

# Prince George's County North County Animal Services Facility Feasibility Study

December 5, 2016

## Prepared for:



Prince George's County Government - Department of the Environment  
Prince George's County Animal Management Division  
Town of Berwyn Heights | City of College Park | City of Greenbelt

## Prepared by:



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## I. Introduction

### **Purpose:**

An ad-hoc committee was formed consisting of representatives from the Cities of College Park, Greenbelt, and New Carrollton, the Town of Berwyn Heights, and Prince George's County to discuss the need for additional animal management services to supplement and improve the services currently provided by the County and the local municipalities in the north/northwestern part of the County. Currently, the Prince George's County Animal Management Division (AMD) serves all areas of the County. The cities of Bowie, College Park, Greenbelt, Laurel, and New Carrollton also maintain their own Animal Services operations designed to serve residents within those municipalities. The study will provide a snapshot of the current services and operations, along with several options for supplementary animal services facilities and programs which could be implemented to better serve the residents of Prince George's County and its municipalities.

### **Methodology:**

In order to develop options for potential supplemental facilities, the study team was required to gather data and feedback from various groups. A series of meetings were held with various Animal Services stakeholders, including County and Municipal Animal Management/Services staff, a County Council member, several Rescue Groups, Veterinarians, a County Animal Control Commission member, and past and present City of College Park Animal Welfare Committee members. Attendees provided background information regarding their organizations, commented on strengths and weaknesses of the current operations, discussed concerns, and provided feedback regarding preferred operational models.

Operational data for the past three years was collected from the County's Animal Management Division and was analyzed for trends and performance. Data was provided in two formats in order to allow for thorough analysis. Additionally, basic data was collected from several local municipalities within the County who also provide their own Animal Control Services.

Tours of all existing publicly-funded Animal Services facilities in the County were conducted by the facility management staff and information was gathered regarding their operations. Summaries of each facility are provided in Sections IV. and V. of this report.

A County-wide on-line survey was issued, which generated 267 responses from 36 different zip codes. Questions were designed to gauge respondents' familiarity with and opinions regarding existing Animal Management services. The survey also attempted to solicit feedback regarding both real and perceived animal services needs and to measure public support for additional animal services facilities within the County. While over 97% of respondents said that public animal services are important, only about 63% of the people had made use of County Animal Management services in the past. Approximately 33% of respondents have made use of Municipal Animal Services in the past, with College Park (22%) and Greenbelt (12%) being most heavily utilized. Just over 50% of those surveyed are aware of the current County facility location, while several responses indicated that there is confusion among the public regarding the relationship between facilities and services administered by the County, the Municipalities, and private organizations such as the PGSPCA (Humane Society of Prince George's County).

Based upon the data analysis and stakeholder input, the study team was able to review and recommend three potential supplemental facility models, including approximate square footages, staffing requirements, capital costs, and operational costs for each.

## II. Executive Summary

### **Purpose:**

An ad-hoc committee was formed consisting of representatives from College Park, Greenbelt, New Carrollton, Berwyn Heights and Prince George's County to discuss the need for additional animal management services to supplement and improve the services currently provided by the County and municipalities to the north/northwestern part of the County. The study will provide a snapshot of the current services and operations, along with several options for supplementary animal services facilities and programs which could be implemented to better serve the residents of Prince George's County and its municipalities.

### **Existing Operations:**

Prince George's County's Animal Management Division (AMD) is currently located at 3750 Brown Station Road, Upper Marlboro, Maryland and has been operating at this location since 2009. The approximately 37,000 SF facility sits on a 45 acre site and replaced an older, outdated facility of approximately 19,000 SF that was located in Forestville, Maryland. This is the only animal management facility that is owned and operated by the County at this time. The existing facility is in good condition, however its location is somewhat remote from the more populated northern areas of the County.

The mission of the County's Animal Management Division is to provide for the health and welfare of the County's animal population through enforcement of the Animal Control Ordinance, resolution of animal-related disputes and the promotion of adoptions, licensing, spay/neuter and humane education. Several municipalities within the County also maintain their own Animal Control Departments, which work at varying levels of interaction with the County, but are funded and operated by the individual municipalities.

### **Methodology:**

In order to develop options for potential supplemental facilities, the study team was required to gather data and feedback from various groups. Operational data for the past three years was collected from the County AMD and analyzed for trends and performance. A series of meetings were held with various Animal Services stakeholders, including County and Municipal staff, Elected Officials, Rescue Groups, Veterinarians, and Animal Welfare Committee members. Tours of all existing Animal Services facilities were conducted, and a County-wide on-line survey was issued, generating 267 responses.

Based upon the data analysis and stakeholder input, the study team was able to review and recommend three potential supplemental facility models, including approximate square footages, staffing requirements, capital costs, and operational costs for each.

### **Feasibility Options:**

Three main options have been studied and are described herein. In addition to the three main options, a fourth add-on optional component designed to facilitate provision of expanded public veterinary services has been developed. This component could be added to any of the three main facility options as desired.

Option One is a basic Adoption Center. This option would consist of an exclusively adoption oriented facility designed to hold approximately 20 dogs and 20 cats which would only accept transfers from the current Animal Management facility for adoption to the public. The dedicated adoption facility would accept no animal control officer or public intake and would not engage in animal control and enforcement activities, or other non-adoption related services. The facility would be outfitted only with the spaces and staffing required for adoptive pet housing, care, and adoption services. The purpose of this model would be exclusively to incentivize and increase adoption of animals already in custody at the current facility.

**II. Executive Summary (continued)**

**Feasibility Options (continued):**

Option Two is an Adoption Center with limited intake capabilities. In addition to adoption transfer capability, this option would accept incoming animals from local animal control departments and/or owner relinquishments. This facility would require additional animal handling space and associated administrative space and functions to enable the intake of animals, even assuming the prompt transfer of some/most of the animals to the current facility. The purpose of this facility would be to incentivize and increase adoptions of animals already in custody at the current facility, and to provide more convenient service access for local animal control officers and/or those citizens requiring owner relinquishment services. Since medium and long term holding is not provided, transportation of animals for medium and long term holding will be required.

Option Three is a full service satellite Animal Services and Adoption facility model. In this scenario, a full service facility would be created and it would be expected to provide all the same intake, outgoing, administrative, enforcement, holding, and euthanasia services provided by the current facility, but in a new/additional location. The operational relationship between the two facilities could be handled in many different ways, however the most efficient would likely to be designating the existing shelter as the main headquarters for Animal Management, with the northern facility providing duplicate services on a smaller scale. The majority of the administrative and management functions would remain housed at the existing facility, however at least one manager would be assigned to the northern facility on a regular and/or full-time basis. A certain percentage of staffing would be allocated to each facility, and if desired, some staff could split their job duties between both facilities as needed.

The fourth option includes add-on Veterinary adjunct services. An “adjunct” veterinary services module could be added to any of these options which would allow for public directed services such as low cost or pre-adoption sterilization, public veterinary services, or more comprehensive in house animal care options. The scale of design would be determined by the scope of services provided and the operational estimates would be based on whether the services were provided by contracted veterinarians, partner service groups, or staff veterinary staff, and what level of care and services is desired. This module is possible regardless of which of the primary operations options is selected.

**Summary:**

The three major Options developed vary in scope from just under 10,000 SF to just under 25,000 SF. They include both tenant fit-out and new construction options. Estimated project costs range from about \$1.8 million to \$12.5 million. A summary of estimated square footages and costs is found in the table below.

