees about 50% (of salary) in benefits, and non-public safety employees about 38%.

The draft version of this report uses a benefits formula that significantly overestimates the benefits that a Joint Powers Agency (JPA) or nonprofit would pay. The report uses a “benefits ratio,” which is not used by local agencies, including the City of Sacramento.

Unlike this current study, two previous ones showed that having a nonprofit and/or a JPA run Yolo County Animal Services would mean significant savings. Using the more commonly used benefits formula, in 2011, students from the UC Davis Graduate School of Management showed that a nonprofit would achieve real savings in employee benefits (1). In 2012, the County’s own consultant, the Animal Protection League, projected the same for a JPA (2). By using a benefits formula that other area agencies do not use, this study underestimates the potential savings of a JPA or nonprofit.

	Existing YCAS 18 FTEs Page 85	JPA		JPA: Nonprofit		Hybrid		
		29.0 FTEs Page 88	25.3 FTEs Page 89	29.0 FTEs Page 91	25.3 FTEs Page 92	29.0 FTEs Page 93	Existing Staffing Page 94	
						Shelter: Nonprofit	Shelter: Nonprofit	
<b>Total salaries &amp; benefits</b>	\$1,299,788	\$ 1,833,900	\$ 1,595,000	\$ 1,721,000	\$ 1,495,370	\$ 1,204,000	\$ 932,370	
<b>FT salaries total</b>	\$ 801,290	\$ 1,198,000	\$ 1,041,000	\$ 1,167,000	\$ 1,020,000	802,500	608,000	
<b>PT wages total</b>	\$ 0	\$ 127,000	\$ 108,000	\$ 122,300	\$ 99,520	122,300	99,520	
<b>Benefits total (from report, using “benefits ratio”)</b>	\$ 498,498	\$ 508,900	\$ 446,000	\$ 431,700	\$ 375,850	279,200	224,850	
<b>Benefits using <u>standard</u> formula</b>		\$ 359,400	\$ 312,300	\$ 315,090	\$ 275,400	\$ 216,675	\$ 164,160	
<b>Savings from using <u>standard</u> formula</b>		\$ 149,500	\$ 133,700	\$ 116,610	\$ 100,450	\$ 62,525	\$ 60,690	
Using report’s benefit amounts	“Benefits ratio”	38%	30%	30%	27%	27%	26%	27%
	<u>Standard</u> formula: benefits as % of salary	62%	42%	43%	37%	37%	35%	37%
					Hybrid: field services total salaries & benefits”	\$ 650,177	\$ 650,177	
					Hybrid: field services FT salaries total	\$ 380,809	\$ 380,809	
					Hybrid: field services PT wages total	\$ 0	\$ 0	
					Hybrid: field services benefits total (from report, using “benefits ratio”)	\$ 269,368	\$ 269,368	
(1): <a href="http://www.fixyolo.org/see-for-yourself-2/gsm-report/">http://www.fixyolo.org/see-for-yourself-2/gsm-report/</a>						“Benefits ratio”	41%	41%
(2): <a href="http://www.fixyolo.org/see-for-yourself-2/lafco-report/">http://www.fixyolo.org/see-for-yourself-2/lafco-report/</a>						<u>Standard</u> formula: benefits as % of salary	71%	71%
(3): Note: not all part-time salaries have been separated out, so some of these benefit projections may be a bit off.					Hybrid: field services			

Using the standard benefits formula, we are currently paying YCAS employee benefits at 62% of employee salaries, and not 38%, as the report states. Again, please see the accompanying spreadsheets for details.

Why are some projected JPA and nonprofit salaries higher than current Sheriff's Department ones?

**Comment  
13-2**

The report states on page 64 that a JPA or nonprofit would be charged approximately \$61,382 to lease the shelter. Is this standard among successful, JPA- or privately-run shelters? Why would we charge rent to an entity that provides a service to the government and the community? And if rent were charged, how would that credit show in the model's numbers?

**Comment  
13-3**

The projected models all include no assumptions that Yolo County SPCA will continue to provide staffing and other support. This seems unrealistic and therefore makes any change more costly than would be the actual case. How can this be corrected?

**Comment  
13-4**

For a study that's about staffing and budgets, what's lacking is a clear summary showing which services and programs would not be available with existing versus recommended staffing. We all know that many decision-makers are keenly focused on the budget, and not knowing what the extra positions could provide makes it harder to argue for them.

**Comment  
13-5**

I restate here that Koret Shelter Medicine Program staff are not impartial, disinterested bystanders and should not have been selected to do this study. They have been involved with YCAS for years and have told many of us that YCAS has been doing a good job for some time. This flies in the face of past poor record-keeping, a tragically high kill-rate, and a lack of basic protocols that have been documented, including by Koret in its 2011 report of YCAS operations. I do greatly appreciate all the fabulous work that Dr. Delaney is doing, but I want a winning system that does not depend on one motivated dynamo.

**Comment  
13-6**

Regardless of the model, there **must** be a citizens' oversight board with real teeth. The sooner the better.

**Comment  
13-7**

## RESPONSE TO COMMENT LETTER 13: JULIE SONTAG

### RESPONSE TO COMMENT 13-1

We certainly understand and acknowledge your concern relating to the use of a benefits assumption based on a "percentage of total compensation" rather than the more commonly utilized "percentage of salary." We are aware that these two formulas result in significant differences in the cost of benefits, as demonstrated in the table you have provided.

When we first began considering an appropriate cost of benefits recommendation for this report we also began with the assumption that it should be 30% of total salary. However, after extensive research we could not find a single credible source that supported this assumption. In fact, the only source we found which pinpoints an appropriate benefits ratio for private organizations is the U.S. Bureau of Labor Statistics, which utilizes the "percentage of total compensation" formula. The report's findings, that private sector employee benefits cost an average of 29.7% of total compensation, indicate that an assumption of 30% based on percentage of salary is far too low, and would have to be raised in order to reflect the actual cost of benefits.

We have also considered the sources of the two reports cited in your comment, and found that neither of them supported their assumption of benefits costing 30% of employee salary with a credible source. The APL study

makes no statement as to the source of their benefits assumption, while the UCD GSM study cites “industry standards.”

At this time, we are not comfortable lowering our benefits assumption without a credible source to support that decision.

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#### **RESPONSE TO COMMENT 13-2**

All salary projections have been revised since the release of the draft report, and salary assumptions have been based on a more formulaic and consistent model. One measure we have included to address this issue involves a salary cap at the high end of the pay range for a comparable position currently existing at YCAS. When no comparable position was available, no cap was used. For more information of the new salary assumption, please also see Master Response #1.

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#### **RESPONSE TO COMMENT 13-3**

As discussed at the September 9<sup>th</sup>, 2013 public meeting, the budget analysis shows all the potential startup costs for a new JPA organization. The analysis assumes the animal control vehicles would move with the JPA at no cost because this cost was passed through to the cities/UCD. Any potential costs for the shelter facility itself were assumed to have not been paid by the cities/UCD and therefore considered to be an asset that would remain owned by the County. We don't know what would end up being negotiated between the cities/UCD, but it's reasonable for the County to be paid some rent from the other agencies for use of this facility. This may end up as a credit against any program costs. It's also possible that the County may not seek any reimbursement for use of the facility. However, a lease has been included in the analysis because it's an item that would need to be addressed.

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#### **RESPONSE TO COMMENT 13-4**

The budget projections in the report do assume that YCSPCA will continue to provide staffing and other support to a changed model for animal services, based on a comment from the Executive Director of YCSPCA stating that the organization had no plans to end their relationship with YCAS if the model is changed. This is reflected in the revenues portion of the budget, as a line item called “YCSPCA contribution,” and is also clearly stated in Revenue Footnote 4 on page 62.

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#### **RESPONSE TO COMMENT 13-5**

It's the position of the LAFCo/KSMP Study that the current staffing levels at YCAS are not sustainable. However, a comparison of existing and recommended staffing and programming were not in the scope of this study. Instead, the staffing and programmatic recommendations given in the study were directly linked to sustaining or improving the current outcomes at the shelter; providing a level of community service consistent with public expectations and other California communities; and without relying on short term funding sources such as one-time grants, individual volunteer efforts or partnerships that cannot be guaranteed under a new model. The staff and programmatic recommendations identified in the body of the report that are considered necessary to achieve these outcomes.

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#### **RESPONSE TO COMMENT 13-6**

We appreciate your concerns about the KSMP consultants being selected for this study. These concerns were heard by the Commission and a decision was made the LAFCo Commission to contract with KSMP for this study. To your point that the current program cannot hinge on Dr. Delaney working significant extra hours, the study recommends programs and staffing levels that are sustainable so that the system does not depend on one motivated person.



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**RESPONSE TO COMMENT 13-7**

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We appreciate your comments and they have been included in the Commission packet for review. The Commission has already discussed this issue and recommended that citizen's oversight board is something for a future JPA to consider. Please also see Response to Comment 2-6.

## ADRIENNE SCHER, ESQ.

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E-mail: [adriennescher@gmail.com](mailto:adriennescher@gmail.com)

September 13, 2013

**VIA EMAIL ONLY**

Christine Crawford, Yolo LAFCo Executive Officer  
Local Agency Formation Commission of Yolo County  
625 Court Street, Suite 203  
Woodland, CA 95695  
[christine.crawford@yolocounty.org](mailto:christine.crawford@yolocounty.org)

### **RE Draft of Yolo County Animal Services Governance an Organizational Study**

Dear Ms. Crawford:

I attended the Public Meeting this past Monday, September 9, 2013, regarding the Draft Yolo County Animal Services Governance and Organizational Study (hereinafter "the Study"). It was a pleasure meeting you, Tracy and the others involved in this effort. I submit this letter as my comments and questions regarding the draft of the Study. Throughout this letter all references to page numbers, refer to pages in the Study.

Since I only found out about the Study on this past Monday night, I have had limited time in which to review it due to my full-time work schedule and other responsibilities. Regardless, I have attempted to provide my suggestions and conclusions, as well as ask relevant questions and still get this letter in today.

My overall conclusion regarding the various proposed options is that changing to a Joint Powers Authority ("JPA") of governance model will cost the County more for similar services and therefore should *not* be implemented as the model for animal services in Yolo County at this time. That is, the current governance model should stay in place, based on the data provided in the Study.

**Comment  
14-1**

I do not work in animal services; I am a concerned citizen, a resident of Woodland and Yolo County, and an animal lover and owner.

My general comments, issues, and questions are listed in this first section.

1. What is the cost of producing the Study's report? And who pays for it, i.e., where do the funds come from?
2. What was the impetus for the commissioning of this Study? *Why* was it commissioned? How is the cost of the Study justified?
  - a. Who or what body "charged" LAFCo with this analysis? (See page 9, paragraph 2.)

**Comment  
14-2**

<p>3. Outreach regarding Animal Services in Yolo County:</p> <ul style="list-style-type: none"> <li>a. How is outreach currently performed? Although new to Woodland/Yolo, I have been a resident and animal owner here for over 15 months and it was only by chance that I heard about the September 9th public meeting at a table set up in the public area near the Opera House on the previous Saturday, during the Stoll though History.</li> <li>b. Are notifications published in the Daily Democrat or other media?</li> <li>c. I appreciate that I am now added to the email list. I would like to get announcements regarding other Woodland and/or Yolo County public issues as well.</li> </ul>	<p><b>Comment 14-3</b></p>
<p>4. As a resident of Woodland and Yolo County, I was concerned that at the Public meeting on September 9, 2013, people who spoke and asked questions did not identify themselves. Although their names were read off the list when the participants were called on by the moderator, the vast majority of the participants who spoke did not identify themselves by their (a) name, (b) organization, nor, (c) city and county of residence. I find this improper in a public meeting. Since I do not know this information about most of the participants, as a member of the public, I do not know how much weight to give to any particular person's comments.</p>	<p><b>Comment 14-4</b></p>
<p><u>Specific issues, arguments, concerns:</u></p>	
<p>1. Page 2 states: "This report recommends that surgical services, including spay/neuter surgeries . . . should remain in-house. . ."</p> <ul style="list-style-type: none"> <li>a. I may have missed where in the Study this is justified. Can you please point me to appropriate pages to review?</li> <li>b. If not already explained in the Study, please explain why.</li> </ul>	<p><b>Comment 14-5</b></p>
<p>2. Page 3 states: "Animal license compliance rates can be improved though changes to its existing licensing program, including: Implementing mandatory cat licensing . . . Offering incentives to those who license their animals in a timely manner"</p> <ul style="list-style-type: none"> <li>a. Mandatory cat licensing will exacerbate issues involved in the current cat population. <ul style="list-style-type: none"> <li>i. If the cost of owning a cat increases, the number of people who will adopt and own cats will decrease, thereby increasing costs for the County by increasing the number of cats that must be euthanized and/or sheltered by the County.</li> <li>ii. If cats must be licensed it is a disincentive for cat owners to get their cats rabies and other vaccinations which are then reported to the County, in order to avoid paying for licensing their cat(s).</li> <li>iii. Other counties, including the state's largest population-wise, Los Angeles, do not require cat licensure.</li> </ul> </li> <li>b. I assert as a responsible cat owner, I participate in supporting animal services by adopting from shelters and fostering strays/ferals, paying for medical care for them, and giving them a loving home. (See page 47: Cat Licensing.)</li> </ul>	<p><b>Comment 14-6</b></p>
<p>3. Page 4, Volunteer Program, and Outreach and Development</p> <ul style="list-style-type: none"> <li>a. It would be great if there were more outreach to the public regarding animal services issues and especially opportunities to volunteer. Can you please explain why the line item on the chart on page 5 for "Outreach / Marketing / Development" is a non-core position? I would couple these functions with fundraising and consider them critical. <ul style="list-style-type: none"> <li>i. PUT IN IMPORTANCE.</li> </ul> </li> </ul>	<p><b>Comment 14-7</b></p>
<p>4. Page 4, Staffing Recommendations</p> <ul style="list-style-type: none"> <li>a. This paragraph in the report is unclear. It would be helpful if language were added to specify that the 29 employees referred to means "the equivalent of 29 full-time positions, </li></ul>	<p><b>Comment 14-8</b></p>

made up of both full-time and part-time employees." This is borne out in the chart on page 5; it would eliminate confusion if this were clearly stated before the chart.

- |   |                          |
|---|--------------------------|
| 5. Page 5, Chart re Staffing Recommendations  |                          |
| a. The asterisked references in the chart are confusing because there are at least three different references that are indicated by a single asterisk. It is unclear which reference refers to what. It is suggested that the various references be indicated by different markers.   | <b>Comment<br/>14-9</b>  |
| 6. Page 7, "[T]he return on investment and cost savings conversations included throughout this report point out the important fact that the programs and staffing levels recommended in this report have the potential to eventually decrease intake, increase financial support and efficiently leverage volunteer engagement, which will eventually result in lower costs and staffing requirements for delivery of this important service."  |                          |
| a. I may have missed where in the Study this is justified. Can you please point me to appropriate pages to review?  |                          |
| b. This sentence seems to say that <i>regardless of the governance model</i> if recommendations of the Study are adopted, over time, there will be greater ROI and cost savings. Is my understanding correct? Or are you referring to cost savings <i>if</i> a JPA agency is created?   | <b>Comment<br/>14-10</b> |
| 7. Page 11, The Hayden Bill   |                          |
| a. What year was it codified and what California Code section is it in?   | <b>Comment<br/>14-11</b> |
| 8. Page 12, "[T]he agency comparison" did <u>not</u> show that "a private organization would enjoy greater motivation and success in eliminating euthanasia and finding homes for animals than would a government operated agency. . . This suggests that the model for governance is less important than other factors such as policy, funding, programmatic elements, staffing, facility. . . "   |                          |
| a. I suggest how the City of Chico manages its meager resources to great success be further examined and emulated.  | <b>Comment<br/>14-12</b> |
| 9. Page 12, "[I]ncreasing staff numbers or lowering salary and benefit costs does not in itself guarantee improved outcomes or lower overall costs.   | <b>Comment<br/>14-13</b> |
| 10. Page 12-13, Issue of fund-raising. A public organization can fund-raise, and private organizations can still fund-raise for animal services, even when animal services is run by a public entity. "Every public shelter agency surveyed benefited in some way through formal and/or informal partnerships with local non-profits.   | <b>Comment<br/>14-14</b> |
| 11. Pages 17 and 18, Charts. It appears that services in all areas studied have improved from 2010 to 2013. It does not appear to be a wise expenditure of money to change the model with these improvements.   | <b>Comment<br/>14-15</b> |
| 12. Page 20, Matrix of Comparable Organizations. I think that it would be informative to the persons reviewing this Study to be able to compare additional demographic criteria for the nine organizations studied, e.g., income level and/or cost of living per geographic area. Additionally, perhaps some larger organizations/counties' systems could be analyzed. However, given that this Study has already been conducted, I do not advocate spending more money to do further research. | <b>Comment<br/>14-16</b> |
| 13. Page 38, Interaction with the UC David School of Veterinary Medicine and Shelter Medicine Program.  |                          |
| a. It has been my personal experience that UC Davis School of Veterinarian Medicine charges   | <b>Comment<br/>14-17</b> |

- even more than local private veterinarians do. If the relationship with UCDSOVM is advantageous financially, then that is a good thing.
- b. If UCDSOVM were to provide lower cost veterinarian services to public pet owners, this would reduce the cost of pet ownership in Yolo County, promoting more adoption and less surrendering, which would in turn lower the expenses of public for animal services in Yolo County.
14. Page 38, Low Cost Spay/Neuter Services—how can this be categorized as non-core?!?
- a. Currently, low-cost spay/neuter services are available only to low-income residents of the County. That is, persons earning less than \$35,000 a year as told to me by a staff member. I would add to this *essential* service, micro chipping pets for identification. I assert that this income limitation excludes many people who would otherwise adopt and care for a pet if these basic animal care services were offered in Yolo County at a reasonable cost (just as low-cost vaccines are provided), and more current pet owners would indeed get their animals spayed/neutered (and chipped). Overall, these services if provided to *all* community members at low-cost will decrease feral animals and surrender rates, and increase adoption rates, decreasing the cost to the County.
15. Page 43, Limited Field Response to Stray and Feral Cats. If field service pickup of healthy stray or feral cats is reduced, SNR services must be increased (with emphasis on increase in overall spay/neuter services), and outreach improved (e.g., letting the public know about SNR trapping and how they can get involved).
16. Page 48, Incentives for Dog Licensing Compliance, and Enforcement. This would give me a reason to pay the money to license my dog. Although, the requirement of veterinarians to report rabies shots I think is awesome. Enforcement is crucial for public health and safety. Is the rate of 30% compliance (see page 47) based on the total amount of dog rabies vaccinations reported? If so, enforcement needs to be stepped up. If the County is aware of dogs that are not licensed and does not enforce the law, why would anyone license their dog? In Los Angeles County, rabies vaccination reporting is not legally required, and this may be the case in other counties with even lower compliance rates.
17. Page 51, Low Cost Euthanasia to all Residents that Request It. I recently moved from a beach city suburb of Los Angeles to Woodland, and resided for many years in Beverly Hills. I am appalled at the high cost of veterinarian services in Yolo County—much higher than LA County. I understand the economic principle that since there is less competition, double and triple amounts can be charged here for the same services. However . . .
- a. The high cost of veterinarian care *discourages* pet ownership and obtaining medical care for pets.
- i. I rescued a feral kitten's life when he appeared on my back porch in seizures due to poisoning at early in the morning of July 2, 2013. I am grateful to the store clerk at Pet Extreme who had mentioned to me the Vet Emergency Services available at the Bradshaw Animal Hospital, in Elk Grove, just the week before. The cost to bring an animal for an "after hours" visit at Bradshaw is \$100, compared to the cost at UCDSOVM, which is \$200. Being new to the area, and not knowing about Bradshaw, I had to use the emergency services of UCDSOVM previously when my dog was in an accident. Both facilities provided my animals with excellent care. But it is unfathomable why a state-funded institution charges twice as much.
- ii. Note: an emergency visit at VCA West in LA costs between \$88 and \$160, depending on the gravity of the emergency—the lower fee is for sick or injured pets who can wait for the next available doctor. I obtained this information by

**Comment  
14-18**

**Comment  
14-19**

**Comment  
14-20**

**Comment  
14-21**

telephoning VCA West today.

- b. If the County, the Public does not demand and/or provide reasonably priced veterinary care, in general, animals will not be as well cared for, regardless of income.

18. Page 51, Outreach and Humane Education. I agree with the recommendations of the Study.

**Comment  
14-22**

19. Page 52, Development and Fundraising. I agree with and support the development of fund-raising events, and grant writing.

**Comment  
14-23**

In brief, although I have stated many animal care issues that affect me personally and affect the overall health and welfare of Yolo County's residents-both two-legged and four-legged—I assert that there is insufficient evidence presented by the Study to warrant a change in governance model for Yolo County.

I thank you for your consideration and your hard work.

Sincerely,



Adrienne Scher

## RESPONSE TO COMMENT LETTER 15: ADRIENNE SCHER

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### RESPONSE TO COMMENT 14-1

We appreciate your comment, and have included it in the Commission packet for review by the LAFCo Commission.

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### RESPONSE TO COMMENT 14-2

The contract with UC Davis KSMP is for \$16,000. The funds for the study came from the LAFCo budget, which is funded 50% by the County and the other 50% by the cities. The Study was commissioned because after the 2012 APL study (noted in the background section), LAFCo staff presented the 2012 study findings that substantially more staff FTE could be provided by a JPA model for a similar cost. However, the 2012 study was not very detailed about what staffing levels were actually needed based on national industry standards as opposed to specifics at the Yolo shelter. Therefore, it was determined by the city/county managers that more detailed study was warranted and the LAFCo Commission embarked on this study based on the managers' request. Animal services is one of several issue areas that LAFCo is working on with its shared services program.

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### RESPONSE TO COMMENT 14-3

There have been a number of public meetings on this issue and staff has maintained an email distribution list of anyone who has expressed interest in this project. No public hearing notices were published in local papers because this study doesn't have a legal requirement to do so. If you are interested in adding your email address to receive all future LAFCo meeting agendas please go to <http://www.yolocounty.org/Index.aspx?page=206>

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#### RESPONSE TO COMMENT 15-4

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We apologize that this was an issue from the public meeting and unfortunately there's no way to rectify this other than staff being more aware next time.

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#### RESPONSE TO COMMENT 14-5

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Page 35, paragraph 1 states *“As long as sufficient facilities exist at the shelter, bringing surgical services in-house allows shelters to control cost and timing of surgery and support an expanded veterinary medical presence which provides additional benefits. Spay/neuter programs can be extended to include sterilization of feral cats brought to the shelter as strays (“Shelter/Neuter/Return as described below). In addition, in-house medical staff can provide triage of injured and sick animals as they arrive at the shelter; develop and oversee treatment plans for common conditions; assist with population management and animal flow; support development of sound husbandry protocols; assist with animal cruelty investigations; provide input into foster care programs; offer training for staff and volunteers on subjects related to animal care and health; and assist with fund-raising efforts to support additional medical programs. An efficient medical program will also be cost effective by decreasing field officer time to transport animals off-site; reducing medical costs associated with unmanaged infectious disease; and potentially reducing human health care costs and liability resulting from zoonotic infections (infections transmitted from animals to humans). Some costs for a medical program will be recovered through adoption fees which would otherwise go to pay for off-site sterilization services, often at a higher cost to the adopter.”*

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#### RESPONSE TO COMMENT 14-6

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Cat licensing is an optional, not a required element of the programmatic and staffing recommendations made in this report. However, the California Sheltering Report ([www.CAshelteringreport.org](http://www.CAshelteringreport.org)), representing a consensus document from a variety of stakeholders, emphasizes the importance of licensing revenue as a sustainable income source for life-saving shelter programs. This can include both cats and dogs. Licensing of pets has not been linked to declines in pet ownership nor increases in shelter euthanasia; in fact licensing programs are commonly present in successful communities. For example, Sacramento City, the City of San Jose, and the City of San Francisco all require cat licensing and enjoy higher feline live release rates than the average for California. Although cat licensing need not be linked to rabies vaccination, the requirement for licensing of dogs originated as a rabies control program. Rather than proving a disincentive to rabies vaccination, licensing programs— with effective enforcement – have proven to be an important element of successful rabies control programs in dogs and could be for cats as well.

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#### RESPONSE TO COMMENT 14-7

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This was considered a non-core program for a publicly funded agency. Public funding was not allocated to support an outreach/development position at any of the comparison agencies. This position is considered important and is recommended to the extent that costs could be offset by successful fund raising as a result. Page 52, Paragraph 7 of the study states *“ Allocate responsibility to this position for researching options for revenue streams in addition to public funds, and acting on those opportunities as appropriate (e.g. writing grant proposals, developing mechanisms to raise donations from individuals, offering revenue generating activities that support the mission of the shelter). It is possible that this position would result in net income to the agency and offset the costs of the position itself. “*

At other agencies studied, outreach was generally provided by means other than a dedicated position. These recommendations are incorporated into staffing and programmatic recommendations throughout the report. From the report: In the absence of a position specifically dedicated to public outreach, identify key outreach functions and allocate responsibility to specific staff and/or volunteer positions. Suggestions for some of these

activities (e.g. social media coordination by front office staff and/or volunteers) have been made throughout the staffing and programmatic recommendations above.

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#### **RESPONSE TO COMMENT 14-8**

We appreciate your feedback. The sentences in question on page 4 of the Study has been revised as follows:

*In order to support the animal intake levels and programming needs for animal services in Yolo County this report recommends **the equivalent of 29 full-time positions, made up of both full-time and part-time employees.***

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#### **RESPONSE TO COMMENT 14-9**

We appreciate your comment and it has been included in the Commission packet for review.

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#### **RESPONSE TO COMMENT 14-10**

It is the position of LAFCo/KSMP that if the programming and staffing recommendations included in this report are implemented we should expect the same outcomes, including a positive return on investment, regardless of the governance model. We make several references throughout the study, most significantly in the Introduction on pages 11-15, as to how implementing the recommended staffing and programming might result in a positive return on investment.

***From the Study (page 15):** Likewise, many of the recommendations in this report are designed to result in sustainable short and long term improvements in critical areas of the shelters programs. Decreased intake, increased support, and greater volunteer engagement can all result in lower costs and staffing requirements for delivery of animal sheltering services. Therefore, the greatest costs incurred by a new agency may be incurred early in the agency's evolution. For example, a certain level of supervisory support, front office, medical and kennel staffing is required to provide for programs that will help keep pets in their homes and move animals quickly through the shelter to a live outcome. If these efforts are successful (and absent any new programs or substantial increases to the human population served), lower levels of kennel staffing will be needed to serve a smaller daily population. Volunteer support for core functions and recommended ancillary programs (such as social media, outreach and offsite adoptions) may also reduce paid staff needs. New partners, or expansion of existing partnerships, may likewise lower the burden of staffing required from a publically funded agency.*

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#### **RESPONSE TO COMMENT 14-11**

The Hayden bill (SB 1785) was enacted in 1998 and codified into various sections of California code. The full details of the original legislation can be found at [http://www.leginfo.ca.gov/pub/97-98/bill/sen/sb\\_1751-1800/sb\\_1785\\_bill\\_19980923\\_chaptered.html](http://www.leginfo.ca.gov/pub/97-98/bill/sen/sb_1751-1800/sb_1785_bill_19980923_chaptered.html)

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#### **RESPONSE TO COMMENT 14-12**

Many of the successful programmatic elements at the City of Chico Animal Shelter which allow positive outcomes to be achieved at relatively low cost were observed by KSMP staff during their site visit/interview and incorporated into this report. Some of successful programmatic elements identified include effectively leveraging partnerships, maintaining a focused vision, paying adequate wages to hire and retain talented staff, diverting intakes by providing citizens with resources to co-exist with animals rather than admitting animals to the shelter when possible, and utilizing pro-active redemption and rescue programs. Additionally, we note that Chico accomplishes



many of its positive outcomes at low cost due to partnerships in the community, such as off-site low-cost spay/neuter services and an independent field services program.

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**RESPONSE TO COMMENT 14-13**

We appreciate your comment.

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**RESPONSE TO COMMENT 14-14**

We agree that fundraising is an important element of any successful animal services program.

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**RESPONSE TO COMMENT 14-15**

Some improvements have resulted from one-time or short term grants, volunteer efforts that may not be sustainable or are reliant on one or a few key people, or unique partnerships that can't be guaranteed in the future (primarily with YC SPCA). The governance model itself does not necessarily need to change, as noted in the report, but staffing and programmatic elements would ideally be adjusted to ensure that positive results in terms of live release and euthanasia are sustained. There are also considerations in addition to intake and outcomes addressed in the report, including ensuring adequate staffing for animal care and to maintain good conditions within the shelter; providing adequate field services to the communities; and building a sustainable funding source through licensing and/or development and grant writing to provide high quality services with minimum burden on tax payers overall.

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**RESPONSE TO COMMENT 14-16**

In response to your comment regarding including additional demographics in the Matrix of Comparable Organizations, we have included the median household income of each community in the matrix. Cost of living is an extremely expensive tool that we do not currently have access to, so this demographic was not included in the report. In response to your comment suggesting that larger counties/organizations be included in the analysis, shelters of relatively similar size were emphasized because economies of scale have a major impact on budget and logistics (for instance, there is only one executive director or one website, however large the shelter).

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**RESPONSE TO COMMENT 14-17**

We appreciate your comments. The costs of UC Davis School of Veterinary Medicine is not within LAFCo's purview.

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**RESPONSE TO COMMENT 14-18**

Please see Response to Comment 7-4.

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**RESPONSE TO COMMENT 14-19**

This is recommended, including sufficient veterinary services for SNR, adequate front office staffing to communicate with the public, outreach by a variety of media to let the public know about SNR as well as other shelter programs, web-based lost and found listings such that stray cats can be listed without being brought into the shelter, and promotion of other strategies to co-exist with community cats.

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**RESPONSE TO COMMENT 14-20**

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The 30% compliance rate was based on the estimated number of dogs in Yolo County (based on data from the American Veterinary Medical Association on California pet ownership), divided by the number of dogs licensed in Yolo County. Recommendations are made throughout the report to increase incentives, ease and enforcement of licensing.

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**RESPONSE TO COMMENT 14-21**

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We appreciate your comments regarding the need for reasonably priced private veterinary care. However, the cost of private veterinary care is not within the scope of LAFCo's Study.

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**RESPONSE TO COMMENT 14-22**

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We appreciate your comments and have been included in the Commission packet for their review.

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**RESPONSE TO COMMENT 14-23**

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We appreciate your comments and have been included in the Commission packet for their review.

## COMMENT LETTER 15: YOLO COUNTY SHERIFF'S OFFICE

Response from the Yolo County Sheriff's Office – Finance Section:

**\$50,000 allocation for equipment replacement:** This allocation for replacing 2 vehicles/year is a low estimate, and only allows \$25,000 for the vehicle itself. The cost of replacing any safety equipment (sirens, radios) as well as the animal boxes that fit onto the chassis needs to be considered as well. Under ideal circumstances equipment from an older vehicle can be transferred to a new vehicle, however, we often find that older model equipment is sometimes no longer compatible as vehicle models change year to year.

Another item to consider is that the animal boxes are no longer under warranty, and as Sergeant Nevis stated in the September 9 meeting, Animal Services currently has 7 trucks (6 operational) with over 100,000 miles on them. Having to replace only two vehicles per year might be extremely optimistic, and there is the potential to need an unbudgeted replacement. The Sheriff's Office would have the potential to use some of its rural law enforcement special funding to deal with these types of emergencies, a JPA would not. I would recommend the proposed budget scenarios increase their allocation for equipment replacement. **Please also note that any equipment Animal Services has purchased with rural law enforcement special funding was not purchased with General Fund money or money contributed by the cities through their annual contracts for service and may or may not remain the property of the Sheriff's Office.**

Comment  
15-1

**Lease of Building:** This allocation for the lease of the building is extremely low and reflects more of a warehouse space, rather than a fully equipped office space like Animal Services. While I understand that the rate charged will be determined by the County, it is unclear if the .80/square foot includes the spay neuter surgery center ("Big Fix Rig") and all medical equipment and improvements that is contained inside. If not, there should be a larger allowance allocated towards the lease of a fully equipped surgery center (over \$20,000 was expended on improvements in the 12/13 fiscal year). I also question the appropriateness of including this lease of building as a real cost in the YCAS 13-14 budget, this is something that should already be reflected in the overhead costs of \$123,399.

Comment  
15-2

**Spay Neuter Surgery Center/Big Fix Rig:** Again, it is unclear whether or not the cost of the building lease will reflect the use of this fully equipped surgery center. Please note that the Center was granted to the Sheriff's Office through a collaborative project with the YCSPCA and the UC Davis Koret Shelter Medicine Program. As LAFCO is unable to say who would be contracting for the sheltering portion of the JPA, it is unclear if the Big Fix Rig would remain legally useable if this collaboration were to cease. The JPA should consider that if they no longer have access to this surgery area, they will need to either budget funds to set up a new surgery center, contract with a private vet for low cost spay and neuter surgeries, or be prepared to have the number of surgeries performed drop dramatically, along with any revenue received for this service.

Comment  
15-3

**Increase in Revenue for Animal Licenses:** The UCD recommended staffing level proposed budget scenario suggests an increase in revenue from licensing. Please note that this is a revenue source that is completely compliance based and without canvassing efforts by staff an implementation of mandatory cat licensing, may not increase.

Comment  
15-4

**Proposed Development Coordinator:** A cost/benefits analysis should be done here. The UCD recommended staffing level proposed budget scenario suggests an increase in \$95,000 in donations and grants. Would this increase be the sole responsibility of the Development Coordinator? What would the yearly salary of this position be?

**Comment  
15-5**

**Suggested Staffing Level:** After reviewing the staffing levels under both proposed budget scenarios, I have questions about the lack of separation of duties/accountability between front office staff and which position would act as supervisor of this location. Current staffing levels include 4 Sheriff's Records Clerks which handle all customer service transactions in the front office including license processing, redemptions, and all cash transactions. One Records Clerk completes a daily deposit, which is verified by another clerk. After verification it is brought to Sheriff's Department Finance staff who enters it into the GenLed system and takes the cash and checks to the Auditor for deposit. Sheriff's Finance staff also performs the accounting functions of payables/receivables and auditing functions of monthly reconciliation against the County General Ledger, as well as completing and processing all budgets, contracts and purchase orders, fee studies, grant administration, and processing payroll for all of Animal Services. Supervision is provided by the Sheriff's Chief of Finance with oversight provided by the County Auditor. The suggested staffing level seems to make no allowances for these essential accounting functions. The staffing level proposed by UCD recommends one lead clerk and 4 FTE support clerk positions, with \$10,000 allocated for an annual audit. Even if the proposed 4 FTE support clerks were able to absorb the duties that Sheriff's Finance currently performs in addition to their already existing customer service duties with the lead clerk having approval over those duties, where is the oversight for the lead clerk other than a yearly audit? Will the Shelter Supervisor or Executive Director sign off on all transactions and cash handling done by the lead clerk? Is this truly a feasible scenario? Is this the best possible practice?

**Comment  
15-6**

In addition, no allowance is made for any potential changes to minimum wage/cost of living increases. The proposed budget scenarios may be appropriate for one year, at best. If the hybrid model were to be selected, a budget would have to account for any COLA increases contracted field service officers would be receiving.

In closing, it seems that the comparable project outcome that this study focuses on is live release outcomes. The Animal Services Section has made a concentrated effort to increase their percentage of live release over the past year and has been successful in doing so with a budget below any of the proposed JPA budget scenarios. Why is a JPA being considered?

**Comment  
15-7**

## **RESPONSE TO COMMENT 15: YOLO COUNTY SHERIFF'S OFFICE**

### **COMMENT 15-1**

The \$50,000 allocation for additional vehicles/equipment was taken directly from the existing YCAS budget for FY 13-14. However, based on your feedback, we have raised the allocation to \$75,000. This would allow the new JPA to purchase two vehicles and new equipment to go along with them, or three new vehicles without additional equipment.

We have noted your comment regarding some of the equipment being purchased with rural law enforcement special funding, and expect that the transfer of any equipment will be resolved during negotiations between the new JPA and the Sheriff's Office.

---

**COMMENT 15-2**

We agree that the lease rate of \$0.80/square foot is low for a fully equipped office space. However, this was the price directly quoted to us by the Yolo County Administrators Office. Likely the rate is low due to the dilapidated state of the existing building. The lease quote does not include use of the spay/neuter surgery center (the "Big Fix Rig"), as we have assumed that ownership of the surgery center will be transferred to the new JPA, subject to future negotiation between the County and the potential JPA.

---

**COMMENT 15-3**

We have noted your comment that the "Big Fix Rig" was granted to the Sheriff's Office by YCSPCA and UCD KSMP. In our budget projections we have assumed that the surgery center will be transferred to the new JPA. Both YCSPCA and KSMP have expressed an interest in continued partnership with animal services in Yolo County regardless of the governance model, and we have no reason to believe that the surgery center would not be useable at the new JPA.

---

**COMMENT 15-4**

In addition to recommendations regarding increased staffing, KSMP makes several programmatic recommendations intended to increase licensing compliance. Recommendations in the report include continued rabies reporting by veterinarians, mandatory cat licensing, increased public outreach (supported by volunteers and the Outreach and Development Coordinator), use of incentives, and increased canvassing on the part of the field officers (supported by expanded hours and additional officers in the field).

---

**COMMENT 15-5**

The proposed Outreach and Development Coordinator is assumed to receive total compensation (salary and benefits) of \$77,100 as a JPA employee, and \$66,400 as a non-profit employee. This is somewhat less than the \$100,000 the position is expected to collect annually in donations and grants. Should the position fail to be revenue neutral (i.e. raising more money than the cost of the salary and benefits), a JPA could consider eliminating the position. However, the hiring of development coordinators is common practice among non-profit organizations, indicating that the practice is revenue positive.

---

**COMMENT 15-6**

General supervision of the front office staff is expected to be provided by the front office supervisor, with oversight provided by the executive director. The KSMP recommends the essential functions of front office staff, but does not delineate particular responsibilities to particular staff, as this is a decision best made by the executive director and front office supervisor once the new JPA is formed.

In response to your comment regarding the accounting functions provided by the Sheriff's Office, this is an auxiliary service that is expected to be provided from the "overhead" line item in the budget. At this time we have not projected all overhead costs (such as human resources, legal counsel, maintenance and accounting) separately, because the cost may differ depending on whether the new JPA elects to contract with outside organizations for these services, or hire staff and provide them in-house.

In response to your comment regarding minimum wage/cost of living increases, we acknowledge that we have not included these items in our budget projections. The projections are intended to reflect only a one-year budget. As with any organization, the JPA management will be expected to appropriately budget for such expenses in future years, by utilizing existing resources or soliciting additional resources.

---

**COMMENT 15-7**

---

We appreciate your comment, and it has been included in the Commission packet for review by the LAFCo Commission.

# Yolo County Animal Services Governance Study

*Staffing, Programming, and Budget Projections to Consider a  
New Model for the Provision of Animal Services*

**Public Review Draft**  
***(with changes noted)***

**September 20, 2013**

**Submitted By:**

UC Davis Koret Shelter Medicine Program

Yolo Local Agency Formation Commission



[www.sheltermedicine.com](http://www.sheltermedicine.com)



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## EXECUTIVE SUMMARY

### INTRODUCTION

With the passing of time the animal services field has experienced a complex evolution of roles, responsibilities, and expectations, which have left many governments with a seemingly bewildering array of options for developing an animal services program that meets public expectations, provides humane care, and limits public costs. The goal of this report is to provide guidance to Yolo County, the four incorporated cities and UC Davis in navigating these options and arriving at a model for animal sheltering and field services that is tailored to the unique needs, expectations, challenges and opportunities of this community.

This report was commissioned by the Yolo County Local Agency Formation Commission (LAFCo) in its role as leader of the Shared Services Initiative in Yolo County, in order to determine a method of providing animal service in a manner that maintains positive outcomes while controlling costs. This report consists of two components. The first portion of the study, completed by the UC Davis Koret Shelter Medicine Program (KSMP), makes determinations regarding the animal services programming and staffing levels necessary to successfully meet legal and public expectations, provide humane care, maintain positive outcomes, and reduce or control public costs. The second portion of this study, completed by Yolo County LAFCo, projects the costs for various potential models of animal services in Yolo County, based on the staffing and programming levels recommended by KSMP.

### STAFFING AND PROGRAMMING RECOMMENDATIONS

In this report, KSMP makes recommendations regarding many components necessary for a successful and seamless animal services program. The report discusses staffing and programming in the areas of leadership and management, front office and customer service, kennel/sheltering services, field services, licensing, volunteer coordination, public outreach, and development.

---

### AGENCY LEADERSHIP AND MANAGEMENT

Designated, empowered and supported leadership and management are essential to any successful organization. Empowered leaders are able to better respond to shifting challenges and opportunities within their organization and community. Agency leaders should be responsible for:

- Developing and maintaining partnerships with outside organizations
- Overseeing staff
- Ensuring the implementation of policies and procedures in line with the organizations mission
- Ensuring that each staff position is utilized efficiently

These responsibilities, when sufficiently staffed and managed, can reduce costs and improve outcomes by ensuring the most effective leveraging of the organizations resources and time. This report recommends that an effective animal services organization will develop appropriate tiers of leadership and management, beginning with an executive director, who is supported by department managers for the Front Office, Kennels, Veterinary Services, and Field Services.

---

## FRONT OFFICE AND CUSTOMER SERVICE

A well trained and effectively supervised Front Office/Customer Service Department is instrumental in controlling shelter intake, supporting positive outcomes and providing excellent customer service. Front office staff should split their time between many responsibilities, including:

- Customer service
- Animal intakes
- Animal redemption and lost and found
- Animal adoptions
- Licensing
- General programmatic support and data entry
- Website and social media management

---

## KENNEL/ SHELTERING SERVICES

Kennel/sheltering services typically include all elements of animal care, including attention to behavioral wellness, enrichment, and animal comfort as well as maintenance of a sanitary facility and provision of food and water.

Kennel staff should be responsible for:

- Daily animal care
- Population management
- Animal flow-through
- Data collection and analysis
- Rescue and transfer coordination
- Customer service for people visiting the kennel

---

## VETERINARY MEDICAL AND SPAY/NEUTER SERVICES

This report recommends that surgical services, including spay/neuter surgeries and other elements of veterinary services, should remain in-house. Veterinary medical staff should be responsible for:

- Spay/neuter surgeries
- Medical and surgical care that improves the adoptability of animals
- Triage of sick and injured animals

- Developing and overseeing treatment plans for common conditions
- Developing sound husbandry protocols
- Assisting with animal cruelty investigations
- Training staff and volunteers on subjects related to animal care and health
- Fundraising efforts to support medical programming

An efficient medical program will be cost effective by decreasing field officer time to transport animals off-site; reducing medical costs associated with unmanaged infectious disease; and potentially reducing human health care costs and liability resulting from zoonotic infections (infections transmitted from animals to humans). Ultimately a successful medical program plays a key role in supporting adoptions, rescue and reduction of euthanasia.

---

## FIELD SERVICES

Field services provide the law enforcement, nuisance abatement and primary public health/rabies control aspects of an animal services program. Field officers can also function as an outreach arm of the shelter program. In the course of responding to calls and patrolling neighborhoods, field officers will have contact with a wide variety of citizens and can provide educational resources, assist with resolution of nuisance and welfare situations, promote spay/neuter, vaccination and responsible animal care, and generally raise awareness of the shelter's programs and service. Field staff should be responsible for:

- Animal control and protections activities
- Animal cruelty investigations
- Licensing canvassing

---

## ANIMAL LICENSING

Provision of licensing services for dogs is required for all jurisdictions in the State of California. Additionally, a robust animal licensing program provides funding for the animal control and sheltering program, ensures rabies vaccination compliance and assists in animal reunification with owners. This requires an efficient system of issuing licenses, processing applications and enforcing compliance such that the licensing program results in net revenue that can offset other costs of the animal control and sheltering program. Yolo County can improve its animal license compliance rates ~~can be improved~~ through changes to its existing licensing program, including:

- Implementing mandatory cat licensing
- Automation of license application payment and renewals
- Increased outreach and enforcement
- Offering incentives to those who license their animals in a timely manner

This report does not recommend dedicated staff for the licensing program in Yolo County, but rather, suggests that licensing should be a combined responsibility of the front office and field services staff.

---

## VOLUNTEER PROGRAM

Investment in a successful volunteer program can be cost effective, as well as helpful in improving shelter operations and community perception. Many agencies make extensive use of volunteers, to assist with kennel cleaning, animal care, public outreach, foster care, and adoption events. In order to best utilize volunteer resources, this report recommends:

- Hiring a full time Volunteer/ Foster Care Coordinator
- Developing the volunteer programs goals, job descriptions, and protocols
- Developing a streamlined process for becoming a volunteer
- Offering regular volunteer orientations and outreach

---

## OUTREACH AND DEVELOPMENT

Public outreach and engagement are an essential component of a successful shelter program. Additionally, private support plays a key role in animal sheltering nationally and statewide. Reflecting this reality, successful animal services organizations typically leverage private support as well as public funding to achieve their goals. A successful outreach and development program in Yolo County would follow these recommendations:

- Hire a dedicated Outreach and Development Coordinator
- Pursue outside funding options through grant proposals, donations, and fundraising
- Market shelter programs and animals through media, newsletters, and public awareness events
- Actively use website and social media
- Provide humane education to the community through various outlets
- Leverage volunteers for outreach and education in the community

---

## YOLO COUNTY ANIMAL SERVICES STAFFING RECOMMENDATIONS

In order to support the animal intake levels and programming needs for animal services in Yolo County this report recommends **the equivalent of 29 full-time positions, made up of both full-time and part-time employees** ~~a total of 29 employees in a variety of full-time and part-time positions~~. For a description of staffing recommendations see Table 1.



TABLE 1: YOLO COUNTY ANIMAL SERVICES STAFFING RECOMMENDATIONS

Position	PT/ FT	Role	Current Staffing	Proposed Staffing
<b>Agency Leadership</b>				
Executive Director	FT	Supervisory	1	1
<b>Front Office and Customer Service</b>				
Front Office Supervisor/ Administrative Assistant	FT	Lead	0	1
Front Office Clerk	FT	Support	4 (+ 1.2 provided by YCSPCA)	3
Front Office Assistant	PT	Support	0	1 FTE (2 PT positions)
<b>Kennel/Sheltering Services</b>				
Shelter Manager	FT	Supervisory	0	1
Animal Care Attendants	FT	Support	3 Extra help/Temp (+1.2 provided by YCSPCA)	5
Kennel Workers	PT	Support	5-7 PT (3-4 FTE) Unpaid Inmates	2.5 FTE (5 PT positions)
<b>Field Services</b>				
Supervising Field Officer	FT	Supervisory	1	1
Senior/Lead Field Officer	FT	Lead	0	1
Field Officers – non-Senior/Lead	FT	Support	7 (1 in kennel FT, 1 in kennel PT, 2 in training)	6
<b>Veterinary Medical and Spay/Neuter Services</b>				
Supervising Shelter Veterinarian	FT	Supervisory	1 KSMP Contract Position	1
Registered Veterinary Technician	FT	Support	2	2
<del>Non-licensed Veterinary Technician</del> <b>Non-Licensed Veterinary Assistant</b>	FT	Support	0	1
Per Diem Veterinary Services	PT	Support	Variable	Variable* (0.2-0.5 or more)
<b>Additional Programs</b>				
Volunteer/Foster Program Coordination	FT	Coordinator	0.4	1
Outreach/Marketing/Development*	FT	Coordinator	0	1*
<b>TOTAL</b>			<b>25.3</b>	<b>27.7 to 29*</b>
<i>*Indicates Non-Core Position</i>				

## BUDGET PROJECTIONS FOR POTENTIAL GOVERNANCE MODELS

Following the staffing and programming analysis performed by KSMP, LAFCo developed several budget projections in order to demonstrate the potential cost of changing the governance model of YCAS. The projections display a possible one-year budget for each of three governance models that might be considered, with each governance model displaying budgets projected for two separate staffing and programming scenarios.

---

### GOVERNANCE OPTIONS

We have identified three potential models that might be considered **to provide animal services in Yolo County. The three potential models differ from the existing model**, in which animal services are provided by Yolo County through the Sheriff's Department, with Davis, West Sacramento, Winters, Woodland, and UC Davis contracting to receive the service. The three potential models are defined below:

1. **Joint Powers Authority (JPA):** Yolo County and its five contract agencies form a JPA, which is responsible for hiring employees and providing animal services to the entire county.
2. **JPA, Which Contracts with a Non-Profit for Services:** Yolo County and its five contract agencies form a JPA, which then contracts with a non-profit organization to provide animal services to Yolo County.
3. **Hybrid Model:** Yolo County and its five agencies form a JPA, which contracts with a non-profit for the provision of animal sheltering services, and the a public agency for field services.

---

### STAFFING AND PROGRAMMING SCENARIOS

Additionally, when projecting budgets for each of the three governance models discussed above, we gave consideration to two separate scenarios regarding staffing and programming.

1. The first scenario assumes that the staffing and programming levels recommended by KSMP in this report are utilized.
2. The second scenario assumes that the programming and staffing levels remain the same as those currently existing at YCAS.

---

### BUDGET PROJECTIONS

When comparing costs between the various existing and potential animal services models discussed in this study, one of the best indicators is the net amount, listed at the very end of each budget projection. Table 2 (on the next page) provides a summary of the budget projection total expenditures, total revenues, and net amounts **for each governance model and scenario**.

TABLE 2: BUDGET PROJECTIONS AND NET AMOUNTS

	KSMP Staffing and Programming Recommendations (29 FTE)			Current YCAS Staffing and Programming (25.3 FTE)		
	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non-Profit for Sheltering, <u>Public Agency</u> for Field Services)	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non-Profit for Sheltering, <u>Public Agency</u> for Field Services)
Total Expenditures	<u>2,522,760</u>	<u>2,280,460</u>	<u>2,422,460</u>	<u>2,239,960</u>	<u>2,037,830</u>	<u>2,183,830</u>
Total Revenues	<u>2,387,379</u>	<u>2,387,379</u>	<u>2,387,379</u>	<u>2,159,742</u>	<u>2,159,742</u>	<u>2,159,742</u>
Net Amount	<u>(135,381)</u>	<u>106,919</u>	<u>(35,081)</u>	<u>(80,218)</u>	<u>121,912</u>	<u>(24,088)</u>

*\*Net Amounts in parentheses ( ) represent negative amounts. The number represents additional cost as compared to current costs.*

The net amount displays the amount of revenues left over after all expenditures have been accounted for. Each net amount listed in parentheses indicates a negative number, in which the program spends more than it collects in revenues. Positive numbers would reflect savings.

For the purposes of comparison, we listed the cost of all annual contracts and contributions from the agencies receiving animal services from the Sheriff’s Department (Yolo County, Davis, Winters, West Sacramento, Woodland, and UC Davis) to remain the same. This means that the net amount, whether negative or positive, indicates the dollar amount that the involved entities stand to gain (or lose) if that particular model and scenario are implemented, as compared to what they are currently spending. Any savings or losses would be divided between the six agencies.

**The net amounts indicate that several of the potential changes to YCAS’ governance models considered in this report (including the JPA model and the Hybrid model) have the potential to cost Yolo County and its five contract agencies slightly more than they currently pay. The model in which a JPA contracts with a non-profit organization for all animal services has the potential to save approximately \$100,000.** The net amounts indicate that all the potential changes to YCAS’ governance model discussed in this report have the potential to cost Yolo County and its five contract agencies slightly more than they currently pay. However, it is necessary to note that these budget projections represent a conservative estimate of the cost associated with changing the governance model of YCAS. These projections (as with any budget projections) are based on a series of assumptions that, if changed, would alter the final outlook of each projection. Additionally, the potential for positive return on investment and cost savings ~~conversations included throughout~~ identified in this report point out the important fact that the KSMP recommended programs and staffing levels ~~recommended in this report~~ have the potential to eventually decrease intake, increase financial support and efficiently leverage volunteer engagement, which ~~will~~ could eventually result in lower costs and staffing requirements for delivery of this important service. Therefore, the greatest costs incurred by any newly formed animal services agency will most likely be incurred early in the agency’s evolution.

## BACKGROUND

Yolo County Animal Services (YCAS) is currently structured as a department of the Yolo County Sheriff's Department. The agency offers field services, kennel services, shelter animal veterinary medical services, some public spay/neuter services and programs for shelter animals, including adoptions, return to owner and rescue/transfer releases. Concerns about shelter conditions, costs and animal outcomes have led to a series of three consultations between 2010 and 2013.

## 2010 KORET SHELTER MEDICINE PROGRAM STUDY

The first consultation was completed by the UC Davis Koret Shelter Medicine Program (KSMP) in the summer of 2010 and focused primarily on animal housing and care, resulting in the following findings:

### KSMP 2010 YCAS CONSULTATION FINDINGS

- Inadequate staff and facility for animal numbers and activities
- Unclear line of authority and inadequate oversight for animal care
- Lack of important animal care protocols
- Inadequate medical and treatment records
- Blurred and inappropriate roles for veterinarians, veterinary technicians and animal care staff
- Very high euthanasia rate for cats
- Spay/neuter program procedural deficiencies; minimal preventive focus
- Animal intake procedural deficiencies
- Owner surrender animal intake issues
- Animal holding periods and animal processing inefficiencies
- Facilities inadequacies and concerns (in particular dog housing, cat housing, surgery, intake, behavioral evaluation and euthanasia facilities).
- Cat and dog sanitation concerns
- Lack of organized foster program
- Computerized data entry and software use issues

Issues and concerns revealed by this consultation process were addressed with internal adjustments and improvements in multiple areas including improved protocols, improved staff work assignments and changes to use of current facilities, as well as upgrades to existing cat housing, surgical facility, and intake room. Population management responsibilities were added to the duties of the Supervising Shelter Veterinarian, resulting in improved animal flow and decreased length of stay. However, no major staffing changes were implemented, and apart from the cat housing upgrade undertaken by the UC Davis Koret Shelter Medicine Program, no major facilities renovations or replacements were undertaken.

Some improvements in animal outcomes were seen pursuant to implementation of the recommendations of that consultation and the creation of additional programs to decrease euthanasia over the following two years. Dog and cat live release rates improved from 73 percent and 30 percent respectively in Fiscal Year 2009 to 2010 to 80 percent and 45 percent respectively in Fiscal Year 2011-2012.

In December 2011, the Yolo Local Agency Formation Commission (LAFCo) was tasked with providing shared services support to the public agencies in Yolo County. In early 2012, animal services was identified as one of the key initiatives of the shared services program and LAFCo was charged with analyzing whether a different model could be more cost effective ~~and~~ while either maintaining or improving service.

## 2012 APL STUDY

To that end, a second consultation, with the Animal Protection League (APL), was commissioned by LAFCo during the summer of 2012. A series of recommendations was made regarding department governance, structure and staffing.

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## 2012 APL CONSULTATION RECOMMENDATIONS

- Privatization of YCAS through formation of a Joint Powers Authority or by contracting with a private non-profit agency for animal services
- Creation of a licensing unit
- Expanding the shelter's spay/neuter program
- Creating a formal humane education program
- Hiring a volunteer coordinator
- Developing field services into a more pro-active program
- Building a new animal shelter

The underlying recommendation to privatize the agency was based on the potential for cost savings, which would allow for the recommended expansion of staff and programming without greatly increased cost. These findings were presented to the County Board of Supervisors, the city councils of all four cities, and staff at UC Davis. All the agencies indicated preliminary support in continuing to study the costs and benefits of alternative models.

The APL study recommended staffing levels ~~were~~ based on national industry standards and the scope did not allow for a detailed analysis of the particular needs and issues of the Yolo County population. Therefore, it was decided that a more detailed analysis of programming and staffing recommendations for YCAS, ~~was needed in order to develop~~ which would then lead to more accurate budget estimates ~~for the~~ that the agencies in Yolo County could use to consider whether a different model ~~to-of~~ providing animal services ~~was cost effective to~~ would lower costs while either maintaining or improving service, leading to the commission of this report.

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GOALS

1. Complete an analysis of current and historical data to provide an accurate foundation for additional recommendations on staffing, animal care, field services and facility planning.
2. Build and expand on the LAFCO 2012 report with specific recommendations based on a detailed analysis of operational needs and opportunities particular to the YCAS shelter and community; with comparison where appropriate with other sheltering programs of similar size and scope as well as statewide and national standards and best practices.
3. Based on this expanded analysis, provide recommendations for long-term organization programming and structure changes, including appropriateness of public versus private sector role in meeting programmatic recommendations.
4. Arrive at a plan for animal services in Yolo County and its incorporated cities that will meet community needs and expectations in an effective and efficient way given the public and private resources available.

The current study focuses on these areas, emphasizing key human and animal demographics and characteristics specific to Yolo County and the incorporated cities within the county (for the complete Scope of Work see Appendix A).

## INTRODUCTION

Ever since the ASPCA took on the animal sheltering contract for New York City in the late 19th century, the role of public and private organizations in animal sheltering ~~have~~ **has** continuously evolved and shifted. This has largely occurred with a goal of better serving animals and communities, fostering development of humane programs, providing cost effective services, and ultimately saving more animal lives. Private organizations have taken up animal control contracts in order to provide added services for care, adoption, education and prevention, above and beyond the public health and nuisance abatement role originally played by animal control agencies.

Public contracts for animal care and control services have commonly covered less than the full cost of operating the range of programs provided by private organizations. Donor and grant funds have often been used as a supplement. As a result, some private organizations have shifted animal control responsibilities back onto city and county governments, finding greater opportunities for positive programs and successful fund raising by focusing on prevention and adoption programs rather than animal impoundment and control. The ASPCA epitomized this trend too, discontinuing animal control services for New York City in 1995, almost exactly a century after having first taken up that responsibility. The same pattern has unfolded in many parts of the ~~U.S.~~ **United States**, including many regions of California.

As the responsibility for animal care and control services has shifted between public and private agencies, the heightened programmatic expectations associated with the private organizations have been maintained. This has largely been positive: it is now the norm that public shelters have a strong focus on saving animal lives as well as attending to public health and animal law enforcement. This was codified into California law via SB 1785 (commonly called “the Hayden Bill”), which states “public and private shelters and humane organizations share a common purpose in saving animals' lives, preventing animal suffering, and eliminating animal abandonment.” This reflects growing public sentiment that euthanasia should be a last resort for most animals: According to a 2011 national poll, over 70% of Americans believe that “Animal shelters should only be allowed to euthanize animals when they are too sick to be treated or too aggressive to be adopted”<sup>1</sup>.

In spite of public and legislative support for reduction of euthanasia, the increased funding to match programmatic expectations is not always available through public sources. Public agencies are generally less able to take advantage of opportunities to generate funds through donations, grants, and other revenue-generating enterprises. Private agencies, meanwhile, may find they miss out on the full range of opportunities to serve the community when most animals pass through a publicly operated shelter rather than coming directly to the private organization’s care. In some cases, this has led private agencies to re-involve themselves with public shelters, either through co-located programs on the same campus, or by acquiring (or re-acquiring) partial or full contracts for animal sheltering services. In California, the formation of Joint Powers Authorities (JPA) is a more recent trend that is designed to share both cost and oversight among the member agencies.

This complex evolution has left local governments and communities with a seemingly bewildering array of options to develop a shelter program that meets public expectations for a full range of services and provides for humane

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<sup>1</sup> AP-Petside.com Poll: GFK Roper Public Affairs and Corporate Communications, 2011;14.

animal care, while limiting taxpayer costs and leveraging support from the private sector. The goal of this report was to provide guidance to Yolo County and the agencies that contract for service in navigating these options and arriving at a solution for animal sheltering services that is tailored to the unique needs, expectations, challenges and opportunities of this community.

The basis of this report, described in detail in the methods section, was an in-depth analysis of financial, programmatic and staffing elements of animal control and sheltering in Yolo County and nine comparison agencies representing an array of governance models. The goal was to determine which factors were associated with shelter programs that successfully met legal and public expectations for animal control services; provided for humane animal care and relatively high live release; and maintained relatively low public costs.

## ASSOCIATION BETWEEN GOVERNANCE, OUTCOMES AND COSTS

Although it is sometimes assumed that a private organization would enjoy greater motivation and success in eliminating euthanasia and finding homes for animals than would a government operated agency, the agency comparison did not bear out this expectation. The overall average live release rate of all the nine agencies studied for this report was 76% (considerably higher than the statewide average reported in 2011 of 46%<sup>2</sup>). The average live release rate of the private shelters studied was not substantially different (80%), than that of the publically operated shelters (75%). Importantly, there was much greater variation between individual shelters, of whatever governance model, than there was between private versus public shelters overall (see Table 3 for a comparison of the agencies). This suggests that the model for governance is less important than other factors such as policy, funding, programmatic elements, staffing, facility and even factors outside the shelter's control such as community demographics.

There is certainly reason to expect that, all other things being equal, privatization of sheltering services would lead to lower costs simply because it would reduce the expenses associated with public sector employee benefits. However, increasing staff numbers or lowering salary and benefit costs does not in itself guarantee improved outcomes or lower overall costs. While private shelters generally have more flexibility in salary and benefits, public shelters may be relatively well able to maintain a more narrowly focused mission that permits lower staffing levels. For example, when governance was switched from a private contract to shelter operation by the City of Chico, intake declined by 29% for cats and 19% for dogs. This may reflect a shift in focus by shelter staff and could account in part for the relatively high success rate of this shelter in spite of modest staffing levels. Regardless of the governance model, interviews at comparable organizations consistently highlighted the importance of offering sufficient salary, benefits and working conditions to recruit and retain talented staff in key positions. These staff, in turn, can leverage community partnerships and develop successful programs that reduce intake, improve outcomes and lower costs over time. This can be accomplished through either a public or private model.

Private, non-profit organizations also generally have an advantage over public agencies in their ability to raise funds through grants, donations, and revenue generating enterprises. The absence of a non-profit animal shelter organization in a community may result in failure to capitalize on community support for animals. For example, a survey performed by the Society of Animal Welfare Administrators found that eighteen private agencies providing

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<sup>2</sup> Local Rabies Control Activities: California Department of Public Health. (2011).



animal control services raised almost twice as much per capita in donations as they received from government contracts<sup>3</sup>. The income received per capita from government contracts by these private shelters, in turn, was only about half as much as the amount spent on government-operated animal control programs, suggesting there was some subsidization of public programs through privately raised funds. There may also be a benefit to private organizations to having animal control contracts – the same survey found that private animal shelters with animal control contracts raised nearly twice as much per capita as those without contracts; and that overall per capita revenues were almost 2.5 times higher at private shelters with versus without contracts. The author cautions that this survey represented a very small sample, and that members of the Society of Animal Welfare Administrators may not be representative of shelters in general. However, it does support the notion that in some communities, revenues raised by private, non-profit shelters can provide an important supplement to public funding.

