



**ANIMAL SERVICES**

## **Joint Animal Services Commission Regular Meeting Agenda**

Refer to the bottom of the agenda for meeting information.

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Monday, October 13, 2025

5:30 PM

Lacey City Hall and Online

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**1. Call to Order**

**2. Roll Call**

**3. Approval of Agenda and Consent Agenda Items**

A. Approval of Agenda

B. August 11, 2025, Meeting Minutes

**4. Public Comment**

Refer to the bottom of the agenda for instructions on how to provide public comment.

**5. Business Items**

**A. Shelter Stats and Field Data August/September**

Sarah Hock, Executive Director

**B. 2026 Proposed Budget**

Sarah Hock, Executive Director

**6. Director Report**

A. Sarah Hock, Executive Director

**7. Adjourn**

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### **Attendance and Public Comment**

#### **Attend Remote or In-Person**

The public may attend the meeting in-person, or you may view or listen to the meeting using one of the following platforms:

In-Person	Council Chambers at Lacey City Hall 420 College Street SE, Lacey, WA 98503
Zoom:	<a href="https://us02web.zoom.us/webinar/register/WN_ztDcoiEDRe6sMFbIBvU4eA">https://us02web.zoom.us/webinar/register/WN_ztDcoiEDRe6sMFbIBvU4eA</a>
Website:	<a href="https://cityoflacey.org/government/public-meetings/">https://cityoflacey.org/government/public-meetings/</a>
Facebook:	<a href="https://www.facebook.com/cityoflacey">https://www.facebook.com/cityoflacey</a>
YouTube:	<a href="https://www.youtube.com/watch?v=tGHg5oG3KF0">https://www.youtube.com/watch?v=tGHg5oG3KF0</a>
Cable:	Channel 77 with your local cable provider
Phone:	(888) 788-0099 or (877) 853-5247 (Webinar ID #821 2145 3459)

## **Verbal Public Comment**

Each speaker is limited to three minutes. Comments are welcome on matters connected to City business or specific agenda items.

Prior to starting your comments, please provide your:

- a. Name
- b. City of residence or connection to the Commission
- c. Topic or subject matter of your comments

Those wishing to provide verbal public comment may do so in-person or by Zoom.

In-Person: Use the sign-up sheet located in the meeting room.

Zoom: [https://us02web.zoom.us/webinar/register/WN\\_ztDcoiEDRe6sMFbIBvU4eA](https://us02web.zoom.us/webinar/register/WN_ztDcoiEDRe6sMFbIBvU4eA)

## **Written Public Comment**

Public comments may also be submitted by email to [Public.Comment@jointanimalservices.org](mailto:Public.Comment@jointanimalservices.org). The commenting period will close two hours before the meeting time. Written comments will be provided to the Commission electronically prior to the meeting. Comments will not be addressed during the meeting; however, comments received will be added to the official record.



## Joint Animal Services Commission Regular Meeting Minutes

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Monday, August 11, 2025

Lacey City Hall and Online

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### 1. Call to Order

Chair Miller called the meeting to order at 5:30 p.m.

### 2. Roll Call

COMMISSIONERS PRESENT: Chair Malcolm Miller, City of Lacey; Vice Chair Emily Clouse, Thurston County; and Commissioners Kelly Green, City of Olympia; Jo MacGugan, Feline Friends of Olympia; Vicky Smith, DVM, Deschutes Animal Clinic

COMMISSIONERS EXCUSED: Peter Agabi, City of Tumwater and Mike Murphy, DVM, Thurston County Humane Society

REPRESENTATIVES PRESENT: Barbara Benson, Vice President, Thurston County Humane Society

STAFF PRESENT: Shannon Kelley-Fong, Lacey Assistant City Manager; Sarah Hock, Joint Animal Services Executive Director; Bekka Kraai, Animal Welfare and Positive Outcomes Coordinator; Sierra Teas, Animal Welfare and Field Services Manager; and Elissa Fontaine, Lacey City Clerk

### 3. Approval of Agenda and Consent Agenda Items

- A. Approval of Agenda
- B. June 9, 2025, Meeting Minutes

**Commissioner Green moved to approve the agenda and consent agenda. Chair Miller seconded. The motion carried.**

### 4. Public Comment

No one registered to speak in person or remotely, and no written public comments were received.

## **5. Business Items**

### **A. Shelter Stats and Field Data June/July**

Sarah Hock, Executive Director

Hock presented monthly intake data by species and jurisdiction, positive outcomes (adoption, transfer, and return to owner), data trends, and impacts on staff time. Data trends indicate a gradual increase in all categories from previous months, and a 78% increase in intakes from the last year. The presentation reviewed field calls, related statistics, and jurisdictional data.

### **B. Positive Outcomes Update**

Bekka Kraai, Animal Welfare and Positive Outcomes Coordinator

Kraai presented positive outcomes achieved through programs, engagement, and data trends. The presentation included discussions on recent implementations including onsite foster orientations, increased wellness exams and vet care capacity, and increased training materials and protocol. Staff highlighted the increase in fosters is partly due to increased intake and a shift in culture and engagement within the Foster Program.

### **C. Field Update**

Sierra Teas, Animal Welfare and Field Services Manager

Teas briefed the Commission on field data and cruelty cases. Since May 2025, Joint Animal Services (JAS) has investigated over 240 reports of cruelty and neglect. A detailed review of cases involving 1st and 2nd degree charges was presented.

Staff detailed potentially dangerous and dangerous dog designations, investigations, qualifiers, and considerations. JAS has the authority to classify dogs as potentially dangerous or dangerous, based on specific criteria. A review of declarations for each jurisdiction was presented. Discussion ensued.

### **D. Budget Amendment**

Sarah Hock, Executive Director

Hock presented the budget amendment request. Joint Animal Services is experiencing increased costs for medical care due to the following key factors:

- Increased fees for emergency veterinary providers, due to reduced availability.
- Two invoices resulting from recent animal cruelty cases.

- Medical supply and pharmaceutical price increases.

**Chair Miller moved to approve a 2025 budget amendment of \$80,000 from medical reserves to cover costs of veterinary care. Vice Chair Clouse seconded. Chair Miller, Vice Chair Clouse, and Commissioner Green voted in favor. Commissioner Agabi was excused. The motion carried.**

## **6. Director Report**

### A. Sarah Hock, Executive Director

Hock reported on the July adoption event, upcoming events, and workshop designed to cultivate compassion within the JAS team. The report detailed participation in animal cruelty research, staff accomplishments, volunteer program recruitment, professional development and continuing education, workforce updates, legal coordination, community engagement, spay and neuter access, a new dog enrichment program, and status of a potential contract for services with Mason County.

## **7. Adjourn**

Chair Miller adjourned the meeting at 7:20 p.m.

**Animal Services Shelter Statistics 2025**

25-Aug 24-Aug

**Intake**

**Total Animals Received (live and doa)**

Dogs	134	136
Cats	247	200
Other	0	3
Wild	19	19
<b>TOTAL</b>	<b>400</b>	<b>358</b>

**Custody-Misc Reasons**

Dogs	27	6
Cats	11	3
Other	0	0
<b>TOTAL</b>	<b>38</b>	<b>9</b>

**Strays Received**

Dogs	68	71
Cats	125	143
Other	0	3
<b>TOTAL</b>	<b>193</b>	<b>217</b>

**Owner Surrendered**

Dogs	38	59
Cats	57	53
Other	0	0
<b>TOTAL</b>	<b>95</b>	<b>112</b>

**Owner Status Refused**

Dogs	0	0
Cats	0	0
Other	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

**WILDLIFE HANDLED**

**Incoming**

Live	10	10
Doa	9	9
<b>TOTAL</b>	<b>19</b>	<b>19</b>

**Outgoing**

Doa	10	9
Euthanized (sick/inj)	8	10
Died	0	0
Bat-Rabies check	0	0
Released/Transferred	1	0
<b>TOTAL</b>	<b>19</b>	<b>19</b>

**Outgoing Animals**

**Total Animals Out, incl all categories below**

Dogs	131	145
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Cats	247	209
Other	2	3
Wild	19	19
Died, esc, stolen	0	9
<b>TOTAL</b>	<b>399</b>	<b>385</b>

#### Animals Adopted

Dogs	63	54
Cats	133	111
Other	2	2
<b>TOTAL</b>	<b>198</b>	<b>167</b>

#### Animals Transferred

Dogs	16	12
Cats	19	24
Other	1	0
<b>Total</b>	<b>36</b>	<b>36</b>

#### Animals Reclaimed

Dogs	32	21
Cats	4	4
Other	0	0
<b>TOTAL</b>	<b>36</b>	<b>25</b>

#### Animals DOA

Dogs	7	10
Cats	19	18
Other	10	9
<b>TOTAL</b>	<b>36</b>	<b>37</b>

#### All Euthanasia, Died, Escaped, Stolen (from pg 2)

Dogs	13	27
Cats	28	39
Other	8	11
Died, esc, stolen	0	9
<b>Total</b>	<b>49</b>	<b>86</b>

25-Aug 24-Aug

#### EUTHANASIA, DIED, ESCAPED, STOLEN

##### Animals Euthanized

##### Unhealthy/Untreatable

Dogs	12	18
Cats	21	18
Other	8	11

##### Treatable - Rehabilitatable

Dogs	1	6
Cats	3	16
Other	0	0

**Treatable - Manageable**

Dogs	0	3
Cats	4	5
Other	0	0

**Healthy**

Dogs	0	0
Cats	0	0
Other	0	0
<b>SUB-TOTAL</b>	<b>49</b>	<b>77</b>

**Owner Request (E5)**

Dogs	8	9
Cats	5	4
Other	0	0
<b>SUB-TOTAL</b>	<b>13</b>	<b>13</b>

**TOTAL EUTHANASIA            49            77**

**Died At Shelter                    0            9**

**Escaped/Stolen                    0            0**

**FIELD AND OTHER SERVICES**

**Animals Currently**

<b>Court Involved</b>	Dogs	17	0
	Cats	10	0
	Other	0	0

**Field Response**

	Olympia	91	78
	Lacey	80	68
	Tumwater	35	23
	Thurston County	122	115
	JBLM	0	1
	Other	6	4
	Yelm	16	18
	<b>TOTAL</b>	<b>350</b>	<b>307</b>

