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INTRODUCTION

In May of 2011, Multnomah County Animal Services (MCAS) hired Portland-based Metropolitan Group (MG) to conduct research to better understand the experience of customers using MCAS services and to gauge community perceptions of the value and efficacy of those services. MG was also tasked with testing whether—and if so, how—the community would support a new animal shelter.

MG engaged in a 12-week research process to answer these questions and help MCAS further serve Multnomah County residents. In these pages we share our methodology, what we found in our research, and our recommendations for moving forward.

SECTION 1: CUSTOMER EXPERIENCE AND SHELETER RESPONSE RESEARCH FINDINGS

THE PROCESS WE EMPLOYED

Metropolitan Group employed the following research methodology:

Past Research and Materials Review—assessment of past studies conducted by MCAS and Multnomah County, review of MCAS communication material, Web scan for reviews of MCAS, comparative analysis of animal care organizations and movements, and media audit to learn how MCAS was portrayed by local news outlets.

Stakeholder interviews—we interviewed 12 stakeholders from a range of sectors within the county and animal care / service including MCAS staff, Multnomah policy / county leaders, animal service professionals, and animal care advocates. The interviews were conducted with a commitment of confidentiality.

Web-based customer survey—we fielded a 10-minute online survey asking questions about the customer experience and probing for degree of likelihood of support for a new shelter. The survey invitation and link was sent to 1,000 of the people who most recently used MCAS services. Of these, 187 people took the survey (after the response window closed), and 178 completed it, an 89% response rate. The majority of the respondents were female (75%) and in the age range between 25 and 54 years of age (74 percent). More than half had voted in the last county election (64 percent). Ninety-seven percent currently owned a pet or had owned a pet in the last 12 months, which was not unexpected given the pool to which the survey was sent.

Discussion groups—we conducted two discussion groups. Both groups were with a mix of genders, ages and ethnicities. Both groups were with Multnomah County residents who had voted in the last election. All ten participants in the first group were o people who had used MCAS services including animal adoption, pet licensing, and lost pet retrieval. The second group was with seven people who self-identified as never having used MCAS services. For the non-customers, we engaged the recruitment services of Consumer Opinion Services.

WHAT WE LEARNED

Animals and Their Care Are Valued and Are Community Expectations

Multnomah County residents place a high value on animals and animal care. The city of Portland and the region are anecdotally known as “dog city” and in general people feel that pets are an important part of what makes the region unique. Pet ownership is high in the region.

“Excited about where we are right now. Tremendous shared value. Core value here—treat all animals as if they were our own. Compassionate, caring owners.”

In the discussion groups, when asked what pets mean to the community, people commented that “pets are part of the family,” “pets make a neighborhood feel welcoming, inclusive and safe,” and “pets are a great way to meet people.”

Across all methodologies, participants overwhelmingly agreed that animals should be cared for. In fact, when asked what the biggest challenge facing animals today was, the majority of stakeholders and discussion group participants cited human neglect to one degree or another. Whether in reference to licensing pets, veterinary care, euthanasia or public funding levels, the common thread was that animals deserved human respect and caretaking.

Multnomah County Animal Service’s Mission Is Appreciated But the Breadth of Services and Successes Are Not Well Known

All research methodologies made the connection between the services offered by MCAS and helping the community to remain healthy and safe. When asked specifically about the MCAS mission of “protecting the health, safety and welfare of people and pets,” 99.3 percent of survey respondents felt that it was important.

Those familiar with the day-to-day realities of the mission also made a point of calling out the fact that no other organization in the county was mandated to take in any animal brought to it no matter its condition or species. This mandate was appreciated not only as a public benefit but as something that shaped every aspect of how MCAS performs its duties.

“They provide a huge community service to the animals who have no place to go.”

“They take the ones covered by mange, the ones that have been hit by cars.”

However, most respondents did not know the full scope of what MCAS does.

People were generally aware that MCAS is the animal licensing body for the county, but services such as adoption, animal nuisance mitigation, and spay and neuter programs are less clearly connected to MCAS.

In particular, there is confusion between MCAS and the Humane Society. Even people who are relatively familiar with MCAS tend to attribute adoptions and owner education (personal benefit) with the Humane Society and licensing enforcement and dead or nuisance animal mitigation (community benefit) with MCAS. In fact, so strong is this association that some of the discussion group participants thought they had adopted animals from the Humane Society, only to realize through the discussion that they had in fact adopted their pet at MCAS.

This lack of awareness was expressed in two ways: 1) MCAS needed to increase its visibility, and 2) MCAS needs to get out into the community more.

Telling the MCAS story better

Stakeholders and discussion participants alike talked about the fact the MCAS “needs to tell its story better.” There was a pervading sense that MCAS has too low a profile and that people in the community not only don’t know what it does, but how well it does it.

“Need more exposure. Help people understand what they do and how it impacts human health and safety.”

“They need to explain all the great things they do. They are out there in the middle of nowhere and have a huge volunteer base. There is no voice—don’t have a clear identity.”

“Just getting the word out to people about what they do.”

“Do more publicity for the good work they are doing. The community has no idea why they need a dog license, etc. MCAS just gets the grief and not the support.”

Getting out into the community

Stakeholder interview and discussion group participants, while complimenting MCAS for doing so much with so little, did highlight that there was more it could do with its programming. There was a perception that MCAS made the community come to its location rather than bringing the shelter to the community. These stakeholders commented that by expanding programs and outreach beyond the doors of the shelter, MCAS would be able to not only better achieve its mission but also raise its profile with the public.

“I’d like to see more emphasis on adoption promotion—have a monthly event, get those animals out there.”

“Would like MCAS do more outreach.”

“They need more field officers and hours available on the shelter side of the organization.”

Multnomah County Animal Services Is Seen as Doing a Good Job, But With Caveats

There was general agreement that MCAS offered important services to the community and that it was upholding its mission. One hundred and thirty-five survey respondents answer the question: “How well do you think Multnomah County Animal Services is upholding its mission?” Of that number, more than 82 percent of survey respondents said that MCAS was upholding its mission very well or okay.

When asked “On a scale of 1 to 5 (1 being you wouldn’t recommend and 5 being that you would highly recommend), how likely would you be to suggest that a friend or family member use the services offered by MCAS,” more than 80 percent of respondents (136 of 187) ranked MCAS in the top two categories.

When asked to rank the level of care that survey respondents thought MCAS provided animals, more than 83 percent ranked the agency in the top two categories.

“I admire and support your work. I would like to see you continue to expand and develop services. Thank you for the work you do.”

“There is no way you can get all of those services elsewhere for such a low cost.”

Discussion group participants who had been customers of MCAS also tended to think of the agency positively.