Subsidy of public animal control and sheltering programs through contracted services is not the only way non-profit generated support can be leveraged to enhance public programs, however. Every public shelter agency surveyed benefited in some way through formal and/or informal partnerships with local non-profits. For example, the Sacramento SPCA supports a countywide low-cost spay/neuter program, which has corresponded with a meaningful reduction in intake at the local public shelters. Several public agencies in the comparison study also benefited from partnerships with local private groups for spay/neuter of adopted pets, operation of off-site adoption programs, support for adoptions at the shelter, and more. Locally, Yolo County Animal Services (YCAS) benefits substantially from a number of informal partnerships with rescue groups as well as the formal partnership with the Yolo County Society for the Prevention of Cruelty to Animals (YCSPCA), including direct staffing of the shelter as well as support for a number of programs to increase live release and promote humane care of the animals (for a detailed description of YCASPCA's contributions to YCAS see Appendix B). Additionally, publically funded programs can develop mechanisms to receive grants, donations and develop other revenue streams. Publically funded programs may also be in a better position than private ones to raise revenue through pro-active licensing programs, since these can be integrated seamlessly with other enforcement activities.

## LEVERAGING PARTNERSHIPS

An important lesson from the analysis above is that cost effective and successful programs leverage every available partner. For example, if a community has an existing organization that provides low-cost spay/neuter services for shelter animals and pets, government entities can conserve these costs and focus on animal control and re-homing activities. If a private shelter is nearby with a robust adoption program, public shelters can focus on providing excellent care during the stray holding period, then transfer animals rather than incur the expense of duplicating adoption services. Resources unique to Yolo County include the Yolo County SPCA and the UC Davis School of Veterinary Medicine. Any new proposed governance model should continue to leverage the contributions of these and other local resources.

In order to facilitate development of functional partnerships, this report provides detailed, discrete programmatic elements that could be delivered under a variety of arrangements. This could range from all programs provided by a single government or JPA operated agency to all services contracted out to a private, non-profit group. Bringing all services under one umbrella agency creates some economy of scale, organizational efficiency and helps ensure

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<sup>3</sup> Rowan A. Counting the Contributions *Animal Sheltering*: HSUS, 2006.

consistency of policy and procedures. Within such a single agency structure, partnerships can be maintained through MOUs (such as YCAS currently has with YCSPCA) and contractual relationships (such as YCAS currently has with KSMP) as well as less formal arrangements.

However, there may also be options for delivering some programs and services outside of a single agency model. Examples are provided in specific programmatic sections below (e.g. housing field and kenneling services under different governing agencies; relying on a private partner to provide subsidized spay/neuter services for pets of low-income community members), but these are not exhaustive. In any model where closely interlinked programs are operated under separate agencies (such as field and kenneling services), a written plan should be jointly developed to ensure that policies and specific practices are supportive of consistent overall programmatic goals. For instance, common standards for data collection, animal handling, and sanitation should be maintained by field officers and kennel staff alike regardless of whether they are employed by the same or different agencies.

## THE IMPORTANCE OF LEADERSHIP AND POLICY

The analysis of animal service agencies comparable to YCAS demonstrated that successful, efficient programs can be delivered under a variety of governance structures. Highlighting this, two of the agencies studied in this comparison had recently undergone a change in governance, one from private to public, and the other from public to private. In both cases, the facility remained unchanged, the same community challenges and opportunities were present, and yet both organizations achieved substantial reductions in euthanasia following the change. Additional agencies reported substantial improvements under an un-changed governance structure and without substantial changes in facility, funds or staffing, simply as a result of policy shifts. In some cases this was under new leadership, and in some cases this was under consistent leadership implementing new programs. This demonstrates the pivotal role of leadership and policy in determining costs, outcomes and overall organizational success.

A consistent message from comparable agency interviews was the importance of leadership that was aware of emerging as well as existing best practices and committed to the overall mission of the organization. To succeed, leaders also required sufficient backing to implement policy as well as flexibility to adapt to evolving challenges and opportunities, and even the support to make occasional mistakes in the service of trying new practices. Within the overall policy framework of the organization, there was also a need for individual flexibility, such as adjustment of fees or waiving of policy to respond to a unique situation where an animal or member of the public might be at risk.

Each governance structure offers potential strengths and weaknesses for fostering such flexible, empowered leadership. A city or county providing direct services has the authority to independently set broad policy that can allow flexibility for shelter leadership to succeed. In addition, the direct service model provides a clean line of authority for enforcement and other mandated programs versus a contract or JPA where lines of authority must be established by contract and ordinance. Some governments operate in a more hierarchical or bureaucratic manner with multiple layers of approval required for any change, which can reduce efficiencies compared to private organizations. A JPA board provides a greater voice for each member agency, but may create obstacles to flexibility and rapid evolution of policy and funding, if the process for approval is unwieldy. JPA's require the full internal-service infrastructure (ex: HR, legal, insurance, tech support, facility and vehicle maintenances, etc.) in order to operate. There are JPA models where these services are provided by the JPA and models where the JPA is provided those services by one of the member agencies. In a JPA, changes or additions must be approved by the majority of

the appointed members. In some cases, individual member leverage may be limited to renewing or withholding the contract for service. Services delivered by a contracting private group will offer less opportunity for programmatic input by the entity contracting for services and the services are limited to the specific scope detailed in the contract. Contracting to another agency does typically add the benefit of being able to reduce the burden of constant oversight of a program.

To help ensure that any new governance model will deliver results consistent with community expectations, programmatic recommendations have been provided ~~below~~ ***throughout this report***. However, even these recommendations are likely to evolve as new knowledge, challenges and opportunities emerge. Any organizational model must account for responsive, capable, supported leadership able to adjust to the evolving needs of the community.

## AGENCY EVOLUTION

Happily, many of the comparable agencies included in this study reported improvements in recent years in various facets of operation, from decreased intake and euthanasia to increased adoptions, improved community support and heightened volunteerism. Often, these efforts were initiated through a policy change, volunteer efforts (including on the part of staff), one-time grants or other short term investments. Once proven, these improved programs require a more sustainable basis for support, but ultimately may yield substantial savings.

Likewise, many of the recommendations ~~below~~ ***in this report*** are designed to result in sustainable short and long term improvements in critical areas of the shelters programs. Decreased intake, increased support, and greater volunteer engagement can all result in lower costs and staffing requirements for delivery of animal sheltering services. Therefore, the greatest costs incurred by a new agency may be incurred early in the agency's evolution. For example, a certain level of supervisory support, front office, medical and kennel staffing is required to provide for programs that will help keep pets in their homes and move animals quickly through the shelter to a live outcome. If these efforts are successful (and absent any new programs or substantial increases to the human population served), lower levels of kennel staffing will be needed to serve a smaller daily population. Volunteer support for core functions and recommended ancillary programs (such as social media, outreach and offsite adoptions) may also reduce paid staff needs. New partners, or expansion of existing partnerships, may likewise lower the burden of staffing required from a publically funded agency.

The staffing recommendations provided below have attempted to account for the possibility that staff requirements will be reduced over time. Where practical, a core of supervisory and consistent, skilled staff is recommended, supported by lower cost, more flexible positions which can be relatively easily adjusted as needs change. Programmatic elements, such as low cost public spay/neuter services, outreach and development have also been identified that could be undertaken now but perhaps passed to a private partner or volunteer program in the future, or deferred ~~under~~ ***until*** such resources become available. On the other hand, success tends to breed success – a successful sheltering program that provides for community needs, ensures humane care and saves lives will tend to attract greater support. This in turn may allow expansion of programs, facility improvements and yet greater success without further burdening city or county finances.

## BASELINE DATA AND METHODOLOGY

This section explains the process and methodology by which the recommended programming and staffing levels were arrived at, emphasizing key human and animal demographics and characteristics specific to Yolo County and the incorporated cities within the county. For a Glossary of Abbreviations, Terms and Explanations of Calculations used in this report see Appendix C.

### YCAS CHAMELEON DATA

Recommendations for staffing and programming must be based on accurate data regarding animal intake, outcomes, and length of stay. Therefore the first portion of this consultation included ~~reviewing~~ **a review of** historical animal intakes and outcomes at YCAS as reported through the shelter software system (Chameleon®). A review of current data entry and analysis methods revealed some lack of standardization seen within comparable agencies in the industry. Animal intakes and outcomes were **thus** standardized to correspond with generally accepted standards within the industry, permitting a more accurate assessment of current intake and outcome data.

A major focus of the YCAS data analysis involved assessing current animal outcomes at the facility for dogs and cats. In light of some programming changes at the shelter in the most recent three fiscal years, the most recent four years of data were emphasized. Specifically, live release rates and specific avenues for live release, and euthanasia rates were analyzed to determine the current relative success of providing positive animal outcomes with current programming and staffing. These findings are summarized in the charts ~~and tables below~~ **in Figures 1 and 2**. Overall, **the** live release rates at YCAS ~~is~~ **are** currently 89% for dogs and 78% for cats. This has increased by 22% for dogs and 128% for cats during the period analyzed. This has resulted in a current weighted average live release rate for dogs and cats of 84%.

FIGURE 1: YCAS DOG OUTCOMES YEARLY COMPARISON

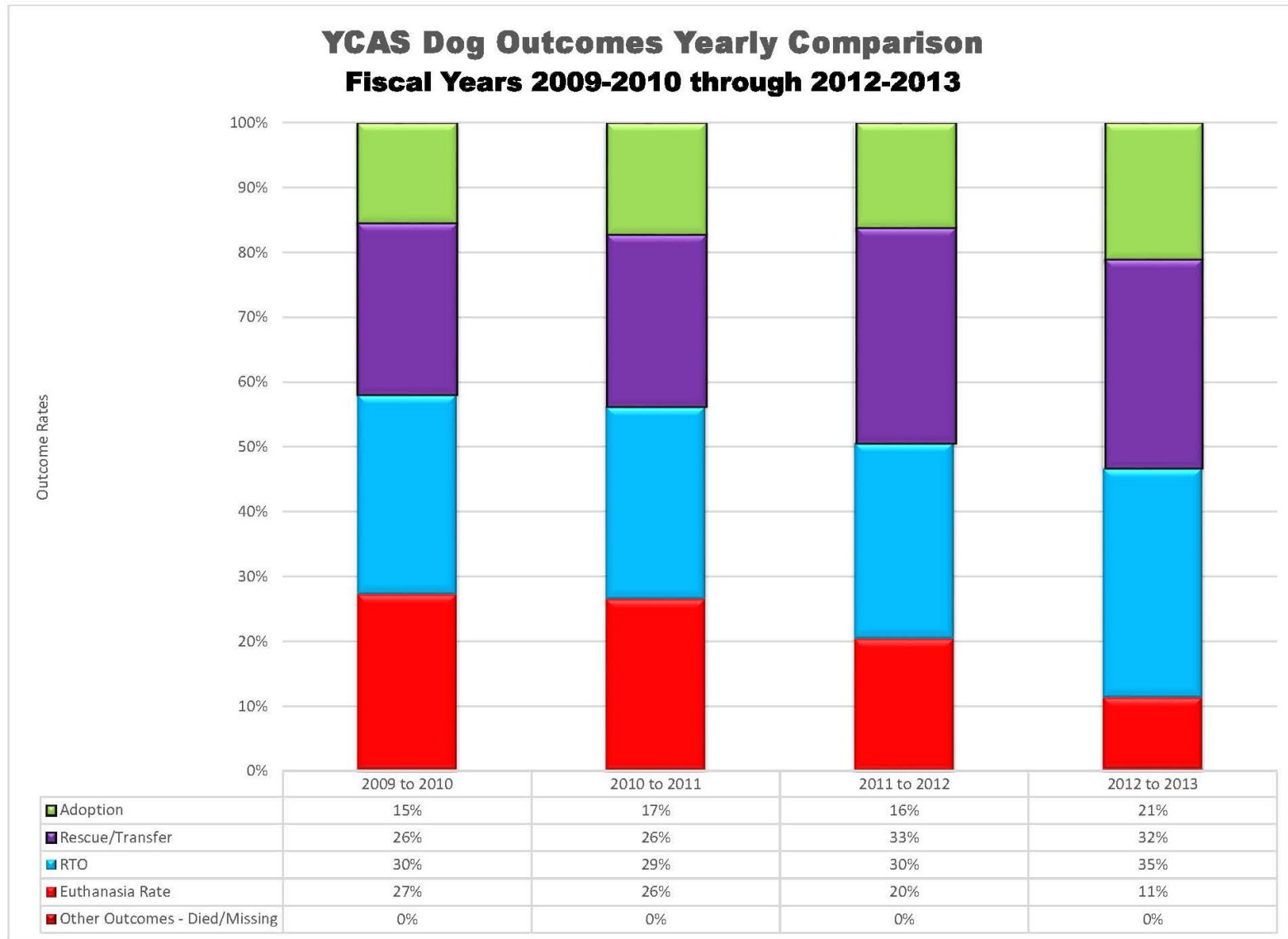
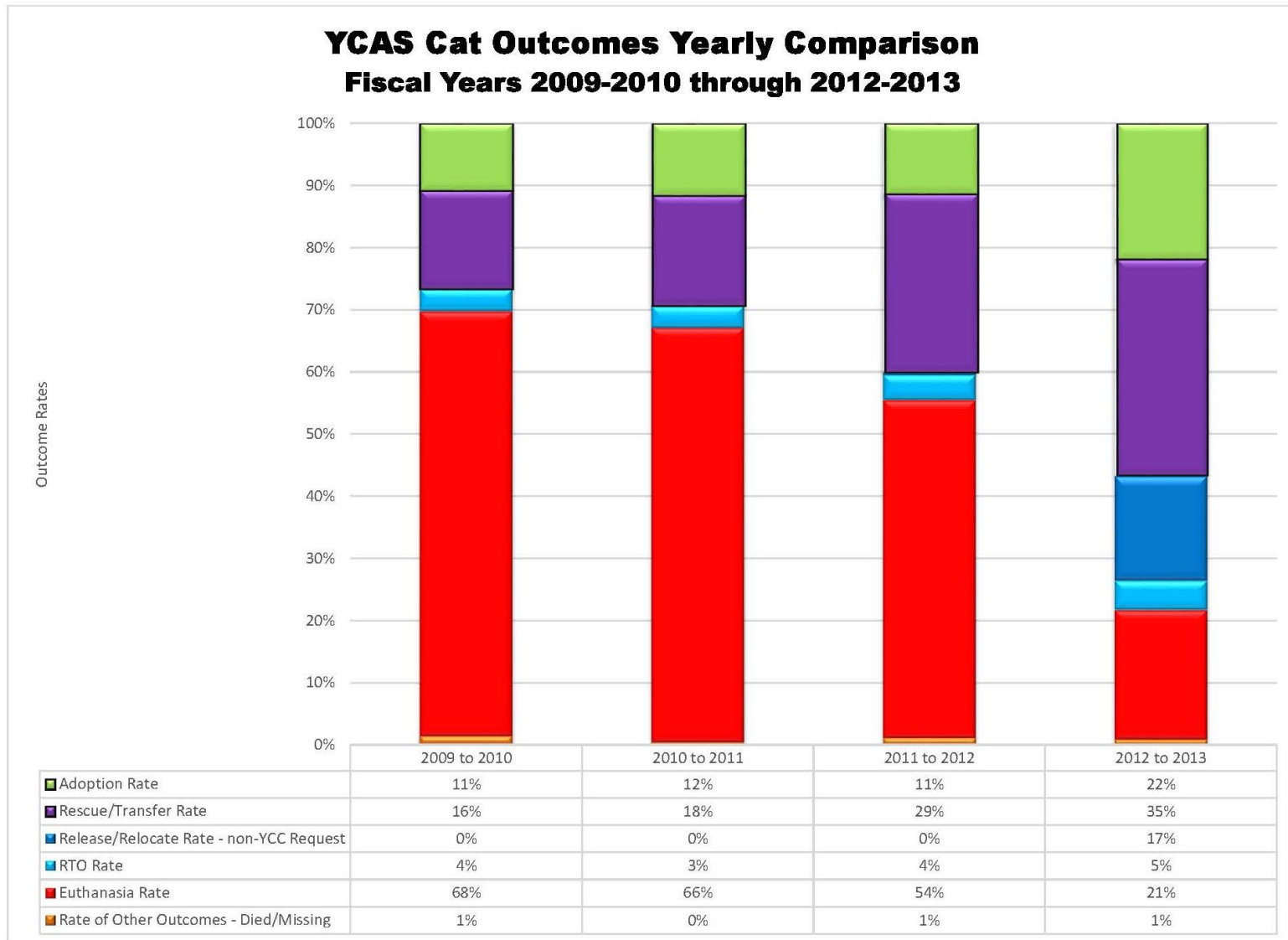


FIGURE 2: YCAS CAT OUTCOMES YEARLY COMPARISON



## YCAS CURRENT PROGRAMMING, STAFFING AND PHYSICAL FACILITIES ANALYSIS

Current programming, staffing, operations and physical facilities capabilities and use at YCAS were also assessed to determine current strengths and weakness of the shelter that should be addressed in future recommendations. A detailed analysis of all staffing elements – including those included in the payroll category of the shelter, as well as any employees not accounted for in that category was performed. Unaccounted for elements such as contract veterinary services, YCSPCA paid employees working at the shelter, “extra help” temporary employees and unpaid labor (including inmate labor) was included in this analysis to provide a comprehensive picture of all current staffing elements. Observation of current practices, interviews with shelter management and time motion studies of current shelter duties were conducted to determine the hourly and weekly labor requirements for providing basic animal care and ancillary duties at the shelter.

## COMPARABLE AGENCIES

A comparison of regional agencies was also conducted, focusing on shelters that operated under a variety of governance models and that shared similarities with YCAS such as human population demographics, animal intake demographics, and/or facility constraints. A baseline for selection of comparable agencies was live release above the statewide average of ~ 46%. This was based on the assumption that programmatic elements or governance models associated with below average live release would not represent a desirable outcome for the community. Live release is not the only measure of an acceptable program, however. Each shelter was also visited to evaluate shelter conditions and animal care and detailed interviews were performed to assess intangible factors such as staff morale and public perception.

Comparisons were made to evaluate the link between governance, funding, staffing and programmatic elements with acceptable outcomes including live release, humane care and public service. Staffing and programmatic recommendations were developed based on this analysis representing common factors at comparable agencies that delivered successful outcomes, were considered cost effective, and were commonly provided via public funding. These recommendations are provided ~~below~~ ***in the following sections of this report.***

Data points collected and analyzed from these comparison agencies included (where applicable and available) ***the following items, which*** ~~and~~ are summarized in Table 3:

1. Agency budget
2. Agency staffing – including paid and unpaid staffing elements, benefits and salary levels, and subjective impression of staff turnover (***see Appendix D for a spreadsheet of staffing levels***)
3. Animal intakes, capacity and outcomes data for the most recent full year available
4. Programming and services offered by the agency
5. Hours of operation for both the shelter and field services
6. Unique partnerships utilized by the agency to provide additional services or better outcomes
7. Demographics of human population served – including population and square mileage of jurisdiction(s)
8. Licensing practices
9. Agency salary information
10. Agency organizational/reporting structure

TABLE 3: MATRIX OF COMPARABLE ORGANIZATIONS

	ANNUAL BUDGET	HUMAN POPULATION SERVED	MEDIAN HOUSEHOLD INCOME	GOVERNANCE <i>(Agency that provides service)</i>	SQUARE MILEAGE	FTE <i>(Paid and Unpaid)</i>	CAT / DOG ANNUAL INTAKE	DOG / CAT LIVE RELEASE RATE <i>(2012)</i> <i>(Average is weighted)</i>			PROGRAMS / SERVICES OFFERED
Yolo County Animal Services	\$1,932,924	204,118	<u>\$57,920</u>	County <i>(Cities/UCD Contract for Service)</i>	1,014	25.3	3,632	Dog 89%	Cat 78%	Avg. 84%	Kennel & field, adoption, on-site veterinarian with on-site spay/neuter (including some spay/neuter & TNR programming for public), volunteers, limited humane education, inmate labor, open admissions
City of Chico Animal Shelter	<u>\$606,223</u>	87,714	<u>\$41,632</u>	City	33	18	3,497	Dog 93%	Cat 70%	Avg. 82%	Kennel, field, minimal adoption, minimal volunteers & humane education, inmate labor, open admissions <b><u>(Spay/neuter and field services offered through separate organizations)</u></b>
City of Sacramento Animal Care Services	\$3,136,007	475,516	<u>\$50,781</u>	City	98	36.25	9,450	Dog 53%	Cat 53%	Avg. 53%	Kennel & field, adoption, on-site veterinarian & spay/neuter, volunteers, minimal humane education, open admissions
Placer SPCA	\$2,000,298	126,000	<u>\$74,645</u>	Private Non-Profit <i>(City Contracts for Service)</i>	36	29.6	3,714	Dog 80%	Cat 80%	Avg. 80%	Kennel <b><u>(field services offered through a separate organization)</u></b> , adoption, on-site veterinarian & spay/neuter, volunteers, some work release labor, open admissions
Sacramento County Animal Care & Regulation	\$4,301,544	756,164	<u>\$56,553</u>	<b>County</b> <b><u>(Cities Contract for Service)</u></b>	769	40.5	10,336	Dog 68%	Cat 35%	Avg. 56%	Kennel & field, adoption, on-site veterinarian & spay/neuter, volunteers, open admissions
Sacramento SPCA	\$7,240,015	226,035	<u>\$53,878:</u> <u>\$78,564</u>	Private Non-Profit <i>(Cities Contract for Service)</i>	75	106.5	11,849	Dog 75%	Cat 45%	Avg. 63%	Kennel & field, adoption, on-site veterinarian & spay/neuter (including TNR programming & extensive services for the public), extensive volunteers & some paid humane education, limited admissions
Sammie's Friends / Nevada County Animal Shelter	\$481,813	98,292	<u>\$58,077</u>	Private Non-Profit <i>(County contracts for service)</i>	958	12	1,392	Dog 99%	Cat 94%	Avg. 97%	Kennel <b><u>(field services offered through a separate organization)</u></b> , adoption, some funding for off-site veterinary service for public, volunteers, inmate labor, open admissions
San Luis Obispo County Animal Services	\$2,409,096	274,804	<u>\$59,630</u>	County <i>(Cities Contract for Service)</i>	2,300	23	4,034	Dog 86%	Cat 79%	Avg. 83%	Kennel & field, adoption, volunteers, inmate labor, open admissions
Santa Cruz County Animal Shelter	\$3,532,425	254,380	<u>\$66,030</u>	JPA	443	32.5	5,214	Dog 82%	Cat 72%	Avg. 77%	Kennel & field, adoption, on-site veterinarian with on-site spay/neuter, volunteers, some humane education, some work release labor
Silicon Valley Animal Control Authority	\$1,805,565	233,324	<u>\$89,064</u>	JPA	38	17	1,407	Dog 92%	Cat 84%	Avg. 87%	Kennel & field, adoption, limited on-site veterinarian & spay/neuter (including limited veterinarian for public), volunteers & some humane education, open admissions



## TIME MOTION STUDY

In order to closely link staffing recommendation with proposed programmatic requirements, a detailed analysis of staffing needs was undertaken, including time-motion studies for animal care duties within the current facility and data-driven recommendations based on daily intake, outcomes, length of stay and required care for animals moving through the shelter (Time Motion Study and Summary available in Appendix E). The time motion study of kennel related duties included an analysis of all current staffing elements – including YCAS employees, contract employees, YCSPCA employees and unpaid elements, including inmate labor. The findings of this study were incorporated into the staffing recommendations for the agency **this report**. In addition, an analysis of field services call volumes and staffing was performed and additional departments (front office, veterinary services and shelter management) were analyzed.

## SHELTER FACILITY

The current study acknowledges and agrees with previous assessments that the physical facility at YCAS is inadequate, outdated and compromises the department's **programs** ability to adequately serve the community. It is strongly recommended that as part of any re-structuring of the department the physical facility be replaced or at least significantly renovated. However, addressing facility adequacy or proposed redesign is not a focus of this consultation.

As such, this study does not assume physical facility improvements. Staffing recommendations are based on the continued use of the current physical facility and includes appropriate additional staffing coverage to manage the current facility's limitations. Recommended adjustments to staffing with a more efficient facility could be provided at such time as a new facility design is undertaken.

## PROGRAMMING AND STAFFING RECOMMENDATIONS

### CORE/NON-CORE PROGRAMMING

Programming areas and staffing recommendations are broken down into “Core Programming” and “Non-Core Programming.” Core Programming consists of those programs considered essential for provision of field services, customer service at the shelter, basic animal care and live outcomes for the majority of adoptable animals. Non-Core Programming includes additional programming that was not generally provided by publically funded comparable agencies but that may improve live release still further, serve community needs not otherwise being met at present, improve public support of the shelter’s programs, and potentially raise additional revenue from grants and donations. In each case, staffing levels and structure are provided to support recommended programming.

Core staffing and programmatic recommendations:

- Agency Leadership and Management
- Front Office/Customer Service
- Kennel/Shelter Services
- Veterinary Medical and Spay/Neuter Services
- Field Services

Additional Program and Staffing Recommendations:

- Licensing
- Volunteer Programming
- Foster Care Program
- Public Veterinary Services
- Outreach and Humane Education
- Development and Fundraising

Required Support Services:

- Ancillary and Organization Support

### AGENCY LEADERSHIP AND MANAGEMENT

Designated, empowered and supported leadership and management was a key characteristic identified at every successful comparable organization evaluated. Empowered leaders are able to respond in real time to shifting challenges and opportunities in the shelter and the communities the shelter serves. The Executive/Shelter Director plays a key role in setting overall shelter policy, impacting every programmatic element detailed in the sections below. The agency leader is also responsible for developing and maintaining partnerships with other organizations in the community, and overseeing section managers to ensure ongoing implementation of policy in line with the organization’s mission. Adequate support staffing ensures that the agency leader has the time as well as the authority to develop strategic partnerships and set policy rather than being consumed by daily busy work. Section

managers in turn develop and implement efficient procedures reflecting ~~policy~~ **policies** set by the agency leader; and ensure training and accountability of staff. This ensures that each line staff position is utilized efficiently and ultimately can reduce costs and improve outcomes. Sufficient management can also allow use of alternative labor sources such as volunteer, work release or inmate labor for non-critical functions, by providing oversight and maintaining accountability. Leadership and management at every level (including the veterinarian) should be expected and supported to obtain regular continuing education, participate in professional organizations, and utilize other resources as needed to stay abreast of trends and best practices in the sheltering industry.

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## SUMMARY OF STAFFING RECOMMENDATIONS FOR AGENCY LEADERSHIP AND MANAGEMENT

### Executive Director

This individual would report to the governing body of the shelter program, but should be empowered to develop policy and adjust practices within a general framework of the overall budget and mission (for example, adjusting adoption fees to reflect seasonal challenges at the shelter). The Executive Director oversees the secondary department management positions.

### Secondary/Department Managers

Department managers for Front Office, Kennels, Veterinary Services and Field Services are recommended. Department managers have detailed practical familiarity with their department and develop, implement and maintain protocols to support policy created by the Executive Director in consultation with the shelter's governing body. These department managers should be entrusted with the authority to waive general protocols within a framework of policy provided by the Executive Director (for example waiving redemption fees for an individual animal that might otherwise be euthanized). Lead line staff and/or designated staff to support specific programs (e.g. licensing) are also recommended where appropriate in the subsections below.

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## FRONT OFFICE AND CUSTOMER SERVICE

A well trained and effectively supervised Front Office/Customer Service Department is instrumental in controlling shelter intake, supporting positive outcomes and providing excellent customer service. Skilled front office staff can improve efficiency and lower costs by helping community members solve animal related problems ~~by~~ **through** means other than field service response and impoundment at the shelter. Front office staff may also support a licensing program, perform general data entry, update the shelter's website, ~~maintain~~ **maintain** and lost and found listings, and update content for social media during slow times for customer service, utilizing time efficiently and offsetting costs of an adequately staffed program that meets peak demands.

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## PROGRAMMING ELEMENTS PROVIDED FOR PRIMARILY THROUGH THE FRONT OFFICE

**Customer Service:** Front office staff provides the major public interface for the agency, including answering phone inquiries, explaining agency policy, and providing service to the public visiting the shelter for a variety of purposes. Ensure that hours for the front office are consistent and emphasize those times when the public is most

likely to be able to visit for reclaims and adoptions, including lunch hour, weekends and evenings. Specific programmatic recommendations include:

**Animal Intake:** The front office serves as the primary point of entry for the majority of animals entering the shelter, including strays brought in by the public as well as most animals surrendered by their owners. Actively managed intake programs prioritize solutions that keep animals safely in their homes and assist community members with resolving problem situations without requiring field response or admission of the animal to the shelter. Managed intake programs have led to decreased intake of >25% at some shelters. If successful, required kennel staffing levels may be reduced. A well trained front office staff *can* implements a managed intake program designed by the Executive Director in consultation with the governing board of the shelter. Specific intake programmatic recommendations include the following front office staff activities:

- Schedule appointments for intake of animals to prevent overcrowding and help assure live release. This requires a staff with sufficient experience and discretion to balance any legal requirements for impoundment, immediate risk to the animal, public health or other special considerations with policy to prevent shelter overcrowding; and supervisory authority to waive scheduling requirements as needed to meet the demands of individual situations.
- Counsel finders of healthy, unadoptable animals to find solutions other than admission for euthanasia. For example, counsel finders of neonatal kittens to wait and see if a mother cat is providing care rather than bringing kittens to the shelter when foster care is not available.
- Schedule intake appointments for owner surrendered animals to counsel owners, make a realistic assessment of the animal's likelihood of adoption and provide alternatives for those animals deemed unadoptable.

**Animal Redemption and Lost and Found:** The front office staff serves as the primary interface for reunification of lost pets with their owners. Specific redemption/lost and found programmatic recommendations include the following front office staff activities:

- Maintain lost and found records including a web-based posting of lost and found animals, both at the shelter and found by members of the public. Utilize shelter software to automate web-based lost and found postings.
- Actively scan lost pet listings and distribute information about stray animals at the shelter to encourage owner reclaim. This is particularly important because the shelter serves a large geographic area and it may not be intuitive to citizens that their pet can be found at the Woodland facility. Pro-active lost and found programs have been associated with increased owner reclaims, resulting in greater fee recovery and reduced euthanasia.
- Exercise discretion and supervisory authority to adjust reclaim fees as needed to avoid euthanasia of animals whose owners have limited financial means.

**On-Site and Off-Site Adoptions:** The front office staff typically provides counseling and performs data entry for all adoptions taking place at the facility. Front office staff may also process paperwork/perform data entry for adoptions taking place off-site, and may even directly staff off-site adoption events if skilled volunteer

support for these programs is lacking. Programming recommendations include implementation by front office staff of pro-active adoption programs designed by the Executive Director in consultation with the governing board of the shelter including:

- **“Open Adoptions”**: Open Adoption programs have been linked to increased adoption numbers and positive perception of the shelter. An Open Adoption program is defined as *“A policy to help people adopt animals best suited to their lifestyles. The purpose of the adoption interaction is to create learning opportunities in order to equip the person with information and resources for her/his current and future use as a pet parent or guardian. Open adoption agencies generally have few or no hard and fast adoption criteria. Instead, the process uses guidelines as a checklist of things to discuss in the adoption counseling<sup>4</sup>.”* Implementation of Open Adoptions requires staff engaged and invested in the concept; and with sufficient discretion and authority to identify special circumstances that justify a departure from the basic Open Adoption policy (e.g. when an adopter is deemed to pose a particular risk to an animal).
- **Adoption Pricing and Promotions**: Successful marketing of shelter pets requires pro-active promotions routinely and in response to seasonal or intermittent increases in the shelter population. The front office staff is generally responsible for implementation of these programs. In the absence of a designated ~~Public Outreach Manager~~ **outreach and development coordinator** (see non-core staffing/programming) the Front Office Supervisor, Kennel Supervisor and Volunteer Manager may collaborate to design and implement promotions under the guidance of the Executive Director.
- **Implement a Variable Fee Adoption Program**: Variable fees are routinely charged based on an analysis of likelihood of adoption, with lower fees charged for “less adoptable” animals (those at risk for prolonged stays and/or euthanasia) while higher fees are charged for more readily adopted animals. Overall, variable adoption fee programs have been linked to shorter stays for “less adoptable” animals and can be cost neutral or even net-revenue-generating as the higher fees for the more adoptable animals offset the reduced fees for animals at risk for euthanasia. Decreased length of stay can reduce animal care costs.
- **Offer Intermittent Special Promotions**: Special pricing and other promotions are used to promote either individual animals with special needs, or promote animals seasonally or in response to population needs (e.g. “Black cat special”)
- **Off-Site Adoptions**: Off-site adoptions, such as at pet stores and special events, are a well-recognized method of increasing the reach of a shelter adoption program, reducing euthanasia and saving more lives. Off-site adoptions also serve communities at a greater distance from the main shelter facility by providing a convenient opportunity to adopt healthy, behaviorally sound shelter pets. Off-site adoption programs promote positive visibility of the shelter and its programs in general and can be a venue for other activities such as volunteer recruitment, distribution of educational materials and licensing information, and even fundraising. Off-site adoption programs are particularly critical for this shelter given the relatively broad geographic area served and the dilapidated condition of the current facility which may be off-putting to some adopters. Often, volunteer support plays a substantial role in off-site adoption

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<sup>4</sup> www.aspcapro.org

programs. However, staff support is required to establish and maintain policies and protocols, develop and distribute publicity, and ensure a consistent presence at selected locations. Until such time as sufficient volunteer support is assured, staffing should be planned to cover off-site adoption events on a routine basis.

**Licensing:** One model for licensing includes participation by front office in licensing program development, oversight and maintenance. In this model, oversight of the licensing program could be included in the responsibilities of the front office supervisor, including interaction with field officers in the role of licensing canvassers and development of additional methods of generating licensing compliance and revenue. Front office line staff would be responsible for support services such as sending out renewal notices, collecting late fees, and maintaining the licensing database. If licensing is not performed by the front office staff, then recommended staffing levels should be reduced (See Field Services and Licensing sections for additional information).

**General Programmatic Support and Data Entry:** The front office staff also provides support for other agency programs with which they are not directly involved. For instance, they will be responsible for data entry and communication regarding many aspects of shelter operations (for instance when an animal is released to rescue). Front office staff can assist with data and informational requests, such as responding to public records requests and posting shelter data routinely to maintain transparency.

Ideally, a ~~Public Outreach Specialist~~ **outreach and development coordinator** would be designated with responsibility and expertise to manage a user-friendly and informative website for the shelter, write publicity materials and manage social media channels to promote animal adoption and educate the public. However, as noted below under non-core programming, no public comparable agency provided such a position; private shelters were more likely to be able to offset costs via development associated with public outreach. In the absence of a ~~Public Outreach Specialist~~ **outreach and development coordinator**, a designated member of the front office team could be responsible for routinely updating website material and social media content.

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## SUMMARY OF STAFFING RECOMMENDATIONS FOR FRONT OFFICE AND CUSTOMER SERVICE

### Management

Because a relatively high degree of training, discretion and ability to evaluate individual situations is required for successful implementation of the programs described above, a consistent supervisory presence is required. A front office supervisor can provide training, guidance and oversight of line staff. This individual could also serve as an administrative assistant to the Executive Director, helping to ensure that the Executive Director has sufficient time and support to address higher-level policy issues on an ongoing basis.

### Line staff

The average comparably sized agency has 3.9 front office staff. Managing intake, increasing owner redemptions, and supporting pro-active adoption programs are essential to maintaining and further **reducing** euthanasia rates at the shelter. The relatively broad area served by a single facility and the varied demographics of the service population **in Yolo County** increases the need for active outreach for redemptions and adoptions; and the size and

condition of the existing facility create exacting requirements to manage intake and prevent overcrowding. Additionally, extended open hours including Sundays are recommended to maximize public access to the facility.

Licensing duties were not included for front office staff at 3 of the 4 comparably-sized agencies. For these reasons, a slightly higher level of line staffing is recommended than is currently in place or was found at the average comparably-sized agency (5FTE), with the expectation that this will lead to lower intake and reduced costs over time as noted above. As volunteer programming expands some elements of line staff duties may be transferred to volunteers (such as lost and found outreach, social media management and even data entry), leading to an eventual reduction in staffing requirements. If licensing is outsourced or assigned to another department in the future, a commensurate decrease in front office staffing can also be considered. A two-tiered system is recommended to allow for adjustment to such contingencies with lower level part-time positions that can be readily adjusted to account for changes as the program evolves.

**Front Office Clerk:** A full-time permanent staff of skilled Front Office Clerks is recommended to provide customer service and perform administrative duties requiring a high degree of training and familiarity with shelter policy, programs and resources. This would include answering complex citizen inquiries, performing intake appointments and adoption counseling, and supporting shelter public outreach and other efforts.

Ideally 3 full-time permanent employees utilizing a 5 day a week, 9 hour a day schedule (including a one hour lunch break), should be employed to provide adequate coverage 7 days a week, including coverage prior to the shelter’s opening each day (to cover routine inquiries and customer service) and half an hour after closing (to allow the day’s duties to be completed, such as processing last-minute adoptions and redemptions), without necessitating overtime. One Front Office Clerk should be in a lead position to provide some shelter management coverage on the Front Office Supervisor’s days off, particularly if the Front Office Supervisor is not assigned to work weekends (typically the busiest adoption days).

**Front Office Assistants:** A part-time staff of Front Office Assistants is recommended to perform routine tasks such as managing lost and found listings, answering phone calls regarding basic shelter information, scheduling appointments, performing data entry and supporting the licensing program. These staff can also cover lunch breaks for Front Office Clerks allowing uninterrupted open hours to the public. Provide 2 part-time Front Office Assistant positions (1 FTE), providing 4 hours per day to provide adequate coverage 7 days a week. A schedule of 12PM – 5PM 6 days, with 1 per day on weekdays the shelter is open to the public, and 2 per day on weekend days to support peak on-site and off-site adoption programs.

TABLE 4: FRONT OFFICE STAFFING RECOMMENDATIONS

Position	Part-Time/Full-Time	Role	Current Staffing	Proposed Staffing
<b>Front Office Supervisor/ Administrative Assistant</b>	Full-Time	Lead	0	1
<b>Front Office Clerk</b>	Full-Time	Support	4 (plus 1.2 YCSPCA)	3
<b>Front Office Assistant</b>	Part-Time	Support	0	2 PT (1 FTE)

**TABLE 5: SAMPLE FRONT OFFICE/CUSTOMER SERVICE SCHEDULE**

<b>Position</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Executive Director</b>	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm		
<b>Front Office Supervisor/ Administrative Assistant</b>	8am to 5pm	10am to 7pm			10am to 7pm	10am to 7pm	10am to 7pm
<b>Front Office Clerk 1</b>			10am to 7pm	10am to 7pm	10am to 7pm	10am to 7pm	10am to 7pm
<b>Front Office Clerk 2</b>		8am to 5pm	10am to 7pm	10am to 7pm	10am to 7pm	10am to 7pm	
<b>Front Office Clerk 3</b>			8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm	10am to 7pm
<b>Front Office Assistant 1</b>		12pm to 5pm	12pm to 5pm			12pm to 5pm	12pm to 5pm
<b>Front Office Assistant 2</b>				12pm to 5pm	12pm to 5pm	12pm to 5pm	12pm to 5pm

*Note: All sample schedules provided in this document are intended as suggestions only for a possible arrangement to ensure sufficient coverage throughout the day for customer service, animal care, and medical and surgical coverage; cover lunch breaks; ensure consistent supervisory presence; schedule key supervisory members with concurrent schedules on the day the shelter is closed to allow meetings and collaborative administrative activities (assumed to be Monday in the samples provides here), and ensure adequate staffing during peak hours for that department (e.g. immediately after opening to the public for the front office; prior to public hours kennel cleaning and animal care; weekends for adoption related activities). Many other configurations are possible to achieve the same goals.*



## KENNEL/SHELTERING SERVICES

Kennel/sheltering services includes all elements of animal care, including attention to behavioral wellness, enrichment, and animal comfort as well as maintenance of a sanitary facility and provision of food and water. Kennel staff also generally work together with medical staff to perform animal “flow-through” processing to move animals quickly and safely through the system, maximizing live outcomes while protecting the public from sick and dangerously aggressive animals. Some daily animal care and processing must take place before and after open hours to the public. There is also a public service component of kennel services, as the kennel staff will assist the public within the shelter as they volunteer, search for lost pets or interact with animals for adoption. Therefore kennel staffing must be sufficient to span early morning and evening responsibilities as well as provide adequate staffing during public hours. In addition to animal care and public service duties, in many agencies kennel staff or management serve as the primary contact with rescue/transfer groups, as they often have the best knowledge of the behavioral characteristics and opportunities for adoption or rescue of the animals in their care.

### PROGRAMMING ELEMENTS PROVIDED FOR PRIMARILY THROUGH KENNEL/SHELTERING SERVICES

**Daily Animal Care:** This includes feeding, cleaning, daily monitoring and meeting animal needs for comfort and behavioral health (e.g. providing beds or blankets as needed, providing hiding places for frightened animals, walking dogs that are housebroken, providing toys for juvenile animals). Investment in adequate staffing and oversight for animal care is likely to be cost effective through reduced length of stay for animals, increased live release (and associated cost recovery with adoption fees in some cases), reduced worker’s compensation claims, lowered overtime costs and potentially increased volunteer engagement. Considerations for daily care include:

- Consistent provision of basic daily care improves animal health and is part of a comprehensive Length of Stay management program (see below).
- Consistent staffing and oversight for animal care protects kennel workers from health risks, including improperly diluted or applied disinfection chemicals and injuries from animals.
- The current facility imposes relatively exacting requirements for animal care. For example, dogs must be physically removed from kennels for daily cleaning and care, and disinfectant chemicals are applied with the dogs in the immediate vicinity. Unsealed and irregular surfaces in the kennels must be cleaned thoroughly to avoid disease transmission. This limits the appropriateness of using lower-skilled staff such as inmate labor, temporary workers or volunteers. However, use of these alternative labor sources was common at comparable shelters and, *with adequate supervision*, could be considered for some elements of animal care in the future. Animal Care and Kennel Worker FTE recommendations provided below could then be scaled back accordingly. Comparably-sized agencies used an average of 2.3 FTE of inmate/volunteer labor for animal cleaning and basic care.
- Provision of additional “comfort care” and enrichment, such as beds and toys, is necessary to maintain animal health and well-being. In addition, studies have linked enrichment in kennels with better chances for

adoption<sup>5 6 7</sup>. Comparable agencies also reported higher levels of volunteer engagement and retention when animals were perceived as comfortable and well cared for.

- Thoughtfully designed protocols, informed by current knowledge of “best practices” for shelter medicine and management, form a basis for a successful animal care program. These should be designed by the section manager in consultation with the shelter veterinarian; with sufficient training and oversight of staff to ensure consistent implementation.

**Population Management and Animal Flow-Through:** This includes management of every step in an animal’s passage through the shelter system including intake and outcome as well as intermediate steps such as behavioral evaluation and processing for adoption. There is a skilled animal care component to animal flow-through, with some elements such as behavioral evaluation and euthanasia requiring specific training. Additional animal processing includes data entry and communication responsibilities, such as taking clear photographs for lost and found postings and entering animal data into the shelter software system. Additionally in the absence of volunteer support for adoption-promotion activities, kennel staff will typically be responsible for such things as taking engaging photographs and writing personality profiles for animals. There is also a strong management component to efficient animal flow-through at a population level, to ensure timely identification and fulfillment of animal’s requirements and maintain accountability for each step of care. Specific animal flow-through recommendations include:

**Length of Stay:** Actively manage every step of animal processing to minimize length of stay. Increased length of stay has been documented as the single greatest risk factor for a variety of common health problems in shelter animals. Increased length of stay increases the risk of confinement-associated behavioral issues, especially in the absence of adequate housing and enrichment programs for long-term care. Length of stay is directly tied to animal care costs and daily staffing requirements. Decreasing the length of stay to a given outcome does not change the outcome but reduces the costs associated with that outcome. Because of the relatively small size and cramped kennels of the current facility, maintaining a relatively short length of stay is particularly important. Comprehensive management of length of stay includes the following kennel/sheltering staff activities:

- Perform daily population rounds to document any needed services; assign responsibility for these activities; and follow through to ensure timely completion<sup>8</sup>.

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<sup>5</sup> Fantuzzi JM, Miller KA, Weiss E. Factors relevant to adoption of cats in an animal shelter. *J Appl Anim Welf Sci* 2010;13:174-179.

<sup>6</sup> Luescher AU, Medlock RT. The effects of training and environmental enrichment on adoption success of shelter dogs. *Applied Animal Behavior Science* 2009;63-68.

<sup>7</sup> Wells DL, Hepper PG. The influence of environmental change on the behaviour of sheltered dogs. *Applied Animal Behaviour Science* 2000;68:151-162.

<sup>8</sup> For more information on daily population Rounds, see <http://www.aspcapro.org/webinar/2013-07-31-190000-2013-07-31-200000/daily-rounds-how-decrease-length-stay>.

- Ensure adequate staffing for each processing point to minimize delays, including intake, behavioral evaluation, medical and surgical services (see veterinary services section), processing for adoption or rescue, and euthanasia. Ideally provide staff for these services 7 days a week; at minimum ensure that these processes take place at least every other day.

**Data Collection and Analysis:** The Association of Veterinarian’s Guidelines for Standards of Care in Animal Shelters identify data collection and analysis as a fundamental underpinning of a successful population management program<sup>9</sup>. This includes data on intake and outcomes by type; length of stay; and daily inventory. Ideally this also includes more detailed monitoring of factors such as disease incidence and medical costs. Kennel staff will be responsible for accurately entering animal data into the shelter software system, while the kennel manager should partner with the veterinarian and Executive Director to ensure accurate collection, analysis and reporting.

**Rescue and Transfer Coordination:** Rescue/transfer refers to release of an animal to another agency which then finds a home for the animal. This is a critical and increasingly common avenue for live release, commonly exceeding adoptions at publically funded shelters in California. Quick release to a rescue/transfer can save costs for animals that would otherwise be at risk for prolonged length of stay and euthanasia. Rescue and transfer organizations are often able to provide behavioral and medical care for animals with special needs, and can also extend the pool of potential adopters to include regions beyond the area conveniently served by the shelter. This is a particularly important outlet in Yolo County given the large and demographically diverse area served and the relatively small size of the shelter facility. Some comparable shelters enjoyed close partnerships with adjacent shelters that accounted for the majority of transfers. In the absence of such a close partnership, more staff time is required to build relationships and coordinate rescue/transfer to a variety of partners, each one of which may specialize in only one breed or condition.

Concerns have been raised by the public that the transfer/rescue partners may not be able to sustain activities. ~~which reflects a common preference for the shelter to take primary responsibility for adoption. Based on KSMP experience, this is not a successful model for most public shelters. However to~~ **In order to** address this concern, an informal survey of 41 rescue partners was conducted (of which 21 responses were received) as part of this analysis (see Appendix F). Seventy six percent (76.2%) indicated that they did not foresee any issues that would limit their ability to continue to take in animal transfers from YCAS at generally the same rate over the next five years or so. Based on these factors, the study assumes that these rescue partnerships would continue to be available to a future shelter program.

Specific rescue/transfer recommendations include:

- Allocate time and primary responsibility to the Shelter Manager with support from members of the kennel/sheltering staff to manage communication with rescue groups, develop and maintain a system for prompt notification and coordination of release. Time for this position is reflected in the kennel staffing recommendations below, which limit the need for the kennel manager to participate in daily animal maintenance tasks such as cleaning and feeding.

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<sup>9</sup> Newbury, S. P., M. K. Blinn, et al. (2010). Guidelines for Standards of Care in Animal Shelters, The Association of Shelter Veterinarians: 64. [www.sheltervet.org](http://www.sheltervet.org).

- Pro-actively seek rescue/transfer after a minimal holding time rather than waiting to reach out until animals are at risk for euthanasia. If possible, make animals available for public viewing during the stray hold, and if no interest has been expressed by a member of the public by the end of the hold period, make the animal available for release to rescue/transfer. If this is not possible, at most make animals available for viewing by the public for a limited time period before making them available to rescue.
- For animals otherwise at risk for euthanasia, waive fees or limit to those for actual medical costs incurred.

**Customer Service, Volunteer and Public Interaction:** Kennel staff is the main point of contact to assist the public as they visit the shelter to look for lost pets and seek animals for adoption. Adequately skilled kennel staff, present with enough consistency to be able to describe animal personalities and with sufficient time allocated to assist with adoption matchmaking, will support a successful adoption program and help the shelter reduce euthanasia. The current arrangement of the facility makes relatively high demands on staff time for customer service, as citizens looking for lost pets must be physically escorted by staff to restricted-access holding areas. Structuring the facility and staffing (including possibly eliminating inmate labor) to allow full public access to the facility would save a modest amount of kennel staff time (estimated ~ 0.25 FTE currently required for lost pet assistance). The recommendations below assume the current facility with continued restricted access to holding areas.

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## SUMMARY OF STAFFING RECOMMENDATIONS FOR KENNEL/SHELTERING SERVICES

### Management

A dedicated Shelter Manager position is needed to oversee the physical facility, kennel staff and animal population. In addition, this staff member would be in a position to act as the primary coordinator of the Rescue/Transfer program in the absence of an ongoing position specifically devoted to this function. As noted above, solid leadership in the kennels will allow greater flexibility in utilizing lower-skilled, lower cost staff and leveraging the efforts of volunteers donating their time to care for and enrich the shelter animals. This should be a full-time, permanent position, ideally with a 5 day a week, 8 hour a day, coverage with a Lead Animal Care Attendant on-site during the remaining 2 days a week.

### Line staff

A detailed analysis to document hours required for basic animal care and processing was used to determine the kennel staffing recommendations that follow (as described in the methods section of this document). This was based on current intake levels, and should be revised if levels change substantially. Additionally staffing is recommended to provide for coordination of rescue/transfer programming, previously provided by YCSPCA staff. Comparably-sized shelters had an average of 5.75 FTE for Animal Care Attendants and an additional 2.3 FTEs of inmate/volunteer labor for core duties. Based on the foregoing analysis and programmatic recommendations, a two-tiered system for kennel line staff is recommended to maximize flexibility and minimize costs:

**Animal Care Attendants:** A full-time permanent staff of skilled Animal Care Attendants is recommended to provide skilled care to the shelter population. This would include duties such as basic wellness care (vaccinations, deworming, parasite control, medication administration, micro chipping, basic wellness exams to identify animals needing additional veterinary assessment/care, animal handling, behavior evaluations,

adoption preparation and other husbandry duties). These staff members would also be expected to interact with the public - owners seeking to surrender or redeem their animals as well as potential adopters.

- Provide 5 FTE Animal Care Attendants. Ideally 5 full-time permanent employees utilizing a 4 day a week, 10 hour a day schedule, should be employed to provide adequate coverage 7 days a week. A schedule of 8am to 7pm with a 1 hour lunch period - staggered for employees so the facility stays open to the public without interruption from 12:00 PM to 6:30 PM - is recommended.
- One Animal Care Attendant should be in a lead position to provide some shelter management coverage on the Shelter Manager's days off.

**Kennel Workers:** A part-time permanent staff of Kennel Workers is recommended to provide semi-skilled labor (basic feeding and cleaning for the facility) prior to facility opening to the public each day. This would replace, with greater consistency, the inmate labor and extra-help/temporary workers currently covering these services. If inmate labor is continued the level of kennel worker staffing can be reduced.

- Provide 5 part-time Kennel Worker positions, generally working 4 hour shifts to provide approximately 2.5 FTE of coverage per week (3 workers per day with an allowance to provide additional coverage for other kennel staff days off) 7 days a week. A schedule of 8am to 12pm 7 days a week is recommended for this staffing to cover husbandry duties that take place before the facility opens to the public.

TABLE 6: SUMMARY OF KENNEL/SHELTERING STAFFING RECOMMENDATIONS

Position	Part-Time/Full-Time	Role	Current Staffing	Proposed Staffing
Shelter Manager	Full-Time	Supervisory	0	1
Animal Care Attendants	Full-Time	Support	3 (plus 1 YCSPCA <i>Extra-Help/Temporary</i> )	5
Kennel Workers	Part-Time	Support	5-7 PT (3-4 FTE) <i>Unpaid Inmates</i>	2.5 FTE (5 PT)

**TABLE 7: SAMPLE RECOMMENDED KENNEL SERVICES SCHEDULE**

<b>Position</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Shelter Manager</b>	8am to 5pm			8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm
<b>Lead Animal Care Attendant 1</b>		8am to 7pm	8am to 7pm			8am to 7pm	8am to 7pm
<b>Animal Care Attendant 2</b>		8am to 7pm	8am to 7pm	8am to 7pm	8am to 7pm		
<b>Animal Care Attendant 3</b>	8am to 7pm	8am to 7pm				8am to 7pm	8am to 7pm
<b>Animal Care Attendant 4</b>	8am to 7pm			8am to 7pm	8am to 7pm		8am to 7pm
<b>Animal Care Attendant 5</b>			8am to 7pm	8am to 7pm	8am to 7pm	8am to 7pm	
<b>Kennel Worker 1</b>	8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm		
<b>Kennel Worker 2</b>	8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm		
<b>Kennel Worker 3</b>			8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm	8am to 12pm
<b>Kennel Worker 4</b>	8am to 12pm	8am to 12pm				8am to 12pm	8am to 12pm
<b>Kennel Worker 5</b>						8am to 12pm	8am to 12pm

## VETERINARY MEDICAL AND SPAY/NEUTER SERVICES

Spayed and neutered dogs and cats are less likely to roam and fight, and are also less commonly surrendered by their owners or abandoned in animal shelters<sup>10 11</sup>. In addition, spay/neuter surgery has the obvious benefit of reducing animal overpopulation, reducing the costs and burden on publically funded shelters and lowering euthanasia rates<sup>12</sup>. Recognizing the importance of these factors, the state of California requires that all shelters in counties with a population of >100,000 (which includes Yolo County) provide spay/neuter surgery for adopted animals. As long as sufficient facilities exist at the shelter, bringing surgical services in-house allows shelters to control cost and timing of surgery and support an expanded veterinary medical presence which provides additional benefits. Spay/neuter programs can be extended to include sterilization of feral cats brought to the shelter as strays ("Shelter/Neuter/Return as described below). In addition, in-house medical staff can provide triage of injured and sick animals as they arrive at the shelter; develop and oversee treatment plans for common conditions; assist with population management and animal flow; support development of sound husbandry protocols; assist with animal cruelty investigations; provide input into foster care programs; offer training for staff and volunteers on subjects related to animal care and health; and assist with fund-raising efforts to support additional medical programs. An efficient medical program will also be cost effective by decreasing field officer time to transport animals off-site; reducing medical costs associated with unmanaged infectious disease; and potentially reducing human health care costs and liability resulting from zoonotic infections (infections transmitted from animals to humans). Some costs for a medical program will be recovered through adoption fees which would otherwise go to pay for off-site sterilization services, often at a higher cost to the adopter. Ultimately a successful medical program plays a key role in supporting adoptions, rescue and reduction of euthanasia.

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### PROGRAMMING ELEMENTS PROVIDED FOR PRIMARILY THROUGH VETERINARY MEDICAL AND SPAY/NEUTER SERVICES

**Spay/Neuter Surgeries for Adopted, Rescued and Reclaimed Pets:** As noted above, spay/neuter surgery is required for all adopted animals. Providing spay/neuter surgery prior to release to rescue/transfer groups can facilitate live release of animals that otherwise would be at risk for a prolonged length of stay or euthanasia (with associated costs). Offering spay/neuter for animals reclaimed by their owners reduces the likelihood of repeat offenses, ultimately protecting the public from free roaming animals and reducing field services costs. The majority of animals impounded in Yolo County are intact; thus as live release numbers increase, a concurrent increase in surgical services will be required. Provision of spay/neuter services in a shelter requires:

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<sup>10</sup> Neilson JC, Eckstein RA, Hart BL. Effects of castration on problem behaviors in male dogs with reference to age and duration of behavior. *J Am Vet Med Assoc* 1997;211:180-182.

<sup>11</sup> New JC, Jr., Salman MD, King M, et al. Characteristics of shelter-relinquished animals and their owners compared with animals and their owners in U.S. pet-owning households. *Journal of Applied Animal Welfare Science* 2000;3:179-201.

<sup>12</sup> Marsh P. Replacing Myth with Math: Using Data to Design Shelter Overpopulation Programs. *Replacing Myth with Math*. Concord, NH: Shelter Overpopulation Solutions, 2010;1-26.

- Sufficient facilities to accommodate the number and type of surgeries performed, including areas to prepare and recover animals as well as perform surgery. Currently surgery takes place in a mobile spay/neuter unit donated to YCAS through a charitable grant. This was largely based on the ongoing relationship between the shelter and the UC Davis School of Veterinary Medicine, and included the expectation that veterinary students would benefit from visiting the unit and learning about shelter surgical considerations. Any new program model will need to account for continued access to this surgical unit or provision of an alternate facility.
- A licensed veterinarian skilled in all techniques associated with high volume/high quality spay/neuter<sup>13</sup>; pediatric spay/neuter, and spay/neuter of feral cats.
- Adequate technician support to prevent valuable veterinary time spent on non-veterinary activities such as surgical preparation and cleanup. Some responsibilities associated with surgical assistance may only be performed by registered veterinary technicians, while others may be performed by unregistered assistants, lay staff or volunteers. This is reflected in the staffing recommendations below.

**Spay/Neuter Surgeries for Healthy, Un-Owned Cats Brought to the Shelter as Strays or Feral:** Sterilization, vaccination for rabies, and return to the location of origin is an increasingly common strategy to dramatically reduce feline euthanasia at shelters and lower feline intake over time. This strategy is known as “Shelter-Neuter-Return”, or SNR<sup>14</sup>. Five of the nine comparable agencies surveyed had in-house SNR programs to at least some extent, while another two comparable agencies worked through private partners to redirect stray/feral cats to spay/neuter/return rather than euthanasia (e.g. through partnerships with community programs). SNR was implemented in fall of 2012 at YCAS and has been associated with a substantial reduction in feline euthanasia. Maintaining a robust SNR program (or partnership) will be necessary to sustain or improve the shelter’s current high live release rate for cats. SNR programs are most cost effective when length of stay to surgery is minimized, requiring routine access to surgical services. SNR has three major components:

- Communication with the public about the program; obtaining information about where cats are found, filling out paperwork and assisting citizens with trouble shooting of nuisance or welfare problems. This is provided by front office and field staff; time and expertise for this is already reflected in the recommendations for active supervision and adequate staffing of in each of those sections. Secondary support is sometimes provided by a private partner, if such is available in the community (e.g. <http://www.catcenter.org/>, a rescue group that provides support and resources for citizens concerned about cats spayed/neutered/returned through the San Jose City shelter’s SNR program).
- Surgery, vaccination, ear tipping and any other medical procedures needed to prepare the cat for return to its habitat. This is provided by the shelter veterinarian and medical staff, with the same considerations for facility, veterinary and technical support described above.
- Return to the location of origin. This is often accomplished through a partnership with a private organization, with cats released to the private group as a rescue, and the private group then undertaking return of the cat.

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<sup>13</sup> As described by the Association of Shelter Veterinarian’s veterinary medical guidelines for spay-neuter programs; [http://shelternvet.org/wp-content/uploads/2012/08/VTFASN\\_JAVMA\\_Guidelines.pdf](http://shelternvet.org/wp-content/uploads/2012/08/VTFASN_JAVMA_Guidelines.pdf)

<sup>14</sup> <http://maddiesinstitute.typepad.com/chewonthis/2013/08/tnr-vs-snr-whats-the-difference.html>



This is consistent with California law requiring that animals be offered to a rescue group prior to being euthanized (California Food and Agricultural Code 31108 and 31752). Currently, YCSPCA oversees this activity. Alternatively, field officers may perform this activity. The number of cats released per day is currently low enough that this activity would not affect field staffing requirements. However logistical and public relations considerations commonly lead many public agencies to outsource this to a private group if possible.

**Triage of Sick and Injured Arrivals:** An in-house medical program reduces costs by limiting the use of outside services for triage of animals that arrive at the shelter sick or injured. Ideally these services are provided by a full time staff veterinarian, as this individual is most familiar with shelter policies for treatment of stray animals, resource limitations, rescue options, and other constraints and opportunities for treatment. However, because the veterinarian is not always available (e.g. after hours and during surgery) a secondary plan is required for emergencies through local practices and/or the UC Davis Veterinary Medical Teaching Hospital.

### **Medical and Surgical Care to Improve Adoptability of Shelter Animals and Support a Foster**

**Care Program:** It is a policy preference of the State of California that treatable sick and injured animals be released alive from shelters after receiving care (*CA Civil Code Section 1834.4: (b) It is the policy of the state that no treatable animal should be euthanized. A treatable animal shall include any animal that is not adoptable but that could become adoptable with reasonable efforts*). Treatment of minor medical and surgical conditions is a required element of maintaining the live release rate currently attained by YCAS and comparable shelters. The addition of a foster care program, as described below, will further increase the medical care responsibilities of the veterinary staff. Veterinary oversight is required for all procedures to prevent, diagnose or treat disease. In California, Registered Veterinary Technicians may implement the written or telephonic directions of a veterinarian without *direct* oversight (California Business and Professions Code Section 4840: Exceptions: (b) Registered veterinary technicians may perform animal health care services on those animals impounded by a state, county, city, or city and county agency pursuant to the direct order, written order, or telephonic order of a veterinarian licensed or authorized to practice in this state). The recommendations for staffing and scheduling below accommodate these requirements by ensuring that a veterinarian and/or registered veterinary technician are scheduled 7 days a week.

**Participation in Population Management and Data Collection:** As noted above in the Kennel/sheltering services section, actively and thoughtfully managing the shelter population to minimize length of stay is recognized as a key factor in maintaining animal health, controlling costs and maximizing the life-saving capacity of the organization. Reduction in the euthanasia rate at YCAS corresponded in part with active involvement of the veterinarian in overseeing population management. While the primary responsibility for this activity can be allocated to a kennel/shelter supervisor (as recommended in this document), the shelter veterinarian should participate in developing the overall strategy, advising on the nuances of day-to-day implementation and providing routine input.

**Development and Implementation of Protocols for Animal Husbandry and Health Care:** These policies should be developed by the kennel manager and shelter veterinarian working together, in consultation with the executive director. As noted above, investing in sound protocols forms a basis for a successful animal care program and is necessary to provide training and ensure accountability by line staff.