**PDD/DD Appeals                    1            1**

## Animal Services Shelter Statistics 2024

25-Sep 24-Sep

### Intake

#### Total Animals Received (live and doa)

Dogs	120	123
Cats	242	164
Other	7	13
Wild	13	54
<b>TOTAL</b>	<b>382</b>	<b>354</b>

#### Custody-Misc Reasons

Dogs	13	1
Cats	0	3
Other	2	0
<b>TOTAL</b>	<b>15</b>	<b>4</b>

#### Strays Received

Dogs	71	86
Cats	187	134
Other	3	5
<b>TOTAL</b>	<b>261</b>	<b>225</b>

#### Owner Surrendered

Dogs	36	33
Cats	52	25
Other	2	49
<b>TOTAL</b>	<b>90</b>	<b>107</b>

#### Owner Status Refused

Dogs	0	0
Cats	0	0
Other	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>

### WILDLIFE HANDLED

#### Incoming

Live	5	5
Doa	8	8
<b>TOTAL</b>	<b>13</b>	<b>13</b>

#### Outgoing

Doa	8	8
Euthanized (sick/inj)	5	5
Died	0	0
Bat-Rabies check	0	0
Released/Transferred	0	0
<b>TOTAL</b>	<b>13</b>	<b>13</b>

### Outgoing Animals

#### Total Animals Out, incl all categories below

Dogs	110	132
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Cats	242	160
Other	4	57
Wild	13	13
Died, esc, stolen	4	1
<b>TOTAL</b>	<b>373</b>	<b>363</b>

#### Animals Adopted

Dogs	37	53
Cats	120	70
Other	0	30
<b>TOTAL</b>	<b>157</b>	<b>153</b>

#### Animals Transferred

Dogs	10	7
Cats	44	32
Other	0	19
<b>Total</b>	<b>54</b>	<b>58</b>

#### Animals Reclaimed

Dogs	29	30
Cats	7	6
Other	2	0
<b>TOTAL</b>	<b>38</b>	<b>36</b>

#### Animals DOA

Dogs	2	4
Cats	15	20
Other	9	8
<b>TOTAL</b>	<b>26</b>	<b>32</b>

#### All Euthanasia, Died, Escaped, Stolen (from pg 2)

Dogs	32	28
Cats	35	24
Other	6	13
Died, esc, stolen	4	1
<b>Total</b>	<b>77</b>	<b>66</b>

25-Sep 24-Sep

#### EUTHANASIA, DIED, ESCAPED, STOLEN

##### Animals Euthanized Unhealthy/Untreatable

Dogs	20	16
Cats	31	11
Other	1	10

##### Treatable - Rehabilitatable

Dogs	8	4
Cats	2	12
Other	0	0

**Treatable - Manageable**

Dogs	4	8
Cats	2	1
Other	0	0

**Healthy**

Dogs		0
Cats		0
Other		3
<b>SUB-TOTAL</b>	<b>68</b>	<b>65</b>

**Owner Request (E5)**

Dogs	14	10
Cats	4	6
Other	1	1
<b>SUB-TOTAL</b>	<b>19</b>	<b>17</b>

**TOTAL EUTHANASIA 68 65**

**Died At Shelter 4 1**

**Escaped/Stolen 0 0**

**FIELD AND OTHER SERVICES****Animals Currently**

<b>Court Involved</b>	Dogs	0	0
	Cats	0	0
	Other	0	0

**Field Response**

Olympia	73	64
Lacey	73	63
Tumwater	30	18
Thurston County	124	90
JBLM	0	0
Other	4	1
Yelm	10	9
<b>TOTAL</b>	<b>314</b>	<b>245</b>

**PDD/DD Appeals 0 0**



	Dogs	24	16	13	16	21	20	28	12	20	0	0	0	170	152	
	Cats	24	11	13	9	25	11	19	21	31	0	0	0	164	103	
	Other	6	19	7	2	5	5	0	8	1	0	0	0	53	29	
<b>Treatable - Rehabilitatable</b>																
	Dogs	2	1	2	1	4	0	3	1	8	0	0	0	22	33	
	Cats	4	1	0	0	2	1	6	3	2	0	0	0	19	46	
	Other	0	1	0	0	0	0	0	0	0	0	0	0	1	0	
<b>Treatable - Manageable</b>																
	Dogs	2	2	2	4	1	1	4	0	4	0	0	0	20	27	
	Cats	3	0	1	2	0	0	2	4	2	0	0	0	14	12	
	Other	0	308	0	1	0	1	0	0	0	0	0	0	310	0	
<b>Healthy</b>																
	Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Cats	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Other	0	0	0	0	0	0	0	0	0	0	0	0	0	3	
	<b>SUB-TOTAL</b>	<b>65</b>	<b>359</b>	<b>38</b>	<b>35</b>	<b>58</b>	<b>39</b>	<b>62</b>	<b>49</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>773</b>	<b>405</b>	
<b>Owner Request (E5)</b>																
	Dogs	17	11	7	12	14	9	10	8	14	0	0	0	102	99	
	Cats	5	4	4	4	6	1	8	5	4	0	0	0	41	45	
	Other	2	5	3	0	0	0	0	0	1	0	0	0	11	1	
	<b>SUB-TOTAL</b>	<b>24</b>	<b>20</b>	<b>14</b>	<b>16</b>	<b>20</b>	<b>10</b>	<b>18</b>	<b>13</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>154</b>	<b>145</b>	<b>6.21%</b>
	<b>TOTAL EUTHANASIA</b>	<b>65</b>	<b>359</b>	<b>38</b>	<b>35</b>	<b>58</b>	<b>39</b>	<b>62</b>	<b>49</b>	<b>68</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>773</b>	<b>405</b>	<b>90.86%</b>
	<b>Died At Shelter</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>33</b>	
	<b>Escaped/Stolen</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	
<b>FIELD AND OTHER SERVICES</b>																
<b>Animals Currently</b>																
<b>Court Involved</b>																
	Dogs	0	3	0	0	0	0	0	17	0	0	0	0	20	0	
	Cats	0	0	0	0	0	0	0	10	0	0	0	0	10	0	
	Other	0	495	0	0	2	0	0	0	0	0	0	0	497	11	
<b>Field Response</b>																
	Olympia	62	41	55	84	84	62	108	0	73	0	0	0	569	580	-1.90%
	Lacey	46	33	45	57	83	91	71	80	73	0	0	0	579	506	14.43%
	Tumwater	19	24	24	29	28	33	28	35	30	0	0	0	250	185	35.14%
	Thurston County	132	108	122	120	125	111	143	122	124	0	0	0	1,107	918	20.59%
	JBLM	3	4	2	3	3	1	4	0	0	0	0	0	20	9	122.22%
	Other	2	7	2	9	3	7	6	6	4	0	0	0	46	26	76.92%
	Yelm	6	9	11	16	15	9	7	16	10	0	0	0	99	100	-1.00%
	<b>SUB TOTAL</b>	<b>270</b>	<b>226</b>	<b>261</b>	<b>318</b>	<b>341</b>	<b>314</b>	<b>367</b>	<b>259</b>	<b>314</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,670</b>	<b>2,324</b>	<b>14.89%</b>
	<b>PDD/DD Appeals</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>1</b>	



**2026**  
**Joint Animal Services**  
**Proposed Budget**





### JOINT ANIMAL SERVICES

Joint Animal Services (JAS) is a joint venture between the cities of Lacey, Olympia, and Tumwater, and Thurston County (“partner jurisdictions”). Partner jurisdictions established JAS through an Intergovernmental Agreement. This agreement establishes the governance and funding structure necessary to operate and maintain an animal shelter on behalf of the partner jurisdictions. This arrangement allows the jurisdictions to achieve significant economies of scale, enabling them to provide the highest quality of service to the community and its pets.

**Services:** The JAS shelter holds impounded or lost animals, animals involved in court action, and owner-relinquished animals. Additional JAS services include: licensing, adoption, education, complaint investigation, and enforcement of animal regulations.

**Staffing:** JAS employs 22 FTEs. There is a planned increase of 1 FTE in the 2026 Budget, linked to a field services contract, bringing the total to 23 FTEs in 2026. JAS staff includes:

- **General Administration:** 1 FTEs - Executive Director (1), Volunteer and Outreach Coordinator (1)
- **Veterinarian Services:** 3 FTEs - Veterinarian (1), Licensed Veterinarian Technician (1), Veterinarian Assistant (1)
- **Shelter Operations:** 10.5 FTEs - Operations Manager (1), Animal Welfare and Field Manager (0.5), Customer Service Specialists (5), Positive Outcomes Coordinator (1), Volunteer and Outreach Coordinator (1), Kennel Staff (4)
- **Field Services:** 5.5 FTEs and 1 LTE - Animal Welfare and Field Manager (0.5), Field Officer II (6)

In addition to staff, JAS relies on community volunteer support. In 2023, JAS had 5,626 volunteer hours, equating to 2.7 FTEs.

**Partner Jurisdiction Assessments:** Each partner jurisdiction pays an assessment to fund the maintenance and operations of JAS. These assessments are offset by share revenues contracts with other entities for services (\$343K+, grants, donations, reserves) and each respective jurisdiction's licensing and adoption fees. The assessment is determined based on the per capita. The Joint Animal Services Fund reflects these assessments as revenue. Additional funding comes from shelter and license fees charged for services used by the public.