The location

Most people talked about the Troutdale-located shelter as being hard to get to, whether because it is 20 miles way from downtown Portland (the population center for the county) or because it is not visible from any main roads and “tucked away” on a side road.

“MCAS does the best they can, but the shelter is in a location that is hard to get to for the mass population in the county.”

“They are so far away—not convenient, services aren’t easy to get to.”

“I don’t do traffic.”

The building

Stakeholders and discussion group respondents talked about feeling that the shelter itself was “run down,” “old” or “out of date.”

“The last time I was at the shelter it was gray and dismal, it was like going to jail.”

“Technology and building are out of date.”

“MCAS is begging for equipment, they have stuff that is 5–10 years old.”

Several stakeholders expressed admiration that MCAS leadership had kept the building functioning and had provided for the welfare of the animals in its care despite low funding and budget cutbacks. But some also said that the building, while operational and safe, was too small and poorly equipped.

“Community services are grossly under-staffed including field service and shelter staff. On the other hand were it not for MCAS’s leadership’s creative solutions, it would look like one of Oregon’s rural communities. Really sad.”

Many of the people we talked to referenced the fact that the building, not originally designed to be a shelter, is not a welcoming place for the public. Some talked of the small, dark or uncomfortable public spaces. Unlike the Oregon Humane Society’s relatively new facilities, the design of the MCAS shelter is not conducive to creating a feeling of welcome and an excitement to come back.

“The location is horrible.”

The staff

People across all methodologies talked about the high level of dedication of MCAS staff to animal care. Participants shared stories of devoted staff who went above and beyond to provide lifesaving medical care, thoughtful and loving animal care, and adoption support. Many stakeholders and discussion group participants share the idea that “no one works animal services if you don’t love animals.”

“They do care and are very knowledgeable.”

“They love the animals that are leaving the shelter.”

“Really think they have a good set of people out there dedicated to doing the right thing.”

However, the response was less than enthusiastic when the discussion turned to how the staff interacted with people. The customer experience in this regard was varied; many people talked about how MCAS staff members spent extra time explaining a process, helping a prospective owner prepare for an adoption and showing a dedication to the animals.

“My experience looking for a lost cat—the staff were incredibly helpful.”

“I needed to call the county to have my dog evaluated after he bit my daughter. They talked me through the whole situation, told us how to train him. They had a plethora of information.”

“Top notch pet care. Vets on staff, constant flow of volunteers. Staff is just full of love for these animals.”

However, an equal number of people talked about being treated rudely, being overlooked, and being given conflicting or bad information.

“Going to the shelter wasn’t very inviting and most people ignored you when you got there to ask questions.”

“The woman behind the counter when I went to pay for my dog’s license was incompetent and rude.”

The process

While many had positive experiences with the processes employed by MCAS, especially when it came to adoptions, a good number of customers shared frustration with confused, inaccurate, duplicative, lengthy or outdated methods for everything from license renewal to getting help finding lost pets.

“The process was really jumbled, looking through the book, looking at the wall. It’s tough when you are sad and panicked.”

“An easier process is needed to reunite pets with their owners.”

“We paid not once but twice for our dog to be licensed, then two months later we were sent a \$150 late notice fee.”

“I filled out the form online three times and never heard back about getting my pet licensed.”

By far customers were most dissatisfied with the licensing program, finding it “inefficient” and “aggravating.” In particular, there was discontent with delays in getting questions answered, getting confirmation of renewals and having licenses tracked accurately. Some discussion group and survey respondents appreciated having licensing services available online, but many found the interface confusing and hard to use.

Euthanasia

Discussion group participants and stakeholders were asked to share their knowledge of and perceptions about MCAS's euthanasia policy. Discussion group participants shared **confusion about the intention behind and implementation of the current policy**, and stakeholders who were more familiar with the policy reinforced that in general **the public does not understand the policy and practice**.

"Lost our cat, they are understaffed and they won't call you back need to get out there in so many hours and it would be euthanized."

"Euthanasia (first thing I think about when I think of shelter)."

In the discussion groups, participants referenced the **assumption that lost animals taken to the shelter had three days to be claimed** before being "killed." Others **conflated the euthanasia policy with the physical state of the building** and expressed a feeling that **"animals in that sad building in Troutdale were unloved, and were living under a death sentence."** For many the euthanasia policy within this context made them sad, but it did not in large part inspire participants to demand a change because **they assumed the policy was shaped by financial realities. When informed** that the shelter frequently houses animals for months in order to facilitate adoption, expends many hours and dollars on rehabilitating sick, injured or traumatized animals, and works with rescue societies and other animal placement organizations to find homes, discussion **participants expressed an appreciation for MCAS's efforts**.

"People need to see the euthanasia rates and know why they are what they are. If they understand all that they are trying to do, they will be more supportive."

"They need to speak honestly. Without any double speak about why that shelter needs to have euthanasia. It is never clear, we never talk about it."

Within the animal care and advocacy community, there is a belief that compassionate euthanasia is a vital part of animal caretaking. Almost every advocate we spoke to said that they believed MCAS's policy to be necessary, given: (a) MCAS's mandate to take in animals no matter their health or likelihood of being placed in a home, and (b) that MCAS does not have the resources to house hundreds of healthy but unlikeable animals. Several of these advocates stated clearly that they felt MCAS's policy was in fact an expression of the institution's *inherently humane treatment* of animals. The basis for this was the knowledge of how animals that were euthanized were evaluated, how the process was undertaken and the goal of the institution to continue reducing the need for euthanasia.

"MCAS is doing a great job of placing many of these animals alive. Hard to fight the perception that they do anything other than [serve as] animal killers."

"There is a misperception about 'all the dogs that get killed,' have seen dogs that were there for months. MCAS really tries to find a home. Older dogs are hard to find homes for. At the shelter those dogs are really pampered."

It is worth noting that there is a group of animal advocates who do not share the view that the current MCAS policy is appropriate or humane. This vocal minority has been passionately advocating to change the policy.

"Kill rate is horrifying. Must overhaul the system."

“This is as easy win. If there was just a change in vision—mission.”

When this effort was discussed with other animal advocates in the region, it was met with incredulity. The majority of the animal advocates and professionals we spoke to (including the MCAS leadership) appreciate the intent behind and share the respect for animals the campaign is based on, but stated that it is misguided and not based in “reality.”

“It sounds wonderful. But would a no kill policy mean that MCAS will still take all animals or will they have to start filtering? If they can’t adopt an animal and they don’t have the space, does that mean MCAS wouldn’t take it?”

“They are reasonable people. I agree with a number of their points, but they don’t have realistic expectations.”

“It’s fine to talk about ‘no-kill,’ but part of that conversation has to be what we do with the dangerous dogs, or dogs who are so old or too sick to be happy.”

“Not possible! Anyone who thinks it’s possible isn’t dealing with reality.”