**Assistance with Animal Cruelty Investigations:** The shelter veterinarian assists field officers in the investigation of animal cruelty and hoarding cases, including provision of exams, documentation of findings, and recommendation for care of confiscated animals, and testimony in court hearings.

**Public, Volunteer and Foster Program Interface:** The veterinary and medical staff provides a valuable resource to educate staff, volunteers and the public regarding animal health and responsible animal care. Veterinary and medical staff will also interact directly with the public when counseling adopters or owners, e.g. on medical issues identified during an animal's shelter stay.

**Assistance with Preparation of Grant Proposals for Medical and Surgical Programs:** While assistance with grant proposal preparation is not routinely included in veterinary duties at many shelters, grants are commonly available for enhanced programs related to foster, medical or spay/neuter services. Provided sufficient time is allocated, the Veterinarian can be a valuable asset in documenting the need and laying out the rationale for such services, and the right individual can be a resource for data collection and writing in support of proposals.

**Interaction with the UC Davis School of Veterinary Medicine and Shelter Medicine Program:** The presence of the UC Davis School of Veterinary Medicine and Shelter Medicine Program represent a unique regional resource. This relationship offers many benefits for the shelter, including provision of special surgeries at minimal to no cost through the Community Surgery program; assistance with surgical and medical care of shelter animals by Shelter Medicine Program residents; advice and training on many aspects of shelter medicine and management as well as physical facility improvement by Shelter Medicine Program personnel; and collaboration on grant proposals such as the one that led to donation of the surgery trailer. The veterinarian serves as the logical interface between the shelter and the university. Currently, a close link is maintained by the presence of the contract veterinarian, a joint position between the shelter and the UC Davis Shelter Medicine Program (funded by the county and present full time at the shelter as the supervising veterinarian, but organizationally linked to the Shelter Medicine Program; see org. chart). If this relationship is not maintained under a new programmatic structure, consideration should be given to alternative methods of maintaining a strong link between the shelter, the Veterinary School and the Shelter Medicine Program.

**Low Cost Public Spay/Neuter Services (Non-Core):** There are currently minimal low-cost spay/neuter services for low-income residents within Yolo County. In most comparison agencies evaluated, low cost public spay/neuter services were available through a private agency but were not ~~provided~~ generally provided through the public animal shelter program, or were provided on only a limited basis contingent on grant funding. However, the absence of these services in Yolo County likely results in ongoing public costs: as noted above, intact animals are more likely to run loose, create hazards for humans and other pets, and result in an ongoing influx of animals to the shelter. The cost of admitting, housing, and rehoming or euthanizing unwanted litters (primarily kittens) forms a substantial portion of total sheltering costs. Provision of high volume, low cost spay/neuter services by the Sacramento SPCA (amounting to over 75,000 surgeries) corresponded to a 19% decrease in intake to local public shelters. In light of this, ideally a partnership would be formed with a private, non-profit group that is well-positioned to raise funds to support low cost spay/neuter services, possibly leveraging the donated surgical facility located at YCAS. If it is determined that the publicly supported shelter program should provide spay/neuter services for pet animals, it will be imperative that the program be adequately staffed, including administrative as well as medical staff. A mechanism to raise private funds (grants and donations) to offset costs should be considered (such as by utilizing the recommended non-core position of Public Outreach/Development Director). Intake and euthanasia risk patterns should be evaluated to determine the neighborhoods and species/breeds which would benefit most from low cost spay/neuter services. For example, currently kittens make up a substantial proportion of feline intake while puppies make up only a fraction of canine intake at YCAS; therefore limited spay/neuter resources might be better targeted to cats than to dogs. If dogs are included in a low-cost

program, consideration should be given to targeting breeds at increased risk for intake and euthanasia according to shelter data. Staffing recommendations provided below do not reflect inclusion of a substantial low cost spay/neuter program for the public; because scope of such a program can vary widely, veterinary, technical/support and administrative staff would need to be planned and hired accordingly.

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## SUMMARY OF VETERINARY MEDICAL AND SPAY/NEUTER SERVICES STAFFING RECOMMENDATIONS

A detailed analysis to document hours required for routine veterinary and support staff duties was performed based on current intake and adoption rates. Additional time was allocated for protocol development, participation in population management and other responsibilities as outlined above.

**Supervising Veterinarian:** As outlined above, there are substantial benefits to veterinary participation in many aspects of shelter management and operations. Therefore a full time veterinarian with specific expectations for participation at a management level is recommended. This could be through a continuation of the contract with the UC Davis Shelter Medicine Program or direct hire. A single FTE supervising shelter veterinarian would be sufficient for provision of basic surgical and medical care given the current intake and outcomes; and participation in management/training/protocol development activities ~~on (what basis?)~~ **based on the time/motion analysis performed (available in Appendix E).**

**Per Diem Contract Veterinarian(s):** Responsibilities for the Supervising Veterinarian may fluctuate substantially. For instance, a major cruelty investigation, an opportunity to prepare a grant proposal, a targeted grant to perform a certain number of low cost spay/neuter surgeries all may lead to a short term increase in demands on the veterinarian's time. Since the needs of the shelter population for basic surgical and medical care are non-negotiable and ongoing, a single full time veterinarian has limited flexibility to accommodate such fluctuations. Fortunately, these variations, as well as the Supervising Veterinarian's vacation and sick time, can be accommodated by use of per diem contract veterinarians on a flexible basis. Planning for at least 0.2 – 0.5 FTE of per diem services is recommended. At the higher end of the recommended range, the expectation could be that specific grant funding is obtained to support low cost spay/neuter services or targeted community services for the public. If greater funding is obtained, this could be expanded beyond 0.5 FTE proportionately.

**Registered Veterinary Technicians (RVT):** The RVTs responsibilities include assisting the veterinarian in surgery and medical exams; and delivering medical care in the veterinarian's absence under written or telephonic direction. In addition, RVTs assist kennel staff with aspects of animal processing for intake, flow-through and outcome. Provide 2 FTE RVT positions to provide 7 day a week coverage for duties that can legally only be performed by individuals with this classification. Ideally the RVTs would be scheduled on a 4 day a week/10 hour a day schedule to provide coverage throughout the shelter's 11 hour animal care day.

**Non licensed Veterinary Assistant:** A non-licensed veterinary assistant is recommended to allow RVTs to focus on providing 7 days per week coverage for those duties for which they are specifically trained (and which, in some cases, only they can legally perform). The non-licensed assistant will assist with surgery, maintenance of the animals and environment in the medical and surgical areas, and other support duties. If per-diem surgical services are performed on weekends or on weekdays (when the surgical trailer is not in use for shelter surgeries), this individual's schedule could be altered to provide sufficient coverage on higher volume surgery

days. This would ensure adequate medical coverage 7 days per week and limit costly overtime for RVT positions.

TABLE 8: SUMMARY OF VETERINARY MEDICAL AND SPAY/NEUTER SERVICES STAFFING RECOMMENDATIONS

Position	Part-Time/Full-Time	Role	Current Staffing	Proposed Staffing
Supervising Shelter Veterinarian	Full-Time	Supervisory	1 <i>KSMP Contract Position</i>	1
Registered Veterinary Technician	Full-Time	Support	2	2
Non-Licensed <u>Veterinary Assistant</u>	Full-Time	Support	0	1
Per-Diem Spay/Neuter Veterinarian	Part-Time	Support	Variable	Variable (0.2-0.5 FTE)

TABLE 9: SAMPLE RECOMMENDED VETERINARY MEDICAL PROGRAM SCHEDULE

Position	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Supervising Shelter Veterinarian	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm		
Registered Veterinary Technician 1	8am to 7pm	8am to 7pm	8am to 7pm	8am to 7pm			
Registered Veterinary Technician 2	8am to 7pm				8am to 7pm	8am to 7pm	8am to 7pm
Non-Licensed <del>Veterinary Assistant Technician</del> <i>Veterinary Assistant Technician</i>	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm		

## FIELD SERVICES

Field services provide the law enforcement, nuisance abatement and primary public health/rabies control aspects of an animal control and sheltering program. Field officers can also function as an outreach arm of the shelter program: in the course of responding to calls and patrolling neighborhoods, field officers will have contact with a wide variety of citizens and can provide educational resources, assist with resolution of nuisance and welfare situations, promote spay/neuter, vaccination and responsible animal care, and generally raise awareness of the shelter's programs and service. Field officers may also assist with transport of animals, e.g. to offsite events or for off-site veterinary services.

Field services can be provided by the same entity that provides sheltering services or can be provided under a different entity. For example, of the **3 three** private comparable agencies evaluated, none provided field services; however, there are some private animal shelters in California that have contracts for field as well as sheltering services (e.g. Marin Humane Society and Peninsula Humane Society are two regional examples). Most public agencies provide both field and sheltering services under one umbrella agency, but one comparable agency split these two functions into different departments. Benefits of having field services and sheltering services performed by the same agency include greater consistency of practices, management and accountability. For example, if field officers follow different standards than shelter staff for critical processes such as data collection, sanitation of vehicles, or animal handling and care, overall programmatic goals may be compromised and the two different staff groups may find themselves at odds. More broadly, a field services program that is aligned with a single overall mission for the organization can be a powerful resource for public outreach, as described above. From a practical perspective, having field services within the overall shelter program may provide some economies of scale rather than creating two separate staffs and programs. However, in some communities, the local government prefers to maintain control over the law enforcement aspect of animal control; or a private organization may find that involvement with the negative aspects of law enforcement and nuisance control associated with field services compromises their ability to generate public support and donations. In such case, local governments looking to contract out sheltering services may be left with no choice but to provide field services by another means.

### RECOMMENDED PROGRAMMING ELEMENTS PROVIDED FOR PRIMARILY THROUGH FIELD SERVICES

**Animal Control/Protection Activities:** As described above, this includes law enforcement, nuisance abatement and public health components. Services provided by field officers typically include responding to and resolving complaints of dangerous domestic animals, animal cruelty investigation, pick-up of sick/injured animals, responding to public reports of dogs running at large (including capture and impoundment of dogs if necessary to protect the public or the animal), investigation of code enforcement complaints related to animals, and enforcement of rabies control and quarantine compliance. Specific recommended elements of animal control/protection services include:

**Field Resolution of Animal Issues:** Many animal-related issues can be resolved either through impoundment of the animal or field contact with the owner and/or complainant. Field resolution includes offering solutions for welfare or nuisance situations (such as offering information on providing a low-cost humane confinement system such as a runner for a dog that chronically escapes the premises); providing informal or formal mediation between concerned neighbors; issuing and following up on a "fix-it" ticket to resolve a situation

(such as improper confinement or care); or issuing a citation for violations such as dogs running at large. In many cases, successful field resolution is more cost effective than impoundment of the animal, with all the associated expenses and the risk that the animal will be euthanized. It also holds greater potential to solve problems long term in some cases. The relatively cramped facility and wide distance between the shelter and some service areas further justify an emphasis on field resolution. Specific recommendations include:

- Train field officers and provide educational materials and options (such as an informal “fix-it” ticket system) to resolve situations in the field. Create a systematic plan to encourage and reward field resolution (e.g. tracking # of animals returned to owner with or without a citation versus impounded).
- Ensure that dispatch and front office staff also support the emphasis on field resolution from the first contact with a citizen reporting a complaint or a concern, and that these staff offer alternatives that allow citizens to resolve situations without even requiring field response when appropriate.
- Avoid developing a system that links compensation of an agency (or contracting organization) solely to the number of impounds, as this will tend to encourage the opposite behavior (a preference for impoundment over field resolution). Rather, track the number of impounds *prevented* by front office, dispatch or field contact and ensure that the shelter budget accounts for the time and skill required to support these activities.

**Limited Field Response to Stray and Feral Cats:** State mandated and local obligations to control dogs are different from the requirements related to cats. Authority to control and license dogs comes primarily from the Health and Safety Codes related to rabies prevention and monitoring. The state authorizing laws are often reflected in local ordinances, including in Yolo County. However, there are no state laws in California that require stray cat control, rabies control, or vaccination and licensing. State law requires jurisdictions to impound and care for sick, injured, abandoned, neglected or cruelly treated animals, and animals that require quarantine. In contrast to dogs, Yolo County specifically exempts cats from municipal “at large” laws, and a large percent of cats that enter the Yolo system would not fall into any of these state mandated categories. To reduce expenses associated with impoundment and holding and lower euthanasia risk, the following policies are recommended:

- Do not offer field pickup of healthy stray or feral cats, including those that are trapped or confined by citizens. This single change by one of the comparable agencies reportedly resulted in a substantial reduction in feline intake to the shelter (~ 30%), as well as a reduced burden on field service officer time and travel.
- Train front office and dispatch staff to offer alternatives to field pickup of stray and feral cats, including recommendations to resolve nuisance and welfare concerns without impoundment and referral to community options to get feral cats spayed/neutered and vaccinated. As a last resort, offer citizens the option of bringing the cat to the shelter themselves (at which point it may become a candidate for adoption or shelter/neuter/return as described in the veterinary services section).
- Continue to offer field pickup for sick, injured, and orphaned cats as well as those requiring rabies quarantine. Empower the field supervisor to permit field pick-up of stray or feral cats when deemed necessary to prevent unusual risk to animals or people or based on other extenuating circumstances.

**Prioritize and Track Field Services Activities:** Identify the range of calls that require a response and develop a detailed system to prioritize them based on public health risk, animal risk and other considerations. Track call types in a searchable database, and monitor response time required, frequency of call type, and officer productivity using shelter software (e.g. Chameleon©). Ensure that each officer captures all relevant data related to each call for service they complete and the people involved. This helps all officers by providing access to historical data and potential safety or enforcement concerns. It also allows the management to appropriately evaluate the services being provided and inform decisions on how to improve or change that service.

**Ensure Sufficient Hours of Field Coverage:** Extend field services hours to cover peak service hours based on analysis of service calls and typical coverage of field services provided by comparable agencies. Ideally field service coverage would be provided from 7 AM to 7 PM. This could be accomplished utilizing 2 overlapping 8 hour shifts of officers, 7 days a week, with a 7am to 3pm and 12pm to 8pm overlapping shift schedule. Scheduling 2-3 officers to be on-duty for the AM shift and 2-3 officers on duty for the PM shift daily would provide broad coverage, reduce response times and limit overtime.

**Animal Cruelty Investigation and Dangerous Dog Response:** These two areas require specific skills and training, including awareness of the detailed legal responsibilities (and associated risks and liabilities) to protect citizen's rights and safety, investigate and document complex cases, and enforce all relevant laws. Ensure that the field supervisor and lead field officer receive advanced training in response to these cases. Additionally, designated field officers can be trained to specialize in certain types of animal crime investigation or partner/coordinate with the appropriate unit in the sheriff's department.

**License Canvassing:** Utilize field officers for licensing canvassing with a managed/supervised field canvassing program during times that calls for service are lower and when there is scheduled overlap of officers. Increased licensing compliance could substantially offset the costs of expanded staffing in field services or other departments. This function can be supervised and coordinated by the proposed Senior Field Officer. License enforcement should be required during every contact an officer has with a member of the public that owns a dog. Enforcement can be accomplished in a customer-friendly way such a notice to comply that provides the owner some period of time to comply before a citation is issued. See licensing section for additional information.

**Dispatching Services:** Continue to use the sheriff's department for field officer dispatching or consider adding additional office clerks to assist with call taking and dispatching duties. Dispatching is a critical support function for field services. Most agencies that are the size of Yolo County have animal control specific dispatchers during hours where officers are on patrol. Potential benefits of shelter-based dispatching would include improved data collection, reduced burden on the sheriff's office dispatching system and would allow the facility to take better advantage of the Dispatching Module available in the current shelter management software used.

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## SUMMARY OF FIELD SERVICES STAFFING RECOMMENDATIONS

### Management

Field officers by definition must function with a high degree of autonomy and limited direct supervision. To ensure a successful field program, adequate training and supervision is critical. Provide a field supervisor who is not actively assigned to field calls and should primarily maintain the management/supervisory role. This individual



could also oversee the licensing program if the task is not assigned to the front office supervisor (for instance if field services are separated from shelter services in a new governance model. In addition, designate a lead field officer (included in line staff below), to be utilized to provide response to calls for service, assist the field supervisor in training officers, and provide supervision of field officers when the field supervisor is not on-duty. Supervisory priorities include:

- Development of a policy and procedure manual that details the types of calls that are commonly received and how to prioritize them and includes the proper protocol on various topics such as uniform code, training requirements, use of county equipment, etc.
- Develop and maintenance of a training manual and reference guide for each officer, and oversight of ongoing training for officers (including budget allocation and assignment of specific continuing education activities).
- Implement a defined system to routinely monitor field officer activities to maintain accountability and recognize and reward efficiency and productivity. This includes regular review of detailed field logs as described above.

### Line Staff

Analysis of calls for service at YCAS revealed peak service call hours of 7 AM to 7 PM. Of the seven comparable agencies providing field services, all offered 7 day a week, active, on-duty scheduling. Of these, 2 (28%) provided 10 hours of daily field coverage, 2 (28%) provided 12 hours of daily field coverage and 3 (43%) provided 13.5 or more hours of daily field coverage on a scheduled (versus on-call) basis) with on-call availability during the remaining hours. Therefore, of the comparable agencies, 71% provided 12 or more hours of daily field coverage. Field services for YCAS officers currently averages approximately 8,000 calls for service per year. The square mileage of Yolo County is higher than the average of the comparable agencies (1014 miles versus ~ 650 miles). In preparing staffing recommendations it was assumed that the average field service call would require 1 1/2 hours of staff time (all-inclusive including being dispatched, travel to and from site, time at site of call, on-site animal care and paperwork). Based on the foregoing analysis, 7 full time field officers are recommended, with one of these designated as a lead field officer and present when the Field Supervisor is not scheduled.

**TABLE 10: SUMMARY OF FIELD SERVICES STAFFING RECOMMENDATIONS**

Position	Part-Time/Full-Time	Role	Current Staffing	Proposed Staffing
<b>Supervising Field Officer</b>	Full-Time	Supervisory	1	1
<b>Lead Field Officer</b>	Full-Time	Lead	0	1
<b>Field Officer</b>	Full-Time	Support	7	6

**TABLE 11: SAMPLE FIELD SERVICES SCHEDULE**

<b>Position</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>	<b>Saturday</b>	<b>Sunday</b>
<b>Supervising Field Officer</b>	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm	8am to 5pm		
<b>Lead Field Officer</b>	7am to 3pm			7am to 3pm	7am to 3pm	7am to 3pm	7am to 3pm
<b>Field Officer 1</b>	7am to 3pm	7am to 3pm	7am to 3pm	7am to 3pm	7am to 3pm		
<b>Field Officer 2</b>		7am to 3pm	7am to 3pm	7am to 3pm	7am to 3pm	7am to 3pm	
<b>Field Officer 3</b>	7am to 3pm	7am to 3pm	7am to 3pm			7am to 3pm	7am to 3pm
<b>Field Officer 4</b>	12pm to 8pm	12pm to 8pm	12pm to 8pm	12pm to 8pm	12pm to 8pm		
<b>Field Officer 5</b>		12pm to 8pm	12pm to 8pm	12pm to 8pm	12pm to 8pm	12pm to 8pm	
<b>Field Officer 6</b>	12pm to 8pm	12pm to 8pm			12pm to 8pm	12pm to 8pm	12pm to 8pm

## ADDITIONAL PROGRAM AND STAFFING RECOMMENDATIONS

Some programmatic and staffing elements do not fit neatly into departmental classifications. Depending on shelter size and organizational structure, specific staff may be associated with these programs or responsibility for program management may be folded into the duty of staff or management in one of the departments described above.

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## LICENSING PROGRAM AND STAFFING RECOMMENDATIONS

Provision of licensing services for dogs is required for all jurisdictions in the State of California. A robust animal licensing program provides funding for the animal control and sheltering program, ensures rabies vaccination compliance and assists in animal reunification with owners. This requires an efficient system of issuing licenses, processing applications and enforcing compliance such that the licensing program results in net revenue which can offset other costs of the animal control and sheltering program. Specific recommendations include:

**Continued Rabies Reporting by Veterinarians:** Primary licensing compliance is through Rabies vaccination reporting by local veterinarians, which is required by section 6-1.904(c) of the Yolo County Code. This has resulted in a relatively high rate of compliance estimated at 30% of pet dogs in Yolo County (a recent survey of 16 California cities/counties found an average license compliance rate was 12% with a range of 5-24%). This relatively high rate of compliance suggests that room for increase may be relatively modest; however there are certainly high performing communities that report even higher rates.

**Cat Licensing:** At this time cat licensing in Yolo County is voluntary, not mandatory. Although in many communities in which cat licensing is mandatory compliance for cat licensing is substantially lower than dogs, this is still a source of revenue and can provide other potential benefits of increasing licensing, such as increased reunification of licensed pets with owners.

Animal licensing is the mechanism local agencies use to monitor and ensure an animal is vaccinated against rabies in California. However, the State does not require the vaccination of cats against rabies, so Yolo could consider developing a mandatory license system that is not based on rabies monitoring, or pass a law (as many jurisdictions have) requiring the vaccination and licensing of cats.

Cats are excluded from the prohibition against animals running at large in Yolo County. The probability that a cat could be exposed to rabies is generally higher than that for a dog and as a result there is good reason to contemplate requiring rabies vaccinations for cats.

Cats make up more than half of all animal impounds in the Yolo shelter and have far lower owner-reclaim rates than dogs. This means there are fewer opportunities to collect fees from owners of cats, even though the cost of caring for cats is a significant portion of the shelter's budget. Licensing for cats would allow cat owners to participate more broadly in supporting animal services.

**Automation of License Application, Payment and Renewal:** Increase the automation of licensing, including electronic renewal options (such as through email notification and on-line payment processing) would likely increase efficiency and compliance.

The Chameleon database that is already being used by staff allows most of this functionality. As part of the database licensing fees already paid by Yolo County, Chameleon offers support for report writing and training in all aspects of managing this database and can provide onsite training for a fee. Online licensing requires a small transaction fee, but it is more than offset by the amount of time saved by staff when they do not have to do the data entry. License processing can be contracted out, in whole or in parts, to Chameleon or other companies.

**Develop Additional Licensing Efforts:** Including an active license canvassing program, with particular emphasis on areas with low licensing compliance, high animal intake and low owner redemption rates. The schedule provided for field staff in this report includes overlap in shifts sufficient to add capacity in the field to collect more license fees, as well as sufficient front office staffing to assist with processing and administration of the program. Additional licensing efforts could include:

Outreach: Raise awareness

- Messages that make clear *why* dog and/or cat licensing is important for pets, owners, shelters, and communities
- Public education, including canvassing programs (door-to-door contact) and approaching people waiting in line at pet events, such as mobile vaccine clinics
- Partnerships with business. For example, in Los Angeles, some vet clinics distribute information or process licensing applications, in exchange for a small payment on each license. In Calgary, Canada, pet superstores process license applications for customers.

Incentives: Make it more financially attractive

- Merchant coupon books to people who license with discounts or gifts
- "Free first ride home" where animal services personnel return pets to their homes directly, bypassing the shelter and at no cost to the owner
- Limited-time amnesty programs that waive penalties for failure to license in the past, in order to motivate people to get licenses before the amnesty period ends
- Reducing fees for the initial licensing period, such as for six months, to lower the cost for owners

Enforcement: Follow-up with people who don't comply

- Enforcing licensing laws assertively, by keeping good records and partnering with organizations such as tax collection offices and law enforcement
- Staff can also explore new means of expanding licensing programs by working with utility companies, the Postal Service, code-enforcement officers, and other organizations with presence in the community. In addition to distributing information to pet owners, these partnerships can provide additional benefits, such as help to identify underserved populations and areas where animals are creating problems.

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## VOLUNTEER PROGRAM AND STAFFING RECOMMENDATIONS

Investment in a successful volunteer program can be cost effective, as well as improving shelter operation and community perception. Conversely, an unmanaged volunteer program can create substantial risks to people, animals and public perception. Comparable agencies consistently expressed the importance of sufficient oversight of the volunteer program to support consistency, training, and safety of the volunteers and animals. Most comparable agencies made extensive use of volunteer services, and those that did not generally expressed a desire to expand this element of their programs. Half the comparable agencies reported having at least one FTE assigned to volunteer coordination. While not a replacement for core staff to provide daily cleaning, care, medical services and other required activities, volunteers can provide a valuable supplement. Four of the nine comparable agencies utilized volunteers to perform some core duties such as kennel cleaning and animal care; of these, agencies reliant on volunteers for more than ~ 10% of core FTE responsibilities acknowledged issues with training, compliance, reliability and/or sustainability. More ideally, volunteers supplement core duties and play an expanded role in provision of ancillary shelter services beyond basic husbandry that may not be feasible with paid staff alone. Volunteers can also substantially assist in public outreach, foster care, adoption events and other efforts to decrease euthanasia and improve service to the community. Given the large and diverse demographic served and limitations of the current shelter building, recruiting volunteers to increase outreach into the community and support offsite programs would be particularly helpful. Volunteers with particular skills can also provide valuable support in areas such as behavior and training programs for animals; training and behavioral advice and support for adopters and owners considering surrender of their pet; social media management and website design and maintenance; and grant writing and fundraising efforts (either directly or through a “friends of the shelter” support program). Specific recommendations include:

**Hire a Full-Time Permanent Volunteer/Foster Care Coordinator** (Foster Care responsibilities will be discussed in the section below): This person will be responsible for actively recruiting volunteers, providing frequent orientations and ongoing training, managing volunteers, assisting with development of volunteer programs in specific departments and developing volunteer programs that span multiple departments or operate outside of a department. Specific recommendations include:

- Work with the Executive Director to develop an overall plan for volunteer program goals, specific objectives and strategies, and volunteer management including recruitment, tracking (e.g. development of volunteer database), recognition, accountability and discipline.
- Utilize a variety of methods and media to recruit volunteers, including online volunteer registries and social media promotion, shelter visitors, written materials and word of mouth. Ensure that prompt response is made to all volunteering inquires (within 24-48 hours).
- Create a streamlined process to become a volunteer for the shelter, avoiding time consuming background checks or live-scanning requirements.
- Offer volunteer orientations 1-2 times per month.
- Work with department managers to create written job descriptions, protocols and procedures for volunteers.
- Work with department managers to define volunteer roles and activities within each department.

- Develop volunteer leadership positions for major areas of volunteer activity (e.g. offsite adoptions). Over time, allow volunteer leaders to assist with recruitment, training and support of volunteers in that program.
- Maximize access to the facility by volunteers to the greatest extent possible, including access to stray holding areas except when legal or safety considerations are prohibitive.

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## FOSTER CARE PROGRAM AND STAFFING RECOMMENDATIONS

Successful shelters utilize foster care programs as a cost effective means to reduce euthanasia and provide needed care to special shelter animal populations including sick, injured and underage animals as well as non-aggressive animals with special behavioral needs. All comparable agencies utilized foster care to some degree. Most comparable agencies included oversight of the foster program in the job duties of another position rather than having a dedicated full time foster care coordinator. However, allocating sufficient time to this position is critical to leveraging the services of foster care providers as well as ensuring public and animal safety. For instance, one comparable agency reported that allocation of specific time and responsibility resulted in an increase in use of the foster program from 87 animals to over 1000 animals annually, representing 25% of the shelter's population. The limitations of the current YCAS facility (cramped isolation housing, insufficient space to maintain the health of underage animals, overall small size of facility demanding short length of stay within the shelter) render a robust foster program particularly beneficial, and foster care for neonatal kittens is required to maintain at least the current live release rate for cats. Therefore, a designated position to oversee foster care is recommended. Because foster care is primarily reliant on volunteers, and is moderately seasonal in its demands (because of the association with the summer kitten season), combining the foster care coordinator with the volunteer coordinator in a single FTE position is recommended. In addition, adequate support from other staff will be required, particularly from the veterinary/medical services department. These requirements are addressed in the staffing recommendations provided in each departmental section above. Specific recommendations include:

- As for volunteers in general, the Volunteer/Foster coordinator will be responsible for recruiting, training and managing foster volunteers, including development of a specific foster volunteer database. In addition, the volunteer/foster coordinator will work with the executive director, kennel manager and supervising veterinarian to develop overall programmatic goals and policies for the foster care program, including the goals for specific animal care such as neonatal animals, sick or injured animals, and animals with special behavioral needs.
- Staff the shelter's medical program, as previously recommended, including RVT coverage 7 days a week to support the need for routine medical care for foster animals. Develop and clearly communicate to all foster volunteers a system to handle after-hours emergency medical needs for animals in foster care.
- Work with the kennel manager to develop a system to schedule return of animals from foster care for adoption. Work with designated staff (e.g. front office, public outreach) to ensure that adoption promotions and other media outreach is coordinated to ensure that adoptions keep pace with return of animals from foster homes, especially the seasonal influx of kittens.
- Develop a process for adoption of animals directly from foster homes (following spay/neuter surgery and any other needed pre-adoption screening), streamlining the process as much as possible. This amplifies the reach

of the foster program by allowing foster homes to function as “mini offsite-adoption centers”, serving adopters who would be disinclined to visit the shelter.

- Allocate specific budgetary support for equipment and supplies for foster animal care.

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## PUBLIC VETERINARY SERVICES (OTHER THAN SPAY/NEUTER)

In general, public animal shelters are not a major resource for veterinary services for privately owned animals. This role is typically filled, in most communities, by for-profit business enterprises offering full veterinary medical care services or non-profit private entities offering limited veterinary medical care services at reduced fees, focusing on lower income clientele. Most public animal shelters offer very limited services such as owner-requested euthanasia of pets and intermittent low cost vaccine clinics. The current building’s space and access limitations are such that limiting these services and redirecting members of the public to other options in the community wherever possible is recommended. Specific recommendations include:

- See veterinary medical and spay/neuter Services for recommendations regarding public spay/neuter services.
- Offer owner-requested euthanasia only to pet owners with proof of low income, and only to those animals for whom euthanasia is genuinely required due to medical or behavioral considerations (e.g. not as a convenience or in response to treatable conditions). Redirect others to the following resources as appropriate:
  - Referral to a private veterinarian in the community for pet owners who are not low income and require euthanasia services for their pet
  - Provide resources for owners to keep a pet that is not adoptable but does not have a terminal medical or untreatable behavioral condition (see Managed Intake above in Front Office/Customer Service section)
  - Accept adoptable pets as owner surrenders rather than owner-requested euthanasia
- Ensure that the public has access to low cost vaccine clinics available in the community. There are a number of resources for low cost vaccines at appropriately staffed and accessible locations throughout the county offered by private providers. Maintain a list of these clinics (including at pet stores and private veterinary clinics) and refer citizens on an ongoing basis. If vaccine services are provided at the shelter facility itself, consider using a third party provider for these vaccine clinics, ideally a mobile vaccine clinic hosted at the facility.

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## OUTREACH AND HUMANE EDUCATION

All comparable agencies acknowledged that public outreach and engagement was an essential component of a successful shelter program. Components of outreach programs include marketing of shelter programs and shelter animals; public relations activities such as media, newsletters and events to increase public awareness of shelter, humane, cruelty and legal aspects of shelter operations; maintenance of the shelter’s website and social media; and humane education. In a private organization, costs for a public outreach position can be offset by grants and donations received as a result of outreach efforts. Additionally, some outreach programs such as birthday parties at the shelter, offer a financial return for the agency as well as an opportunity for public engagement. Publicly

funded agencies generally lack the opportunity to directly offset costs associated with an outreach position, and generally incorporated the above activities into the job description of staff and volunteers in other areas.

- Consider hiring of a dedicated public outreach/development director as a non-core position. This position would have areas of responsibility to include outreach, media relations, marketing of animals and programs, public engagement and development (including fundraising, donation solicitation and grant writing). See below under development for further rationale.
- In the absence of a position specifically dedicated to public outreach, identify key outreach functions and allocate responsibility to specific staff and/or volunteer positions. Suggestions for some of these activities (e.g. social media coordination by front office staff and/or volunteers) have been made throughout the staffing and programmatic recommendations above.
- For elements of public outreach or humane education identified as important but outside the scope of current shelter staff and volunteer activities, identify community partners to help provide these services. For example, the City of San Jose partners with a private rescue group to provide public education regarding co-existence with un-owned cats in the community.
- In lieu of hiring a dedicated humane educator, develop strategies to provide humane education opportunities through the expanded volunteer program as recommended above. In addition, ensure that staff utilizes existing opportunities for humane education and outreach, for example by providing field officers with training and educational materials to share during field contacts and licensing canvassing.

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## DEVELOPMENT AND FUNDRAISING

Private support plays a key role in animal sheltering nationally and statewide<sup>15</sup>. Reflecting this reality, every successful comparable community leveraged private support as well as public funding to achieve their goals. Private agencies often subsidize public contracts to provide for additional services. This is supported through a combination of donations, grants, and other revenue sources (e.g. birthday parties, kid's camps, thrift shop or on-site retail center). For publically funded agencies, this was often achieved through partnerships with private organization. For instance, several comparable public agencies utilized spay/neuter services provided by a private organization at modest cost and subsidized by grants and donations. This allowed these agencies to limit in-house costs for medical services. A number of public agencies also receive private support via either an associated non-profit program dedicated to fundraising for the shelter, or through direct fundraising or grant writing by shelter staff. Locally, the Yolo County SPCA supports YCAS through funded staff that operates on-site to support a variety of shelter programs focused on improving animal care and reducing euthanasia. The YCSPCA has also provided funding and supplies for specific shelter programs as well as serving the community directly through a variety of programs. The governance structure of the shelter will strongly influence which fund raising and public/private partnership activities will be most readily available and beneficial. Some general recommendations include:

- As noted above, consider hiring of a dedicated Public Outreach/Development Director as a non-core position. Allocate responsibility to this position for researching options for revenue streams in addition to public funds, and acting on those opportunities as appropriate (e.g. writing grant proposals, developing mechanisms to

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<sup>15</sup> Rowan A. Counting the Contributions *Animal Sheltering*: HSUS, 2006.



raise donations from individuals, offering revenue generating activities that support the mission of the shelter). It is possible that this position would result in net income to the agency and offset the costs of the position itself.

- In the absence of a dedicated Public Outreach/Development Director, allocate responsibilities for fundraising and revenue generation to existing staff positions, including providing the Executive Director with an appropriate mandate and flexibility to explore the available options.

#### ANCILLARY SERVICES AND ORGANIZATION SUPPORT

Overhead and other ancillary support services are an essential aspect of an animal sheltering agency. Services such as finance, human resources, legal resources, facilities cost and maintenance, information technology and other entity support endeavors are crucial to a well-run organization. Currently, most of these services are provided by the Sheriff's Department and/or Yolo County at no additional cost to the contracting agencies. If a new agency was created for the provision of animal services, additional overhead costs would result depending on what services were continued to be provided and subsidized by the agencies. The proposed budget includes these additional overhead costs to provide as realistic of an estimate as possible.

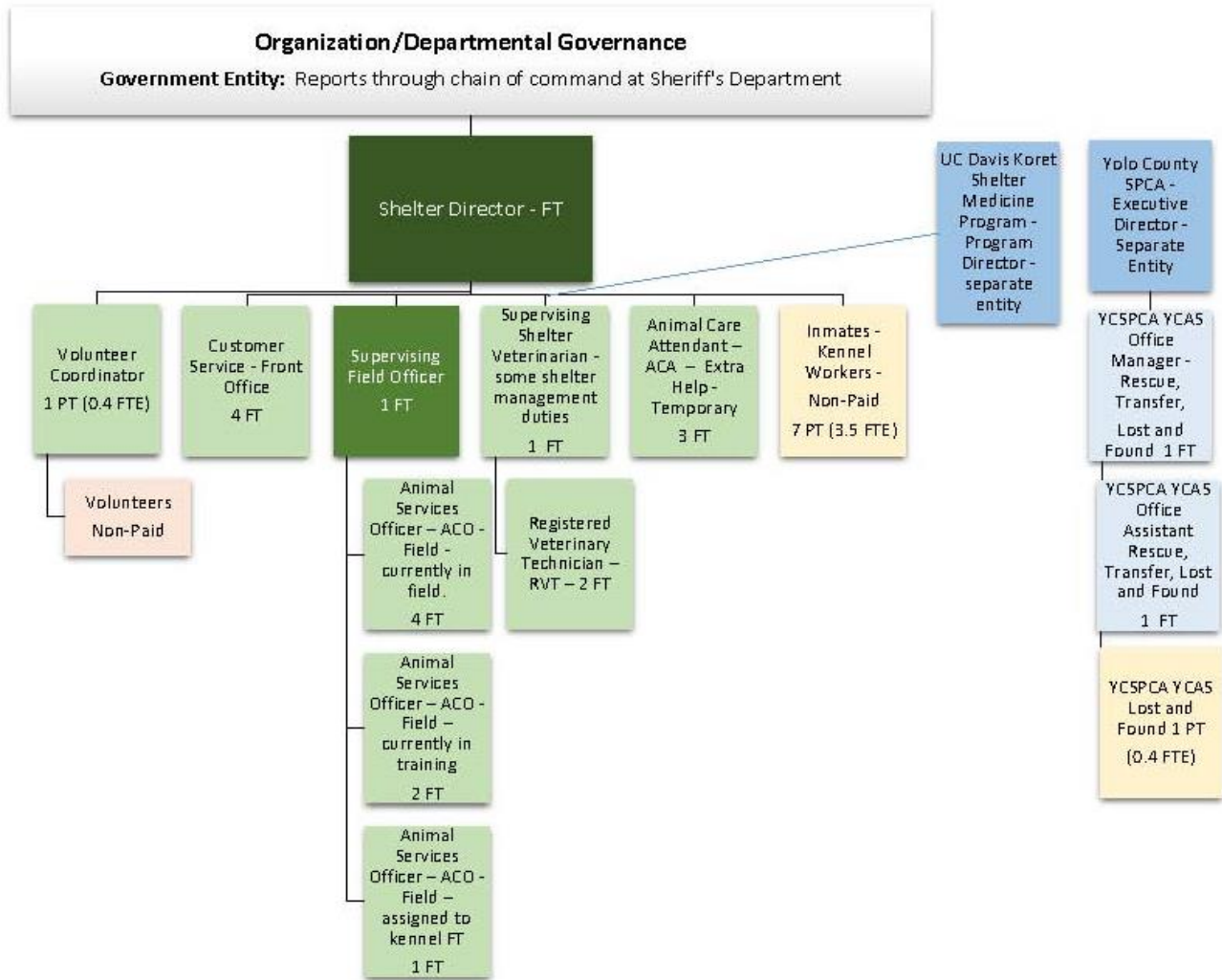
RECOMMENDED STAFFING LEVELS/ORGANIZATIONAL STRUCTURE

TABLE 12: OVERALL STAFFING RECOMMENDATION

Department/Role Position/Title	Part-Time/ Full-Time	Role	Current Staffing	Proposed Staffing
<b>Agency Leadership</b>				
Executive Director	FT	Supervisory	1	1
<b>Front Office and Customer Service</b>				
Front Office Supervisor/ Administrative Assistant	FT	Lead	0	1
Front Office Clerk	FT	Support	4 (+ 1.2 provided by YCSPCA)	3
Front Office Assistant	PT	Support	0	1 FTE (2 PT positions)
<b>Kennel/Sheltering Services</b>				
Shelter Manager	FT	Supervisory	0	1
Animal Care Attendants	FT	Support	3 Extra help/Temp (+1.2 provided by YCSPCA)	5
Kennel Workers	PT	Support	5-7 PT (3-4 FTE) Unpaid Inmates	2.5 FTE (5 PT positions)
<b>Field Services</b>				
Supervising Field Officer	FT	Supervisory	1	1
Senior/Lead Field Officer	FT	Lead	0	1
Field Officers	FT	Support	7 (1 in kennel FT, 1 in kennel PT, 2 in training)	6
<b>Veterinary Medical and Spay/Neuter Services</b>				
Supervising Shelter Veterinarian	FT	Supervisory	1 KSMP Contract Position	1
Registered Veterinary Technician	FT	Support	2	2
Non-licensed <b><i>Veterinary Assistant</i></b>	FT	Support	0	1
Per Diem Veterinary Services	PT	Support	Variable	Variable* (0.2-0.5 or more)
<b>Additional Programs</b>				
Volunteer/Foster Program Coordination	FT	Coordinator	0.4	1
Outreach/Marketing/Development*	FT	Coordinator	0	1*
<b>TOTAL</b>			<b>25.3</b>	<b>27.7 to 29*</b>
*Indicates Non-Core Position				

FIGURE 3: YCAS CURRENT STAFFING LEVELS AND ORGANIZATIONAL STRUCTURE

## Yolo County Animal Services Current Staffing Levels/Organizational Structure



**SUMMARY INCLUDING ALL STAFFING ELEMENTS:**

Shelter Director – 1 FT

Front Office/Customer Service: 4 FT

Rescue/Transfer, Lost & Found: 2 FT, 1 PT = 2.4 FTE – YCSPCA Paid

Volunteer Program: 1 PT = 0.4 FTE

Field Staffing: 8 FT (1 assigned to kennel, 2 in training in kennel)

Shelter Staffing: 3 FT (3 Temporary/Extra Help), 7 PT Inmates = 6.5 FTE

Veterinary/Spay/Neuter: 3 FT (1 via UCD Contract)

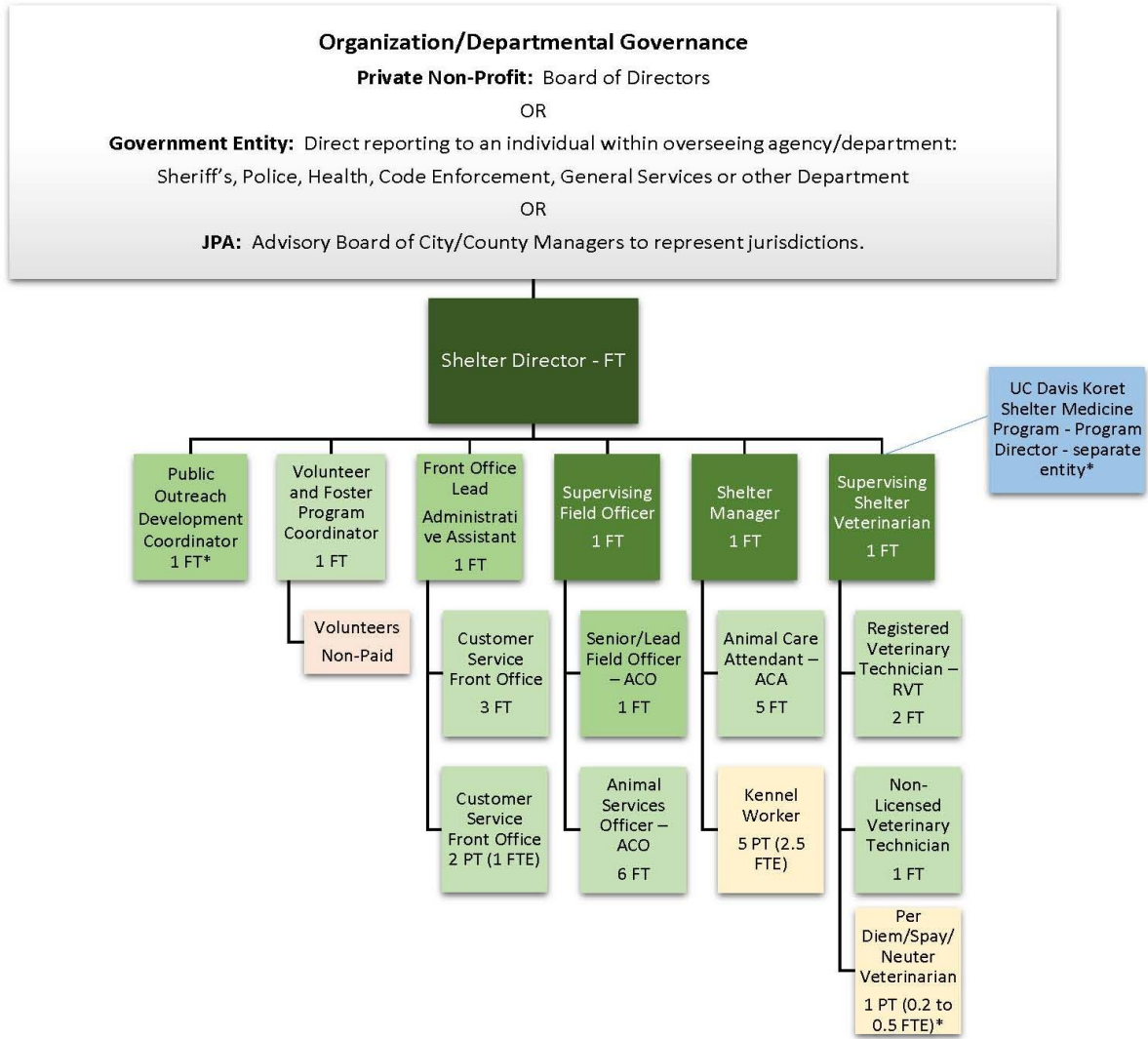
TOTAL: 21 FT, 9 PT = 25.3 FTE

**Ancillary Services Provided Through Sheriff's Department**

Finance  
Human Resources  
Legal  
Maintenance and Facilities Management  
IT Services  
Purchasing

FIGURE 4: YCAS RECOMMENDED STAFFING LEVELS AND ORGANIZATIONAL STRUCTURE

## Yolo County Animal Services Recommended Staffing Levels/Organizational Structure



**SUMMARY INCLUDING ALL STAFFING ELEMENTS:**

Shelter Director: 1 FT  
 Front Office: 4 FT, 2 PT = 5 FTE  
 Public Outreach\*: 1 FT  
 Volunteer/Foster Care Program: 1 FT  
 Field Staffing: 8 FT  
 Shelter Staffing: 6 FT, 5 PT = 8.5 FTE  
 Veterinary/Spay/Neuter: 4 FT, 1 PT = 4.2 to 4.5 FTE

**TOTAL: 24 to 25 FT, 8 PT = 27.7 to 29 FTE**

**Ancillary Services Provided Through Appropriate Department, Staffing or Contracting:**

Finance  
 Human Resources  
 Legal  
 Maintenance and Facilities Management  
 IT Services  
 Purchasing

\*Note: Supervising Shelter Veterinarian shown with chain of command if UCD contract continued.

## BUDGET PROJECTIONS FOR POTENTIAL GOVERNANCE MODELS

Following the staffing and programming analysis performed by KSMP, LAFCo developed several budget projections in order to demonstrate the potential cost of alternative governance models for animal services. Our projections display a possible one-year budget for each of three governance models that might be considered, with each governance model displaying budgets projected for two separate staffing and programming scenarios.

### CURRENT YCAS BUDGETS

In order to establish a baseline understanding of cost, we provide the current YCAS budgets for FY 12-13 and 13-14 in our spreadsheets. We also provide an updated budget for FY 13-14 that includes all the actual costs associated with animal services in Yolo County. These actual costs include resources such as staff or services that are provided to YCAS by an outside organization or agency free of charge (these are the brown columns in the budget). When comparing our projected budgets to the current YCAS budgets, the updated FY 13-14 budget (the dark brown column) should be used, as this is the most accurate portrayal of the actual cost of providing animal services in Yolo County.

### GOVERNANCE OPTIONS CONSIDERED

Animal services are currently provided by Yolo County through the Sheriff's Department, with the cities of Davis, West Sacramento, Winters, Woodland, and UC Davis contracting with the Sheriff's Department for the service. For the purposes of the budget projection portion of this study we have identified three alternative governance models that might be considered. The three potential replacement models are defined below:

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#### JOINT POWERS AUTHORITY (JPA)

In this governance model Yolo County and its five contract agencies for animal services would form a Joint Powers Authority (JPA), which would be responsible for hiring employees and providing animal services to the entire county. Governance of the JPA would be provided by representatives from the County and contract agencies.

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#### JOINT POWERS AUTHORITY (JPA), WHICH CONTRACTS WITH A NON-PROFIT FOR SERVICES

In this governance model, Yolo County and its five contract agencies would form a JPA, but would not be directly providing animal services and would have little or no staff. Instead, the JPA would contract with a non-profit organization to provide animal services to Yolo County.

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#### HYBRID MODEL

In this governance model, animal shelter services would be provided using the same method as in the above scenario, with a JPA being formed and then contracting with a non-profit organization for shelter services. Field services (including all animal control officers) would be contracted to a public agency (such as the sheriff's department).

## STAFFING AND PROGRAMMING SCENARIOS

When projecting budgets for each of the three governance models discussed above, we gave consideration to two separate scenarios regarding staffing and programming. In the first scenario budgets are projected for all three governance models, assuming that the staffing and programming levels recommended by KSMP in this report are utilized (these are the green columns in the budget). For comparison, we also projected budgets for all three models in which the staffing and programming levels were assumed to remain the same as those currently existing at YCAS (these are the blue columns in the budget).

TABLE 13: BUDGET PROJECTIONS

EXPENDITURES									
	YCAS Current Budgets <sup>1</sup>			Budget Scenarios: KSMF Recommended Staffing Levels <sup>2</sup>			Budget Scenarios: Existing YCAS Staffing Levels <sup>3</sup>		
	YCAS 12-13	YCAS 13-14 <sup>4</sup>	YCAS 13-14 (Including costs not listed in YCAS budget) <sup>5</sup>	Joint Powers Authority (JPA) <sup>6</sup>	JPA Contracts with Non-Profit <sup>7</sup>	Hybrid Model (JPA Contracts with Non- Profit for Sheltering/ Public Agency for Field Services) <sup>8</sup>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non- Profit for Sheltering/ Public Agency for Field Services)
	FTE: 20 Benefits: 38% <sup>11</sup>	FTE: 18 <sup>9</sup> Benefits: 38%	FTE: 25.3 <sup>9</sup> Benefits: 38%	FTE: 29 <sup>10</sup> Benefits: 30% <sup>12</sup>	FTE: 29 Benefits: 27%	FTE: 29 Benefits: 27%; 38%	FTE: 25.3 Benefits: 30%	FTE: 25.3 Benefits: 27%	FTE: 25.3 Benefits: 27%; 38%
Regular Salaries	725,204	793,909	793,909	1,191,000	1,074,500	1,111,500	1,011,000	912,300	954,500
Additional Salaries <sup>13</sup>	-	-	236,000	-	-	-	-	-	-
Part-Time Wages <sup>14</sup>	10,000	-	152,400	129,500	116,550	116,550	110,800	99,920	99,920
Total Employee Benefits	-	-	-	510,550	397,700	502,700	433,450	340,900	444,700
Overtime/Standby	53,621	53,621	53,621	-	-	-	-	-	-
Differentials- Bilingual/Shift	902	2,106	2,106	-	-	-	-	-	-
Payoff/Vacation Buy-Back	6,000	6,000	6,000	-	-	-	-	-	-
Retirement	168,035	191,976	191,976	-	-	-	-	-	-
OASDI	45,195	51,846	51,846	-	-	-	-	-	-
Medicare Tax	10,568	12,126	12,126	-	-	-	-	-	-
Insurance- Health/Dental/Vision	158,847	228,715	228,715	-	-	-	-	-	-
Unemployment Insurance	14,625	8,954	8,954	-	-	-	-	-	-
Workers Compensation Insurance	59,608	63,208	63,208	-	-	-	-	-	-
Other Benefits	37,960	43,176	43,176	-	-	-	-	-	-
Additional Benefits (YCSPCA Employees) <sup>15</sup>	-	-	31,800	-	-	-	-	-	-
<b>Salaries &amp; Benefits</b>	<b>1,290,565</b>	<b>1,455,637</b>	<b>1,875,837</b>	<b>1,831,050</b>	<b>1,588,750</b>	<b>1,730,750</b>	<b>1,555,250</b>	<b>1,353,120</b>	<b>1,499,120</b>
Clothing <sup>16</sup>	12,800	16,400	16,400	8,000	8,000	8,000	8,000	8,000	8,000
Communications/IT Services	23,116	22,374	22,374	23,000	23,000	23,000	23,000	23,000	23,000
Public Liability	78,350	76,379	76,379	76,379	76,379	76,379	76,379	76,379	76,379
Shelter Food and Supplies	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Tools and Equipment	26,939	16,164	16,164	20,000	20,000	20,000	20,000	20,000	20,000
Medical, Dental, and Lab Supplies	47,500	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Office Supplies <sup>17</sup>	22,937	22,937	22,937	25,000	25,000	25,000	23,000	23,000	23,000
Household (Janitorial)	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Maintenance- Equipment, Buildings, Vehicles	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Professional Medical Services	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Professional Services (Contracts for Veterinarians) <sup>18</sup>	144,758	200,000	-	-	-	-	-	-	-
Rental/Lease- Equipment	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200	4,200
Memberships	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050	1,050
Training Expenses	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Transportation/Travel	10,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Utilities <sup>19</sup>	-	-	45,982	46,000	46,000	46,000	46,000	46,000	46,000
Vehicle Fuel <sup>20</sup>	68,000	80,000	80,000	85,000	85,000	85,000	80,000	80,000	80,000
Misc. Expenses (Credit Card Charge/ Cash Shortage)	1,600	1,600	1,600	-	-	-	-	-	-
Overhead Costs <sup>21</sup>	-	-	123,399	123,399	123,399	123,399	123,399	123,399	123,399
Legal Counsel <sup>22</sup>	-	-	10,395	10,500	10,500	10,500	10,500	10,500	10,500
JPA Oversight <sup>23</sup>	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000
Annual Audit <sup>24</sup>	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000
JPA Management <sup>25</sup>	-	-	-	4,800	4,800	4,800	4,800	4,800	4,800
<b>Services &amp; Supplies</b>	<b>518,250</b>	<b>554,104</b>	<b>533,880</b>	<b>555,328.00</b>	<b>555,328.00</b>	<b>555,328.00</b>	<b>548,328.00</b>	<b>548,328.00</b>	<b>548,328.00</b>
Lease of Building <sup>26</sup>	-	-	61,382	61,382	61,382	61,382	61,382	61,382	61,382
<b>Buildings and Improvements</b>	<b>-</b>	<b>-</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>	<b>61,382</b>
Equipment - Vehicle	42,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>Equipment</b>	<b>42,000</b>	<b>50,000</b>	<b>50,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>
<b>Total Expenditures</b>	<b>1,850,815</b>	<b>2,059,741</b>	<b>2,521,099</b>	<b>2,522,760</b>	<b>2,280,460</b>	<b>2,422,460</b>	<b>2,239,960</b>	<b>2,037,830</b>	<b>2,183,830</b>

REVENUES									
	YCAS Current Budgets			Budget Scenarios: KSMF Recommended Staffing Levels			Budget Scenarios: Existing YCAS Staffing Levels		
	YCAS 12-13	YCAS 13-14	YCAS 13-14 <i>(Including costs not listed in YCAS budget)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>
	FTE: 20	FTE: 17	FTE: 25.3	FTE: 29	FTE: 29	FTE: 29	FTE: 25.3	FTE: 25.3	FTE: 25.3
	Benefits: 38%	Benefits: 38%	Benefits: 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%
Animal Licenses <sup>1</sup>	290,000	400,000	400,000	532,637	532,637	532,637	400,000	400,000	400,000
Business Licenses - Kennels	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700	2,700
Humane Services	200,000	201,115	201,115	201,115	201,115	201,115	201,115	201,115	201,115
Other Charges for Services	700	700	700	700	700	700	700	700	700
<b>Fees &amp; Charges</b>	<b>493,400</b>	<b>604,515</b>	<b>604,515</b>	<b>737,152</b>	<b>737,152</b>	<b>737,152</b>	<b>604,515</b>	<b>604,515</b>	<b>604,515</b>
Contracts with Agencies <sup>2</sup>	1,111,313	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268	1,091,268
Yolo County Contribution <sup>3</sup>	298,467	315,459	315,459	315,459	315,459	315,459	315,459	315,459	315,459
YCSPCA Contribution <sup>4</sup>	-	-	135,000	135,000	135,000	135,000	135,000	135,000	135,000
Sheriff's Department Contribution <sup>5</sup>	-	-	85,200	-	-	-	-	-	-
Yolo County Contribution (Overhead) <sup>6</sup>	-	-	123,399	-	-	-	-	-	-
Yolo County Contribution (Use of Building) <sup>7</sup>	-	-	61,382	-	-	-	-	-	-
Yolo County Contribution (Utilities) <sup>8</sup>	-	-	45,982	-	-	-	-	-	-
Legal Counsel <sup>9</sup>	-	-	10,395	-	-	-	-	-	-
<b>Payments from Agencies</b>	<b>1,409,780</b>	<b>1,406,727</b>	<b>1,868,085</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>	<b>1,541,727</b>
Investment Earn - Restricted	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
Other Income	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000
Unclaimed Property (Trust)	-	35,000	35,000	-	-	-	-	-	-
Donations and Grants <sup>10</sup>	17,000	5,000	5,000	100,000	100,000	100,000	5,000	5,000	5,000
<b>Other</b>	<b>25,500</b>	<b>48,500</b>	<b>48,500</b>	<b>108,500</b>	<b>108,500</b>	<b>108,500</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
<b>Total Revenues</b>	<b>1,928,680</b>	<b>2,059,742</b>	<b>2,521,100</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,159,742</b>	<b>2,159,742</b>	<b>2,159,742</b>

TOTAL EXPENDITURES AND REVENUES									
	YCAS Current Budgets			Budget Scenarios: KSMF Recommended Staffing Levels			Budget Scenarios: Existing YCAS Staffing Levels		
	YCAS 12-13	YCAS 13-14	YCAS 13-14 <i>(Including costs not listed in YCAS budget)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model <i>(JPA Contracts with Non-Profit for Sheltering/ Public Agency for Field Services)</i>
	FTE: 20	FTE: 17	FTE: 25.3	FTE: 29	FTE: 29	FTE: 29	FTE: 25.3	FTE: 25.3	FTE: 25.3
	Benefits: 38%	Benefits: 38%	Benefits: 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%	Benefits: 30%	Benefits: 27%	Benefits: 27%; 38%
<b>EXPENDITURES</b>	<b>1,850,815</b>	<b>2,059,741</b>	<b>2,521,099</b>	<b>2,522,760</b>	<b>2,280,460</b>	<b>2,422,460</b>	<b>2,239,960</b>	<b>2,037,830</b>	<b>2,183,830</b>
<b>REVENUES</b>	<b>1,928,680</b>	<b>2,059,742</b>	<b>2,521,100</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,387,379</b>	<b>2,159,742</b>	<b>2,159,742</b>	<b>2,159,742</b>
<b>NET AMOUNT</b>	<b>77,865</b>	<b>1</b>	<b>1</b>	<b>(135,381)</b>	<b>106,919</b>	<b>(35,081)</b>	<b>(80,218)</b>	<b>121,912</b>	<b>(24,088)</b>



**Expenditures Footnotes:**

1. The three brown columns display information regarding the existing YCAS budget. The first column displays the expenditures and revenues for FY 12-13, the second column displays the expenditures and revenues for FY 13-14, and the third column displays the FY 13-14 budget adding actual costs including donated labor, unpaid overhead costs, and other items not included in the YCAS budget in order to provide an actual budget for comparison purposes.
2. The three green columns display the KSMP recommended employment level (29 FTE) for each of the three scenarios.
3. The three blue columns use the current YCAS employment level (25.3 FTE) for each of the three scenarios.
4. YCAS budget for 13-14 based on information provided by the Sheriff's Finance Department.
5. There are numerous costs associated with providing animal services to Yolo County that are not reflected in the existing YCAS budget. In order to provide an accurate baseline cost for our study we have identified these costs, and included them in the third brown column. These costs include items such as donated labor from YCSPCA and the Sheriff's Department, free use of the existing shelter facility, and unpaid overhead costs. This column provides the actual cost of animal services in the County.
6. The JPA model assumes that all staff are employees of the JPA, which is governed by Yolo County, Davis, UC Davis, West Sacramento, Winters, and Woodland.
7. This model assumes that the JPA has no employees, and contracts for all services (including field services) with a non-profit.
8. This model assumes that the JPA has no employees. Instead, the JPA contracts animal sheltering services to a non-profit and contracts with a public agency (such as the Sheriff's Department) for field services.
9. The employment level at YCAS for FY 13-14 is 18 full-time employees (according to the Sheriff's Finance Department). However, this does not include contract veterinarians, unpaid inmates working in the kennels, part-time/extra help employees, or staff paid by Yolo County SPCA (permanently housed at YCAS). After considering all the employees involved in offering animal services to Yolo County, the actual FTE is 25.3.
10. The KSMP staffing and programming study recommends the equivalent of 29 full-time employees for YCAS. Further detail regarding the recommended staffing levels can be found in the KSMP report.
11. YCAS currently pays its 18 FTE an average of 38% of their total compensation in benefits.
12. Benefits for the JPA model are estimated at 30% based on a Bureau of Labor Statistics report stating that private employer costs for employee benefits averaged 29.7% of total compensation. SOURCE: Bureau of Labor Statistics (June 12, 2013). Employer Costs for Employee Compensation. Retrieved from <http://www.bls.gov/news.release/pdf/ecec.pdf>. Benefits for the JPA Contract with Non-Profit model are estimated slightly lower, at 27%.
13. The additional salaries costs for FY 13-14 represent an estimate of the salaries for the two full-time staff paid by Yolo County SPCA, as well as the cost of YCAS' contract veterinarian (previously listed in the budget under Services and Supplies).
14. The part-time wages costs for FY 13-14 represents an estimate of the cost of replacing part-time employees currently provided by the Sheriff's Department or YCSPCA. This includes a part time (0.4) Volunteer Coordinator (paid for by the Sheriff's Department), a part-time (0.4) Program Coordinator (paid for by YCSPCA), and seven unpaid inmates working part-time as kennel workers (provided free of charge by the Sheriff's Department). In the blue and green columns the part-time wages row reflects the total cost of part-time employees included in each scenario.
15. Reflects the estimated costs of YCSPCA benefits provided to their two donated employees housed at YCAS.
16. The existing cost for clothing at YCAS includes \$1,000 annually for field officers, and \$600 annually for Clerks. In the new entity we have assumed that the front office staff will no longer have to wear a uniform. Therefore, we have projected the cost of providing uniforms to field officers to remain the same (\$1,000 per field officer annually \* 8 Field Officers= \$8,000), while all other employees will be expected to wear their own clothing.
17. The cost of office supplies has been projected to increase a small amount in the green columns due to the increase in staffing.
18. YCAS budgeted \$200,000 for contracts with veterinarians in FY 13-14. The initial \$150,000 pays for the full-time contract veterinarian with KSMP. The additional \$50,000 pays for additional contracted hours as needed.
19. The FY 12-13 utilities bill for YCAS was \$4,981.64. However, an estimated additional \$1,000 has been added to all budget projections for water and sewage. Water and sewage services are shared between YCAS and the jail, with an approximate combined bill of \$4,000. It is not possible to separate the cost of YCAS and the jail, so we have included an estimate of the portion that YCAS would be responsible for.
20. The cost of vehicle fuel has been projected to increase a small amount in the green columns due to the increase in staffing.
21. Reflects the cost of overhead services currently provided by Yolo County, but not included in the YCAS budget. Due to a longstanding Maintenance of Effort between the County and Sheriff's Department, these costs are not currently paid for by the Sheriff. Overhead costs include building/equipment use, the countywide audit, IT services, human resources, the CAO's office, treasurer-tax collector, auditor-controller, and general services. If a JPA is formed, all of these services will need to be provided and paid for.
22. Reflects the actual costs of County Counsel services provided to YCAS in FY 12-13, which are not currently paid for due to an MOE between the Sheriff's Department and County. If a JPA is formed, this service will need to be paid for.
23. Reflects the cost of JPA oversight services provided by the Yolo County Auditor-Controller. Estimate was provided by the Yolo County Auditor-Controller's Office.
24. If a JPA is formed the JPA will be responsible for conducting an annual independent audit. The price of an audit is estimated at \$10,000, based on an estimate from the Yolo County Auditor-Controller.
25. If a JPA is formed the JPA will need to contract with an agency for JPA management services, including the management and enforcement of RFPs, MOUs, contracts. The \$4,800 included in this budget is based on an estimate from the Yolo County Administrator's Office regarding what it would cost for them to provide the service. This estimate includes an estimated 60 hour of work annually, at the CAO's staff rate of \$80 per hour.
26. Currently, YCAS is housed in a building owned by Yolo County. If the governance model of YCAS changes the organization should expect to lease the building from Yolo County at a market rate. The rate used for these budget projections (as quoted by the Yolo County Administrator's Office) is \$0.80 per square foot, with a total of 6,394 Sq. Ft. for the existing building and ancillary. 0.8 per sq. ft. \* 6,394 sq. ft.= \$5,115.2 \* 12 months= \$61,382.4

**Revenues Footnotes:**

1. Revenues from animal licenses have been projected to increase for models utilizing the KSMP staffing and programming recommendations. The KSMP study projects that through increases in canvassing and collections efforts, dog license compliance can increase from 30% to 40%. Estimates were calculated by multiplying the average "per dog" license revenues (\$25.69) by the estimated increase in dog licenses (5,163 dogs), then added to the existing revenue projections (\$400,000). This estimate does not include a projected increase for cat licenses, although revenues from cat licenses would likely increase a small amount.
2. The agency contributions to YCAS have been projected to remain the same ( so that the Net Amount is relative to current costs for comparison purposes). This includes contracts with Davis, West Sacramento, Winters, Woodland, and UC Davis.
3. The County's contributions to YCAS have been projected to remain the same (so that the Net Amount is relative to current costs for comparison purposes).
4. Reflects estimated revenues associated with Yolo County SPCA's contribution of 2.4 employees to YCAS. This contribution is included as a "revenue" in order to offset the cost of these employees included in the "expenditures" portion of the budget. We have assumed that this partnership with YCSPCA will continue even if the governance model of YCAS is changed.
5. Reflects estimated revenues associated with the Yolo County Sheriff's Department's contribution of 7 part-time unpaid inmates working in the kennels, and a part-time (0.4 FTE) Volunteer Coordinator. We have assumed that these contributions would not continue if the governance model of YCAS is changed.
6. Reflects the resources associated with overhead services offered to YCAS by Yolo County free of charge. These services include services such as equipment use and maintenance, the countywide audit, IT services, human resources, the CAO's office, treasurer-tax collector, auditor-controller, and general services. We have assumed that YCAS will be expected to begin paying for these services if the governance model is changed.
7. Reflects the resources associated with using the existing YCAS building, which Yolo County currently provides free of charge. If the governance model changes this will have to be paid for at a market rate. The rate used for these budget projections is \$0.80 per square foot, with a total of 6,394 Sq. Ft. for the existing building and ancillary.  $0.8 \text{ per sq. ft.} * 6,394 \text{ sq. ft.} = \$5,115.2 * 12 \text{ months} = \$61,382.4$
8. Reflects the cost of utilities including electric, water, and sewage, which Yolo County currently pays for YCAS.
9. Reflects the resources associated with Yolo County providing legal counsel to YCAS free of charge. We have assumed that YCAS will be expected to begin paying for this service if the governance model is changed.
10. The KSMP staffing recommendations include a full-time Development Coordinator position. This person is projected to raise a minimum of \$100,000 in grants and donations annually. However, the actual revenues will be unpredictable, and may be more or less than this estimate on any given year.