### 2025 JAS ILA Population Served



■ Thurston County ■ Lacey ■ Tumwater ■ Olympia

**Reserve Use:** In 2026, the Joint Animal Services budget will increase by \$336,975, which is a 9% overall rise. This is mainly due to higher animal intakes, inflation affecting animal and medical supplies, and the use of reserves for one-time expenditures (e.g., Strategic Plan). Operating and maintenance costs continue to rise because of various factors, including inflation, salary and benefit increases, cost-of-living adjustments, and increased risk and liability.

Overall, jurisdictional assessments will decrease by around 2% due to extending reserve use and increases in other shared and non-shared revenues for 2026. To help offset the budgetary impact on the jurisdictions, this budget continues the use of \$135,000 from reserves for general purposes and \$250,000 for medical staff. This practice is not sustainable in the long term.

The 2026 budget uses a total of \$870,587 in reserves. Reserve use includes:

- General Services - \$88,750 (Strategic Plan, equipment, depreciation)
- Shelter Operations - \$112,750 (maintenance and repairs, computer server, depreciations)
- Field Services - \$64,937 (equipment and depreciation)
- Grants - \$219,150 (medical supplies and services, etc.)
- Medical staff (veterinarian and veterinary assistant) - \$250,000
- Use of reserves to offset assessments - \$135,000

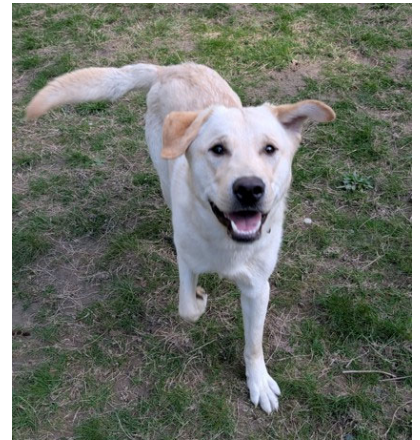
In future years, JAS plans on reducing the use of reserves as described in **Table A**. This will lead to additional jurisdictional increases in the next few years as the partner jurisdictions get closer to the actual cost of services with the reduction in use of reserves.

Table A						
2025 Budget Proposed Reserve Use, 2025-2028						
	2026	2027	2028	2028	2029	Totals
"General" Reserves	\$135,000	\$75,000				\$345,000
Field Rebate Reserves						
Veterinarian Services Reserves	\$250,000	\$200,000	\$150,000	\$75,000		\$925,000
<b>Total</b>	<b>\$385,000</b>	<b>\$275,000</b>	<b>\$150,000</b>	<b>\$75,000</b>		<b>\$1,270,000</b>

From 2021 to 2026, a total of \$1,885,000 in reserves was used for ongoing operations to offset jurisdictional assessments, see Table B. **Importantly, these funds could have been applied to one-time projects, e.g., future facility capital projects.**

Table B							
Actual Reserve Use, 2021-2025							
	2021	2022	2023	2024	2025	2026	Totals
"General" Reserves	\$210,000	\$140,000	\$70,000		\$135,000	\$135,000	\$690,000
Field Rebate Reserves			\$185,000	\$260,000			\$445,000
Veterinarian Services Reserves				\$250,000	\$250,000	\$250,000	\$750,000
<b>Total</b>	<b>\$210,000</b>	<b>\$140,000</b>	<b>\$255,000</b>	<b>\$510,000</b>	<b>\$385,000</b>	<b>\$385,000</b>	<b>\$1,885,000</b>

**Administration:** The City of Lacey is the lead agency for Animal Services, providing administrative and financial management for the intergovernmental agency. This includes providing: general administration, finance, human resources, facility maintenance, vehicle maintenance, public meeting and records, and information systems support. The total cost for administrative services is \$180,000, which equates to approximately 4.5% of the total JAS Budget.

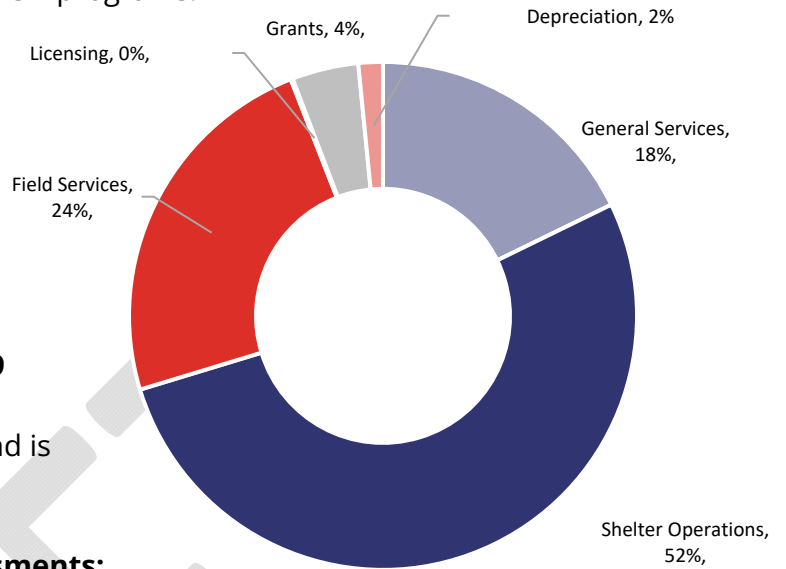


**BUDGET SUMMARY**

The Animal Services budget is organized into six programs.

- Administrative and Support Services (General Services) - **\$678,506**
- Shelter Operation - **\$2,036,167**
- Field Services - **\$946,769**
- Licensing - **\$5,200**
- Grants - **\$219,150**
- Shelter Debt & Depreciation - **\$56,129**

**2025 Expenditures**



The 2026 budget for the Animal Services Fund is **\$3,941,922**

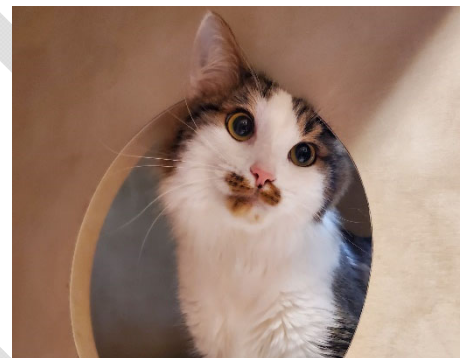
**Total JAS Budget and Jurisdictional Assessments:**

	Total AS 2025 Budget	Thurston County	Olympia	Lacey	Tumwater
General Administration	\$ 678,506	\$339,966	\$134,391	\$ 139,978	\$64,170
Shelter Operations	\$2,036,167	\$1,020,223	\$403,303	\$ 420,069	\$192,572
Field Operations	\$946,769	\$474,379	\$187,526	\$ 195,322	\$89,542
License Operations	\$5,200	\$2,255	\$ 889	\$932	\$ 425
Restricted Grants/Donations	\$ 219,150	\$76,484	\$30,151	\$ 31,599	\$14,417
<b>Total M&amp;O (before offsets)</b>	<b>3,885,792</b>	<b>1,946,979</b>	<b>769,657</b>	<b>801,654</b>	<b>367,502</b>
Restricted grants/donations	\$(219,150)	\$(109,805)	\$(43,407)	\$( 45,212)	\$(20,726)
Direct revenues (licenses, adoptions fees, etc.)	\$(166,567)	\$(66,875)	\$(44,365)	\$( 37,625)	\$(17,702)
Shared revenues (reserves depreciation)	\$(1,415,082)	\$(709,028)	\$(280,285)	\$( 291,937)	\$(133,833)
<b>2025 Assessment Estimate*</b>	<b>\$2,084,993</b>	<b>\$1,061,271</b>	<b>\$ 401,600</b>	<b>\$ 426,881</b>	<b>\$195,241</b>

	\$2,469,993	\$1,254,175	\$477,857	\$506,308	\$231,653
<b>comparison w/ 2026 Budget</b>	\$2,084,993	\$1,061,271	\$401,600	\$426,881	\$195,241
<b>percentage change</b>	18%	18%	19%	19%	19%
<b>Dollar Increase</b>	<b>\$469,196</b>	<b>\$235,503</b>	<b>\$91,548</b>	<b>\$97,580</b>	<b>\$44,564</b>

## 2025 ACCOMPLISHMENTS

- 37% of all cat intakes are diverted into our Community Cat Program. Increasing our cat lifesaving and positive outcomes for cats that would have otherwise been euthanized.
- Expanded our foster program
- Created a new Behavior Enrichment Volunteer Program
- Creation of the Animal Cruelty Response Team, the first of its kind in the nation, sets a new standard for collaborative, proactive animal protection and welfare, integrating volunteers and fosters to support animal control staff.
- Performed 98% of spay and neuter surgeries in-house
- Performed over 90% of medical treatments in-house
- Staff completed their REDI certification, making JAS a REDI Certified Organization
- We increased our participation and visibility in community events and other speaking engagements by 30% over last year.
- 2024 Shelter intake: 3,305
- 2024 Positive outcomes: 2447
- 2024 Field Responses: 2,950



## 2025 PROGRAMS, GOALS & STRATEGIES

- Continue to provide shelter and field services
- Create and implement a new Strategic Plan
- Continue to implement and increase medical care for shelter animals
- Create training and development opportunities for staff, focusing on our vulnerable animal populations both within the shelter and in the community
- Develop more collaborations working with community stakeholders
- Continue to partner with Partner entities to promote Joint Animal Services



# 5-year STRATEGIC PLAN: 2022-2026

**VISION** Our vision is to build a safe and humane community for humans and animals.

**MISSION** To foster an environment of respect, responsibility, and compassion for all animals through learning, legislation, and leadership.

