

Memorandum

October 13, 2021

TO: Public Safety Committee

FROM: Carlos Camacho, Legislative Analyst

SUBJECT: Briefing - Office of Animal Services (OAS)

PURPOSE: Receive an update from OAS. No action required.

Those expected to brief the Committee include:

- Tom Koenig, Executive Director, OAS
- Alexandra “Lex” Lepiarz, Deputy Executive Director, OAS
- Dr. Gregory Lawrence, Chief Veterinarian, OAS
- Bonnie White, Business Operations Manager, OAS
- Lavonia Byrd, Field Services Supervisor, OAS
- Jack Breckenridge, Cruelty Investigator, MCPD/OAS
- Faith Koleszar, Adoptions Supervisor, OAS
- Derrick Harrigan, Fiscal and Policy Analyst, Office of Management and Budget (OMB)

The Public Safety Committee will receive an update from the Office of Animal Services (OAS). Due to the ongoing COVID-19 pandemic, the Council's FY22 budget review process included a consent calendar approval of several department/office budgets with the plan that those departments/offices would be scheduled for a Committee oversight review session in the Fall.

The purpose of these oversight sessions is to: 1) provide the Committees with an opportunity to meet with Department/Office Directors; 2) receive updates on key programs or initiatives; and 3) review any relevant spending or performance data.

Background

OAS’ mission is to serve and protect all animals and citizens in Montgomery County with dedication and compassion by strengthening the human-animal bond through education, humane law enforcement, and by promoting responsible guardianship.

In July 2020, Bill 21-20E went into effect transferring the duties of the Division of Animal Services from the Montgomery County Police Department (MCPD) to a new non-principal office in the Executive Branch called the Office of Animal Services (OAS).¹

¹ https://apps.montgomerycountymd.gov/ccllims/DownloadFilePage?FileName=2660_1_10658_Bill_21-20E_Enacted_20200519.pdf

Much of the transition out of MCPD has been completed. MCPD and OAS are currently in the process of reviewing and updating the MOU that was in effect for FY21. The MOU will continue to outline collaboration between OAS and MCPD related to: a Cruelty Investigator position; support for OAS' Communications Center; support for the issuance of search and seizure warrants; administrative support for HR, Budget and Procurement; support for OAS officer equipment; support for police and OAS-related data systems; support for background checks for specific positions within OAS; and general field support for activities that require expertise or assistance from both MCPD and Animal Services.

Functional areas outside of the MOU such as facilities, human resources, information technology, records management, and supply/equipment inventory are managed by OAS in collaboration with other County departments and through individual procurement contracts with third-party vendors.

Budget

FY21 was the first year OAS managed an independent budget. OAS' FY21 budget served as a benchmark for what costs would be transitioned out of MCPD and if the allocated funds would be sufficient to cover costs of the newly created office. Budgetary adjustments were made throughout the year to accommodate two savings plans, as well as challenges due to COVID-19. OAS closed FY21 3% over budget, primarily due to hazard pay that was paid to OAS front-facing workers during the pandemic. OAS also encountered additional expenditures in the form of charges for County services that were not known or anticipated at the time the budget was developed. OAS offset additional costs through lapse and operational savings.

Office of Animal Services	FY21 Approved	FY22 Approved	Change from FY21 Approved
Total Expenditures (General Fund)	\$7,753,529	\$8,114,356	4.7%
Personnel Costs	\$6,099,981 75.0 FTEs	\$6,437,004 75.0 FTEs	5.5% 0.0 FTEs
Operating Costs	\$1,653,548	\$1,677,352	1.4%

Operations

Staffing

OAS currently has 10 vacancies out of 74 total positions:

- (2) Community Services Representative (Dispatch)
- (1) Shelter Operations Manager – FY22 lapse position
- (2) Animal Care Attendants
- (1) Volunteer Coordinator
- (1) Animal Services Officer
- (1) Animal Care Attendant Supervisor
- (1) Inspection and Enforcement Supervisor
- (1) Adoption Counselor

OAS is currently at various stages of the recruitment process for the vacancies, including some vacancies pending background checks or selection, some pending interviews, and others awaiting advertisement of the position pending administrative action or development of selection criteria.

Communications and Field Services

OAS responds to animal-related calls via its Communication's Center, which currently operates five-days-a-week, for 12 hours, between the hours of 8am and 8pm. Calls outside of this time frame are handled by the County's Emergency Communications Center. OAS plans to expand its Communication Center's hours of operations to either five-days-a-week, for 16 hours or seven-days-a-week for 12 hours once they are able to hire additional dispatch staff.

The Communication's Center received 18,515 calls in FY21. OAS continues to differentiate calls based on levels of priority thereby reducing the number of calls where officers are dispatched. The Communications Center was able to resolve approximately 35% of the total number of calls received in FY21 without the need for an officer dispatch.

One of the reasons that OAS relied on effective resolution of calls via the Communication's Center was due to shortages in the number of Animal Service Officers available. Staffing levels were significantly reduced for approximately three months during the summer resulting in OAS reducing its field services coverage to 16 hours-a-day, 5 days-a-week from the standard 16 hours-a-day, 7 days-a-week. With the help of MCPD patrol officers, Animal Services Officers provided stand-by coverage on Saturdays and Sundays responding to Priority 1 and 2 calls (same as overnight stand-by coverage). Staffing levels have since returned to their standard level of coverage.

Animal Services Officers responded to over 12,000 calls for service in FY21. Animal Services Officers also issued 342 violations and four warnings. Furthermore, 331 individuals were civilly charged, while seven were criminally charged for animal related crimes. All these figures represent significant reductions from FY20.

Cruelty, neglect, and abandonment investigations, on the other hand, increased by 48% compared to FY20. In FY21, Animal Cruelty Investigators and Animal Service Officers conducted 686 investigations compared to 464 in FY20. These investigations resulted in seven criminal charges and 16 citations. One possible explanation for the increase was the pandemic causing more people to stay home and witness potential or alleged acts of Cruelty. OAS is also receiving more referrals through the Veterinary community reporting suspected abuse/cruelty, as required by State law.

Shelter Operations

The OAS Admissions Center remained fully operational during COVID-19; however, the Adoption Center was closed to the public from March through August 2020, but as of June 2021 reopened to the public. OAS continues to keep safety protocols in place to limit crowding and reduce the likelihood of COVID-19 exposure by members of the public, volunteers and staff. For example, OAS continues to conduct adoptions and provide other services through appointments only.

The changes in shelter procedures due to COVID significantly reduced the number of customers served at MCASAC in FY21. Overall, 3,284 customers were served through pet licensing, adoptions, donations, provision of volunteer information, and through general visits - representing a 90% decrease in customers served at MCASAC from FY20.

More information on shelter operations can be found on circles 2 and 5.

Veterinary Services

OAS' Veterinary Team continued to provide care for all animals at the adoption facility despite the impacts of the pandemic. The team provided 1,230 spay and neuter surgeries, along with 90 other surgeries related to the treatment of illness or other health issues. Furthermore, the OAS Veterinary Team provided over 5,650 vaccines and completed almost 4,000 medical exams, including 137 examinations for potential animal cruelty cases.

More information on shelter operations can be found on circles 5, 22, and 23.

Programming

Adoption policies and procedures

OAS recently made changes to its adoption policies and procedures aimed at reducing barriers to adoption, shortening an animals' stay at the adoption facility, and placing more trust in adopters. OAS has eliminated or modified the following practices: dog-to-dog introductions, dog-cat introductions, mandatory family visits, use of child scores, seeking homeowner permission for renters, and placing animals on hold. More details on the modified adoption policies can be found at circles 29-36.

"Clear the Shelter" and Other Adoption Promotions

From August 23, 2021 through September 19, 2021, OAS held the "Clear the Shelters" (CTS) initiative. During CTS, all adoptions were half priced, but any animal who had been available for 30 days or more was free. The initiative resulted in the adoption of 198 animals, the largest total for this event since 2017 and 21% higher than the 2020 event.

OAS hosted other adoption events such as "Operation Feline Freedom," where cat adoption fees were waived during the entire month of July 2021 and "Pocket Pet Palooza," held from August 15-28, 2021, where all rabbit and guinea pig adoption fees were waived. Operation Feline Freedom saw 161 cat adoptions in 2021 compared to only 12 in 2020 and 48 in 2019. Pocket Pet Palooza saw 18 small mammal adoptions in 2021, the same total adopted in 2020 but an increase of 13 adoptions relative to 2019.