## ACTUAL COST OF THE CURRENT PROGRAM

Before developing budget projections we began by identifying the actual current cost of providing animal services to Yolo County and the agencies contracting for the service. The YCAS budgets for FY 12-13 and 13-14 are provided in our budget spreadsheet to develop a baseline understanding of the cost. However, there are numerous expenditures and resources associated with providing animal services to Yolo County that are not reflected in the YCAS budget, as there are many efficiencies achieved by being part of the Sheriff’s Department, and the County as a whole, that are not being passed through to the five contract agencies. In addition, YCSPCA provides staff resources at no cost to YCAS.

In our budget projections we have identified and quantified these additional expenditures and resources in order to provide the most accurate understanding of how much the existing YCAS program actually costs. The dark brown column in our budget displays the FY 13-14 budget including these additional resources, which have been included in both the expenditures and revenues portions of the budget in order to create a balanced budget. It is necessary to note that although included in the revenues portion of the budget, these are not actually revenues but resources, many of which may no longer be provided to YCAS if the governance model is changed.

## ADDITIONAL STAFFING COSTS

The current YCAS budget reflects a staff of 18 full-time employees (FTE). However, this FTE number cannot fairly be used for comparisons as there are numerous staff members provided or paid by other entities that are not reflected in this staffing total. Table 14 below displays a list of the additional staff, and provides a description of who pays for them.

**TABLE 14: EMPLOYEES NOT INCLUDED IN THE YCAS BUDGET**

Position	FT/PT	Reason Position is not reflected in the YCAS Budget
<b>Veterinarian</b>	1FT	Provided through a contract with KSMP, rather than as an employee of YCAS. This cost is included in the YCSA budget under “Services and Supplies” rather than “Staffing and Benefits”, and is not included in the YCAS FTE.
<b>Kennel Workers</b>	7 PT	The Sheriff’s Department currently provides approximately 7 inmates for several hours each morning free of charge, in order to complete daily kennel activities such as cleaning and feeding.
<b>Program Coordinators</b>	2.4 FT	These staff are paid by Yolo County SPCA, but are permanently housed at YCAS
<b>Volunteer Coordinator</b>	0.4 FT	This position is currently paid by the Sheriff’s Department rather than YCAS.

## OVERHEAD COSTS

Yolo County currently provides numerous overhead services to YCAS which are not included in the budget. Due to a longstanding Maintenance of Effort between the County and Sheriff’s Department these costs are not paid for by the Sheriff’s Department. Overhead costs include use of equipment, the countywide audit, IT services, human resources, the County Administrator’s Office, the Treasurer-Tax Collector, the Auditor-Controller, and general services. Although these services are not currently being paid for by YCAS, the County does keep a record of the costs. This is the number (\$123,399) we have included in our budget to reflect the total cost of overhead for YCAS.

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## UTILITIES

YCAS does not currently pay for its utilities, as these are provided by Yolo County and paid for out of the General Fund. If the governance model of YCAS is changed, the new entity would become responsible for paying the utilities bill (in FY 12-13 this amounted to \$44,981.64). In addition, YCAS shares a sewage and water system with the County jail, which is paid for by the County. It is impossible to separate the \$4,000 annual bill between YCAS' water and sewage use from that of the County jail, so we have included an additional \$1,000 to account for this service.

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## LEGAL COUNSEL

Legal Counsel is another County service which the Sheriff's Department does not pay for, and therefore is not included in the YCAS budget. However, Yolo County Counsel does keep a record of the legal services they provide to YCAS, as well as the costs associated with them. For FY 12-13 legal services to YCAS amounted to \$10,395, which we have included in our updated budget.

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## LEASE OF BUILDING

The current YCAS shelter building is owned by the County, and is offered to YCAS for use free of charge. However, if the governance model of YCAS is changed, we should expect that the new entity will be charged for use of the building. We have projected a potential lease cost using the market rate of \$0.80 per square foot, **as quoted to us by the Yolo County Administrator's Office**. YCAS' current building is 3,681 sq. ft., with an additional annex of 2,713 sq. ft., for a total of 6,394 sq. ft. We multiplied the total square footage by the cost per square foot, and then again by 12 months ( $6,394 * 0.80 * 12 = \$61,382$ ) in order to reach our projected lease cost.

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## EXPENDITURES

By far the greatest expenditures associated with YCAS are salary and benefits. However, the program also spends money on services and supplies, buildings and improvements, and equipment.

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## SALARIES

**During the initial stage of our salary research our goal was to identify and consider a wide variety of potential salary sources. We attempted to gather salary information from a total of thirteen sources, as listed below:**

- **Yolo County Animal Services**
- **The comparable organizations used in the KSMP study**
  - **City of Chico Animal Services**
  - **City of Sacramento Animal Care Services**
  - **San Louis Obispo County Animal Services**
  - **Sacramento County Animal Care and Regulation**
  - **Santa Cruz County Animal Shelter**
  - **Silicon Valley Animal Control Authority**
  - **Sacramento SPCA**
  - **Sammie's Friends**
  - **Placer SPCA**
- **Payscale.com**

- Society of Animal Welfare Administrators Compensation and Benefits Report
- Fair Pay for Northern California Nonprofits Report

Next, we began the process of setting our salary assumptions for employees hired by the JPA, using an average of the five public organizations most comparable to Yolo County in terms of household income. Table 15 displays the median household income of each comparable organization used in the KSMP portion of the study, and highlights in blue the organizations most appropriate to use in Yolo County’s salary projection process.

**TABLE 15: PUBLIC ORGANIZATIONS USED IN SALARY ASSUMPTIONS**

Source of Comparison	City/County	Median Household Income
<b>Yolo County Animal Services</b>	<b>Yolo County</b>	<b>57,920</b>
City of Chico Animal Shelter	City of Chico	41,632
<b>City of Sacramento Animal Care Services</b>	<b>City of Sacramento</b>	<b>50,781</b>
<b>San Luis Obispo County Animal Services</b>	<b>San Luis Obispo County</b>	<b>58,630</b>
<b>Sacramento County Animal Services</b>	<b>Sacramento County</b>	<b>56,553</b>
<b>Santa Cruz County Animal Services</b>	<b>Santa Cruz County</b>	<b>66,030</b>
Silicon Valley Animal Control Authority	Silicon Valley	89,064
Sacramento SPCA	Rancho Cordova; Elk Grove	53,878; 78,564
Sammie’s Friends	Nevada County	58,077
Placer SPCA	Placer County	74,645

After identifying the average salaries for public organizations comparable to Yolo County we discovered that some of the salary averages were higher than Yolo County employees are currently paid. As any potential change in governance is intended to save the contracting agencies money, we have chosen to cap salaries at the high end of the existing Yolo County pay scale, when a comparable position exists. For example, the average salary for Registered Veterinary Technicians at comparable organizations is \$47,059, while the highest a RVT in Yolo County can currently be paid is \$41,688. We have capped the salary for this position at \$41,688, so as not to increase costs to the agencies.

After identifying the average of comparable organization, and identifying a salary cap, we recommend JPA employee salaries for each position. All JPA salary assumptions are commensurate with the average of comparable organization salaries, except in instances when the salary cap is lower than the average salary. In these instances we recommend a salary commensurate with the highest point in the existing salary range. Column four in Table 16 displays the JPA employee salary assumptions.

TABLE 16: METHODOLOGY FOR PROJECTING JPA EMPLOYEE SALARIES

Position	Average Salary at Comparable Public Organizations	Yolo County Existing Pay Range	JPA Salary Recommendation
Executive Director	100,836	81,636 – 99,228	99,500
Shelter Manager	63,533	-	63,500
Supervising Field Officer	61,825*	42,744 - 51,948	52,000
Senior/Lead Field Officer	50,912	-	51,000
Field Officer	45,575	39,636 - 48,168	45,500
Front Office Supervisor	44,301	34,128 – 41,484	41,500
Front Office Clerk	36,855	30,756 - 37,380	37,000
Front Office Assistant	29,281	28320 - 34,428	29,500
Shelter Veterinarian	95,853	-	96,000
Registered Veterinary Technician	47,059	34,296 - 41,688	41,500
Non-Licensed Veterinary Assistant	36,528	-	36,500
Animal Care Attendant	36,528	23,616 - 28,692*	36,500
Kennel Workers	-	-	\$10/hour*
Outreach and Development Coordinator	53,736*	-	54,000
Volunteer/Foster Coordinator	51,360	39,144 - 47,580	47,500

\* Indicates instances in which exceptions were made to the methodology. The footnotes in Appendix G, Figure 5 provide a detailed description of these exceptions.

**Next, we projected our non-profit salaries at a rate of 10% below our JPA employee salary assumptions, based on findings from the U.S. Bureau of Labor Statistics<sup>16</sup> which indicate that when considering full-time employees across all occupations non-profit employees are paid an average hourly rate of \$21.68, as compared to the average hourly rate of \$25.16 that local government employees are paid. This indicates that non-profit employees are typically paid approximately 86% of what local government employees. It should be noted that this difference in wages is based on a calculation of all full-time workers, and varies depending on the specific occupation (management, technical, etc.).**

While researching potential salaries for the budget projections we considered information from several sources. Most significantly, we requested salary information from the nine comparable organizations that were being used in the staffing and programming portion of the study. We analyzed salary levels from several of these organizations, although we received very little information regarding salaries at the comparable non-profits and private organizations, as these organizations do not legally have to share their budget and salary information. Therefore, we considered salary suggestions from payscale.com for nonprofit/private organizations in Yolo County, average salary levels for animal services organizations (private, public, and nonprofit) on a national level through

<sup>16</sup> U.S. Bureau of Labor Statistics. (2009). Wages in the Nonprofit Sector.

the Society of Animal Welfare Administrators Compensation and Benefits Report<sup>17</sup>, and average salaries for non-profit animal service organizations in the Sacramento region<sup>18</sup>.

Once all of this information had been collected, we narrowed the salary range by identifying the comparable organizations closest to Yolo County in terms of household income. This indicated that the best comparable organizations in terms of salary range were the County of Sacramento, Sammie's Friends, and the County of San Louis Obispo.

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## BENEFITS

**YCAS pays its eighteen full-time employees approximately 38 percent of their total compensation in benefits, which is somewhat higher than the national average of 35.2 percent for state and local governments<sup>19</sup>. The greatest potential area of savings in switching from the existing governance model to a JPA is the lower benefits rates associated with private organizations.**

**This report recommends that the proposed JPA model should expect a benefits rate of approximately 30% of total employee compensation, based on findings in a U.S. Bureau of Labor Statistics report that studied employer costs for employee compensation. The report finds that benefits in the private sector cost approximately 29.7% of total employee compensation, as compared to the 35.5% average cost of benefits for state and local government employers. This 29.7% includes paid leave, supplemental pay, health insurance, retirement and savings, and legally required benefits including Social Security, Medicare, State and Federal Unemployment, and Workers' Compensation.**

**The recommended benefits rate for a JPA contracting with a nonprofit organization was much more difficult to project, as there is limited information available on the actual cost of employee benefits at nonprofit organizations. In fact, we were unable to find a single study which identifies an appropriate benefits rate for non-profit employees. We suspect this is largely due to the extreme variance in the level of benefits offered at non-profit organizations, with some organizations offering only minimal employee benefits and some adopting exhaustive benefits packages as a method of attracting and retaining employees. For instance, a study of Northern California non-profits<sup>20</sup> found that 95% of survey participants offer some type of insurance to employees, although the type and level of insurance differed significantly. For instance, 81% of organizations utilized a Health Maintenance Organization (HMO) plan, while 46% of organizations offered a Preferred Provider Organization (PPO) plan. Additionally, 84% of organizations offered dental insurance, 69% of organizations offered vision insurance, 67% offered life insurance, and 14% did not provide any type of insurance other than basic health. Non-profit organizations also varied significantly in the period of time employees must wait before health coverage begins, as well as the percentage of insurance costs that the employer covers. The report indicated that non-profit organizations also varied greatly in their paid-time off practices, including the number of vacation and sick days offered and the type of employees (part-time versus full-time) that received paid-time**

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<sup>17</sup> Society of Animal Welfare Administrators. (2011). Compensation and Benefits.

<sup>18</sup> Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey.

<sup>19</sup> Bureau of Labor Statistics. (2013). Employee Costs for Employee Compensation. Retrieved from <http://www.bls.gov/news.release/pdf/ecec.pdf>

<sup>20</sup> Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey.

**off. Because non-profits have such flexibility to set employee benefits according to their needs it is difficult to pinpoint an appropriate benefits ratio for non-profit employees.**

**However, we have determined that a non-profit organization can expect a benefits rate somewhat lower than a private or government organization, based on the increased flexibility that non-profit organizations have in selecting their benefits packages. For this reason we have projected that a JPA contracting with a non-profit organization for service can expect a benefits rate of approximately 27% of total employee compensation. A more detailed explanation of our benefits projections can be found in Appendix G of this report.**

in which benefits typically account for 29.7 percent of an employer’s cost for employee compensation in the private sector. This 29.7 percent includes paid leave, supplemental pay, health insurance, retirement and savings, and legally required benefits including Social Security, Medicare, State and Federal Unemployment, and Workers’ Compensation. Additionally, information provided by comparable non-profit organizations in the Sacramento region indicated that non-profit’s typically pay a lower benefits rate than other private organizations, ranging from approximately 25 to 27 percent.

In the JPA Model we assume that benefits will cost approximately 30 percent of each employee’s total compensation, based on the national average for private industries. In all models that include a contract with a non-profit we have assumed a benefits rate of 27 percent, based on the averages provided by comparable non-profits in the region.

The tables below display our salary and benefit projections for the JPA and Non-Profit governance models, which were developed using the methodology and sources listed above. For full tables of salary and benefit projections by model see Appendix H.

**TABLE 17: SALARY AND BENEFITS PROJECTIONS FOR JPA GOVERNANCE MODEL**

Position	Salary/Wages	Benefits Rate	Cost of Benefits	Total
Shelter Director	<u>\$99,500</u>	30%	<u>\$42,700</u>	<u>\$142,200</u>
Shelter Manager	<u>\$63,500</u>	30%	<u>\$27,200</u>	<u>\$90,700</u>
Animal Care Attendant	<u>\$36,500</u>	30%	<u>\$15,560</u>	<u>\$52,150</u>
Kennel Worker	<u>\$10/Hour</u>	-	-	<u>\$10,400</u>
Supervising Field Officer	<u>\$52,000</u>	30%	<u>\$22,300</u>	<u>\$74,300</u>
Lead Field Officer	<u>\$51,000</u>	30%	<u>\$21,900</u>	<u>\$72,900</u>
Animal Field Officer	<u>\$45,500</u>	30%	<u>\$19,500</u>	<u>\$65,000</u>
Front Office Supervisor	<u>\$41,500</u>	30%	<u>\$17,800</u>	<u>\$59,300</u>
Front Office Clerk	<u>\$37,000</u>	30%	<u>\$15,850</u>	<u>\$52,850</u>
Front Office Assistant	<u>\$14,750</u>	-	-	<u>\$14,750</u>
Supervising Shelter Veterinarian	<u>\$96,000</u>	30%	<u>\$41,100</u>	<u>\$137,100</u>
Registered Veterinary Technician	<u>\$41,500</u>	30%	<u>\$17,800</u>	<u>\$59,300</u>
<del>Non-Licensed Veterinary Technician</del> <u>Non-Licensed Veterinary Assistant</u>	<u>\$36,500</u>	30%	<u>\$15,650</u>	<u>\$52,150</u>
Per Diem Veterinarian	<u>\$48,000</u>	-	-	<u>\$48,000</u>
Outreach and Development Coordinator	<u>\$54,000</u>	30%	<u>\$23,100</u>	<u>\$77,100</u>
Volunteer/Foster Program Coordinator	<u>\$47,500</u>	30%	<u>\$20,400</u>	<u>\$67,900</u>

**TABLE 18: SALARY AND BENEFITS PROJECTIONS FOR NON-PROFIT GOVERNANCE MODELS**

Position	Salary/Wages	Benefits Rate	Cost of Benefits	Total
Shelter Director	<u>\$89,500</u>	27%	<u>\$33,100</u>	<u>\$122,600</u>



Shelter Manager	<u>\$57,000</u>	27%	<u>\$21,100</u>	<u>\$78,100</u>
Animal Care Attendant	<u>\$33,000</u>	27%	<u>\$12,200</u>	<u>\$45,200</u>
Kennel Worker	<u>\$9/Hour</u>	-	-	<u>\$9,360</u>
Supervising Field Officer	<u>\$47,000</u>	27%	<u>\$17,400</u>	<u>\$64,400</u>
Lead Field Officer	<u>\$46,000</u>	27%	<u>\$17,000</u>	<u>\$63,000</u>
Animal Field Officer	<u>\$41,000</u>	27%	<u>\$15,200</u>	<u>\$56,200</u>
Front Office Supervisor	<u>\$37,500</u>	27%	<u>\$13,900</u>	<u>\$51,400</u>
Front Office Clerk	<u>\$33,500</u>	27%	<u>\$12,400</u>	<u>\$45,900</u>
Front Office Assistant	<u>\$13,250</u>	-	-	<u>\$13,250</u>
Supervising Shelter Veterinarian	<u>\$86,500</u>	27%	<u>\$32,000</u>	<u>\$118,500</u>
Registered Veterinary Technician	<u>\$37,500</u>	27%	<u>\$13,900</u>	<u>\$51,400</u>
<del>Non-Licensed Veterinary Technician</del> <i>Non-Licensed Veterinary Assistant</i>	<u>\$33,000</u>	27%	<u>\$12,200</u>	<u>\$45,200</u>
Per Diem Veterinarian	<u>\$43,250</u>	-	-	<u>\$43,250</u>
Outreach and Development Coordinator	<u>\$48,500</u>	27%	<u>\$17,900</u>	<u>\$66,400</u>
Volunteer/Foster Program Coordinator	<u>\$43,000</u>	27%	<u>\$15,900</u>	<u>\$66,400</u>

## OTHER EXPENDITURES

In addition to salaries and benefits, LAFCo also gave consideration to other expenditure categories in our budget projections. Other expenditures include items such as services, supplies, buildings, and equipment. Many of these costs were projected to remain the same, given that the number of animal intakes (or services being provided) is not expected to change significantly. However, when we had reasonable reason to expect a change in cost we accounted for it in our budget projections.

## CLOTHING/UNIFORMS

One example of this is the price of providing uniforms for employees, which was reduced. Currently, all Animal Control Officers and Clerks wear a Sheriff's Department uniform. However, in the new entity we might expect that the front office staff will no longer have to wear a uniform. Therefore, we have projected the cost of providing uniforms to field officers to remain the same (\$1,000 per field officer annually \* 8 Field Officers= \$8,000), while assuming that all other employees will be expected to provide their own clothing.

## OFFICE SUPPLIES AND FUEL

We have also projected that the cost of office supplies and vehicle fuel will experience a minor increase in each of the budget scenarios including the KSMP recommended staffing levels. This is based on the assumption that the higher staffing level will result in the need for more supplies and fuel. However, given that the staffing level is only recommended to increase by approximately 4 FTE, we did not project a major change in this area.

## ADDITIONAL EXPENDITURES DUE TO CHANGE IN GOVERNANCE STRUCTURE

In addition to the many expenditures included in the YCAS budget, we identified several expenditures that are not currently necessary for YCAS, but would become necessary should a JPA be formed.

## JPA OVERSIGHT

The Yolo County Auditor Controller recently launched a new program which will provide financial oversight to all JPA's associated with the County, to ensure that no major financial issues arise. According to the Auditor-Controller, provision of this service should cost approximately \$5,000 annually.

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## ANNUAL INDEPENDENT AUDIT

Should a JPA be formed, the organization will become responsible for contracting to receive annual independent audits. According to the Yolo County Auditor-Controller, this service should cost approximately \$10,000 per year.

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## JPA MANAGEMENT

If a JPA was formed, a variety of JPA management tasks such as producing RFPs and negotiating and enforcing contracts and MOUs. It would be necessary for the new entity to contract with someone to provide this service. The estimate of \$4,800 is based on a calculation from the Yolo County Administrator's Office regarding what it would cost for them to provide the service. This total includes an estimated 60 hour of work annually, at the CAO's staff rate of \$80 per hour.

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## REVENUES

Revenues for animal services in Yolo County come from several sources, including fees and charges (animal licenses, humane services, etc.), payments from outside agencies for services (contracts with Yolo County, Davis, UC Davis, West Sacramento, Winters, and Woodland), and other revenues (investments, donations, grants). Many of these revenues have been assumed to remain the same in our budget projections. For the revenue sources we have projected to increase, our assumptions are described below.

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## ANIMAL LICENSES

The KSMP programming portion of this study makes several recommendations intended to increase animal license compliance. Currently, approximately 30 percent of dogs in Yolo County are licensed, for a total of 15,691. With the increased licensing canvassing and collections activities recommended by KSMP we can expect license compliance to increase to approximately 40 percent<sup>21</sup>, adding an additional 5,163 licensed dogs. License costs vary based on the number of years purchased, and spay/neuter status of the dog, making it difficult to project the exact amount of revenues associated with each additional licensed dog. Instead, we calculated the average revenue "per dog" by dividing the total annual animal license revenues (\$403,035) by the number of licensed dogs (15,691), for a total of \$25.69 per dog. We multiplied the "per dog" total by the number of expected additional licenses to determine the projected increase in animal license revenues (\$25.69 \* 5,163= \$132,615). This number was added to the existing animal license revenue projection of \$400,000, resulting in the revenue projection of \$532,637 for animal licenses.

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<sup>21</sup> UC Davis Koret Shelter Medicine Program. (2013).

These projections do not include an increase for cat licensing, as it is difficult to predict how much of an increase in cat licenses we can expect with the KSMP recommendations. However, it is worth noting that if cat licenses are made mandatory, cat license revenues would likely increase a small amount.

## DONATIONS AND GRANTS

The KSMP staffing recommendations include a recommendation to hire a full-time Public Outreach and Development Coordinator to solicit additional revenues for the organization. For this reason, our revenue projections for the KSMP recommended staffing scenarios include \$100,000 in additional grants and donations. While it is reasonable to assume that the added position will increase the level of grants and donations, the effectiveness of this will vary greatly depending upon a number of factors. The \$100,000 is an assumption, and cannot be expected to remain consistent.

## NET EXPENDITURES AND REVENUES

When comparing costs between the various existing and potential animal services models discussed in this study, one of the best indicators is the net amount, listed at the very end of each budget projection. For convenience, we have included a net amounts summary below, in Table 18.

**TABLE 19: BUDGET PROJECTION NET AMOUNTS**

	KSMP Staffing and Programming Recommendations (29 FTE)			Current YCAS Staffing and Programming (25.3 FTE)		
	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non-Profit for Sheltering, <u>Public Agency</u> for Field Services)	Joint Powers Authority (JPA)	JPA Contracts with Non-Profit	Hybrid Model (JPA Contracts with Non-Profit for Sheltering, <u>Public Agency</u> for Field Services)
<b>Total Expenditures</b>	<u>2,522,760</u>	<u>2,280,460</u>	<u>2,422,460</u>	<u>2,239,960</u>	<u>2,037,830</u>	<u>2,183,830</u>
<b>Total Revenues</b>	<u>2,387,379</u>	<u>2,387,379</u>	<u>2,387,379</u>	<u>2,159,742</u>	<u>2,159,742</u>	<u>2,159,742</u>
<b>Net Amount</b>	<u>(135,381)</u>	<u>106,919</u>	<u>(35,081)</u>	<u>(80,218)</u>	<u>121,912</u>	<u>(24,088)</u>

*\*Net Amounts in parentheses ( ) represent negative amounts. The number represents additional cost as compared to current costs.*

The net amount displays the amount of revenues left over after all expenditures have been accounted for. Each net amount listed in parentheses indicates a negative number, in which the program spends more than it collects in revenues. Positive numbers would reflect savings

For the purposes of comparison, we listed the cost of all annual contracts and contributions from the agencies receiving animal services from the Sheriff's Department (Yolo County, Davis, Winters, West Sacramento, Woodland, and UC Davis) to remain the same. This means that the net amount, whether negative or positive, indicates the dollar amount that the involved entities stand to gain (or lose) if that particular model and scenario are implemented, as compared to what they are currently spending. Any savings or losses would be divided between the six agencies.

**The net amounts in Table 19 indicate that several of the potential changes to YCAS' governance models considered in this report (including the JPA model and the Hybrid model) have the potential to cost Yolo County and its five contract agencies slightly more than they currently pay. The model in which a JPA contracts with a non-profit organization for all animal services has the potential to save approximately \$100,000.**

The net amounts in Table 18 indicate that all the potential changes to YCAS' governance model discussed in this report have the potential to cost Yolo County and its five contract agencies slightly more than they currently pay.

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## CONCLUSION

The budget projections described in this portion of the study represent a conservative estimate of the costs associated with changing the governance model of YCAS. It is necessary to note that these budget projections (as with any budget projections) are based on a series of assumptions that, if changed, would change the final outlook of each projection. For this reason, we consistently selected conservative estimates where assumptions were involved, in order to avoid an underestimation of the cost. However, these budget projections are unlikely to represent the exact cost of changing the governance model, as the costs would be altered up or down based on the choices that are made during the implementation process. These budget projections are intended to give an idea of the potential cost of each governance model considered, rather than an exact budget to be adopted and implemented should the governance model be changed.

## APPENDIX A: SCOPE OF WORK

### GOALS

1. Complete an analysis of current and historical data to provide an accurate foundation for additional recommendations on staffing, animal care, field services and facility planning
2. Build and expand on the LAFCO 2012 report with specific recommendations based on a detailed analysis of operational needs and opportunities particular to the YCAS shelter and community; with comparison where appropriate with other sheltering programs of similar size and scope as well as statewide and national standards and best practices.
3. Based on this expanded analysis, provide recommendations for long-term organization programming and structure changes, including appropriateness of public versus private sector role in meeting programmatic recommendations
4. Arrive at a plan for animal services in Yolo County and its incorporated cities that will meet community needs and expectations in an effective and efficient way given the public and private resources available.

### AREAS FOR REVIEW

#### DATA COLLECTION AND ANALYSIS

1. The current data collection system at the shelter is insufficient to provide accurate, reliable data in an efficient manner. Evaluate each of the following categories of data collection activities to form a sound basis for the recommendations in the additional areas for review listed below, as well as a future basis for ongoing program evaluation.
  - a. Categorizations, uses of fields in shelter management software
  - b. Outcomes, risks for euthanasia, lengths of stay and other statistical data
  - c. Number and types of field calls - including current data collection process
  - d. Overall data collection, analysis and routine reporting practices
2. Recommend and implement improvements for the above categories, including specific requirements for data entry and output to provide industry consistent and accurate information.
3. Implement expanded use of shelter software to generate additional data for future measurement of outcomes and other measurable data.

#### PROGRAMMING

1. For each of the following programmatic areas, evaluate the operational needs and opportunities particular to the YCAS shelter and community, and where appropriate compare these with other

sheltering programs of similar size and scope as well as statewide and national standards and best practices.

- a. Animal care within the shelter, including standards for humane housing, expected level of husbandry and enrichment.
  - b. Ordinances for animal care and control that will best serve the communities within Yolo County.
  - c. Field services (including animal control and law enforcement) structure and services offered
  - d. Licensing programs
  - e. Ancillary services – volunteer programming, foster care programming, humane education programming, fundraising, grant writing, etc.
2. Based on the above review, recommendations regarding:
    - a. Overall programming (including change, expansion and/or elimination of current programmatic areas)
    - b. Future programming goals for organization
  3. Provide assistance in developing cost allocation strategy for animal services within cities and county

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## ORGANIZATION STRUCTURE AND STAFFING

1. Review and evaluate the following:
  - a. Staffing needed to implement and maintain recommended programming
  - b. Review of organizational structures and staffing level of similar (current and planned) shelter programs
  - c. Analysis of alternative organizational structures and impact of structure change on organization
2. Provide specific staffing and organizational scenarios to accomplish the programmatic goals identified through the above review.
3. Recommendations for any new technology needed for budget estimates.

## APPENDIX B: YCSPCA CONTRIBUTIONS TO YCAS

### BACKGROUND ON YCSPCA

The Yolo County Society for the Prevention of Cruelty to Animals (YCSPCA) is a private non-profit 501(c)(3) animal welfare organization. This group works with YCAS with a primary goal of improving the lives of animals in the area. This organization is a foster-home based rescue that rescues dogs and cats from YCAS (approximately 200 per year) and from the public. YCSPCA provides adoption events for these rescued animals, public outreach and education and active promotion of the benefits of spaying and neutering.

From the YCSPCA mission statement: The mission of the YCSPCA is to continuously improve the welfare of animals in the community through programs that promote the adoption of homeless animals into permanent, loving homes; humane education; spaying/neutering and the trapping, altering and releasing of feral cats.

In recent years the YCSPCA has contributed approximately \$100,000 to \$150,000 in financial support to YCAS annually. This support is in the form of employees of YCSPCA permanently assigned to work at YCAS, paid by YCSPCA. In addition, YCSPCA has donated supplies and funds to YCAS for specific programs and contributions towards wages paid to specific YCAS staff members. YCSPCA currently has 2.5 FTE of their own employees assigned to duties at YCAS, and had been contributing ½ of the hourly wages of a part-time, 0.4 FTE, volunteer coordinator at YCAS from October, 2011 to May, 2013.

### SPECIFIC JOB DUTIES AT YCAS PERFORMED BY YCSPCA PAID EMPLOYEES INCLUDE:

**Lost and Found Services:** Contacting owners of lost pets and finders of found pets for further information, to give advice and maintain a lost and found binder at YCAS. Checking impounded animals for potential matches with lost pets. Verifying information on impounded animals. Checking lost reports against other, non-live and off-site intakes – including deceased animals and injured animals at local veterinary clinics.

**Adoptions Promotions and Assistance:** Composing biographies of adoptable animals, maintaining the Petfinder.com and other associated websites, assisting the public with adoptions. Providing some assistance with coordination of adoptions promotions and marketing and off-site adoption events.

**Rescue/Transfer Assistance:** Extensive networking via email and phone to find rescue/transfer placements for shelter animals, as well as coordinating the processing and pickups of these animals. Also currently active in the community cats and barn cats programs to decrease euthanasia of unadoptable cats.

**Providing Community Resources :** Assisting the public with questions and/or problems relating to animal ownership and co-existence. Providing behavior counseling to owners considering relinquishing their pets. Referring members of the public to community resources for low-cost spay/neuter and other medical care, behavioral resources, etc.

## APPENDIX C: GLOSSARY (ABBREVIATIONS, TERMS AND EXPLANATIONS OF CALCULATIONS)

### ABBREVIATIONS

1. **ACA:** Animal Care Attendant – an employee who works on-site at the shelter performing animal care duties
2. **ASO:** Animal Services Officer – may also be called ACO at other facilities
3. **FY:** Fiscal Year
4. **KSMP:** Koret Shelter Medicine Program
5. **JPA:** Joint Powers Authority
6. **LAFCO :** Local Agency Formation Commission
7. **OVH:** Ovariohysterectomy – surgical spay procedure performed on a female animal to prevent reproduction
8. **RTO :** Returned to Owner
9. **RVT:** Registered Veterinary Technician – a licensed veterinary technician (also called ACT at YCAS)
10. **SPCA:** Society for the Prevention of Cruelty to Animals.
11. **TNR :** Trap, Neuter, Return
12. **UCD:** University of California at Davis.
13. **YCAS:** Yolo County Animal Services
14. **YCC :** Yolo Community Cats
15. **YCSPCA :** Yolo County Society for the Prevention of Cruelty to Animals

### GENERAL ANIMAL SHELTER AND YCAS RELATED TERMS

1. **Asilomar Accords** - Developed in 2004, the Accords are a set of Guiding Principles, standardized definitions, a statistics table for tracking shelter populations, and a formula for determining shelter live release rates. The purpose of the definitions, table, and live release rate formula is to produce a uniform system so that shelters and other stakeholders can get a better understanding of lifesaving progress nationwide.
2. **Behavior Evaluation/Temperament Test** – Typically a series of tests used in an animal shelter to determine if a dog (or cat) has a temperament or personality that makes it a safe and/or desirable adoption candidate.
3. **Community Cats** – A term that refers to free roaming cats that may be cared for by one or more individuals in the community, or be fending for themselves, but does not have an identified legal owner.
4. **Deworming** – Administration of medication to treat for known or potential internal parasites.
5. **Enrichment** - Additions to an animal's environment with which the animal voluntarily interacts and, as a result, is believed to experience improved physical and/or psychological health. Walks, toys, and soothing music are examples of enrichment.
6. **Extra Help** – An employee with a limited term of employment, typically with a maximum of 1,000 hours available to be worked during a fiscal year when employed at YCAS.
7. **Feral Cat** – A cat that is not socialized to people and acts undomesticated.



8. **Field** – Refers to services offered outside of the shelter, typically by Animal Services Officers, who are also referred to as “Field Officers” when assigned to duty off-site such as patrolling the county or responding to a call.
9. **Free Roaming Cat** – Similar to community cats – a cat that may be cared for by one or more individuals in the community, or be feeding for themselves, but who not have an identified legal owner.
10. **Humane Society** – General term for a non-profit agency formed to focus on humane treatment of animals. Typically with the area served by the group added to this term.
11. **Kennel** – Refers specifically to the dog kennels, where dogs are housed at the shelter, but also more generally used to refer to the shelter itself. A “Field Officer” might be assigned to work in the “kennels” meaning they are staying on-site at the shelter.
12. **Length of Stay** – How long an animal stays at the shelter in days.
13. **Limited Admissions** – A shelter that limits what animals it takes in – either by not accepting strays, only accepting some strays or only taking in owner surrender animals. Could also be defined as a shelter that accepts animals only as space becomes available. These facilities may also limit intake by requiring appointments for incoming animals, by accepting animals from only certain sources (for example, only from the local government animal control agency), and by instituting additional criteria such as preference to highly desirable animals.
14. **Live Release** – An animal that leaves the shelter alive – can be through various release options such as being returned to owner, adopted, rescued, etc.
15. **Open Admissions** – A shelter that does not limit admissions of animals (specifically those animals a public shelter is mandated to take in – such as stray dogs, sick and injured cats, etc.).
16. **Open Adoptions** – A concept of minimizing restrictions and barriers to adoption for potential adopters in an effort to encourage more people to adopt animals.
17. **Over the Counter** – Arriving on-site at the shelter through the shelter’s front-office, versus coming in from the field.
18. **Petfinder** – A website that many shelters and rescue groups post adoptable animals on to help potential adopters find the type of animal they want to adopt.
19. **Population Management** – Managing the population of animals within the shelter. This is done by making sure animals have care provided throughout their stay and ideally move through the shelter and toward a release option in a timely manner.
20. **Redemption** – An animal being redeemed by a legal owner.
21. **Shelter Based Neuter Return** – Providing spay/neuter and return to origin services for cats that arrive at the shelter and are found to have low or no adoptability. Often implemented in lieu of euthanasia to increase live release options for these cats, decrease euthanasia and help control the free roaming cat population.
22. **SPCA** – General term for a non-profit agency formed to focus on animal welfare issues, stands for Society for the Prevention of Cruelty to Animals. There are many different regional and local groups that use this acronym, typically pre-fixed with the area served by the group.

23. **Targeted Spay/Neuter** – Providing spay/neuter services to a specific, targeted population, especially one that has been identified as having issues with overpopulation – such as feral cats in a specific area, pitbull dogs in a specific area, etc.
24. **Temperament** – An animal’s behavior or demeanor.
25. **Vaccination** – Administration of a substance (by injection or intranasally) to help prevent infectious disease.
26. **Wellness care** – Care provided to an animal in a shelter setting to promote general wellbeing and minimize infectious disease risks – including vaccinations, deworming, flea control and other preventative or treatment oriented medical care.
27. **Zoonotic** – A disease the can be transmitted from animals to humans.

## CALCULATIONS AND RATES

### INTAKES AND OUTCOMES

1. **Live Intakes – Corrected (Intakes)** – Counts all animals arriving at the shelter alive (so does not include Deceased animals) and does not include animals coming to the shelter expressly for the medical service of spay/neuter (either as an owned animal or as part of a TNR program). This number is meant to represent animals “at risk” of euthanasia and potentially eligible for live release. Typically does not include “Foster Return” animals as these animals would then be double counted.
2. **Final Outcomes – Corrected (Outcomes)** – Counts all animals leaving the shelter but only counts those who arrived alive, who did not arrive expressly for medical service of spay/neuter and does not include temporary outcomes (foster and RTO with surrender). Meant to represent animals “at risk” of euthanasia and potentially eligible for live release, who have a final outcome from the shelter during the period being analyzed.

### CALCULATIONS OF RATES BASED ON OUTCOMES

1. **Adoption Rate** – Percentage of animals with a Final Outcome that left the shelter by being adopted.
2. **Died/Missing Rate** – Percentage of animals with a Final Outcome that died in the shelter’s care or went missing while in the shelter’s care.
3. **Euthanasia Rate** – Percentage of animals with a Final Outcome that left the shelter by being euthanized/ put to sleep.
4. **Live Release Rate** – Percentage of animals with a Final Outcome that were released alive from the shelter (including all live release options – adoption, rescue, transfer, RTO).
5. **Rescue/Transfer Rate** – Percentage of animals with a Final Outcome that left the shelter by going to a rescue group or another shelter facility.
6. **RTO Rate** – Percentage of animals with a Final Outcome that left the shelter by being redeemed by the owner. Sometimes expressed as RTO animals divided by stray animal intakes to more accurately reflect outcomes of stray animals only (versus including owner surrender animals for whom an RTO outcome is almost never an option).

## SHELTER ANIMAL – INTAKES AND OUTCOMES SPECIFIC TO YCAS

### **Intake** - An animal entering the shelter.

1. **Born in Care** – An animal born at the shelter or while the mother is under the shelter’s care.
2. **Confiscate** – An animal entering the shelter as part of a legal confiscation – such as owner arrested, owner evicted, or owner deceased.
3. **Disposal Request** – An animal entering the shelter as a deceased animal (dead on arrival/DOA) for appropriate care of animal’s remains.
4. **Euthanasia Request** - An owned animal whose owner is requesting the service of euthanasia at the shelter.
5. **Foster Return** – An animal returning from foster care (not a unique intake, removed from most calculations of intakes to prevent double-counting of these animals).
6. **Medical** – An animal coming into the shelter or being assisted by field services for specific medical care (not commonly used).
7. **Neuter or OVH** – An owned animal coming into the shelter specifically for spay/neuter surgery.
8. **Owner Surrender** – An owned animal being surrendered to the shelter by the owner.
9. **Rabies Confiscate** – An animal coming into the shelter for Rabies quarantine due to a bite or scratch.
10. **Return** – An animal adopted from the shelter and being returned within 30 days.
11. **Stray** – An animal coming into the shelter with no known owner present at the time of intake.
12. **Transfer** – An animal coming into the shelter from another animal shelter or rescue group.
13. **YCC Request** - Cats coming into the shelter for spay/neuter surgery to be returned to origin by trapper as part of a Trap-Neuter-Return (TNR) program.

### **Outcome** - An animal leaving the shelter.

1. **Adoption** – Adopted by the public directly from the animal shelter.
2. **Died** – An animal that dies while in the shelter (could occur while en route to a veterinary clinic, while under care at a veterinary clinic or in a foster home, or on-site at the shelter).
3. **Disposal** – An animal that arrives at the shelter deceased for whom appropriate care of remains is provided.
4. **Euthanized** – An animal that is put to sleep, typically by an injection of a lethal substance, to end its life.
5. **Foster** – An animal that leaves the shelter to go to a foster home for care until it is old enough, healthy enough or behaviorally sound enough to return for adoption or until another alternative is found for it, such as rescue or transfer. This is a temporary, not permanent, outcome.
6. **Missing** – An animal that was in the shelter’s care that is unaccounted for at the time an animal inventory takes place.

7. **Rescue** – An animal that leaves the shelter to go to a rescue group or another shelter facility for care and adoption placement.
8. **Return to Owner with Surrender** – An animal that is at the shelter, an owner is identified for the animal but then decides to surrender ownership of the animal, rather than redeeming the animal. This is a temporary, not a permanent, outcome.
9. **Return to Owner (RTO)** – An animal redeemed from the shelter by its legal owner.
10. **Transfer** – An animal that leaves the shelter to go to another shelter facility for care and adoption placement.
11. **YCC Release** – Cats who leave the shelter by being returned to their origin after being spayed/neutered and ear tipped as part of a community cats program.

## APPENDIX D: STAFFING LEVELS OF COMPARABLE ORGANIZATIONS

<b>COMPARABLE ORGANIZATION SHELTER STAFFING</b>										
<b>Position</b>	<b>Yolo County <sup>1</sup></b>	<b>City of Chico <sup>2</sup></b>	<b>Placer SPCA <sup>3</sup></b>	<b>Sacramento City</b>	<b>Sacramento County <sup>4</sup></b>	<b>Sacramento SPCA <sup>5</sup></b>	<b>Sammie's Friends <sup>7</sup></b>	<b>San Louis Obispo County</b>	<b>Santa Cruz County</b>	<b>Silicon Valley</b>
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Executive Assistant			1.0			1.0			1.0	1.0
Chief Operating Officer			1.0			1.0	1.0			
Volunteer Coordinator	0.4		1.0	1.0	1.0	2.0			1.0	
Foster Coordinator						1.5				
Administrative Officer I or II				1.0	1.0		1.5	1.0		
Accounting Technician					1.0			1.0		
Dispatcher					1.0				1.0	
Clerical Supervisor					1.0					
Front Counter Office Assistant II	4.0	2.0	4.5	5.0	4.0			4.0	4.0	
Veterinarian	1.0		1.0	1.8	1.0	6.0			1.0	Contract Vets
On-Call Veterinarian			0.1							
RVT		1.0	1.0	1.5	1.0			1.0	3.0	1.0
Non-Licensed Tech										1.0
S/N RVT	2.0					6.0				
Supervising ACO	1.0	1.0		1.0	1.0			1.0	1.0	1.0
Senior ACO				1.0	1.0			1.0	1.0	
ACO Field	7.0	2.0		8.0	11.0			5.0	4.0	4.0
ACO Kennel										
ACA/Kennel Worker		3.0	9.0	13.0	4.0	18.0	1.5	3.0	7.0	7.0
Extra Help Kennel	3.0				1.5					
Rescue/Adoptions						13.5				
Finance	Sheriff's Dept		1.0			3.5			0.5	
HR	Sheriff's Dept					1.0				
Legal	Sheriff's Dept									
Clerk III - Licensing									1.0	
Shelter Supervision/Mgmt			2.0	2.0		8.0	1.0	1.0	4.0	1.0
Behavior Department						4.0				
Animal Receiving						8.0				
Thrift Store			2.0			5.0	All volunteer			
Humane Education			0.5			1.5				
Maintenance	Sheriff's Dept		0.5							
IT	Sheriff's Dept					2.5				
Outreach/Development			2.0			7.5				
S/N Admin/Reception/Mgr						7.0				
S/N Non-Licensed Techs						8.5				
<b>Total Paid Employees</b>	<b>19.40</b>	<b>10.00</b>	<b>27.60</b>	<b>36.25</b>	<b>30.50</b>	<b>106.50</b>	<b>6.00</b>	<b>19.00</b>	<b>30.50</b>	<b>17.00</b>
Total kennel/front FTE										
Inmate FTE's	3.5	5.0	2.0				2.0	4.0	1.5	
Volunteers with Core Duties		1.0			10.0		4.0		0.5	
Private Agency Employees	2.4	2.0								
<b>Total Employees</b>	<b>25.30</b>	<b>18.00</b>	<b>29.60</b>	<b>36.25</b>	<b>40.50</b>	<b>106.50</b>	<b>12.00</b>	<b>23.00</b>	<b>32.50</b>	<b>17.00</b>
Hours Open to Public Per Week	37	42	30	26.5	24	42	24	37.5	45	37.5
Hours Shelter Staffed Per Week	57	63	76	77	40	119	54	62.5	56	76.5
Hours Field Staffed	53	63	NA	105	112	70	N/A	70		
<b>FOOTNOTES:</b>										
1. YCAS Extra Help= 1,000 hours per fiscal year										
2. City of Chico Animal Shelter does not have a spay/neuter program										
3. Placer SPCA does not provide field services										
4. Sacramento County Extra Help= 1,560 hours per calendar year										
5. Sacramento SPCA does not provide field services										
6. Sammie's Friends does not provide field services or a spay/neuter program										
7. San Louis Obispo County does not provide a spay/neuter program, supervised volunteer program, off-site foster program, or development										

## APPENDIX E: TIME MOTION STUDY AND SUMMARY

### YCAS Kennel/Shelter Related Duties - Time-Motion Study and Summary - Current Staffing 2013

Activity	Done By	Minutes/Animal	Avg # Animals/Day	Hours/Week	Days/week	Hours/day
Moving Dogs for Cleaning	AC	4	50	23.3	7	3.3
Feeding Dogs	AC	2	50	11.7	7	1.7
Enrichment for Dogs	AC	2	50	11.7	7	1.7
Feeding Cats	AC	2	50	11.7	7	1.7
Enrichment for Cats	AC	1	50	5.8	7	0.8
Medicate animals	AC	5	15	8.8	7	1.3
Redemption Assist - kennel	AC	15	8	14.0	6	2.3
Adoption Assist - kennel	AC	30	5	17.5	6	2.9
Transfer assist - kennel	AC	10	4	4.7	6	0.8
Intake processing - Dog	AC	20	5	11.7	6	1.9
Intake processing - Cat	AC	15	5	8.8	6	1.5
Behavior Evaluation - Dog	AC	25	5	14.6	7	2.1
Pre-Adoption Processing - non-surgical	AC	20	5	11.7	7	1.7
Euthanasia	AC	25	2	5.8	7	0.8
Other animal care (pocket pets, livestock)	AC	10	2	2.3	7	0.3
General facility maintenance (common areas, outdoor areas, etc. )	AC			14.0	7	2.0
Dog Cleaning	IM	5	50	29.2	7	4.2
Cat Cleaning	IM	6	50	35.0	7	5.0
General Kennel Cleaning	IM			28.0	7	4.0
General Facilities Cleaning	IM			14.0	7	2.0
Dishes	IM	2	100	23.3	7	3.3
Litter pans (adoption cats only)	IM	1	20	2.3	7	0.3
Carriers/feral dens	IM	5	30	17.5	7	2.5
Laundry	IM	2	100	23.3	7	3.3
Spay/Neuter Surgery Preparation/After Care	RVT	30	12	42.0	5	8.4
Spay/Neuter Surgical assist	RVT	45	12	63.0	5	12.6
Other Medical Care/vet assist	RVT	20	6	14.0	7	2.0
Medical program coordination (inventory, scheduling, etc.)	RVT			6.0	5	1.2
Adoption Assist - YCSPCA Office	SPCA	20	4	9.3	5	1.9
Transfer assist - YCSPCA Office	SPCA	30	5	17.5	5	3.5
Lost and Found Management	SPCA			10.0	5	2.0
Public Request for Assistance	SPCA			10.0	5	2.0
Community Cats/TNR Program Assist	SPCA			10.0	5	2.0
Rescue coordination	SPCA			20.0	5	4.0
Behavior Evaluation - Cat	Vet*	5	5	2.9	5	0.6
Population mgt	Vet*	1.5	100	17.5	5	3.5
Dog neuter (incl. exam, sx, record)	Vet	20	2	4.7	5	0.9
Dog spay (incl. exam, sx, record)	Vet	35	2	8.2	5	1.6
Cat neuter (incl. exam, sx, record)	Vet	10	4	4.7	5	0.9
Cat spay (incl. exam, sx, record)	Vet	20	4	9.3	5	1.9
Ancillary surgery	Vet	20	1	2.3	5	0.5
Veterinary medical exams	Vet	20	6	14.0	5	2.8
Veterinary management/protocols/meetings	Vet			5.0	3	1.7

AC = Animal Care - Skilled animal care attendant duties  
 IM = currently done by inmate - could also be semi-skilled kennel worker  
 Vet\* = currently done by Vet could be done by Shelter Manager

RVT = Registered Veterinary Technician  
 SPCA = Yolo County SPCA Employee  
 Vet = Veterinarian

#### Sum of Hours Per Week and FTE Needed for 7 Day A Week Coverage

Done By	Total	FTE/Week
AC	177.9	4.4
IM	172.7	4.3
RVT	125.0	3.1
SPCA	76.8	1.9
Vet	54.6	1.4
Vet*	20.4	0.5
<b>Grand Total</b>	<b>627.4</b>	<b>15.7</b>

#### Hours Per Day and FTE Needed for Daily Coverage

Done By	Total	FTE/Day
AC	26.8	3.3
RVT	24.2	3.0
Vet	11.6	1.4
SPCA	15.4	1.9
IM	24.7	3.1
Vet*	4.1	0.5
<b>Grand Total</b>	<b>106.7</b>	<b>13.3</b>

**YCAS Kennel/Shelter Related Duties - Time-Motion Study and Summary - Proposed Staffing 2013**

Activity	Done By	Minutes/Animal	Avg # Animals/Day	Hours/Week	Days/Week	Hours/day
Moving Dogs for Cleaning	AC	4	50	23.3	7	3.3
Feeding Dogs	AC	2	50	11.7	7	1.7
Enrichment for Dogs	AC	2	50	11.7	7	1.7
Feeding Cats	AC	2	50	11.7	7	1.7
Enrichment for Cats	AC	1	50	5.8	7	0.8
Medicate animals	AC	5	15	8.8	7	1.3
Redemption Assist - kennel	AC	15	8	14.0	6	2.3
Adoption Assist - kennel	AC	30	5	17.5	6	2.9
Transfer assist - kennel	AC	10	4	4.7	6	0.8
Intake processing - Dog	AC	20	5	11.7	6	1.9
Intake processing - Cat	AC	15	5	8.8	6	1.5
Behavior Evaluation - Dog	AC	25	5	14.6	7	2.1
Pre-Adoption Processing - non-surgical	AC	20	5	11.7	7	1.7
Euthanasia	AC	25	2	5.8	7	0.8
Other animal care (pocket pets, livestock)	AC	10	2	2.3	7	0.3
General facility maintenance (common areas, outdoor areas, etc.)	AC			14.0	7	2.0
Dog Cleaning	KW	5	50	29.2	7	4.2
Cat Cleaning	KW	6	50	35.0	7	5.0
General Kennel Cleaning	KW			28.0	7	4.0
General Facilities Cleaning	KW			14.0	7	2.0
Dishes	KW	2	100	23.3	7	3.3
Litter pans (adoption cats only)	KW	1	20	2.3	7	0.3
Carners/feral dens	KW	5	30	17.5	7	2.5
Laundry	KW	2	100	23.3	7	3.3
Spay/Neuter Surgery Preparation/After Care	NLT	30	12	42.0	5	8.4
Spay/Neuter Surgical assist	RVT	45	12	63.0	5	12.6
Other Medical Care/vet assist	RVT	20	6	14.0	7	2.0
Medical program coordination (inventory, scheduling, etc.)	RVT			6.0	5	1.2
Adoption Assist - Office	FO	20	4	9.3	5	1.9
Transfer assist - Office	FO	30	5	17.5	5	3.5
Lost and Found Management	FO			10.0	5	2.0
Public Request for Assistance	FO			10.0	5	2.0
Community Cats/TNR Program Assist	SM			10.0	5	2.0
Rescue coordination	SM			20.0	5	4.0
Behavior Evaluation - Cat	SM	5	5	2.9	5	0.6
Population mgt	SM	1.5	100	17.5	5	3.5
Dog neuter (incl. exam, sx, record)	Vet	20	2	4.7	5	0.9
Dog spay (incl. exam, sx, record)	Vet	35	2	8.2	5	1.6
Cat neuter (incl. exam, sx, record)	Vet	10	4	4.7	5	0.9
Cat spay (incl. exam, sx, record)	Vet	20	4	9.3	5	1.9
Ancillary surgery	Vet	20	1	2.3	5	0.5
Veterinary medical exams	Vet	20	6	14.0	5	2.8
Veterinary management/protocols/meetings	Vet			5.0	3	1.7

AC = Animal Care - Skilled animal care attendant duties  
 KW = Kennel Worker - AM only PT positions  
 SM = Shelter Manager (Lead ACA on SM Off Days)  
 FO = Additional front office duties related to kennel

RVT = Registered Veterinary Technician  
 NLT = Non-Licensed Veterinary Technician  
 Vet = Veterinarian

**Sum of Hours Per Week and FTE Needed for 7 Day A Week Coverage**

Done By	Total	FTE/Week
AC	177.9	4.4
FO	46.8	1.2
RVT	83.0	2.1
Vet	48.2	1.2
KW	172.7	4.3
SM	50.4	1.3
NLT	42.0	1.1

**Hours Per Day and FTE Needed for Daily Coverage**

Done By	Total	FTE/Day
AC	26.8	3.3
FO	9.4	1.2
RVT	15.8	2.0
Vet	10.3	1.3
KW	24.7	3.1
SM	10.1	1.3
NLT	8.4	1.1

## APPENDIX F: RESCUE GROUP SURVEY

### QUESTION 1

**We understand that you are a volunteer organization and no one can predict the future with certainty. But based on what you are able to predict today, do you foresee any issues that would limit your ability to continue to take in animal transfers from Yolo County Animal Services (YCAS) at generally the same rate you have been (for the next 5 years or so)?**

Response	Response Percent	Response Count
<b>YES</b>	23.8%	5
<b>NO</b>	<b>76.2%</b>	<b>16</b>

COMMENTS (Optional): 6  
Answered Question: 21  
Skipped Question: 0

#### COMMENTS REGARDING QUESTION 1

1. As usual, our limitations are finance and foster homes. We tend to take small dogs with medical issues.
2. As long as my rescue remains as successful as it has been in the past both in donations and adoptions.
3. We aren't a volunteer organization- we're a public shelter.
4. The only thing that could limit us would be if there were no transport available. That is a huge component for us because we are a very small rescue.
5. We appreciate staff helping to get the dog(s) vetted before transfer as we are a small group this helps with time, money, etc. Also helps expedite the process of getting the animal up onto websites.
6. Our only limitation is space.

### QUESTION 2

**Do you have any suggestions that may make the Rescue/Transfer process with Yolo County Animal Services easier or more efficient?**

Response	Response Percent	Response Count
<b>YES</b>	28.6%	6
<b>NO</b>	<b>71.4%</b>	<b>15</b>

COMMENTS (Optional): 16  
Answered Question: 21  
Skipped Question: 0

#### COMMENTS REGARDING QUESTION 2

1. Transport assistance always make things easier. Yolo is pretty far for us as we are in Sonoma and Marin Counties.



2. The process would be easier if the dogs came with more extensive, accurate documentation and health records.
3. (1) Ensure that the rescue list is sent out to all recognized rescue partner agencies; (2) Inform rescue organizations when a new coordinator or assistance has been hired.
4. The fact that Yolo Animal Services uses the SPCA as their rescue coordinators is a bit confusing. We thought there were two separate entities. We get a very prompt and great response with the SPCA rescue coordinators, however, when calling the actual Yolo County Animal Services staff and lines, we never hear back from anyone. Some response would be nice.
5. You folks are fantastic. We always know exactly what we're getting when we take a Yolo dog, the individual emails and descriptions are invaluable and the willingness of your staff to answer and questions and go the extra mile to make it easier for us to take a dog is fantastic. Your staff are also incredible about getting dogs down to SF.
6. Provide a Rescue rate for vetting and altering like other local sac shelters do.
7. Always very helpful.
8. Angela is good about alerting us to cats that need our help.
9. Y'all are doing a great job. It really helps us to have folks willing to transport to Davis.
10. Your staff has been very helpful and make the process easy.
11. Having a yahoo group or something like that, where posts can be made and people can respond.
12. We appreciate the staff's honesty in describing the dogs behavior(s). We need to confirm an available foster home before taking in a dog, and that requires outreach and someone committing. If we only took 24 hours to commit to you, it is often not enough time to get a committed foster.
13. We need specific names of people dropping off and picking up animals and the dates/times they are arriving.
14. It is very hard to reach the rescue people by phone. So if a transport is delayed, you typically have to leave a message and hope that someone gets it. We need a "live person" number when we are trying to pull/change transport people, get questions answered about a potential pull, etc.

### QUESTION 3

**Is there anything about the Rescue/Transfer process with Yolo County Animal Services that you would like to see change?**

Response	Response Percent	Response Count
<b>YES</b>	38.1%	8
<b>NO</b>	61.9%	13

COMMENTS (Optional): 12  
 Answered Question: 21  
 Skipped Question: 0

1. The health techs are not efficiently used in rescue process. The health information is not organized and their internal communications are poor. There should be better attention to medical issues prior to sending so that the animals are better taken care of prior to transfer. With the amount of veterinary and tech staff on site, there animals should be better evaluated and treated prior to rescue.
2. Allow flexible reasonable time so transport arrangements can be made when a rescue commitment has been given.

3. We rescue from several shelters, and the Yolo County process, communications, and services using the Yolo SPCA rescue coordinators is one of the best.
4. None I can think of. All experiences have been positive thus far.
5. SPCA staff is much more public/rescue friendly and helpful than shelter counter staff.
6. None at this time. The staff has been great to work with.
7. I want to make sure Yolo County gets paid promptly, since the transport people are volunteers. If we can pay you by credit card online, that would be great.
8. Keep up the great work!
9. I only wish we could take more. Everything from the Yolo end is great.
10. See above
11. It would be nice to be reimbursed for some of the basic care/tests for our out of pocket costs.
12. See above. It would also be helpful if we could have a rescue hold. Many times our transporter or foster home is hours away. We need to know the dog will be there when they arrive. We've had situations where they made a 3 hour drive (1 way) only to discover a dog was given to another rescue group. It makes us less likely to take a dog unless we have a transportation/foster close by. I think you'd get more animals placed if the interface with rescue was more structured.