Option	Total GSF	Project Cost Range	Operating Cost Range
Option 1	9,871	\$1,742,214 to \$3,035,302	\$792,373 to \$1,154,923
Option 2	12,773	\$4,483,148 to \$6,386,250	\$692,900 to \$974,573
Option 3	24,915	\$8,744,990 to \$12,457,250	\$1,537,660 to \$1,916,527

### III. Prince George's County Background Information & Demographics

**Prince George's County Overview:**

Covering 482 square miles just south and east of Washington D.C., Prince George's County is the fifth largest County in Maryland in terms of land area. It measures approximately 25 miles wide by 45 miles tall. It ranks second in the State for total population and population density, registering more than 890,000 residents and carrying a total population density of approximately 1,840 people per square mile. The most dense areas of the County are those inside the Capital Beltway (Interstate 495), near local municipalities, and/or along major thoroughfares, such as Laurel along Interstate 95, Bowie along Route 50, and south of the Beltway along Route 5. See the population density map on the opposite page. According to a M-NCPPC report, by the year 2030 the County's population is projected to increase by approximately 7.8% to include over 960,000 residents. The County has been growing at a slightly slower rate than many of the surrounding Maryland Counties and the same trend is projected to continue.

Approximately 65% of County residents are Black/African American, 28% are White, and 4% are Asian, and 3% are of Other race. 14% of the population is of Hispanic origin. The County's median incomes are higher than average for the United States, but lower than the remainder of the Washington DC Metro area. The County's educational attainment levels follow closely average US figures, but lag behind the DC Metro area.

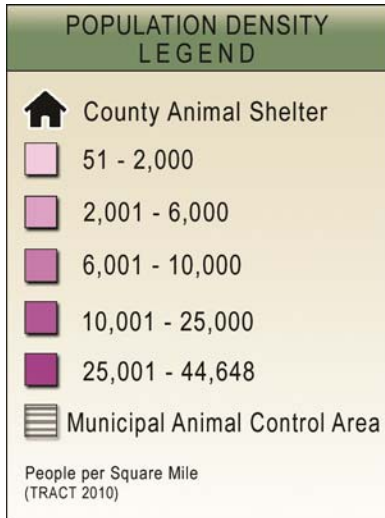
The County is home to twenty-eight municipalities. Over 218,000 people, or roughly 25% of County residents live within one of these municipal areas. Except for Laurel, Bowie, and Upper Marlboro, all municipalities are located either within or immediately outside the Capital Beltway. The five largest municipalities in terms of population are Bowie, College Park, Laurel, Greenbelt, and New Carrollton. These five cities are home to over 145,000 people, which equates to approximately two-thirds of the total municipality population and to roughly 16% of the total County population. They are all located in the northern half of the County and are also the only five municipalities who operate their own Animal Control departments.

Prince George's County Municipality Population Overview			
Municipality	Population (2010)	% of Total Municipality Population	% of Total County Population
Bowie	54,727	25.08%	6.15%
College Park	30,413	13.94%	3.42%
Laurel	25,115	11.51%	2.82%
Greenbelt	23,068	10.57%	2.59%
New Carrollton	12,135	5.56%	1.36%
Other Municipalities	72,735	33.34%	8.17%
<b>Total Municipality Population</b>	<b>218,193</b>	<b>100.00%</b>	
<b>Total County Population</b>	<b>890,000</b>		<b>24.52%</b>
Total Population Residing in 5 Largest Municipalities			145,458
% of Municipality Population Residing in 5 Largest Municipalities			66.66%
% of County Population Residing in 5 Largest Municipalities			16.34%
Note: Population figures are based upon 2010 Census data. Population data was unavailable for Hyattsville in 2010, however the 2000 Census data indicates that its population was approximately 14,000 people, which would make it just slightly larger than New Carrollton and place it in the top 5 largest municipalities.			



III. Prince George’s County Background Information & Demographics (continued)

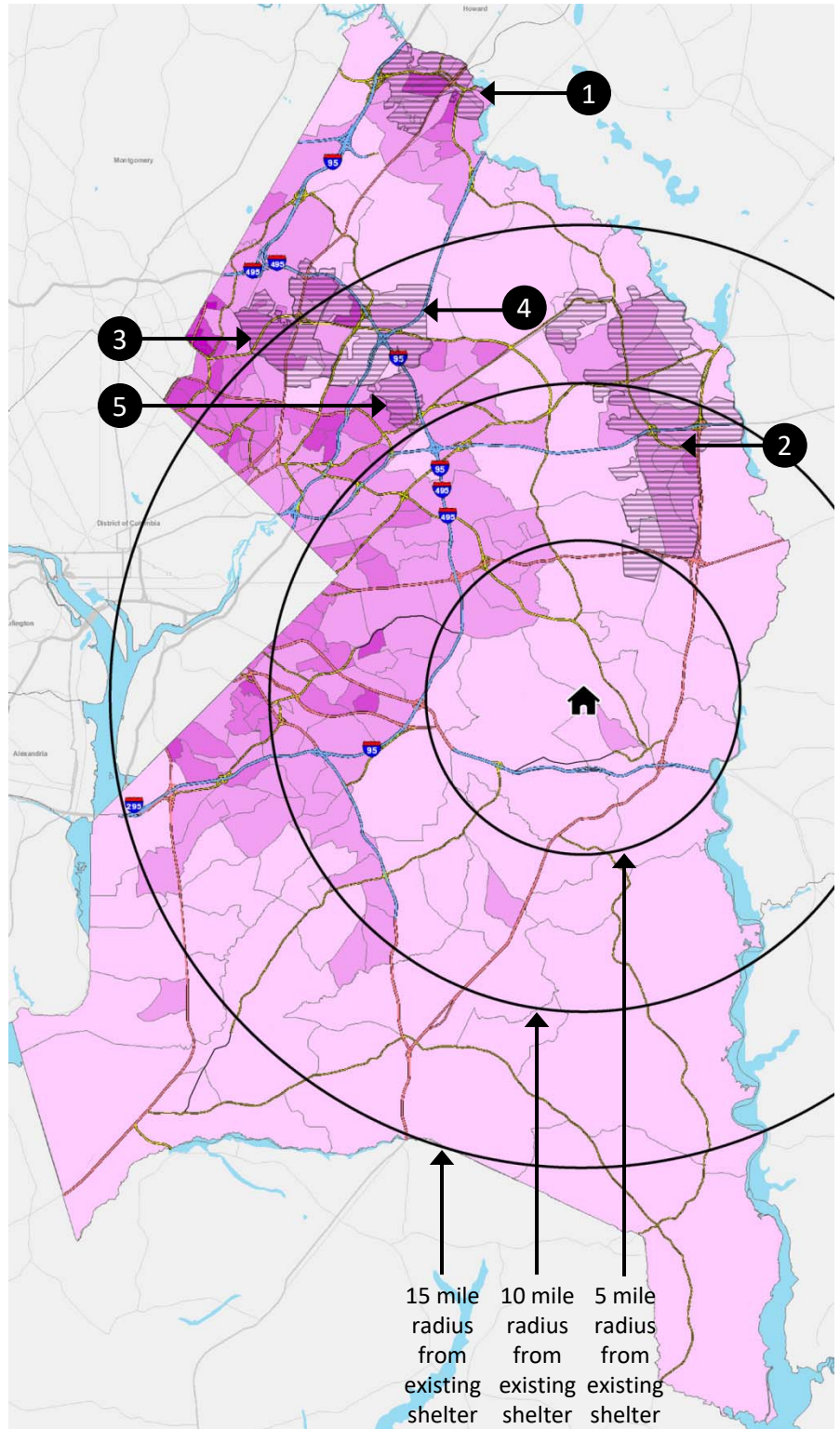
**Prince George’s County Population Density Map**



**Municipal Animal Control Areas:**

- 1** City of Laurel
- 2** City of Bowie
- 3** City of College Park
- 4** City of Greenbelt
- 5** City of New Carrollton

The highest population densities fall within and just outside the Capital Beltway. Other areas of density exist near municipalities and/or along major thoroughfares, such as around Laurel along Interstate 95, near Bowie along Route 50, and south of the Beltway along Route 5.