Still this campaign signifies an important segment of public perception and of public will, the more these “no kill” advocates can be seen as a resource to help further reduce euthanasia, the more effective the initiative will be.

There Is Support for a New Shelter, But There Is Also Concern as to Whether It Will Really Happen

Our research showed that people are in favor of a new shelter, seeing it as an enhancement of the MCAS mission and something that is in alignment with the core values of the region.

Everyone in the discussion groups and almost all of the stakeholders interviewed said they thought a shelter was a good idea.

“An additional shelter would be significantly helpful if it would be a community animal center that housed nonprofit groups and billed as an adoption and training center.”

“That would be great. They are so far away—not convenient, services aren’t easy.”

“A nice thing would be to have a shelter closer in and more accessible.”

“It needs to be done.”

“Can’t imagine that the Portland community as a whole will have any real problem seeing the value.”

“Being closer and having a new facility would get the word out there.”

Survey respondents were also supportive; of the 200 people who participated in the survey, 172 responded to a question asking if they thought a new shelter closer to the population center of the county would benefit the community and its pets. Of that number:

- 84 % said yes

- 2% said no
- 12% said I don't know

When asked, if discussion group participants and stakeholders would support public money being used, almost every participant in both groups said yes, and almost all participants said that they would consider donating their own private money.

“Yes, I would give my own money.”

“I would donate.”

“Yes, I would support a bond if I knew it was going to help animals.”

“Yes! Am a donor now, doesn't matter that they are public agency.”

When talking about the possible shelter, participants in both groups responded strongly to information that the current shelter is old and out of date, and that it serves 8,000 animals a year. They also were pleased with the idea that a new shelter could be closer to more people.

Interestingly, while most of the stakeholders we interviewed said they would support a new shelter, they expressed doubt that the public would be willing to fund one either by approving public dollars for the effort or through private donations. The stakeholders based this doubt on an assumption of two things: (1) that in a poor economy, when other public services are being defunded, the public would not see the value in funding animals over people; and (2) that because MCAS is a publicly funded institution, people feel that they are already contributing to the agency and therefore should not have to do so again. This is in direct conflict with the customer opinions we surfaced in the survey and the discussion groups.

“Ludicrous, to expect the public to pay for a shelter. The perception is that they have already paid that bill.”

“It's really hard for a public agency having to deal with ‘we already pay our taxes.’ It would be a really long process.”

Advocates Doubt That County Leadership Will Act

It is important to point out that in interviews with stakeholders, several expressed varying levels of frustration with Multnomah County leadership for what they saw as disinterest and delay. These stakeholders expressed a growing weariness with the discussion about support for a new shelter, because it is a conversation they have engaged in with other stakeholders and with the county for some time with no change.

Animal advocates and professionals who have been involved with Multnomah County around this dialogue and about animal welfare in general expressed being tired of task forces and studies. There was a pervading sense, after more than 10 years of talking about what's needed, that the recommendations had been made but no action resulted. Further, they articulated the feeling that all the talk and energy that had come before was a wasted effort. These stakeholders do not believe Multnomah County leadership will act to create a new shelter or to more fully support Multnomah County Animal Services.

“There is a huge disconnect between the County, Commissioners and funding that is given to animal services. Not just Multnomah County but City of Portland are far off the beam on what the people living here value.”

“I am ashamed of Multnomah County for not seeing this as a priority. Portland has been written up as Dog Town and yet...”

In fact, all of the groups indicated an uncertainty about the commitment of Multnomah County leadership to MCAS and its mission. Not that they believed Multnomah County leadership was in opposition to the success of the agency, but that it was focused elsewhere.

Stakeholders were the most vocal, stating that Multnomah County was not invested in a shelter effort and had designated the work MCAS was doing as a low priority.

“Must get commissioner to buy into the mission. We must make the connection about what animal services can do for you. We don’t talk about it that way.”

“There is an absolute failure among the departments of government to marshal the resources to reduce homeless animals which would reduce deaths.”

A few stakeholders speculated that this devaluing of MCAS was a result of a false conception that animal care was in competition with human services and that in tight budgeting circumstance animals had to come in second. Stakeholders spoke of the fact that it was a misconception to view animal services in competition with human services, because healthy, well cared-for animals actually play a part in better human health and safety.

“Don’t think that strong animal service is seen as a connection to human service. That connection just isn’t being made.”

The perception that County leadership is not focused on animal service caused many stakeholders to question whether the shelter would ever be built, and whether MCAS would get the funds and other resources it needs to fully serve its mission. Stakeholder perceptions were not a reflection on the dedication of MCAS to the idea of a new shelter, or on the possibility of community support, but on the lack of Multnomah County’s will to prioritize animal welfare.

“If we as an animal shelter community don’t stand up and say what we should do than others will. Commissioners need to create a strategy.”

“If it doesn’t happen—it will be a huge reflection of the county’s lack of leadership, lack of ability to get work done.”

“Reality is they are not going to get a new shelter.”

Many stakeholders also praised MCAS staff and leadership for the work being done at the current budget level.

“I think they are doing a pretty good job. They are restricted funding-wise and they can’t do everything they would like to—they have had to reduce the number of complaints they can respond to. Patrols are down.”

“No one is afraid of losing animal services because MCAS has been so successful in delaying the impact of bad budgeting.”

“I have great respect for MCAS.”

While not directly expressed, the uncertainty about County leadership’s dedication to animal service surfaced in comments in the discussion groups about MCAS being underfunded and understaffed.

“We keep asking them to do more with less resources.”

“They are doing as much as they can.”

“They are understaffed and {don’t have} enough funds.”

“I could tell they were grossly underfunded.”

SECTION 2: RECOMMENDATIONS FOR MOVING FORWARD

The findings from the research were powerful and showed that there is an appreciation for the work MCAS is doing and that there would be public support for a new shelter. However, that support is contingent on several factors, not the least of which is elevating public awareness and understanding of the work MCAS is doing, along with enhancing programs and services. Building off the information offered in the research findings document, we have offered below four core recommendations to help MCAS move forward in pursuing the possibility of developing a new shelter facility and in turn achieving its overarching mission.

- Continue To Strengthen the Customer Experience
- Enhance Clarity Around Euthanasia Policy While Increasing Live Release Rates
- Continue Evolving Voice in the Community
- Learn How Best To Leverage Public Will To Build a New Shelter

Continue to Strengthen the Customer Experience

The research tells us that the customer experience is mixed. In recent years, MCAS has been focusing on improving systems and programs to help customers get what they need better and it is vital that this work continue. To more fully achieve mission and demonstrate that MCAS is a great investment for both private and public funds, customers must feel welcomed, and have interactions that are easy, positive and meaningful.

