


PS Committee #2
May 6, 2022
Worksession

MEMORANDUM

May 4, 2022

TO: Public Safety [PS] Committee

FROM: Carolyn Chen, Legislative Analyst 

SUBJECT: **FY23 Recommended Operating Budget Worksession:
Office of Animal Services [OAS]**

PURPOSE: Review and make recommendations for Council consideration – vote expected.

Expected Participants:

- Thomas J. Koenig, Executive Director, OAS
- Alexandra "Lex" Lepiarz, Deputy Executive Director, OAS
- Bonnie White, Business Operations Manager, OAS
- Dr. Gregory Lawrence, Chief Veterinarian, OAS
- Derrick Harrigan, Fiscal & Policy Analyst, Office of Management and Budget [OMB]

SYNOPSIS: [FY23 Recommended Operating Budget: OAS](#)

About OAS. As of July 1, 2020,¹ OAS transitioned out of the Montgomery County Police Department [MCPD] and is a non-principal stand-alone office. OAS [animal control services](#) include pickup of stray animals, investigation of animal bite cases (e.g., rabies), enforcement of animal cruelty and neglect ordinances, care for 9,000+ animals annual at the County's animal shelter, licenses and inspects animal-related businesses and operates an Animal Services Call Center. OAS briefed the [PS Committee on September 17, 2020](#) on its transition progress and COVID-19 impact and on [April 29, 2021](#) on staffing and potential racial equity and social justice metrics.

Summary analysis of FY23 changes. OAS' FY23 Recommended Operating Budget includes the addition of one Staff Veterinarian² and one Animal Care Attendant to its animal shelter operations.³ The recommended budget continues to focus on increasing staffing capacity to provide 7-days-a-week, 10-hours-a-day veterinary and shelter operations.

¹ Montgomery County Council [Expedited](#) Bill 21-20 – Office of Animal Services Established.

² FY22 veterinary services staffing: 2.0 FTEs Veterinarians, 2.0 FTEs Registered Veterinary Technicians and 2.0 FTEs Veterinary Assistants.

³ FY22 shelter animal services staffing 2.0 FTEs Animal Care Attendant Supervisors, 13.0 FTEs Animal Care Attendants.

Strategic Planning Considerations for FY24-26. OAS is developing a three-to-five-year strategic plan for the newly formed stand-alone office. Selected strategic planning considerations include:

- Increasing capacity for community outreach, multi-cultural communications, social media platform engagement and mobile application technology⁴ to build awareness of OAS services.
- Participate in the research and coordination with the County’s Customer Service Initiative using human-centered civic design concepts as it relates to the Animal Services Call Center ([See April 22, 2022 GO Committee CEX FY23 recommended budget memo for additional information](#)).
- Explore racial equity and social justice metrics for recruitment and academic institution partnerships⁵ targeting African American veterinarians⁶ and addressing implicit bias and structural racism in animal rescue and welfare, pet adoption, and licensing fees.⁷

Council staff recommends approval of the Office of Animal Services [OAS] FY23 Operating Budget as submitted by the County Executive.

This packet contains:	© Page #
FY23 Recommended Operating Budget: OAS	©1-7

⁴ Osborne, Margaret. Smithsonian Magazine. [Wyoming Now Has an App for Collecting Roadkill](#), March 24, 2022.
⁵ Mattson, Kaitlyn. American Veterinary Medical Association. [An untapped pipeline for veterinary schools](#), July 29, 2019.
⁶ Chan, Melissa. Time Magazine. [Pet Owners Are Diverse, but Veterinarians Are Overwhelmingly White. Black Veterinarians Want to Change That](#), October 21, 2020.
⁷ Jenkins Johnny L., Rudd Mueni L. [Decolonizing Animal Welfare Through a Social Justice Framework](#). Frontiers in Veterinary Science. Volume 8, 27 January 2022.



Animal Services

RECOMMENDED FY23 BUDGET

\$8,712,488

FULL TIME EQUIVALENTS

77.00

THOMAS J. KOENIG, DIRECTOR

MISSION STATEMENT

The mission of the Montgomery County Office of Animal Services (OAS) is to serve and protect the animals and residents in our community with a high level of competency and compassion. The OAS strengthens the human-animal bond through education, humane law enforcement, and the promotion of responsible guardianship.