## BENEFITS

**This report recommends that the proposed JPA model should expect a benefits rate of approximately 30% of total employee compensation, based on findings in a U.S. Bureau of Labor Statistics report<sup>22</sup> that studied employer costs for employee compensation. The report finds that benefits in the private sector cost approximately 29.7% of total employee compensation, as compared to the 35.5% average cost of benefits for state and local government employers. This 29.7 percent includes paid leave, supplemental pay, health insurance, retirement and savings, and legally required benefits including Social Security, Medicare, State and Federal Unemployment, and Workers' Compensation.**

**The recommended benefits rate for a JPA contracting with a nonprofit organization was much more difficult to project, as there is limited information available on the actual cost of employee benefits at nonprofit organizations. In fact, we were unable to find a single study which identifies an appropriate benefits rate for non-profit employees. We suspect this is largely due to the extreme variance in the level of benefits offered at non-profit organizations, with some organizations offering only minimal employee benefits and some adopting exhaustive benefits packages as a method of attracting and retaining employees. For instance, a study of Northern California non-profits<sup>23</sup> found that 95% of survey participants offer some type of insurance to employees, although the type and level of insurance differed significantly. For instance, 81% of organizations utilized a Health Maintenance Organization (HMO) plan, while 46% of organizations offered a Preferred Provider Organization (PPO) plan. Additionally, 84% of organizations offered dental insurance, 69% of organizations offered vision insurance, 67% offered life insurance, and 14% did not provide any type of insurance other than basic health. Non-profit organizations also varied significantly in the period of time employees must wait before health coverage begins, as well as the percentage of insurance costs that the employer covers. The report indicated that non-profit organizations also varied greatly in their paid-time off practices, including the number of vacation and sick days offered and the type of employees (part-time versus full-time) that received paid-time off. Because non-profits have such flexibility to set employee benefits according to their needs it is difficult to pinpoint an appropriate benefits ratio for non-profit employees.**

**However, we have determined that a non-profit organization can expect a benefits rate somewhat lower than a private or government organization, based on the increased flexibility that non-profit organizations have in selecting their benefits packages. For this reason we have projected that a JPA contracting with a non-profit organization for service can expect a benefits rate of approximately 27% of total employee compensation.**

#### **PERCENTAGE OF EMPLOYEE COMPENSATION VERSUS PERCENTAGE OF SALARY**

**One potential area of confusion relating to our benefits rates pertains to the formula we use when calculating benefits. In this report we set the benefits ratio assumption based on a "percentage of total compensation" rather than the more commonly utilized "percentage of salary." These two formulas result in significant**

<sup>22</sup> Bureau of Labor Statistics. (2013). Employee Costs for Employee Compensation. Retrieved from <http://www.bls.gov/news.release/pdf/ecec.pdf>

<sup>23</sup> Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey.

differences in the cost of benefits. Table 20 provides an example of the difference in cost of benefits using the two formulas.

TABLE 20: BENEFITS FORMULAS

<u>Benefits Formula</u>	<u>Base Salary</u>	<u>Benefits Rate</u>	<u>Benefits Cost</u>	<u>Total Compensation</u>
<u>Benefits as a Percentage of Total Compensation</u>	<u>\$100,000</u>	<u>30%</u>	<u>\$42,800</u>	<u>\$142,800</u>
<u>Benefits as a Percentage of Salary</u>	<u>\$100,000</u>	<u>30%</u>	<u>\$30,000</u>	<u>\$130,000</u>

It is not uncommon for people to state that benefits at private organizations should be approximately 30% according to “industry standards.” Additionally, when discussing benefits ratios people typically discuss them using the “benefits as a percentage of salary” formula, which is easier to calculate and understand. Thus, it is a natural assumption that private organizations pay 30% of an employee’s salary in benefits. When we first began considering an appropriate benefits ratio recommendation for this report we also began with the assumption that it should be 30% of total salary. However, after extensive research we could not find a single credible source that supported this assumption. In fact, the only source we found which pinpoints an appropriate benefits ratio for private organizations is the U.S. Bureau of Labor Statistics, which utilizes the “percentage of total compensation” formula. The report’s findings that private sector employee benefits cost an average of 29.7% of total compensation indicate that an assumption of 30% based on percentage of salary is far too low, and would have to be raised in order to reflect the actual cost of benefits. Table 21 shows how the benefits ratio as a percentage of salary would increase in order to reflect the cost of benefits as indicated in the Bureau of Labor Statistics report.

TABLE 21: REVISED BENEFITS FORMULA

<u>Benefits Formula</u>	<u>Base Salary</u>	<u>Benefits Rate</u>	<u>Benefits Cost</u>	<u>Total Compensation</u>
<u>Benefits as a Percentage of Total Compensation</u>	<u>\$100,000</u>	<u>30%</u>	<u>\$42,800</u>	<u>\$142,800</u>
<u>Benefits as a Percentage of Salary</u>	<u>\$100,000</u>	<u>43%</u>	<u>\$42,800</u>	<u>\$142,800</u>

## SALARY

After receiving conflicting feedback from the public that our salary assumption in the Public Release Draft of this report were both too high, and too low, we decided to revisit our salary assumptions, basing all recommendations in the final report on a more formulaic and consistent methodology. In this section we describe the methodology we use to reach our altered salary assumptions. Figure 5 displays all the sources and information used in our salary assumptions.

FIGURE 5: SALARY SOURCES AND METHODOLOGY

SOURCE	Median Household Income <sup>10</sup>	Executive Director	Shelter Supervisor/ Manager	Supervising Field Officer	Senior/ Lead Animal Control Officer	Field Officer	Front Office Supervisor/ Administrative Assistant		Front Office Clerk	Front Office Assistant		Shelter Veterinarian	Registered Veterinary Technician	Uncensored Veterinary Assistant	Animal Care Attendant	Kennel Workers <sup>16</sup>	Outreach and Development Coordinator <sup>17</sup>	Volunteer/ Foster Coordinator	
							Administrative Assistant IV	Administrative Assistant III		Administrative Assistant II	Administrative Assistant I							Administrative Assistant Aide	Volunteer Coordinator
Yolo County Animal Services	57,920	90,698	-	55,842	-	49,140	-	-	41,628	30,098	-	96,000	42,198	-	23,608	-	-	43,362	-
City of Chico Animal Services	41,632	71,375	-	61,916	51,258	44,283	-	-	-	-	-	-	35,846	36,140	26,577	-	-	-	-
City of Sacramento Animal Care Services	50,781	100,762	-	91,996	51,298	45,167	-	53,685	-	-	-	89,990	51,579	-	38,229	-	-	-	-
San Luis Obispo County Animal Services	59,630	77,584	57,189	57,189	47,652	40,622	-	37939	-	28,464	-	-	42,598	-	35,796	-	-	-	-
Sacramento County Animal Care and Regulation	56,553	117,392	-	64,393	53,786	48,191	-	41279	34,507	-	-	89,327	56,355	-	44,035	-	-	64,331	-
Santa Cruz County Animal Shelter	66,030	117,744	69,876	69,876	-	44,757	-	-	34,430	-	-	108,096	42,564	40,974	-	-	-	46,386	-
Silicon Valley Animal Control Authority <sup>1</sup>	89,064	143,145	72,668	39,147	-	67,265	81,910	-	-	-	-	-	56,960	51,119	50,210	-	-	-	-
Sacramento SPCA <sup>2</sup>	53,878; 78564 <sup>11</sup>	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sammie's Friends (Nevada County)	58,077	12,000 <sup>12</sup>	40,000	-	-	-	-	-	-	-	-	-	-	-	32,500	-	-	-	-
Placer SPCA <sup>3</sup>	74,645	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Payscale.com	-	67,000	37,400	-	-	33,700	-	-	31,500	-	-	85,000	31,600	\$11/hour	11.00/hour	-	45,000	-	37,700
Society of Animal Welfare Administrators Report <sup>4</sup>	-	80,000	40,500	47,000	33,503	32,880	32,760	-	-	22,838	22,000	74,880	32,000	22,280	19,604	-	52,750	32,000	30,600
Fair Pay for Northern California Nonprofits Report <sup>5</sup>	-	115,970	55,457	-	-	-	50,037	35,747	36,653	27,813	26,478	99,036	41,543	35,051	27,863	-	63,457	38,629	43,244
AVERAGE OF COMPARABLE GOVERNMENT ORGANIZATIONS <sup>6</sup>	-	100,836	63,533	61825 <sup>13</sup>	50,912	45,575	44,301	36,855	29,281	29,281	29,281	95,853	47,059	36528 <sup>14</sup>	-	-	53,736	51,360	-
YOLO COUNTY EXISTING PAY RANGE <sup>7</sup>	-	81,636-99,228	-	42,744-51,948	-	39,636-48,168	34128-41484	30,756-37,380	28320-34,428	28320-34,428	28320-34,428	34,296-41,688	-	23,616-28,692 <sup>15</sup>	-	-	-	39,144-47,580	-
JPA SALARY RECOMMENDATION <sup>8</sup>	-	99,500	63,500	52,000	51,000	45,500	41,500	37,000	29,500	29,500	29,500	96,000	41,500	36,500	-	10	54,000	47,500	-
NON-PROFIT SALARY RECOMMENDATION <sup>9</sup>	-	89,500	57,000	47,000	45,900	41,000	37,500	33,500	26,500	26,500	26,500	86,500	37,500	33,000	-	9	48,500	43,000	-

<b>FOOTNOTES:</b>
1) Silicon Valley salaries may not represent a full year of service.
2) Sacramento SPCA is a private entity, and elected not to share their budget and salary information.
3) Placer SPCA is a private entity, and elected not to share their budget and salary information.
4) SOURCE: Society of Animal Welfare Administrators. (2011). Compensation and Benefits. Salaries considered were selected from the budget category of 1-2.9 million, in the 50th percentile.
5) SOURCE: Nonprofit Compensation Associates. (2011). Fair Pay for Northern California Nonprofits: The 2011 Compensation and Benefit Survey. Salaries considered in this report were selected under the Sacramento Region, unless not listed, in which case the overall average was used. Salaries bolded in <b>BLUE</b> represent an average salary specific to the Sacramento Region.
6) This row provides the averages of all public/JPA organizations that were determined to be comparable to Yolo County in terms of household income (highlighted in <b>BLUE</b> ) for each position.
7) This row provides the pay range for comparable positions in Yolo County, when they exist. the nearest "500." However, as a change in governance is intended to reduce costs for the public agencies, salaries were capped at the high end of the existing salary range for a comparable position in Yolo County. Ex. The average comparable salary for Executive Directors is 100,836, but the existing pay range in Yolo County for Business Services Officer is \$81,636-\$99,228. Therefore, the JPA salary recommendation is \$95,500 rather than \$101,000.
10%, based on a Bureau of Labor Statistics Report that finds that nonprofit employees earn approximately 87% of what local government employees are paid. SOURCE: U.S. Bureau of Labor Statistics (2009). Wages in the Nonprofit Sector.
10) Median Household Incomes were taken from the US Census Bureau.
11) Median household incomes represent Rancho Cordova and Elk Grove respectively.
12) The Executive Director position with Sammie's Friends is mostly voluntary.
13) City of Sacramento Animal Care Services was not included in the Supervising Field Officer average salary calculation. The organization's salary of \$91,996 seemed excessively high, and we suspect the Supervising Field Officer may have additional responsibilities which justify a higher pay rate.
14) Many organizations do not differentiate between Animal Care Attendants and Unlicensed Veterinary Assistant in their pay ranges and employee classifications. For the purposes of the UCD KSMP portion of this study, Animal Care Attendants perform skilled animal care work in the kennels, while Unlicensed Veterinary Assistants provide assistance and skilled animal care in the Veterinary Medicine Program. Both positions require a similar skill level, so we have recommended that their pay be commensurate.
15) We believe the existing pay scale for Animal Care Attendant at Yolo County is not appropriate to use as a cap for the ACA/Unlicensed Veterinary Assistant positions in this case, as the current job description involves far less skilled labor than would be expected of these position in the new organization. We have recommended a salary based on the average of comparable organizations.
16) No comparable organizations used in this study provided salary information for Kennel Workers. Thus, the pay rates have been projected based on the assumption that this is an unskilled position, which will involve only basic cleaning, feeding, and customer service responsibilities.
17) No comparable organizations provided salary information for Outreach and Development Coordinators. The salary recommendation is based on an average of the three sources that did provide information regarding appropriate salaries for this position.

<b>KEY:</b>
<b>All salaries bolded in GREEN represent an average salary, which was utilized when organizations provided salary information for several of the same position, or a salary range.</b>
While salaries were collected and considered from many sources, the salaries highlighted in BLUE were identified as most comparable with Yolo County. These salaries were most heavily relied on when making salary recommendations.

**STEP ONE: GATHER SOURCES**

*During the initial stage of our salary research our goal was to identify and consider a wide variety of potential salary sources. We attempted to gather salary information from a total of thirteen sources, as listed below:*

- Yolo County Animal Services
- The comparable organizations used in the KSMP study
  - City of Chico Animal Services
  - City of Sacramento Animal Care Services
  - San Louis Obispo County Animal Services
  - Sacramento County Animal Care and Regulation
  - Santa Cruz County Animal Shelter
  - Silicon Valley Animal Control Authority
  - Sacramento SPCA
  - Sammie’s Friends
  - Placer SPCA
- Payscale.com
- Society of Animal Welfare Administrators Compensation and Benefits Report
- Fair Pay for Northern California Nonprofits Report

*We were successful in acquiring some or all salary rates for eleven of the above sources, though two of the non-profit organizations (Sacramento SPCA and Placer SPCA) elected not to share their salary information with us.*

**STEP TWO: IDENTIFY AVERAGE SALARIES FOR COMPARABLE PUBLIC ORGANIZATIONS**

*After acquiring a range of initial sources, we began the process of setting our salary assumptions for employees hired by a JPA. As JPAs are quasi-governmental agencies, we expect that the salaries for JPA employees would be commensurate with those of other local government agencies. For this reason we identified the sources listed above that were publicly supported (local government or JPAs), and were also comparable to Yolo County in terms of median household income. Using US Census Bureau data, we eliminated all organizations with a median household income vastly different from Yolo County, leaving us with the five organization highlighted in blue in Table 22.*

**TABLE 22: SOURCES USED IN SALARY ASSUMPTIONS**

<u>Source of Comparison</u>	<u>City/County</u>	<u>Median Household Income</u>
<u>Yolo County Animal Services</u>	<u>Yolo County</u>	<u>57,920</u>
<u>City of Chico Animal Shelter</u>	<u>City of Chico</u>	<u>41,632</u>
<u>City of Sacramento Animal Care Services</u>	<u>City of Sacramento</u>	<u>50,781</u>
<u>San Louis Obispo County Animal Services</u>	<u>San Louis Obispo County</u>	<u>58,630</u>
<u>Sacramento County Animal Services</u>	<u>Sacramento County</u>	<u>56,553</u>
<u>Santa Cruz County Animal Services</u>	<u>Santa Cruz County</u>	<u>66,030</u>
<u>Silicon Valley Animal Control Authority</u>	<u>Silicon Valley</u>	<u>89,064</u>
<u>Sacramento SPCA</u>	<u>Rancho Cordova; Elk Grove</u>	<u>53,878; 78,564</u>
<u>Sammie’s Friends</u>	<u>Nevada County</u>	<u>58,077</u>
<u>Placer SPCA</u>	<u>Placer County</u>	<u>74,645</u>

*Using the salary information provided by these five organizations, we identified an average salary for each position recommended by KSMP. The second column in Table 23 displays the average salaries for each position.*

**STEP THREE: CAP SALARY BASED ON EXISTING PAY RANGE IN YOLO COUNTY**

*After identifying the average salaries for public organizations comparable to Yolo County we discovered that some of the salary averages were higher than Yolo County employees are currently paid. As any potential change in governance is intended to save the contracting agencies money, we have chosen to cap salaries at the high end of the existing Yolo County pay scale, when a comparable position exists. For example, the average salary for Registered Veterinary Technicians at comparable organizations is \$47,059, while the highest a RVT in Yolo County can currently be paid is \$41,688. We have capped the salary for this position at \$41,688, so as not to increase costs to the agencies. While this is a reasonable cost-savings measure, we also acknowledge that this measure results in salary assumptions slightly lower than other organizations currently pay, which may result in difficulty with recruiting and retaining skilled employees in these positions. Column three in Table 23 displays the existing Yolo County pay range for each position.*

**STEP FOUR: RECOMMENDING JPA EMPLOYEE SALARIES**

*After identifying the average of comparable organization, and identifying a salary cap, we recommend JPA employee salaries for each position. All JPA salary assumptions are commensurate with the average of comparable organization salaries, except in instances when the salary cap is lower than the average salary. In these instances we recommend a salary commensurate with the highest point in the existing salary range. Column four in Table 23 displays the JPA employee salary assumptions.*

TABLE 23: METHODOLOGY FOR JPA SALARY ASSUMPTIONS

<u>Position</u>	<u>Average Salary at Comparable Public Organizations</u>	<u>Yolo County Existing Pay Range</u>	<u>JPA Salary Recommendation</u>
<u>Executive Director</u>	<u>100,836</u>	<u>81,636 – 99,228</u>	<u>99,500</u>
<u>Shelter Manager</u>	<u>63,533</u>	-	<u>63,500</u>
<u>Supervising Field Officer</u>	<u>61,825*</u>	<u>42,744 - 51,948</u>	<u>52,000</u>
<u>Senior/Lead Field Officer</u>	<u>50,912</u>	-	<u>51,000</u>
<u>Field Officer</u>	<u>45,575</u>	<u>39,636 - 48,168</u>	<u>45,500</u>
<u>Front Office Supervisor</u>	<u>44,301</u>	<u>34,128 – 41,484</u>	<u>41,500</u>
<u>Front Office Clerk</u>	<u>36,855</u>	<u>30,756 - 37,380</u>	<u>37,000</u>
<u>Front Office Assistant</u>	<u>29,281</u>	<u>28320 - 34,428</u>	<u>29,500</u>
<u>Shelter Veterinarian</u>	<u>95,853</u>	-	<u>96,000</u>
<u>Registered Veterinary Technician</u>	<u>47,059</u>	<u>34,296 - 41,688</u>	<u>41,500</u>
<u>Non-Licensed Veterinary Assistant</u>	<u>36,528</u>	-	<u>36,500</u>
<u>Animal Care Attendant</u>	<u>36,528</u>	<u>23,616 - 28,692*</u>	<u>36,500</u>
<u>Kennel Workers</u>	-	-	<u>\$10/hour*</u>
<u>Outreach and Development Coordinator</u>	<u>53,736*</u>	-	<u>54,000</u>
<u>Volunteer/Foster Coordinator</u>	<u>51,360</u>	<u>39,144 - 47,580</u>	<u>47,500</u>

*\* Indicates instances in which exceptions were made to the methodology. The footnotes in Figure 5 provide a detailed description of these exceptions.*



**STEP FIVE: RECOMMENDING NON-PROFIT EMPLOYEE SALARIES**

***Our non-profit employee salary assumptions have been projected at a rate of 10% below our JPA employee salary assumptions, based on findings from the U.S. Bureau of Labor Statistics which indicate that when considering full-time employees across all occupations non-profit employees are paid an average hourly rate of \$21.68, as compared to the average hourly rate of \$25.16 that local government employees are paid. This indicates that non-profit employees are typically paid approximately 86% of what local government employees. It should be noted that this difference in wages is based on a calculation of all full-time workers, and varies depending on the specific occupation (management, technical, etc.). Table 24 displays the non-profit salary assumptions, as they compare to the JPA salary assumptions.***

**TABLE 24: JPA AND NON-PROFIT SALARY ASSUMPTIONS**

<b><u>Position</u></b>	<b><u>JPA Salary Recommendation</u></b>	<b><u>Non-Profit Salary Recommendation (10% below JPA)</u></b>
<b><u>Executive Director</u></b>	<b><u>99,500</u></b>	<b><u>89,500</u></b>
<b><u>Shelter Manager</u></b>	<b><u>63,500</u></b>	<b><u>57,000</u></b>
<b><u>Supervising Field Officer</u></b>	<b><u>52,000</u></b>	<b><u>47,000</u></b>
<b><u>Senior/Lead Field Officer</u></b>	<b><u>51,000</u></b>	<b><u>45,900</u></b>
<b><u>Field Officer</u></b>	<b><u>45,500</u></b>	<b><u>41,000</u></b>
<b><u>Front Office Supervisor</u></b>	<b><u>41,500</u></b>	<b><u>37,500</u></b>
<b><u>Front Office Clerk</u></b>	<b><u>37,000</u></b>	<b><u>33,500</u></b>
<b><u>Front Office Assistant</u></b>	<b><u>29,500</u></b>	<b><u>26,500</u></b>
<b><u>Shelter Veterinarian</u></b>	<b><u>96,000</u></b>	<b><u>86,500</u></b>
<b><u>Registered Veterinary Technician</u></b>	<b><u>41,500</u></b>	<b><u>37,500</u></b>
<b><u>Non-Licensed Veterinary Assistant</u></b>	<b><u>36,500</u></b>	<b><u>33,000</u></b>
<b><u>Animal Care Attendant</u></b>	<b><u>36,500</u></b>	<b><u>33,000</u></b>
<b><u>Kennel Workers</u></b>	<b><u>\$10/hour</u></b>	<b><u>\$9/hour</u></b>
<b><u>Outreach and Development Coordinator</u></b>	<b><u>54,000</u></b>	<b><u>48,500</u></b>
<b><u>Volunteer/Foster Coordinator</u></b>	<b><u>47,500</u></b>	<b><u>43,000</u></b>

**APPENDIX H: SALARY AND BENEFITS PROJECTIONS**

<b>EXISTING YCAS SALARY AND BENEFITS <sup>1</sup></b>					
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits <sup>2</sup></b>	<b>FTE <sup>3</sup></b>	<b>Benefits Ratio <sup>4</sup></b>	<b>Total <sup>5</sup></b>
Shelter Director	90,698	45,707	1	33.5%	136,405
Clerk 1	31,604	18,390	1	36.8%	49,994
Clerk 2	41,628	36,745	1	46.9%	78,373
Clerk 2	41,628	16,053	1	27.8%	57,681
Clerk 2	41,628	26,745	1	39.1%	68,373
Supervising Animal Services Officer	55,842	36,166	1	39.3%	92,008
Animal Services Officer	50,585	25,865	1	33.8%	76,450
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	50,585	37,391	1	42.5%	87,976
Animal Services Officer	39,633	14,582	1	26.9%	54,215
Animal Services Officer	39,633	14,582	1	26.9%	54,215
Animal Care Technician	41,677	22,826	1	35.4%	64,503
Animal Care Technician	41,677	22,826	1	35.4%	64,503
Animal Care Technician	42,719	23,182	1	35.2%	65,901
Animal Care Attendant	23,611	23,864	1	50.3%	47,475
Animal Care Attendant	23,611	23,864	1	50.3%	47,475
<b>Full-Time Employees Total:</b>					<b>18</b>
<b>Average Benefits Ratio:</b>					<b>38.3%</b>
<b>Part-Time Wages Total:</b>					<b>0</b>
<b>Salary Total:</b>					<b>801,290</b>
<b>Benefits Total:</b>					<b>498,498</b>
<b>SALARY AND BENEFITS TOTAL: \$1,299,788</b>					

<b>YCAS SALARY AND BENEFITS (INCLUDING HIDDEN PERSONNEL COSTS)</b>					
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio</b>	<b>Total</b>
Shelter Director	90,698	45,707	1	33.5%	136,405
Clerk 1	31,604	18,390	1	36.8%	49,994
Clerk 2	41,628	36,745	1	46.9%	78,373
Clerk 2	41,628	16,053	1	27.8%	57,681
Clerk 2	41,628	26,745	1	39.1%	68,373
Supervising Animal Services Officer	55,842	36,166	1	39.3%	92,008
Animal Services Officer	50,585	25,865	1	33.8%	76,450
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	48,177	36,570	1	43.2%	84,747
Animal Services Officer	50,585	37,391	1	42.5%	87,976
Animal Services Officer	39,633	14,582	1	26.9%	54,215
Animal Services Officer	39,633	14,582	1	26.9%	54,215
Animal Care Technician	41,677	22,826	1	35.4%	64,503
Animal Care Technician	41,677	22,826	1	35.4%	64,503
Animal Care Technician	42,719	23,182	1	35.2%	65,901
Animal Care Attendant	23,611	23,864	1	50.3%	47,475
Animal Care Attendant	23,611	23,864	1	50.3%	47,475
Veterinarian <sup>6</sup>	150,000	0	1	0.0%	150,000
Per Diem Veterinarian <sup>6</sup>	50,000	0	0	0	50,000
Program Coordinator (Rescue/Transfer) <sup>7</sup>	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer) <sup>7</sup>	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer) <sup>7</sup>	17,200	0	0.4	0	17,200
Volunteer Coordinator <sup>8</sup>	12,400	0	0.4	0	12,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
Kennel Workers (Inmates) <sup>9</sup>	10,400	0	0.5	0	10,400
<b>Full-Time Employees Total:</b>					<b>25.3</b>
<b>Part-Time Wages Total:</b>					<b>114,800</b>
<b>Salary Total:</b>					<b>1,037,290</b>
<b>Benefits Total:</b>					<b>530,298</b>
<b>SALARY AND BENEFITS TOTAL:</b>					<b>\$1,682,388</b>

<b>Footnotes:</b>
1. Based on actual costs projected in the YCAS 13-14 Salary Sheet. Some updates have been made that are not accounted for in this worksheet, which explains the differences in totals between the YCAS 13-14 worksheet and the YCAS 13-14 column in the Budget Projections worksheet.
2. Benefits costs do not include Unemployment Insurance or Workers Compensation, as Yolo County includes these items as a total in the budget rather than apportioned per employee. Unemployment/Workers Comp totals are included in the Budget Projections worksheet.
3. Number of Full-Time Employees
4. The Benefits Ratio is calculated as benefits as a percentage of total compensation. $\text{Cost of Benefits/Total Compensation} = \text{Benefits Ratio}$
5. $\text{Salary} + \text{Cost of Benefits} = \text{Total}$
6. YCAS budgeted \$200,000 for contracts with veterinarians in FY 13-14. The initial \$150,000 pays for the full-time contract veterinarian with KSMP. An additional \$50,000 is budgeted for additional contracted hours as needed.
7. Positions paid by YCSPCA, but housed at YCAS (salary and benefits are estimated).
8. This is a part-time position paid out of the Sheriff's Department budget rather than the YCAS budget.
9. Inmates are provided by the Sheriff's Department, free of charge. The numbers listed are estimates of the cost of replacing this labor with employees, if the governance structure is changed. $\$10 \text{ per hour} * 20 \text{ hours per week} * 52 \text{ weeks per year}$

<b>JPA: KSMP STAFFING RECOMMENDATIONS</b>					
<b>Position</b>	<b>Salary<sup>1</sup></b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio<sup>2</sup></b>	<b>Total</b>
Executive Director	99,500	42,700	1	30.0%	142,200
Front Office Supervisor/Administrative Assistant	41,500	17,800	1	30.0%	59,300
Front Office Clerk	37,000	15,850	1	30.0%	52,850
Front Office Clerk	37,000	15,850	1	30.0%	52,850
Front Office Clerk	37,000	15,850	1	30.0%	52,850
Front Office Assistant	14,750	0	0.5	0.0%	14,750
Front Office Assistant	14,750	0	0.5	0.0%	14,750
Shelter Manager	63,500	27,200	1	30.0%	90,700
Animal Care Attendant	36,500	15,650	1	30.0%	52,150
Animal Care Attendant	36,500	15,650	0	30.0%	52,150
Animal Care Attendant	36,500	15,650	1	30.0%	52,150
Animal Care Attendant	36,500	15,650	1	30.0%	52,150
Animal Care Attendant	36,500	15,650	1	30.0%	52,150
Kennel Worker <sup>3</sup>	10,400	0	0.5	0.0%	10,400
Kennel Worker <sup>3</sup>	10,400	0	0.5	0.0%	10,400
Kennel Worker <sup>3</sup>	10,400	0	0.5	0.0%	10,400
Kennel Worker <sup>3</sup>	10,400	0	0.5	0.0%	10,400
Kennel Worker <sup>3</sup>	10,400	0	0.5	0.0%	10,400
Supervising Field Officer	52,000	22,300	1	30.0%	74,300
Senior/Lead Field Officer	51,000	21,900	1	30.0%	72,900
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Animal Field Officer	45,500	19,500	1	30.0%	65,000
Supervising Shelter Veterinarian	96,000	41,100	1	30.0%	137,100
Registered Veterinary Technician	41,500	17,800	1	30.0%	59,300
Registered Veterinary Technician	41,500	17,800	1	30.0%	59,300
Non-Licensed Veterinary Technician	36,500	15,650	1	30.0%	52,150
Per Diem Veterinarian	48,000	0	0.5	0.0%	48,000
Volunteer/Foster Program Coordinator	47,500	20,400	1	30.0%	67,900
Outreach and Development Coordinator	54,000	23,100	1	30.0%	77,100
<b>Full-Time Employees Total:</b>					<b>28.0</b>
<b>Part-Time Wages Total:</b>					<b>129,500</b>
<b>Salary Total:</b>					<b>1,191,000</b>
<b>Benefits Total:</b>					<b>510,550</b>
<b>SALARY AND BENEFITS TOTAL:</b>					<b>1,831,050</b>

<b>JPA: EXISTING YCAS STAFFING LEVELS</b>						
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio</b>	<b>Total</b>	
Executive Director	99,500	42,700	1	30.0%	142,200	✓
Lead Clerk	41,500	17,800	1	30.0%	59,300	✓
Clerk	37,000	15,850	1	30.0%	52,850	✓
Clerk	37,000	15,850	1	30.0%	52,850	✓
Clerk	37,000	15,850	1	30.0%	52,850	✓
Supervising Animal Services Officer	52,000	22,300	1	30.0%	74,300	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Services Officer	45,500	19,500	1	30.0%	65,000	✓
Animal Care Technician	41,500	17,800	1	30.0%	59,300	✓
Animal Care Technician	41,500	17,800	1	30.0%	59,300	✓
Animal Care Technician	41,500	17,800	1	30.0%	59,300	✓
Animal Care Attendant	36,500	15,650	1	30.0%	52,150	✓
Animal Care Attendant	36,500	15,650	0	30.0%	52,150	✓
Veterinarian	96,000	41,100	1	30.0%	137,100	✓
Program Coordinator (Rescue/Transfer)	47,500	20,400	1	30.0%	67,900	✓
Program Coordinator (Rescue/Transfer)	47,500	20,400	1	30.0%	67,900	✓
Program Coordinator (Rescue/Transfer)	19,000		0 0.4	0.0%	19,000	✓
Volunteer Coordinator	19,000		0 0.4	0.0%	19,000	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
Kennel Workers (Inmates) <sup>3</sup>	10,400		0 0.5	0.0%	10,400	✓
<b>Full-Time Employees Total:</b>					<b>24.3</b>	
<b>Part-Time Wages Total:</b>					<b>110,800</b>	
<b>Salary Total:</b>					<b>1,011,000</b>	
<b>Benefits Total:</b>					<b>433,450</b>	
<b>SALARY AND BENEFITS TOTAL: \$1,555,250</b>						

<b>JPA Footnotes:</b>
1. All salaries are estimated based on a variety of sources including: Current salaries for comparable positions at YCAS; Salaries at animal services organizations in communities with a comparable median income to Yolo County
2. Benefits are estimated at 30% for the JPA model based on a Bureau of Labor Statistics report stating that private employer costs for employee benefits averaged 29.7% of total compensation. SOURCE: Bureau of Labor Statistics (June 12, 2013). Employer Costs for Employee Compensation. Retrieved from <a href="http://www.bls.gov/news.release/pdf/ecec.pdf">http://www.bls.gov/news.release/pdf/ecec.pdf</a>
3. Kennel Workers are assigned a salary of \$10 per hour. The total cost of wages for each Kennel Worker was calculated by multiplying the number of hours an employee would work each week by 52 weeks of the year. \$10 * # of hours * 52 weeks = Total Salary

<b>JPA/Contract with a Non-Profit: KSMP STAFFING RECOMMENDATIONS<sup>1</sup></b>					
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio <sup>2</sup></b>	<b>Total</b>
Executive Director	89,500	33,100	1	27.0%	122,600
Front Office Supervisor/Administrative Assistant	37,500	13,900	1	27.0%	51,400
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Assistant	13,250	0	0.5	0.0%	13,250
Front Office Assistant	13,250	0	0.5	0.0%	13,250
Shelter Manager	57,000	21,100	1	27.0%	78,100
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Kennel Worker <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Supervising Field Officer	47,000	17,400	1	27.0%	64,400
Senior/Lead Field Officer	46,000	17,000	1	27.0%	63,000
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Animal Field Officer	41,000	15,200	1	27.0%	56,200
Supervising Shelter Veterinarian	86,500	32,000	1	27.0%	118,500
Registered Veterinary Technician	37,500	13,900	1	27.0%	51,400
Registered Veterinary Technician	37,500	13,900	1	27.0%	51,400
Non-Licensed Veterinary Technician	33,000	12,200	1	27.0%	45,200
Per Diem Veterinarian	43,250	0	0.5	0.0%	43,250
Volunteer/Foster Program Coordinator	43,000	15,900	1	27.0%	58,900
Outreach and Development Coordinator	48,500	17,900	1	27.0%	66,400
<b>Full-Time Employees Total:</b>					<b>29.0</b>
<b>Part-Time Wages Total:</b>					<b>116,550</b>
<b>Salary Total:</b>					<b>1,074,500</b>
<b>Benefits Total:</b>					<b>397,700</b>
<b>SALARY AND BENEFITS TOTAL: \$1,588,750</b>					

<b>JPA/Contract with a Non-Profit: EXISTING YCAS STAFFING LEVELS</b>					
<b>Position</b>	<b>Salary<sup>1</sup></b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio<sup>2</sup></b>	<b>Total</b>
Executive Director	89,500	33,100	1	27.0%	122,600
Lead Clerk	37,500	13,900	1	27.0%	51,400
Clerk	33,500	12,400	1	27.0%	45,900
Clerk	33,500	12,400	1	27.0%	45,900
Clerk	33,500	12,400	1	27.0%	45,900
Supervising Animal Services Officer	46,800	17,300	1	27.0%	64,100
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Services Officer	41,000	15,200	1	27.0%	56,200
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Veterinarian	86,500	35,100	1	28.9%	121,600
Program Coordinator (Rescue/Transfer)	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer)	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer)	17,200	0	0.4	0.0%	17,200
Volunteer Coordinator	17,200	0	0.4	0.0%	17,200
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
Kennel Workers (Inmates) <sup>3</sup>	9,360	0	0.5	0.0%	9,360
<b>Full-Time Employees Total:</b>					<b>25.3</b>
<b>Part-Time Wages Total:</b>					<b>99,920</b>
<b>Salary Total:</b>					<b>912,300</b>
<b>Benefits Total:</b>					<b>340,900</b>
<b>SALARY AND BENEFITS TOTAL: \$1,353,120</b>					

<b>JPA/ Contract with a Non-Profit Footnotes:</b>
1. All salaries are estimated based on a variety of sources including: Current salaries for comparable positions at YCAS; Salaries at animal services organizations in communities with a comparable median income to Yolo County
2. Benefits for the JPA Contract with Non-Profit model are estimated at 27%.
3. Kennel Workers are assigned a salary of \$9 per hour. The total cost of wages for each Kennel Worker was calculated by multiplying the number of hours an employee would work each week by 52 weeks of the year. \$9 * # of hours * 52 weeks=Total Salary



<b>Hybrid Model: KSMP STAFFING RECOMMENDATIONS <sup>1</sup></b>					
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio</b>	<b>Total</b>
<b>Field Services (Public Agency)</b>					
Supervising Animal Services Officer	52,000	31,900	1	38.0%	83,900
Senior/Lead Field Officer	51,000	31,300	1	38.0%	82,300
Animal Services Officer	45,500	27,900	1	38.0%	73,400
Animal Services Officer	45,500	27,900	1	38.0%	73,400
Animal Services Officer	45,500	27,900	1	38.0%	73,400
Animal Services Officer	45,500	27,900	1	38.0%	73,400
Animal Services Officer	45,500	27,900	1	38.0%	73,400
Animal Services Officer	45,500	27,900	1	38.0%	73,400
<b>Field Services Full-Time Employees:</b>					<b>8</b>
<b>Field Services Part-Time Wages:</b>					<b>0</b>
<b>Field Services Salary Total:</b>					<b>376,000</b>
<b>Field Services Benefits Total:</b>					<b>230,600</b>
<b>FIELD SERVICES SALARY AND BENEFITS TOTAL:</b>					<b>\$606,600</b>
<b>Shelter Services (JPA/Contract with a Non-Profit)</b>					
Executive Director	89,500	33,100	1	27.0%	122,600
Front Office Supervisor/Administrative Assistant	37,500	13,900	1	27.0%	51,400
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Clerk	33,500	12,400	1	27.0%	45,900
Front Office Assistant	13,250	0	0.5	0.0%	13,250
Front Office Assistant	13,250	0	0.5	0.0%	13,250
Shelter Manager	57,000	21,100	1	27.0%	78,100
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Kennel Worker <sup>2</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>2</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>2</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>2</sup>	9,360	0	0.5	0.0%	9,360
Kennel Worker <sup>2</sup>	9,360	0	0.5	0.0%	9,360
Supervising Shelter Veterinarian	86,500	32,000	1	27.0%	118,500
Registered Veterinary Technician	37,500	13,900	1	27.0%	51,400
Registered Veterinary Technician	37,500	13,900	1	27.0%	51,400
Non-Licensed Veterinary Technician	33,000	12,200	1	27.0%	45,200
Per Diem Veterinarian	43,250	0	0.5	0.0%	43,250
Volunteer/Foster Program Coordinator	43,000	15,900	1	27.0%	58,900
Outreach and Development Coordinator	48,500	17,900	1	27.0%	66,400
<b>Full-Time Employees Total:</b>					<b>29.0</b>
<b>Part-Time Wages Total:</b>					<b>116,550</b>
<b>Salary Total:</b>					<b>1,111,500</b>
<b>Benefits Total:</b>					<b>502,700</b>
<b>SALARY AND BENEFITS TOTAL:</b>					<b>\$1,730,750</b>

<b>Hybrid Model: EXISTING YCAS STAFFING LEVELS</b>					
<b>Position</b>	<b>Salary</b>	<b>Cost of Benefits</b>	<b>FTE</b>	<b>Benefits Ratio</b>	<b>Total</b>
<b>Field Services (Public Agency)</b>					
Supervising Animal Services Officer	52,000	31,900	1	38.0%	83,900
Senior/Lead Field Officer	51,000	31,300	1	38.0%	82,300
Animal Services Officer	45,500	27,900	1	38.0%	73,400
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Animal Services Officer	45,500	27,900	1	38.0%	73,400
<b>Field Services Full-Time Employees:</b>					<b>8</b>
<b>Field Services Part-Time Wages:</b>					<b>0</b>
<b>Field Services Salary Total:</b>					<b>376,000</b>
<b>Field Services Benefits Total:</b>					<b>230,600</b>
<b>FIELD SERVICES SALARY AND BENEFITS TOTAL:</b>					<b>\$606,600</b>
<b>Shelter Services (JPA/Contract with a Non-Profit)</b>					
Executive Director	89,500	33,100	1	27.0%	122,600
Lead Clerk	37,500	13,900	1	27.0%	51,400
Clerk	33,500	12,400	1	27.0%	45,900
Clerk	33,500	12,400	1	27.0%	45,900
Clerk	33,500	12,400	1	27.0%	45,900
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Technician	37,500	13,900	1	27.0%	51,400
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Animal Care Attendant	33,000	12,200	1	27.0%	45,200
Veterinarian	86,500	32,000	1	27.0%	118,500
Program Coordinator (Rescue/Transfer)	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer)	43,000	15,900	1	27.0%	58,900
Program Coordinator (Rescue/Transfer)	17,200	0	0.4	0%	17,200
Volunteer Coordinator	17,200	0	0.4	0%	17,200
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
Kennel Workers (Inmates) <sup>2</sup>	9,360	0	0.5	0%	9,360
<b>Full-Time Employees Total:</b>					<b>25.3</b>
<b>Part-Time Wages Total:</b>					<b>99,920</b>
<b>Salary Total:</b>					<b>954,500</b>
<b>Benefits Total:</b>					<b>444,700</b>
<b>SALARY AND BENEFITS TOTAL:</b>					<b>\$1,499,120</b>

<b>Hybrid Model Footnotes:</b>
1. Field Services Salaries and Benefits are the same as the JPA recommended salaries, as these salaries were based on averages from public organizations comparable to YCAS. Benefits for these positions were projected at 38%.
2. Kennel Workers are assigned a salary of \$9 per hour. The total cost of wages for each Kennel Worker was calculated by multiplying the number of hours an employee would work each week by 52 weeks of the year. \$9 * # of hours * 52 weeks = Total Salary

# 11 Steps to the No Kill Equation

## The No-Kill Equation by Nathan Winograd and The No Kill Advocacy Center

As published in his book and on his website, The No Kill Equation is the standard blueprint to follow that has been implemented successfully in many communities. Please visit his website to read more:

<http://www.nokilladvocacycenter.org/nokillequation.html>

Here is the equation:

### **I. Feral Cat TNR Program**

Many communities throughout the United States are embracing Trap, Neuter, Release programs (TNR) to improve animal welfare, reduce death rates, and meet obligations to public welfare.

### **II. High-Volume, Low-Cost Spay/Neuter**

Low cost, high volume spay/neuter will quickly lead to fewer animals entering the shelter system, allowing more resources to be allocated toward saving lives.

### **III. Rescue Groups**

An adoption or transfer to a rescue group frees up scarce cage and kennel space, reduces expenses for feeding, cleaning, killing, and improves a community's rate of lifesaving. In an environment of millions of dogs and cats killed in shelters annually, rare is the circumstance in which a rescue group should be denied an animal.

### **IV. Foster Care**

Volunteer foster care is crucial to No Kill. Without it, saving lives is compromised. It is a low cost, and often no cost, way of increasing a shelter's capacity, improving public relations, increasing a shelter's public image, rehabilitating sick and injured or behaviorally challenged animals, and saving lives.

### **V. Comprehensive Adoption Programs**

Adoptions are vital to an agency's lifesaving mission. The quantity and quality of shelter adoptions is in shelter management's hands, making lifesaving a direct function of shelter policies and practice. In fact, studies show people get their animals from shelters only 20% of the time. If shelters better promoted their animals and had adoption programs responsive to the needs of the community, including public access hours for working people, offsite adoptions, adoption incentives, and effective marketing, they could increase the number of homes available and replace killing with adoptions. Contrary to conventional wisdom, shelters can adopt their way out of killing.

## **VI. Pet Retention**

While some of the reasons animals are surrendered to shelters are unavoidable, others can be prevented—but only if shelters are willing to work with people to help them solve their problems. Saving animals requires communities to develop innovative strategies for keeping people and their companion animals together. And the more a community sees its shelters as a place to turn for advice and assistance, the easier this job will be.

## **VII. Medical and Behavior Programs**

In order to meet its commitment to a lifesaving guarantee for all savable animals, shelters need to keep animals happy and healthy and keep animals moving through the system. To do this, shelters must put in place comprehensive vaccination, handling, cleaning, socialization, and care policies before animals get sick and rehabilitative efforts for those who come in sick, injured, unweaned, or traumatized.

## **VIII. Public Relations/Community Involvement**

Increasing adoptions, maximizing donations, recruiting volunteers and partnering with community agencies comes down to one thing: increasing the shelter's exposure. And that means consistent marketing and public relations. Public relations and marketing are the foundation of all a shelter's activities and their success. To do all these things well, the shelter must be in the public eye.

## **IX. Volunteers**

Volunteers are a dedicated “army of compassion” and the backbone of a successful No Kill effort. There is never enough staff, never enough dollars to hire more staff, and always more needs than paid human resources. That is where volunteers come in and make the difference between success and failure and, for the animals, life and death.

## **X. Proactive Redemptions**

One of the most overlooked areas for reducing killing in animal control shelters are lost animal reclaims. Sadly, besides having pet owners fill out a lost pet report, very little effort is made in this area of shelter operations. This is unfortunate because doing so—primarily shifting from passive to a more proactive approach—has proven to have a significant impact on lifesaving and allow shelters to return a large percentage of lost animals to their families.

## **XI. A Compassionate Director**

The final element of the No Kill equation is the most important of all, without which all other elements are thwarted—a hard working, compassionate animal control or shelter director not content to regurgitate tired clichés or hide behind the myth of “too many animals, not enough homes.” Unfortunately, this one is also oftentimes the hardest one to demand and find.

## YCAS Evaluation by UCD Koret Shelter Medicine Program Presentation on 6/3/10; Transcribed notes from L.M. Lubin

**Present :** Sheriff Prieto, Captain Faille, Vicky Fletcher, Barb & Ruth (Animal Control Officers), Sgt. Buckley, Laura Minnus, Dr. Rich Burch, Megan & Angela (adoption services), Drs. Hurley, Newbury & Wagner, Ken Bannaesh (Shelter Medicine), Kim Kinney & Shelley Bryant (YC SPCA), Deputy Christopher Lee, Margot Wilcox (volunteer), and Lori Lubin (former volunteer)

### **Introduction by Dr. Hurley :**

- Focus on improvements, not intended as criticism, lots of positives
- They had limited schedule, so focused and limited 1-day consultation.
- Shelter was not fully staffed at time of visit, did not see everything (including field services, customer service, adoptions)
- Looked at # of animals, # of kennels, and staffing

### **Positives :**

- Caring staff
- Priority on animal welfare
- Openness to cooperation

### **Observations :**

- Absence of Systems :
  - Unclear line of authority
  - Lack of important protocols (e.g. up for adoption or rescue? Only word of mouth)
  - Inadequate medical and treatment records
  - Underutilized computer records
  - Lack of daily accountability
- Inadequate staff and facilities for animal activities
- Blurred and inappropriate roles for vet and animal care staff
- High euthanasia rate for cats (3 out of 4)

### **Resulting Problems :**

- Haphazard or missed care (“irregular care and problems hurt animals”)
- Prolonged stays
- Frequent illness (majority of animals get ill – diarrhea, upper respiratory infection)
- Unsanitary/dangerous conditions
- Needless expense (for illness and recurring treatment)
- Increased euthanasia (especially for cats)

## **Rommendations :**

- Do best with what you have
  - Match roles with tasks
  - Develop efficient systems
  - Decrease time at shelter (“high priority”)
  - Identify limitations (need to “pick and choose”)
- Develop plan to achieve
  - Increase staff (“what particular types”)
  - New facility / facility improvement
  - Spay and neuter program (decrease euthanasia)

## **Shelter Staffing :**

- Inventory
- Rounds
- Basic care (feed, cleaning cages, toy removal)
- Prep for cleaning
- Intake
- Walk through with owners
- Behavior evaluation
- Adoption visits
- Treatment
- Revaccination
- Euthanasia list
- Euthanasia
- Vet assist
- Spay/neuter assist
- Testing
- Dead body bin

## **Morning Animal Care :**

- Haphazard mixed authorities
- Fomite spread (mechanically spread)
  - no way of doing healthy animals and then handling dead ones etc
  - cross contamination occurring because hectic nature
  - all precautions for naught!
- Frequent interruptions
- Lack of follow thru

## **Surgery :**

- Minimal assistance for vet
- Interruptions
- Surgery area used for prep and recovery

- Prolonged surgery time (1.5 hr)
- NOT meeting board requirements

### **Intake :**

- Protocol generally followed BUT
  - Officers not vaccinating all dogs on intake
    - cannot do on truck
    - done in same pens which hold sick dogs
    - no computer near area for data input
    - all officers not comfortable with vaccination
  - Dogs do not get weighed because (euthanasia) room busy
    - BIGGEST ISSUE - same room is a common pathway for disease
  - Space inadequate for cats, unacceptable for dogs
  - No standard for revaccination or deworming
    - Sometimes vet does but inefficient use of time
  - Add consistent deworming for moms, pups and kittens
    - Ideally 100% of dogs + physical exams as well
  - Reconsider intake kennels
  - Use chameleon for revaccination reminders

### **Treatments :**

- Dogs have whiteboard plus blue sheets but NO clear info
- Cats no system, only blue sheets
- Medical notes on post-its
- Blue sheets often fall, misplaced
- Missed treatments
- No label on fluid bags
- Inadequate treatment and testing
- Need to have chameleon records and treatment sheet binders in EVERY room

### **Feline Disinfection :**

- Some cats from adoption placed in playroom for kennel cleaning
  - No disinfection between moving cats back and forth
  - Saw cats with diarrhea there
  - Mitigates all cleaning protocols
  - UCD cleaning study cages
  - Stray cats boxed during cleaning
    - In small cages (cannot even turn around) for too long without food and water
  - No dates on trifactant cleaning solution (ineffective after 7 days)

### **Canine Disinfection :**

- Dogs sprayed with water and chemical disinfectant
- Power sprayers spreading debris everywhere (chemicals, feces)
- Confusion about disinfectant strength
  - lots of chemicals in air
  - respiratory irritation for dogs and people
- Disinfectant dispensers (foaming machines) empty in adoption, almost empty in stray and intake / vehicle cleaning
  - Cleaning with WATER ONLY!
  - No time to check disinfectant levels
  - No system to make sure this does not happen!
  - Better signs, training so staff knows how to use the machines
- Disinfectant in water bowls
- Cages remain wet
  - From cleaning and leaking water bowls
  - Need to be towel dried
- Walkways not cleaned
- Use of inmate cleaning is not cost effective as they do such a poor job

### **Feline Housing :**

- Inadequate number of cages
- Inadequate size – need two cages each in adoption
- Cannot use feral boxes for large cats – cannot lay down or breathe

### **Canine Housing :**

- Serious rodent infestation
- Leaking water bowls
- Cages remain wet
- Damaged wires
- Damaged beds
- Windows do not open
- Use adoption area more

### **Past Due :**

- 10 out of 19 dogs past due out date – could be released (adoption, rescue) but still in stray
- Same for 2 out of 2 puppies
- Same for 9 out of 51 cats



## **Behavioral Evaluation :**

- Done in dirty euthanasia room (visible debris)
- Takes ~90 minutes of staff time per dog
- Frequent interruptions
- Cat used for cat test is stressed
  - no support for efficacy of using cat this way to test dog's reaction
- They always stop at first fail in test
  - Need more information so can be considered for rescue or transfer
  - Do full evaluation so have all the information
- Recommendations :
  - New room
  - Develop shorter evaluation
  - Discontinue current cat use
  - Evaluate immediately for owner surrender or on intake
    - Do temperament test first because just gets worse for dogs in this environment and get false fails (or passes) on exams if done much later
    - Schedule owner surrenders to plan time when staff available for temperament testing

## **Introduction by Dr. Newbury :**

- Does intake match outcomes – see if data works out
- Two years of data 2008-2009
  - Large number of cats in, smaller number out
    - Very steady “live release rate”
    - 50 (out) vs. 150-300+ (in) per month
    - intake going up from year to year
    - dramatic issue with adults, but also kittens
    - COMMUNITY ISSUE – spay and neuter!
  - Dogs
    - Significant number go to rescue or transfer
    - Losing on adoption, lower numbers
    - Live release rate of over 50%
- Length of stay (LOS) – i.e. period until adoption floor, rescue, transfer
  - Need to decrease LOS, will then
    - Decrease # in shelter
    - Give them more space
    - Better health
  - Need efficiency of flow through
    - Currently 1-2 months from intake to adoption floor!!
    - Lack of housing, staff, enrichment
  - Find places where there is unproductive time on animal's pathway

- Vicious cycle of animals waiting – by that time they are sick and in ISO
- Contacted Vicky Lotz (attorney) – need to hold only for 72 hrs after intake, does NOT have to be business days even in Hayden Law

### **Time Issues :**

- Total 11-15 hrs per day for flow thru only (does NOT include staffing hrs for basic care)
  - Dog intake, euthanasia, behavioral evaluation : 8-11 hrs
  - Feline flow thru : 2-4 hrs
- Basic care
  - BARE MINIMUM : 15 min / animal
    - 9 min clean / 6 min feed
  - Requires 25 hrs per day of staff time (on top of flow thru)
- Not enough time limits capacity for care
- Need to decrease number of animals to care for
- Restructure and reevaluate system to achieve care without limits (HSUS regulations)
- NO ONE there to meet adopters, adversely affects adoptions

### **Feline Model :**

- Stray hold ONLY three days
  - Longer times DOES NOT help increase in return
- Get more like 10-15 cats in house, then can cut house in cages to increase size
- 1 ½ lb healthy kitten can be spayed/neutered at six weeks
- increase health, welfare, manage capacity for care, increase funds for preventive programs
- If 10 day LOS, need about 10 cats in adoption
  - Choose kitten/adult ratio based on adoption statistics
- MAJOR ISSUE – the community has NO low-cost spay and neuter!

### **Canine Model :**

- 3 day LOS
  - With 26 housing units (use every other), have 10-15 dogs in adoption assuming typical stay 21 days
  - Release to rescue ASAP – they pick up in a few days!

### **Recommendations :**

- Discontinue “Deceased Animal Deposit” – against the law to leave cadavers
- Improve adoptions

- More marketing
  - Limiting number of choices, keep at recommended numbers to increase adoption
  - VOLUNTEERS – no one there to help!
- Discontinue their “foster program”
  - Inadequate pre-screening, training, follow-up, emergency precautions
  - Takes away time and resources to no advantage
- Better PICK & CHOOSE what programs most important!
  - DO NOT DO EVERYTHING BADLY!!
- VOLUNTEERS!
- Streamline behavioral evaluation (critical point in flow)
  - More staff, shorter evaluation, on fewer animals
  - E.g. Sac County uses 15 min test
- Better communication
- Training in chameleon to improve efficiency
- Open stray to public so they can see all dogs
  - Public can find adoptable dogs that they would not otherwise
  - Wall off difficult dogs
  - Open selection (see e.g. Tampa, San Antonio)
- Daily Evaluation of every animal
- Methodical, must have STRATEGIC PLAN!!!

# DOLLARS & SENSE

A GUIDE FOR PUBLIC OFFICIALS

## The Economic Benefits of No Kill Animal Control

- \$** *Reduce Costs*
- \$** *Increase Revenues*
- \$** *Support Community Businesses*



THE NO KILL ADVOCACY CENTER

# THE ECONOMIC BENEFITS OF NO KILL ANIMAL CONTROL

Dollars&Sense



## MYTH:

No Kill is too expensive. Our community can't afford it.

## FACT:

No Kill is cost-effective, fiscally responsible, and a great economic boon to local communities. Municipalities which want to enact good policy and improve the local economy should invest in lifesaving at their local shelter. Given the cost savings and additional revenues of doing so (reduced costs associated with killing, enhanced community support, an increase in adoption revenues and other user fees, and additional tax revenues), as well as the positive economic impact of adoptions, a community cannot afford *not* to embrace No Kill.

**Today, there are dozens** of No Kill communities across the United States; in states as diverse as Kentucky, Virginia, Indiana, California, New York, Texas, Michigan, Minnesota, Nevada, and elsewhere. These communities share little in common demographically. What they do share is leadership with a "can do" attitude and a passion for saving lives, as well as the model used to achieve it: the programs and services of the No Kill Equation (See *No Kill 101: A Primer on No Kill Animal Control Sheltering for Public Officials*, available for free at [nokilladvocacycenter.org](http://nokilladvocacycenter.org)). These communities not only prove that No Kill can be achieved at "open admission" municipal shelters in both urban and rural, Northern and Southern, large and small, and both politically liberal and conservative communities, but also that No Kill is consistent with a municipal shelter's public safety mandate. They also disprove the idea that communities with high intake rates can't be No Kill because of the antiquated and disproven notions of "pet overpopulation" and the "irresponsible public."

## NO KILL EQUATION PROGRAMS:

- Volunteers
- Rescue Access
- Foster Care
- Comprehensive Adoption Programs
- Pet Retention
- Trap, Neuter, Release
- Medical and Behavior Prevention & Rehabilitation
- Public Relations/Community Involvement
- High-Volume, Low-Cost Spay/Neuter
- Proactive Redemptions
- Leadership

This is good news because not only do the animals deserve it and alternatives to killing exist, but the public is increasingly demanding it. In a national survey, 96% of Americans—almost every single person across the social and political spectrum—said we have a moral obligation to protect animals and that we should have strong laws to do so. Saving lives is not only good public policy; it is also good bipartisan politics. But at a time when economic challenges are being faced in communities across the country, legislators and policy makers are asking if they can afford to embrace a more humane alternative.

Thankfully, many communities have already proven that No Kill animal control is cost-effective, saves municipalities expenses associated with killing, and brings badly needed revenues into public coffers and community businesses. In addition, while some of the communities which have embraced No Kill have also increased funding for animal services, not all of them have. Achieving No Kill does not

necessarily require increased expenditures on animal control.

Although costs vary somewhat, impounding, caring for, and ultimately killing an animal and disposing of his/her body costs approximately \$106.00 (\$66 for impoundment and \$40 for killing and disposal). The process is entirely revenue negative to the municipality in contrast to the No Kill approach which transfers costs to private philanthropy, brings in adoption revenue and other user fees, and supports local businesses. In just one community, a No Kill initiative yielded \$250,000 in increased revenues at a time the shelter also significantly reduced expenditures. In addition, the positive economic impact to businesses due to subsequent spending by adopters on those animals totaled over \$12,000,000 in sales annually. Over the course of the lifetime of those animals and subsequent adoptions, it is estimated that these animals will generate \$300 million, bringing in over \$20,000,000 in sales tax revenues.

Does it make more economic sense to adopt out animals, transfer animals to private non-profit rescue organizations, and increase the number of stray animals reclaimed by their families, all revenue positive activities that save the costs of killing and bring in fees and other revenues? Of course it does. At a time when dozens of communities across the country have achieved No Kill, including those with per capita intake rates up to eight times higher than New York City, shelters which continue to kill in the face of lifesaving alternatives are not only engaging in morally bankrupt conduct (killing animals who have a place to go), they are bankrupting community coffers. No Kill animal control not only makes good sense.

It makes *dollars and cents*.

# DISPROVING PET OVERPOPULATION

## Think there are “too many animals and not enough homes”? Think again...

Nationally, roughly four million animals are killed in shelters every year. Of these, roughly 95% of all shelter animals are healthy and treatable. The remainder consists of hopelessly ill or injured animals and vicious dogs whose prognosis for rehabilitation is poor or grave. That would put the number of savable animals at roughly 3.8 million. At the same time, over 23 million Americans will get a new pet every year, and 17 million of those households have not decided where they will get that animal and can be influenced to adopt from a shelter. Even if upwards of 80 percent acquired an animal from somewhere other than a shelter, U.S. shelters could still stop killing all healthy and treatable animals. On top of that, not all animals entering shelters need adoption. Some will be lost strays who will be reclaimed by their family (shelters which are comprehensive in their lost pet reclaim efforts, for example, have demonstrated that as many as two-thirds of stray dogs can be reunited with their families). Others are unsocialized feral cats who should be neutered and released. Still others will be beyond a shelter's ability to medically save. In the end, a shelter only needs to find new homes for roughly half to 60% of all incoming animals to end the killing. And in more and more communities, that is exactly what they are doing.





## NO KILL ANIMAL CONTROL IS CONSISTENT WITH A MUNICIPAL SHELTER'S PUBLIC SAFETY MANDATE

A No Kill community is one where no healthy or treatable animals are killed.

Unfortunately, there are some animals who are hopelessly ill or injured, irremediably suffering, or in the case of dogs, vicious with a poor prognosis for rehabilitation.

These animals are often not adoption candidates and, at this time in history, are killed, unless hospice care and sanctuaries are available.

And while many shelters are having great success placing animals many would have considered “unadoptable” in years past and those efforts will continue and accelerate in the coming years with greater innovation in veterinary and behavior medicine, because the No Kill philosophy does not mandate that vicious dogs be made available for adoption, it is wholly consistent with public safety.



### ECONOMIC COSTS OF NO KILL

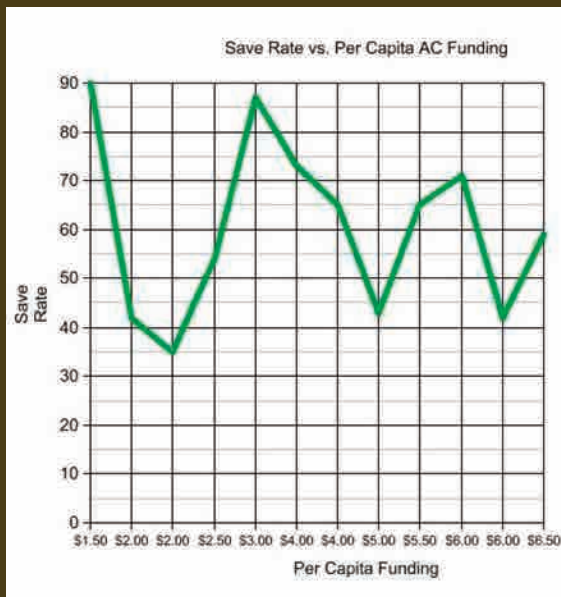
Many of the programs identified as key components of saving lives are more cost-effective than impounding, warehousing, and then killing animals. Some rely on private philanthropy, as in the use of rescue groups, which shifts costs of care from public taxpayers to private individuals and groups. Others, such as the use of volunteers, augment paid human resources. Still others, such as adoptions, bring in revenue. And, finally, some, such as neutering rather than killing feral cats, are simply less expensive both immediately and in the long-term, with exponential savings in terms of reducing births.

In addition, a national, multi-state study found no correlation between per capita funding for animal control and save rates. One community saved 90 percent of the animals, while another saved only 40 percent despite four times the per capita rate of spending on animal control. One community has seen killing rates increase over 30 percent despite one of the best-funded shelter systems in the nation. Another has caused death rates to drop by 50 percent despite cutting spending.

Nationally, per capita funding ranged from \$1.50 to about \$6.30. Save rates ranged from 35% (\$2.00 per capita) to 90% (\$1.50 per capita), but their lifesaving rates did not follow any predictable pattern. There were shelters with an 87% rate of lifesaving spending only \$2.80 per capita, and shelters with a 42% rate (less than half of the former) spending more than double that (at \$5.80 per capita).



**A multi-state study found there was no correlation between rates of lifesaving and per capita spending on animal control. The difference between those shelters that succeeded at saving lives and those that failed was not the size of the budget, but the commitment of its leadership to implementing alternatives to killing.**



In other words, there was no correlation between success/failure and per capita spending on animal control. The difference between those shelters that succeeded and those that failed was not the size of the budget, but the programmatic effort of its leadership: the commitment of shelter managers to comprehensively implement a key series of programs and services. While communities should provide adequate funding, simply throwing money at the problem of shelter killing will do very little without leadership committed both to lifesaving and to accountability. Between 2007-2009, King County, Washington commissioners spent millions of additional dollars on the animal services program after three

independent evaluations revealed rampant illness, deplorable conditions, and high rates of killing. In fact, during this period, the County Commission never denied a funding request for the agency. But no improvement in animal care resulted despite the allocation of millions of additional dollars.