## ANIMAL SERVICES

**Goal 1:** Become a sustainable organization with the capacity to meet the needs of our community.



### Strategies

1. Conduct a feasibility study to assess the current building's capacity and provide best care for Thurston County animals.
2. Conduct a Governance study to assess the IGA and current governance structure.
3. Conduct a study to assess funding sources, revenue, and the community's capacity for giving.
4. Perform a marketing and branding analysis, implementing recommendations.

### Key Benchmarks

1. Present findings and recommendations from feasibility study to JASCOM, 2022-23
2. Present findings and recommendations from governance study to JASCOM, 2022-23
3. Present findings and recommendations from marketing and brand analysis to JASCOM, 2023-24
4. Present findings and recommendations revenue and fundraising study to JASCOM, 2024-25



**Goal 2:** Expand and improve animal care and programming to support our community's pets and people.

### Strategies

1. Continue to implement and increase medical care for shelter animals.
2. Review, identify, and recommend changes to local ordinances that impede or limit live-saving programs and services within Thurston County.
3. Create training and development opportunities for staff, focusing on our vulnerable animal populations both within the shelter and in the community.
4. Evaluate current and future staffing needs.

### Key Benchmarks

1. Perform 10% of spay and neuter surgeries on-site in 2022, increasing over the next 5 years by 5-10% year over year.
2. Provide 15-20% of medical treatment and procedures on-site by 2025.
3. Increase save rate by 5-10% for vulnerable populations such as feral cats by 2023.
4. Establish baselines for behavioral outcomes in 2022. Increase in positive outcomes for animals with behavioral needs in ensuing years.
5. Implement training for staff by the end of 2022.

**Goal 3:** Increase accessibility, inclusivity, and enhance community involvement.



### Strategies

1. Develop more collaborations by leveraging our reputation and working with Thurston County entities, stakeholders, nonprofit organizations and businesses.
2. Evaluate language/DEI access of all materials including, brochures, handouts, website, forms (online), etc.
3. Partner with Thurston County entities to promote Joint Animal Services through the marketing and communications teams.

### Key Benchmarks

1. Reintroduce humane educational opportunities and outreach events in 2022.
2. Increase language access to website by the end of 2022.
3. Increase language and DEI access to other materials by the end of 2023.
4. Perform annual meeting with each jurisdiction to provide updates on Joint Animal Services.
5. Partner with jurisdiction to increase access to information out to Thurston County constituents.

3120 Martin Way E  
Olympia, WA 98506

(360) 352.2510  
JointAnimalServices.org



**ANIMAL SERVICES—BEGINNING BALANCE**

**2022 ANIMAL SERVICES BUDGET** **\$870,587**

<b>GENERAL SERVICES</b>			
Account #	Item	General Services	
503-3901-539.41-01	Professional Services - Other	Strategic Plan update	\$ 25,000
503-3901-539.60-01	Capital Outlays-Equipment		\$ 63,750
503-3901-539.65-04	Depreciation-Equipment	Depreciation of Capital Equipment in General services. Account number only to balance budget.	\$ -
<b>Total Reserves (General Services)</b>			<b>\$88,750</b>

<b>SHELTER OPERATIONS</b>			
Account #	Item	Shelter Operations	
503-3902-539.48-01	Rep & Maint-Equipment	\$2000 above historical base for repairs to equipment	\$ 2,000
503-3902-539.48-03	Rep & Maint-Facilities	\$10,000 above historical base for repairs to the building	\$ 5,000
503-3902-539.60-02	Capital Replacement Equip.	computer and server upgrades	\$ 32,000
503-3902-539.60-03	Capital-Improvements	Emergency Maintenance	\$ 10,000
503-3902-539.65-04	Depreciation-Equipment	Depreciation of Capital Equipment in Shelter.Accounting number only to balance budget	\$ 47,785
503-3902-539.65-06	Depreciation-capital Lease Building	Depreciation of Capital Equipment in Shelter.Accounting number only to balance budget	\$ 15,965
<b>Total Capital Improvements (Shelter)</b>			<b>\$ 112,750</b>

<b>FIELD SERVICES</b>			
Account #	Item	Field Services	
503-3903-539.31-02	Small Tools & Equipment		\$ 12,000
503-3903-539.60-01	Capital Outlays-Equipment		\$ 5,000
503-3903-539.60-02	Capital Replacement Equip.		\$ 20,410
503-3903-539.65-02	Depreciation-Vehicles	Depreciation of Capial in Field. Accounting number only to balance budget	\$ 27,527
<b>Total Capital Replacement (Field)</b>			<b>\$ 64,937</b>

<b>RESTRICTED DONATIONS (RESERVES)</b>			
Account #	Item	Grants	
503-3905-539.35-02	Supplies-Medical/Vaccine		\$ 42,000
503-3905-539.41-01	Professional Services-other		\$ 10,000
503-3905-539.41-19	Prof Svc-Vet Services		\$ 100,000
503-3905-539.41-20	Prof Svc-Spay, Neuter		\$ 42,000
503-3905-539.49-11	Public Education		\$ 5,000
503-3905-539.49-66	Misc fee assistance program		\$ 20,000
503-3905-539.49-69	Licensing Assistance Program (Rabies)		\$ 150
<b>Total Grant Funds to be Transferred</b>			<b>\$ 219,150</b>

<b>UNRESTRICTED RESERVES (Assessment &amp; Reserves Fund)</b>			
Reserves Fund	Item	Reserves	
		JASCOM approved use of Reserves - True Cost	\$ 135,000 * 2024 was the goal to reach true cost
		Field Rebate	
		Vet Services	\$ 250,000
<b>Fund Balance</b>	<b>Recession Resiliency Fund</b>	<b>JASCOM Approved Use of Reserves &amp; REBATE</b>	
<b>Total Reserves to Reduce Assessments</b>			<b>\$ 385,000</b>

\$ 250,000 \$ (135,000)

**Total Shared Revenues \$ 651,437**

**Total Restricted Donations (Reserves) \$ 219,150**

**Total Non-shared Revenues \$ -**

**Total Beginning Fund Balance \$ 870,587**

**Double Check \$ -**

- Legend**
- Lacey Finance to provide number.
  - Line Item may include reserves. Dollar amount above historical base will be included in Beginning Balance.
  - Depreciation: An equal number will be included in Beginning Balance. Accounting number only . . . not a true expense.

**REVENUE—ANIMAL SERVICES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2024 PROJECTED BUDGET	2024 ACTUALS	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET
503-0000-308.00-00	Estimated Beginning Cash	\$ 1,330,179	\$ 1,330,179	\$ 818,587	\$ 818,587	\$ 870,587
See Beg. Fund Balance	General Shelter					\$ 88,750
See Beg. Fund Balance	Shelter Operations					\$ 112,750
See Beg. Fund Balance	Field Services					\$ 64,937
See Beg. Fund Balance	Restricted Donations (Reserves)					\$ 219,150
See Beg. Fund Balance	Unrestricted Reserves					\$ 385,000
503-0000-322.30-01	Th County-License Sales	\$ 51,250	\$ 52,065	\$ 52,500	\$ 52,500	\$ 55,125
503-0000-322.30-02	Olympia-License Sales	\$ 35,210	\$ 34,270	\$ 36,400	\$ 36,400	\$ 38,220
503-0000-322.30-03	Lacey-License Sales	\$ 31,200	\$ 30,704	\$ 30,200	\$ 30,200	\$ 31,710
503-0000-322.30-04	Tumwater-License Sales	\$ 13,120	\$ 13,406	\$ 14,310	\$ 14,310	\$ 15,025
503-0000-322.30-05	Dangerous Dog Registrare	\$ 375	\$ 450	\$ 478	\$ 600	\$ 500
503-0000-337.08-00	Restricted-Sup/Med/Vaccin	\$ -		\$ 5,000	\$ -	\$ 5,000
503-0000-338.39-01	Th County-Assessment	\$ 942,758	\$ 942,758	\$ 1,081,561	\$ 1,081,561	\$ 1,061,271
503-0000-338.39-02	Olympia-Assessment	\$ 356,174	\$ 356,174	\$ 409,602	\$ 409,602	\$ 401,600
503-0000-338.39-03	Lacey-Assessment	\$ 380,030	\$ 380,030	\$ 437,659	\$ 437,659	\$ 426,881
503-0000-338.39-04	Tumwater-Assessment	\$ 172,956	\$ 172,956	\$ 199,293	\$ 199,293	\$ 195,241
503-0000-341.54-00	NSF Fees					
503-0000-343.93-01	Reclaims-Thurston County	\$ 4,500	\$ 4,810	\$ 4,500	\$ 5,000	\$ 5,750
503-0000-343.93-02	Reclaims-Olympia	\$ 2,300	\$ 2,910	\$ 2,300	\$ 2,300	\$ 2,645
503-0000-343.93-03	Reclaims-Lacey	\$ 2,500	\$ 2,480	\$ 2,100	\$ 2,100	\$ 2,415
503-0000-343.93-04	Reclaims-Tumwater	\$ 950	\$ 1,084	\$ 850	\$ 850	\$ 977
503-0000-343.93-05	Reclaims-Non City/County	\$ 3,500	\$ 3,369	\$ 2,750	\$ 2,900	\$ 3,335
503-0000-361.11-00	Investment Interest	\$ 48,349	\$ 76,218	\$ 35,000	\$ 60,000	\$ 75,000
503-0000-362.40-00	Facility Rental	\$ 8,022	\$ 8,371	\$ 8,500	\$ 8,500	\$ 8,700
503-0000-362.41-00	Rental Fees Traps	\$ 650	\$ 765	\$ 750	\$ 900	\$ 900