In total, 1,290 animals were adopted in FY21, a 27% decrease from FY20. The decrease in adoptions may be due to various factors including: fewer animal intakes, modified adoption

processes due to COVID, staffing challenges, fewer visitors to the shelter, and the closure of the adoption center twice a week.

Rabies Clinics

Pre-COVID-19, OAS held monthly free public rabies vaccination clinics. Due to COVID-19, OAS altered this process to limit crowding and began offering weekly clinics, by appointment, in October of 2020. The new format for rabies vaccine clinics has proven successful both in terms of public feedback as well as in the number of rabies vaccines administered. The number of vaccinations administered via vaccination clinics rose from 402 in FY20 to 988 in FY21. OAS plans to continue the weekly, by-appointment-only rabies clinics for the foreseeable future.

Pet Licensing

Revenue from pet licensing also decreased in FY21 as an effect of the COVID-19 pandemic and the state moratorium on the collection of fees. OAS pet licensing enforcement efforts were also placed on hold. Total revenue earned in FY21 from pet licensing was \$283,533, a 25% decrease from FY20. This translated to 3,430 fewer licenses sold, causing a \$96,025 decrease in revenue. Pet licensing compliance also declined from 11.1% to 10.4%.

The removal of all COVID-19 restrictions in Maryland, effective July 1, 2021, allowed OAS to return to requiring the purchase of pet licenses at rabies clinics for FY22.

Volunteer Program

OAS also paused the onboarding of new volunteers in FY21 due to the COVID-19 pandemic. Volunteers did not return to the adoption facility until the end of FY21 resulting in the number of active shelter volunteers to end FY21 at only 37, compared to 75 in FY20. While the number of in-person shelter volunteers and hours worked declined, foster volunteer engagement remained robust.

The number of foster volunteer hours worked increased from 43,285 in FY20 to 46,536 in FY21 representing an 8% increase. In total, 184 volunteers participated in OAS' foster program. The monetary value of FY21 shelter and foster program volunteer time amounted to \$1,427,753, or \$54,475 from in-person shelter volunteers and \$1,373,277 from foster volunteers.

Safety Net Program, Foster, and Transfer Programs

In May 2021, OAS initiated the Safety Net Program to provide foster care opportunities for owned pets while their owners are temporarily unable to care for their pet(s) due to illness, homelessness, financial strain, or other emergencies. Owners are reunited with their pets once they are capable of caring for their pet(s).

In FY21, 542 cats and 55 dogs (604 total) were placed with foster volunteers. This is 153 more animals placed with foster volunteers compared to FY20.

OAS also worked with 81 transfer partners and transferred 865 animals (non-wildlife transfers) to partnering organizations. This represents 170 more animals transferred in FY21 compared to FY20. The number of cats and small mammals transferred out of OAS custody increased dramatically in FY21, likely the result of the increased number of kittens and small mammals that entered the shelter. There are a number of reasons why an animal is transferred to partner organizations including: expertise with specific breeds, access to a broader group of adopters, expertise with a behavioral need, additional home-based foster options, and when support is needed to help manage the shelter population.

More information on OAS' foster and transfer programs can be found at circles 25 and 26.

Animal Outcomes

The Average Daily Population (ADP) for FY21 was 239 compared to 271 in FY20. The maximum ADP occurred in the month of October 2020 with 284 animals and the minimum was 194 in January. Average length of stay in kennel for domestic animals that left the shelter during FY21 was 21 days, two days less than the average length of stay in FY19 and FY20.

In FY21, OAS performed 5,246 intakes, a 10% decrease over FY20. All types of intakes decreased in FY21 compared to FY19 and FY20. For example, OAS performed 58% fewer confiscation intakes, 16% fewer owner surrender intakes, and 15% fewer wildlife intakes in FY21.

91% of stray dogs were returned to their owner (RTO) in FY20, while stray cats had an RTO rate of only 10%. While seemingly low, the national average RTO rate for cats is 6%. Overall, OAS' RTO rate is 43%.

In FY20, OAS' Live Release Rate (LRR) was 92%, an increase of 3% compared to FY20. 283 animals were euthanized in FY21, a 34% decrease from FY20. Medical issues continue to be the most prevalent reason why an animal is euthanized. 68% of domestic animals and livestock were euthanized for medical reasons, while 32% were euthanized for behavioral reason. Aggression towards humans is the second most common reason for humane euthanasia. No healthy, adoptable animals were euthanized in FY20.

OAS did experience an 88% increase in owner requested euthanasia surrenders. This service was suspended for the majority of FY20 due to severe staffing challenges. The increase in owner requested euthanasia was likely due to resumption of this service in FY21.

More information on animal outcomes can be found at circles 15-21.

Partnerships

OAS collaborates with numerous local and national partners to help create a network of providers that create additional opportunities for the placement of animals, and support programs designed to educate the public and help enrich the lives of the animals in both the shelter and the community.

OAS also manages community grants for the Animal Welfare League of Montgomery County, who received a \$15,450 grant for the provision of low cost spay and neuter services and a \$70,000 grant to the Second Chance Wildlife Center for the care and treatment of wildlife.

More information on OAS' partnerships can be found at circles 3 and 37.

Legislation

OAS supports various pieces of legislation both at the County and state level that would help support positive outcomes for animals and the community.

Legislation has been drafted and is currently under review by the County Attorney that would make changes to Chapter 5 of the County Code that would support further humane efforts to manage the community (feral) cat population and reduce the number of cats received by the animal shelter each year. The proposed legislation makes changes to the Code regarding: definitions of "Owners" and "At-Large" animals, types of disposition of impounded animals, pet licensing and rabies control, and the return of community cats to where they are found.

Another bill is being drafted and considered by the County Executive that would require community Veterinarians, Veterinary offices, clinics and hospitals to submit copies of rabies vaccination certificates to OAS. OAS would only be able to use rabies vaccine information to assist the victim of a dog, cat, or ferret bite/non-bite contact, to set forth rabies quarantine requirements for the animal causing the bite/non-bite contact, or to inform the responding officer of the vaccination status of a stray or at-large dog, cat, or ferret.

At the state level, OAS is proposing legislation that would amend the State's animal cruelty code - §10-604.² Currently, violations are considered misdemeanor offenses, but OAS is proposing changes so that when an animal dies as a result of these violations, the offense could rise to the level of a felony and a conviction could result in a lifetime ban of ownership at the discretion of the court. This proposal was developed in collaboration with the State Attorney's Office to address concerns regarding cruelty cases where an animal dies or has to be euthanized because of the conditions and care the animal was subject to by an owner or caretaker.

Potential Discussion Questions:

- 1) Does OAS plan to on-board additional shelter volunteers in FY22?
- 2) How does OAS plan to collect information on the impact of changes to adoption policies and procedures?

This Packet Contains:

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1) Written Statement from OAS	1-6
2) OAS Statistical Data	7-28
3) OAS Draft Adoption Policies and Procedures	29-36

² <https://law.justia.com/codes/maryland/2005/gcr/10-604.html>

4) OAS Animal Welfare Organization Partners	37
5) FY22 OAS Budget	38-42

OFFICE OF ANIMAL SERVICES

SUMMARY AND STATS THROUGH FY 2021

The following provides data and significant issues regarding programs and services of the Office of Animal Services (OAS):

Introduction: OAS continues its mission to serve and protect all animals and citizens in our community with dedication and compassion. We strengthen the human-animal bond through education, humane law enforcement, and by promoting responsible guardianship. Additionally, the OAS vision to become a model open-admission animal shelter and a valued resource for the people and animals of Montgomery County Maryland remains the same. The OAS envisions a shelter where all healthy and treatable adoptable animals find new homes, where they are housed in a low-stress, comfortable environment, and where County residents can turn in times of personal crisis for help with their pets. OAS is committed to educating citizens on the proper care of animals and enforcing laws regarding cruelty, abuse, and neglected animals. Working in close partnership with rescue organizations and other shelters, local veterinarians, and the citizens of Montgomery County and beyond, OAS is confident that it can and will achieve these goals.

OAS is committed to providing the best possible standards of care and adheres to the Five Freedoms of animal welfare as introduced by the Association of Shelter Veterinarians in 2010, Guidelines for Standards of Care in Animal Shelters:

1. *Freedom from Hunger and Thirst* by constant access to fresh water and a diet to maintain full health and vigor.
2. *Freedom from Discomfort* by providing an appropriate environment including shelter and a comfortable resting area.
3. *Freedom from Pain, Injury or Disease* by prevention or rapid diagnosis and treatment.
4. *Freedom to Express Normal Behavior* by providing sufficient space, proper facilities and companionship.
5. *Freedom from Fear and Distress* by ensuring conditions and treatment that avoid mental suffering.