BUDGET OVERVIEW

The total recommended FY23 Operating Budget for the Office of Animal Services is \$8,712,488, an increase of \$598,132 or 7.37 percent from the FY22 Approved Budget of \$8,114,356. Personnel Costs comprise 80.94 percent of the budget for 76 full-time position(s) and no part-time position(s), and a total of 77.00 FTEs. Total FTEs may include seasonal or temporary positions and may also reflect workforce charged to or from other departments or funds. Operating Expenses account for the remaining 19.06 percent of the FY23 budget.

The total recommended FY23 Operating Budget for the Office of Animal Services is \$8,712,488, an increase of \$598,132 or 7.37 percent from the FY22 Approved Budget of \$8,114,356. Personnel Costs comprise 80.94 percent of the budget for 76 full-time position(s) and no part-time position(s), and a total of 77.00 FTEs. Total FTEs includes one Investigator position charged to the Police Department. Operating Expenses account for the remaining 19.06 percent of the FY23 budget.

COUNTY PRIORITY OUTCOMES

While this program area supports all seven of the County Executive's Priority Outcomes, the following is emphasized:

Safe Neighborhoods

INITIATIVES

- Add one Animal Care Attendant to increase the productivity of animal shelter operations.
- Provide funds for one Staff Veterinarian, which will address increased facility volume related to in-house emergencies, surgical procedures, and equity outreach.
- Fostered better partnerships with rescues and other animal welfare resources, both within and outside the Montgomery County Community, creating better placement alternatives for animals in shelter care.

-
- ★ Enhanced pet licensing compliance rates through legislative and marketing efforts designed to promote compliance.
 - ★ Expanded shelter operations and field services presence in the community to serve as a valued resource regarding the care and welfare of all animals.
 - ★ Continued research into low cost spay/neuter clinic options to help reduce domestic animal pet population in the community and reduce shelter intake numbers.

INNOVATIONS AND PRODUCTIVITY IMPROVEMENTS

- ★ Adoption policies and procedures were revised to coincide with recommendations from national organizations to reduce barriers to adoption and create additional pathways for under-served areas in the County; thereby, reducing an animals' stay at the shelter facility.
- ★ Significant improvements were made to the Volunteer Program streamlining processes to make processing applications and on-boarding new volunteers through a new automated system. Also, orientations and training processes are now accomplished virtually reducing wait times and delays for starting new volunteers.
- ★ In response to COVID-19 restrictions, the OAS Adoptions Program modified procedures by incorporating a hybrid format that supports both appointment-based and in-person walk-ins.
- ★ OAS transitioned to a new e-Citation system that replaced the antiquated system of issuing handwritten citations. This system provides an automated solution that has enhanced the interaction between officers and the court system, while also reducing the time officers remained on a call for service.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Derrick Harrigan of the Office of Management and Budget at 240.777.2759 for more information regarding this department's operating budget.

PROGRAM PERFORMANCE MEASURES

Performance measures for this department are included below (where applicable), with multi-program measures displayed at the front of this section and program-specific measures shown with the relevant program. The FY22 estimates reflect funding based on the FY22 Approved Budget. The FY23 and FY24 figures are performance targets based on the FY23 Recommended Budget and funding for comparable service levels in FY24.

PROGRAM DESCRIPTIONS

★ Animal Shelter

The Animal Shelter program maintains and operates the only open-admission shelter in Montgomery County, and provides a high standard of care for lost, abandoned, abused, and unwanted animals, as well as the County's wildlife. Dogs and cats make up the largest populations at the shelter, but many other animals also come through the shelter doors. Rabbits, guinea pigs, and mice are the most common, though it is not unusual to find turtles, lizards, and birds. The Animal Shelter offers a variety of programs and customer services to support the animals housed at the shelter and the community including the Adoptions Program, Volunteer Program, Foster and Rescue Programs, Community Outreach Program, and the Pet Licensing Program. The shelter communicates

to the public through a dedicated website and various social media outlets used to advertise and promote the Department's services and promote animals available for adoption. The shelter also conducts tours, participates in promotional events, and provides outreach to student groups and housing/community organizations about responsible pet ownership and animal laws and regulations.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of animals vaccinated at Rabies Clinics	402	988	1500	1500	1700
Average Daily Population for the Fiscal Year	271	239	240	230	230
Percent of animals that exit the facility alive (live release rate)	89%	92%	91%	91%	91%
Total number of unique volunteers	122	47	100	120	140
Total number of unique Foster Care volunteers	165	184	200	220	230