In Portland, OR, likewise, an analysis of shelter expenses to lifesaving found that:

Over the course of the past few years (fiscal years 2003 through 2008), a period during which the total number of animals brought into the shelter increased by only 5 percent and the agency's budget increased by 50 percent (to a current \$4.6 million), nearly every measure of the agency's performance documents failure. Adoptions are down by 40 percent (dogs) and 18 percent (cats). Nearly half of the dogs not returned to owners are killed; so too are nearly two-thirds of cats. The "kill rate" is now well above rates in neighboring counties facing far more severe budget limitations. Thousands of dollars are squandered on adversarial enforcement efforts that have achieved no meaningful improvement in the public's safety. The number of animals saved by cooperating with life-saving organizations and individuals, a number widely recognized as a key measure of community support, has dropped by 40 percent.

That doesn't mean that governments should continue underfunding their shelters. Shelters with low per capita spending claimed difficulty sustaining programs. As a result, the study should not be used as an excuse to reduce shelter budgets. It does mean, however, that to really make an impact, communities do not generally need to allocate millions of dollars more to animal control. By investing in progressive leaders willing to embrace

# PUBLIC-PRIVATE PARTNERSHIPS SAVE LIVES, SAVE MONEY & IMPROVE PUBLIC SATISFACTION WITH GOVERNMENT

## A WIN-WIN-WIN

In 1998, California passed a law making it illegal for public (and private) shelters to kill animals when qualified rescue groups were willing to save them. It passed by an overwhelming bipartisan majority—96 to 12, as close as possible to unanimity in a state as large as California. In 2010, a similar law passed both houses of the Delaware legislature unanimously. In both of these states, it made no sense to legislators of either party that taxpayers were paying to kill animals when qualified non-profit rescue groups were willing to spend their own money (private, philanthropic dollars) to save them. In just one California County, the number of animals saved, rather than killed, went from zero (before the law was enacted and enforced) to 4,000 per year. At roughly \$40.00 per animal killed, the municipality saved \$160,000 in expenses associated with killing. A similar study in the City and County of San Francisco found the City realized an annualized cost savings of \$486,480 by working with rescue groups and No Kill shelters, rather than killing the animals these groups wanted to save.

In fact, the number of animals saved, rather than killed, by forcing shelters to work cooperatively with rescue groups increased in California from 12,526 before the law went into effect to 58,939 in 2010—a lifesaving increase of over 370%, and a potential cost savings of \$1,856,520 statewide for killing and disposal (these savings do not include additional savings relative to cost of care). In addition, because the law specifically allows shelters to charge these organizations up to the standard adoption fee, partnering with rescue groups potentially brings in millions of dollars in additional revenues.

In New York and Florida, by contrast, statewide surveys found that 71% and 63% of non-profit rescue organizations respectively have been turned away from shelters, which then killed the very animals they offered to save. This is not only unethical—killing animals when those animals have an immediate place to go—it is economically irresponsible. Not only can these shelters save on the cost of killing and disposal, they can bring in badly needed revenues to lower public expenditures on animal control or use the additional revenue to enhance services—also realizing the intangible benefit of improving public satisfaction with the job government is doing. In short, adoption programs resulting in increased lifesaving also increase revenues; while continued killing costs money.

the cost-effective and revenue-producing programs and services which make No Kill possible and to embrace public-private partnerships which save lives and save money, communities that provide funding within national norms can end the killing of savable animals (roughly 95% of all intakes) without raiding public coffers.\*

Moreover, as most shelter costs are fixed, keeping additional animals alive does not dramatically increase costs. Since it takes roughly the same amount of time to clean a kennel as it does to kill an animal, staff increases often prove unnecessary, with the added financial benefit that cleaning requires less-skilled, less-expensive labor and can be augmented through unpaid volunteer support.

Not only do the cost-effective programs that make No Kill possible benefit a municipality's bottom line, they can be enhanced with the free support of non-profit organizations and volunteers. In San Francisco, for example, volunteers spend over 110,000 hours at the shelter each year. Assuming the prevailing hourly wage, it would cost the agency over \$1,000,000 dollars to provide those services. All too often, however, volunteers and rescuers are prevented from assisting by regressive policies in shelters across the country. Even in those communities that allow volunteers, traditional shelters find it



**Municipalities which invest in prevention programs that prevent surrenders and impounds, increase reclaim rates and reduce births realize short and long-term economic benefits.**

difficult to recruit and retain volunteers who do not want to work in an environment of killing. By adopting the No Kill philosophy, shelter volunteer rates increase dramatically, allowing more lives to be cared for and saved. In Reno, Nevada, the local shelter increased the number of volunteers from 30 to over 7,000 after launching its No Kill initiative. In addition, the number of foster homes increased from a handful to almost 2,500, all of whom help save lives at little cost to the shelter. The services volunteers provide reduce expenses, while increasing capacity, and the animals they save are then adopted out, bringing in adoption revenue to the shelter.

### **AN OUNCE OF PREVENTION**

Municipalities which invest in prevention programs also realize short and long-term economic benefits, such as programs to proactively reclaim more animals, pet retention initiatives to keep animals from entering the shelter, as well as subsidized spay/neuter.

#### **Preventing Surrenders:** In

Reno, a full-time staff member and volunteers manage an "Animal Help" desk where people calling to surrender their animals are offered no-cost advice and guidance on solving the challenges relating to their animals. A survey found that of those who agreed to participate in the program, 59% did not surrender their animal after one year, saving the shelter from having to take in

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\* Municipalities that charge high adoption and reclaim fees in order to increase revenues as much as possible are working at cross purposes with their goals of greater lifesaving—the higher the fees, the lower the number of adoptions and reclaims that occur. Municipalities can balance their animal care with their animal control goals by lowering fees, but increasing volume.

and care for those animals and more than offsetting the cost of the program.

**Increasing Reclaims:** A proactive effort to ensure that lost animals are reclaimed has led to stray redemption rates in Reno that are seven times greater than the national average for cats and over three times the average for dogs, reducing the costs of care, killing, and disposal. Over 60% of stray dogs are being reclaimed by their families—compared to the national average of roughly 20% and less than 10% for poorly-performing communities—because the agency has invested in pro-active efforts to get more animals home.

This includes officers going door-to-door to locate the “owner” when animals are picked up in the field thereby avoiding the costs of impound, holding, and potential killing; waiving fees or billing citizens rather than holding their animal on threat of execution if they cannot afford the fees or fines; uploading photographs and full descriptions of found animals onto the agency’s website so that people can identify their animals online from any computer 24 hours a day/seven days a week; and more. By returning thousands of animals every year to their homes in the field and helping thousands more get home after they have been impounded, the shelter does not spend additional money caring for and potentially killing those animals. Moreover, those animals no longer compete for kennel space or homes with other animals, allowing more resources to be allocated to those remaining animals.

**Reducing Births:** Research shows that investment in spay/neuter programs not only provides immediate public health and public relations benefits but also long-term financial savings to a jurisdiction as well. Reductions in animal intakes, fewer

animals killed, and fewer field calls associated with free-roaming, unaltered animals have been reported in communities which have invested in spay/neuter. Moreover, spay/neuter and release of feral cats has an immediate measurable lifesaving impact, in addition to immediate cost savings.

## **ECONOMIC BENEFITS OF NO KILL**

Beyond the increased revenues and associated savings of No Kill animal control, there are even wider economic benefits to the community. Americans spend \$50 billion annually on the care of their companion animals, an amount which is growing every year even as other economic sectors decline. Spending on animal companions is now the eighth largest sector of the economy. And giving to animal related charities is the fastest growing segment in American philanthropy. This embrace of animals cuts across all political, economic, and social demographics. And communities which adopt a No Kill orientation for animal control are reaping the economic benefits.

Before Reno’s No Kill initiative, the shelter adopted out less than 5,000 dogs and cats every year. The remainder was put to death at great cost to taxpayers and



**Animals who are adopted into a community become a valuable source of revenue for local businesses. Groomers, boarding facilities, pet sitters, veterinarians and businesses which sell products for pets such as treats and toys all benefit from the consumer needs of those who adopt shelter pets.**



# WE ARE A NATION OF ANIMAL LOVERS



Spending on companion animals is one of the mainstays of the American economy. On average, Americans spend approximately \$1,696 per dog and \$1,105 per cat annually as follows:

## DOGS

<b>Food:</b>	\$254
<b>Treats:</b>	\$96
<b>Toys:</b>	\$148
<b>Veterinary Care:</b>	\$368
<b>Medications:</b>	\$159
<b>Grooming:</b>	\$66
<b>Boarding/Pet Sitting:</b>	\$273
<b>Miscellaneous:</b>	\$332
<b>TOTAL:</b>	<b>\$1696</b>

## CATS

<b>Food:</b>	\$220
<b>Treats:</b>	\$47
<b>Toys:</b>	\$126
<b>Veterinary Care:</b>	\$226
<b>Medications:</b>	\$53
<b>Boarding/Pet Sitting:</b>	\$255
<b>Miscellaneous:</b>	\$178
<b>TOTAL:</b>	<b>\$1105</b>

*\* According to figures based on averages calculated from the American Veterinary Medical Association, American Pet Products Manufacturers Association, Bloomberg Report, and others.*

donors. In 2010, as death rates declined, the number of animals adopted doubled to just under 10,000 adoptions. In addition to a cost savings of roughly \$200,000 associated with killing, adoption fees brought in almost \$250,000 in additional revenues. Moreover, the positive economic impact of economic spending by adopters on those animals to community businesses totaled over \$12,000,000 in annual sales. With an average lifespan of roughly 11 years per animal, the total revenues to community businesses over the life of those pets could potentially top \$120,000,000. The number is substantially higher given that those impacts are exponential (in Year Two, businesses would benefit from two years worth of adoptions; in Year Three, they would benefit from three years of adoptions; etc.). In addition, not only do those businesses then employ people who turn around and spend even more, all these activities also bring in badly needed tax revenues. At an average 6% rate, adoptions over a ten-year period could potentially bring in over \$20,000,000 in sales tax alone.

While many of these economic benefits will be realized regardless of where people get their animals, cost savings and other revenues will not be realized. For one, many commercially-sourced animals come from puppy mills, which contribute to animal cruelty. In addition, the animals will not be sterilized before adoption, requiring the shelter to absorb the costs of taking in the offspring of some of those animals. Moreover, the municipality will not benefit from the decreased costs and increased revenue associated with adopting the animals to those homes. Finally, a successful adoption marketing program not only results in citizens who are more likely to adopt from a shelter, but it can increase the number of available homes as well by empowering

and inspiring local citizens to feel like valued allies in the shelter's lifesaving mission, thereby encouraging them to open their homes to additional animals.

### **DOING WELL BY DOING GOOD**

In order to avoid accountability despite growing No Kill success across the country, shelters and municipalities offer various excuses as to why their community shelter continues killing. These excuses include "pet overpopulation," "public irresponsibility," and the claims that "open-admission" shelters cannot be No Kill and that No Kill is inconsistent with a municipal shelter's public safety mandate. All of them have been proven false. No Kill has been and will continue to be embraced, achieved, and sustained in municipal shelters serving every possible geographic location and public demographic. (See *No Kill 101: A Primer on No Kill Animal Control Sheltering for Public Officials.*)

No Kill is also good policy that reduces costs associated with killing, enhances community support, increases user fees such as adoption revenues, and brings in additional tax revenues. It has a long-term beneficial community economic impact, as well. In short, No Kill is a humane, sustainable, cost-effective and economically beneficial model that works hand in hand with public safety. The successes and benefits of this approach across the country prove it.

In communities across the country, animal lovers are clamoring for change. There are legions of potential volunteers ready, willing, and able to assist at no cost to municipalities. There are non-profit rescue organizations willing to take on not just the care of the animals, but the costs of care, shifting the burden from taxpayer to private philanthropy. But they are prevented from doing so by antiquated policies that favor killing. The cost in both

animal lives and wasted taxpayer expenditures is staggering. These larger costs include unspayed animals cruelly-sourced from puppy mills supplanting adoptions, and reduced markets, resulting in lost revenue to local businesses.

All the tools, resources, caring, and compassion that make it possible for any shelter to achieve No Kill already exist in every community. If a community harnesses that compassion by embracing the No Kill philosophy and the programs and services which make it possible, it can save more lives and improve the bottom line—a classic "win-win": for the animals, for animal lovers, for community businesses, and for taxpayers.

## **THE KEY TO GREATER LIFESAVING:**



### **HARNESSING COMMUNITY COMPASSION**

**All the tools, resources, caring, and compassion that make it possible for any shelter to achieve No Kill already exist in every community. If a shelter harnesses that compassion by embracing the No Kill philosophy and the programs and services which make it possible, it can save more lives and every community stakeholder comes away a winner: the animals, animal lovers, community businesses, and taxpayers.**



If every animal shelter in the United States embraced the No Kill philosophy and the programs and services that make it possible, we would save nearly four million animals who are scheduled to die in shelters this year, and the year after that. It is not an impossible dream.

**ALSO AVAILABLE:**

**NO KILL 101:**  
A Primer on No Kill Animal Control Sheltering for Public Officials

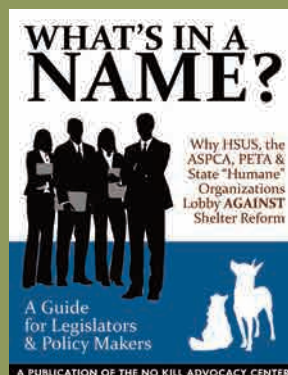
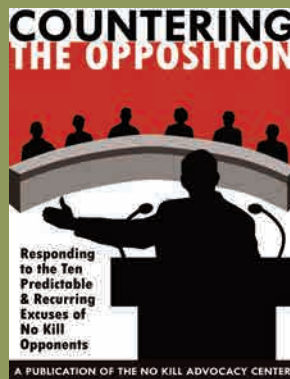
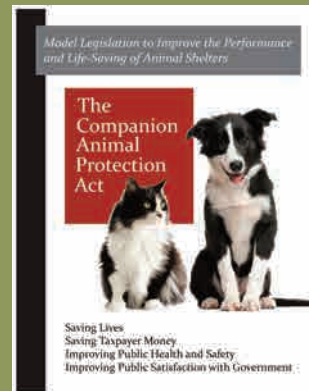
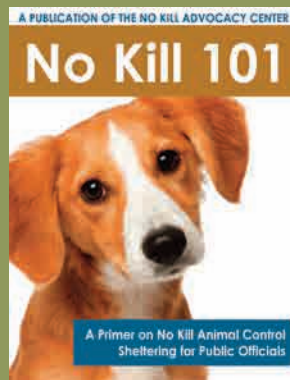
**THE COMPANION ANIMAL PROTECTION ACT:**  
Model Legislation to Improve the Performance & Life-Saving of Animal Shelters

**YOU CAN DO IT! ADOPT YOUR WAY OUT OF KILLING:**  
A No Kill Guide for Animal Shelters

**COUNTERING THE OPPOSITION:**  
Responding to the Ten Predictable & Recurring Excuses of No Kill Opponents

**WHAT'S IN A NAME:**  
Why HSUS, the ASPCA & PETA Lobby AGAINST Shelter Reform

And more...



**A No Kill Nation Is Within Our Reach**



**A PUBLICATION OF THE NO KILL ADVOCACY CENTER**

# **No Kill 101**



**A Primer on No Kill Animal Control  
Sheltering for Public Officials**



# NO KILL 101:

## A Primer on No Kill Animal Control Sheltering for Public Officials

### A Revolution Begins

In the last decade and a half, several shelters in numerous communities have comprehensively implemented a bold series of programs and services to reduce birthrates, increase placements, and keep animals with their responsible caretakers. As a result, they are achieving unprecedented results, saving upwards of 95 percent of all impounded animals in open admission animal control facilities. Some of these communities are urban, others rural, some are politically liberal, and others are very conservative. Some are in municipalities with high per capita incomes, and others are in those known for high rates of poverty. These communities share very little demographically. What they do share is leadership at their shelters who have comprehensively implemented a key series of programs and services, collectively referred to as the “No Kill Equation.”

The fundamental lesson from the experiences of these communities is that the choices made by shelter managers are the most significant variables in whether animals live or die. Several communities are more than doubling adoptions and cutting killing by as much as 75 percent—and it isn't taking them five years or more to do it. They are doing it virtually over-night. In Reno, Nevada, local shelters initiated an incredible lifesaving initiative that saw adoptions

increase as much as 80 percent and deaths decline by 51 percent in one year, despite taking in a combined 16,000 dogs and cats.

In addition to the speed with which it was attained, what also makes Reno's success so impressive is that the community takes in over two times the number of animals per capita than the U.S. national average and as much as five times the rate of neighboring communities and major U.S. cities. In 2010, 91 percent of dogs and cats were saved, despite an economic and foreclosure crisis that has gripped the region. They are proving that communities can quickly save the vast majority of animals once they commit to do so, even in the face of public irresponsibility or economic crisis. This is consistent with the results in Charlottesville (VA), Tompkins County (NY), and others.

Unfortunately, many shelter directors remain steadfast in their refusal to embrace the No Kill paradigm. Among the various excuses for why it cannot be done, the three most common are that there are simply too many animals for the available homes (“pet overpopulation”), that shelters are not given adequate

**Communities can quickly save the vast majority of animals once they commit to do so, even in the face of public irresponsibility or economic crisis.**

funding by local governments to get the job done without killing, and that the No Kill philosophy is inconsistent with their public safety obligations.

## Rethinking Conventional Wisdom

In the United States, however, review of the data, as well as the experiences of the most innovative, progressive, and best performing shelters nationwide, prove that our movement needs to re-evaluate both the notion as to “who is to blame” as well as “what shelters can do about it.” To put it bluntly, shelters have the ability to save animals who are not irremediably suffering, hopelessly ill, or truly vicious dogs (which, combined, apprise less than ten percent of all impounds), and they can do so very quickly. And the two most often cited reasons—pet overpopulation and lack of resources—have not shown to be true barriers to success.

### **No Kill Is Cost Effective**

To begin with, many of the programs identified as key components of saving lives are more cost-effective than impounding, warehousing, and then killing animals. Some rely on private philanthropy, as in the use of rescue groups, which shifts costs of care from public taxpayers to private individuals and groups. Others, such as the use of volunteers, augment paid human resources. Still others, such as adoptions, bring in revenue. And, finally, some, such as neutering rather than killing feral cats, are simply less expensive, with exponential savings in terms of reducing births.

In addition, a 2009 multi-state study found no correlation between per capita

**Many of the programs identified as key components of saving lives are more cost-effective than killing animals.**

funding for animal control and save rates. One community saved 90 percent of the animals, while another saved only 40 percent despite four times the per capita rate of spending on animal control. One community has seen killing rates increase over 30 percent despite one of the best-funded shelter systems in the nation. Another has caused death rates to drop by 50 percent despite cutting spending. In other words, there was no correlation between success/failure and per capita spending on animal control. The difference between those shelters that succeeded and those that failed was not the size of the budget, but the programmatic effort of its leadership.

In other words, the amount of per capita spending did not seem to make a difference. What did make a difference was leadership: the commitment of shelter managers to implement a key series of necessary programs.

### **The Data Disproves Overpopulation**

The second reason often cited for failure to embrace and/or achieve No Kill is the idea of pet overpopulation, but the data here has also not borne out the claim. It is important to note that the argument that there are enough homes for shelter animals does not also include any claims that some people aren't irresponsible with animals. It doesn't mean it wouldn't be better if there were fewer of them being impounded. Nor does it mean that shelters don't have institutional obstacles to success. But it does mean that these problems are not insurmountable. And it

does mean shelters can do something other than killing for the vast majority of animals.

In the United States, current estimates from a wide range of groups indicate that approximately four million dogs and cats are killed in shelters every year. Of these, given data on the incidence of aggression in dogs (based on dog bite extrapolation) and save rates at the best performing shelters in the country from diverse regions and demographics, better than 90 percent of all shelter animals are "savable." The remainder consists of hopelessly ill or injured animals and vicious dogs whose prognosis for rehabilitation is poor or grave. That would put the number of savable dogs and cats at roughly 3.6 million.

These same demographics also tell us that every year, roughly 23 million Americans are considering bringing a new dog or cat into their home, and 17 million of those households have not decided where they will get that animal and can be influenced to adopt from a shelter. Even if the vast majority of those 17 million (upwards of 80 percent) got a dog or cat from somewhere other than a shelter, U.S.

shelters could still zero out the deaths of savable animals. On top of that, not all animals entering shelters need adoption: Some will be lost strays who will be reclaimed by their family (shelters which are comprehensive in their lost pet reclaim efforts, for example, have demonstrated that as many as two-thirds of stray dogs can be reunited with their families). Others are unsocialized feral

cats who need neuter and release. Some will be vicious dogs or are irremediably suffering and will be killed. In the end, a shelter only needs to find new homes for roughly half of all incoming animals.

From the perspective of achievability, therefore, the prognosis for widespread No Kill success is very good. But let's put all this aside. Let's assume "pet overpopulation" is real and insurmountable. To do that, we have to ignore the data. We also have to ignore the experiences of successful communities. In the United States, to accept the "No Kill is impossible" argument requires pretending the knowledge and the results do not exist.

How does this change our support for the No Kill philosophy and the programs and services that make it possible? Even if "pet overpopulation" were true, it doesn't change the calculus. In the United States, shelters nationally are killing roughly half or more of all incoming animals. To borrow an overused sports analogy: that puts the save rate at the 50-yard line. And although the evidence is overwhelming to the contrary, let's say that shelters can never cross the 90% save-rate goal

**The data shows that every year there are six times more people looking to acquire an animal than there are animals being killed in shelters.**

line because of "pet overpopulation." What is wrong with moving the ball forward? If all shelters put in place the programs and services that brought rates of shelter killing to all-time lows in communities throughout the United States, they can save millions of additional lives nationally, regardless of whether they ever achieve an entirely No Kill community. That is worth doing and worth

doing without delay. Because every year they delay, indeed every day they delay, the body count increases.

### **No Kill Is Consistent with Public Safety**

And finally, a No Kill community is one where no savable animals are killed. Unfortunately, there are some animals who are hopelessly ill or injured, irremediably suffering, or in the case of dogs, vicious with a poor prognosis for rehabilitation. These animals are not adoption candidates and sadly, at this time in history, they are often killed, unless hospice care and sanctuaries are available. But since the No Kill philosophy does not mandate that vicious dogs or irremediably sick animals be made available for adoption, it is wholly consistent with public health and safety.

In fact, today, No Kill is a humane, sustainable, cost-effective model that works hand in hand with public health and safety, while fulfilling a fiscal responsibility to taxpayers. The success of this approach across the country proves the viability of the No Kill model and the above principles.

## **The No Kill Equation**

Two decades ago, the concept of a No Kill community was little more than a dream. Today, it is a reality in many cities and counties nationwide and the numbers continue to grow. And the first step is a decision, a commitment to reject kill-oriented ways of doing business. No Kill starts as an act of will.

Following a commitment to No Kill is the need for accountability. Accountability requires clear definitions, a lifesaving plan, and protocols and procedures oriented toward preserving life. But accountability

**No Kill is a humane, sustainable, cost-effective model that works hand in hand with public health and safety, while fulfilling a fiscal responsibility to taxpayers.**

also allows, indeed requires, flexibility. Too many shelters lose sight of this principle, staying rigid with shelter protocols, believing these are engraved in stone. They are not. Protocols are important because they ensure accountability from staff. But inflexible protocols can have the opposite effect: stifling innovation, causing lives to be needlessly lost, and allowing shelter employees who fail to save lives to hide behind a paper trail.

The decision to end an animal's life is extremely serious, and should always be treated as such. No matter how many animals a shelter kills, each and every animal is an individual, and each deserves individual consideration.

And finally, to meet the challenge that No Kill entails, shelter leadership needs to get the community excited, to energize people for the task at hand. By working with people, implementing lifesaving programs, and treating each life as precious, a shelter can transform a community.

The Mandatory programs and services include:

### **TNR Program**

Trap-Neuter-Release (TNR) programs for free-living cats allow shelters to reduce death rates.

## **High-Volume, Low-Cost Spay/Neuter**

No- and low-cost, high-volume spay/neuter reduces the number of animals entering the shelter system, allowing more resources to be allocated toward saving lives.

## **Rescue Groups**

An adoption or transfer to a rescue group frees up scarce cage and kennel space, reduces expenses for feeding, cleaning, and killing, and improves a community's rate of lifesaving. Because millions of dogs and cats are killed in shelters annually, rare is the circumstance in which a rescue group should be denied an animal.

## **Foster Care**

Volunteer foster care is a low-cost, and often no-cost way of increasing a shelter's capacity, caring for sick and injured or behaviorally challenged animals, and thus saving more lives.

## **Comprehensive Adoption Programs**

Adoptions are vital to an agency's lifesaving mission. The quantity and quality of shelter adoptions is in shelter management's hands, making lifesaving a direct function of shelter policies and practice. If shelters better promoted their animals and had adoption programs responsive to community needs, including public access hours for working people, offsite adoptions, adoption incentives, and effective marketing, they could increase the number of homes available and replace killing with adoptions. Contrary to conventional wisdom, shelters can adopt their way out of killing.

## **Pet Retention**

While some surrenders of animals to shelters are unavoidable, others can be prevented—but only if shelters work with

people to help them solve their problems. Saving animals requires shelters to develop innovative strategies for keeping people and their companion animals together. And the more a community sees its shelters as a place to turn for advice and assistance, the easier this job will be.

## **Medical & Behavior Programs**

To meet its commitment to a lifesaving guarantee for all savable animals, shelters need to keep animals happy and healthy and keep animals moving efficiently through the system. To do this, shelters must put in place comprehensive vaccination, handling, cleaning, socialization, and care policies before animals get sick and rehabilitative efforts for those who come in sick, injured, unweaned, or traumatized.

## **Public Relations/Community Development**

Increasing adoptions, maximizing donations, recruiting volunteers and partnering with community agencies comes down to increasing the shelter's public exposure. And that means consistent marketing and public relations. Public relations and marketing are the foundation of a shelter's activities and success.

## **Volunteers**

Volunteers are a dedicated "army of compassion" and the backbone of a successful No Kill effort. There is never enough staff, never enough dollars to hire more staff, and always more needs than paid human resources. That is where volunteers make the difference between success and failure and, for the animals, life and death.

## **Proactive Redemptions**

One of the most overlooked areas for



reducing killing in animal control shelters are lost animal reclaims. Shifting from a passive to a more proactive approach has allowed shelters to return a large percentage of lost animals to their families.

### **A Compassionate Director**

The final element of the No Kill Equation is the most important of all, without which all other elements are thwarted—a hard working, compassionate animal control or shelter director not content to continue killing, while regurgitating tired clichés about “public irresponsibility” or hiding behind the myth of “too many animals, not enough homes.”

No Kill is simply not achievable without rigorous implementation of these programs. They provide the only model that ever created No Kill communities. It is up to us in the humane movement to demand them of our local shelters, and no longer to settle for the excuses that shelters often put up in order to avoid implementing them.

## **Comprehensive Implementation**

To succeed fully, however, shelters should not implement the programs piecemeal or in a limited manner. If they are sincere in their desire to stop the killing, animal shelters will implement and expand programs to the point that they replace killing entirely. Combining rigorous, comprehensive implementation of the No Kill Equation with best practices and accountability of staff in cleaning, handling, and care of animals, must be the standard.

In 2004, for example, one SPCA in a city of 1.5 million people conducted fewer than 200 free spay/neuter surgeries for the pets

of the community’s low-income population. Shelter leaders can boast of a low-cost and free spay/neuter program, but 200 surgeries in a large city, with one in four people below the federal poverty line, will not impact the numbers of animals entering city shelters. By contrast, another city with roughly half the population performed approximately 9,000 surgeries a year throughout the late 1990s, roughly 84 percent of them were free.

Similarly, animal control in yet another community allowed only employees to participate in its foster care program. The shelter can say it is implementing the programs of the No Kill Equation, but it is excluding thousands of animal lovers from participating in the effort, seriously limiting its lifesaving potential.

A shelter committed to No Kill does not send neonatal orphaned kittens into foster care “sometimes,” but rather every time. A shelter committed to No Kill does not merely allow rescue groups access to animals “some of the time,” but every time a legitimate rescue group is willing to take over care and custody of the animal. Indeed, a No Kill shelter actively seeks these groups out and contacts a particular rescue organization whenever an animal meets its criteria.

In short, shelters must take killing off the table for savable animals, and utilize the No Kill Equation not sometimes, not merely when it is convenient or politically expedient to do so, but for every single animal, every single time. A half-hearted effort isn’t enough. It is primarily the shift from a reactive to proactive orientation and from a casual, ad-hoc, limited implementation to a comprehensive one, which will lead to the greatest declines in killing, and fix our broken animal shelter system.



If every animal shelter in the United States embraced the No Kill philosophy and the programs and services that make it possible, we would save nearly four million animals who are scheduled to die in shelters this year, and the year after that. It is not an impossible dream.

## ALSO AVAILABLE:

**DOLLARS & SENSE**  
The Economic Benefits of No Kill Animal Control

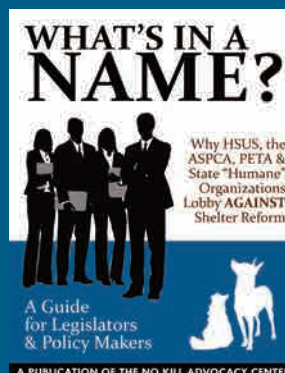
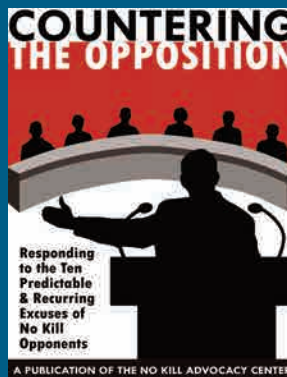
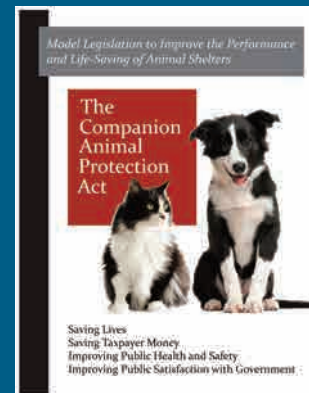
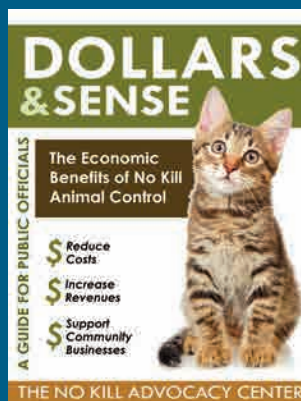
**THE COMPANION ANIMAL PROTECTION ACT:**  
Model Legislation to Improve the Performance & Life-Saving of Animal Shelters

**YOU CAN DO IT! ADOPT YOUR WAY OUT OF KILLING:**  
A No Kill Guide for Animal Shelters

**COUNTERING THE OPPOSITION:**  
Responding to the Ten Predictable & Recurring Excuses of No Kill Opponents

**WHAT'S IN A NAME:**  
Why HSUS, the ASPCA & PETA Lobby AGAINST Shelter Reform

And more...



A No Kill Nation Is Within Our Reach



Form **990-EZ**

Department of the Treasury  
Internal Revenue Service

# Short Form Return of Organization Exempt From Income Tax

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

Sponsoring organizations of donor advised funds, organizations that operate one or more hospital facilities, and certain controlling organizations as defined in section 512(b)(13) must file Form 990. All other organizations with gross receipts less than \$200,000 and total assets less than \$500,000 at the end of the year may use this form.  
The organization may have to use a copy of this return to satisfy state reporting requirements.

OMB No. 1545-1150

# 2010

Open to Public Inspection

**A** For the 2010 calendar year, or tax year beginning **and ending**

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Terminated  
 Amended return  
 Application pending

**C** Name of organization  
**No Kill Nation, Inc.**  
 Number and street (or P.O. box, if mail is not delivered to street address) Room/suite  
**837 SE 8th Avenue**  
 City or town, state or country, and ZIP + 4  
**Deerfield Beach, FL 33441**

**D** Employer identification number  
**27-2918023**

**E** Telephone number  
**954.857.2850**

**F** Group Exemption Number **▶**

**G** Accounting Method:  Cash  Accrual Other (specify) **▶**

**H** Check  if the organization is not required to attach Schedule B (Form 990, 990-EZ, or 990-PF).

**I** Website: **▶**

**J** Tax-exempt status (check only one) —  501(c)(3)  501(c) ( ) (insert no.)  4947(a)(1) or  527

**K** Check  if the organization is not a section 509(a)(3) supporting organization and its gross receipts are normally not more than \$50,000. A Form 990-EZ or Form 990 return is not required though Form 990-N (e-postcard) may be required (see instructions). But if the organization chooses to file a return, be sure to file a complete return.

**L** Add lines 5b, 6c, and 7b, to line 9 to determine gross receipts. If gross receipts are \$200,000 or more, or if total assets (Part II, line 25, column (B) below) are \$500,000 or more, file Form 990 instead of Form 990-EZ **▶** \$ **147451.**

Part I Revenue, Expenses, and Changes in Net Assets or Fund Balances (see the instructions for Part I.)			
Check if the organization used Schedule O to respond to any question in this Part I <input checked="" type="checkbox"/>			
<b>1</b> Contributions, gifts, grants, and similar amounts received		<b>1</b>	<b>146104.</b>
<b>2</b> Program service revenue including government fees and contracts		<b>2</b>	
<b>3</b> Membership dues and assessments		<b>3</b>	
<b>4</b> Investment income		<b>4</b>	
<b>Revenue</b>	<b>5a</b> Gross amount from sale of assets other than inventory	<b>5a</b>	
	<b>b</b> Less: cost or other basis and sales expenses	<b>5b</b>	
	<b>c</b> Gain or (loss) from sale of assets other than inventory (Subtract line 5b from line 5a)	<b>5c</b>	
	<b>6</b> Gaming and fundraising events		
	<b>a</b> Gross income from gaming (attach Schedule G if greater than \$15,000)	<b>6a</b>	
	<b>b</b> Gross income from fundraising events (not including \$ of contributions from fundraising events reported on line 1) (attach Schedule G if the sum of such gross income and contributions exceeds \$15,000)	<b>6b</b>	
	<b>c</b> Less: direct expenses from gaming and fundraising events	<b>6c</b>	
	<b>d</b> Net income or (loss) from gaming and fundraising events (add lines 6a and 6b and subtract line 6c)	<b>6d</b>	
	<b>7a</b> Gross sales of inventory, less returns and allowances	<b>7a</b>	<b>1347.</b>
	<b>b</b> Less: cost of goods sold	<b>7b</b>	<b>See Schedule O</b>
<b>c</b> Gross profit or (loss) from sales of inventory (Subtract line 7b from line 7a)	<b>7c</b>	<b>1347.</b>	
<b>8</b> Other revenue (describe in Schedule O)	<b>8</b>		
<b>9</b> Total revenue. Add lines 1, 2, 3, 4, 5c, 6d, 7c, and 8	<b>9</b>	<b>147451.</b>	
<b>Expenses</b>	<b>10</b> Grants and similar amounts paid (list in Schedule O)	<b>10</b>	
	<b>11</b> Benefits paid to or for members	<b>11</b>	
	<b>12</b> Salaries, other compensation, and employee benefits	<b>12</b>	
	<b>13</b> Professional fees and other payments to independent contractors	<b>13</b>	<b>1958.</b>
	<b>14</b> Occupancy, rent, utilities, and maintenance	<b>14</b>	<b>3000.</b>
	<b>15</b> Printing, publications, postage, and shipping	<b>15</b>	<b>4272.</b>
	<b>16</b> Other expenses (describe in Schedule O)	<b>16</b>	<b>See Schedule O</b>
<b>17</b> Total expenses. Add lines 10 through 16	<b>17</b>	<b>120045.</b>	
<b>Net Assets</b>	<b>18</b> Excess or (deficit) for the year (Subtract line 17 from line 9)	<b>18</b>	<b>27406.</b>
	<b>19</b> Net assets or fund balances at beginning of year (from line 27, column (A)) (must agree with end-of-year figure reported on prior year's return)	<b>19</b>	<b>0.</b>
	<b>20</b> Other changes in net assets or fund balances (explain in Schedule O)	<b>20</b>	<b>0.</b>
	<b>21</b> Net assets or fund balances at end of year. Combine lines 18 through 20	<b>21</b>	<b>27406.</b>

LHA For Paperwork Reduction Act Notice, see the separate instructions.

Form **990-EZ** (2010)

032171  
02-02-11







Part V Other Information (Note the statement requirements in the instructions for Part V.)

Check if the organization used Schedule O to respond to any question in this Part V

X

		Yes	No			
33	Did the organization engage in any activity not previously reported to the IRS? If "Yes," provide a detailed description of each activity in Schedule O		X			
34	Were any significant changes made to the organizing or governing documents? If "Yes," attach a conformed copy of the amended documents if they reflect a change to the organization's name. Otherwise, explain the change on Schedule O (see instructions)		X			
35	If the organization had income from business activities, such as those reported on lines 2, 6a, and 7a (among others), but not reported on Form 990-T, explain in Schedule O why the organization did not report the income on Form 990-T.					
35a	Did the organization have unrelated business gross income of \$1,000 or more or was it a section 501(c)(4), 501(c)(5), or 501(c)(6) organization subject to section 6033(e) notice, reporting, and proxy tax requirements?		X			
35b	If "Yes," has it filed a tax return on Form 990-T for this year?	N/A				
36	Did the organization undergo a liquidation, dissolution, termination, or significant disposition of net assets during the year? If "Yes," complete applicable parts of Schedule N		X			
37a	Enter amount of political expenditures, direct or indirect, as described in the instructions.	37a	0.			
37b	Did the organization file Form 1120-POL for this year?		X			
38a	Did the organization borrow from, or make any loans to, any officer, director, trustee, or key employee or were any such loans made in a prior year and still outstanding at the end of the tax year covered by this return?		X			
38b	If "Yes," complete Schedule L, Part II and enter the total amount involved	38b	N/A			
39	Section 501(c)(7) organizations. Enter:					
39a	Initiation fees and capital contributions included on line 9	39a	N/A			
39b	Gross receipts, included on line 9, for public use of club facilities	39b	N/A			
40a	Section 501(c)(3) organizations. Enter amount of tax imposed on the organization during the year under:					
	section 4911	0.	section 4912	0.	section 4955	0.
40b	Section 501(c)(3) and 501(c)(4) organizations. Did the organization engage in any section 4958 excess benefit transaction during the year, or did it engage in an excess benefit transaction in a prior year, that has not been reported on any of its prior Forms 990 or 990-EZ? If "Yes," complete Schedule L, Part I		X			
40c	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax imposed on organization managers or disqualified persons during the year under sections 4912, 4955, and 4958		0.			
40d	Section 501(c)(3) and 501(c)(4) organizations. Enter amount of tax on line 40c reimbursed by the organization		0.			
40e	All organizations. At any time during the tax year, was the organization a party to a prohibited tax shelter transaction? If "Yes," complete Form 8886-T		X			
41	List the states with which a copy of this return is filed.	None				
42a	The organization's books are in care of	Roxanne Hulburt				
	Located at	837 SE 8th Avenue #201, Deerfield Beach, FL				
	Telephone no.	954.857.2850				
	ZIP + 4	33441				
42b	At any time during the calendar year, did the organization have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)?		X			
42c	If "Yes," enter the name of the foreign country: See the instructions for exceptions and filing requirements for Form TD F 90-22.1, Report of Foreign Bank and Financial Accounts.					
43	At any time during the calendar year, did the organization maintain an office outside of the U.S.?		X			
	If "Yes," enter the name of the foreign country:					
43	Section 4947(a)(1) nonexempt charitable trusts filing Form 990-EZ in lieu of Form 1041 - Check here and enter the amount of tax-exempt interest received or accrued during the tax year	43	N/A			
44a	Did the organization maintain any donor advised funds during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		X			
44b	Did the organization operate one or more hospital facilities during the year? If "Yes," Form 990 must be completed instead of Form 990-EZ		X			
44c	Did the organization receive any payments for indoor tanning services during the year?		X			
44d	If "Yes" to line 44c, has the organization filed a Form 720 to report these payments? If "No," provide an explanation in Schedule O					



- 45 Is any related organization a controlled entity of the organization within the meaning of section 512(b)(13)?
  - a Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? If "Yes," Form 990 and Schedule R may need to be completed instead of Form 990-EZ
  - 46 Did the organization engage, directly or indirectly, in political campaign activities on behalf of or in opposition to candidates for public office? If "Yes," complete Schedule C, Part I

	Yes	No
45		X
45a		X
46		X

**Part VI Section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts only.** All section 501(c)(3) organizations and section 4947(a)(1) nonexempt charitable trusts must answer questions 47-49b and 52, and complete the tables for lines 50 and 51. Check if the organization used Schedule O to respond to any question in this Part VI

- 47 Did the organization engage in lobbying activities? If "Yes," complete Schedule C, Part II
- 48 Is the organization a school as described in section 170(b)(1)(A)(ii)? If "Yes," complete Schedule E
- 49a Did the organization make any transfers to an exempt non-charitable related organization?
  - b If "Yes," was the related organization a section 527 organization?

	Yes	No
47		X
48		X
49a		X
49b		

50 Complete this table for the organization's five highest compensated employees (other than officers, directors, trustees and key employees) who each received more than \$100,000 of compensation from the organization. If there is none, enter "None."

(a) Name and address of each employee paid more than \$100,000	(b) Title and average hours per week devoted to position	(c) Compensation	(d) Contributions to employee benefit plans & deferred compensation	(e) Expense account and other allowances
NONE				

f Total number of other employees paid over \$100,000

51 Complete this table for the organization's five highest compensated independent contractors who each received more than \$100,000 of compensation from the organization. If there is none, enter "None." NONE

(a) Name and address of each independent contractor paid more than \$100,000	(b) Type of service	(c) Compensation

d Total number of other independent contractors each receiving over \$100,000

52 Did the organization complete Schedule A? Note: All section 501(c)(3) organizations and 4947(a)(1) nonexempt charitable trusts must attach a completed Schedule A  Yes  No

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Signature of officer

Date

Type or print name and title

Print/Type preparer's name

Preparer's signature

Date

Check  if self-employed

PTIN

**Paid Preparer Use Only**

Tom Andrews, CPA

11/29/11

Firm's name AvMar Accounting Services

Firm's EIN

Firm's address 9 SW 13th Street Fort Lauderdale, FL 33315

Phone no. 954.764.0404

May the IRS discuss this return with the preparer shown above? See instructions  Yes  No

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

**2010**

Open to Public  
Inspection

Name of the organization

No Kill Nation, Inc.

Employer identification number  
27-2918023

Form 990-EZ, Part I, Line 7, Gross Profit from Sales of Inventory:

Income:

1. Gross Receipts	2012.
2. Returns and Allowances	665.
3. Line 1 less line 2	1347.
4. Cost of Goods Sold (line 13)	0.
5. Gross Profit (line 3 less line 4)	1347.

Form 990-EZ, Part I, Line 16, Other Expenses:

<u>Description of Other Expenses:</u>	<u>Amount:</u>
Awards & Grants	8038.
Business Expense	1138.
Program Expenses	86174.
Advertising	15465.
Total to Form 990-EZ, line 16	110815.

Form 990-EZ, Part II, Line 24, Other Assets:

<u>Description</u>	<u>Beg. of Year</u>	<u>End of Year</u>
Due From THPA	0.	1945.
Security Deposits	0.	6000.
Inventory Asset	0.	8712.
Total to Form 990-EZ, line 24	0.	16657.

Form 990-EZ, Part III, Primary Exempt Purpose - Promote awareness to the senseless and systematic high-kill rate of healthy and adoptable animals in our nation's shelters.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2010)

032211  
01-24-11

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

**2010**

Open to Public  
Inspection

Name of the organization

No Kill Nation, Inc.

Employer identification number

27-2918023

Form 990-EZ, Part III, Line 28, Program Service Accomplishments:

Participated in, sponsored and hosted several No-Kill  
conferences for the public, shelter employees and public  
officials to raise awareness of the No-Kill equation.

Several hundred attendees overall

Form 990-EZ, Part V, Information Regarding Personal Benefit Contracts:

The organization did not, during the year, receive any funds, directly,  
or indirectly, to pay premiums on a personal benefit contract.

The organization, did not, during the year, pay any premiums, directly,  
or indirectly, on a personal benefit contract.

STATE COPY



**Return of Organization Exempt From Income Tax**

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except black lung benefit trust or private foundation)

**2011**

Department of the Treasury  
Internal Revenue Service

▶ The organization may have to use a copy of this return to satisfy state reporting requirements.

Open to Public Inspection

**A For the 2011 calendar year, or tax year beginning and ending**

<b>B</b> Check if applicable: <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C Name of organization</b>		<b>D Employer identification number</b>
	No Kill Nation, Inc.		27-2918023
	Doing Business As		
	Number and street (or P.O. box if mail is not delivered to street address) Room/suite		<b>E Telephone number</b>
837 SE 8th Avenue			954.857.2850
City or town, state or country, and ZIP + 4		<b>G Gross receipts \$</b> 352836.	
Deerfield Beach, FL 33441		<b>H(a) Is this a group return for affiliates?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
<b>F Name and address of principal officer:</b>		<b>H(b) Are all affiliates included?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No	
		If "No," attach a list. (see instructions)	
<b>I Tax-exempt status:</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c)( ) (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527		<b>H(c) Group exemption number</b> ▶	
<b>J Website:</b> ▶		<b>L Year of formation:</b> 2010 <b>M State of legal domicile:</b> FL	
<b>K Form of organization:</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶			

Part I Summary				
Activities & Governance	1 Briefly describe the organization's mission or most significant activities: _____			
	2 Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.			
	3	Number of voting members of the governing body (Part VI, line 1a)	3	
	4	Number of independent voting members of the governing body (Part VI, line 1b)	3	
	5	Total number of individuals employed in calendar year 2011 (Part V, line 2a)	0	
	6	Total number of volunteers (estimate if necessary)	5	
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	0.	
	7b	Net unrelated business taxable income from Form 990-T, line 34	0.	
Revenue			Prior Year	Current Year
	8	Contributions and grants (Part VIII, line 1h)	146104.	350578.
	9	Program service revenue (Part VIII, line 2g)	0.	0.
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	0.	0.
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	1347.	1471.
12	Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	147451.	352049.	
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1-3)	0.	0.
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0.	0.
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	0.	0.
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	0.	0.
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶	0.	
	17	Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	0.	246381.
	18	Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	120045.	246381.
19	Revenue less expenses. Subtract line 18 from line 12	27406.	105668.	
Net Assets or Fund Balances			Beginning of Current Year	End of Year
	20	Total assets (Part X, line 16)	27405.	349414.
	21	Total liabilities (Part X, line 26)	0.	243746.
22	Net assets or fund balances. Subtract line 21 from line 20	27405.	105668.	

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer	Date			
	DEBRA M. DAY PRESIDENT	11/14/12			
<b>Paid Preparer Use Only</b>	Print/Type preparer's name	Preparer's signature	Date	Check <input type="checkbox"/> if self-employed	PTIN
	Tom Andrews, CPA		11/13/12		P00287246
Firm's name ▶ AvMar Accounting Services		Firm's EIN ▶ 20-1546544			
Firm's address ▶ 9 SW 13th Street Fort Lauderdale, FL 33315		Phone no. 954.764.0404			

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response to any question in this Part III [X]

1 Briefly describe the organization's mission: No Kill Nation is a national advocacy organization dedicated to ending the systematic killing of healthy and treatable animals in our nation's shelters. No Kill Nation provides resources and support to No Kill advocates and advocacy groups, local and state governments, and

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations and section 4947(a)(1) trusts are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 70172. including grants of \$ 0. ) (Revenue \$ 87317. ) Local volunteer rescuers in the South Florida area initiated the -100+ Abandoned Dogs of the Everglades- project in late 2011, and No Kill Nation, Inc. was happy to assist in their endeavors. By charitable donations from the animal-loving public, the project was able to raise funding which saved the lives of countless animals found abandoned in the streets and farmlands of Miami-Dade County

4b (Code: ) (Expenses \$ 25066. including grants of \$ 0. ) (Revenue \$ 0. ) The No Kill Conference this summer, organized and presented by the No Kill Advocacy Center, hosted by the Animal Law program at GW University Law School, and sponsored by No Kill Nation, was an overwhelming success. Attendance tripled from the year before, and 44% of attendees were directly from shelters.

4c (Code: ) (Expenses \$ 10075. including grants of \$ 0. ) (Revenue \$ ) No Kill Nation also sponsored successful No Kill conferences in Austin, TX, Maui, HI, and Albuquerque, New Mexico.

4d Other program services (Describe in Schedule O.) (Expenses \$ 9135. including grants of \$ ) (Revenue \$ )

4e Total program service expenses 114448.



**Part IV Checklist of Required Schedules**

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete Schedule B, Schedule of Contributors?		X
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 <b>Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>	X	
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>		X
b Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI, XII, and XIII</i>		X
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI, XII, and XIII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or assistance to any organization or entity located outside the United States? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or assistance to individuals located outside the United States? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i>		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		



**Part IV Checklist of Required Schedules** (continued)

	Yes	No
21 Did the organization report more than \$5,000 of grants and other assistance to any government or organization in the United States on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X
22 Did the organization report more than \$5,000 of grants and other assistance to individuals in the United States on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a <b>Section 501(c)(3) and 501(c)(4) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Was a loan to or by a current or former officer, director, trustee, key employee, highly compensated employee, or disqualified person outstanding as of the end of the organization's tax year? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i>		X
c An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Parts II, III, IV, and V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b Did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
36 <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11 and 19?		X
<b>Note.</b> All Form 990 filers are required to complete Schedule O		X



Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response to any question in this Part V

X

Table with columns for question number, description, sub-questions (1a-14b), and Yes/No columns. Contains questions about Form 1096, Form W-2G, Form W-3, and various tax compliance issues.



Part VI Governance, Management, and Disclosure For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response to any question in this Part VI [X]

Section A. Governing Body and Management

Table with 4 columns: Question ID, Question Description, Yes, No. Rows include questions 1a through 9 regarding governing body members, relationships, and documentation.

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 4 columns: Question ID, Question Description, Yes, No. Rows include questions 10a through 16b regarding local chapters, conflict of interest, whistleblower, and document retention policies.

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed -> None
18 Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
19 Describe in Schedule O whether (and if so, how), the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, physical address, and telephone number of the person who possesses the books and records of the organization: Roxanne Hulburt - 954.857.2850 837 SE 8th Avenue #201, Deerfield Beach, FL 33441







**Part VIII Statement of Revenue**

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512, 513, or 514
<b>Contributions, Gifts, Grants, and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns	<b>1a</b>					
	<b>b</b> Membership dues	<b>1b</b>					
	<b>c</b> Fundraising events	<b>1c</b>					
	<b>d</b> Related organizations	<b>1d</b>					
	<b>e</b> Government grants (contributions)	<b>1e</b>					
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b>	350578.				
	<b>g</b> Noncash contributions included in lines 1a-1f: \$						
	<b>h Total.</b> Add lines 1a-1f			350578.			
<b>Program Service Revenue</b>	<b>2 a</b>	Business Code					
	<b>b</b>						
	<b>c</b>						
	<b>d</b>						
	<b>e</b>						
	<b>f</b> All other program service revenue						
	<b>g Total.</b> Add lines 2a-2f						
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts)						
	<b>4</b> Income from investment of tax-exempt bond proceeds						
	<b>5</b> Royalties						
	<b>6 a</b> Gross rents	(i) Real	(ii) Personal				
		<b>b</b> Less: rental expenses					
		<b>c</b> Rental income or (loss)					
		<b>d</b> Net rental income or (loss)					
	<b>7 a</b> Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
		<b>b</b> Less: cost or other basis and sales expenses					
		<b>c</b> Gain or (loss)					
		<b>d</b> Net gain or (loss)					
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	<b>a</b>					
		<b>b</b> Less: direct expenses	<b>b</b>				
		<b>c</b> Net income or (loss) from fundraising events					
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19	<b>a</b>						
	<b>b</b> Less: direct expenses	<b>b</b>					
	<b>c</b> Net income or (loss) from gaming activities						
<b>10 a</b> Gross sales of inventory, less returns and allowances	<b>a</b>	2258.					
	<b>b</b> Less: cost of goods sold	<b>b</b>	787.				
	<b>c</b> Net income or (loss) from sales of inventory			1471.	1471.		
<b>Miscellaneous Revenue</b>		<b>Business Code</b>					
<b>11 a</b>	<b>a</b>						
	<b>b</b>						
	<b>c</b>						
	<b>d</b> All other revenue						
	<b>e Total.</b> Add lines 11a-11d						
<b>12 Total revenue.</b> See instructions.			352049.	1471.	0.	0.	



**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A) but are not required to complete columns (B), (C), and (D).

Check if Schedule O contains a response to any question in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to governments and organizations in the United States. See Part IV, line 21				
2 Grants and other assistance to individuals in the United States. See Part IV, line 22				
3 Grants and other assistance to governments, organizations, and individuals outside the United States. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and section 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management	6294.		6294.	
b Legal	11728.	11728.		
c Accounting				
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other	3600.	3600.		
12 Advertising and promotion	26736.	26736.		
13 Office expenses	42096.	21048.	21048.	
14 Information technology				
15 Royalties				
16 Occupancy	36046.	18023.	18023.	
17 Travel	6426.	6426.		
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings	30567.	30567.		
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a Vet Bills	68155.	68155.		
b Information Requests	6260.	6260.		
c Event Expense	4574.	4574.		
d Boarding	1238.	1238.		
e All other expenses	2661.	2661.		
25 Total functional expenses. Add lines 1 through 24e	246381.	201016.	45365.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here  if following SOP 98-2 (ASC 958-720)



**Part X Balance Sheet**

		(A) Beginning of year		(B) End of year
Assets	1	Cash - non-interest-bearing	10748.	1 60821.
	2	Savings and temporary cash investments		2
	3	Pledges and grants receivable, net		3
	4	Accounts receivable, net		4
	5	Receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L		5
	6	Receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions)		6
	7	Notes and loans receivable, net	16657.	7 263935.
	8	Inventories for sale or use		8
	9	Prepaid expenses and deferred charges		9
	10a	Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	32472.	
	10b	Less: accumulated depreciation	7814.	
	10c		0.	24658.
	11	Investments - publicly traded securities		11
	12	Investments - other securities. See Part IV, line 11		12
	13	Investments - program-related. See Part IV, line 11		13
	14	Intangible assets		14
15	Other assets. See Part IV, line 11		15	
16	<b>Total assets.</b> Add lines 1 through 15 (must equal line 34)	27405.	16 349414.	
Liabilities	17	Accounts payable and accrued expenses		17 -3254.
	18	Grants payable		18
	19	Deferred revenue		19
	20	Tax-exempt bond liabilities		20
	21	Escrow or custodial account liability. Complete Part IV of Schedule D		21
	22	Payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L		22 247000.
	23	Secured mortgages and notes payable to unrelated third parties		23
	24	Unsecured notes and loans payable to unrelated third parties		24
	25	Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25
	26	<b>Total liabilities.</b> Add lines 17 through 25	0.	26 243746.
Net Assets or Fund Balances	Organizations that follow SFAS 117, check here <input type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27	Unrestricted net assets		27
	28	Temporarily restricted net assets		28
	29	Permanently restricted net assets		29
	Organizations that do not follow SFAS 117, check here <input checked="" type="checkbox"/> and complete lines 30 through 34.			
	30	Capital stock or trust principal, or current funds	0.	30 0.
	31	Paid-in or capital surplus, or land, building, or equipment fund	0.	31 0.
	32	Retained earnings, endowment, accumulated income, or other funds	0.	32 105668.
	33	<b>Total net assets or fund balances</b>	27405.	33 105668.
34	<b>Total liabilities and net assets/fund balances</b>	27405.	34 349414.	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response to any question in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	352049.
2	Total expenses (must equal Part IX, column (A), line 25)	2	246381.
3	Revenue less expenses. Subtract line 2 from line 1	3	105668.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	27405.
5	Other changes in net assets or fund balances (explain in Schedule O)	5	0.
6	Net assets or fund balances at end of year. Combine lines 3, 4, and 5 (must equal Part X, line 33, column (B))	6	133073.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response to any question in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input checked="" type="checkbox"/> Cash <input type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant?		X
2b	Were the organization's financial statements audited by an independent accountant?		X
2c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.		
d	If "Yes" to line 2a or 2b, check a box below to indicate whether the financial statements for the year were issued on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133?		X
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits.		

Form 990 (2011)





**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 <b>Total.</b> Add lines 1 through 3						
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						
6 <b>Public support.</b> Subtract line 5 from line 4.						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
7 Amounts from line 4						
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources						
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.)						
11 <b>Total support.</b> Add lines 7 through 10						
12 Gross receipts from related activities, etc. (see instructions)					12	
13 <b>First five years.</b> If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here <input type="checkbox"/>						

**Section C. Computation of Public Support Percentage**

14 Public support percentage for 2011 (line 6, column (f) divided by line 11, column (f))	14	%
15 Public support percentage from 2010 Schedule A, Part II, line 14	15	%
16a <b>33 1/3% support test - 2011.</b> If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b <b>33 1/3% support test - 2010.</b> If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
17a <b>10% -facts-and-circumstances test - 2011.</b> If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
b <b>10% -facts-and-circumstances test - 2010.</b> If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and stop here. Explain in Part IV how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization <input type="checkbox"/>		
18 <b>Private foundation.</b> If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions <input type="checkbox"/>		



**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....				146104.		146104.
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....				146104.		146104.
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						0.
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						0.
<b>c</b> Add lines 7a and 7b .....						0.
<b>8 Public support</b> (Subtract line 7c from line 6.)						146104.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2007	(b) 2008	(c) 2009	(d) 2010	(e) 2011	(f) Total
<b>9</b> Amounts from line 6 .....				146104.		146104.
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....					8502.	8502.
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....					8502.	8502.
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part IV.) .....						
<b>13 Total support</b> (Add lines 9, 10c, 11, and 12.)				146104.	8502.	154606.

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2011 (line 8, column (f) divided by line 13, column (f)) .....	15	94.50	%
<b>16</b> Public support percentage from 2010 Schedule A, Part III, line 15 .....	16		%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2011 (line 10c, column (f) divided by line 13, column (f)) .....	17		%
<b>18</b> Investment income percentage from 2010 Schedule A, Part III, line 17 .....	18		%

**19a 33 1/3% support tests - 2011.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

**b 33 1/3% support tests - 2010.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

**SCHEDULE C**  
**(Form 990 or 990-EZ)**

**Political Campaign and Lobbying Activities**

OMB No. 1545-0047

**2011**

Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

For Organizations Exempt From Income Tax Under section 501(c) and section 527

▶ Complete if the organization is described below. ▶ Attach to Form 990 or Form 990-EZ.

▶ See separate instructions.

If the organization answered "Yes" to Form 990, Part IV, line 3, or Form 990-EZ, Part V, line 46 (Political Campaign Activities), then

- Section 501(c)(3) organizations: Complete Parts I-A and B. Do not complete Part I-C.
- Section 501(c) (other than section 501(c)(3)) organizations: Complete Parts I-A and C below. Do not complete Part I-B.
- Section 527 organizations: Complete Part I-A only.

If the organization answered "Yes" to Form 990, Part IV, line 4, or Form 990-EZ, Part VI, line 47 (Lobbying Activities), then

- Section 501(c)(3) organizations that have filed Form 5768 (election under section 501(h)): Complete Part II-A. Do not complete Part II-B.
- Section 501(c)(3) organizations that have NOT filed Form 5768 (election under section 501(h)): Complete Part II-B. Do not complete Part II-A.

If the organization answered "Yes" to Form 990, Part IV, line 5 (Proxy Tax), or Form 990-EZ, Part V, line 35c (Proxy Tax), then

- Section 501(c)(4), (5), or (6) organizations: Complete Part III.

Name of organization

No Kill Nation, Inc.

Employer identification number

27-2918023

**Part I-A** Complete if the organization is exempt under section 501(c) or is a section 527 organization.

1 Provide a description of the organization's direct and indirect political campaign activities in Part IV.

2 Political expenditures

3 Volunteer hours

\$ \_\_\_\_\_

**Part I-B** Complete if the organization is exempt under section 501(c)(3).

1 Enter the amount of any excise tax incurred by the organization under section 4955

2 Enter the amount of any excise tax incurred by organization managers under section 4955

3 If the organization incurred a section 4955 tax, did it file Form 4720 for this year?

4a Was a correction made?

b If "Yes," describe in Part IV.

\$ \_\_\_\_\_

\$ \_\_\_\_\_

Yes  No

Yes  No

**Part I-C** Complete if the organization is exempt under section 501(c), except section 501(c)(3).

1 Enter the amount directly expended by the filing organization for section 527 exempt function activities

2 Enter the amount of the filing organization's funds contributed to other organizations for section 527 exempt function activities

3 Total exempt function expenditures. Add lines 1 and 2. Enter here and on Form 1120-POL, line 17b

4 Did the filing organization file Form 1120-POL for this year?

5 Enter the names, addresses and employer identification number (EIN) of all section 527 political organizations to which the filing organization made payments. For each organization listed, enter the amount paid from the filing organization's funds. Also enter the amount of political contributions received that were promptly and directly delivered to a separate political organization, such as a separate segregated fund or a political action committee (PAC). If additional space is needed, provide information in Part IV.

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

\$ \_\_\_\_\_

Yes  No

(a) Name	(b) Address	(c) EIN	(d) Amount paid from filing organization's funds. If none, enter -0-	(e) Amount of political contributions received and promptly and directly delivered to a separate political organization. If none, enter -0-

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule C (Form 990 or 990-EZ) 2011

LHA

132041  
01-27-12



**Part II-A** Complete if the organization is exempt under section 501(c)(3) and filed Form 5768 (election under section 501(h)).

- A** Check  if the filing organization belongs to an affiliated group (and list in Part IV each affiliated group member's name, address, EIN, expenses, and share of excess lobbying expenditures).
- B** Check  if the filing organization checked box A and "limited control" provisions apply.