Status	\$ Change	YOY Change
	\$ 52,000	6.4%
Shared		
Shared		
Shared		
Shared		
Shared		
Thurston	\$ 2,625	5.0%
Olympia	\$ 1,820	5.0%
Lacey	\$ 1,510	5.0%
Tumwater	\$ 715	5.0%
Shared	\$ 22	4.6%
Shared	\$ -	0.0%
Assessment	\$ (20,290)	-1.9%
Assessment	\$ (8,002)	-2.0%
Assessment	\$ (10,778)	-2.5%
Assessment	\$ (4,052)	-2.0%
Shared	\$ -	
Thurston	\$ 1,250	27.8%
Olympia	\$ 345	15.0%
Lacey	\$ 315	15.0%
Tumwater	\$ 127	14.9%
Shared	\$ 585	21.3%
Shared	\$ 40,000	114.3%
Shared	\$ 200	2.4%
Shared	\$ 150	20.0%

503-0000-367.50-03	Donation - Private Source	\$	126,000	\$	184,032	\$	160,000	\$	1,915,176	\$	200,000
503-0000-367.50-02	Donation - Dolciani	\$	15,000	\$	15,000						
503-0000-367.50-04	Donation - Special Events	\$	16,000	\$	15,831	\$	17,000	\$	17,000	\$	17,000
503-0000-367.50-05	Donation - Via Licensing	\$	16,000	\$	14,463	\$	17,000	\$	10,000	\$	15,000
503-0000-369.20-01	Adoptions-Thurston County	\$	5,200	\$	7,693	\$	5,000	\$	5,500	\$	6,000
503-0000-369.20-02	Adoptions-Olympia	\$	2,675	\$	3,316	\$	2,500	\$	3,000	\$	3,500
503-0000-369.20-03	Adoptions-Lacey	\$	2,675	\$	3,226	\$	2,500	\$	3,000	\$	3,500
503-0000-369.20-04	Adoptions-Tumwater	\$	900	\$	1,266	\$	1,100	\$	1,500	\$	1,700
503-0000-369.20-05	Adoptions-Non City/County	\$	6,000	\$	7,831	\$	6,000	\$	6,500	\$	7,150
503-0000-369.20-06	Adoptions-Promo Project	\$	60,000	\$	77,752	\$	70,000	\$	75,000	\$	82,500
503-0000-369.40-00	Court Fees/Judgments										
503-0000-345.23-10	Shelter Fees	\$	16,750	\$	13,792	\$	25,000	\$	15,000	\$	20,000
503-0000-345.23-50	Bucoda									\$	8,000
503-0000-345.23-40	Services-Nisqually	\$	75,000	\$	41,250	\$	75,000	\$	75,000	\$	75,000
503-0000-345.23-30	Services-Yelm	\$	45,000	\$	41,250	\$	45,000	\$	45,000	\$	45,000
no line item yet	Services-Mason County									\$	175,000
503-0000-345.23-20	Services-JBLM	\$	40,560	\$	37,180	\$	40,560	\$	40,560	\$	40,560
<b>* Revenue sub-total</b>		<b>\$</b>	<b>3,811,783</b>	<b>\$</b>	<b>3,876,881</b>	<b>\$</b>	<b>3,609,000</b>	<b>\$</b>	<b>5,375,498</b>	<b>\$</b>	<b>3,900,792</b>

Donation	\$	40,000	25.0%
Donation	\$	-	
Donation	\$	-	0.0%
Donation	\$	(2,000)	-11.8%
Thurston	\$	1,000	20.0%
Olympia	\$	1,000	40.0%
Lacey	\$	1,000	40.0%
Tumwater	\$	600	54.5%
Shared	\$	1,150	19.2%
Shared	\$	12,500	17.9%
Shared	\$	-	
Shared	\$	(5,000)	-20.0%
Shared			
Shared	\$	-	0.0%
Shared	\$	-	0.0%
Shared			
Shared	\$	-	0.0%
	\$	291,792	8.1%

**EXPENSE—GENERAL SERVICES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUAL BUDGET	2024 BUDGET	2024 PROJECTED BUDGET	2024 ACTUALS	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET	\$ Change	YOY Change
503-3901-539.10-01	Salaries-Regular	\$ 161,399	\$ 163,428	\$ 178,875	\$ 148,834	\$ 149,550	\$ 155,106	\$ 155,106	\$ 159,152	\$ 4,046	2.6%
503-3901-539.10-05	Salaries-Overtime	\$ 500	\$ 140	\$ 500		\$ 25	\$ -			\$ -	
503-3901-539.10-06	Salaries-Part-Time									\$ -	
503-3901-539.20-01	Employer Paid Benefits	\$ 55,720	\$ 54,001	\$ 61,500	\$ 44,712	\$ 46,113	\$ 49,939	\$ 52,186	\$ 64,957	\$ 15,018	30.1%
503-3901-539.41-01	Prof Svc-Other	\$ 200,000	\$ 8,585	\$ 255,000	\$ 255,000	\$ 179,298	\$ 50,000	\$ 5,435	\$ 25,000	\$ (25,000)	-50.0%
503-3901-539.41-05	Prof Svc-Audit	\$ 5,000	\$ 384	\$ 5,000	\$ 7,998	\$ 7,999	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
503-3901-539.41-15	Prof Svc-Legal		\$ 236		\$ 4,500	\$ 4,500	\$ -	\$ 823	\$ 7,500	\$ 7,500	
503-3901-539.41-26	Prof Svc-Administration	\$ 125,000	\$ 172,633	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 175,000	\$ 180,000	\$ 5,000	2.9%
503-3901-539.43-01	Transportation/Per Diem	\$ 3,500	\$ 2,440	\$ 4,000	\$ 4,000	\$ 3,388	\$ 5,000	\$ 5,000	\$ 6,000	\$ 1,000	20.0%
503-3901-539.43-02	Dues, Subscriptions, Publ	\$ 500	\$ 275	\$ 500	\$ 500	\$ 275	\$ 1,000	\$ 1,458	\$ 1,500	\$ 500	50.0%
503-3901-539.43-03	Registrations	\$ 1,000	\$ 279	\$ 1,500	\$ 1,000	\$ 378	\$ 1,500	\$ 1,569	\$ 1,500	\$ -	0.0%
503-3901-539.45-02	IMS Rental	\$ 60,587	\$ 61,082	\$ 85,541	\$ 85,541	\$ 85,541	\$ 91,002	\$ 91,002	\$ 85,641	\$ (5,361)	-5.9%
503-3901-539.46-01	Insurance-Liability	\$ 40,000	\$ 39,850	\$ 45,848	\$ 45,848	\$ 45,848	\$ 50,117	\$ 50,117	\$ 48,269	\$ (1,848)	-3.7%
503-3901-539.46-06	AWC-L & I Pool	\$ 6,200		\$ 6,200		\$ 9,135	\$ -	\$ 12,900	\$ 12,900	\$ 12,900	
503-3901-539.49-25	Assessment / taxes				\$ 87	\$ 1,103	\$ 87	\$ 87	\$ 87	\$ -	0.0%
503-3901-539.49-27	Bad Debt Expense	\$ 500	\$ 97	\$ 250	\$ 100		\$ 250	\$ 100	\$ 250	\$ -	0.0%
503-3901-539.49-30	Software Maintenance	\$ 13,000	\$ 14,846	\$ 10,000	\$ 10,000	\$ 12,169	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
503-3901-539.49-32	Bankcard Service Fees	\$ 8,000	\$ 9,453	\$ 7,000	\$ 8,000	\$ 9,283	\$ 7,000	\$ 8,000	\$ 7,000	\$ -	0.0%
503-3901-539.60-01	Capital Outlays-Equipment	\$ 9,133		\$ 14,795	\$ 14,795	\$ -	\$ 39,976	\$ 6,000	\$ 63,750	\$ 23,774	59.5%
503-3901-539.65-04	Depreciation-Equipment	\$ 9,133		\$ 14,795	\$ 14,795	\$ -				\$ -	
503.3901-539.68-01	Contingency-Animal Serv									\$ -	
<b>General Services</b>		\$ 699,172	\$ 529,019	\$ 866,304	\$ 820,710	\$ 729,605	\$ 640,977	\$ 579,783	\$ 678,506	\$ 37,529	5.9%