Background map courtesy of PG Atlas, Data derived from 2010 Census

### III. Prince George’s County Background Information & Demographics (continued)

**Existing Animal Services Operations:**

Prince George’s County’s Animal Management Division (AMD) is a subsection of the County’s Department of the Environment. The organization’s mission is “To provide for the health and welfare of the County’s animal population through enforcement of the Animal Control Ordinance, resolution of animal-related disputes and the promotion of adoptions, licensing, spay/neuter and humane education”.

Five municipalities within the County also have their own Animal Services Departments. These include the Cities of Bowie, College Park, Greenbelt, Laurel, and New Carrollton. They are the only municipalities in the County who run their own Animal Services programs, which are funded and operated independently from the County program. Three of these municipalities, Bowie, College Park, and Greenbelt, also have their own animal control facilities. These municipal organizations are designed to provide services primarily to residents within their city limits. The map on the opposite page shows the relationship between the County and Municipal facilities and indicates the municipal boundaries for those areas with separate animal control.

The City of Bowie’s Animal Control program falls under its Community Services Department. They currently have two animal control officers and recently opened a temporary holding facility for lost or stray animals, which is co-located with their new City Hall, but is not open to the general public.

The City of College Park’s Animal Control program is a part of the City’s Department of Public Services. They currently have one Animal Control Officer (ACO), who is responsible for enforcing the City and County animal control laws. Their ACO also runs the City’s adoption program. The City owns and operates a small animal shelter which has very limited public access.

The City of Greenbelt’s Animal Control program falls under its Planning & Community Development Department. They currently have 3 Animal Services Officers, however only two are full-time. The third is a 0.5 FTE position. The City Animal Control owns and operates a small shelter, designated as a no kill, for convenience organization.

The City of Laurel and City of New Carrollton Animal Control Divisions fall under their Police Departments. Laurel employs one Animal Control Officer. New Carrollton also has one Animal Control Officer, however their duties are split between Animal Control and Parking Enforcement functions.

Municipalities without their own shelter facility must transport any surrendered, stray, or seized animals to the County facility. The size of the County and frequent heavy traffic associated with dense metropolitan areas means that officers may spend large chunks of their time transporting animals. It also means that citizens have to make fairly lengthy trips in order to make use of County services. The chart below indicates mileage and driving times for one-way trips. During rush hour, these travel times may nearly double.

Municipality	Mileage to County Facility	Approximate driving time to County Facility (light traffic)
City of Bowie	12 miles	18 minutes
City of College Park	19 miles	25 minutes
City of Greenbelt	16 miles	21 minutes
City of Laurel	26 miles	29 minutes
City of New Carrollton	13 miles	16 minutes

III. Prince George’s County Background Information & Demographics (continued)

**Prince George’s County and Municipal Animal Control Departments and Shelter Locations Map**

**ANIMAL CONTROL COVERAGE LEGEND**

-  County Animal Shelter
-  Municipal Animal Shelter
-  Prince George’s County
-  City of Bowie
-  City of College Park
-  City of Greenbelt
-  City of Laurel
-  City of New Carrollton

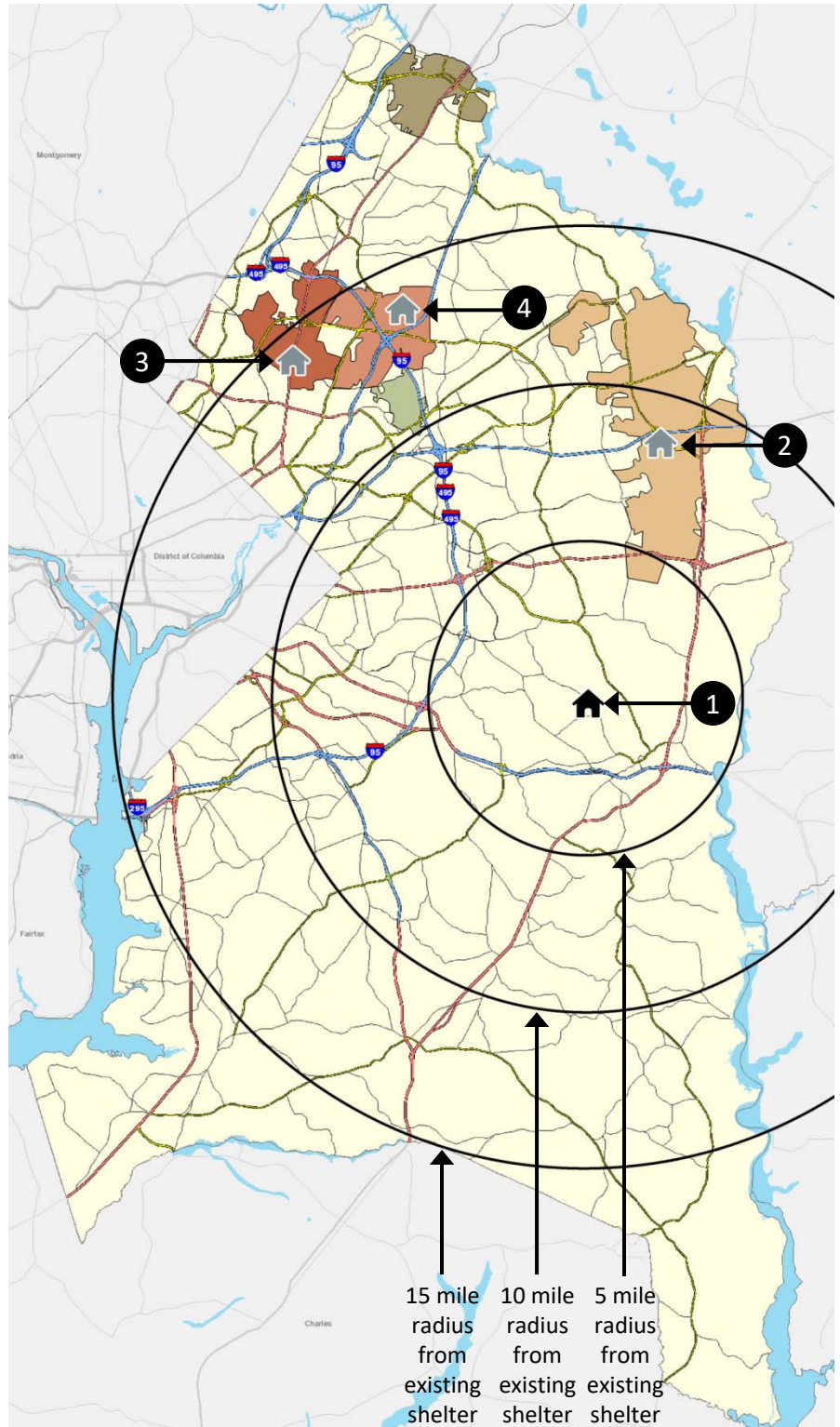
**1 Prince George’s County Animal Shelter**  
 3750 Brown Station Road  
 Upper Marlboro, MD 20772

**2 City of Bowie Holding Facility**  
 15901 Excalibur Road  
 Bowie, MD 20716

**3 City of College Park Animal Shelter**  
 9217 51st Avenue  
 College Park, MD 20740

**4 City of Greenbelt Animal Shelter**  
 550A Crescent Road  
 Greenbelt, MD 20770

Color coded areas on the map indicate the boundaries of the five municipalities within the County that operate their own Animal Control departments.