Statistical Data Attached Includes:

- Pet Licensing
- Field Services
- Bites and Rabies Control
- Customer Services
- Animal Intake
- Animal Outcomes
- Adoptions
- Humane Euthanasia
- Veterinary Services
- Volunteer Program
- Foster/Rescue Program
- Organizational Chart

Significant Activities:

- 1. Operating Under COVID-19** – OAS has managed to make the necessary adjustments to meet State and County requirements to keep staff and the public safe from this virus while continuing to provide resources and services to the public. The facility fully re-opened in June 2021 to the public, while maintaining the safety protocols necessary to limit exposure to virus by members of the public, volunteers and staff.
- 2. Recent Changes to OAS Adoption Policies and Procedures** - We eliminated barriers to adoption, now focusing on having conversations with adopters, and placing more trust in adopters. Some components of the old adoption system that were eliminated included: dog-to-dog introductions, dog-cat introductions, mandatory family visits, use of child scores, seeking homeowner permission, and placing animals on hold. Modified components were deemed discriminatory and/or added unnecessary time to an animal's stay. We have aligned with research-based industry best practices to the benefit of our staff, animals, and the community we serve.
- 3. Clear the Shelters Adoption Promotion** - OAS regularly holds adoption promotions to encourage the adoption of a new pet. From August 23, 2021, through September 19, 2021, the nation-wide adoption promotion entitled "Clear the Shelters" (CTS) was held at Montgomery County Animal Services and Adoption Center (MCASAC). During CTS, all adoptions were half priced, but any animal who had been available for 30 days or more was free.
- 4. Other Recent Adoption Promotions** - "Operation Feline Freedom," where cat adoption fees were waived during the entire month of July 2021; and "Pocket Pet Palooza," August 15-28, 2021, where all rabbit and guinea pig adoption fees were waived.
- 5. FY2021 Statistics** - *see also "Montgomery County Office of Animal Services (OAS) Fiscal Year 2021 Operational Summary"*
 - Average Daily Animal Population = 239 (12% decrease over FY20)
 - Intakes = 5,246 (10% decrease)
 - Return to Owner Rate = 91% for stray dogs, 10% for stray cats; 43% overall, consistent with previous years.
 - Live Release Rate = 92% (compared to 89% last year)
 - # of animals placed in Foster Care = 604 (34% increase)
 - # of animals adopted = 1,290 (27% decrease)
- 6. Pet Licensing** - Revenue from pet licensing went down in FY21 as an effect of the COVID-19 pandemic and OAS enforcement efforts being placed on hold. Total revenue earned in FY21 was \$283,533, a 25% decrease from FY20. This was the result of 3,430 fewer licenses sold, causing a \$96,025 decrease in revenue. Pet licensing compliance also declined from 11.08% to 10.4%.
- 7. Rabies Clinics** - Pre-COVID-19, free public rabies vaccination clinics were held monthly. OAS began offering weekly clinics, by appointment, in October of 2020 and we've seen the number of vaccinations administered rise (988 total in FY21 compared to 402 in FY20). The purchase of a pet license was not required in FY21. The removal of all COVID-19 restrictions in Maryland, effective July 1, 2021, allowed us to return to requiring the purchase of pet licenses at rabies clinics for FY22.

8. Volunteer Program - OAS paused the onboarding of new volunteers in FY21 due to the COVID-19 pandemic. Current volunteers did not return to the facility until the end of FY21. For this reason, the number of active shelter volunteers at the end of FY21 was only 37 people. The number of foster program volunteers remained steady. The monetary value of FY21 shelter and foster program volunteer time amounted to \$1,427,753, or \$54,475 (shelter) and \$1,373,277 (foster).

9. OAS collaboration with non-profits:

- Montgomery County Partners for Animal Well-being (MCPAW): sponsor adoption events, fund surgical procedures, support special needs animals, supply enrichment materials to the shelter.
- Second Chance Wildlife Center (SCWC): receives County grant to provide placement and care of wildlife.
- Friends of Montgomery County Animals (FMCA): sponsor adoption events, serve as a rescue partner, fund surgical procedures, supply animal related equipment, enrichment and supplies, and support special needs animals.
- Montgomery County Community Cat Coalition MCC3: support for community cats (feral and outdoor cats) and colony caretakers.
- Animal Welfare League of Montgomery County (AWLMC): receive County grant to provide low cost spay/neuter support to County pet owners, while also serving as a rescue partner.
- Humane Society of Montgomery County (HSMC): serve as a rescue partner and host rabies vaccination clinics for pet owners.

10. National Partnerships - There are a number of national organizations OAS is affiliated with who open up opportunities for the placement of animals and in support of programs designed to educate the public and help enrich the lives of the animals in both the shelter and community. These include:

- The Humane Society of the United States (HSUS),
- Best Friends Animal Society,
- The Association of Animal Welfare Administrators (AAWA),
- National Animal Care and Control Association (NACA) and
- Alley Cat Allies (ACA)

11. Safety Net Foster (SNF) Program - In May 2021, OAS initiated this program to provide foster care opportunities for owned pets while their owners are temporarily unable to care for their pet(s) due to illness, homelessness, financial or other emergencies.

Operations:

1. There are currently ten (10) vacancies of the 74 total positions:
 - (2) Community Services Representative (Dispatch)
 - (1) Shelter Operations Manager – *FY22 lapse position*
 - (2) Animal Care Attendants
 - (1) Volunteer Coordinator
 - (1) Animal Services Officer
 - (1) Animal Care Attendant Supervisor
 - (1) Inspection and Enforcement Supervisor
 - (1) Adoption Counselor

2. **OAS Communications Center** – Over the past year, OAS has seen better management of response times and call distribution, greater officer accountability, improved level of officer safety, and greater accuracy in accounting and reporting call specific data. The addition of this operation has improved the overall service to the residents of Montgomery County. Because of staffing shortages, the communications center currently operates 5 days-a-week, 12 hours-a-day, with a target to move to a 7 days-a-week schedule. The Communications Center has resolved approximately 35% of the total number of the 18,000 calls/complaints that came into the center during FY2021. Animal related calls during times not covered by OAS are handled by the ECC including Stand-By overnight coverage (10:00 p.m. to 6:00 a.m.).
3. **Field Services** – Managing staff shortages throughout the year, Animal Services Officers were able to respond to over 12,000 calls for service utilizing the options available to them such as humane education, guidance on compliance with local and state laws and regulations, and enforcement of local and state laws and regulations, as necessary. For the first time, staffing shortages were so severe during this past summer that OAS was forced to reduce its coverage to 16 hours-a-day, 5 days-a-week (overnight Stand-By coverage was not impacted) from the standard 16 hours-a-day, 7 days-a-week. With the help of MCPD patrol officers, Animal Services Officers provided Stand-By coverage on Saturdays and Sundays responding to Priority 1/2 animal related calls (same as overnight Stand-By coverage). This lasted for approximately 3 months, when staffing levels returned to their standard level of coverage and continues today.
4. **Grants** - The Office of Animal Services manages community grants for the Animal Welfare League of Montgomery County (a \$15,450 grant) and Second Chance Wildlife Center (a \$70,000 grant). The two organizations faced the same challenges in FY2021 as many other organizations – closure to the public for months due to the COVID -19 public health crisis, reduced donations as many residents found themselves strapped to make ends meet after their employers shut down and they lost their regular income, loss of staff and volunteers, and obstacles to in-person meetings for events, fundraising, and planning purposes. Once CDC guidelines came out, both organizations immediately adjusted processes to comply, shifted activities online wherever possible, and continued programs.
 - AWLMC, an all-volunteer, no-kill cat shelter, distributed 6,600lbs of dry and 1,900lbs of wet cat and dog food through The Chompers Food Bank, issued 400 discount Spay/Neuter Certificates to low-income families living in Montgomery County, and placed 130 cats in homes.
 - SCWC, the only facility in and around Montgomery County dedicated to wildlife, continued to support Animal Services by taking in wildlife 7 days a week. They also cared for approx. 3,000 distressed native wild animals.
5. **Budget** – FY2021 was the first year the Office of Animal Services managed an independent budget, and during a pandemic. The initial budget was created with the assistance of the Police Department's Management & Budget and adjustments were made with OMB during the year to accommodate a savings plan. The FY2021 budget closed at just 3% over budget. The FY2022 budget for OAS was created using trend and data from FY2021 to ensure funding is available for both operational and personnel expenditures.
6. **Transition and MOU with MCPD** – Much of the transition out of MCPD has been completed. There are scattered items OAS has had to address and/or resolve. We are addressing any lingering items with MCPD staff or through the many new partnerships we have now with various County agencies. The MOU document addressed specific support in the first year and beyond and is currently under revision (updates) and review by both agencies. A few areas that could not be

resolved by the MOU created challenges for OAS in the areas of Facilities, Human Resources, Information Technology, Records Management and Supply/Equipment Inventory. These function and service liaison responsibilities were assigned to existing staff including Department leadership responsible for also performing and supervisor assigned technical and administrative duties. The challenge will be managing these processes going forward to ensure matters are handled in a timely and efficient manner. To meet some of these challenges, OAS has created or expanded contracts with Safeware, Grainger, Atlas Cleaners, FF&A, and Atlantic Tactical particularly to cover supply and equipment needs.