It is critical that customers and the general public feel good about the work being done at MCAS and have a desire to be a part of it.

Animals and people should be equally valued

The research highlighted that MCAS—the institution as a whole and its staff—is highly focused on creating a healthy, safe and loving environment for the animals in its care. This focus, while powerful and supported by the mission, has the unintended consequence of devaluing the human experience. To become more effective at building a relationship with the residents of Multnomah County, MCAS must prioritize humans as much as it has prioritized animals. Things to consider:

The Physical Spaces

MCAS should evaluate how the physical spaces of the shelter work for customers as well as for the animals being cared for. What do customers see when in the building? Is

it comfortable, it is welcoming, is it someplace people want to be? Further, does it communicate an efficient, successful organization working at the top of its game? The current answer is no.

Whether or not MCAS is able to build a new shelter, it is vital that the building it inhabits is a place that reinforces the good things that happen there and the people who contribute to the powerful impact of its mission.

The Licensing Program

The licensing program is by far the most visible service MCAS offers, touching thousands of people a year; it is one of the best ways MCAS has of communicating with a broad cross-section of the community. It is also a great source of frustration for many MCAS customers. This frustration not only creates barriers to a smooth and easy customer experience, but also inflames perceptions that MCAS is inefficient, bureaucratic and unpleasant. People do not understand why animal licenses are necessary and act because of the negative incentive of fines rather than the positive incentive of protecting their pets and contributing to a great community.

This program must be revised so that it is easier for customers to use, and so that it can leverage a valuable point of contact with the public to create better understanding of the role and value of MCAS. A better functioning program will also increase the revenues coming to MCAS programs. Revisions for consideration include:

- A cleaned-up database that accurately tracks renewals, license lapses and new licenses.
- Revised language that is friendly, welcoming, clear and framed around the positive outcomes of licensing and the value it offers to Multnomah County residents. This is a huge missed opportunity to share the outcomes and positive benefits of what licensing dollars pay for with audiences that care deeply about their animal friends.
- Revised materials that are easy to read and use and are designed to convey the positive, community-centric goals of the program. Materials should be more user friendly, and showcase real-life examples of the benefits of licensing and of the work MCAS is doing. These stories or testimonials can be brief and should be universal in their appeal. Let licensing customers see themselves in the work MCAS is doing, and help them to understand what renewing a license means—not only for themselves, but for others like them.

Enhance Clarity Around Euthanasia Policy While Increasing Live Release

The issue of euthanasia is emotionally charged, and the research clearly shows that the public has a skewed view of Multnomah County Animal Services policies and practices in this area. Interestingly, as stated above, the majority of the people we spoke to did not demand a change in policy, but rather were resigned to it and to what they assumed it represented. The disconnect between public perception and reality is large.

Because Multnomah County Animal Services has been quiet on this issue, others in the community have framed the dialogue about euthanasia and about MCAS's practices. It is vital that MCAS not only inform the public of its policies, but also help the public understand why euthanasia is an important part of thoughtful, compassionate animal care. Equally important is pairing a message of "why euthanasia" with the fact that MCAS is a leader in the shelter community when it comes to thoughtful practices that

prioritize treating animals with dignity and finding live release solutions as much as possible.

Multnomah County Animal Services should celebrate the fact that it has one of the highest live release rates in the nation and should be highly vocal about its efforts to continually increase these numbers. Further, this is an opportunity to invite the public and anyone in the community dedicated to animal health and safety to participate in eliminating the necessity of euthanasia.

Continue Evolving Voice in the Community

Across methodologies, people highlighted that MCAS must “tell its story better.” Not only is there confusion about policies, practices and services, there are misaligned perceptions of the quality of the work taking place. There are efforts underway to create a more proactive and friendly public interface (e.g., the new website, the Petlandia event), and to increase awareness about what MCAS is doing. This work is important and should be applauded, given the limited funding and staff capacity to take on additional marketing and communication efforts. These initiatives are essential to improved customer experience and mission success, and should be continued and deepened.

Elevate the human connection

Much of the communication and public engagement Multnomah County Animal Services does is from the perspective of a governmental agency conducting county business. This approach has placed MCAS at a disadvantage because it suffers from the brand perceptions attached to any government institution. To be truly effective at creating a sense of community ownership and pride, MCAS needs to help people see the human side of MCAS—literally. As stated in the research findings document, the natural focus for the institution is animal service and that focus has had the unintended consequence of leaving the human perspective out of focus. Changes for consideration are:

- Continue marrying together the animal and human experience. In this region, the connection between pets and people is strong and most in the county feel great love for animals. Elevate that connection in all communication channels (website, events, presentations, materials, social media, earned media). Invite customers to share their experiences, and help them to create a community of their own. Further, MCAS has an incredible asset in its staff and volunteers; these stories are powerful because they showcase the remarkable well of compassion, respect and love the MCAS family has for the animals in its charge. Shine a light on these stories both in terms of language used and in terms of the visual story told: People together with animals, people helping animals to be healthy, safe and happy. (It must be noted that the new MCAS website is a great leap forward toward this kind of storytelling; MG encourages that this focus be continued and built upon).
 - MCAS is using Facebook to help showcase animals available for adoptions as well as to publicize events, but this is a medium that would be perfect for showcasing the human-pet connection. We recommend adding posts about volunteers, adoption stories, and animal rescue stories. These themes are also great for Twitter.

- As mentioned above, licensing program communication can serve as an excellent source of information and education for thousands of Multnomah County residents who love and care for animals.
- Also, now that the MCAS website has been refreshed, we recommend that a Search Engine Optimization effort be undertaken to ensure that the site is offered as an option when anyone does a search for “animal adoption,” “animal health,” “missing pet help” and many other animal-related information searches.

Share MCAS’s expertise

There is a perception that MCAS is the shelter out in Troutdale and not an agency that touches people lives throughout the county. That is problematic not only because the shelter is hard to get to and isn’t well known, but because it separates MCAS from the day-to-day needs and opportunities of animal lovers no matter who they are. With the remarkable wealth of animal wellness expertise at MCAS, the organization could be a powerful source of information and advocacy for animals and people throughout Multnomah county—even those who are not actively using services. Activities to consider:

- MCAS can offer itself as a resource for animal wellness tips and advice. For instance MCAS can offer hot and cold weather alerts, or advice on how to care for pets on family vacations and during events like the Fourth of July. This kind of information fits perfectly with the mission and helps MCAS change its brand from being a reactive enforcement agency to a proactive animal wellness resource.
- Further, MCAS should be offering youth, pet owner education services and adoption events out in the community. As part of the goal of reducing euthanasia, this early education can help deepen community understanding of how we can all partner together to create a safe and positive environment for pets and people.