Limits on Lobbying Expenditures (The term "expenditures" means amounts paid or incurred.)		(a) Filing organization's totals	(b) Affiliated group totals												
<b>1a</b> Total lobbying expenditures to influence public opinion (grass roots lobbying)		2209.													
<b>b</b> Total lobbying expenditures to influence a legislative body (direct lobbying)		0.													
<b>c</b> Total lobbying expenditures (add lines 1a and 1b)		2209.													
<b>d</b> Other exempt purpose expenditures															
<b>e</b> Total exempt purpose expenditures (add lines 1c and 1d)		2209.													
<b>f</b> Lobbying nontaxable amount. Enter the amount from the following table in both columns.		442.													
<table border="1"> <thead> <tr> <th>If the amount on line 1e, column (a) or (b) is:</th> <th>The lobbying nontaxable amount is:</th> </tr> </thead> <tbody> <tr> <td>Not over \$500,000</td> <td>20% of the amount on line 1e.</td> </tr> <tr> <td>Over \$500,000 but not over \$1,000,000</td> <td>\$100,000 plus 15% of the excess over \$500,000.</td> </tr> <tr> <td>Over \$1,000,000 but not over \$1,500,000</td> <td>\$175,000 plus 10% of the excess over \$1,000,000.</td> </tr> <tr> <td>Over \$1,500,000 but not over \$17,000,000</td> <td>\$225,000 plus 5% of the excess over \$1,500,000.</td> </tr> <tr> <td>Over \$17,000,000</td> <td>\$1,000,000.</td> </tr> </tbody> </table>		If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:	Not over \$500,000	20% of the amount on line 1e.	Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.	Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.	Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.	Over \$17,000,000	\$1,000,000.		
If the amount on line 1e, column (a) or (b) is:	The lobbying nontaxable amount is:														
Not over \$500,000	20% of the amount on line 1e.														
Over \$500,000 but not over \$1,000,000	\$100,000 plus 15% of the excess over \$500,000.														
Over \$1,000,000 but not over \$1,500,000	\$175,000 plus 10% of the excess over \$1,000,000.														
Over \$1,500,000 but not over \$17,000,000	\$225,000 plus 5% of the excess over \$1,500,000.														
Over \$17,000,000	\$1,000,000.														
<b>g</b> Grassroots nontaxable amount (enter 25% of line 1f)		111.													
<b>h</b> Subtract line 1g from line 1a. If zero or less, enter -0-		2098.													
<b>i</b> Subtract line 1f from line 1c. If zero or less, enter -0-		1767.													
<b>j</b> If there is an amount other than zero on either line 1h or line 1i, did the organization file Form 4720 reporting section 4911 tax for this year?			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No												

**4-Year Averaging Period Under Section 501(h)**  
(Some organizations that made a section 501(h) election do not have to complete all of the five columns below. See the instructions for lines 2a through 2f on page 4.)

Lobbying Expenditures During 4-Year Averaging Period					
Calendar year (or fiscal year beginning in)	(a) 2008	(b) 2009	(c) 2010	(d) 2011	(e) Total
<b>2a</b> Lobbying nontaxable amount				442.	442.
<b>b</b> Lobbying ceiling amount (150% of line 2a, column(e))					663.
<b>c</b> Total lobbying expenditures				2209.	2209.
<b>d</b> Grassroots nontaxable amount				111.	111.
<b>e</b> Grassroots ceiling amount (150% of line 2d, column (e))					167.
<b>f</b> Grassroots lobbying expenditures				2209.	2209.



**Part II-B** Complete if the organization is exempt under section 501(c)(3) and has NOT filed Form 5768 (election under section 501(h)).

For each "Yes" response to lines 1a through 1i below, provide in Part IV a detailed description of the lobbying activity.

	(a)		(b)
	Yes	No	Amount
<b>1</b> During the year, did the filing organization attempt to influence foreign, national, state or local legislation, including any attempt to influence public opinion on a legislative matter or referendum, through the use of:			
<b>a</b> Volunteers?		X	
<b>b</b> Paid staff or management (include compensation in expenses reported on lines 1c through 1i)?		X	
<b>c</b> Media advertisements?		X	
<b>d</b> Mailings to members, legislators, or the public?		X	
<b>e</b> Publications, or published or broadcast statements?		X	
<b>f</b> Grants to other organizations for lobbying purposes?		X	
<b>g</b> Direct contact with legislators, their staffs, government officials, or a legislative body?		X	
<b>h</b> Rallies, demonstrations, seminars, conventions, speeches, lectures, or any similar means?		X	
<b>i</b> Other activities?		X	
<b>j</b> Total. Add lines 1c through 1i			
<b>2a</b> Did the activities in line 1 cause the organization to be not described in section 501(c)(3)?			
<b>b</b> If "Yes," enter the amount of any tax incurred under section 4912			
<b>c</b> If "Yes," enter the amount of any tax incurred by organization managers under section 4912			
<b>d</b> If the filing organization incurred a section 4912 tax, did it file Form 4720 for this year?			

**Part III-A** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6).

	Yes	No
<b>1</b> Were substantially all (90% or more) dues received nondeductible by members?	1	
<b>2</b> Did the organization make only in-house lobbying expenditures of \$2,000 or less?	2	
<b>3</b> Did the organization agree to carry over lobbying and political expenditures from the prior year?	3	

**Part III-B** Complete if the organization is exempt under section 501(c)(4), section 501(c)(5), or section 501(c)(6) and if either (a) BOTH Part III-A, lines 1 and 2, are answered "No" OR (b) Part III-A, line 3, is answered "Yes."

<b>1</b> Dues, assessments and similar amounts from members	1	
<b>2</b> Section 162(e) nondeductible lobbying and political expenditures (do not include amounts of political expenses for which the section 527(f) tax was paid).		
<b>a</b> Current year	2a	
<b>b</b> Carryover from last year	2b	
<b>c</b> Total	2c	
<b>3</b> Aggregate amount reported in section 6033(e)(1)(A) notices of nondeductible section 162(e) dues	3	
<b>4</b> If notices were sent and the amount on line 2c exceeds the amount on line 3, what portion of the excess does the organization agree to carryover to the reasonable estimate of nondeductible lobbying and political expenditure next year?	4	
<b>5</b> Taxable amount of lobbying and political expenditures (see instructions)	5	

**Part IV Supplemental Information**

Complete this part to provide the descriptions required for Part I-A, line 1; Part I-B, line 4; Part I-C, line 5; Part II-A; and Part II-B, line 1. Also, complete this part for any additional information.

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**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.  
▶ Attach to Form 990 or 990-EZ.

OMB No. 1545-0047

**2011**

Open to Public  
Inspection

Name of the organization

No Kill Nation, Inc.

Employer identification number  
27-2918023

Form 990, Part III, Line 1, Description of Organization Mission:

private and municipal shelters nationwide that are working to implement the only model of sheltering to achieve save rates of 90% or better  $\emptyset$  the No Kill Equation. The No Kill Equation  $\emptyset$ developed by the No Kill Advocacy Center  $\emptyset$ is the only model that has been successful in creating a No Kill community. There are currently over 70 No Kill communities across the country representing roughly 200 towns and cities, with more joining the ranks every year. If every shelter in the country comprehensively implemented the ten programs and services of the No Kill Equation, we could end the killing of 3-4 million sheltered animals right now

Form 990, Part III, Line 4d, Other Program Services:

Our educational program--materials distributed through Rescue Five-0, our nationwide shelter reform initiative in partnership with the No Kill Advocacy Center--and direct assistance to public officials, shelter directors and no kill advocacy groups is producing measurable lifesaving results. No Kill Nation passed no-kill resolutions in Broward County, FL, and Miami-Dade County, FL. In fact, Miami voters overwhelming supported the goal of a No Kill community when they recently voted to pass the Pets Trust, a \$20 million dollar annual fund for low-cost spay/neuter and low-cost veterinary care. [www.rescue50.org](http://www.rescue50.org)

In addition to our nationwide efforts, locally, No Kill Nation partnered in a Pet Help Hotline in Miami-Dade County to increase the number of animals staying with their responsible caretakers. We have



Name of the organization No Kill Nation, Inc.	Employer identification number 27-2918023
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also partnered with Urgent Dogs & Urgent Cats of Miami to promote shelter/rescue collaboration. We partnered with Undercats for Life/FixFlorida to promote TNR awareness and education across the state. And we joined with the Miami Coalition Against Breed Specific Legislation to end the 24-year ban on pit-bull type dogs, and will continue to work toward that goal until it is a cruel aberration of the past.

Expenses \$ 9135. including grants of \$ 0. Revenue \$ 0.

Form 990, Part V, Line 13a: 1

Form 990, Part VI: Removed one of the directors from the organization and added a replacement.

Form 990, Part VI, Section C, Line 19: 1

# Application for Extension of Time To File an Exempt Organization Return

OMB No. 1545-1709

▶ **File a separate application for each return.**

- If you are filing for an **Automatic 3-Month Extension**, complete only **Part I** and check this box
- If you are filing for an **Additional (Not Automatic) 3-Month Extension**, complete only **Part II** (on page 2 of this form).

*Do not complete Part II unless you have already been granted an automatic 3-month extension on a previously filed Form 8868.*

**Electronic filing (e-file)** - You can electronically file Form 8868 if you need a 3-month automatic extension of time to file (6 months for a corporation required to file Form 990-T), or an additional (not automatic) 3-month extension of time. You can electronically file Form 8868 to request an extension of time to file any of the forms listed in Part I or Part II with the exception of Form 8870, Information Return for Transfers Associated With Certain Personal Benefit Contracts, which must be sent to the IRS in paper format (see instructions). For more details on the electronic filing of this form, visit [www.irs.gov/efile](http://www.irs.gov/efile) and click on *e-file for Charities & Nonprofits*.

**Part I Automatic 3-Month Extension of Time.** Only submit original (no copies needed).

A corporation required to file Form 990-T and requesting an automatic 6-month extension - check this box and complete

Part I only

*All other corporations (including 1120-C filers), partnerships, REMICs, and trusts must use Form 7004 to request an extension of time to file income tax returns.*

<b>Type or print</b>  <small>File by the due date for filing your return. See instructions.</small>	Name of exempt organization or other filer, see instructions.  <b>No Kill Nation, Inc.</b>	Employer identification number (EIN) or  <input checked="" type="checkbox"/> <b>27-2918023</b>
	Number, street, and room or suite no. If a P.O. box, see instructions. <b>837 SE 8th Avenue</b>	Social security number (SSN) <input type="checkbox"/>
	City, town or post office, state, and ZIP code. For a foreign address, see instructions. <b>Deerfield Beach, FL 33441</b>	

Enter the Return code for the return that this application is for (file a separate application for each return) 01

Application Is For	Return Code	Application Is For	Return Code
Form 990	01	Form 990-T (corporation)	07
Form 990-BL	02	Form 1041-A	08
Form 990-EZ	01	Form 4720	09
Form 990-PF	04	Form 5227	10
Form 990-T (sec. 401(a) or 408(a) trust)	05	Form 6069	11
Form 990-T (trust other than above)	06	Form 8870	12

**Roxanne Hulburt**

- The books are in the care of ▶ **837 SE 8th Avenue #201 - Deerfield Beach, FL 33441**

Telephone No. ▶ **954.857.2850** FAX No. ▶ \_\_\_\_\_

- If the organization does not have an office or place of business in the United States, check this box
- If this is for a Group Return, enter the organization's four digit Group Exemption Number (GEN) \_\_\_\_\_. If this is for the whole group, check this box . If it is for part of the group, check this box  and attach a list with the names and EINs of all members the extension is for.

**1** I request an automatic 3-month (6 months for a corporation required to file Form 990-T) extension of time until **August 15, 2012**, to file the exempt organization return for the organization named above. The extension is for the organization's return for:  
 ▶  calendar year **2011** or  
 ▶  tax year beginning \_\_\_\_\_, and ending \_\_\_\_\_

**2** If the tax year entered in line 1 is for less than 12 months, check reason:  Initial return  Final return  Change in accounting period

<b>3a</b> If this application is for Form 990-BL, 990-PF, 990-T, 4720, or 6069, enter the tentative tax, less any nonrefundable credits. See instructions.	<b>3a</b>	\$	0.
<b>b</b> If this application is for Form 990-PF, 990-T, 4720, or 6069, enter any refundable credits and estimated tax payments made. Include any prior year overpayment allowed as a credit.	<b>3b</b>	\$	0.
<b>c Balance due.</b> Subtract line 3b from line 3a. Include your payment with this form, if required, by using EFTPS (Electronic Federal Tax Payment System). See instructions.	<b>3c</b>	\$	0.

**Caution.** If you are going to make an electronic fund withdrawal with this Form 8868, see Form 8453-EO and Form 8879-EO for payment instructions.

LHA: **For Privacy Act and Paperwork Reduction Act Notice, see Instructions.**

Form **8868** (Rev. 1-2012)

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# **FAAS Alameda Animal Shelter**

## **Business Plan**

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October 20, 2011

# Animal Shelter

## Business Plan

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# **Animal Shelter**

## **Business Plan**

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## Part 1 - Executive Summary

### A. The Plan

This plan provides a significant win-win solution for the citizens and City Officials of [REDACTED]. The Animal Shelter will remain in and of service to the citizens of [REDACTED] and the City will be able to reduce Animal Shelter expenses from \$934,000 a year to \$300,000 a year. This ongoing \$300,000 expense is equal or less than what would otherwise be spent outsourcing Animal Shelter services to Hayward with a skeleton [REDACTED] operation, but the bang for the buck – the Animal services provided with the shelter here - are what the [REDACTED] public wants and deserves. And this is a huge win for the animals, which is ultimately what this is all about.

### B. Mission Statement

The [REDACTED] Animal Shelter is dedicated to providing humane and compassionate care for all animals, making every effort to re-home adoptable domestic animals directly or through rescue organizations.

We are staffed by a team of professional and courteous employees who are committed to providing a clean, comfortable environment for the animals in our care; and to providing excellent customer service for the citizens of our community.

Compassion, adoption emphasis, professionalism and community service: [REDACTED] intends to be guided by those principles.

### C. Synopsis of Financials

#### 1. [REDACTED] budget vs. FY 2011 budget

The [REDACTED] budget for its first year of operation is \$595,170 vs. some \$934,000 spent during the 2011 fiscal year in the current configuration. The bulk of the savings will be realized in staffing: moving from APD personnel to private-sector personnel, and at non-profit compensation that has been estimated from adjusted rates contained in the national survey of the Society of Animal Welfare Administrators. Minor procurement economies are also anticipated.

By contrast, the [REDACTED] organization will have higher expenses related to fund-raising and the care-and-feeding and training of volunteers. We also anticipate some first-year expenses relating to hiring and systems set-up.

#### 2. [REDACTED] personnel budget

[REDACTED] anticipates a relatively flat organizational structure, with Animal Care, Office, Development, Volunteers and Finance positions reporting to an Executive Director. The anticipated annual personnel expense is \$378,800, vs. \$735,830, including upper management allocations, spent in FY 2011. Savings relate to different and fewer positions, as well as non-profit compensation scales for both cash compensation and benefits.

### D. Synopsis of Transition Plan

[REDACTED] has made some preliminary contacts with likely prospects for several staff positions. Upon City approval of the facility Lease and Shelter Services Agreement, [REDACTED] will proceed to hire the Executive Director and his/her staff. Staff will train with incumbent personnel and the [REDACTED] Operating Manual

during December 2011, anticipating a transition date of January 1, 2012. Specific transition tasks and completion dates are set forth in Part 7 Appendix, Section Y. Transition Plan.

#### **E. Keys to Success**

Financial Stability. The City's contractual commitment to underwrite one-half the shelter's anticipated budget is critical. This kind of public/private "matching" approach to animal welfare acknowledges the governmental responsibility to the community, while allowing the public to directly underwrite and shape the services residents require.

Operating Capabilities. The shelter must continue to provide first-rate sheltering success, as measured operationally, financially and humanely. We are all fortunate that this operation has been a successful resource; [REDACTED] is committed to the imperative that no decline in service quality must be allowed to occur in this transition, and operation.

Continuing Community Support. Consistent with the first two keys above, [REDACTED] believes that the [REDACTED] community will continue to view the Animal Shelter as a valuable local resource, and will rally to the cause of matching the City's financial contribution. The non-profit organization may also allow the Shelter to broaden its mission over time, to deepen its contribution to life in [REDACTED] – done in keeping with the community's desires. Such services will further weave the [REDACTED] operation into the fabric of the [REDACTED] Community.

## **Part 2 - Shelter History**

#### **F. Brief History**

The original [REDACTED] Animal Shelter was located at the foot of Grand Avenue, near the water. It was a traditional "pound ". The building flooded routinely, its equipment was primitive and its processes were brutal by today's humane standards. It was a disposal facility.

Pursuant to leadership of the Humane Society of [REDACTED] and others, the current structure was built in 1984 as part of the deal that developed the marina facility on the former shelter site. It has been in continuous operation, in service to the City since that time. Throughout its history, the Shelter has been operated under the [REDACTED] Police Department.

Under its current Director, Officer Diana Barrett since 2001, the Shelter has dramatically improved its customer service and humane performance, as measured by the standard Maddie's Fund record-keeping protocol. That performance qualified the operation for a substantial life-saving award grant from the Maddie's organization, a leading national animal welfare organization headquartered locally. Maddie's has indicated that the Shelter will be in-line for such a grant after a period of [REDACTED] management adequate to demonstrate its sustainability, assuming that its performance remains exemplary.

#### **G. Advantages of Non-Profit Transition**

By transitioning the Shelter operation to [REDACTED] it appears that the City can save close to \$600,000/year in expenses every fiscal year. The transfer will also allow APD personnel to focus exclusively on law enforcement, without the unrelated responsibilities of sheltering, care, and

adoption of abandoned and surrendered animals, and the administrative burdens of the licensing program for both the dogs and cats of ██████ a population of some 37,000 canine and feline members of ██████ families.

Under non-profit management, ██████ anticipates redoubled emphasis on adoptions, including carefully managed off-site events and possible fostering, especially during “kitten season.” The Shelter may eventually broaden its mission to include such activities as pet training, humane education and other contributions to the ██████ community. Any such additions will need to be “revenue neutral” to demonstrate their value. It will immediately implement opportunities for volunteering in expanded roles.

The ██████ community will benefit by retaining an important service within its city limits. Lost-and-found redemptions, adoptions of new companions into ██████ families and even the sad duty of surrendering a pet due to adverse circumstances will all be maintained locally. The community will also have direct input into the future of the operation, “voting” with its continued financial support.

Conversely, if the sheltering function is relocated to another community, ██████ believes no one will be well-served. Other local shelters are over-burdened by their own pet populations; San Francisco Animal Care & Control recently closed its doors to its own city animals. We understand that several contacted shelters and their local communities have expressed disinterest. Any shelter that would accept the stream of 1200+ new arrivals would inevitably face killing a higher percentage of their total population. Further, the likely shelters are 25-or-more miles remote from ██████ such that abandonments (vs. owner- surrenders) would increase, adding to the Animal Control burden. All logistics would be rendered inefficient, at best, and pet redemptions much more expensive, less practical, uncertain and more stressful for all concerned. Inevitably, lives would be lost; hearts broken.

Further, ██████ believes that some savings anticipated for the outsourcing plan fail to account for the continuing expenses associated with maintaining the current building as a 24-hour staging area. The ██████ plan takes the building expense burden off the City’s rolls for a nominal dollar/year.

Last, the citizens of ██████ spoke out in record numbers this spring, strongly opposing the closure or outsourcing of the Animal Shelter. No single issue has galvanized the community as this issue has. The leaders and officials of ██████ have a dramatic opportunity to do the right thing here, thereby emerging as the heroes and winning the support of the community and reducing the City’s expenses by close to \$600,000 annually.

## **Part 3 - Description of Operations, Services & Fees**

### **H. Primary Operations**

#### **1. Routine Animal intake, housing, evaluation and disposition**

Any sheltering operation may be viewed as a flow of animals through the facility, from intake through care and maintenance to their ultimate disposition. Animals will be taken-in primarily from several sources: strays, transferred from Animal Control, and owners surrendering their pets because of any

of a myriad of sufficient and insufficient reasons: deteriorating health and inability to care for them, economic catastrophe, behavior problems in the home, loss of interest in the animals, etc.

Occasionally, but regularly, citizens of ██████ who have found an animal will bring it directly to the Shelter. Very occasionally, persons from other communities will bring animals in for transfer, often based on ██████ reputation as a humane facility. Those individuals will be referred to other sheltering facilities, such as East Bay SPCA's location not far from the Coliseum complex.

Upon intake, animals will be evaluated for any gross health issues, photographed, assigned shelter identification and placed in an appropriate kennel or cage. A "kennel card" will contain descriptive information, including such matters as location found, likely breed and age, any microchip or other identification and date of arrival. Photos are posted to Lost & Found on-line.

After the animal has "settled-in" to its new situation, it is evaluated for behaviors that may lead to particular kinds of placement. Dogs and cats are handled in ways that may elicit behaviors that suggest positive adoptive circumstances, and warn of other situations where the animal, adopter, other animals or the community may be placed at unnecessary risk. Particular behaviors like food, treat or toy guarding, animal or human aggression, shyness and their opposites are noted in the record, to guide the Shelter in seeking opportunities for the animal.

After expiration of the "Hayden Hold" period, strays are spayed or neutered, as needed. They may then be put up for adoption, or transferred to interested Rescue Groups, who foster the animal and seek opportunities to place the pet in a proper home. Some basic behavioral interventions may be performed by Shelter staff and qualified volunteers, and follow-up evaluations are performed to determine assist any progress or regression.

## **2. Non-routine animal issues: medical, behavioral, contagion**

Occasionally, animals may require medical, dental or behavioral intervention from experts outside the Shelter staff and volunteers. Expert opinion and treatment may be requested from time-to-time. Medical and dental issues may include injuries, infections, infestations and other conditions requiring veterinary intervention.

Behavioral interventions may address specific or general concerns across the spectrum of conditions, usually at either far side of "normal." Some (e.g., timidity) may be addressed via contact or fostering; others will require precautions while the animal is being rehabilitated.

Finally, shelters are routinely filled with animals under physical and psychological stresses that tend to reduce their immune system capabilities. Shelters must be ever vigilant to detect contagion, and limit its spread among the resident population. Some diseases tend to strike the young (parvo), while others will infect any animal exposed via the bugs' preferred pathways. Prevention beats cure, as below, and cure beats pandemic.

## **3. Hygiene and building maintenance for healthy animals/contagion avoidance**

It is crucial for any shelter to have procedures that routinize concern for the health of the residents and prevent outbreaks of disease among animals living in close quarters. Care includes proper

hygiene via clean kennels and cages, good bedding, healthy nutrition and water, preventive evaluations, and stimulation that meets the animals' specific physical and psychological needs.

Care and cleaning solutions, techniques and intervals are established via protocol. Their adoption and flawless execution are important supervisory functions.

Human visitors and potential adopters must be trained and/or reminded of the critical need for good hygiene as they move from animal to animal. Disinfectant creams for hands, and thresholds for feet are important preventive precautions.

#### **4. Financial and Fund-raising**

Just as an army travels on its stomach, the shelter sustains because of funding from several sources: under contract with the City, licensing and other fees from animal owners and users of the shelter services, and because of the generosity of persons and institutions that care about its work. Primary jobs of the staff Executive Director, Development Director and many volunteers will be to ensure the financial well-being of the organization via fund-raising. All will contribute, however, as others will collect and account for monies, and economize appropriately in its spending.

In its current pre-approval situation and during its first year of operation, [REDACTED] will be fortunate to be able to rely on a contract sum from the [REDACTED] general fund, and emergency contributions from many, many interested persons. Funds are also raised via numerous events (e.g., Mojito Mondays, and the upcoming After the Ball gala) and business sponsorships in the community.

[REDACTED] intends to sustain its budgetary needs by seeking charitable grants, continuing to ask [REDACTED] and other institutions to support its work, and by trending its ongoing individual funding to a combination of events, memberships and fees for services performed. The ED must both direct the development of a financial plan and be an active emissary for the Shelter's work. The Development Director and some volunteers will also be primarily engaged in both planning and pursuit of value-adding promotional programs and events.

Nothing is easy in this economy; it would be preferable to embark on this mission in better times. That said, [REDACTED] has been gratified by support to-date, and believes that [REDACTED] will continue to sustain this important work.

#### **5. Staff and Volunteers**

[REDACTED] will employ a relatively lean, flat, and, we anticipate, a cohesive staff. They will lead and facilitate the Shelter's several operations and administrative functions in service to our residents and the community.

The Volunteer Coordinator will have the tasks of attracting, training(!) and engaging volunteers who provide diverse services to the organization. Volunteers will provide direct services such as exercising and socializing resident animals, as well as administrative functions such as event planning, fund-raising and, of course, management via Board and Committee work.

Training will be crucial to a safe and effective sheltering operation. Classes and refreshers will be provided to maximize safe, healthy and compassionate handling of animals and effective interactions with the public.

Volunteers are crucial in many ways, via both their regular and episodic work, and often their financial commitments – And, they must be managed and directed in ways that contribute to the mission and avoid detracting/distracting from it. [REDACTED] is fortunate to have Board and Steering Committee members who have written extensively and managed volunteer functions for humane organizations. We have also been encouraged by expressions of interest by [REDACTED] wanting to volunteer. Both factors bode well for the success of the Sheltering operation.

## **6. Relations with Community and Public**

Communication of the [REDACTED] message and keeping it positive in the mind of the community are tasks of the ED and Volunteer Coordinator, often working in tandem with the Development Director. Regular print and electronic communications are planned, and opportunities will be sought to speak before community groups, service organizations, schools and other interested bodies. Communications with individuals and businesses will also assist with both adoptions and redemptions of lost animals.

[REDACTED] anticipates development of services such as a behavior hotline, off-site adoptions, and, perhaps, training classes – with a requirement that they be revenue-neutral. Community support will translate into services that the community values.

[REDACTED] also anticipates building strong relationships with other animal welfare organizations, especially shelters. Technologies like the advent of petfinder.com have greatly assisted in improving save rates at shelters. We believe that the further development of tools that will allow the sheltering community to operate as a network, versus many separate “points of light,” will further improve the prospect of our residents. Obviously, this Shelter must master its basics first, but we intend to participate in collaborations that will shorten shelter stays – and maximize chances that our animals leave by the front door.

## **7. Relations with Government**

Obviously, [REDACTED] most important interface is with the City whose contract we exist to perform. There will be direct, daily interaction with Animal Control and other APD personnel. [REDACTED] will also welcome other members of City government to visit and become knowledgeable of our operations. With the growing acceptance of companion animals into the homes and families of [REDACTED] kissing kittens may come in a close second to kissing infants of the Homo sapiens variety. We also welcome appropriate oversight of our operations and associated administrative and financial practices and results.

[REDACTED] also anticipates that there may be opportunities to participate in government processes at the County and State levels. From time-to-time proposals of-interest may be brought forth that we believe would benefit from our advocacy on behalf of our mission. We do not anticipate that such activities will create a burden on the Sheltering operation.



## **I. Services and Associated Fees**

█████ Shelter services to the ██████ community will include care and maintenance of strays and owner-surrendered companion animals, treatment of medical and some behavioral concerns and ultimate disposition of the animals under our care back into the ██████ and broader Bay Area communities, via redemption by their owners, adoption or transfer to approved Rescue Groups (themselves 501c3 organizations).

In appropriate instances and as specifically approved by the Executive Director via protocol, ██████ may euthanize animals in its care. This will be done by qualified technicians, humanely administering lethal drugs in a manner intended to cause a quick and painless death. ██████ will only euthanize for intractable behavior issues that render the animal unadoptable as an unacceptable risk to humans and/or other animals, or for dire medical prognoses. ██████ will not kill animals for space or any other reason not directly related to the proper and compassionate interests of the animals and community we serve.

█████ will charge fees for licensing, microchipping for identification, necessary care such as spay/neutering, and adoption; ██████ will also charge redeemers for the care and feeding of their animals while in our care. It is anticipated that fines for any violations of law regarding animals will be paid at routine City of ██████ facilities.

At the outset, ██████ will adopt the current fee schedule of the Shelter for such services as adoptions and redemptions of lost pets. Regarding adoptions, ██████ does expect to eventually vary its adoption fees over time and across individual animals' circumstances, in order to maximize each animal's chances for a speedy exit out the shelter's front door. The experience of other shelters is that the attractiveness of some animals relates to their size, color, coat, age and breed, in addition to their specific temperament. Effective merchandizing of our 'used animals' can significantly affect our throughput success.

## **Part 4 - Project Research & Analysis**

### **J. Community Characteristics**

The City of ██████ is a well built-out urban/suburban community with a stable population of around 73,812 (2010 census) on ██████ Bay Farm and Coast Guard islands. There are approximately 31,000 households. Demographics reveal a diverse population by age and race, with a median income above the Bay Area average.

Applying those human population statistics to formulas used by the Pet Food Manufacturers' Association, the owned dog-and-cat population is approximately 37,000, with various other species (bird and reptiles, in particular, and at least one pig) likely bringing the domestic animal population to roughly 40,000. There are also known colonies of feral cats of indeterminate number.

### **K. Shelter History Research – Annual Demand**

The ██████ Animal Shelter has typically hosted more than one-thousand animals annually, with recent recessionary pressures pushing that number to the 1,200-1,300 level. Animals arrive at the shelter via two primary routes: by stray pick-up from Animal Control patrols and by surrender of the

animals by owners, whose economic, health or interest circumstances no longer support their ownership. A smaller number are brought in by finders.

We believe that the vast majority of sheltered animals are [REDACTED] based, but recognize that some strays and others are dumped on the island by others – not-surprisingly. The Shelter’s reputation for compassionate care probably contributes to that number.

Canine intake is relatively even throughout the year, with spikes in the early summer (vacations and 4<sup>th</sup> of July escapees) and, remarkably, at year’s end (the “fresh starters” for whom there’s a special place in hell). Feline intake rises during the warmest months, known as “kitten season,” which duration appears to be lengthening every year. We anticipate a slow increase in fowl, as fashionable laying hen reach their less productive years, and may fall into the gap between “pet” and “dinner.”

Sheltered animals are often very young – puppies and kittens – and eight-or-more years old, with a healthy group of young-mature animals who may have outgrown their situations or were not adequately trained or adapted to them. As with most shelters, the bully breeds and their mixes are the largest single type of dog in the shelter; that said, there are many mixed breed canines that resemble these terriers, but are not.

## **L. Fund-raising Plan**

Fund-raising is comprised of 4 elements. Efforts in all of the elements are underway and have resulted in approximately \$170,000 in cash and pledges successfully raised by [REDACTED] in 4 months. (Approximately \$25,000-\$30,000 was money [REDACTED] raised previously when its goal was merely to supplement the Shelter budget) Another \$50,000, or more, is anticipated from the October 27th gala. [REDACTED] expects to raise at least \$300,000 each year through these efforts, as led by the Development Director.

### **1. Individual Donors.**

A variety of methods are used to solicit donations from individuals. A large number of [REDACTED] residents have already self-identified as supporters of the Animal Shelter and this has been the first target group for donation requests. Several lead donors have made significant contributions and pledges to [REDACTED] There have been several donations of over \$1,000 with three such donations in the \$10,000 range. This signifies major support among key donors.

Once the list of people who have adopted or reclaimed their pet from the Shelter is available to [REDACTED] those people will also be added to the solicitation list, as they all have first-hand experience with the shelter and are statistically more likely to donate. Volunteers have also distributed [REDACTED] Flyers to stores, Vet Offices, Dr. Offices, schools and community centers throughout [REDACTED]

In addition to regular solicitations of prospective donors, a membership component will be initiated to both secure a readily identified source of revenue and to increase to the list of potential donors. The larger membership and donor lists will also be used as the basis for support for special event fundraising.

## **2. Corporate Donors.**

Local businesses have been exceptionally supportive in both supporting █████ activities and in contributing funds and materials to █████ efforts. Once firmly established, █████ will be in a better position to solicit larger corporate entities associated with animal related services. Its status as a non-profit entity will position █████ to solicit donations that businesses can capitalize on for marketing promotion and tax benefits.

## **3. Special Events.**

The early results of █████ special fundraising events have been very encouraging. These events include Mojito Monday's, Barbeques, Book Signings, Community Garage Sales, a large variety of events at █████ and East Bay businesses. A special "After the Ball" gala is planned and expected to raise a significant amount for █████ in late October. The gala will be an annual signature event. There will also be at least one other significant special event each year to raise funds and awareness.

## **4. Grants.**

As a non-profit, the Shelter will have more access to grants that are targeted for animal care facilities. Foundation and Corporate Grants will be pursued as a sustainable source of revenue. A professional grant writer has already initiated the grant process with several foundations and has also identified numerous other foundations that can be approached once the shelter is a separate non-profit organization. █████ may be eligible for a variety of sustainability grants and equipment grants within the first year. Additional grants will be accessible as the organization's track record is established and verified by fundors.

The shelter has already received funds from one of the nation's pre-eminent animal welfare foundations, Maddie's Fund, located in █████ It is anticipated that this foundation will continue its support of the shelter once █████ has demonstrated its competence.

## **M. S.W.O.T Analysis**

Every business plan benefits from a specific consideration of internal Strengths to be employed, Weaknesses to be compensated-for, Opportunities and Threats to be pursued and anticipated, respectively, in the external environment. The █████ Steering Committee has invested significant time and effort in such an exercise, as follows.

### **1. Strengths**

#### **I. Commitment to Save the Shelter**

Since the signing of the MOU, the Steering Committee and its four Working Groups have invested over 1,000 hours in meetings alone, and untold further commitments in preparation and "homework" to get to this point in our process. █████ has met regularly with City officials to keep them apprised of our progress and direction. Although not quite committed in the ham-and-eggs sense (the chicken is involved; the pig is committed), the organization is "all-in," having devoted its best efforts and its treasury fully to this cause.

#### **II. Community Support**

Since the early Save Our Shelter demonstrations (which one official has called "the single most effective display of community participation ever seen around here"), █████ has been gratified by

community support – both financial and emotional. Donations have flowed-in and volunteers have signed-up in good numbers. It seems likely that that support can be relied-upon and nurtured.

### **III. Strong Volunteer Base and Experience**

In addition to existing active Shelter volunteers, [REDACTED] has signed up or received interest from over 100 others. They are eager but on-hold pending approval of the [REDACTED] plan, and eventual take-over of responsibility for the Shelter operation.

### **IV. Infrastructure and Skills Predict Success**

Four members of the [REDACTED] Steering Committee have directly applicable non-profit management experience, three in animal sheltering organizations. Others have brought depth of experience in business and decades of animal welfare advocacy in the [REDACTED] community.

The physical plant, though not modern, is in reasonable shape to continue its successful service.

### **V. Existing Staff and Procedures – “It Ain’t Broke”**

Procedures are in-place that have demonstrated their value. Staff is experienced and will be encouraged to compete for similar jobs in the [REDACTED] operation.

### **VI. Coalition: Humane Society of [REDACTED] / Friends of the [REDACTED] Animal Shelter**

Humane Society of [REDACTED] has been a local force for animal welfare for over forty years, contributing money where it’s needed. [REDACTED] is a more recently established organization formed to provide direct assistance to the City Shelter. The two groups have worked together effectively to bring this project forward; both will stay active in their respective ways after the Steering Committee’s work is concluded. That both groups have kept eyes on the prize and respected each other’s distinct approaches to the common goal has been a major source of progress.

### **VII. Great Mission**

It is clear from many different sources of evidence that animal welfare advocacy is in ascendancy across the US. Prop 2 on food animal conditions passed overwhelmingly, shelter deaths have fallen by 2/3 since the dawn of the No-Kill movement, and companion animals are broadly considered to be family members. This humane mission is in direct line with that movement.

### **VIII. Built-in Revenue Opportunities**

The Shelter operation does generate some revenue; it is likely that further monies can be generated by programs that might be undertaken eventually by the non-profit operation. Training and other outreach are prime candidates. Volunteers tend also to financially support causes to which they commit their time and effort.

### **IX. Closed System (Island) – Great Model**

Compared to most communities, [REDACTED] natural barriers create a relatively closed system, especially as regards its companion animal residents. That raises opportunities to experiment with what can be done and applied elsewhere. Certain charitable funders have shown interest in funding demonstration projects. [REDACTED] has the capability to move that ball, as a model for other communities.

### **X. Important Resource in Community**

█████ believes that █████ recognizes the value of a well-run local Shelter. That the community cares is a source of strength to take on a project such as this one.

#### **XI. Availability of Lists After Transition**

Every solicitor wants to segment the market into more or less likely supporters. █████ believes that those who have patronized and benefited from the Shelter's operation in the past are among the likeliest future supporters. Availability of lists has been a concern; when the operation converts, they will be a useful source of good prospects not currently available in an organized way, nor readily compiled on the short notice █████ has had.

### **2. Weaknesses**

#### **I. Not Enough Money**

From a standing start a few months ago, █████ has to determine how to develop the capability to raise some \$300,000 during this time of economic recession, and then actually do it. The same fiscal pressures that have driven the City to seek a change animate this concern.

#### **II. Time Pressure**

The MOU was signed in June, 2011, against a November 1 due date for this plan. It's a lot to do in four months – a fact recognized by Chief Noonan in indicating that November 1 was not set in stone. 'nuf said, we're here.

#### **III. Loss of Staff / Withdrawal of Knowledge**

Because of both a change in the distribution of work within a non-profit, and the contrast in pay scales, it is likely that the Shelter will have some turnover of staff. With the employees who leave will go a wealth of experience. Transition planning will be critical, and incumbent employees will be invited to compete for opportunities the █████ operation creates.

#### **IV. Sustainable, On-going Fund-raising Needed**

While the fund-raising focus has necessarily been on Year One, sustainability will depend importantly on developing capabilities to return to existing donors and cultivate new ones. Hence the need for a specific position whose function that is.

#### **V. Building Limitations and Maintenance Cost**

In some ways, the building is tired; in other ways it was built to a different era's concerns. Thus, it has some inherent limitations, it is relatively costly to maintain and it will need some upgrading and re-purposing.

"Cat room" does not show-off its residents very well Specifically, █████ believes that the cat room is a candidate for early upgrade, the better to maintain the health of its tenants to potential new homes. It will need an early upgrade.

Euthanasia room vs. competing uses of space In prior eras, when most shelter killing had little to do with mercy, that space got a lot more use than it does now. Other places in the Shelter can be used, when necessary, to perform true euthanasia. That room also sends an unfortunate message to patrons of a Shelter █████ believes should be a "shelter" and a place of renewal. It will need to be converted to another use.

Current use of shelter space and adoption-friendly environment Currently, get-acquainted space, and exercise places are severely limited. It will be important to consider expansions and alternatives.

#### **VI. Residential Setting of Shelter**

The Shelter building is set adjacent to relatively new residences, with further development under construction on the only route-in. [REDACTED] anticipates that those residents will have concerns about the Shelter operation, including noise. While it's true that the shelter was there first, relationships with nearby neighbors will need to receive priority to address legitimate concerns.

#### **VII. Some New Systems**

The [REDACTED] organization will need to develop many new-to-it systems to manage the shelter: animal care and adoptions, fund-raising, bill-paying and bookkeeping, volunteer training, etc. It will also need to come up to speed on existing systems, like Chameleon.

It will be a process of prioritizing, development (and shameless stealing from other willing non-profits), execution and continuous improvement.

#### **VIII. Dis-economies of Scale**

[REDACTED] shelter is adequate to the demands of the community, and small relative to other facilities elsewhere. There will be some functions that it is simply not practical to undertake, given that scale. [REDACTED] is building relationships with other Bay Area animal welfare organizations in anticipation of networking with them for the greater good of the shared humane goals.

#### **IX. Lack of Current Training Programs**

Both staff and volunteer training programs will require development, starting during the transition process. Fortunately, resources exist to assist that development.

#### **X. Feral Cat Programs**

[REDACTED] will need to develop effective and humane feral cat programs. Luckily, there are several local groups, including Fix our Ferals and ICRA with successful Trap Neuter Release programs and loads of expertise to draw on.

### **3. Opportunities**

#### **I. Adoption Events and Donations**

There are four local pet stores on the Island that host adoption events for rescue groups. These stores and other merchants will be approached to host adoption events in or near their locations for Shelter animals. Some merchants host shelter animals on long term bases, pending their adoption. Such events and setups may require forward planning, but they do represent a wonderful opportunity. Also, many of these merchants are potential sources of donations or sponsorships of special fund-raising events.

#### **II. Media Interest**

The [REDACTED] experience is, [REDACTED] believes, a harbinger of similar situations in other locales. As public funds grow scarce, animal services is a relatively attractive place to cut in favor of human needs.

There is likely to be some ongoing media interest in this experiment, which will likely serve to assist fund-raising opportunities.

### **III. Relationships, Partnerships with Rescue Groups**

Continued and expanded cultivation of rescues improves adoption opportunities for [REDACTED] animals.

### **IV. Local Animal Advocacy Groups**

Several of the nation's leading animal advocacy organizations are in the Bay Area, including Maddie's Fund, the Marin and Peninsula Humane Societies, BADRAP and the No-Kill Advocacy Center. There are likely to be opportunities to draw on their support, expertise, staff talent and innovations – as technology works to help these facilities operate as a network, rather than separate points of light.

### **V. Grants & [REDACTED] Unique Setting**

As above, there are foundations like PetSmart Charities that like to fund projects that can yield useful conclusions, for possible application more broadly. [REDACTED] setting makes it a good candidate for such demonstration projects.

### **VI. School Volunteers**

Youngsters seem to have a particular affinity for animals, and an innate sense of their intrinsic value. That bond can be useful in drawing age-appropriate volunteers to Shelter work.

### **VII. College of [REDACTED] Volunteers and Vocational Programs**

There may be bases for exchanges with local colleges, for special projects, volunteers and vocational work. They will be pursued down-the-road.

### **VIII. Talented Professionals for Board**

This community is awash in professional talent that may be brought to bear on [REDACTED] Shelter needs. [REDACTED] intends to tap into it, to the benefit of all, especially the animals in [REDACTED] care.

### **IX. Expanded Service Offerings**

The Shelter could be leveraged to expand its service to [REDACTED] with animal training, adoption counseling, adoption selection and others. These services could expand the donor and fund-raising pool as well.

### **X. Strong Sense of [REDACTED] Community**

[REDACTED] predicts that [REDACTED] strong sense of community identity will generally lead residents to support the Shelter differentially vs. other communities' support of similar institutions. It also bodes well for volunteering and fund-raising.

### **XI. Veterinary Community**

[REDACTED] has a large number of Veterinarians, which have largely been an untapped resource for the Shelter. This represents plentiful opportunities for partnering, fund-raising, service offerings, adoption events and more.

### **XII. Greater Bay Area Concern for Animals**

[REDACTED] has received support from outside the island, and as far away as Sacramento.



## **4. Threats**

### **I. Current Political Climate**

As has been demonstrated by the need for this project, animals do not fare well in the City's current policy priorities. Animal welfare has low priority when human needs abound. It will be important to demonstrate the community's ongoing support for the Shelter operation, and to seek a long term contractual commitment to a sum-certain for funding.

### **II. City Funding Collapse**

In extreme circumstances, the City might seek relief from its funding obligations. [REDACTED] does not foresee such circumstances as likely, but they have occurred elsewhere. Such a situation would force a drastic curtailment in shelter services.

### **III. Competition for Dollars**

Good causes abound and needs are many. The [REDACTED] Shelter will need to keep itself in the forefront of community attention via outreach and excellent service.

### **IV. Natural Disasters**

Earthquakes, fire and flooding are natural disasters to which the Bay Area is prone. The [REDACTED] shelter must have plans for both its own operation in difficult times, and also how it will cope with the heightened demand that such calamities bring.

### **V. Contagion**

Parvo and other diseases can decimate a shelter whose animals are already inherently stressed by their situations. The [REDACTED] Procedures Manual contains both prevention and contingencies coverage to minimize consequences.

### **VI. Liability Issues**

Incidents involving animals under care are not uncommon in shelters, from scratches to serious bite injuries. Prevention, strong response and appropriate insurance coverage are all parts of the [REDACTED] plan.

### **VII. Negative Publicity**

Incidents associated with shelter, staff or organization that generate negative publicity can damage the Shelter's reputation, turn off donors and volunteers. As above, preventive training and well-understood standards of behavior, and candid, appropriate responses are keys to minimizing untoward consequences.

### **VIII. "Year 2" Issues: Compassion Fatigue**

The community is stretching this year to save its shelter. [REDACTED] cannot become perceived as a constant harangue for handouts. Fund-raising planning must take into account the ongoing needs of the shelter and renew donors' interest.

### **IX. Building Gets Sold**

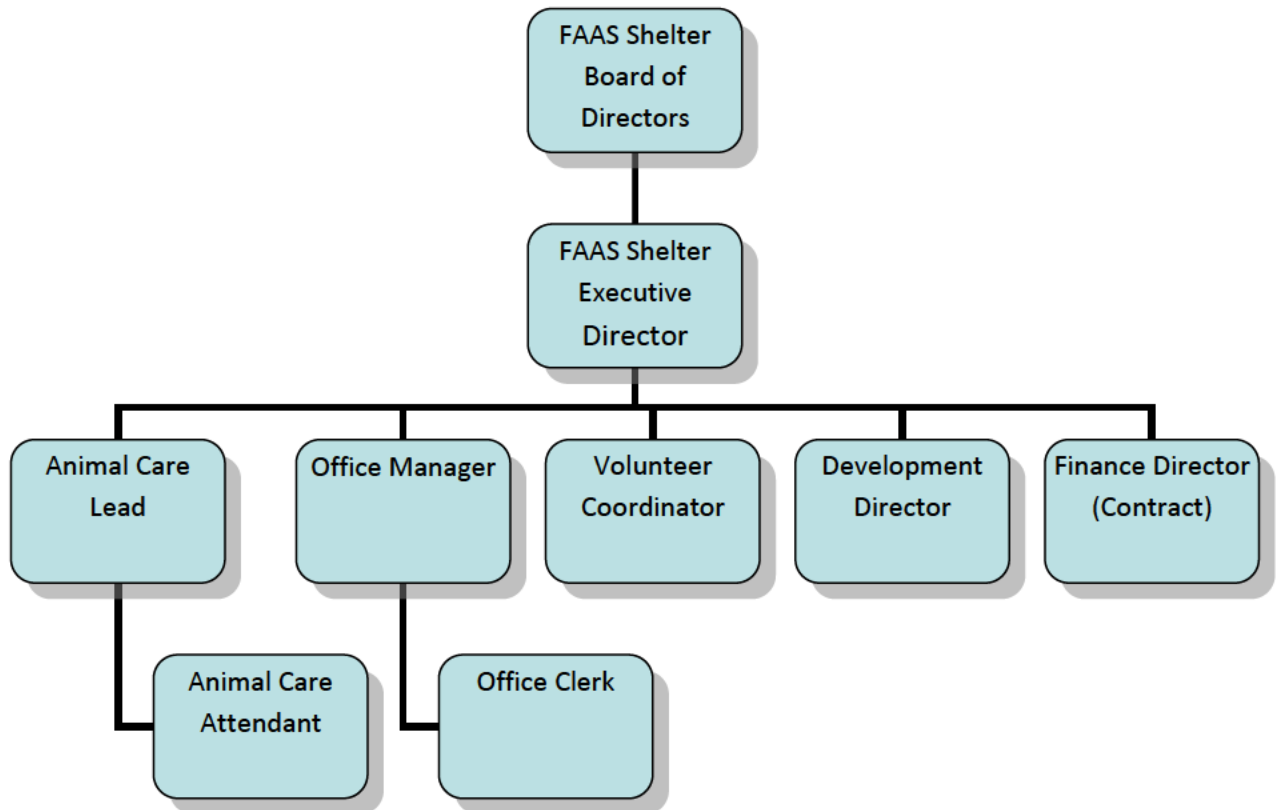
At some point, the building may need to be sold for other purposes. It is important that the [REDACTED] planning account for that possibility.

## Part 5 - Organization & Management

### N. Legal Structure

Friends of the Alameda Animal Shelter is CA non-profit corporation, which holds 501c3 designation from the IRS and is thus eligible to receive tax-deductible donations from individual and institutions that support its work and the Mission set forth above. FAAS shall devote its best efforts to ensuring the successful pursuit of the Mission. Maximizing the welfare of the animals under our care is the prize for our efforts, and all eyes are on it.

### O. Organization Chart



#### 1. Position Descriptions

Newly minted descriptions for each position are included in Part 7 Appendix, Section Z.

### P. Volunteer Positions

Volunteers will be used in expanded roles for the shelter. This is a partial list of the positions volunteers will be used in:

- Meet & Greeters
- Dog Walkers
- Animal Socializers
- Cat Companions
- Dog Bathers

- Dog Trainers
- Kennel Cleaners
- Yard Maintenance
- Office Cleaners
- Building Upkeep/Improvements

Fund-raising  
Event Volunteers

Bookkeeping  
Office Volunteers

**Q. Board of Directors**

The [REDACTED] Board is comprised of the following Directors:

- Nancy Evans-Bianchi, President
- Alison Botts, Vice President
- Chuck Bianchi, Treasurer
- Heather Lyn Wood, Secretary
- Christine Flaningam, Member-at-Large
- Cindy Shelby, Member-at-Large
- Tom Hyland, Member-at-Large
- Janet Davis, Member-at-Large
- John Lipp, Member-at-Large

**R. Operations Manual Synopsis**

The Operations Manual is a compilation of best practices of various animal shelters, starting from the existing [REDACTED] Animal Shelter manual. A full copy of the Operations Manual is in Part 7 Appendix, Section AA.

**S. Transition Plan and Timeline**

June – October	Develop plans, fund-raising underway
End of October	Reach agreement with City on Lease & annual funding
November	Appoint search committee, circulate position descriptions, hire staff
December	Transition month, cross-train staff, train on Ops Manual
January 1, 2012	Shelter operates as non-profit under [REDACTED]

A detailed Transition Plan and Timeline is included in Part 7 Appendix, Section Y.

**Part 6 – Financials**

**T. Pro Forma Budget for Calendar Year 2012**

The annual budget starts from numbers contained in the City FY 2011 budget, and makes allowances for differences between a public and privately-run shelter operation. It is essentially balanced at just under \$600,000 in expenses, vs. the \$934,000 in the FY 2011 City budget. The City thus saves some \$634,000, with the community also picking up a significant portion of the total cost.

As to Revenue, it is divided evenly between City support and privately raised funds, at \$300,000 each.

As to Expenses, [REDACTED] has been guided by the ongoing budget items for all except Overheads and personnel costs. As such, much of the savings in the [REDACTED] Plan are personnel-related, and are offset by fund-raising and volunteer costs.

**Animal Shelter : Budget Summary, 2012**

<u>REVENUE</u>	<u>FY</u>	<u>Budget</u>
Donations, Grants, Fees	\$	300,000
City support	\$	300,000
<b>TOTAL Revenue</b>	<b>\$</b>	<b>600,000</b>
<u>EXPENSES</u>		
<b>Personnel</b>		
Regular Pay	\$	264,000
OT	\$	26,400
Workers Comp	\$	22,400
<u>Benefits</u>	<u>\$</u>	<u>66,000</u>
<b>SubTotal Personnel</b>	<b>\$</b>	<b>378,800</b>
<b>Supplies</b>		
Feed	\$	15,000
Forms	\$	7,000
Misc Op Supplies	\$	6,500
Janitorial, Mtnce	\$	4,950
Animal Meds, Treatment	\$	11,000
Office, Copy Supp	\$	5,100
Uniforms	\$	1,500
Recruitment	\$	2,500
Volunteers, Fund-raising	\$	13,400
<b>Subtotal Supplies</b>	<b>\$</b>	<b>66,950</b>
<b>Services</b>		
Contracts	\$	35,000
Spay/Neuter	\$	22,000
Electricity	\$	13,000
Gas	\$	10,500
Postage	\$	8,000
IT, Mtnce Contracts	\$	5,320
Cell Phones/Internet	\$	3,000
Water	\$	2,500
Sewer	\$	2,000
Memberships	\$	1,500
Equip Repair Svcs	\$	2,500
Mtgs/Conf	\$	1,000
Landline	\$	1,200
Mobility	\$	3,700
<u>Bank Merchant Svcs</u>	<u>\$</u>	<u>1,200</u>
<b>Subtotal Services</b>	<b>\$</b>	<b>112,420</b>
<b>Capital, Equipment, Contingency</b>		
Equip Replacement	\$	7,000
Risk Mgmt Charges	\$	11,500
Washer/Drier/Freezer Lease	\$	4,000
Computer Charges	\$	9,500
<u>Contingency Fund</u>	<u>\$</u>	<u>5,000</u>
<b>Subtotal Capital Chgs</b>	<b>\$</b>	<b>37,000</b>
<b>TOTAL EXPENSES</b>	<b>\$</b>	<b>595,170</b>
<b>Revenue</b>	<b>\$</b>	<b>600,000</b>
<b>Expenses</b>	<b>\$</b>	<b>595,170</b>
<b>Surplus or Deficit</b>	<b>\$</b>	<b>4,830</b>

## U. Pro Forma Budget Projections - 5 Years

It is anticipated that the Shelter's operations will be relatively stable over a five-year horizon, absent some fundamental change like a move of the operation, new and currently unanticipated legislation or some natural calamity. Any service expansions will need to be budget-neutral, or self-sustaining. [REDACTED] anticipates, therefore, that expenditures of public funds will increase, if at all, via general economic inflation. We assume a 3% average inflation rate, taking the fifth-year total expenditures to \$670,000, and the City's share to \$335,000.

## V. Cash Flow Projection 2012

The annual budget, by month, is an attempt to anticipate revenue and expenditures over a one-year cycle, some of which are smooth (payroll), and others are episodic (insurance premiums). The Shelter must maintain a positive balance in its accounts, a particular challenge in the first year of operation. Further, the monies flow, rather than arrive at discrete intervals, and at some point [REDACTED] fund-raising must turn their attention to Year Two financing. Thus, this analysis assumes that [REDACTED] will commence operations with \$100K in the bank, and will receive infusions from the City one the first day of each quarter. As you will see, the bank balance will vary markedly during the year, but it ends up roughly cash-neutral for the period. Of course, this initial year will be an adventure, and [REDACTED] will bend every effort toward careful stewardship of funds, maximizing revenue opportunities and smoothing out the money flows in general.

Animal Shelter : Pro Forma Budget, 2012, by Month																
REVENUE	FY Budget	Opening Balance	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total	
Donations Grants Fees	\$ 300,000		\$ 7,000	\$ 9,000	\$ 14,000	\$ 21,000	\$ 32,000	\$ 22,000	\$ 22,000	\$ 32,000	\$ 22,000	\$ 67,000	\$ 26,000	\$ 26,000	\$ 300,000	
City support	\$ 300,000	\$ 75,000	\$ 75,000			\$ 75,000			\$ 75,000			\$ 75,000			\$ 300,000	
<b>TOTAL Revenue</b>	<b>\$ 600,000</b>		<b>\$ 82,000</b>	<b>\$ 9,000</b>	<b>\$ 14,000</b>	<b>\$ 96,000</b>	<b>\$ 32,000</b>	<b>\$ 22,000</b>	<b>\$ 97,000</b>	<b>\$ 32,000</b>	<b>\$ 22,000</b>	<b>\$ 142,000</b>	<b>\$ 26,000</b>	<b>\$ 26,000</b>	<b>\$ 600,000</b>	
<b>EXPENSES</b>																
<b>Personnel</b>																
Regular Pay	\$ 264,000		\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 22,000	\$ 264,000	
OT	\$ 26,400		\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 2,200	\$ 26,400	
Workers Comp	\$ 22,400		\$ 11,200						\$ 11,200						\$ 22,400	
Benefits	\$ 66,000		\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 5,500	\$ 66,000	
<b>SubTotal Personnel</b>	<b>\$ 378,800</b>		<b>\$ 40,900</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 40,900</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 29,700</b>	<b>\$ 378,800</b>	
<b>Supplies</b>																
Feed	\$ 15,000		\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 15,000	
Forms	\$ 7,000		\$ 5,000						\$ 2,000						\$ 7,000	
Misc Op Supplies	\$ 6,500		\$ 1,000	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 6,500	
Janitorial Mtce	\$ 4,950		\$ 413	\$ 412	\$ 412	\$ 413	\$ 413	\$ 412	\$ 412	\$ 413	\$ 413	\$ 412	\$ 412	\$ 413	\$ 4,950	
Animal Meds Treatment	\$ 11,000		\$ 917	\$ 917	\$ 917	\$ 916	\$ 917	\$ 917	\$ 916	\$ 917	\$ 917	\$ 916	\$ 916	\$ 917	\$ 11,000	
Office Copying Supp	\$ 5,100		\$ 900	\$ 200	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 5,100	
Uniforms	\$ 1,500		\$ 1,000				\$ 500								\$ 1,500	
Recruitment	\$ 2,500		\$ 2,500												\$ 2,500	
Volunteers Fund-raising	\$ 13,400		\$ 2,000	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 640	\$ 5,000	\$ 640	\$ 640	\$ 640	\$ 13,400	
<b>SubTotal Supplies</b>	<b>\$ 66,950</b>		<b>\$ 14,980</b>	<b>\$ 3,919</b>	<b>\$ 4,119</b>	<b>\$ 4,119</b>	<b>\$ 4,620</b>	<b>\$ 4,119</b>	<b>\$ 6,118</b>	<b>\$ 4,120</b>	<b>\$ 8,480</b>	<b>\$ 4,118</b>	<b>\$ 4,118</b>	<b>\$ 4,120</b>	<b>\$ 66,950</b>	
<b>Services</b>																
Contract	\$ 35,000		\$ 2,917	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,917	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,917	\$ 2,917	\$ 2,916	\$ 2,916	\$ 35,000	
Spay/Neuter	\$ 22,000		\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 1,833	\$ 1,833	\$ 1,834	\$ 22,000	
Electricity	\$ 13,000		\$ 1,300	\$ 1,300	\$ 1,000	\$ 900	\$ 900	\$ 900	\$ 900	\$ 900	\$ 1,000	\$ 1,300	\$ 1,300	\$ 1,300	\$ 13,000	
Gas	\$ 10,500		\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 875	\$ 10,500	
Postage	\$ 8,000				\$ 2,000			\$ 2,000			\$ 2,000			\$ 2,000	\$ 8,000	
IT Mtce Contracts	\$ 5,320		\$ 1,330			\$ 1,330			\$ 1,330			\$ 1,330			\$ 5,320	
Cell phones/Internet	\$ 3,000		\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 250	\$ 3,000	
Water	\$ 2,500		\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 208	\$ 212	\$ 2,500	
Sewer	\$ 2,000		\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 167	\$ 163	\$ 2,000	
Memberships	\$ 1,500		\$ 1,000					\$ 500							\$ 1,500	
Equip Repair Svcs	\$ 2,500		\$ 300	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 2,500	
Mtgs/Conf	\$ 1,000					\$ 400						\$ 600			\$ 1,000	
Landline	\$ 1,200		\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 1,200	
Mobility	\$ 3,700		\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 308	\$ 312	\$ 3,700	
<b>Bank Merchant Svcs</b>	<b>\$ 1,200</b>		<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 1,200</b>	
<b>Subtotal Services</b>	<b>\$ 112,420</b>		<b>\$ 10,688</b>	<b>\$ 8,258</b>	<b>\$ 9,959</b>	<b>\$ 9,587</b>	<b>\$ 7,858</b>	<b>\$ 9,859</b>	<b>\$ 9,688</b>	<b>\$ 7,857</b>	<b>\$ 9,959</b>	<b>\$ 10,188</b>	<b>\$ 8,257</b>	<b>\$ 10,262</b>	<b>\$ 112,420</b>	
<b>Capital, Equipment, Contingency</b>																
Equip Replacement	\$ 7,000		\$ 2,000			\$ 2,000			\$ 2,000			\$ 1,000			\$ 7,000	
Risk Mgmt Charges	\$ 11,500		\$ 6,000						\$ 5,500						\$ 11,500	
Washer/Dryer/Freezer	\$ 4,000		\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 333	\$ 337	\$ 4,000	
Computer Charges	\$ 9,500		\$ 3,000	\$ 3,000					\$ 3,500						\$ 9,500	
Contingency Fund	\$ 5,000				\$ 2,000			\$ 2,000					\$ 1,000		\$ 5,000	
<b>Subtotal Capital Chgs</b>	<b>\$ 37,000</b>		<b>\$ 11,333</b>	<b>\$ 3,333</b>	<b>\$ 2,333</b>	<b>\$ 2,333</b>	<b>\$ 333</b>	<b>\$ 2,333</b>	<b>\$ 11,333</b>	<b>\$ 333</b>	<b>\$ 333</b>	<b>\$ 1,333</b>	<b>\$ 1,333</b>	<b>\$ 337</b>	<b>\$ 37,000</b>	
<b>TOTAL EXPENSES</b>	<b>\$ 595,170</b>		<b>\$ 77,901</b>	<b>\$ 45,210</b>	<b>\$ 46,111</b>	<b>\$ 45,739</b>	<b>\$ 42,511</b>	<b>\$ 46,011</b>	<b>\$ 68,039</b>	<b>\$ 42,010</b>	<b>\$ 48,472</b>	<b>\$ 45,339</b>	<b>\$ 43,408</b>	<b>\$ 44,419</b>	<b>\$ 595,170</b>	
Cash Flow /-	\$ (595,170)		\$ 4,099	\$ (36,210)	\$ (32,111)	\$ 50,261	\$ (10,511)	\$ (24,011)	\$ 28,961	\$ (10,010)	\$ (26,472)	\$ 96,661	\$ (17,408)	\$ (18,419)		
Operating Balance, Cumulative		\$ 100,000	\$ 4,099	\$ (32,111)	\$ (64,222)	\$ (13,961)	\$ (24,472)	\$ (48,483)	\$ (19,522)	\$ (29,532)	\$ (56,004)	\$ 40,657	\$ 23,249	\$ 4,830		
Bank balance, Cumulative		\$ 100,000	\$ 104,099	\$ 67,889	\$ 35,778	\$ 86,039	\$ 75,528	\$ 51,517	\$ 80,478	\$ 70,468	\$ 43,996	\$ 140,657	\$ 123,249	\$ 104,830	to 2013	

**W. Financial Assumptions**

City support for ½ of shelter operations, estimated at \$300,000, paid in quarterly increments, with a settle-up to the one-half share in the first quarter of Year Two.

Analysis assumes no fundamental worsening of economic conditions that would raise demand for shelter services, while reducing the community's capacity to support the Shelter.

Analysis assumes no fundamental change to tax laws that would have the effect of discouraging charitable giving.

Inflation assumed at 3% a year. City support will increase each year by this amount.

## **Part 7 – Appendix**

### **X. Transition Plan and Timeline**

The detailed Transition Plan and Timeline will be provided once an agreement is in place between [REDACTED] and the City.