Background map courtesy of PG Atlas

### III. Prince George’s County Background Information & Demographics (continued)

#### Pet Demographics and Recreation

There are over 305,000 households in Prince George’s County. According to the APPA National Pet Owners Survey and the U.S. Pet Ownership & Demographics Sourcebook, approximately 40% of households own at least one dog and of these households, the average ownership is 1.6 dogs per household. Similarly, approximately 33% of households own at least one cat and in these households, the average ownership is 2.1 cats per household. Using these reports, the total estimated pet populations in the County are as follows:

Species	# of Pet Owning Households	Approximate Pet Population
Dogs	122,000	195,200
Cats	100,650	211,365
Birds	10,612	24,304

There are currently six off-leash dog exercise areas (dog parks) located in Prince George’s County. Three dog parks are located on parkland owned by the Maryland-National Capital Park & Planning Commission (M-NCPPC). One of these is located just outside of the City Limits of College Park at Acredale Park. This park is operated by an organization under agreement with M-NCPPC and is available only to citizens who pay annual membership dues (\$30 per household plus \$10 for each additional dog per household). The second is located at Heurich Park in Hyattsville. This located is open to the general public at no charge and does not require membership. The final dog park is located in Oak Creek West Park, adjacent to a retirement community. It is also open to the public at no charge and without membership, however is not widely publicized and is underutilized. These two dog parks are both operated by the Department of Parks and Recreation. The other three dog parks are located on land owned by municipalities. The cities of Bowie, Greenbelt, and Laurel all offer Dog Parks. Bowie’s Dog Park is open to the public free of charge without membership or permit requirements. Greenbelt’s Dog Park is open to City residents only. A one-time fee of \$5 is charged for their dog park permit. The City of Laurel Dog Park is open to both residents and non-residents, however residents receive a discounted membership rate (\$30 for residents versus \$35 for non-residents). The map on the opposite page indicates locations of dog parks within the County.

According to their *2012 Land Preservation, Parks, and Recreation Plan for Prince George’s County*, M-NCPPC estimates that there is currently one dog park per 50,700 households within the County. By comparison, Montgomery County had approximately one dog park per 49,000 households and Fairfax County has one dog park per 40,900 households. Dog parks are growing in popularity and are becoming more highly requested, highly prioritized outdoor recreation facilities by citizens. A new dog park is being planned for the Town of Riverdale Park. M-NCPPC is recommending an increase in dog parks, with a goal of providing one dog park per 40,000 households, which would require construction of two additional dog parks by 2040. They have identified the southern portion of the County as a higher target area since all of the existing dog parks are located in the northern and middle portions of the County. It may be reasonable and beneficial to consider whether a new dog park could be co-located at the existing County facility in Upper Marlboro. This would provide a required amenity and also create the potential to draw more visitors to the facility, which in turn may increase public awareness and boost adoptions.



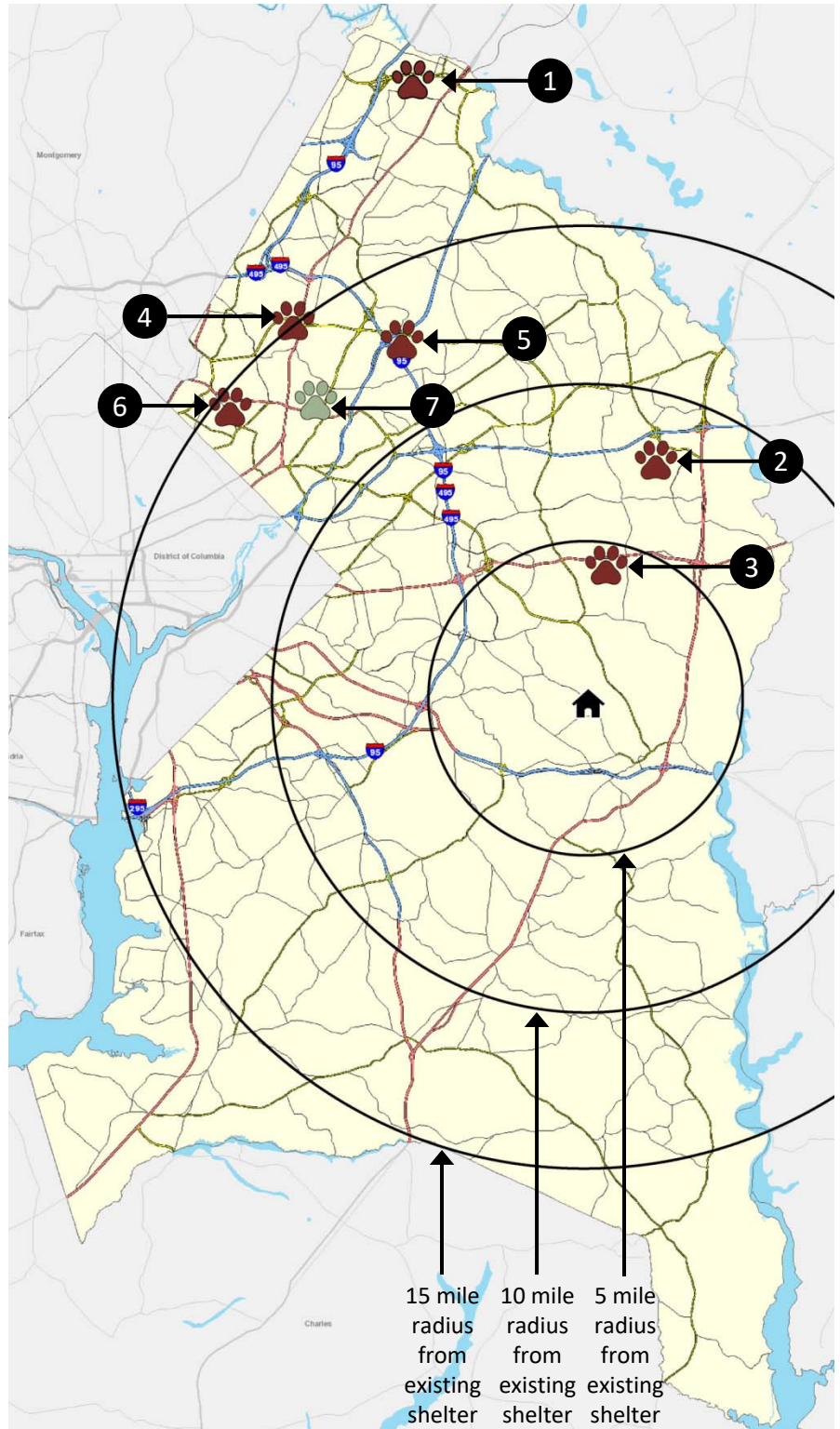
III. Prince George’s County Background Information & Demographics (continued)

**Prince George’s County and Municipal Dog Park Locations Map**

**DOG PARKS LEGEND**

-  County Animal Shelter
-  Existing Dog Park
-  Proposed Dog Park

- 1 Dr. Bruce Morley Dog Playground**  
**City of Laurel**  
 Van Dusen Road & Alan Drive  
 Laurel, MD 20707  
 Paid Membership Required
- 2 Bowie Dog Park**  
**City of Bowie**  
 3600 Northview Drive  
 Bowie, MD 20716  
 Free, No Membership Required
- 3 Oak Park West at Cameron Grove**  
**M-NCPPC**  
 100 Cameron Grove Blvd.  
 Upper Marlboro, MD 20774  
 Free, No Membership Required
- 4 College Park Dog Park at Acredale**  
**M-NCPPC**  
 4300 Metzertott Road  
 College Park, MD 20740  
 Paid Membership Required
- 5 Greenbelt Dog Park**  
**City of Greenbelt**  
 Hanover Parkway  
 Greenbelt, MD 20770  
 City Residents only, Permit Fee
- 6 Heurich Dog Park**  
**M-NCPPC**  
 Ager Road & Nicholson Street  
 Hyattsville, MD 20782  
 Free, No Membership Required
- 7 Riverdale Recreation Park**  
**M-NCPPC**