Increase outreach through earned media

Multnomah County Animal Services does have a good relationship with many of the news outlets serving the county, but it tends to be reactive rather than proactive. MCAS is seen as a good resource for reporters when there is a story about an aggressive animal (typically a pit bull attack), but like the public, they tend to attribute the more “touchy feely” story opportunities to other animal caretaking organizations in the region. Because the news media have such influence on how people get information, it is vital to cultivate these outlets to know more about the positive, life-affirming and community benefit work that Multnomah County Animal Services does. This can only happen if Multnomah County Animal Services starts reaching out with three- dimensional story opportunities that showcase the expertise, dedication and innovation taking place there.

To be effective, this outreach must take place regularly, frequently and speak to a variety of traditional and digital media outlets and reporters. The media focus should not only be to impart news to the public, but to share human-interest stories and expert opinions.

Part of MCAS’s reactive approach to earned media is dictated by the limited staff resources available to take on the effort. To help shore up capacity in this area, MCAS might consider pursuing a PR internship opportunity with the Greater Portland Chapter of the Public Relations Society of America. This organization has membership

throughout the region, including professionals that are leaders in the field as well as those who are just getting started. There are likely to be many opportunities for partnership that would not only help MCAS think differently about its media work but get help to do the outreach.

Leverage people power

Currently Multnomah County Animal Services has 50 employees, hundreds of volunteers and thousands of active customers (people who have adopted from the shelter, gotten help finding a lost pet, called for help with an animal rescue) and dozens of community partners. Every one of these people and organizations can and should be invited to and given the tools to be champions on behalf of Multnomah County Animal Services. This is already happening to an extent but, given the region's shared value around animals and the fact that MCAS has grassroots champions without any formal way of informing them or thanking them, there is more opportunity for people to help others embrace MCAS. Actions to consider:

- As stated earlier in this report, social media is a great avenue for not only communicating information, but also encouraging champions to share their experiences. Showcase volunteer, customer and staff posts on Facebook.
- Incorporate a blog component into the MCAS website so that volunteers and staff can shine a light on the day to day work taking place at the shelter and throughout the MCAS service areas.
- Empower champions to share stories about MCAS in their own social and professional networks. Include language in all materials that invite people to spread the word about the good work happening at MCAS. This must be paired with information about that good work. Create a champions group, as part of the volunteer program, for people who are particularly engaged. Make tools like one-pagers and a couple of easily customized PowerPoint slides available to these special champions so that they are supported and so that accurate information is going out to the public.

Learn How Best To Leverage Public Will To Build a New Shelter

MCAS will need to field a poll to learn more about voter interest

As is detailed above, the research did indicate that there is public support for a new shelter. Discussion group and survey participants saw a new shelter as important and welcome. However, the animal welfare professionals and other key stakeholders we spoke to expressed doubt that the public would be willing to invest in MCAS beyond its current level.

In order to fully understand the public's understanding about and interest in building a new shelter, we recommend conducting a statistically valid public poll. This poll will greatly increase the data points available to help answer this question and will help guide formation of a strategy and campaign for funding. It will also help elevate MCAS's profile with voters.

Resolve the perceptions that Multnomah County Administration is not invested in the success of the shelter

The surfaced perceptions both by the community and stakeholders that Multnomah County leadership is not invested in MCAS must be addressed before any kind of effort to build a new shelter can move forward.

It is time to connect the dots between healthy and well-supported animal services and positive human outcomes. After all, the fewer unwanted, uncared for, abused, sick or injured animals in our community, the fewer chances for health and safety issues for people. Further, with pets and animal welfare a closely held value for residents in the region, having the county's animal welfare service weakly supported is out of alignment with community priorities.

If potential private donors think that the County is not committed to the success of the shelter or by extension MCAS, they in turn will not invest. In order for MCAS's vision of a new shelter and of more robust community services to be successful, it is critical that the agency gain sponsorship from the County Commission and from County Administration.

Working with County Leadership to obtain additional data about the level of community support would be an important step in this direction. This data will help determine appropriate timing and needs, given the economic realities facing the County. There is a significant level of energy focused on animal welfare in this community and strong support for the ongoing leadership, compassion and expertise present at MCAS. With or without a new shelter, MCAS has the potential to be part of, and even lead, a powerful movement to deepen support for animal welfare in the region and to further demonstrate the value of this vital County-funded service.

Future Considerations

Whether or not a new shelter is possible, it is clear that MCAS is in need of additional funding. This funding can come from several sources, including private donations. MCAS has begun the work of creating opportunities for private citizens to invest in the mission and work of MCAS and it is essential for these efforts to continue and grow.

Private investment, in partnership with the existing public dollars budgeted for MCAS, can help fund the margin of excellence so critical to helping MCAS deepen its community impact and offset operational costs. Multnomah County has a few models for this kind of investment; in particular Multnomah County Library has done a remarkable job of pairing together public and private investment to create a powerfully effective organization.

It has done this through the Multnomah County Library Foundation, a private 501(c)3 that empowers individuals, corporations and foundations to invest in a vision of excellent programming and community resources that greatly contribute to livability and economic factors across the region. This approach allows the community to fund the "margin of excellence" it desires, while maintaining recognition of the library's core facilities, programs and services as a publicly funded benefit of the county.

Multnomah County Animal Services has been the recipient of private philanthropy for years and in fact each year receives several hundreds of thousands of dollars in gifts. Currently, MCAS has several funds people can donate to. These funds are: Forever Adoption Outreach Fund, Dolly's Animal Care Fund and Spay/Neuter Community Outreach Fund. In addition, MCAS has created Shelter Dreams, a fund where people committed to the vision of the new shelter can make their investment. The creation of

these funds is important, but there isn't an organizational fundraising plan nor is there much promotion of the need for and the acceptance of private donations.

The exception to this is the newly drafted Shelter Dreams Campaign Plan, shared with the County Commission this summer. This plan is a great start at codifying a philanthropic culture at MCAS, but it must be integrated into the overall thinking of the organization so that fundraising in general can be more proactive and can support the excellence of MCAS services in general.

Actions to consider:

- Develop a fundraising plan that not only creates structure around philanthropy efforts, but also helps to identify the services and initiatives that people can support. This plan should leverage the clear commitment of champions to increase revenues.
- Create and leverage a "Friends of the Animals Group." This group would be a designated nonprofit set up to receive tax-deductible donations. The work of this group would be guided both by the strategic plan and the fundraising plan.
- Continue developing a culture of philanthropy within the agency and champions for the work MCAS is doing. Be more vocal about inviting people to donate, dedicate effort and resources to being thoughtful about who should be considered for a donation, and celebrate the donations that MCAS receives.