7. **Vehicles** – OAS Fleet management continues to be an issue for OAS; however, it is important to note that our switch to County Fleet Services has been relatively successful thanks to the support and assistance of the MCPD fleet officers and staff. Covering the road 16 hours-a-day, 7 days-a-week, plus Stand-By hours, has put a strain on a number of vehicles that have been out of service for repair and, in some cases, replacement leaving limited number of vehicles available to officers to respond to calls for service.
8. **Shelter Operations** – The Admissions Center remained fully operational during the COVID-19 pandemic, and adoptions continued to occur, by appointment, as well. More than 5,200 intakes were performed. These were primarily intakes of stray animals (56%), and 43% of stray animals were reunited with their owners. Animals were cared for at MCASAC by veterinary and animal care staff; staff vacancies in these areas were minimal. Average length of stay in-kennel for domestic animals was 21 days. The average number of animals onsite at any given time was 239, a reduction from previous years. We saw an increase in the number of animals that were placed into foster care, as well as transferred to other organizations, while there was a 27% decrease in the number of adoptions performed as a result of decreased intakes and COVID-19 procedures. Medical issues were the most prevalent causes for humane euthanasia; no healthy adoptable animals were euthanized. The Center's FY2021 live release rate was 92%.
9. **Veterinary Services** – FY2021 presented unique challenges for the Veterinary Team as they were tasked with resuming business as usual, while contending with the impacts of the pandemic. For example, we revised the format for the Rabies Vaccination Clinics from a 6 clinics-per-year format (once per month) to a weekly "by appointment only" system. This was done so we could avoid large numbers of residents gathering at the shelter (avg 200+ per clinic) on a Sunday morning from April to September. The new system has proven remarkably successful and the feedback we received from residents has been overwhelmingly positive. It is our intent to continue the "by appointment/weekly" rabies clinics, as we are on track to increase the rabies vaccines delivered to the community by approximately 85%, annually. Another challenge has been the ramping up of the foster program. While this program overall greatly benefits the animals in our care, the logistics of managing medical care for the animals in foster (34% increase) requires much more coordination and can be more time consuming than managing the animals housed in the shelter. Because of the additional time required to medically treat foster animals, there has been an unintended impact of less time being available for the veterinary team's other tasks including over 1,200 spay/neuter surgeries and almost 4,000 medical examinations per year.
10. **Legislation (Local and State)** –
 - A Bill has been drafted to propose Chapter 5 revisions that would go a long way in supporting humane efforts for community (feral) cats and is currently under review by the County Attorney's Office. This legislation supports and furthers humane efforts to

October 18, 2021

manage the community cat population and reduce the number of cats received by the animal shelter each year; and generally amend Chapter 5 of the Montgomery County Code.

- A Bill has been drafted to require community Veterinarians, Veterinary offices, clinics and hospitals to submit copies of rabies vaccination certificates to the Office of Animal Services. The Bill requires that copies be sent to the Office monthly and that the Office may use the information in the rabies vaccination certificate only to assist the victim of a dog, cat, or ferret bite/non-bite contact, to set forth rabies quarantine requirements for the animal causing the bite/non-bite contact, or to inform the responding officer of the vaccination status of a stray or at-large dog, cat, or ferret. This Bill is being prepared for review and consideration by the County Executive.
- This year, OAS is proposing legislation that would amend the State's animal cruelty code and remove the "intent" requirements currently set forth under the felony aggravated cruelty sections, when violations of the provisions set forth by §10-604 leads to the death of or cause to put to death animals subjected to these violations. Currently, §10-604 violations are considered misdemeanor offenses; this proposal would change this section and say that when an animal dies as a result of these violations, the offense could rise to the level of a felony, and a conviction could result in a lifetime ban of ownership at the discretion of the court. This proposal was developed with the State Attorney's Office in addressing their concerns on cruelty cases where an animal dies or has to be euthanized by a veterinarian because of the conditions and care the animal was subject to by an owner or caretaker.

Staff are available to answer your questions to include:

Thomas J. Koenig, Executive Director

Alexandra "Lex" Lepiarz, Deputy Executive Director

Dr. Gregory Lawrence, Chief Veterinarian

Bonnie White, Business Operations Manager

Lavonia Byrd, Field Services Supervisor

Jack Breckenridge, Cruelty Investigator

Faith Koleszar, Adoptions Supervisor

Montgomery County Office of Animal Services (OAS) Fiscal Year 2021 Operational Summary



Animal Services & Adoption Center

Pet Licensing

<u>All Licenses</u>	FY19	FY20	FY21	% Change Over FY20
# Issued	19,400	17,945	14,515	-19%
Revenue	\$419,171	\$379,558	\$283,533	-25%

3,430 fewer licenses issued and \$96,025 decrease in revenue compared to FY20

<u>Online Sales</u>	FY19	FY20	FY21	% Change Over FY20
# Sold	8,197	9,436	9,646	2%

66% of all licenses sold were purchased through OAS's online purchasing platform

<u>Compliance</u>	FY19	FY20	FY21
Rate	11.32%	11.08%	10.40%

Compliance rate for dogs and cats is 8.38% and 1.72%, respectively; it is estimated that there are 271,426 dogs and 305,934 cats in the community as of 2021

Communications Center

- The call center remained operational during the COVID-19 pandemic despite staffing shortages and changes to call response policies and procedures. The OAS call center was operational Monday-Friday.
- The call center received a total of **18,515** calls and were able to answer 96% of these calls in a timely manner.
- The call center staff provided a "resource response" to **35%** of calls received, resolving calls/complaints without having to dispatch an officer. This was critical to reducing the number of calls requiring an officer response, particularly during the COVID-19 pandemic.
- The call center partnered with the Public Safety Emergency Communication Center (PSECC) to resolve resource issues and apply new technology. This partnership was critical to each agency's ability to adequately serve Montgomery County residents.

Field Services

<u>Calls for Service</u>	FY19	FY20	FY21	% Change Over FY20
Source: CAD	12,451	4,907	N/A	N/A
Source: Chameleon	6,454	16,559	19,712	19%
Total	18,905	21,466	19,712	-8%

<u>Issued</u>	FY19	FY20	FY21	% Change Over FY20
Total Violations	541	542	342	-37%
Civilly Charged	526	521	331	-36%
Criminally Charged	6	16	7	-56%
Warnings	9	5	4	-20%

Field Services

- Field Services was considerably impacted by the COVID-19 pandemic. Staffing shortages caused adjustments to coverage and response policies and procedures.
- In the County's response to the COVID-19 pandemic, Animal Services Officers were asked to provide response support to alleged violations to the restrictions placed on businesses and private groups and organizations. Though in a limited capacity, these complaints were managed through our call center along with animal-related calls and complaints.
- Most frequent violations of County Codes and regulations included at-large animals, pet licensing and unwanted contact. The largest volume of calls occurred in Districts 2, 3, and 4—consistent with the past several years.
- Consistent with the Governor's Emergency Orders in response to the COVID-19 pandemic, pet licensing compliance enforcement and animal related business licensing were suspended for much of the year.