**EXPENSE—SHELTER SERVICES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUALS	2024 BUDGET	2024 ACTUALS	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET	\$ Change	YOY Change
503-3902-539.10-01	Salaries-Regular	\$ 869,450	\$ 742,297	\$ 983,150	\$ 949,714	\$ 1,095,395	\$ 1,095,395	\$ 1,065,897	\$ (29,498)	-2.7%
503-3902-539.10-05	Salaries-Overtime	\$ 1,500	\$ 9,487	\$ 4,142	\$ 10,959	\$ 8,500	\$ 9,945	\$ 8,500	\$ -	0.0%
503-3902-539.10-06	Salaries-Part-Time	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
503-3902-539.20-01	Employer Paid Benefits	\$ 406,332	\$ 344,924	\$ 458,772	\$ 414,381	\$ 509,131	\$ 509,131	\$ 491,464	\$ (17,667)	-3.5%
503-3902-539.31-01	Office & Operating Supply	\$ 3,500	\$ 8,253	\$ 4,000	\$ 4,735	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
503-3902-539.31-02	Small Tools & Equipment	\$ 3,500	\$ 8,357	\$ 10,000	\$ 9,442	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
503-3902-539.31-17	Supplies-Uniforms	\$ 3,500	\$ 3,060	\$ 3,500	\$ 3,502	\$ 3,600	\$ 3,600	\$ 3,600	\$ -	0.0%
503-3902-539.35-01	Supplies-Food & Cleaning	\$ 18,000	\$ 5,658	\$ 18,000	\$ 13,758	\$ 13,000	\$ 16,500	\$ 23,000	\$ 10,000	76.9%
503-3902-539.35-02	Supplies-Medical/Vaccine	\$ 35,000	\$ 52,605	\$ 55,000	\$ 53,904	\$ 44,000	\$ 44,000	\$ 55,000	\$ 11,000	25.0%
503-3902-539.35-03	Supplies-Euthanasia	\$ 750	\$ -	\$ 750	\$ 1,707	\$ 750	\$ 3,200	\$ 2,000	\$ 1,250	166.7%
503-3902-539.41-01	Prof Svc- Other	\$ -	\$ 894	\$ -	\$ 5,478	\$ -	\$ -	\$ -	\$ -	
503-3902-539.41-19	Prof Svc-Vet Services	\$ 5,000	\$ 86,822	\$ 5,000	\$ 14,447	\$ 5,000	\$ 15,000	\$ 20,000	\$ 15,000	300.0%
503-3902-539.35-04	Microchips	\$ 6,700	\$ 9,937	\$ 8,600	\$ 6,643	\$ 8,600	\$ 11,610	\$ 11,200	\$ 2,600	30.2%
503-3902-539.41-20	Prof Svc-Spay, Neuter Adpt	\$ 5,000	\$ 63,503	\$ 35,000	\$ 33,018	\$ 21,000	\$ 21,000	\$ 30,000	\$ 9,000	42.9%
503-3902-539.41-21	Prof Svc-Disposal	\$ 21,000	\$ 20,900	\$ 21,000	\$ 19,000	\$ 21,000	\$ 21,000	\$ 21,000	\$ -	0.0%
503-3902-539.41-22	Prof Svc-Security System	\$ 1,000	\$ 2,154	\$ 2,300	\$ -	\$ 2,300	\$ 2,300	\$ 2,300	\$ -	0.0%
503-3902-539.41-28	Prof Svc-Land Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
503-3902-539.42-01	Communications-Telephone	\$ 13,500	\$ 14,168	\$ 14,500	\$ 13,785	\$ 14,500	\$ 17,255	\$ 17,000	\$ 2,500	17.2%
503-3902-539.42-02	Communications-Postage	\$ 6,000	\$ 6,690	\$ 6,000	\$ 4,185	\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
503-3902-539.43-01	Transportation/Per Diem	\$ 6,500	\$ 2,065	\$ 6,500	\$ 5,500	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
503-3902-539.43-02	Dues, Subscriptions, Publ	\$ 2,000	\$ 98	\$ 2,000	\$ 3,446	\$ 4,000	\$ 4,000	\$ 4,000	\$ -	0.0%
503-3902-539.43-03	Registrations	\$ 6,000	\$ 444	\$ 6,000	\$ 1,937	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
503-3902-539.45-03	Copier Rental	\$ 5,000	\$ 6,196	\$ 5,350	\$ 7,736	\$ 5,350	\$ 6,045	\$ 6,000	\$ 650	12.1%
503-3902-539.45-08	Lease Miscellaneous	\$ 11,000	\$ 9,581	\$ 9,900	\$ 9,328	\$ 9,900	\$ 9,900	\$ 9,900	\$ -	0.0%
503-3902-539.46-02	Insurance-Fire/Property	\$ 3,013	\$ 5,901	\$ 9,968	\$ 10,079	\$ 10,788	\$ 10,788	\$ 10,856	\$ 68	0.6%
503-3902-539.47-01	Utility-Electric	\$ 23,000	\$ 19,209	\$ 23,000	\$ 21,511	\$ 22,000	\$ 22,000	\$ 22,000	\$ -	0.0%
503-3902-539.47-03	Utility-Natural Gas	\$ 6,200	\$ 4,079	\$ 6,200	\$ 3,799	\$ 6,200	\$ 6,200	\$ 6,200	\$ -	0.0%
503-3902-539.47-05	Utility-City of Olympia	\$ 13,000	\$ 16,638	\$ 14,000	\$ 17,804	\$ 14,000	\$ 15,120	\$ 15,200	\$ 1,200	8.6%
503-3902-539.47-08	Utility-Recycled Waste	\$ 2,500	\$ 2,196	\$ 2,500	\$ 1,951	\$ 2,500	\$ 2,600	\$ 2,600	\$ 100	4.0%
503-3902-539.48-01	Rep & Maint-Equipment	\$ 10,000	\$ 4,900	\$ 10,000	\$ 7,987	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
503-3902-539.48-03	Rep & Maint-Facilities	\$ 15,000	\$ 9,841	\$ 15,000	\$ 15,245	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	0.0%
503-3902-539.49-02	Printing & Binding	\$ 500	\$ 2,422	\$ 2,400	\$ 3,623	\$ 3,500	\$ 2,000	\$ 3,500	\$ -	0.0%
503-3902-539.49-06	Maintenance Contracts	\$ 750	\$ 827	\$ 800	\$ 800	\$ 3,500	\$ 800	\$ 1,200	\$ (2,300)	-65.7%
503-3902-539.49-11	Public Eduation	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ 1,000	\$ 1,000	\$ (1,000)	-50.0%
503-3902-539.49-23	Custodial	\$ 19,000	\$ 21,128	\$ 22,800	\$ 23,559	\$ 23,616	\$ 23,612	\$ 24,000	\$ 384	1.6%
503-3902-539.60-01	Capital Outlays-Equipment	\$ -	\$ 18,346	\$ -	\$ 5,812	\$ -	\$ -	\$ 32,000	\$ 32,000	
503-3902-539.60-02	Capital Replacement Equip.	\$ 30,324	\$ 12,640	\$ -	\$ 14,366	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
503-3902-539.60-03	Capital-Improvements	\$ 150,000	\$ 2,732	\$ 290,000	\$ 257,108	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%

503-3902-539.60-04	Capital-Buildings		\$	4,487						\$	-							
503-3902-539.65-04	Depreciation-Equipment	\$	21,343	\$	20,380	\$	19,899	\$	24,011	\$	47,785	\$	23,774	99.0%				
503-3902-539.65-06	Depreciation-capital Lease Buildin	\$	8,981	\$		\$	8,495	\$	15,965	\$	15,965	\$	-	0.0%				
<b>Shelter Operation</b>		\$	<b>1,734,093</b>	\$	<b>1,531,190</b>	\$	<b>2,084,526</b>	\$	<b>1,970,247</b>	\$	<b>1,977,106</b>	\$	<b>1,957,001</b>	\$	<b>2,036,167</b>	\$	<b>59,061</b>	<b>3.0%</b>

**Legend**

- Lacey Finance to provide number.
- Line Item may include reserves. Dollar amount above historical base will be included in Beginning Balance.
- Depreciation: An equal number will be included in Beginning Balance. Accounting number only . . . not a true expense.

**EXPENSE—FIELD SERVICES**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUALS	2024 BUDGET	2024 ACTUALS	2025 BUDGET	2025	2026	\$ Change	YOY Change
							PROJECTED	PROPOSED		
							BUDGET	BUDGET		
503-3903-539.10-01	Salaries-Regular	\$ 400,110	\$ 169,214	\$ 357,135	\$ 340,664	\$ 402,702	\$ 402,702	\$ 489,620.00	\$ 86,918	21.6%
503-3903-539.10-05	Salaries-Overtime	\$ 15,000	\$ 10,405	\$ 15,000	\$ 24,958	\$ 25,000	\$ 32,250	\$ 32,000	\$ 7,000	28.0%
503-3903-539.10-06	Salaries-Part-Time								\$ -	
503-3903-539.20-01	Employer Paid Benefits	\$ 204,000	\$ 95,726	\$ 126,000	\$ 186,012	\$ 206,508	\$ 206,508	\$ 247,627	\$ 41,119	19.9%
503-3903-539.31-01	Office & Operating Supply	\$ 500	\$ 582	\$ 500	\$ 358	\$ 1,000	\$ 1,000	\$ 1,000	\$ -	0.0%
503-3903-539.31-02	Small Tools & Equipment	\$ 14,000	\$ 14,708	\$ 14,000	\$ 13,717	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
503-3903-539.31-17	Supplies-Uniforms	\$ 4,000	\$ 2,826	\$ 6,000	\$ 5,535	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
503-3903-539.34-04	City of Lacey								\$ -	
503-3903-539.34-05	City of Olympia								\$ -	
503-3903-539.42-01	Communications-Telephone	\$ 14,000	\$ 13,055	\$ 12,000	\$ 15,819	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
503-3903-539.42-04	Communications-Base Radio	\$ 4,400	\$ 3,520	\$ 4,400	\$ 3,248	\$ -	\$ -	\$ -	\$ -	
503-3903-539.42-05	Comm-Answering Svc	\$ 2,500	\$ 5,935	\$ 12,000	\$ 7,943	\$ 12,000	\$ 12,000	\$ 12,000	\$ -	0.0%
503-3903-539.43-01	Transportation/Per Diem	\$ 5,000	\$ -	\$ 5,000	\$ 1,511	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
503-3903-539.43-03	Registrations	\$ 4,000	\$ 2,014	\$ 4,000	\$ 320	\$ 6,000	\$ 6,000	\$ 6,000	\$ -	0.0%
503-3903-539.43-02	Dues, subscription, publications		\$ 1,537		\$ 8,847	\$ 2,000	\$ 2,000	\$ 2,000	\$ -	0.0%
503-3903-539.44-01	Adv/Full-Time Position		\$ 741						\$ -	
no line item yet	Medical field cases							\$ 35,000		
503-3903-539.46-04	Insurance-Vehicle	\$ 1,101	\$ 1,036	\$ 1,350	\$ 1,211	\$ 2,473	\$ 2,473	\$ 2,298	\$ (175)	-7.1%
503-3903-539.48-01	Rep & Maint-Equipment	\$ 200		\$ -		\$ -	\$ -	\$ -	\$ -	
503-3903-539.48-09	Rep & Maint-Fleet Mgmt	\$ 16,178	\$ 16,488	\$ 15,075	\$ 21,325	\$ 17,098	\$ 17,098	\$ 23,287	\$ 6,189	36.2%
503-3903-539.49-02	Printing & Binding	\$ 400	\$ 921	\$ -		\$ 3,000	\$ 3,000	\$ 3,000	\$ -	0.0%
503-3903-539.60-01	Capital Outlays-Equipment	\$ 95,000	\$ 19,275	\$ 95,000	\$ 90,291	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
503-3903-539.60-02	Capital Replacement Equip.	\$ 22,635	\$ -	\$ 20,410		\$ 20,410	\$ 20,410	\$ 20,410	\$ -	0.0%
503-3903-539.60-99	Capitalize Asset								\$ -	
503-3903-539.65-02	Depreciation-Vehicles	\$ 23,581	\$ 13,755	\$ 20,410		\$ 30,394	\$ 30,394	\$ 27,527	\$ (2,867)	-9.4%
<b>Field Services</b>		\$ 826,605	\$ 371,738	\$ 708,280	\$ 721,759	\$ 773,585	\$ 780,835	\$ 946,769	\$ 173,184	22.4%

Rebate for 2023

Rebate for 2024

No Rebate

No Rebate

**Legend**

- Lacey Finance to provide number.
- Line Item may include reserves. Dollar amount above historical base will be included in Beginning Balance.
- Depreciation: An equal number will be included in Beginning Balance. Accounting number only . . . not a true expense.