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	3,263,148	37.00
Restore: Costs to Pre-Covid Level - Animal Shelter Manager	109,968	0.00
Add: Animal Care Attendant	40,809	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(653,916)	(10.00)
FY23 Recommended	2,760,009	28.00

Director's Office

The Director's Office provides central services in areas of budget, procurement, automated systems management, general office management, and public information. In addition, staff coordinates efforts and initiatives with other departments and agencies.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of pet licenses issued	17,945	14,515	17,500	18,000	18,500
Pet license revenue	\$379,558	\$283,533	\$360,000	\$380,000	\$400,000
Percent of dogs and cats in the County that are licensed	11.08%	10.40%	10.0%	10.5%	11.0%

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	1,497,403	6.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts	5,127	0.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	1,168,844	14.00
FY23 Recommended	2,671,374	20.00

Field Services

Field Services is responsible for enforcing State and County animal laws and regulations to include investigating citizen complaints and responding to animal emergencies 24 hours-a-day, 7-days-a-week. In addition to enforcement efforts, Animal Services Officers distribute humane education informational brochures and materials on a variety of topics to include animal ownership requirements, reporting suspected violations, pet licensing and rabies vaccinations, wildlife mitigation, appropriate housing and restraint techniques, and livestock and poultry care standards. The Animal Services Dispatch/Call-Taking Operation is responsible for answering and dispatching animal related calls and complaints from citizens, identifying problems, and making appropriate referrals. This operation provides citizens information regarding State and County laws and regulations, Department policies and procedures, and presents basic information regarding animal care and welfare for both domestic animals and wildlife. The operation

is also responsible for administering the rabies prevention program.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Total number of calls received by the Animal Services Call Center	13,580	18,515	14,972	15,721	16,000
Percent of Communications Center calls dispatched	82%	65%	74%	71%	70%
Resource Responses: percent of calls resolved without the physical dispatch of an Animal Services Officer	18%	35%	35%	35%	35%
Number of investigations into alleged cruelty, abuse, neglect, or abandonment	464	686	475	500	500

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	2,462,403	26.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	(149,318)	(3.00)
FY23 Recommended	2,313,085	23.00

Veterinary Services

Veterinary Services provides medical care and support to shelter animals, particularly animals that are sick and/or injured. Shelter animals are vaccinated, provided with flea treatment and de-wormer, and are tested for highly contagious diseases, as needed. Veterinary Services performs spay/neuter surgeries on intact animals in the shelter's surgical suite prior to adoption and works closely with other veterinary clinics and hospitals in the County with specialized treatments and surgeries beyond the scope of services provided by the shelter's highly professional veterinary staff. Veterinary staff also assist on Animal Services investigations involving inadequate care, abuse or cruelty, and neglect by performing medical exams, treatment, necropsies, and testifying, as needed.

Program Performance Measures	Actual FY20	Actual FY21	Estimated FY22	Target FY23	Target FY24
Number of surgeries	1,347	1,320	1,350	1,300	1,300
Percent of surgeries performed that were a spay or neuter	94.5%	93.2%	92.0%	92.0%	92.0%
Amount of vaccines and other preventative care administered	12,244	11,647	12,000	12,000	12,000

FY23 Recommended Changes	Expenditures	FTEs
FY22 Approved	891,402	6.00
Add: Staff Veterinarian	67,463	1.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	9,155	(1.00)
FY23 Recommended	968,020	6.00

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	4,802,303	4,867,063	4,650,219	5,343,030	9.8 %
Employee Benefits	1,528,282	1,569,941	1,532,174	1,708,937	8.9 %