Field Services

Cruelty, Neglect & Abandonment Investigations

	FY19	FY20	FY21	% Change
Cruelty Case Investigations	269	464	686	48%
Cruelty Case Investigations Conducted by Investigator*	34	55	101	84%
Criminal Charges	6	16	7	56%
Citations Issued	23	35	16	54%

*As opposed to investigations by Animal Services Officers

- In FY20, 12% of cases were investigated as potential criminal cases; of that, 29% were criminally charged
- In FY21, 15% of cases were investigated as potential criminal cases; of that, 14% were criminally charged
- In FY21, 21% of criminal charges resulted in guilty verdicts; 79% are pending an outcome

Bites & Rabies

<u>Bite Quarantines</u>	FY19	FY20	FY21
Cat	398	237	495
Dog	1,199	1,356	1,389
Other (Including Bats)	30	37	46
Raccoon	2	16	17
Total	1629	1,776	1,947

<u>Rabies Positive/ Unsatisfactory</u>	FY19	FY20	FY21
Total # of Animals	33	45	34

Customer Service

<u>Customers Served at MCASAC</u>	FY19	FY20	FY21	% Change Over FY20
Pet License	2,658	2,679	236	-92%
Adoption	12,459	11,280	1,583	-86%
Donation	3,285	2,623	104	-97%
General Visit	24,459	17,231	1,356	-93%
Volunteer Info	545	179	5	-98%
Total	43,406	34,022	3,284	-90%

- Significant drop in number of customers served due to changes in operations related to COVID-19:
 - Access to Adoption Center via appointment only
 - Onsite pet licensing suspended
 - Adoption Center closed 2 days a week

Animal Intakes

	FY19	FY20	FY21	% Change Over FY20
Grand Total (GT)	5,683	5,813	5,246	-10%
General Intakes (GI)	5,162	5,357	4,746	-11%
Live Intakes (LI)	5,059	5,274	4,590	-13%
Domestic Live Intakes	4,007	3,802	3,333	-12%

GT = Sum of all animal intake types, minus intakes of foster animals upon return from foster for permanent or temporary reasons (already accounted for)

GI = GT – Dead Animal Intakes

LI = GI – Animals Surrendered for Owner Requested Humane Euthanasia

Domestic Live Intakes = GI – All Wildlife Intakes

Animal Intakes

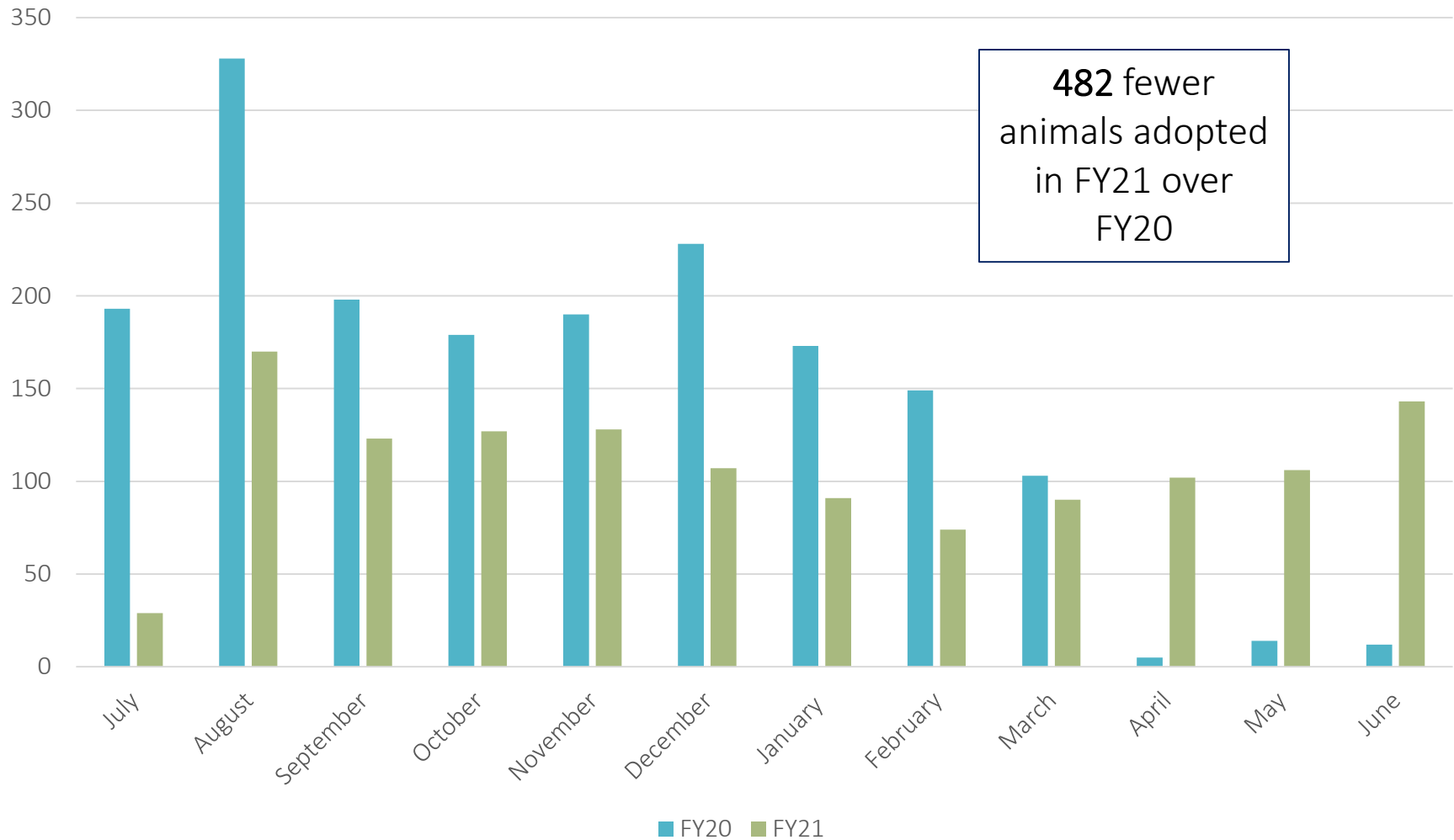
- The Admissions Center remained operational during the COVID-19 pandemic
- **5,246** intakes performed, a 10% decrease over FY20
 - 1,400 dogs admitted and 1,821 cats; 2,021 other
 - 58% fewer confiscation intakes
 - 1,257 wildlife intakes performed (15% decrease over FY20)
 - 88% increase in owner requested euthanasia surrenders due to resumption of this public service
- **3,333** domestic live intakes performed
 - Stray intakes were 56% of domestic live intakes—consistent with historical stray intake volume
 - Owner surrenders were 31% of domestic live intakes; 16% decrease in owner surrenders in FY21
 - 335% increase in transfer intakes (52 more animals): assisted other shelters and took in cats for TNR for Montgomery County Community Cat Coalition
- Average length of stay in kennel for domestic animals that left the shelter during FY21 was 21 days, two days less than the duration of FY19 and FY20

Animal Outcomes

<u>Outcomes*</u>	Dog	Cat	Other	Sum	% Change Over FY20
Adoption	299	788	203	1,290	-27%
Died in Care	2	29	132	163	-12%
Disposal (DOA)	108	137	253	498	9%
Return to Owner	629	109	30	768	-12%
Transfer	163	511	601	1,275	2%
Relocation	0	33	12	45	13%

*Includes wildlife

Adoptions by Month



Adoption Numbers According to Month

Animal Outcomes

- **91%** of stray dogs were reunited with owner (RTO); 10% RTO rate for stray cats is above 6% national average; Center RTO rate is 43%, consistent with previous years
- **12%** decrease in number of RTOs performed over FY20
- **13%** increase in number of relocations (wildlife and community cats)
- **27%** decrease in adoptions, the result of multiple factors:
 - Fewer intakes to the shelter
 - Modified application and adoption counseling processes due to COVID-19
 - Appointment-only adoption visits
 - 90% fewer visitors
 - Adoption Center closed 2 days per week
 - Staffing challenges
 - Cancellation of Clear the Shelters adoption event due to COVID-19
- Highest rates of adoptions seen in August (170), November (128), and June (143)

Humane Euthanasia

<u>Totals</u>	FY19	FY20*	FY21	% Change Over FY20
Bird	23	123	33	-73%
Cat	186	156	154	-1%
Dog	133	92	87	-5%
Livestock/ Other	23	55	9	-84%
Total	365	426	283	-34%

*95 roosters euthanized in December of 2019, and euthanasia of dozens of diseased mice in 2020, inflated FY20 euthanasia totals

	FY19	FY20	FY21
Live Release Rate	91%	89%	92%

Humane Euthanasia

- No healthy adoptable animals were euthanized
- Center **live release rate of 92%** is an increase over FY19 and FY20
- Overall, medical issues continue to be the most prevalent reason why an animal is euthanized
 - 68% of domestic animals and livestock were euthanized for medical reasons while 32% were euthanized for behavioral reasons
- Aggression towards humans is the second most common reason for humane euthanasia
- Dogs are primarily euthanized for behavioral reasons (77%); cats are primarily euthanized for medical reasons (86%); 95% of other species euthanized were for medical reasons

Veterinary Summary

<u>Surgical Procedures</u>	Cat	Dog	Other Species	Total
Neuter	471	170	0	641
Other	35	55	0	90
Spay	463	126	0	589
Total	969	351	0	1,320