**EXPENSE—LICENSING**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUAL	2024 BUDGET	2024 PROJECTED BUDGET	2024 ACTUALS	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET	\$ Change	YOY Change
503-3904-539.49-02	Printing & Binding	\$ 1,500	\$ 1,552	\$ 1,800	\$ 1,800	\$ 3,399	\$ 4,500	\$ 5,200	\$ 5,200	\$ 700	47%
<b>Licensing</b>		\$ 1,500	\$ 1,552	\$ 1,800	\$ 1,800	\$ 3,399	\$ 4,500	\$ 5,200	\$ 5,200	\$ 700	47%

**Legend**

- Lacey Finance to provide number.
- Line Item may include reserves. Dollar amount above historical base will be included in Beginning Balance.
- Depreciation: An equal number will be included in Beginning Balance. Accounting number . . . not a true expense.

**EXPENSE—RESTRICTED DONATIONS**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUAL	2024 BUDGET	2024 ACTUAL	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET	\$ Change	YOY Change
503-3905-539.35-02	Supplies-Medical/Vaccine	\$ 20,000	\$ -	\$ -	\$ 11,412	\$ 20,000	\$ 66,000	\$ 42,000	\$ 20,000	-100.0%
503-3905-539.41-01	Professional Services-other	\$ 10,000		\$ 10,000	\$ 2,615	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	0.0%
503-3905-539.41-19	Prof Svc-Vet Services	\$ 95,000	\$ 43,270	\$ 95,000	\$ 82,464	\$ 95,000	\$ 141,686	\$ 100,000	\$ -	0.0%
503-3905-539.41-20	Prof Svc-Spay, Neuter				\$ 25			\$ 42,000	\$ -	
503-3905-539.49-11	Public Education	\$ 10,000		\$ 7,500	\$ 2,241	\$ 7,500	\$ -	\$ 5,000	\$ -	-25.0%
503-3905-539.49-66	Misc fee assistance program			\$ -	\$ 7,935	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
503-3905-539.49-69	Licensing Assistance Program (Rabies)	\$ 150		\$ 150	\$ -	\$ 150		\$ 150	\$ -	0.0%
<b>Grants - Restricted</b>		<b>\$ 135,150</b>	<b>\$ 43,270</b>	<b>\$ 112,650</b>	<b>\$ 106,692</b>	<b>\$ 152,650</b>	<b>\$ 237,686</b>	<b>\$ 219,150</b>	<b>\$ 40,000</b>	<b>0.0%</b>

**EXPENSE—SHELTER DEBT & DEPRECIATION**

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2023 BUDGET	2023 ACTUAL	2024 BUDGET	2024 PROJECTED BUDGET	2025 BUDGET	2025 PROJECTED BUDGET	2026 PROPOSED BUDGET
<b>JOINT ANIMAL SERVICES</b>								
Animal Services Agency								
Shelter Debt								
503-3906-539.65-06	Depreciation-Building	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,129
<b>Shelter Debt and Depreciation</b>		\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,130	\$ 56,129
	<i>Principal and Interest</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**ANIMAL SERVICES—ASSESSMENTS**

**2026 Proposed Budget**

<u>DISTRIBUTION</u>	<u>DIVISION</u>	Thurston County	Olympia	Lacey	Tumwater	Total	Double Check ( 0 )
<i>Per Capita</i>	<b>General Administration</b>	\$ 339,966	\$ 134,391	\$ 139,978	\$ 64,170	\$ 678,506.00	\$ -
<i>Per Capita</i>	<b>Shelter Operations</b>	\$ 1,020,223	\$ 403,303	\$ 420,069	\$ 192,572	\$ 2,036,167.00	\$ -
<i>Per Capita</i>	<b>Field Operations</b>	\$ 474,379	\$ 187,526	\$ 195,322	\$ 89,542	\$ 946,769.00	\$ -
<i>Per Capita</i>	<b>License Operations</b>	\$ 2,605	\$ 1,030	\$ 1,073	\$ 492	\$ 5,200.00	\$ -
<i>Restricted Donations</i>	<b>Restricted Donations</b>	\$ 109,805	\$ 43,407	\$ 45,212	\$ 20,726	\$ 219,150.00	\$ -
	<b>Total M&amp;O</b>	<b>\$ 1,946,979</b>	<b>\$ 769,657</b>	<b>\$ 801,654</b>	<b>\$ 367,502</b>	\$ 3,885,792.00	\$ -
<i>Restricted Donations</i>	<i>less restricted donations</i>	<i>\$ (109,805)</i>	<i>\$ (43,407)</i>	<i>\$ (45,212)</i>	<i>\$ (20,726)</i>	\$ (219,150.00)	\$ -
<i>Direct Offsets</i>	<i>less direct revenues</i>	<i>\$ (66,875)</i>	<i>\$ (44,365)</i>	<i>\$ (37,625)</i>	<i>\$ (17,702)</i>	\$ (166,567.00)	\$ -
<i>Per Capita</i>	<i>less shared revenues (includes donations, less restricted donations)</i>	<i>\$ (709,028)</i>	<i>\$ (280,285)</i>	<i>\$ (291,937)</i>	<i>\$ (133,833)</i>	\$ (1,415,082.00)	\$ -
	<b>2026 Assessment Estimate*</b>	<b>\$ 1,061,271</b>	<b>\$ 401,600</b>	<b>\$ 426,881</b>	<b>\$ 195,241</b>	\$ 2,084,993	\$ -

<b>comparison w/ 2025 Budget</b>	\$ 1,081,561	\$ 409,602	\$ 437,659	\$ 199,293
percentage change	-1.9%	-2.0%	-2.5%	-2.0%
Dollar Increase	\$ (20,290)	\$ (8,002)	\$ (10,778)	\$ (4,052)

<b>Comparison to 2026: No general reserves, \$200K Medical Reserves</b>				
	\$1,153,965	\$438,243	\$465,047	\$212,738
comparison w/ 2026 Budget	\$1,061,271	\$401,600	\$426,881	\$195,241
percentage change	9%	9%	9%	9%
Dollar Increase	\$ 235,503	\$ 91,548	\$ 97,580	\$ 44,564

<b>Comparison to 2026: No general reserves, no medical reserves</b>				
	\$1,254,175	\$477,857	\$506,308	\$231,653
comparison w/ 2026 Budget	\$1,061,271	\$401,600	\$426,881	\$195,241
percentage change	18%	19%	19%	19%
Dollar Increase	\$ 235,503	\$ 91,548	\$ 97,580	\$ 44,564

# ANIMAL SERVICES—ASSESSMENTS

## 2024 Proposed Budget | Percentage Breakdown

DISTRIBUTION	DIVISION	Total AS 2024 Budget	Thurston County	Olympia	Lacey	Tumwater
<i>Per Capita</i>	<b>General Administration</b>	\$ 678,506	\$ 339,966	\$ 134,391	\$ 139,978	\$ 64,170
<i>Per Capita</i>	<b>Shelter Operations</b>	\$ 2,036,167	\$ 1,020,223	\$ 403,303	\$ 420,069	\$ 192,572
<i>Per Capita</i>	<b>Field Operations</b>	\$ 946,769	\$ 474,379	\$ 187,526	\$ 195,322	\$ 89,542
<i>Per Capita</i>	<b>License Operations</b>	\$ 5,200	\$ 2,605	\$ 1,030	\$ 1,073	\$ 492
<i>Restricted Donations</i>	<b>Restricted Grants/Donations</b>	\$ 219,150	\$ 109,805	\$ 43,407	\$ 45,212	\$ 20,726
	<b>Total M&amp;O</b>	\$ 3,885,792	\$ 1,946,979	\$ 769,657	\$ 801,654	\$ 367,502
			50.11%	19.81%	20.63%	9.46%
<i>Restricted Donations</i>	<i>less restricted donations</i>	\$ (219,150)	\$ (109,805)	\$ (43,407)	\$ (45,212)	\$ (20,726)
			50.11%	19.81%	20.63%	9.46%
<i>Direct Offsets</i>	<i>less direct revenues</i>	\$ (166,567)	\$ (66,875)	\$ (44,365)	\$ (37,625)	\$ (17,702)
			40.15%	26.63%	22.59%	10.63%
<i>Per Capita</i>	<i>less shared revenues(includes donations)</i>	\$ (1,415,082)	\$ (709,028)	\$ (280,285)	\$ (291,937)	\$ (133,833)
			50.11%	19.81%	20.63%	9.46%
	<b>Assessment</b>	\$ 2,084,993	\$ 1,061,271	\$ 401,600	\$ 426,881	\$ 195,241
	<b>Percent of Total Assessments</b>		50.90%	19.26%	20.47%	9.36%
	<b>Approximate dollars per one percent change</b>	\$ 20,850	\$ 10,613	\$ 4,016	\$ 4,269	\$ 1,952