Background map courtesy of PG Atlas

#### IV. Prince George's County Animal Management Division & Existing Facility Analysis

##### County Animal Management Division Services and Operations

Prince George's County Animal Management Division currently operates out of a single facility. The current Animal Services Facility opened in 2009 and is a modern, 37,000 square foot animal handling facility located at 3750 Brown Station Road, Upper Marlboro, MD 20772. It replaced a smaller and, as was widely reported in stakeholder interviews, a less desirable and efficient facility. The prior facility was noted to have a holding capacity limit of 110 animals while the current facility reasonably handles seasonal high holding levels of 300 +/- animals. As a municipal facility operated by the Prince George's County (PGC) Animal Management Division it is primarily an animal control and intake facility, with a somewhat lesser animal adoption focus. The shelter is an open admission organization, meaning that they accept any animals that are brought in or found within the County. Animals may be brought in by citizens or by animal services officers for a variety of reasons. On average, there are approximately 32 incoming animal transactions made per day.

The facility houses animal intake and holding areas, adoption areas, administrative offices, a community meeting room, a veterinary suite, and associated support spaces. Services provided include:

- Adoptions
- Owner Surrender
- Field Services (includes responding to cruelty complaints, reports of dead or injured animals, animals running at large, or wildlife)
- Lost & Found
- Humane Education
- Licensing
- Low-cost vaccinations
- Low-cost spay and neuter

The County does not employ full-time veterinary staff. This area is operated by service contract veterinarians.

#### Prince George's County Animal Management Statistics at a Glance:

- ##### Community Services
- For the past three years, an average of 9,570 live animals were brought into the facility per year.
  - Over the last three years, 3,476 animals were adopted from the facility and another 6,235 were placed with rescue groups.
  - The Animal Management Division holds an average of 50 community adoption events per year.
  - An average of 100 educational programs are offered each year, with a typical attendance of 35 people.
  - Over 400 rescue groups are actively involved in partnering with the County to place animals in homes.
  - There are 250 active volunteers who assist with aspects of the shelter operation, including animal care.
  - For the last three years, on average over 3,000 animals have been spayed/neutered per year.
  - For the past two years, over 2,000 animals per year have received low-cost vaccinations.

- ##### Law Enforcement Services
- In 2015, a total of 17,564 calls were handled by the Division, averaging 1,875 calls per Officer.
  - For the past three years, the average number of stray animal calls equaled 7,598 per year.
  - In the past two years, over 2,700 cruelty investigations were conducted, broken down to 1,729 in 2014 and 1,038 in 2015.
  - Over the past three years, a total of 11,653 wildlife calls were logged, resulting in an average of 3,884 calls per year.

#### IV. Prince George's County Animal Management Division & Existing Facility Analysis (continued)

##### County Animal Management Division Services and Operations (continued)

Staff and management were generally knowledgeable, engaging and friendly. There are approximately 72 full-time and 3 part-time staff members. Staffing levels seemed adequate for general animal care and facility maintenance, but appeared to be lacking in the area of adoption and community outreach. There are currently four adoption counselors, three rescue coordinators, and one lost and found coordinator. A desire for additional resources, especially those focused on animal adoptions was a common theme expressed by staff and volunteers. The issue of the status of staff brought over from the prior facility under individual contracts and not as county employees was noted by several staff members as a potential barrier to maintaining and attracting highly qualified staff. The County is currently in the process of converting employees from contract basis to County status, which entitles them to additional benefits.

Animal data is handled by the Chameleon shelter database, a commonly used and robust data management system. Chameleon is capable of providing detailed reporting of all animal transactions, as well as preparing standard animal transaction paperwork. All animals had appropriate identification associated with them at their cages and kennels and this information was available for review by the public. Animal statistics are made available to the public on a monthly basis on the PGC website utilizing the Asilomar reporting format, which is the most widely used shelter statistics format.

Animals available for adoption and strays are featured on the internet via Pet Harbor, which is the online component of the Chameleon database. Adoption forms and other information are readily available on the Animal Management Division's web pages. Adoption fees (\$150 for cats and \$200 for dogs) include industry standard value added services such as vaccinations, sterilization, limited medical testing, etc. The fees are in line with many adoption options, however the span of adoption rates has been growing dramatically in the pet adoption sector and PGC fees may be closer to the higher end, especially for cats. It is notable that PGC Animal Management Division employs reduced fee or fee-waived offers and was engaging in active, although somewhat limited, adoption promotion activities. These approaches are in line with progressive and effective new approaches within the sector.

The County utilizes social media, including Facebook, to reach potential adopters and keep the public informed of upcoming events. Their Facebook page has over 8,000 likes and an average rating of 4.2 out of 5 stars from those who have offered reviews.

Public hours of operation are shifted slightly to later evening hours, with one night weeknight closing at 7:30 PM, three others at 6:00 PM, and Saturday hours until 4:00 PM. The shelter is closed on Thursday and Sunday. Closures limit possible outgoing adoption transactions. Given the relatively long distance from the northern portion of PGC, rush hour traffic, and the amount of time it takes to move through the adoption process, a 6:00 PM closing time likely effectively blocks weekday adoptions from northern county residents unless they are able to dedicate mid-day time for an adoption visit.

A review of the posted adoption policies shows them to be somewhat typical of policies of the last decade but behind the curve of current adoption policy trends. The process is noted to take up to five business days, written authorizations are required for adopters who rent, all family members are required to meet an adoptive pet, home inspections may be required, and other barriers to swift adoption are in place. Current evidence based industry trends are demonstrating that these barrier/pre-judgement approaches do not necessarily facilitate great adoption success and often serve to depress the number of adoptions and negatively impact positive animal outcomes. Older adoption screening approaches, limited accessibility to adoption hours, and a disproportionate distance from significant portions of the population of PGC likely

#### IV. Prince George's County Animal Management Division & Existing Facility Analysis

##### County Animal Management Division Services and Operations (continued)

serve to depress adoption numbers, especially in an animal adoption era with greater access to alternative sources and convenience for adopters.

Certain County policies, including the ban on Pit Bull Terriers and policies regarding feral cat colonies, have a strong bearing on live outcome rates at the facility. They may also be limiting the pool of adopters as citizens who do not support these policies refuse to utilize County services.

##### Existing Facility Analysis

The building is easily accessible, although somewhat removed from a significant portion of the population of Prince George's County. Its site is located in the southeastern portion of the County, approximately 4 ½ miles off of the Capital Beltway, Interstate 495. It is a predominantly suburban/industrial context, located not far from the County landfill and correctional facility. Historically, it is common for government-owned animal shelters to be located adjacent to these types of functions due to concerns with noise and availability of land for construction, however current sheltering trends are shifting to a more retail-oriented, consumer-driven mindset, making location and adjacency a much greater concern than in the past. There is no major commercial development located adjacent to the site, although the City of Upper Marlboro is located only about two miles to the south. The nearest public transportation access is a bus route that serves the Upper Marlboro area. Its route is located at least one mile away from the facility, therefore utilizing public transportation to access the facility is not really feasible.