## **Y. Position Descriptions**

The Position Descriptions follow.

**Animal Shelter**  
**Executive Director**

**\$ 60,000.00 Yearly (FLSA exempt)**

### Definition

Under the general guidance and supervision of the Board of Directors, has primary responsibility for planning, directing and overseeing the general management functions at the Animal Shelter; ensuring that the Mission is achieved in all its dimensions, via strategic planning, management and successful execution of policies and plans.

### Supervision Exercised

Supervises all staff and volunteers.

### Examples of Important and Essential Duties

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

Essential duties and job responsibilities include the following:

#### **Humane Care and Shelter for animals in need**

1. Oversee the care provided for the animals that come under the protection of the Shelter and ensure their humane treatment.
2. Implement short and long term strategies to address pet overpopulation in that responsibly reduce intake, increase adoptions, improve animal care, provide behavior and medical rehabilitation, encourage spaying and neutering, and help pets stay with their responsible caretakers.
3. Ensure responsible pet care through cooperation with enforcement of public compliance with animal care and control regulations, including nuisance, animal licensing, public safety, and animal cruelty laws.

#### **Program Development and Administration**

4. Plan, organize, coordinate, review, evaluate, and direct the implementation of programs providing animal care and control services to the general public and other animal welfare agencies.
5. Direct through subordinate supervisors, the administration of such programs including, but not limited to: shelter management, adoptions, veterinary services, animal control, and animal welfare education.
6. Develop, interpret, and implement policies and procedures in relation to animal care and control programs; plan means of service delivery; develop multi-year plan for the direction of overall animal care and control activities for the City.
7. Ensure that the Shelter organization has a long-range strategy which achieves its mission, and toward which it makes consistent and timely progress.
8. Maintain a working knowledge of significant developments and trends in the animal welfare and animal control

fields.

### **Communications**

9. Work with representatives of other animal welfare organizations, non-profit organizations, businesses, and community groups to develop and implement collaborative programs and services, to aid in overall Shelter goals.
10. Provide direction and technical advice and assistance to [REDACTED] city agencies, community and volunteer groups, animal welfare organizations, and the general public.
11. Oversee marketing and publicity for the organization's activities, programs, and goals.
12. Define animal care and control program role in variety of health, education and public safety initiatives, as well as improving overall quality of life in the City.

### **Staff Management and Development**

13. Be responsible for overseeing the recruitment, employment, direction, retention, review, management and release of all personnel, both paid staff and volunteers.
14. Ensure that job descriptions are developed and updated as needed, that regular performance evaluations are conducted, that motivation systems are utilized and that sound human resource practices are in place that abide by local, state and federal law.
15. Analyze the organization's structure, staff responsibilities and staff response to demands for animal care and control services.
16. Expand existing programs and services, and develop new programs and services to meet changing demands.
17. Develop and implement initiatives intended to change and improve employees' provision of service to, and interaction with the public.
18. Communicate Shelter policy and philosophy concerning provision of service and relationship with the public to Shelter employees.
19. Participate in and lead interagency teams formed to develop programs, policies and solutions to specific problems.
20. Maintain a climate which attracts, retains, and motivates a diverse staff of top quality people by encouraging career development, continuing education, and professional growth for staff administrators, shelter employees, and others who support and promote the mission and goals of the agency.

### **Budget and Finance**

21. Be responsible for developing and maintaining sound financial practices.
22. Prepare financial reports, budgets and summaries, submit budgets for approval, and monitor compliance of

expenditures within approved budgetary constraints.

23. Determine staffing needed to provide exemplary service delivery by the Shelter.

24. Meet with employees regarding obligations, grievances, and staff accountability.

### **Compliance with Laws, Regulations, Policies, and Guidelines**

25. Understand and implement operations in compliance with current federal, state, county, and local laws, regulations, and guidelines that affect operations.

26. Oversee record keeping practices for legally compliant adoptions, staff personnel files, budgetary accountability, and all other functions.

27. Maintain official records and documents.

28. Perform all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

[need to develop these]

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Education: A BS or BA is required in Business, Public Relations, Communications, Public Administration, Public Health, Veterinary or Animal Sciences, Law, or a closely related field is preferred.

2. Experience: A minimum of five years experience in either senior management of an animal shelter or animal control facility and experience in a supervisory position with transferable skills such as

business, law veterinary medicine, communications, public administration or other related field. Experience working in a union environment helpful, but not required.

3. Physical Requirements: Allergic conditions which would be aggravated with handling or working with animals may be a disqualification.

4. Compassion: Affection for animals, concern for their welfare and a willingness to accommodate animals in the work place.

Animal Care Lead

\$18.00/hour (FLSA non-exempt)

**Definition**

Under the general direction of the Executive Director, exercises primary responsibility for planning, directing and overseeing the kennel operation of the Animal Shelter; ensuring the humane handling and care of shelter animals, and safe, sanitary and secure facilities for shelter animals and the public.

**Supervision Exercised**

Supervises Animal Care Attendants and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an inclusive list.

1. Plans, directs and oversees the operation of the Animal Care Areas of the Shelter: ensures the safe and humane handling, kenneling and identification of all animals; ensures provision of food, water and proper care for all shelter animals; ensures that all kennels, wards, cages, equipment, runs and other areas of the facility are cleaned and disinfected in order to maintain a healthy, clean, safe and sanitary facility for shelter animals and the public.
2. Assesses productivity, sets goals and establishes work-related priorities for Animal Care Attendants; identifies and implements solutions to problems which develop in kennel facilities; assists in the development of policies and procedures for the Shelter; coordinates work with other divisions.
3. Schedules, assigns, and oversees the work of assigned staff and volunteers; trains, evaluates, counsels and disciplines staff; promotes a humane and caring attitude toward animals; completes and presents performance appraisals; leads Animal Care Group meetings; monitors staff interaction with volunteer programs.
4. Establishes and maintains contacts with City Animal Control personnel in relation to the functions of the Animal Care Areas; oversees the transport of selected animals to wildlife rehabilitation and occasionally for breed rescue and foster families.
5. Assists in developing and implementing a comprehensive disease prevention program; oversees basic health screening of all animals, including those that are isolated or quarantined, for signs of illness or unusual behavior; takes appropriate action and reports significant problems to Executive Director; monitors Animal Care staff performing treatment procedures, vaccination, and FIV/Felv testing of shelter animals.
6. Evaluates animals, performs regular behavioral assessments via established protocol, and participates in selection of animals for availability, rescue, adoption, transfer or euthanasia in accordance with established laws, Shelter policy and procedures; schedules spay/neuter surgeries; arranges euthanasia upon final approval.
7. Ensures availability of animal care supplies, food, office supplies and equipment, including ordering supplies, food and equipment, and maintaining contacts with outside vendors.
8. Ensures maintenance of accurate and legible case files and records for each animal in the shelter; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
9. Provides information and assists members of the public who are relinquishing animals or in search of lost or adoptable pets; discusses and educates public on adoptions of domestic animals; interprets and explains laws, procedures and policies for subordinate staff and the public; answers questions and resolves problems as they arise.

10. Participates in management functions, including weekly management team meetings, special events and representing the department in the media if necessary.

11. Performs all duties with highest regard for personal, animal, volunteer and public safety.related duties as required.

### **Knowledge, Skills and Abilities**

Knowledge of: principles and practices of supervising, training and evaluating staff; methods for safe, effective and humane handling and restraint of a variety of animals, including animals which may be ill, injured, quarantined, aggressive or difficult to control and wild animals such as snakes, skunks, pigeons and raccoons; physical and behavioral characteristics of different species and breeds of animals; occupational hazards and safety precautions for working with impounded animals; safe and effective methods and procedures for industrial cleaning and sanitation of kennels and other areas; techniques of administering vaccinations by injection; first aid techniques and symptoms of diseases common to domestic animals and wildlife.

Ability to: plan, direct, schedule and oversee the operation of the Animal Care Division; assess productivity and set goals; coordinate work with other divisions; supervise, evaluate, train, counsel and discipline assigned personnel in the safe and humane care of impounded animals and cleaning of kennel facilities; effectively prioritize multiple tasks for self and others; work effectively under pressure, react quickly in emergency situations; learn laws and regulations governing the licensing, quarantining, impounding, care and disposal of animals; analyze information in order to identify and implement solutions to problems which develop in kennel facilities and assist in the development of policies and procedures to address these issues; deal courteously and effectively with staff, representatives of other departments and agencies, vendors, and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught and/or in violation of the law; establish and maintain effective, cooperative and professional working relationships; speak clearly and effectively in order to give instructions and communicate work-related information to individuals and groups in a manner that is appropriate to the audience; listen and effectively elicit information; prepare clear and effective written instructions, memos, correspondence and reports; use a computer to access, input and retrieve work-related information and to prepare written documents.

Please know that [REDACTED] is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Two years demonstrated hands-on experience as an animal care attendant or kennel attendant in an animal shelter, including one year training and supervising the work of staff; OR

2. Three years verifiable hands-on experience in the care, feeding and/or handling of animals in a facility that cares for and houses animals (e.g. veterinary hospital, boarding or pet day care facility, or pet store), working principally with dogs and cats, including two years training and supervising the work of staff.

Substitution: 30 semester/45 quarter units of coursework in an animal husbandry, veterinary science or a related program at an accredited college or university may substitute for one year of non-supervisory experience for #2.

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**Animal Care Attendant**

**\$ 10.00 Hourly Part-time/(FLSA non-exempt)**

**Definition**

Under direct supervision, the Animal Care Attendant maintains safe and sanitary facilities for shelter animals and the public, and provides humane handling and care to shelter animals.

**Supervision Exercised**

None

**Examples of Important and Essential Duties**

The duties specified below are representative of the duties assigned to this class and are not intended to be an inclusive list.

1. Cleans and disinfects kennels, wards, cages, equipment, runs and other areas of the facility with appropriate cleaning agents in order to maintain a healthy, clean, safe and sanitary facility for shelter animals and the public; performs general janitorial duties as required.
2. Humanely handles and kennels all animals and identifies shelter animals with appropriate tags or bands before kenneling, including animals which may be ill, injured, quarantined, aggressive or difficult to control and wild animals such as snakes, skunks, pigeons and raccoons.
3. Provides food, water and proper care for all shelter animals by adhering to schedules and protocols within departmental policy.
4. Monitors all animals, including those that may be isolated or quarantined, for signs of illness or unusual behavior; makes notations and promptly reports information regarding health and behavior of animals to the Animal Care Supervisor.
5. Maintains accurate and legible case files and records for each animal in the shelter; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
6. Provides information and assists members of the public, including individuals who may be angry, hostile or distraught, in search of lost or adoptable pets according to established laws and shelter procedures. Works with volunteers and staff to ensure a positive and professional environment in the shelter.
7. Exercises shelter animals and observes their behavior to assist and determine their health and well-being.
8. May assist management, the Veterinary Medical staff and other individuals, in animal husbandry, surgery or related procedures, as required by law and shelter policy.
9. Performs related duties as required.
10. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.



## Knowledge, Skills and Abilities

Knowledge of: Industrial cleaning and sanitation, including safe and effective mixture and use of various cleansing agents and chemical compounds; methods for safe and humane handling and restraint of a variety of animals.

Ability to: Deal courteously and effectively with co-workers, staff, volunteers and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught; maintain effective, cooperative and professional working relationships; speak clearly and effectively, listen and elicit information in order to communicate work-related information; read and understand written instructions, procedures and memos; accurately document information in case records and files; prioritize and complete routine assignments with minimal direct oversight and within established timeframes; learn the characteristics of different species and breeds, symptoms of common animal diseases, animal first aid techniques and identification of symptoms which may necessitate medical attention; learn to use a computer to access, input and retrieve work-related information; bend, stoop, stretch, and crawl in the performance of assigned duties; lift and carry objects and equipment weighing up to 75 pounds; perform general labor duties for extended periods of time.

Please know that [REDACTED] is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

## Experience and Training

1. Six (6) months (1000 hours) verifiable experience as an Animal Care Attendant or Kennel Attendant in an animal shelter; OR
2. Six (6) months (1000 hours) verifiable hands-on professional or volunteer experience in the care, feeding and/or handling of animals in a facility that cares for and/or houses animals (e.g. veterinary hospital, boarding or pet day care facility, or pet store), working principally with dogs and cats; OR
3. 30 semester or 45 quarter units of coursework in an animal husbandry, veterinary science or a related program at an accredited college or university.

Working conditions: exposure to strong and/or unpleasant odors, including those from animal excrement, cleaning agents and chemical compounds, and frequent exposure to noise.

Prepared by TFC 09242011

Shelter Office Manager

\$ 20.00Hourly /\$40,000 Yearly (FLSA non-exempt)

**Definition**

Under the general direction of the Executive Director, oversees the office and customer service functions of the Animal Shelter and related clerical, general office and record-keeping functions, and supervises office staff engaged in providing services to the public and information regarding animals and the services of the Shelter.

**Supervision Exercised**

Supervises assigned clerical staff.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Plans, directs and oversees the customer service and office functions of the Shelter: ensures that the public is courteously and effectively assisted at the Shelter when requesting information, as well as when surrendering, adopting and/or redeeming companion animals, in accordance with laws and ██████████ procedures; ensures that clear and accurate information is provided, both in the Shelter office, on the telephone and on-line, to members of the public.
2. Ensures and monitors the effective and empathetic provision of information and assistance to members of the public who are relinquishing animals or in search of lost or adoptable pets; educates the public about animal issues and responsible pet ownership and promotes a humane and caring attitude towards animals; answers questions and resolves problems, including those involving hostile, irate or distressed members of the general public in a tactful and effective manner; interprets and explains laws, procedures and policies to subordinate staff and the public both verbally and in writing; and revises and produces institutional and informational forms for shelter programs and service areas.
3. Supervises, assesses, sets goals and establishes work-related priorities for Shelter office; identifies and implements solutions to problems that arise in office and customer service operations; assists in the development of policies and procedures; and coordinates work with others.
4. Schedules, assigns, and oversees the work of assigned staff; trains, evaluates, counsels and disciplines staff; promotes a humane and caring attitude towards animals; completes and presents performance appraisals.
5. Establishes and maintains contacts with ██████████ City Animal Control and outside groups and agencies in relation to the functions of the Shelter.
6. Ensures preparation and maintenance of accurate and legible files and records; uses a computer to input, update and access information regarding shelter animals and to produce written documents.
7. Supervises the issuance of dog licenses and citations and the collection of fees; oversees daily reconciliation of receipts for accounting purposes.
8. Ensures availability of office supplies and equipment, and adequate supply of booklets, information sheets and other printed information for the public; orders supplies and equipment; ensures that all office equipment is kept

in good working order and arranges for repair of office equipment; and maintains contacts with outside vendors.

9. Receives, records and relays requests for services from the public to appropriate personnel.

10. Participates in management functions, including regular management team meetings, special events and representing the department in the media if needed.

11. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

#### Knowledge, Skills and Abilities

Knowledge of: principles and practices of supervising, training and evaluating staff; standard office and customer service practices and procedures.

Ability to: plan, direct, schedule and oversee the operation of the Shelter office; assess and set goals for supervised personnel; coordinate work with others; supervise, evaluate, train, counsel and discipline assigned personnel in the performance of customer service and standard office procedures; effectively prioritize multiple tasks for self and others; work effectively under pressure; use good judgment and maintain composure in difficult and/or sensitive situations; respect right of privacy, maintain confidentiality and exercise tact and sensitivity; learn laws and regulations governing the licensing, quarantining, impounding, care and disposal of animals; learn animal shelter procedures; learn physical and behavioral characteristics of different species and breeds of animals; analyze information in order to identify and implement solutions to problems which develop in the shelter office and in the delivery of customer service, and to assist in the development of policies and procedures to address these issues; deal courteously and effectively with representatives of City, agencies, vendors, staff and members of the general public from a variety of cultural and socioeconomic backgrounds, including individuals who may be angry, hostile or distraught and/or in violation of the law; remain calm and impartial in frustrating and/or confrontational situations; maintain effective, cooperative and professional working relationships; speak clearly and effectively in order to give instructions and communicate work-related information to individuals and groups in a manner that is appropriate to the audience; listen and effectively elicit information; prepare clear and effective written instructions, memos, correspondence and reports; operate radio equipment in conformance with FCC regulations regarding law enforcement agencies; use a computer to access, input and retrieve work-related information and to prepare written documents; make arithmetic computations in order to reconcile daily receipts for accounting purposes.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

#### Experience and Training

High school diploma via regular or GED, and

Five years experience providing customer services and information in an animal care and control operation or a related animal welfare/protection facility, including one year training and supervising the work of staff, or

Two years experience providing extensive face-to-face customer service in an office or facility other than an animal care and control or animal welfare/protection facility may be substituted for one year of non-supervisory experience in 1 above.

**Office Clerk**

**\$10.00 Hourly / \$20,800 Yearly (FLSA non-exempt)**

**Definition**

Under immediate supervision, performs routine clerical, general office work and related duties as required. Essential functions include: maintaining routine office records; indexing and extracting materials; opening, sorting and distributing incoming mail; processing outgoing mail; ordering materials and supplies; maintaining routine inventory records; performing routine cash, check and credit card transactions; checking accuracy of arithmetic computations; processing copying of large volumes of printed materials; operating routine office machinery and equipment; entering information into a computer database; answering phones; providing information; and transferring calls; greeting and assisting members of the public to visit the shelter.

**Supervision Exercised**

None

**Examples of Important and Essential Duties**

The responsibilities specified below are representative of the range of duties assigned to this job code/class and are not intended to be an exhaustive list.

1. Maintains routine office records by transferring data, calculating totals, compiling summaries, making routine entries and proofreading documents.
2. Indexes, inserts and extracts materials from established numerical or alphabetical files; prepares new file folders in accordance with specific instructions.
3. Opens, time-stamps and sorts mail.
4. Delivers mail, packages, messages, documents, memoranda and other materials and supplies to various recipients; prepares outgoing mail, registers mail and returns receipt when requested.
5. Maintains simple inventory records of office supplies and equipment; takes inventories as necessary.
6. Receives small amounts of money and issues receipts for adoptions, licenses, donations and fees. Checks accuracy of arithmetic computations.
7. Processes copying of large volumes of printed material.
8. Operates office equipment and machinery, such as photocopiers and fax machines; maintains and cleans equipment.
9. Enters routine information, regarding animals and transactions, for example, into computer databases.
10. May answer phones to obtain or provide routine information to the public, transfer calls, and take messages.
11. Professionally and politely welcomes members of the public and effectively assists them regarding their

reasons for visiting the shelter.

12. Maintains lobby area in neat, well-organized appearance.

13. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge of: standard alphabetical, numerical, and chronological filing systems.

Ability to: efficiently and accurately file, retrieve, code and index a wide variety of documents; record information in a neat, legible and accurate manner; follow written directions; make arithmetic computations in addition, subtraction, multiplication and division; effectively communicate and understand simple concepts, policies and procedures both to and from shelter representatives and the general public; proficiently read and review a variety of documents and forms for completeness and accuracy; exercise tact and maintain poise in resolving disputes and differences arising with the public and other personnel; use a personal computer in a network environment to enter and update data and create documents. Ability to be punctual and accurate in time record-keeping.

Ability and inclination to work in close proximity to companion animals.

Ability and versatility to work in fast-paced, cooperative non-profit service environment; inclination to pitch-in as necessary to help achieve shelter animal welfare and public service objectives.

Please know that [REDACTED] is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

These minimum qualifications are a guide for establishing the education, training, experience, special skills and/or license which may be required for employment in this position.

1. High school diploma, via regular or GED, and

2a. Six (6) months (equivalent to 1000 hours) of verifiable clerical experience including preparing and maintaining a variety of records and/or documents, filing, use of office equipment, public contact and processing of incoming and outgoing mail: OR

2b. Completion of a clerical training program (240 hours); OR

2c. 15 semester units (or equivalent quarter units) of coursework from an accredited college or university

Prepared by TFC 09242011

Volunteer/Outreach Coordinator

\$30,000 - 34,000 Yearly (FLSA exempt)

**Definition**

Under general direction of Executive Director, manages and oversees a volunteer services program and related outreach/public information functions.

**Supervision Exercised**

May supervise assigned staff, interns and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this job code/class and are not intended to be an exhaustive list.

1. Plans, directs and oversees the operation of a volunteer program, community affairs, and related public relations/information functions; assesses productivity, sets goals and establishes work-related priorities; recommends and implements policies and procedures for volunteer, community affairs and related public relations/information programs; works with managers to identify needs and opportunities for thorough, safe training and utilization of volunteers, and ensures that programs address and meet Shelter's humane objectives and operations needs.
2. Works with staff to identify needs and opportunities for utilization of volunteers, and to ensure that assigned program addresses and meets Shelter needs: and participates as a team member to support all areas of the volunteer program. The duties include working with youth in appropriate circumstances according to their maturity and capabilities, and adult volunteers in the Shelter and any fostering programs.
3. Recruits, screens and oversees the training and retention of volunteers; coordinates, schedules, monitors and evaluates their work to assure maximum program coverage and effectiveness; assures that all safety and operating procedures are followed; handles public inquiries and any problem situations that may arise involving volunteer programs or staff.
4. Designs, develops and implements training and orientation classes in a variety of areas including program procedures, applicable laws and Shelter policies, safe animal care and handling, adoption counseling, techniques for dealing effectively with the public, use of educational and interpretive materials, and other areas specific to Shelter and program mission and goals.
5. Establishes and maintains contacts and relationships with schools, community and corporate groups, City departments, community leaders, and representatives of outside agencies and the media; with Development Coordinator, develops and organizes community and media events, public service announcements, press releases and other publications to promote and publicize department functions and programs.
6. Organizes and implements service learning programs, educational workshops, events and presentations to local groups, schools and civic organizations; conducts tours for visiting professionals, the media and members of the public.
7. Contributes to, produces and distributes newsletters, information flyers and other written material, including

use of desktop publishing software, and is responsible for updating information on shelter/program website.

8. Maintains schedules, timesheets, files and records for volunteers, including basic database management and development of statistical data; orders and maintains supplies, tools and equipment for program.

9. Participates in fund development activities for program/department, such as organizing events, grant writing and development of partnerships with other organizations.

10. Performs all duties with highest regard for personal, animal, volunteer and public safety.

### **Knowledge, Skills and Abilities**

Knowledge of: basic management, training and human/public relations principles and practices.

Ability to: plan, direct, schedule and oversee the operation of a volunteer program; recruit, screen, select, train, supervise, retain, and evaluate volunteer staff; effectively prioritize multiple tasks for self and others; analyze information in order to identify issues and implement solutions; deal tactfully and effectively with staff, representatives of City, agencies and rescue groups, various community groups, the media, and members of the public from a variety of cultural and socioeconomic backgrounds; establish and maintain effective, cooperative and professional working relationships; make presentations to the public in small and large groups and through the media; speak clearly and effectively in order to communicate work-related information to individuals and groups in a manner that is appropriate to the audience; prepare clear and effective work-related written material, including training materials and instructions, newsletters, information flyers and other written material; use a computer to access, input and retrieve work-related information and to prepare written documents.

Familiarity with the workings of an animal welfare organization, animal shelter and City Animal Control program and the ability to learn laws and regulations relating to companion animals, animal shelter procedures and methods of safely and humanely handling animals.

Please know that [REDACTED] is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### **Experience and Training**

1. Achievement of a baccalaureate degree from an accredited college or university; AND

2a. One year (2000 hours) of experience supervising, coordinating or directing volunteer services and/or community outreach services in an organization which provides services to the public, or

2b. Additional experience supervising, coordinating or directing volunteer and/or community relations services, as described above, may be substituted for up to two years of the required baccalaureate degree on a year-for-year basis.

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Prepared by TFC 09242011



**Animal Shelter  
Development Director**

**\$40,000.00 to \$45,000 Yearly (FLSA exempt)**

**Definition**

Under the general direction of the Executive Director, has primary responsibility for planning, directing and overseeing the fund-raising, donor relations, gift record keeping and donor recognition functions at the Animal Shelter; ensuring that adequate funds are raised to support the operation of the Shelter, via strategic planning and successful cultivation and solicitation of individuals, writing and administration of corporate and foundation grant proposals, and implementation of special events.

**Supervision Exercised**

Supervises assigned staff and volunteers.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Develop and maintain substantive relationships with existing donors through face to face meetings, mission-related gatherings, donor education, donor recognition, gift acknowledgement and responsiveness to donor requests and inquiries.
2. Identify, cultivate and solicit prospective shelter supporters to expand the regular donor base of [REDACTED]
3. Demonstrate superior oral and written communications skills to both articulate the shelter's mission and to solicit donations.
4. Develop, implement and manage a relationship oriented social media and internet giving strategy for existing donors and donor prospects.
5. Develop, plan and manage numerous fund-raising opportunities and other events that can have a fund-raising component, to maximize their contribution to the Shelter's Mission.
6. Participates in management functions, including regular management team meetings, special events, and representing the Shelter and [REDACTED] in the media as necessary.
7. Performs all tasks with utmost regard for personal, animal, volunteer and public safety.

**Knowledge, Skills and Abilities**

Annual fund-raising needs of shelter are in excess of \$300,000 for current operations; long range plans call for development of an endowment fund for future capital and contingency needs.

Demonstrated success in soliciting gifts of \$1000 or more is essential in this role. Possession of superior interpersonal, communication and listening skills as well as the ability to engage people such that they feel included in the mission of the [REDACTED] Animal Shelter. Exhibit a flexibility that accommodates donor needs such as local travel and evening and weekend hours.

You will likely be requested to work weekends, evenings and holidays, consistent with Shelter and development

function needs.

You should be highly organized and independent, able to balance multiple priorities and stakeholders while consistently meeting deadlines and maintaining productivity. Technical skill requirements include experience using fundraising and database software to track donor relationships, analyzing results and generating reports; high proficiency in the use of relationship-oriented social media tools and internet functions; and intermediate experience using Microsoft Office applications.

You must be able to handle receipt, processing and documentation of financial gifts according to established [REDACTED] Animal Shelter policies and protocols and maintain proprietary and confidential information according to shelter Standards of Conduct at all times. Finally, you must have a reliable vehicle for transportation; maintain a safe driving record throughout employment, hold current vehicle insurance and maintain a valid CA state driver's license.

Please know that [REDACTED] is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

#### **Experience and Training**

1. A Bachelor's degree in communications, journalism, business or non-profit management preferred.
2. Ability to develop and maintain relationships with donor of all levels, especially those at \$1,000+
3. at least 3-5 years of experience working with donors at all levels and providing them with excellent donor stewardship.

Prepared by TFC 08212011 /edited TH 08252011

**Shelter Finance Director**

**½ Time Contract Position**

**Definition**

Under the general direction of the Executive Director, performs the payroll, finance and financial reporting functions of the Animal Shelter.

**Supervision Exercised**

None.

**Examples of Important and Essential Duties**

The duties specified below are representative of the range of duties assigned to this class and are not intended to be an exhaustive list.

1. Prepare monthly financial reports including: Statement of Financial Position vs. Budget, current and YTD; Statement of Monthly Activities; Statement of Cash Flows - Monthly & YTD; Aging Summaries of Accounts Receivable and Payable; and Cash Accounts
2. Perform all accounts payable functions: enter and pay invoices, correspond with vendors, check invoices for accuracy and provide vendors with tax exempt forms & other miscellaneous information as needed.
3. Perform accounts receivable functions for each event including: invoicing customers or processing credit cards and providing customers with sales receipts or other correspondence including preparing statements as needed, and doing Past Due Customer collections on a Monthly basis.
4. Perform internal audits of accounts payable & receivables, payroll distribution, fixed assets, and cash. May make correcting journal entries in assigned areas
5. Assist at events with finances and other duties necessary to ensure event runs smoothly.
6. Data entry in QuickBooks or similar software for all revenue and expenses.
7. Assist in preparing grant applications and reports. Assist with record-keeping regarding donors and licensees.
8. Prepare miscellaneous spreadsheets and other reports for Shelter management information purposes.
9. Reconcile bank accounts, deposit cash receipts.
10. Assist outside auditor in yearly audit by compiling requested information, preparing reports, and corresponding with banks and customers. Gather required information and prepare Form 990 - Return of Organization Exempt From Income Tax.
11. Develop financial policies and procedures with Executive Director. Protect the assets of the organization.
12. Process bi-weekly payroll. Track all sick and vacation time for each employee. Prepare Workers Compensation

Audit reports for Insurance Provider. Prepare Federal 1099s Miscellaneous Income and 1096 Summary Report

13. Manage the Petty Cash fund and prepare report for reimbursement. Manage the Visa Credit Card account and prepare monthly disbursement report.

14. Close books at year end upon completion of annual audit.

15. Perform any additional duties necessary to run the accounting department effectively

16. Participate in management functions, including regular management team meetings, special events and representing the department in the media if needed.

17. Perform all tasks with utmost regard for personal, animal, volunteer and public safety.

### Knowledge, Skills and Abilities

Knowledge and mastery of Generally Accepted Accounting Principles, understanding of non-profit accounting, ability to develop and streamline management reports, payroll documents, ability to recognize and prevent financial wrongdoing, ability to establish systems for anticipation and management of finance-related issues at the Shelter. Ability and inclination to work in an environment where animals may be present.

Please know that FAAS is a small shelter with limited employed staff. Every person hired needs to be ready and willing to do every other job in the organization on a pitch-in basis.

Initial and continued employment is conditional upon the successful inspection a criminal background check and DMV driving report and reports may be requested on a periodic basis throughout employment. This position is subject to pre-placement drug screening.

### Experience and Training

Requirements for this position:

- Experience with QuickBooks and Excel.
- At least four years of continuous experience as a Bookkeeper
- A bachelor's degree in Accounting, Finance or Business Administration
- At least two years experience non-profit accounting
- CPA certification preferred.

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Prepared by: TFC 09242011

## **Z. Operations Manual**

The detailed Operations Manual will be provided once an agreement is in place between [REDACTED] and the City.

populations. Along with these programs there is the need to institute regulatory measures to track, monitor and encourage responsible pet ownership.

Numerically cats are the largest segment of animals likely to enter the shelter. In the fiscal years 00/07 and 07/08 they exceeded 50% of animals processed by the shelter. In the first quarter of 08/09 they exceeded 60%. Woodland's contribution to these numbers mirrored these percentages. Cats being much more difficult are more likely to be bred indiscriminately if not spayed or neutered. A licensing system including both cats and dogs, with a tiered fee schedule providing lower fees for altered animals would encourage cat owners to have their pets spayed or neutered. It would also produce a revenue stream which would offset animal services related to cats. Including cats in a licensing program would require amending the current County Animal Control Ordinance and would most likely need the support of all the Cities. There is not currently a strong group interest in cat licensing.

The cost of spay and neutering can be a significant disincentive to pet owners who otherwise see these procedures as part of responsible pet ownership. A phone survey of three local veterinary clinics for spay and neuter services showed the average costs for these services to be: Cat-spay \$205, neuter \$141; Dog (under 50 lbs.)-spay \$270, neuter \$227. In many cases this amount exceeds the cost of the initial purchase of the pet. Instituting subsidized spay and neuter programs would provide a significant incentive for owners to alter their animals, ultimately resulting in a reduced unwanted pet population. This approach may initially increase rather than reduce current program costs and would take several years before overall sheltering services would see a decrease in animal numbers. The money spent in this program to offset altering cost for owners would be expected to have a proportionate effect on the rate of decrease in animal numbers. Implementation of a voucher or rebate system would facilitate a relatively short start-up period for such a program. Low cost spay and neuter programs are strongly supported by animal advocacy groups. These programs are also often eligible for grant funding from private sources. Information gathered by groups promoting no-kill sheltering claim it is possible to see a 70% reduction in shelter populations within five years of establishing such a program!). There are currently no low cost spay and neuter clinics or programs in Yolo County.

In discussions with Animal Services personnel there was a strong interest in exploring and developing low cost spay and neuter programs in Yolo County as a whole. To this end we have committed to work collectively with Animal Control Service to develop County wide support and exploration of these programs. Although it may take some time to see the benefits of these efforts they have the greatest potential for an overall reduction in animal control related costs.

Although licensing does assist in identifying an animal's owner current technology provides for a much more efficient and reliable method. The procedure is commonly referred to as "chipping". A micro chip with information about the owners of the animal is referenced by way of a unique chip code. This number is linked to a computerized record providing the identity of the owner. The information is available to anyone with a micro-chip reader and a computer having internet access. When paired with licensing as a requirement for all cats and dogs this insures the owners of stray animals are readily identifiable and in cases of rabies control vaccination information can be located and verified. This also re-enforces the ownership commitment and responsibilities of pet owners. As with cat licensing this strategy would require changes to the current County ordinances and political support from the participating Cities. There is not currently a collective interest in mandatory micro-chipping.

Perhaps the most vital and most difficult barrier to limiting the unwanted pet population and therefore the demand for Animal Services is personal attitudes about pet animals and the



*Today, No Kill is a humane, sustainable, cost-effective model that works hand in hand with public health and safety, while fulfilling a fiscal responsibility to taxpayers. The success of this approach across the country proves the viability of the No Kill model and the above principles. And in every community where it is a reality, it has been achieved through rigorous implementation of programs and services which have come to be known as the “No Kill Equation.” In Yolo County, it is time for change. It is time to reject the failed philosophies and poor performance of the past. We have an unprecedented opportunity for a new beginning. The citizens of our community are kind, caring and generous. They deserve an animal shelter that reflects, rather than undermines, their values.*

In the last decade and a half, several shelters in numerous communities have comprehensively implemented a bold series of programs and services to reduce birthrates, increase placements, and keep animals with their responsible caretakers. As a result, they are achieving unprecedented results, saving upwards of 95 percent of all impounded animals in open admission animal control facilities. Some of these communities are in urban communities and others are in rural communities. Some are in politically liberal communities and others are in very conservative ones. Some are in municipalities with high per capita incomes and others are in communities known for high rates of poverty. Some are run by municipal shelters and others by private ones with animal control contracts. These communities share very little in common demographically. What they do share is leadership at their shelters who have comprehensively implemented a key series of programs and services, collectively referred to as the “No Kill Equation.”

The fundamental lesson from the experiences of these communities is that the choices made by shelter managers determine whether animals live or die. Several communities are more than doubling adoptions and cutting killing by as much as 75 percent—and it isn’t taking them five years or more to do it. They are doing it virtually overnight. In Washoe County, Nevada, local shelters began a lifesaving initiative that saw adoptions increase as much as 80 percent and deaths decline by 51 percent in one year, despite taking in over 15,000 dogs and cats.

In addition to the speed with which it was attained, what also makes their success so impressive is that the community takes in over two times the number of animals per capita than the U.S. national average and as much as five times the rate of neighboring communities and major U.S. cities. In 2011, however, 94 percent of dogs and cats were saved, despite an economic and foreclosure crisis that has gripped the region. They are proving that communities can quickly save the vast majority of animals once they commit to do so, even in the face of public irresponsibility or economic crisis. This is consistent with the results in other communities. There are now No Kill communities in California and New York, Michigan and Texas, Kentucky and Virginia, and elsewhere. In Austin, Texas, the municipal shelter takes in roughly 23,000 animals a year but is saving 91% of dogs and cats. In short, there are no valid excuses as to why our community cannot do the same if it chooses to.

The leadership of **Yolo County Animal Services (YCAS)**, however, remains steadfast in their refusal to embrace the No Kill paradigm. Among the various excuses for why it cannot be done are that the shelter does not have adequate funding to do so and such funding is not available in this economic climate, there are simply too many animals for the available homes (“pet overpopulation”), No Kill is not feasible in a municipal sheltering context, and the No Kill philosophy is inconsistent with their public safety obligations. These excuses are just that: *excuses*.

### **“We Can’t Afford It.”**

To begin with, many of the programs identified as key components of saving lives are more cost-effective than impounding, warehousing, and then killing animals. Some rely on private philanthropy, as in the use of foster homes and



rescue groups, which shifts costs of care from public taxpayers to private individuals and groups. Others, such as the use of volunteers, augment paid human resources. Still others, such as adoptions, bring in revenue. And, finally, some, such as neutering rather than killing feral cats, are simply less expensive, with exponential savings in terms of reducing births.

In addition, a national study found no correlation between per capita funding for animal control and save rates. One shelter saved 90 percent of the animals despite spending roughly \$1.50 per capita on animal control. Another saved only 40 percent despite spending four times the rate. One community has seen killing rates increase over 30 percent despite one of the best funded shelters in the nation. Another has caused death rates to drop by 50 percent despite cutting costs. In other words, the difference between those shelters that succeeded and those that failed was not the size of the budget, but the programmatic effort of its leadership. The amount of per capita spending did not make a difference. What did make a difference was leadership: the commitment of shelter managers to saving lives and their follow through by holding their staff accountable to results.

For more information, see *Dollars & Sense: The Economic Benefits of No Kill Animal Control* [cd included](#)

### **“It’s Pet Overpopulation.”**

The second reason often cited for failure to embrace and/or achieve No Kill is the idea of pet overpopulation, but the data here has also not borne out the claim. It is important to note that the argument that there are enough homes for shelter animals does not also include any claims that some people aren’t irresponsible with animals. It doesn’t mean it wouldn’t be better if there were fewer of them being impounded. Nor does it mean that shelters don’t have institutional obstacles to success. But it does mean that these problems are not insurmountable. And it does mean shelters can do something other than killing for the vast majority of animals.

In the United States, approximately four million dogs and cats are killed in shelters every year. Of these, given data on the incidence of aggression in dogs (based on dog bite extrapolation) and save rates at the best performing shelters in the country from diverse regions and demographics, better than 90 percent of all shelter animals are “savable.” The remainder consists of hopelessly ill or injured animals and vicious dogs whose prognosis for rehabilitation is poor or grave. That would put the number of savable dogs and cats at roughly 3.6 million. Of those, about three million are killed but for a home.

These same demographics also tell us that every year, roughly 23.5 million Americans will bring a new dog or cat into their home, and 17 million of those households have not decided where they will get that animal and can be influenced to adopt from a shelter. Even if the vast majority of those 17 million (upwards of 80 percent) got a dog or cat from somewhere other than a shelter, U.S. shelters could still zero out the deaths of savable animals. On top of that, not all animals entering shelters need adoption: Some will be lost strays who will be reclaimed by their family (shelters which are comprehensive in their lost pet reclaim efforts, for example, have demonstrated that as many as two-thirds of stray dogs can be reunited with their families). Others are un-socialized feral cats who need neuter and release. Some will be vicious dogs or are irremediably suffering and will be placed in a sanctuary, provided palliative care or, tragically, killed. In the end, a shelter only needs to find new homes for roughly half of all incoming animals.

Yolo County has a population of roughly 201,000 people. Intake at [Yolo County Animal Services \(YCAS\)](#) in FY 2010-11 was 4,904. That is an intake rate of about 20 animals for every 1,000 human residents of the county. They killed 2,426, or 46 % of all the animals. By contrast, Washoe County, Nevada saves 94% of animals even though they take in over 2 times as many animals per capita, about 39 pets per 1,000 people. In fact, there are No Kill communities with per capita intake rates as high as 73 pets per 1,000 people

From the perspective of achievability, therefore, the prognosis for No Kill success in our community is very good. But let’s put all this aside. Let’s assume “pet overpopulation” is real and insurmountable. To do that, we have to ignore the

data. We also have to ignore the experiences of successful communities. In the United States, to accept the “No Kill is impossible” argument requires pretending that No Kill communities do not exist.

How does this change our support for the No Kill philosophy and the programs and services that make it possible? Even if “pet overpopulation” were true, it doesn’t change the calculus. In Yolo County, the pound is killing roughly 46% of all incoming animals. And although the evidence is overwhelming to the contrary, let’s say that shelter can never cross the 90% save rate goal because of “pet overpopulation.” What is wrong with saving more? If our shelter put in place the programs and services that brought rates of shelter killing to all-time lows in communities throughout the United States, they can save additional lives, regardless of whether they ever achieve an entirely No Kill community. That is worth doing and worth doing without delay.

For more information, see *You Can Do It! Adopt Your Way Out of Killing* [cd included](#)

### **“We’re a Municipal Shelter.”**

A No Kill shelter is one which saves all healthy and treatable animals, roughly 95% of all incoming animals. It does not matter if the shelter is public or private, municipal or a contract facility, “open-admission” or “limited-admission.” What matters is who is running the facility and how dedicated that person is to implementing the programs and services which make lifesaving possible. What matters is whether the political establishment is willing to hold that director accountable to results, rather than allowing him or her to hide behind overused clichés about “public irresponsibility” and the “need to kill.”

As indicated above, there are now communities saving in excess of 90% of dogs and cats and many of those communities are being led in that initiative by the municipal shelter. The pound in Austin, Texas takes in roughly 23,000 animals a year and is saving 91% of all dogs and cats. Shelby County, Kentucky’s municipal pound has been saving over 95% of dogs and cats for four years. In other communities, the initiative is run by private shelters with animal control contracts. They are also “open-admission” shelters, acting as municipal shelters under contract. To suggest it cannot be done when it, in fact, has been done across the country is a non-starter. (As an aside, the term “open-admission” is used normatively to imply a “better” shelter than one which does not kill animals by limiting admissions. The argument being made is that some shelters are derelict because they refuse to kill animals. Aside from this absurdity, it is important to note that such use of the term is misleading as many communities have proven that “open-admission” does not have to be an open door to the killing of animals as it is in our community. Moreover, the term “open-admission” is itself a misnomer as these facilities are actually closed to compassionate people who do not want to see animals killed.)

For more information, see *No Kill 101: A Primer on No Kill Animal Control Sheltering for Public Officials* [cd included](#)

### **“We Must Protect Public Safety.”**

A No Kill community is one where no savable animals are killed. Unfortunately, there are some animals who are hopelessly ill or injured, irremediably suffering, or in the case of dogs, vicious with a poor prognosis for rehabilitation. These animals are not adoption candidates and sadly, at this time in history, they are often killed, unless hospice care and sanctuaries are available. But since the No Kill philosophy does not mandate that vicious dogs or irremediably sick animals be made available for adoption, it is wholly consistent with public health and safety.

For more information, see *No Kill 101: A Primer on No Kill Animal Control Sheltering for Public Officials* [cd included](#)

## **The No Kill Equation**

The first step toward lifesaving success is a decision, a commitment to reject kill-oriented ways of doing business. No Kill starts as an act of will. Following a commitment to No Kill is the need for accountability. Accountability requires clear definitions, a lifesaving plan, and protocols and procedures oriented toward preserving life. But accountability also allows, indeed requires, flexibility. Too many shelters lose sight of this principle, staying rigid with shelter protocols, believing these are engraved in stone. They are not. Protocols are important because they ensure accountability from staff. But inflexible protocols can have the opposite effect: stifling innovation, causing lives to be needlessly lost, and allowing shelter employees who fail to save lives to hide behind a paper trail. Each and every animal is an individual, and each deserves individual consideration.

And finally, to meet the challenge that No Kill entails, shelter leadership needs to get the community excited, to energize people for the task at hand. The community is at the heart of a successful No Kill effort: they volunteer, they foster animals, they rescue, they socialize animals and they assist with adoptions. After the Nevada Humane Society embraced the No Kill philosophy, the number of volunteers went from a dozen to nearly 8,000; while the number of foster homes increased from a handful to roughly 2,500. By working with people, implementing lifesaving programs, and treating each life as precious, a shelter can transform itself.

The mandatory programs and services include:

### *I. Working with Rescue Groups*

An adoption or transfer to a rescue group frees up cage and kennel space, reduces expenses for feeding, cleaning and killing and improves a community's rate of lifesaving.

### *II. Foster Care*

Volunteer foster care is a low-cost, and often no-cost, way of increasing a shelter's capacity and caring for sick and injured or behaviorally challenged animals, thus saving more lives.

### *III. Volunteer Program*

Volunteers are a dedicated army of compassion and the backbone of a successful No Kill effort: they walk dogs, socialize cats, assist potential adopters and more. Volunteers make the difference between success and failure and, for the animals, life and death.

### *IV. Comprehensive Adoption Programs*

By implementing comprehensive adoption programs—including more convenient public access hours, offsite venues and incentives—shelters can replace killing with adoptions.

### *V. Pet Retention*

Some of the reasons people surrender animals to shelters can be prevented if shelters work with people to help them solve their problems. Saving animals requires shelters to embrace innovative strategies for keeping people and their companion animals together.

### *VI. Medical and Behavior Programs*

Shelters need to keep animals happy and healthy and moving efficiently through the facility. To do this, shelters must put in place thorough vaccination, handling, cleaning, socialization and care policies to prevent illness and rehabilitative efforts for those who come in sick, injured, un-weaned or traumatized.

#### *VII. Public Relations/Community Involvement*

Increasing a shelter's public exposure through marketing, public relations and partnering with community groups and businesses increases adoptions, volunteers, donations and other support.

#### *VIII. Trap-Neuter-Release*

Trap-Neuter-Release (TNR) programs provide feral cats who enter shelters a vital and more cost-effective alternative to killing.

#### *IX. High-Volume, Low-Cost Spay/Neuter*

No-cost and low-cost, high-volume spay/neuter programs increase the number of animals sterilized and reduce the number of animals entering the shelter by removing the primary barrier preventing more people from having their animals altered: cost.

#### *X. Progressive Field Services/Proactive Redemptions*

One of the most overlooked opportunities for reducing killing in animal control shelters is increasing the number of lost animals returned to their families. This includes matching reports of lost animals with animals in the shelter, rehoming animals in the field and use of technology such as posting lost animals on the internet.

#### *XI. A Compassionate Director*

The final element of the No Kill Equation is the most important of all, without which all other elements are thwarted—a hard-working, compassionate shelter director who is not content to continue killing while regurgitating tired clichés about “public irresponsibility” or hiding behind the myth of “too many animals, not enough homes.” Such a director implements the programs and services of the No Kill Equation comprehensively and with integrity while holding his or her staff accountable to results and high standards.

### **Comprehensive Implementation**

To succeed fully, however, **Yolo County Animal Services (YCAS)** should not implement the programs piecemeal or in a limited manner. If they are sincere in their desire to stop the killing, shelter leadership will implement programs to the point that they replace killing entirely. Combining rigorous, comprehensive implementation of the No Kill Equation with best practices and accountability of staff in cleaning, handling, and care of animals, must be the standard.

Before it embraced the No Kill philosophy, for example, animal control in Austin, Texas allowed only employees to participate in its foster care program. The shelter claimed it was implementing the programs and services of the No Kill Equation, but it was excluding thousands of animal lovers from participating in the lifesaving effort, seriously limiting how many lives they save. When they finally began implementing the programs in earnest, their save rate topped 90%.

A shelter committed to No Kill does not send neonatal orphaned kittens into foster care “sometimes,” but rather every time. A shelter committed to No Kill does not merely allow rescue groups access to animals “some of the time,” but every time a legitimate rescue group is willing to take over care and custody of the animal. Indeed, a No Kill shelter actively seeks these groups out and contacts a particular rescue organization whenever an animal meets its criteria.

By way of another example, traditional shelters do little more than have people fill out lost pet reports when they call about missing pets. As a result, in a typical shelter, less than two percent of cats and roughly 20 percent of dogs are reclaimed by their families. At [Yolo County Animal Services \(YCAS\)](#) 15% of animals are returned to their families. This is unfortunate because being more proactive and comprehensive would have a significant impact on lifesaving.

Shelters in communities that have systematized their approach and become more proactive have more than doubled this rate of redemption. Washoe County Animal Services in Reno, Nevada, for example, returned seven percent of lost cats and 65 percent of lost dogs to their homes. Given the high per capita intake of animals (which some suggest would evidence high rates of “public irresponsibility”) one would expect the agency to have a very low redemption rate. Instead, it is very near the top in the nation. Why? The shelter is proactive in finding the people who have lost the pets.

Before impounding stray dogs, Washoe County animal control officers check for identification, scan for microchips, knock on doors in the neighborhood where the animal was found, and talk to area residents. They also carry mobile telephones so that they can immediately call the missing animal’s family and facilitate a quick reunion. While this may seem an obvious course of action, it is, unfortunately, uncommon in American shelters—often with tragic outcomes. The more traditional approach is simply to impound any animals found wandering the streets and to transport them immediately to the pound. Once there they can get lost in the system, compete for kennel space with other animals, and are often put to death. In Washoe County, impound is a last resort. But if animals are impounded, shelter staff is equally as proactive in facilitating redemptions. They immediately post to their website photographs, identifying information, and the location of where the animal was found. People can search for the animals from their computers at home or at work.

In short, shelters must utilize the programs and services of the No Kill Equation not sometimes, not merely when it is convenient or politically expedient to do so, but for every single animal, every single time. It is primarily the shift from a reactive to proactive orientation and from a casual, ad-hoc, limited implementation to a comprehensive one, which will lead to the greatest declines in killing, and fix Yolo County’s broken animal shelter system.





Regular 9.

## LAFCO

Meeting Date: 09/26/2013

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### Information

#### SUBJECT

Authorize the Executive Officer to Hire a Part Time Analyst.

#### RECOMMENDED ACTION

Authorize the Executive Officer to hire a part-time analyst subject to a budget adjustment.

#### FISCAL IMPACT

The proposed analyst position is envisioned as a half time analyst shared with the County Administrator's Office. The County has recently advertised for an Associate Management Analyst with a yearly salary range of \$53,508 - \$65,040. Assuming the analyst were hired at Step A, this would result in an annual salary cost of \$53,508 and a benefits cost of \$34,081 for a total of \$87,589. Half of this salary and benefit cost would result in an overall cost to the LAFCo budget of \$43,795. The fiscal year 2013/14 budget included \$80,000 for professional services and a \$74,900 contingency, which can be used to cover this cost.

#### REASONS FOR RECOMMENDED ACTION

Section 4.1 of Yolo LAFCo's Administrative Policies and Procedures states "the LAFCo Executive Officer shall consult with the Commission prior to significant staff changes under his/her purview including hiring/terminations, promotions/demotions and reclassifications".

#### BACKGROUND

The need to augment staff support in light of LAFCo's increasing role in shared services has come up several times over the nearly two years of the program. When shared services was initiated, LAFCo entered into an agreement with the City of West Sacramento to share an analyst on an as-needed basis, which didn't work out for various reasons. It's also been discussed both with SACOG and the Commission during the budget process that perhaps sharing an analyst position with SACOG may make sense considering both agencies are working on shared service programs. And funding to pay SACOG for contracting for professional services was included in this year's budget assumptions. And lastly, LAFCo obtained an CSUS graduate student intern for assistance with the animal services study and our municipal service reviews. As highlighted for the Commission previously, staff is getting behind on its municipal service review schedule as more time is redirected to shared service projects.

Therefore, staff recently approached the County regarding its interest in sharing an analyst position and County staff are amenable to such an arrangement and are flexible about the details. The County recently advertised for this position but has not yet scheduled interviews and is looking to hire two or more people. The County is willing to share a position with LAFCo and is open to whether we split the salary and benefits 50-50 or whether its a County position and LAFCo contracts for services at an hourly



rate. Staff is seeking Commission authorization to pursue negotiating such an arrangement with the County. Depending whether this person would become an employee of LAFCo or not, will affect how costs are accounted for in the budget. So once an agreement is worked out, staff will return to the Commission for any needed budget adjustments.

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## Attachments

### Item 9-AMA Class Specification

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#### Form Review

**Inbox**

Christine Crawford

Form Started By: Christine Crawford

Final Approval Date: 09/18/2013

**Reviewed By**

Christine Crawford

**Date**

09/18/2013 02:20 PM

Started On: 09/18/2013 01:28 PM



## Associate Management Analyst

Class Code:  
000008

COUNTY OF YOLO  
Revision Date: Jul 5, 2013

### SALARY RANGE

\$25.73 - \$31.27 Hourly  
\$4,459.00 - \$5,420.00 Monthly  
\$53,508.00 - \$65,040.00 Annually

### DESCRIPTION:

#### **Definition**

Incumbents perform a variety of complex administrative studies and analysis relating to operating procedures and practices, organization, budgetary requests or operational issues of assigned county departments; and/or of centralized county operations to recommend an appropriate course of action; and perform other related duties as assigned.

#### **Distinguishing Characteristics**

This classification specification describes one of the four classifications contained in the Management Analyst Series. The Series includes Associate Management Analyst, Management Analyst, Senior Management Analyst and Principal Management Analyst.

This is the entry level in the series. Depending upon assignments, some positions may be permanently allocated to this level. Incumbents receive general supervision while performing tasks of moderate difficulty. All findings and recommendations are subject to final review and approval. This classification is designated as confidential and incumbents may become involved in activities associated with, or perform duties relating to, the collective bargaining process. Incumbents in this classification perform management analytical activities associated with a County centralized management function and as such positions in this classification may be allocated only to the County Administrator's Office.

### ESSENTIAL FUNCTIONS:

- Reviews and analyzes budgetary data to make appropriate recommendations;
- Conducts systems and procedures, studies and makes recommendations for development or revising such;
- Plans and conducts special studies and projects;
- Gathers, evaluates and tabulates data;
- Formulates recommendations and prepares reports on the basis of evaluated data;
- Evaluates priority of assignments and projects to ensure follow up and completion through workload planning and scheduling;
- Studies organizational systems and structure, departmental standards, expense control, operating equipment and lay out of physical facilities;
- Prepares administrative bulletins, procedures and memoranda;
- Prepares and answers correspondence, questionnaires and other data gathering devices;
- Responds to inquiries on policy and procedures from departments, other governmental

- agencies and the public;
- Researches laws and other regulatory requirements governing governmental operations;
- Confers with representatives of other agencies and departments;

#### Other Duties

- May monitor expenditures and fund transfers;
- May assist in the preparation of capital improvement programs;
- May prepare and present staff work for boards, commissions and committees;
- Performs other related duties as assigned.

#### **EMPLOYMENT STANDARDS:**

Equivalent to graduation from an accredited college or university with major course work in Public or Business Administration, Government, Finance, Accounting, Administration of Justice, Planning, Public Policy, Education or a closely related field. (Responsible analytical experience may be substituted for the required education on a year-for-year basis).

#### **License**

Some positions in this classification may require incumbents to possess and maintain a valid California driver's license, Class C or higher, to carry out job related duties. Individuals who do not meet this requirement due to a physical or mental disability may request a reasonable accommodation.

#### **KNOWLEDGE & ABILITY:**

**Knowledge of:** principles and practices of governmental administration, including accounting, budgeting, finance, organizational planning and analysis, statistical analysis, research methods, report writing, and personnel administration; Modern office software programs including but not limited to Microsoft Word, Microsoft Excel, and Access; Dynamics of staff-line relationships; Quality improvement processes, performance measurement techniques for public sector social and municipal services and programs.

**Ability to:** apply principles, practices, methods and techniques of public administration, management analysis and statistics to the gathering, organizing and analysis of data; Present data in reports, memos, charts, graphs, and other appropriate forms; Express ones self clearly and concisely, both orally and in writing; Prepare comprehensive reports; Establish and maintain effective working relationships with others; Interpret related laws rules and regulations; Remain knowledgeable of developments in the field of public administration.

#### **ENVIRONMENTAL & FUNCTIONAL FACTORS:**

Incumbents in this class are expected to work inside buildings; to work either alone or closely with others; to lift and carry objects weighing up to 15 pounds; to move about; to sit for long periods of time.

#### **MEDICAL CLASS:**

This class includes administrative or clerical positions requiring light physical effort, which may include frequent lifting of up to ten pounds and occasional lifting of up to twenty-five pounds. Ability to place or retrieve items at below waist level may be required. Considerable moving about may be involved.

Last Revised: 6/1/2004



**Executive Officer Report 10.**

**LAFCO**

**Meeting Date:** 09/26/2013

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**Information**

**SUBJECT**

A report by the Executive Officer on recent events relevant to the Commission and an update of Yolo LAFCo staff activity for the month. The Commission or any individual Commissioner may request that action be taken on any item listed.

- Shared Services -
    - Yolo Broadband Strategic Plan - Request for Proposals
    - Yolo Leaders Forum - September 25, 2013
  - CALAFCO Conference Overview
  - Staff Activity Report - June 24 to September 20, 2013
- 

**Attachments**

Item 10-Staff Activity Report

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**Form Review**

Form Started By: Terri Tuck  
Final Approval Date: 09/13/2013

Started On: 09/13/2013 08:33 AM

## LAFCo Staff Activity Report

### June 24 through September 20, 2013

Date	Meeting/Milestone	Comments
06/25/2013	Lunch meeting w/City of Woodland (Paul Navazio)	Woodland General Plan and SOI Annexations on the horizon
06/26/2013	Shared Services – Conference call w/Drs. Delany & Hurley (UCD Koret Shelter Medicine Program)	Yolo County Animal Services
06/27/2013	Shared Services – Woodland/County 2x2	Attended
06/27/2013	Shared Services – Meet the Farmbudsman Open House	Attended
07/02/2013	Shared Services – Meeting w/Cecilia Aguiar-Curry, Brian Horn, Rob White	Yolo Broadband
07/08/2013	Shared Services – Meeting w/Yocha Dehe (Catherine Wright, Marilyn Delgado, Betsy Marchand) (Cecilia Aguiar-Curry)	Yolo Broadband
07/08/2013	Meeting w/Tim O'Halloran (YCFCWCD)	MSR/SOI for MERCSA
07/09/2013	Meeting w/County – David Morrison	Ag Cluster Housing Ordinance
07/10/2013	Shared Services – County Dept. Head Meeting	Attended
07/10/2013	Monthly Meeting w/Don Saylor	Yolo Leaders, Misc Projects
07/12/2013	Shared Services – Lunch meeting w/Cindy Tuttle (Yolo County Manager of Natural Resources)	Flood Protection Plan Governance Study
07/12/2013	Nishi Property in Davis	Monthly project planning meeting with UCD, City and County staff
7/15-7/19/13		Vacation
07/22/2013	Shared Services - Meeting w/ Patrick Blacklock (County Administrator)	Preview of LAFCo Animal Services Budget Scenarios
07/23/2013	Meeting w/Don Fouts	Proposed out of agency agreement near Davis
07/24/2013	Shared Services – Lunch meeting w/City of Winters (John Donlevy)	Yolo County Animal Services

Date	Meeting/Milestone	Comments
07/25/2013	Shared Services – Meeting w/Sheriff (Rosario Ruiz-Dark)	Yolo County Animal Services
07/25/2013	Shared Services – Winters/County 2x2	Attended
07/25/2013	Conference call w/CALAFCO Program Committee Meeting	CALAFCO Conference
07/26/2013	Shared Services – Yolo Leaders Planning Committee Meeting	Attended
07/26/2013	Meeting w/Gina Daleiden (Deputy to Supervisor Provenza)	Don Fouts (City of Davis out of agency project)
07/26/2013	Shared Services – Nishi Property in Davis	Monthly project planning meeting with UCD, City and County staff
07/30/2013	Shared Services – Meeting w/Diane Parro (Deputy to Supervisor Saylor)	
07/31/2013	Shared Services – Meeting w/Patrick Blacklock (County Administrator)	Yolo County Animal Services
07/31/2013	Meeting w/Robyn Drivon (Commission Counsel)	City of Winters PG&E project (LAFCo §56133)
08/01/2013	Conference call w/CALAFCO Program Committee Meeting	CALAFCO Conference
08/01/2013	Shared Services – Meeting w/Tara Thronson (Valley Vision)	Yolo Broadband
08/02/2013	Napa County Farm Bureau – Farmland Preservation Conference	Attended
08/05/2013	Shared Services – Meeting w/Adam Sutkus (CSUS-Center for Collaborative Policy)	Yolo County Animal Services – Public Outreach
08/07/2013	Shared Services – Meeting w/Cecilia Aguiar-Curry	Prepare broadband PowerPoint presentation for CA Dept. of Technology Broadband Council Meeting
08/07/2013	Shared Services – Meeting w/Drs. Delany & Hurley (UCD Koret Shelter Medicine Program)	Yolo County Animal Services
08/08/2013	Shared Services – Meeting w/Jesse Salinas (CAO Budget Analyst)	Yolo County Animal Services Budget Review

Date	Meeting/Milestone	Comments
08/08/2013	Monthly Meeting w/Don Saylor	Yolo Leaders
08/12/2013	Shared Services – Lunch meeting w/Tara Thronson (Capay Valley Vision)	Yolo Broadband
08/12/2013	Shared Services -CA Dept. of Technology Broadband Council Meeting (w/Cecilia Aguiar-Curry, Tara Thronson)	Presented to Broadband Council
08/13/2013	Shared Services – Lunch meeting w/Marjorie Dickinson (UC Davis)	Shared Service collaboration (animal control, rural broadband, etc.)
08/13/2013	Shared Services – Meeting w/Patrick Blacklock (County Administrator)	Yolo County Animal Services
08/14/2013	Meeting w/Dennis Mueller (Mountain Chief Management Services)	Proposed new water district along I-505
08/14/2013	Shared Services – Nishi Property in Davis	1. Interviews 2. Monthly project planning meeting with UCD, City and County staff
8/15-8/23/13		Vacation
08/27/2013	Shared Services – Nishi Property in Davis	Design Consultant Interviews
8/28-8/30/13	CALAFCO Conference-Olympic Valley	Attended
09/03/2013	Shared Services – Meeting w/Adam Sutkus (CSUS-Center for Collaborative Policy)	Yolo County Animal Services – Public Outreach
09/03/2013	Shared Services – Meeting w/Patrick Blacklock (County Administrator)	Yolo County Animal Services
09/04/2013	Meeting w/CAO (Mindi Nunes, Robyn Drivon)	Special Road Maintenance District #3 (Dunnigan)
09/04/2013	Shared Services – Lunch Meeting w/Diane Parro	
09/05/2013	Meeting w/Olin Woods	LAFCo Agenda
09/06/2013	Shared Services – Meeting w/UCD, City of Davis, County & Property Owner	Downtown/University Mixed-Use Innovation District Project (Nishi Property). Update on selected consultant and next steps.
09/09/2013	Shared Services – YCAS Public Outreach Meeting	2 <sup>nd</sup> meeting in YCAS public outreach per Commission direction
09/13/2013	Conference call w/ Ken Lee (RSG, Inc.)	Combined Water Districts MSR/SOI



Date	Meeting/Milestone	Comments
09/16/2013	Meeting w/Yolo-Zamora Water District Board	Attended (re: Combined Water Districts MSR/SOI)
09/18/2013	Conference call w/County & cities (Rob White/Davis, Diane Richards/W.Sac, Lynn Johnson/Wdld, John Donlevy/Winters, Kevin Yarris/County, Patty Wong/County)	Yolo Broadband Consultant Finalist Selection
09/18/2013	Meeting w/Capay Valley Vision Board	Yolo Broadband presentation
09/19/2013	Monthly Meeting w/Don Saylor	Yolo Leaders panel questions, misc