Total	Double Check ( 0 )
\$ 678,506	\$ -
\$ 2,036,167	\$ -
\$ 946,769	\$ -
\$ 5,200	\$ -
\$ 219,150	\$ -
\$ 3,885,792	\$ -
100%	
\$ (219,150)	\$ -
\$ (166,567)	\$ -
\$ (1,415,082)	\$ -
\$ 2,084,993	\$ -

## ANIMAL SERVICES—PER CAPITA BREAKDOWN

Animal Services 2025 Population Data	Totals	Thurston County	Olympia	Lacey	Tumwater
<b>Population</b>	<b>292,675</b>	<b>146,645</b>	<b>57,970</b>	<b>60,380</b>	<b>27,680</b>
Percent	100%	50.11%	19.81%	20.63%	9.46%
<b>Total M&amp;O</b>	<b>\$ 3,885,792</b>	<b>\$ 1,946,979</b>	<b>\$ 769,657</b>	<b>\$ 801,654</b>	<b>\$ 367,502</b>
Per Capita Costs	\$ 13.28	\$ 13.28	\$ 13.28	\$ 13.28	\$ 13.28
<b>Final Assessment Offset by Revenues</b>	<b>\$ 2,084,993</b>	<b>\$ 1,061,271</b>	<b>\$ 401,600</b>	<b>\$ 426,881</b>	<b>\$ 195,241</b>
Per Capita Costs	\$ 7.12	\$ 7.24	\$ 6.93	\$ 7.07	\$ 7.05
<b>Total Field Services Calculation (included in M&amp;O)</b>	<b>Totals</b>	<b>Thurston County</b>	<b>Olympia</b>	<b>Lacey</b>	<b>Tumwater</b>
<b>Population</b>	<b>292,675</b>	<b>146,645</b>	<b>57,970</b>	<b>60,380</b>	<b>27,680</b>
Percent	100.00%	50.11%	19.81%	20.63%	9.46%

**ANIMAL SERVICES—COST BREAKDOWN**

<b>Division</b>	<b>Position</b>	<b>FTE</b>
<b>General Services</b>		
	Executive Director	1.00
		1.00
<b>Shelter Operation</b>		
	Operations Manager	1.00
	Field Services & Animal Care Manager	0.50
	Customer Service Specialist	1.00
	Customer Service Specialist	1.00
	Customer Service Specialist	1.00
	Customer Service Specialist	1.00
	Customer Service Specialist	1.00
	Outreach & Volunteer Coordinator	1.00
	Animal Care Technician	1.00
	Animal Care Technician	1.00
	Animal Care Technician	1.00
	Animal Care Technician	1.00
	Positive Outcomes Coordinator	1.00
	Veterinarian	1.00
	Vet Assistant	1.00
	Licenced Veterinary Technician	1.00
		<u>15.50</u>
<b>Field Services</b>		
	Field Service Supervisor	0.50
	Field Service Officer II	1.00
	Field Service Officer II	1.00
	Field Service Officer II	1.00
	Field Service Officer II	1.00
	Field Service Officer II	1.00
		<u>5.50</u>
	<b>Total FTE's for Animal Services</b>	<b>22.00</b>



## Joint Animal Services Commission Director's report

October 13, 2025

### Adoption Event

Joint Animal Services participated in a fee-waived adoption event sponsored by Best Friends Animal Society from August 26 to 29. The event was a tremendous success, resulting in the adoption of 51 cats and 16 dogs into loving homes.

These adoption events play a vital role in reducing shelter population, increasing community engagement, and helping animals find permanent homes more quickly.

Our next adoption event is tentatively scheduled for October 20–31, and we look forward to continuing this successful partnership and building on the momentum from August's event.

### LEADing the Pack: PNW Animal Welfare Conference

Positive Outcomes Coordinator, Bekka Kraai, had the honor of participating in a panel on **Social Media and Marketing in Animal Welfare** at the conference in Yakima. She represented JAS and spoke alongside participants from Pasado's Safe Haven, Best Friends Animal Society, and the Humane Society of Tacoma and Pierce County. Bekka was able to offer a unique perspective on how a municipal shelter can effectively utilize social media when resources are limited.

JAS was involved in all aspects of the conference through planning, presenting, and attending. Showing up as a leader in the WA animal welfare space.



### CARE REDI Bronze Certification

Joint Animal Services is proud to announce that we have achieved **CARE REDI** (Racial Equity, Diversity, and Inclusion) **Bronze Certified Organization** status. This certification acknowledges our dedication to promoting diversity, equity, and inclusion within the animal welfare sector.

To earn the Bronze certification for the organization, a **65% completion rate and staff participation** were required. JAS exceeded that standard with full staff engagement, with **100% participation** and completion.



## Joint Animal Services Commission Director's report

### ANIMAL SERVICES

The **REDI program** provides a comprehensive framework designed to enhance lifesaving work and promote animal well-being. By applying a REDI lens, organizations are better equipped to:

- Identify opportunities to collaborate more effectively with the community, helping **reduce the number of animals entering the shelter**.
- Address and **reduce implicit bias** in adoption and fostering processes, supporting more equitable placement outcomes.
- Recognize and **mitigate bias in hiring**, contributing to a more diverse and high-performing team environment.

This certification reflects JAS's ongoing dedication to continuous improvement, inclusivity, and community partnership in all aspects of our work.



### CERTIFICATE OF ACHIEVEMENT

### JOINT ANIMAL SERVICES OLYMPIA, WASHINGTON

**THIS ORGANIZATION IS CARE REDI BRONZE CERTIFIED**  
for having a minimum of 65% of their employees successfully complete the Bronze level of CARE's Racial Equity, Diversity, and Inclusion (REDI) coursework.  
Welcome to a cohort of ChangeMakers!



*Alina M. Luna, Ph.D.*

Issue Date  
August 28, 2025

Alina M. Luna, Ph.D.  
Dean of the Circle of Learning and  
Leadership  
Human and Animal Well-Being  
Academy

Expiration Date  
August 28, 2028





## Joint Animal Services Commission Director's report

### New Dog Enrichment Program

We recently launched our Dog Enrichment Program with an orientation and training session for interested volunteers. A total of 24 volunteers participated in the training to become Animal Enrichment Volunteers. This program is designed to reduce stress and improve overall well-being by providing mental stimulation, physical activity, and greater choice in each dog's daily routine.

### Animal Cruelty Response Volunteer and Foster Program

We're excited to welcome the second cohort of volunteers into our Animal Cruelty Response Volunteer and Foster Program! Building on the success of the first group, these volunteers have completed an in-depth training series designed to prepare them for the complex and rewarding work of supporting cruelty investigations.

With this specialized training, our second group of volunteers is now ready to assist officers during large-scale cruelty and neglect cases, providing vital support to ensure animals receive the protection, care, and justice they deserve.





## Joint Animal Services Commission Director's report

### Community Engagement

Over the past several months, our Volunteer and Outreach programs have continued to strengthen community engagement and support for Joint Animal Services (JAS). The team's outreach efforts have increased public visibility of JAS, expanded youth engagement through the Animal Allies Clubs, and generated vital financial support through community partnerships and events. Below is a summary of recent events and activities:

- **August 21** – *Animal Allies Club, Yelm Library*  
Continued partnership with the Yelm Library to provide animal welfare education for youth.
- **August 23** – *Capitol Collision "Hot Rods & Hot Dogs" Fundraiser*  
Successful fundraising event generating **\$3,166** to support JAS programs and services.
- **August 26** – *City of Yelm Pup-a-palooza*  
JAS participated with outreach materials and adoptable animals, connecting with community members and promoting responsible pet ownership.
- **September 3** – *Animal Allies Club, Lacey Library*  
Ongoing educational engagement with youth participants.
- **September 18** – *Animal Allies Club, Yelm Library*  
Continued youth education and volunteer engagement.
- **September 20** – *Thurston County Preparedness Expo*  
Outreach focused on emergency preparedness for pets and families.
- **September 26** – *Nisqually Housing Fair*  
JAS participated to provide information on animal services and community resources.
- **October 1** – *Animal Allies Club, Lacey Library (1-Year Anniversary)*  
Celebrated one year of this successful educational program with a special presentation by *The Reptile Lady*.
- **October 4** – *Pups in the Patch at Rutledge Farms*  
Fun community event featuring adoptable animals and outreach activities promoting JAS programs.





**ANIMAL SERVICES**  
**Happy Tails**

## Joint Animal Services Commission Director's report

### Littlefoot

Littlefoot came to Joint Animal Services on September 3rd after experiencing severe suffering, abuse, and neglect. When he arrived, he was unable to walk without assistance from an Animal Care Technician. His level of emaciation was so severe that he received a body condition score of 1—the lowest possible score.



In addition, Littlefoot had sores on his legs, likely caused by prolonged confinement in a small space—potentially for much of his life.

Our Veterinary Team, together with the Animal Care Technicians, closely monitored Littlefoot's refeeding process and provided regular bandage changes. One of our Veterinary Assistants even fostered Littlefoot at home to ensure he received continuous care and attention.

With a structured medical and refeeding plan in place, Littlefoot gained 11 pounds by October 2nd. He was then transferred to the care of Laura Clark, Executive Director of the Whatcom Humane Society, to continue his recovery with his new Corgi brother and several kitty siblings.

Message from Laura after the first night "Snuggled under the covers for a couple hours. Just spent WAY TOO MUCH money on a new fall wardrobe for him. Fashion shoot coming soon. He is such a sweet little dude!"