1,230

Spay and neuter
surgeries
performed

90

Surgeries = direct
treatment of illness
or issue

*Does not necessarily reflect unique individuals; same individual animal may have had one or multiple surgical procedures performed during stay

- 4 animals received extraordinary surgical or medical care, with \$3,049.50 of financial support from non-profit partners

Veterinary Summary

<u>Diagnostics, Vaccines and Preventative Care</u>	Total
Rabies Vaccines	1,604
Distemper Vaccines	818
Bordatella Vaccines	565
FVRCP Vaccines	2,664
Heartworm Tests	463
FelV/FIV Tests	1,223
Blood Work	290 panels
Radiographs	222 animals

3,983

Exams completed
by veterinarians

- Examined 137 individual animals as potential and/or confirmed animal cruelty cases
- 41 necropsies performed

Volunteer Program

<u>Number of Active Volunteers*</u>	FY19	FY20	FY21	% Change Over FY20
Total	88	75	37	-51%

*Average number of in-house volunteers that entered hours in Volgistics each month

<u>All Volunteer Hours</u>	FY19	FY20	FY21	% Change Over FY20	Monetary Value of FY21 Time
In-House	10,382	7,845	1,846	-77%	\$54,475.46
Foster	37,629	43,285	46,536	8%	\$1,373,277.36
Total	48,011	51,130	48,382	-5%	\$1,427,752.82

- The number of volunteers logging hours each month was severely limited due to COVID-19
 - No new volunteer recruitment occurred during FY21 and volunteer shifts were limited for safety

Foster & Transfer Programs

<u>Foster Placement Totals</u>	FY21	
Kittens	451	542 CATS
Adult Cats	91	
Puppies	15	55 DOGS
Adult Dogs	40	
Other	7	
Total	604	

- **153** more animals sent into foster care in FY21 compared to FY20
= **34%** increase

<u>Non-Wildlife Transfer Placement Totals</u>	FY21
Cats	508
Dogs	162
Small Mammals	150
Birds	20
Reptiles	20
Livestock	5
Total	865

- **170** more animals transferred out
= **25%** increase

Foster & Transfer Programs

- Gained a Foster and Rescue Coordinator in September of 2020
- A significant increase in the number of kittens sent to foster occurred in FY21: 182 more kittens were sent to foster than in FY20
- **184** volunteers participated in the foster program
- Worked with **81** transfer partners in FY21
 - Developed **6** new transfer partnerships
- The number of felines transferred out increased dramatically in FY21, as did the number of small mammals transferred out. This increase is likely the result of the increased number of kittens and small mammals that entered the shelter.
- Established the Safety Net Foster program, which works alongside the SafeKeep admissions program to provide foster care of owned pets while their owners are temporarily unable to care for their pet(s) due to illness, homelessness, or other emergencies.

Other FY21 Statistics

<u>Average Daily Population</u>	FY19	FY20	FY21	% Change Over FY20
Daily Average	291	271	239	-12%

Max ADP in FY21 was during the month of October= 284 animals; minimum was January = 194

<u>Freelance Feline Program & Community Cat Outcomes</u>	FY19	FY20	FY21	% Change Over FY20
Freelance Feline Program Adoptions	40	45	36	-20%
TNR (Community Cats)	91	41	91	122%
Total #	131	86	127	48%

Other FY21 Statistics

<u>Alteration Status at Intake</u>	FY20	Total	% of Whole
Dog: Altered	569	1,365	40% ALTERED
Cat: Altered	796		
Dog: Unaltered	791	2,054	60% UNALTERED
Cat: Unaltered	1,263		

Most cats and dogs are taken in not spayed or neutered, requiring OAS to provide surgery if animal is a candidate for live release.

<u>Rabies Clinics: Vaccinations Given</u>	Oct '20	Nov	Dec	Jan '21	Feb	Mar	Apr	May	June	Total
#	37	55	58	81	136	189	142	112	178	988

ADOPTION POLICIES

Revised 10/2021

OVERVIEW

Adoption, or the process of re-homing animals, is at the heart of animal sheltering. A strong, efficient, nondiscriminatory, and thriving adoption program is a critical part of fulfilling MCASAC's mission.

The adoption program will utilize a friendly, conversation-based approach to match adopters with animals who are well-suited to the adopter's lifestyle and expectations. This approach is referred to as "open adoptions" also known as the *Adopter's Welcome* model recommended by the Humane Society of the United States (HSUS).

The Adoption Counselors, under the direction of higher-level authority, will be primarily responsible for guiding potential adopters through the process and striving to achieve positive outcomes for as many animals and adopters as possible.

ADOPTION MISSION

The MCASAC adoption department strives to place as many animals as possible in healthy, safe, and happy homes and locations; minimize the length of stay of adoptable animals; and support the lifesaving efforts of the Office of Animal Services (OAS). Adoption Counselors say "yes" to potential adopters as much as reasonably possible.

VALUES

1. Welcome and encourage all people to adopt
2. Reduce, if not eliminate, all barriers to adoption
3. Make it easy and enjoyable to adopt
4. Conduct same-day adoptions
5. Take a conversational approach
6. Build connections between animals and people
7. Trust adopters
8. Treat all animals and people as individuals
9. Follow best practices

10. Provide exemplary customer service
11. Welcome returned adoptions
12. Be honest, open, and transparent

GENERAL

1. Any time the Adoption Center is open to the public, visitors are welcome to walk around and view the animals housed in areas open to the public after signing in at the front desk.
2. Adoption services (including meeting animals and adoption counseling) are provided first come, first served, by appointment.
3. To begin the adoption process, potential adopters must submit a questionnaire, provide the required items, and schedule their appointment. All must be done by the same method (online or in-person). None of these actions guarantee that an adoption will occur.
4. The ability to make an adoption appointment is offered after all required items are received. Potential adopters who submit their information online will be emailed a link to schedule an appointment for themselves. A Customer Service Representative (CSR) at the Adoption Center will schedule an appointment for those who submit their information in person.
5. If completing the process online, an adopter may submit the required items any time after the questionnaire is submitted. Questionnaires do not "time out." Questionnaires and items submitted online/by email are stored indefinitely in the AdoptMCASAC@montgomerycountymd.gov inbox. If the questionnaire and required items were submitted in person, the hard copies will be stored for 30 days, after which time, they will be destroyed and the adopter will need to complete the questionnaire again.
6. Animals are not placed on hold for potential adopters based on questionnaires or expressed interest.
7. Adopters may not meet or receive adoption counseling for any animal who is not available for adoption.
8. Adopters must follow the same process and meet the same requirements for animals housed in the Adoption Center as those housed in foster homes.
9. Returns to owners are not considered adoptions. If an owner surrenders an animal and later asks for them to be returned, the admissions section of OAS will handle that request. Should a family member, friend, or anyone other than the original owner ask for the return of a surrendered animal, they must follow the same process and meet the same requirements as any adopter.
10. Misrepresentations on a questionnaire or during adoption counseling may automatically disqualify a person from adopting (subject to exceptions at the discretion of a Supervisor, Manager, Deputy Executive Director, or Executive Director).
11. Adopters are required to sign the MCASAC Adoption Contract and agree to abide by its

provisions prior to taking the animal home.

12. The County reserves the right to refuse an adoption for any reason, so long as that reason does not infringe upon federal or local laws prohibiting discrimination based on race, color, religion, ancestry, sex, age, national origin, marital status, handicap, sexual orientation, or genetic status.
13. Policies may be altered, or requirements waived on a case-by-case basis, at the discretion of the Director or their designee.

REQUIREMENTS

REQUIRED ITEMS

1. All adopters are required to provide a valid government ID. The adopter's ID is used for verifying their identity. The address on the ID and address on the questionnaire must both be recorded in Chameleon if different; they do not have to match.
2. Adopters who live in any city in Montgomery County except Gaithersburg or Rockville, will be required to present valid licenses for each cat and dog they own and rabies certificates for each ferret they own.
3. Adopters who do not live in Montgomery County or live in Gaithersburg or Rockville, will be required to present rabies certificates for each cat, dog, and ferret they own.

GENERAL REQUIREMENTS

1. Potential adopters must be at least 18 years of age to adopt an animal.
2. Potential adopters must complete the following steps, in the following order:
 - a. Submit the adoption questionnaire
 - b. Submit the required items
 - c. Schedule an appointment at the Adoption Center or with the Foster Parent
 - d. Meet the animal(s) with an Adoption Counselor, Volunteer, or Foster Parent
 - e. Complete counseling with an Adoption Counselor
 - f. Sign the Adoption Contract
 - g. Pay required fees if any
 - h. Pick up and/or take home the animal
3. Adopters are required to comply with all applicable state and local laws. Owners are required to provide each companion animal with adequate food, water, shelter, space, exercise, treatment, and veterinary care.