County Animal Management Facility - Aerial Vicinity Map – Image Courtesy of Google Earth



**IV. Prince George’s County Animal Management Division & Existing Facility Analysis (continued)**

**Existing Facility Analysis (continued)**

Results of the public survey indicated that only 60% of respondents are aware of the current facility location. Of that 60%, when asked to state the current location, at least 15% answered incorrectly, providing either the location of one of the municipal shelters or the prior location in Forestville as their response.

The property sits at the corner of Brown Station Road and Brooke Lane. There is one vehicular access point to the site, located off of Brown Station Road. The parking and access areas loop around the building. The main public entrances actually face Brooke Lane, meaning that you approach the facility from the back when arriving by car. There is separate signed parking for visitors and employees. Animal Services vans are kept in a fenced parking area separate from the general spaces. Animal Control Officers have a drive in garage bay for safe animal handling and ready access to adjacent animal holding spaces. The large site area contains fenced enclosures for exercise and space for dog walking, although there are no walking trails established. Pedestrian access to the site is limited. There are no sidewalks leading from either fronting street to the facility entrances.



Site Aerial Photo – Image Courtesy of Google Earth

Two separate public building entrances are provided, one for animal intake and one that is shared between adoptions and the veterinary clinic. The larger, more prominent entrance serves adoption and veterinary services customers. It has permanently stationed front office staff that was acknowledging of and helpful to the visiting consultants on arrival. Ample and comfortable seating was available to the public. Adoptable animals are readily accessible from the reception area, with cats on display immediately behind the reception desk and available dogs closely adjacent. A small room for exotics is located just behind the feline adoption area. Public areas were adequately ventilated and did not have an excess “animal” smell. Color choices were neutral and there was engaging art utilized.



Main Entrance – Adoptions and Veterinary Services



Adoption Lobby - Reception Desk

#### IV. Prince George's County Animal Management Division & Existing Facility Analysis (continued)



Animal Showcase Room at Entry



Feline Adoption Room



Feline Holding Room

#### Existing Facility Analysis (continued)

On either side of the main adoption entrance there are two animal showcase rooms that are fully glazed with prefinished aluminum framing systems. These spaces help bring natural light and views into the lobby, allow for feature of adoptable animals, and also create a welcoming aesthetic for visitors. These types of spaces are regularly included in modern shelters to help engage visitors.

Animal space is reasonably designed and laid out, although circulation through the facility is a bit circuitous. There are public/adoption spaces, as well as more private, segregated spaces for animals not yet available for adoption, under observation, or with behavioral or poor health issues. The delineation between public and private areas is sometimes a bit blurred as visitors travel down what was probably originally intended to be a private corridor to reach the small dog adoption area. There are also dedicated nursery spaces used for housing new mothers and their young. These segregated areas are available for both cats and for dogs. This separation of animal types follows animal sheltering best practices to help minimize the spread of disease, control noise and odors, and minimize stress on the animals.

Cats available for adoption had limited access to external stimuli via windows to the reception area and had larger laminate, "condo" style cat cages. Cats in the main adoption room did not appear to demonstrate notable signs of stress and seemed in good health and good spirits, engaging with visitors and staff. A small work room with a residential style washer and dryer is conveniently located directly off of the cat adoption space. Excess bleach smell was noted, indicating improper mixing for sanitation and if this was an ongoing issue this is likely stressful to cats and humans.

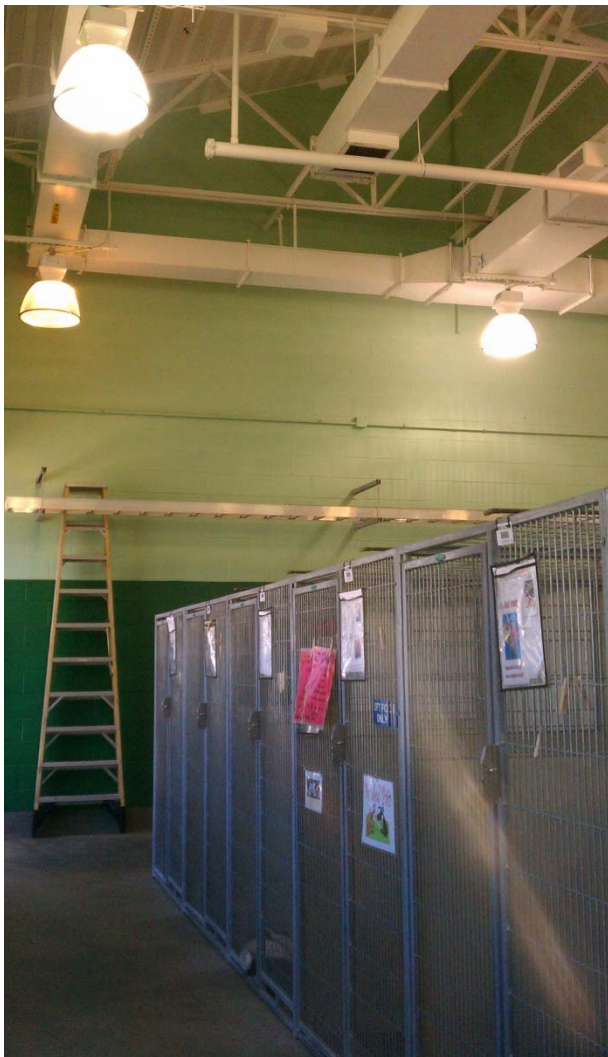
Cats not up for adoption were housed in either standard laminate or stainless steel caging in rooms with no, or extremely little, stimuli. Cats in non-adoption areas showed somewhat more stress, although generally not at especially concerning levels.

**IV. Prince George’s County Animal Management Division & Existing Facility Analysis (continued)**

**Existing Facility Analysis (continued)**

Dog housing is relatively uniform. High quality aluminum kennel gates are used throughout. The majority of the canine housing areas use painted concrete masonry units for kennel separation walls, although the small dog area uses PVC panel kenneling. This small dog area was originally intended to serve as a flexible housing area for emergency, disaster, or seasonal population fluctuations, however due to the number of animals requiring housing it was converted to a small dog adoption area. Resinous flooring with integral covered base is used throughout. Adequate ventilation was installed throughout the dog holding areas. Artificial lighting was adequate but industrial, and some areas had quite a bit of natural lighting from windows. Double glazed glass was used in kennel areas which helped limit noise transmission; however, staff noted that the windows were prone to fogging which limited visibility between rooms in some areas.

The design and materials used in dog spaces were appropriate and ensured ease of cleaning and maintenance but the exposed structure ceilings and abundance of hard surfaces also resulted in somewhat noisy kennels. However, the noise levels were not overly atypical when compared to many other larger scale municipal shelters. Air handling seemed to be well considered and effective.



Small Dog Adoption Area



Typical Canine Adoption Run



Small Dog Area Adoption Runs

#### IV. Prince George's County Animal Management Division & Existing Facility Analysis (continued)



Exotics Adoption Room

#### Existing Facility Analysis (continued)

Exotic and non-traditional pets are handled at the facility but have only one dedicated room to be housed in, which is located near the feline adoption area. A lack of intentional or species appropriate space was noted and these animals were housed in a somewhat crowded and haphazard manner.

There appeared to be a reasonable amount of dedicated office space for staff, although some of the office areas seemed slightly small for their function. The facility has a large meeting and conference room located directly off of the adoption lobby that is used for public education events. The adoption counselors and rescue coordinators occupy offices closest to the adoption lobby. Animal Services offices are located to the east side of the adoption lobby. A small break room and patio, along with staff restrooms and locker rooms are located adjacent to the office areas.