MCAS1: Task 2c – Stakeholder Interviews

Stakeholder Interview Guide

Interview Instructions:

- Type your interviewees responses into the Word document as you interview (or type your hand written notes immediately after your interview)
- Save all interviews on the server ('MCAS' 'Deliverables' 'Research' 'Stakeholder Interviews' 'Stakeholder Interview Notes') as follows: (first name of interviewee participant last name of interviewee participant, then your initials—ex: JohnSmithjmh.doc)
- You have 1 hour for each interview (this includes, prep, interview (30 minutes), wrap-up with notes)
- Be prepared to participate in a team debrief meeting
- Be prepared to contribute to the final report

The purpose of the executive interviews (and subsequently the focus groups) is to gather data from a variety of audiences that will shape a shared vision of the future of animal services in the county. In order to achieve the desired outcomes (the collection of data that is relevant, targeted and actionable) the question guide needs to have the flexibility to explore areas of particular interest/relevance for an interview participant, while ensuring that the interviewer completes the interaction having achieved their goals as well.

Metropolitan Group structures question guides to ensure that we create leading opportunities for participants to provide us with the information that is needed to achieve our stated outcomes. At the same time, of course, we must use caution not to lead a participant too much—sometimes what is left unsaid is as important as what is said. With that, this question guide (and its variants) is structured with a series of primary questions. These primary questions are supplemented with additional probing questions, which also indicate the desired outcomes for each question.

Introduction:

Hi, it's _____, calling from Metropolitan Group for our scheduled conversation about animal services in Multnomah County.

Thank you for agreeing to speak with me today. As you may know, Metropolitan Group is (MG) a full service strategic communication firm hired to undertake research to better understand people's needs of and perceptions about animal services in the county and region.

As part of our research process, we are conducting a series of interviews with people with important experience and perspectives. We value your insights not only about Multnomah County Animal Services but also about the animal care related community welfare needs in the region. We have a short series of questions that should take no more than 30 minutes for you to answer and we appreciate your willingness to provide this input. We do not expect you to be an expert and in fact, value your insights based on both what you know and don't know. Your answers are confidential.

Questions: Animal Service Professional

1. To get us started—can you tell me more about the work you are doing?
2. Based on your experience, what are the issues facing animals in the county?

MCAS1: Task 2c – Stakeholder Interviews
Stakeholder Interview Guide

- a. What resources, ideas or approaches are needed to better address these issues?
 - b. Who are the most effective organizations or individuals working in this space? Why?
3. What do you know of MCAS?
- a. Are you familiar with MCAS intent or mission? *Note: The mission of Multnomah County Animal Services ("MultCoPets") is to protect the health, safety, and welfare of pets and people in Multnomah County.*
 - b. Do you agree with this mission? Why or why not?
 - c. What has been your experience with MCAS? (*probe on perception of field service, licensing*)
 - i. Positive, why?
 - ii. Negative, specific example on what/how they can improve?
7. As you may know, the county is exploring building a new shelter with better proximity to the population so that MCAS can better meet it's objectives.
- d. How well do you think this will help address the issues we have been talking about?
 - i. How should MCAS go about this to ensure it is successful?
 - e. If you don't think it will help address issues, why? Is there a better way?
8. Anything you would like to be sure to share that we haven't yet touched on?

Thank you for your time and the valuable perspective you have provided.

(*Note—if appropriate: Can we call you again if needed and would you be interested in being involved in the future if the opportunity arises?)

Again, our questions are for our own understanding and will inform how we approach supporting MCAS.

MCAS1: Task 2c – Stakeholder Interviews
Stakeholder Interview Guide

Questions: Public Official

1. How much do you interact with issue of animal welfare in your work?
 - a. How do animal issues fit with human welfare or public safety?

2. How much do you interact with or know MCAS as a department? (*probe for perception of field service, licensing other services*)
 - a. Are you familiar with MCAS intent or mission?
 - b. How effective is MCAS at achieving mission?
 - c. What is your perception of MCAS?
 - d. What do you think the public's perception of MCAS is?

3. What more could MCAS do to serve the community?
 - a. What are they doing well?
 - b. What should they work to improve?

Note: The mission of Multnomah County Animal Services ("MultCoPets") is to protect the health, safety, and welfare of pets and people in Multnomah County.

4. As you may know, the county is exploring building a new shelter with better proximity to the population so that MCAS can better meet it's objectives.
 - f. How well do you think this will help address the issues we have been talking about?
 - i. How should MCAS go about this to ensure it is successful?
 - c. If you don't think it will help address issues, why? Is there a better way?

5. Anything you would like to be sure to share that we haven't yet touched on?

Thank you for your time and the valuable perspective you have provided.

(*Note—if appropriate: Can we call you again if needed and would you be interested in being involved in the future if the opportunity arises?)

Again, our questions are for our own understanding and will inform how we approach supporting MCAS.

MCAS1: Task 2c – Stakeholder Interviews
Stakeholder Interview Guide

Questions: Animal Welfare Advocates

1. To get us started—can you tell me more about the work you are doing with animals?
2. Based on your experience, what are the issues facing animals in the county?
 - a. What is needed to address these issues?
 - b. Who is helping to address these issues?
3. How familiar are you with MCAS and its mission? (*probe for perceptions of field service, licensing other services*)
 - a. Does MCAS and the mission it serves help address the needs we have been discussing? Why or why not?
 - b. From your experience what does MCAS do well? Not well?
 - c. What could they do differently?

Note: The mission of Multnomah County Animal Services (“MultCoPets”) is to protect the health, safety, and welfare of pets and people in Multnomah County.

4. As you may know, building a new shelter with better proximity to the population so that MCAS can better meet it’s objectives.
 - a. Do you think a new shelter will be helpful in addressing the needs we have been discussing?
 - b. If yes: how so?
 - c. If yes: how would you suggest MCAS go about ensuring the shelter is successful?
 - d. If no: why not. What do you suggest be done?
5. Anything you would like to be sure to share that we haven’t yet touched on?

Thank you for your time and the valuable perspective you have provided.

(*Note—if appropriate: Can we call you again if needed and would you be interested in being involved in the future if the opportunity arises?)

Again, our questions are for our own understanding and will inform how we approach supporting MCAS.

MCAS1: Task 2c – Stakeholder Interviews
Stakeholder Interview Guide

Questions: Staff

1. To get us started—can you tell me more about the work you are doing?
2. Based on your experience, what are the issues facing animals in the county?
 - a. In addition to MCAS, who are the organizations who are best addressing these issues?
3. How well does MCAS address the needs we just discussed? How effective do you think MCAS is achieving its mission? (*probe for perceptions of field service, licensing, etc*)
 - a. What is MCAS' value to the community?
 - b. Effective, why?
 - c. Not effective, why not?
4. What is the value of MCAS from the customer's perspective?
5. What can MCAS improve to better serve customers?
6. As you may know, building a new shelter with better proximity to the population so that MCAS can better meet it's objectives. Do you agree that a new shelter will further help MCAS serve the public and fulfill its mission?
 - a. Yes, how so?
 - b. Yes? Any recommendations on how MCAS should go about the process of building a new shelter?
 - c. Who do you think should be included in the process?
 - d. No: Why not?
7. Anything you would like to be sure to share that we haven't yet touched on?