4. The adopter must accept the animal as is and assume all risk of ownership of the animal, including liability and all post-adoption financial obligations. Adoption fees are non-refundable.
5. Animals may only be adopted as companion animals and not used for any other reason, including for food consumption, fighting, resale for profit, experimentation, research purposes, for primary use as guard dogs, or for illegal activities of any kind.
6. Small animals and birds adopted from MCASAC must be housed in indoor enclosures or cages of sufficient size to ensure the comfort of the animal.
7. Adopters are not required to be residents of Montgomery County or the state of Maryland.
8. MCASAC will not require all animals in the adopter's home to be spayed or neutered.
9. Adopters will only be responsible for providing proof of rabies vaccination or pet licenses for the cats, dogs, and ferrets who they own.

POLICIES

1. MCASAC conducts same-day adoptions. Adopters should be prepared to take an animal home by the time of the adoption appointment. Animals are not placed on hold for adopters to buy supplies.
2. MCASAC accepts any animal back, regardless of the reason or the amount of time that has passed. Adopters may return an animal anytime by making an appointment with OAS.
3. Adopters may rehome animals. If the animal is re-homed, the adopter should notify MCASAC with the new adopter's contact information.
4. MCASAC neither requires animals to be adopted out in pairs or prohibits doing so.
 - a. For adult animals who have been designated as bonded pairs by MCASAC staff, first preference will be given to adopters willing to adopt both animals together. Only after reasonable efforts have been made to find an adopter willing to adopt both animals will single adoptions of the animals be considered.
 - b. Two animals who have not been designated as a bonded pair will be permitted to be adopted at the same time, provided that the Adoption Counselor and/or other MCASAC behavior staff believe the animals are an appropriate match.
5. If an animal is deemed eligible for standard adoption (i.e., not designated "rescue only" by medical or behavioral staff), adoption will take priority over rescue/transfer plans.
6. MCASAC will not perform landlord checks, home visits, or ask for vet references.
7. Adopters will not be asked about their allergies, to pets or otherwise.
8. Adopters will not be asked if they rent or own their residence.

9. Adopters will not be prohibited from giving animals as gifts.
10. Adoptions will not be approved or denied based on scores, ranks, or numbers.
11. MCASAC will not require “family visits” (all members of the household/residence to meet with the animal prior to adoption) nor will animals be placed on hold for such visits.
12. MCASAC will not impose age restrictions.
13. MCASAC will not require adopters to bring in their residence dog(s) for dog-to-dog introductions. It may be recommended by staff if there is a concern about the pairing.
14. If there is a safety concern about an adoption, an Adoption Counselor may stop the process, and a Supervisor, Manager, Deputy Executive Director, or Executive Director may approve/deny the adoption.
15. MCASAC will not “cat test” dogs at the shelter; dogs will not be introduced to cats at the shelter to assess how they would theoretically co-exist.

16. PRIORITIZING ADOPTIONS

- a. If an adopter is a good match for some longer stay animals, an Adoption Counselor will suggest those higher priority animals as much as possible.

17. PRIORITIZING ADOPTERS

- a. A person who brings a stray animal to MCASAC, or the “Finder” of the animal, will have the first opportunity to adopt them, followed by the Foster Parent to the animal. This does not extend to family members or friends of the Finder or Foster Parent.
- b. Animals will be held for 24 hours after they are made available for adoption for the Finder and/or their Foster Parent to adopt them, if applicable. Finders and Foster Parents must submit their adoption questionnaire prior to the time the animal is made available for adoption, to be contacted when the animal is made available for adoption.
- c. Once the 24-hour Finder/Foster Parent hold period has passed, the animal will become available to the public. At the Adoption Center and in foster homes, the first person to visit with an animal has the first opportunity to adopt them.
- d. Once an adopter visits with an animal, they may begin the counseling process for that animal. Once counseling begins for a particular animal, the animal is no longer available to other adopters.
- e. Adopters may begin adoption counseling for an animal any time after their visit with them if the animal is still available for adoption. Adopters are not “timed-out.”
- f. Should potential adopters schedule visits at the same time, be interested in the same animal, and arrive by the appointment time, the adopter who submitted all their required items first will visit with the animal first.

- g. Should potential adopters schedule visits at the same time and be interested in the same animal, but one adopter is late for their appointment, the adopter who arrives on time will visit with the animal first.

RESTRICTIONS

1. MCASAC will not adopt any animal to a household where a person with a history of animal abuse or neglect, repeated violation of animal ordinances (as determined by OAS history), or history of domestic violence resides.
2. In accordance with the law, the finalization of adoptions of puppies and kittens before the age of eight (8) weeks of age is prohibited.
3. For social development reasons, puppies five (5) months old and younger will not be adopted to homes in which they will be left alone for more than eight (8) consecutive hours a day.
4. Dogs will not be adopted to homes in which they will be primarily or exclusively kept outdoors.
5. MCASAC is opposed to declawing, unless medically necessary for a particular individual. In most cases, declawing is not necessary and instead an elective procedure accompanied by both acute and long-term medical and behavioral complications. In instances where a potential adopter expresses interest in declawing a cat, the adoptions staff must provide a comprehensive overview of the procedure and offer counseling on humane alternatives. Should a potential adopter remain adamant about declawing their adopted animal, staff may elect not to proceed with the adoption and instead encourage the patron to do more extensive research before taking home a companion cat.
6. Due to the risk of transmission and the severity of the prognosis, cats who are FeLV (Feline Leukemia Virus) positive may not be adopted to homes with cats who are FeLV negative; Cats who are FIV (Feline Immunodeficiency Virus) positive may be adopted to homes with cats who are FIV negative.

PRE-ADOPTION SERVICES

1. VETERINARY CARE

- a. All dogs (at least 8 weeks old) and cats (at least 2 lbs. or as otherwise determined by veterinary staff) are spayed or neutered prior to going to their new home, unless a MCASAC veterinarian recommends against the procedure for medical reasons.
- b. Dogs receive a heartworm test, Canine Distemper/Parvovirus combination vaccine, and Bordetella vaccine; are treated for common parasites; microchipped; and receive a Rabies vaccination if at least 12 weeks old.
- c. Cats receive a Feline Leukemia Virus (FeLV) test, Feline Immunodeficiency Virus

(FIV) test, and a Calicivirus/Panleukopenia combination vaccine; are treated for common parasites; microchipped; and receive a Rabies vaccination if at least 3 lbs.

- d. Ferrets receive a Rabies vaccination and microchip prior to adoption.
 - e. Rabbits are microchipped prior to adoption.
 - f. Other animals may be spay/neutered and/or vaccinated as recommended by MCASAC veterinary staff.
2. All dogs and cats must be licensed if the adopter lives in any city in Montgomery County except Gaithersburg or Rockville.

FEES

- 1. Adoption fees are as stated in *Executive Regulation 16-17*.
- 2. MCASAC reserves the right to lower or waive adoption fees at various times for special promotions.
- 3. Adoptions that have been completed prior to the beginning of the promotion will not be eligible for any refunds.
- 4. All adoption fees must be paid before an animal goes home.

WAIVED FEES

ANIMALS WITH SPECIAL NEEDS

Adoption fees are waived for dogs and cats identified by MCASAC veterinary staff as having special medical needs.

CATS OVER 8 YEARS OLD

Adoption fees are waived for any cat determined to be over 8 years old by MCASAC veterinary staff.

HIDDEN GEMS

Adoption fees are waived for any animal who has been available for adoption for 30 days or more. Days do not have to be consecutive in the case of animals who have been adopted and returned within 30 days. Friends of Montgomery County Animals (FMCA) has agreed to sponsor this "Hidden Gem" program.