Veterinary Surgery Room

Based on a full access tour, the facility appears to be well maintained and orderly. Excess clutter was not noted, particularly in the public areas, and supplies were organized in appropriate and pre-determined locations. Medical and treatment space was adequate and sanitary. A grooming room and food prep areas are provided. Both areas are a bit tight on space for a facility of this size, but are still functional. The euthanasia space is functional but sparse and utilitarian. It does have a nice adjoining room where pet owners can view the process if desired and sit for



Community Meeting Room

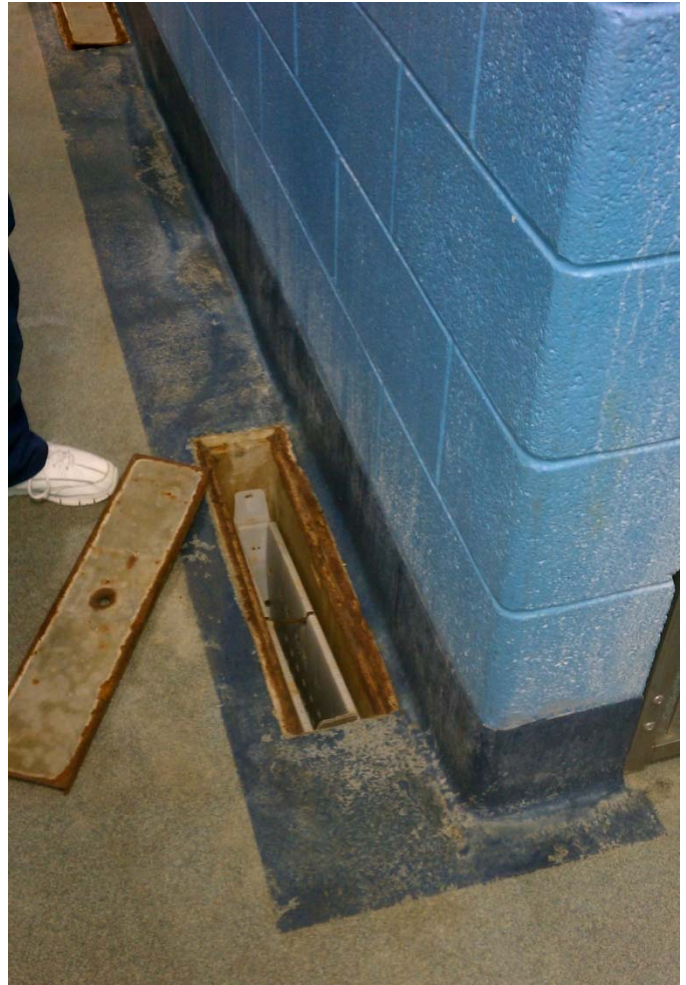
**IV. Prince George’s County Animal Management Division & Existing Facility Analysis (continued)**

**Existing Facility Analysis (continued)**

reflection or to compose themselves, although its use is somewhat limited. Storage space seems adequate. Industrial laundry equipment for canine areas and residential laundry equipment for feline and veterinary areas are installed in dedicated space.

Individual trench drains are provided at all of the canine runs, which is recommended. Hair traps are also provided. Clinic sinks are provided at canine areas for flushing of solid waste, although it would have been better to install them in adjacent closets rather than out in the open, especially in the adoption wards. High-pressure wash down systems and hose bibs are installed for ease of cleaning, although again, it would have been nice for the wash down system locations to have been more carefully considered, both to minimize tampering by the public and for aesthetic reasons.

Some of the interior finishes, like the paint and resinous floors, are beginning to show their age. It was noted that a few metal surfaces are beginning to rust. The exterior finishes, such as split face masonry block, prefinished aluminum windows and doors, and metal siding provide an attractive appearance and have held up well over time. These materials are very durable and should continue to perform well over the life of the building.



Canine Area hair trap and aging finishes



Exterior view from the east of the Canine Holding Kennel Area – exterior finishes are durable and appear to have held up well over the seven years since the building opening



Clinic sink and high-pressure wash-down system (note, this photo was taken when the facility originally opened, materials no longer look as new – see photo above for comparison)

## IV. Prince George's County Animal Management Division & Existing Facility Analysis

### Stakeholder Input and Citizen Survey Responses

A series of stakeholder meetings was conducted, involving local government officials, County and Municipal Animal Management/Control staff, local Veterinarians and Rescue Groups, and local Animal Welfare Commissions. The general consensus was that people who are familiar with the County facility's operational history see positive change occurring, but still feel that the County has room for improvement in its performance. Partnerships with Rescue Agencies and adoption outreach events, such as those at Petco, have increased markedly and have helped raise live outcome rates. There is still a general perception by a lot of the public however that the live outcome rates are lower than they should be. The majority of stakeholders attribute many of the facility's challenges to three primary struggles – the facility location, a very tight operating budget, and controversy regarding County policies on Pit Bull Terriers and Feral/Community cats.

The population data and service patterns do seem to support the idea that the location of the facility may be hindering its outcomes. The citizen survey results indicated that only 32% of citizens who visited the facility found its location to be convenient, while more than 50% felt that the location was hard to find. 65% of respondents indicated that they would be more likely to make use of County services if the facility were located closer to them, with nearly 25% indicating they would like the facility to be within a fifteen minute drive. A location closer to the Capital Beltway on the north side of the County, potentially somewhere along Route 1, may result in higher volumes of visitor and potential adopter traffic. Proximity to other services and public transportation should be factored into site selection.

Unfortunately, the likelihood of increasing the division's budget is not extremely high. There are so many programs and services vying for funding that a major budget increase from County funds is not expected. Improving revenue streams would help generate funds to offset increased staffing or operating costs which would improve animal outcomes. Additionally, a non-profit group could be created to help raise funds for operating costs. The City of Greenbelt, the City of Bowie, and Montgomery County, Maryland all have partner non-profit entities that assist in raising funds and securing donations to offset operating costs.

The County's policies on Pit Bull Terriers and Feral/Community cats are something that must be seriously discussed as part of any conversation regarding improvements to animal services in the County. While it is recognized that these policies were put in place in an effort to improve public safety, they are now regarded by most as outdated and counterproductive to animal management success. The City of Greenbelt does not adhere to either of these policies. Their willingness to participate in a joint-operations shelter would likely require discussion of and revision to these policies.

The online citizen survey was sent out to a County database of approximately 4,000 citizens and was also advertised through municipal channels. A total of 267 responses were received. The map on the following page indicates quantities of responses received from each zip code. Responses were heavily concentrated in the northern and western regions of the County, especially right around the College Park area. The survey contained 19 questions, a mix of multiple choice, yes or no, and open ended questions. Full survey results are included in Appendix A of this report.

In short, the survey indicated that 25% of respondents do not have any pets in their household, but 98% percent feel that Animal Services are important. Of the households with pets, only 13% were obtained from the County facility. Only 20% of responses indicated that County Animal Services are "Just Right" while 79% indicated that services are "Somewhat Adequate" or "Lacking". 86% of respondents indicated that they would support an additional facility, while 43% felt that adoption services are the most critical function that the facility should provide.