Thank you for your time and the valuable perspective you have provided.

(*Note—if appropriate: Can we call you again if needed and would you be interested in being involved in the future if the opportunity arises?)

Again, our questions are for our own understanding and will inform how we approach supporting MCAS.

Tell us what you think about Multnomah County Animal Services.

Multnomah County Animal Services, located in Troutdale, Oregon, is dedicated to the health and safety of the county's pets and people. Please take a few minutes and fill out this short survey about Multnomah County Animal Services. The survey will help us continue improving our services. We value your insights.

1. In the last 12 months, have you used any services offered by Multnomah County Animal Services? (Services can include pet licensing, pet adoption, pet nuisance complaints, pet lost and found, stray or injured animal pick-up, and/or pet training resources.)

- YES
- NO

(Survey will direct a yes response to specified set of yes questions)
(Survey will direct a no response to specified set of no questions)

2. (NO) Do you currently own a pet(s) or in the last 12 months have you owned a pet(s)?

- YES
- NO

3. (NO) Multnomah County Animal Services "protects the health, safety and welfare of people and pets by providing compassionate and essential services including licensing, spaying/neutering, adoptions, training, lost and found, animal rescue and protection." Do you think these services are important?

- Yes
- No

4. (NO) To better serve communities throughout the county and to increase animal adoption, education, care services, and to lower euthanasia, Multnomah County Animal Services is exploring opening a new shelter in a location closer to the population center of the county. Do you think this will be a benefit to the community and its pets?

- Yes
- No
- I don't know

(for people who have not received services, the survey will end here with a thank you)

2. (YES) Do you currently own a pet(s) or in the last 12 months have you owned a pet(s)?

- YES
- NO

3. (YES) In the last 12 months what services did you use? Mark all that apply:

- Pet Adoption
- Pet Fostering

- Pet Licensing
- Pet Rabies Shots and Microchipping
- Pet Lost and Found
- Spay and Neuter Assistance
- Animal Abuse, Nuisance or Neglect Reporting

4. (YES) **On a scale of 1 to 5 (1 being unacceptable, 5 being excellent), how positive was your experience?**

RANKING:

5. (YES) **If you ranked your experience with Multnomah County Animal Services below a 3, please tell us why.**

Open comment—limit 35 words

6. (YES) **On a scale of 1 to 5 (1 being that you would recommend against it and 5 being that you would highly recommend MCAS), how likely would you be to suggest that a friend or family member use the services offered by MCAS?**

7. (YES) **Based on your experience, rank from 1 to 5 (1 being not at all and 5 being exceptional) the level of care you think Multnomah County Animal Services provides animals.**

9. (YES) **Multnomah County Animal Services' mission is to "protect the health, safety and welfare of people and pets by providing compassionate and essential services including licensing, spaying/neutering, adoptions, training, lost and found, animal rescue and protection." Do you think these services are important?**

- Yes
- No

10. (YES) **How well do you think Multnomah County Animal Services is upholding its mission?**

- Very well
- Okay
- Not at all
- I don't know

If not at all, why not?

OPEN COMMENT – LIMIT 35 WORDS

11. **Where do you get information about Multnomah County Animal Services? (Please check all that apply.)**

- TV
- Radio
- Newsletter
- Newspaper

- Internet
- Word of mouth
- I don't know

12. (YES) To better serve communities throughout the county and to increase animal adoption, education, care services, and to lower euthanasia, Multnomah County Animal Services is exploring opening a new shelter in a location closer to the population center of the county. Do you think this will be a benefit to the community and its pets?

- Yes
- No
- I don't know

13. Tell us about yourself (this will be for both the no's and yes')

Age Under 18 19-24 25-34 35-44 45-54 55-64 65+

Gender Female Male

14. Did you vote in the last county election?

- Yes
- No

Thank you for taking the time to complete this survey. Your answers will help us to continue to serve the animals and people of Multnomah County.



Metropolitan Group

the power of voice

Focus Group Leader Guide

I. Facilitator Introduction

6:00pm – 6:03pm (3 minutes)

I want to thank you for taking time out of your busy day to spend the next 90-minutes with us. My name is Lee Collinge. I work for Metropolitan Group, a communications agency that helps nonprofit organizations and public agencies create positive social change.

Our client is an organization here in Oregon. They've hired us to find a new way to communicate with folks like you. We are going to spend our time here today learning from you about what think of animals and animal service here in our region. Your input is really important.

There are no right or wrong answers. I want you to speak freely and say what's on your mind. Feel free to build on what others are saying, but I do want to make sure that everyone has a chance to participate and be heard.

We've got quite a bit of ground to cover over the next 90 minutes, so I'm going to keep things moving along. If anyone needs to use the restroom, or you want to grab some refreshments, please go ahead and do that whenever you wish. The bathrooms are just across the atrium – you go out the door take a left and you'll see them.

If anyone has a cell phone or pager, I'd appreciate if you could turn that off so you aren't distracted in any way during our conversation.

II. Participant Introductions

6:03pm – 6:10pm (7 minutes)

To warm us all up, I'd like to go around the table and ask each of you to introduce yourselves by telling us your first name and something you look forward to doing this summer.

(GO AROUND THE TABLE)

III. Warm-Up: Values

6:10pm – 6:20pm (10 minutes)

As I said, we've asked you here this evening to talk with us about issues related to animals. I'd like to start by asking you to share whatever comes to mind in response to these questions:

- What is important for a healthy community?
- Where do animals fit in a healthy community?

IV. Animal Services

6:20pm – 6:40pm (20 minutes)

Questions for Discussion:

Now I would like to spend some time thinking about animals and how we interact with them.

- What does having a pet mean to you?
- When you think about places or people in the community that take care of animals, who or what comes to mind?
 - What would you do if there were a lost or injured animal in your neighborhood? (Or backyard?)
 - What would you do if you found a stray animal in your neighborhood.
 - If you lost your pet, where would you go (or who would you call?)
 - When you think about adopting a pet, what comes to mind?
 - Where would you go, what would you expect to find there? What would you want to find there?

Questions for Discussion (IF MCAS IS IDENTIFIED BY THE GROUP):

- Multnomah County Animal Services was mentioned as an animal service provider. When you think about MCAS, what comes to mind?
 - What do you think Multnomah County Animal Services does?
- What impression do you have overall of Multnomah County Animal Services based on whatever you've heard, or seen, or experienced yourself?
 - *If they don't mention their personal experience, probe for it*
- How is it different from some of the other organizations you mentioned?