BUDGET SUMMARY

	Actual FY21	Budget FY22	Estimate FY22	Recommended FY23	%Chg Bud/Rec
County General Fund Personnel Costs	6,330,585	6,437,004	6,182,393	7,051,967	9.6 %
Operating Expenses	1,168,138	1,677,352	1,072,568	1,660,521	-1.0 %
Capital Outlay	2,825	0	0	0	—
County General Fund Expenditures	7,501,548	8,114,356	7,254,961	8,712,488	7.4 %
PERSONNEL					
Full-Time	74	74	74	76	2.7 %
Part-Time	0	0	0	0	—
FTEs	75.00	75.00	75.00	77.00	2.7 %
REVENUES					
Other Charges/Fees	120,179	69,240	135,000	69,240	—
Other Fines/Forfeitures	18,015	65,000	65,000	65,000	—
Other Licenses/Permits	8,289	6,300	6,300	6,300	—
Pet Licenses	312,010	420,000	325,000	325,000	-22.6 %
County General Fund Revenues	458,493	560,540	531,300	465,540	-16.9 %
GRANT FUND - MCG					
EXPENDITURES					
Salaries and Wages	275,730	0	0	0	—
Employee Benefits	0	0	0	0	—
Grant Fund - MCG Personnel Costs	275,730	0	0	0	—
Operating Expenses	1,282	0	0	0	—
Grant Fund - MCG Expenditures	277,012	0	0	0	—
PERSONNEL					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
FTEs	0.00	0.00	0.00	0.00	—
REVENUES					
Federal Grants	277,012	0	0	0	%
Grant Fund - MCG Revenues	277,012	0	0	0	—
DEPARTMENT TOTALS					
Total Expenditures	7,778,560	8,114,356	7,254,961	8,712,488	7.4 %
Total Full-Time Positions	74	74	74	76	2.7 %
Total Part-Time Positions	0	0	0	0	—
Total FTEs	75.00	75.00	75.00	77.00	2.7 %
Total Revenues	735,505	560,540	531,300	465,540	-16.9 %

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
--	--------------	------

FY23 RECOMMENDED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY22 ORIGINAL APPROPRIATION	8,114,356	75.00
Changes (with service impacts)		
Add: Staff Veterinarian [Veterinary Services]	67,463	1.00
Add: Animal Care Attendant [Animal Shelter]	40,809	1.00
Other Adjustments (with no service impacts)		
Increase Cost: Annualization of FY22 Compensation Increases	178,352	0.00
Increase Cost: FY23 Compensation Adjustment	133,301	0.00
Restore: Costs to Pre-Covid Level - Animal Shelter Manager [Animal Shelter]	109,968	0.00
Increase Cost: Annualization of FY22 Personnel Costs	88,803	0.00
Increase Cost: Six Percent Inflationary Increase to Non-Profit Service Provider Contracts [Director's Office]	5,127	0.00
Increase Cost: Printing and Mail Adjustment	1,307	0.00
Decrease Cost: Retirement Adjustment	(3,733)	0.00
Decrease Cost: Elimination of One-Time Items Approved in FY22	(6,000)	0.00
Decrease Cost: Motor Pool Adjustment	(17,265)	0.00
FY23 RECOMMENDED	8,712,488	77.00

PROGRAM SUMMARY

Program Name	FY22 APPR Expenditures	FY22 APPR FTEs	FY23 REC Expenditures	FY23 REC FTEs
Animal Shelter	3,263,148	37.00	2,760,009	28.00
Director's Office	1,497,403	6.00	2,671,374	20.00
Field Services	2,462,403	26.00	2,313,085	23.00
Veterinary Services	891,402	6.00	968,020	6.00
Total	8,114,356	75.00	8,712,488	77.00

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
COUNTY GENERAL FUND						
EXPENDITURES						
FY23 Recommended	8,712	8,712	8,712	8,712	8,712	8,712
No inflation or compensation change is included in outyear projections.						
Annualization of Positions Recommended in FY23	0	53	53	53	53	53
New positions in the FY23 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						

FUNDING PARAMETER ITEMS

CE RECOMMENDED (\$000S)

Title	FY23	FY24	FY25	FY26	FY27	FY28
Labor Contracts	0	435	435	435	435	435
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	8,712	9,200	9,200	9,200	9,200	9,200

ANNUALIZATION OF FULL PERSONNEL COSTS

	FY23 Recommended		FY24 Annualized	
	Expenditures	FTEs	Expenditures	FTEs
Staff Veterinarian	67,463	1.00	105,801	1.00
Animal Care Attendant	40,809	1.00	55,160	1.00
Total	108,272	2.00	160,961	2.00