VETERANS AND ACTIVE-DUTY SERVICE MEMBERS

Adoption fees for cats and dogs are waived for active-duty service members and veterans per *Maryland Act HB 563/SB 338*. A service member/veteran may adopt up to one cat and one dog within a six-month period for free. Licensing fees still apply. They must present

valid identification that includes a notation of active duty/veteran status. Acceptable forms include:

- a. Driver's License with veteran designation
- b. Veteran ID Card (VIC)
- c. Veteran Health Identification Card (VHIC)
- d. Common Access Card (CAC)
- e. State or Federally Issued Identification Cards
- f. Discharge paperwork

DRAFT



ANIMAL WELFARE ORGANIZATION PARTNERS

Montgomery County and OAS are fortunate in having several non-profit animal welfare organizations that have and continue to support the animals in the shelter and in the community. Below is a description of some of these organizations and what they have provided through their partnership with us both in the past or hope to in the future, including a pet food pantry program to support residents during these trying times:

1. MCPAW -.sponsor adoption events, fund surgical procedures, supply animal related equipment and supplies, and support special needs animals.
2. Friends of Montgomery County Animals (FMCA) – sponsor adoption events, serve as rescue partners, fund surgical procedures, supply animal related equipment and supplies, and support special needs animals.
3. Animal Welfare League of Montgomery County (AWLMC) – receive County grant to provide low cost spay/neuter support to County pet owners and serve as rescue partners.
4. Humane Society of Montgomery County (HSMC) – serve as rescue partners and host rabies vaccination clinics.
5. Montgomery County Community Cat Coalition (MC C3) – support for community cats (feral and outdoor cats) and colony caretakers.
6. Second Chance Wildlife Center – support for injured/sick wildlife and wildlife education.

This list does not include the many rescue/transfer organizations and national associations (HSUS, Best Friends, AAWA and Alley Cat Allies) we partner with to find opportunities for placement of animals and in support of programs designed to educate the public and help enrich the lives of the animals in both the shelter and community.



Animal Services

APPROVED FY22 BUDGET

\$8,114,356

FULL TIME EQUIVALENTS

75.00

 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 citizens 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 approved FY22 Operating Budget for the Office of Animal Services is \$8,114,356, an increase of \$360,827 or 4.65 percent from the FY21 Approved Budget of \$7,753,529. Personnel Costs comprise 79.33 percent of the budget for 74 full-time position(s) and no part-time position(s), and a total of 75.00 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 20.67 percent of the FY22 budget.

The total approved FY21 Operating Budget for the new Office of Animal Services is \$7,753,529. Personnel Costs comprise 78.67 percent of the budget for 74 full-time position(s) and no part-time position(s), and a total of 75.00 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 21.33 percent of the FY21 budget.

In February 2020, the County Executive transmitted an update to the County Council related to ongoing efforts to identify no cost/low-cost reorganization efforts that will strengthen the delivery of priority outcomes, realign resources with policy objectives, and improve the efficiency and effectiveness of County government. As part of this plan, the Division of Animal Services was transferred out of the Police Department and established as its own non-principal office in the Executive Branch called the Office of Animal Services.

COUNTY PRIORITY OUTCOMES

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

 **Safe Neighborhoods**

INITIATIVES

-
- ★ Expand shelter operations and field services presence in the community to serve as a valued resource regarding the care and welfare of all animals.
 - ★ Create greater partnerships with rescues and other animal welfare resources, both within and outside the Montgomery County community, to further placement alternatives for animals in shelter care.
 - ★ Enhance pet licensing compliance rates through legislative and marketing efforts designed to promote compliance.
 - ★ Further 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

- ★ During facility closure in response to the COVID-19 pandemic, the Department developed and implemented a creative adoption program through partnership with a local non-profit organization, while also enhancing transfers of animals to rescue partners throughout the region.
- ★ Initiated a new process for free Rabies vaccination programs through weekly clinics utilizing safety protocols developed in response to the COVID-19 pandemic.
- ★ Revised adoptions customer service operations to improve the customer experience and overall efficiency; enhanced adoption opportunities by reducing barriers to adoption by streamlining and simplifying processes.
- ★ Creative problem-solving for long-term animal residents and those with complex medical and/or behavioral cases resulting in decreased length of shelter stay, promoting live release of animals, and increasing efficiency of shelter operations.

PROGRAM CONTACTS

Contact Bonnie White of the Office of Animal Services at 240.773.5641 or Dieter Klinger of the Office of Management and Budget at 240.777.2847 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 FY21 estimates reflect funding based on the FY21 Approved Budget. The FY22 and FY23 figures are performance targets based on the FY22 Approved Budget and funding for comparable service levels in FY23.

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.

FY22 Approved Changes	Expenditures	FTEs
FY21 Approved	3,346,888	37.00
Increase Cost: Structural Completion of Volunteer Office	6,000	0.00
Decrease Cost: Reduce Overtime Budget	(20,000)	0.00
Decrease Cost: Lapse Shelter Operations Manager Position	(105,346)	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.	35,606	0.00
FY22 Approved	3,263,148	37.00

Director's Office

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

FY22 Approved Changes	Expenditures	FTEs
FY21 Approved	1,279,967	6.00
Decrease Cost: Reduce Operating Expenses Across All Programs	(30,000)	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.	247,436	0.00
FY22 Approved	1,497,403	6.00

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.

FY22 Approved Changes	Expenditures	FTEs
FY21 Approved	2,285,680	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.	176,723	0.00
FY22 Approved	2,462,403	26.00

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.

FY22 Approved Changes	Expenditures	FTEs
FY21 Approved	840,994	6.00
Multi-program adjustments, including negotiated compensation changes, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting multiple programs.	50,408	0.00
FY22 Approved	891,402	6.00

BUDGET SUMMARY

	Actual FY20	Budget FY21	Estimate FY21	Approved FY22	%Chg Bud/App
COUNTY GENERAL FUND					
EXPENDITURES					
Salaries and Wages	0	4,566,129	4,625,092	4,867,063	6.6 %
Employee Benefits	0	1,533,852	1,528,732	1,569,941	2.4 %
County General Fund Personnel Costs	0	6,099,981	6,153,824	6,437,004	5.5 %
Operating Expenses	0	1,653,548	1,229,195	1,677,352	1.4 %
County General Fund Expenditures	0	7,753,529	7,383,019	8,114,356	4.7 %
PERSONNEL					
Full-Time	0	74	74	74	—
Part-Time	0	0	0	0	—
FTEs	0.00	75.00	75.00	75.00	—
REVENUES					
Other Charges/Fees	0	69,240	69,240	69,240	—
Other Fines/Forfeitures	0	65,000	65,000	65,000	—
Other Licenses/Permits	0	6,300	6,300	6,300	—
Pet Licenses	0	550,000	420,000	420,000	-23.6 %
County General Fund Revenues	0	690,540	560,540	560,540	-18.8 %

FY22 APPROVED CHANGES

	Expenditures	FTEs
COUNTY GENERAL FUND		
FY21 ORIGINAL APPROPRIATION	7,753,529	75.00

FY22 APPROVED CHANGES

	Expenditures	FTEs
<u>Other Adjustments (with no service impacts)</u>		
Increase Cost: FY21 Compensation Adjustment	220,296	0.00
Increase Cost: Annualization of FY21 Personnel Costs	130,360	0.00
Increase Cost: FY22 Compensation Adjustment	100,939	0.00
Increase Cost: Print and Mail Adjustment	47,804	0.00
Increase Cost: Retirement Adjustment	10,774	0.00
Increase Cost: Structural Completion of Volunteer Office [Animal Shelter]	6,000	0.00
Decrease Cost: Reduce Overtime Budget [Animal Shelter]	(20,000)	0.00
Decrease Cost: Reduce Operating Expenses Across All Programs [Director's Office]	(30,000)	0.00
Decrease Cost: Lapse Shelter Operations Manager Position [Animal Shelter]	(105,346)	0.00
FY22 APPROVED	8,114,356	75.00

PROGRAM SUMMARY

Program Name	FY21 APPR Expenditures	FY21 APPR FTEs	FY22 APPR Expenditures	FY22 APPR FTEs
Animal Shelter	3,346,888	37.00	3,263,148	37.00
Director's Office	1,279,967	6.00	1,497,403	6.00
Field Services	2,285,680	26.00	2,462,403	26.00
Veterinary Services	840,994	6.00	891,402	6.00
Total	7,753,529	75.00	8,114,356	75.00

FUNDING PARAMETER ITEMS

CC APPROVED (\$000S)

Title	FY22	FY23	FY24	FY25	FY26	FY27
COUNTY GENERAL FUND						
EXPENDITURES						
FY22 Approved	8,114	8,114	8,114	8,114	8,114	8,114
No inflation or compensation change is included in outyear projections.						
Elimination of One-Time Items Approved in FY22	0	(6)	(6)	(6)	(6)	(6)
Items recommended for one-time funding in FY22, including completion of volunteer office will be eliminated from the base in the outyears.						
Labor Contracts	0	178	178	178	178	178
These figures represent the estimated annualized cost of general wage adjustments, service increments, and other negotiated items.						
Subtotal Expenditures	8,114	8,286	8,286	8,286	8,286	8,286