Questions for Discussion (IF MCAS IS NOT IDENTIFIED BY THE GROUP):

- How many of you have heard of Multnomah County Animal Services?
 - *If some:* Can you describe what MCAS does?
 - Have you interacted with MCAS before?
 - What was your experience like?
 - How well do you think MCAS compares to other animal care providers/shelters in the area? (PROMPTS: Better? Worse? In terms of being helpful? Broader mandate?, etc.)
 - *If none:* Would it surprise you to learn that MCAS has a shelter where animals can be adopted, it also retrieves stray animals in populated and rural areas; offers low cost spay and neutering service for the pets of low-income families; and it responds to requests for help with aggressive animals or animals causing a nuisance. It is also the place that is responsible for issuing pet licenses?
 - Are these services important?
 - Why do you think MCAS wasn't identified by anyone as an animal caretaker in the area?

V. Language/Messaging

Section - 6:40pm – 7:20pm (40 minutes)

Statements about MCAS

6:40pm – 7:00pm (20 minutes)

I'm going to pass around a packet to each of you. Please don't open the packet and look ahead. On the first page, please write your first name and last initial in the box provided, along with today's date and the time we started this group.

(WAIT FOR GROUP TO COMPLETE THIS TASK.)

When you turn to the next page, you're going to read a series of statements describing Animals and Multnomah County Animal Services. I'd like you to go down the list and mark the box in each row that corresponds to the extent to which the message is **believable AND motivating to you personally**.

Generally, the first answer that pops into your head is the best one. So, try to go with your gut. Any questions?

Great. Go ahead and turn to the next page and get started. When you're done, please put your pencil/pen down on the table.

(ALLOW 3-4 MINUTES FOR EXERCISE)

Is everyone finished? Great, let's talk about the sentences you just read.

- Which statement did you think was the most believable? (*tally comments*)
 - Why is that?
- Which statement did you think was the most motivating? (*tally comments*)
 - Why is that?
- What words or ideas stuck out to you as you were reading the statements.
 - Why is that?

Statements about Licensing

7:00pm – 7:20pm (20 minutes)

Let's turn to the last page of the packet. There's an incomplete sentence shown with five options for how to complete it. Please pick the three phrases you think best complete the sentence in ways you agree with. Rank them from 1 (your first choice) to three (your third choice). Leave the other two boxes blank.

Again, your first answer is probably the right one. Any questions?

Great. Go ahead and turn to the next page and get started. When you're done, please put your pencil/pen down on the table.

(ALLOW 2-3 MINUTES TO COMPLETE)

Everyone finished? Great.

OK, we're going to run down the list and I want to count the number of people who picked each statement as one of their top three.

Here we go...

(RECORD NUMBER OF RESPONSES FOR EACH STATEMENT)

Questions for Discussion:

- Why did you pick your number one statement? Why?
- Which statement really turned you off? Why?
- If you were trying to convince other people like you to use Multnomah County Animal Services (for example: license their pet, calling about a wild/lost animal, etc.), which of these statements would you share with them, if any?
- Is there anything else you would tell them that you think would be even more convincing? What?
- How many people here have licensed their pets?
 - *For those who did:* why did you?
 - *For those who haven't:* why not?

VI. New Shelter

7:20pm – 7:27pm (7 minutes)

I am going to share with you a brief statement (hand around a paragraph). I will read it out loud, and you can read along with me. Then I will ask some questions:

“Located in Troutdale, the Multnomah County Animal Services (MCAS) shelter is no longer adequate for the needs of the community. The shelter, built in 1968, is pretty far away and can be hard to find, which means many people looking for a new pet just don’t make the trip out to see the animals MCAS cares for. It is also too small to accommodate the 8,000 homeless or sick animals—dogs, cats, horses, chickens, rabbits, snakes and other animals—who are brought to us each year. MCAS is looking into building a new, larger shelter closer to the county’s population center so that it can help more animals find loving permanent homes.”

- What in the paragraph stuck out to you? Why?
- Does the statement motivate you?
 - Would you support public money being used to build this shelter?
 - Would you consider donating to build this shelter?

VII. Wrap-up/Closing

7:27pm – 7:30pm (3 minutes)

Thank you so much. We really appreciate your opinions. Check-in with Nikki and she will give you your envelop with our token of our appreciation for spending this time with us.

First Name/Last Initial

Date of Focus Group

Time of Focus Group

Please do not turn to the
next page until you are
instructed to do so.

For each of the statements below, please select the box in each row that corresponds to the extent to which the message is **believable** and **motivating to you personally**.

1. Multnomah County Animal Services provides a vital service to the community and helps to make Multnomah County a great place to live.

Not believable at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely believable	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Not motivating at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely motivating	<input type="checkbox"/> 5
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2. As a public agency, Multnomah County Animal Services is responsible for helping keep the community safe and healthy for people and animals.

Not believable at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely believable	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Not motivating at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely motivating	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

3. Multnomah County Animal Services is one of the most effective shelter and animal service organizations in the region, helping to care for and find homes for thousands of homeless pets a year.

Not believable at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely believable	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Not motivating at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely motivating	<input type="checkbox"/> 5
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4. Multnomah County Animal Services is unique because it's responsible for animals in Multnomah County, from the pets we care for at home to the stray and lost pets that wander into our neighborhoods, jeopardizing the health and safety of our community.

Not believable at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely believable	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Not motivating at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely motivating	<input type="checkbox"/> 5
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5. Multnomah County Animal Services treats the animals in its care with compassion and respect. Sometimes it has to make tough choices based on the animal's health, age or temperament, but every animal is evaluated with the hope of finding its forever home.

Not believable at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely believable	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Not motivating at all	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	Extremely motivating	<input type="checkbox"/> 5
--------------------------	----------------------------	----------------------------	----------------------------	----------------------------	-------------------------	----------------------------

Below, you'll read a partial sentence with five different ways to complete it. Please pick the three phrases you think best complete the sentence in ways you agree with. Then, rank these three phrases from 1 (your first choice) to 3 (your third choice). Please leave the other two boxes blank.

"It's important for people to license their pets because ..."

"...it's the law. Owners of unlicensed pets can be ticketed and fined."

"...revenue generated from licensing provides critical funding support to Multnomah County Animal Services, without which the agency could not function."

"...it makes it possible for lost pets to be identified and returned to their owners."

"...it makes sure pets are kept up-to-date on their vaccinations, protecting the health and well-being not just of pets, but of their owners and neighbors as well."

"...it helps Multnomah County Animal Services provide essential services like low-cost spaying and neutering for the pets of low-income and health care for lost and injured animals in need."