IV. Analysis of Prince George’s County Animal Management Performance Data (continued)

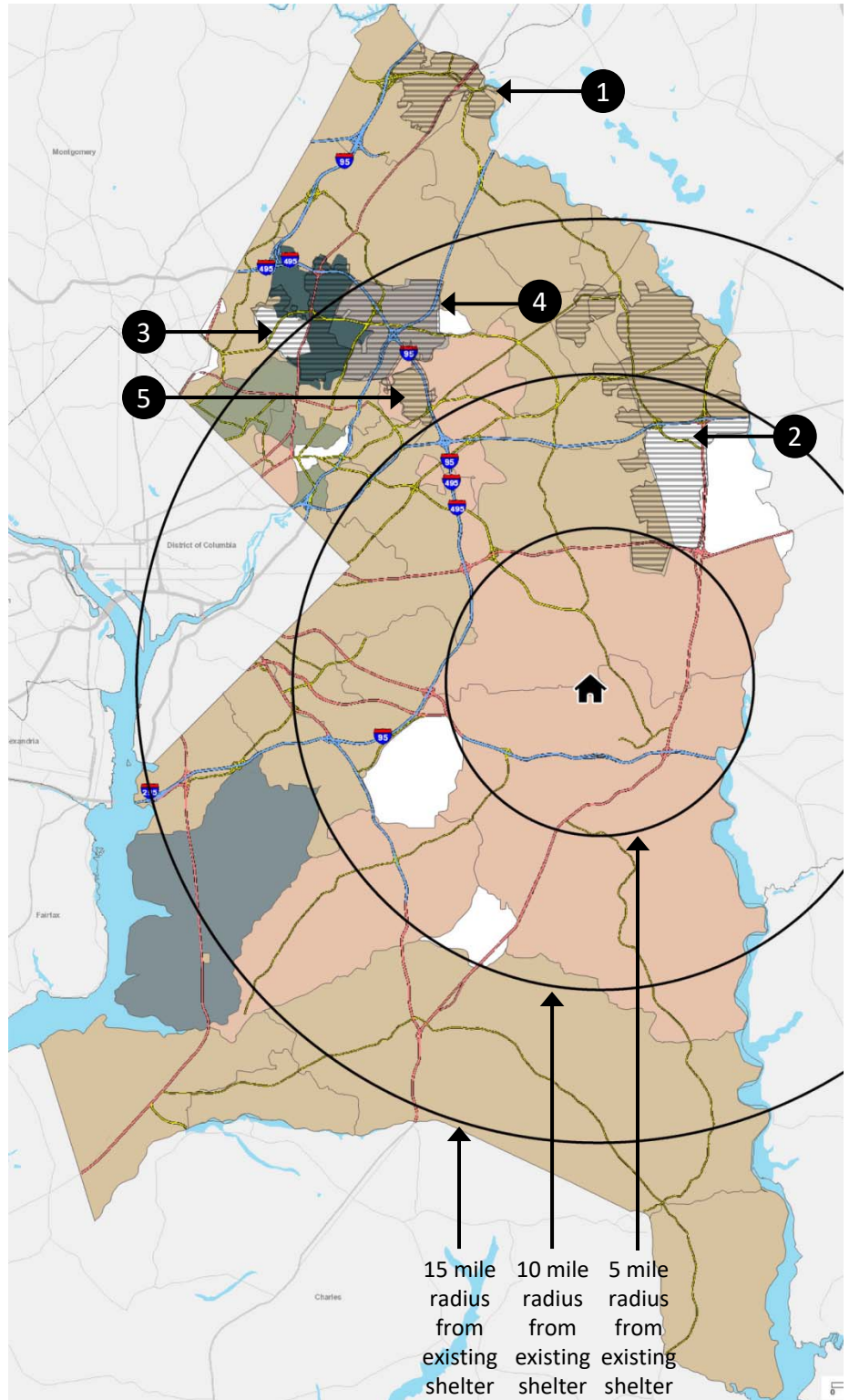
**Prince George’s County Public Online Survey Responses Quantity Map**



**Municipal Animal Control Areas:**

- 1** City of Laurel
- 2** City of Bowie
- 3** City of College Park
- 4** City of Greenbelt
- 5** City of New Carrollton

The largest number of responses to the survey came from citizens living in the northern areas, especially the College Park area. The other area of heavier than average response is located in the southwest portion of the County.



Background map courtesy of PG Atlas

## V. Local Municipality Animal Control Services & Existing Facilities Analysis

### City of Bowie Animal Control and Temporary Holding Rooms

Bowie currently has two Animal Control Officers on staff. Officers are on duty from 8:00 AM to 4:30 PM on Monday, 8:00 AM to 9:00 PM Tuesday through Friday, and 8:30 AM to 5:00 PM on Saturday. Outside of these hours, citizens are advised to call County Animal Management for assistance. During FY2015, 1,396 Service Reports were taken by the Department. In the same time frame, a total of 259 animals were picked up by officers.

The City of Bowie has temporary holding rooms for dogs and cats which are located within its new City Hall. The facility is located directly adjacent to Bowie Town Center, a commercial retail hub, and is encircled by high-density residential development. The Temporary Holding Rooms (THR) were created with the primary purpose of reuniting a lost or stray dog or cat with their owner. The THR is designed to provide a pet owner a greater opportunity to claim their lost pet picked up by a Bowie Animal Control Officer. The rooms are not intended to operate as a fully staffed and operational 24-hour animal shelter, nor are they a pet boarding facility.

The two rooms are separate and are accessed from the exterior of the building at its lower level. Each room measures approximately 125 square feet. The dog holding room opened in February 2015 and contains three canine runs and a small storage area. Floors are sealed concrete and walls are painted concrete masonry units (CMU). The CMU walls between runs go up to 6'-0" above finished floor and chain-link panels continue from there up to the painted gypsum board ceiling. Chain-link gates form the front of the run enclosures. The separate cat holding room was completed in June 2015. It contains six very nice stainless steel cat condos with separate litter compartments and one holding run. The space has fiberglass reinforced panels lining the walls, seamless flooring with integral cove base, and acoustical tile ceilings. The spaces are not very large, but are clean and well maintained. Bowie Citizens for Local Animal Welfare (CLAW), a local non-profit, helped to raise a portion of the funding necessary to construct these spaces. Volunteers are used to feed and walk the animals during their stay. In the period between February and December 2015 a total of twelve (12) volunteers assisted City staff with care of pets that were housed temporarily.



Bowie City Hall & Temporary Holding Rooms - Aerial Vicinity Map – Image Courtesy of Google Maps



**V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)**

**City of Bowie Animal Control and Temporary Holding Rooms (continued)**

Lost or stray animals picked up by Bowie Animal Control are brought to the temporary holding rooms if officers are unable to locate their owner for return and are kept for up to five (5) days in order to allow owners time to come pick them up. Previously, these animals would go directly to the County facility and their owners would have to make the trip down to Upper Marlboro to retrieve their animal. Animals that appear to be ill, appear to have severe behavioral issues, or are one of the breeds covered by the pit bull ban are not kept at the temporary holding area and are still transported directly to the County facility. Any animal that is not claimed from the THR within five (5) days is then transported to the County facility. The Return to Owner (RTO) rates in Bowie (63% combined) are higher than the County’s rates (17% combined).

Bowie advertises lost pets on its Facebook page and also sends e-mails and text alerts to subscribers when stray pets are picked up. At least four of the dogs picked up at the THR were reunited with their owners after they were seen on the City’s Animal Control Facebook page. The City has partnered with Highway Veterinary Hospital to offer low-cost microchipping to City residents. They adopted a resolution in November 2014 endorsing Trap-Neuter-Return (TNR) as the best non-lethal program for resolving community cat issues and support that efforts of local entities performing TNR to aid in reducing the community cat population.

City of Bowie Temporary Holding Room Statistics – February to December 2015				
Category	Animals Housed from Feb. to Dec. 2015	Animals Returned to Owner	Animals Transported to County	% of Animals Returned to Owner
Dogs	18	12	6	67%
Cats	6	3	3	50%
<b>Total</b>	<b>24</b>	<b>15</b>	<b>9</b>	<b>63%</b>



Bowie City Hall Exterior



Canine Holding Room



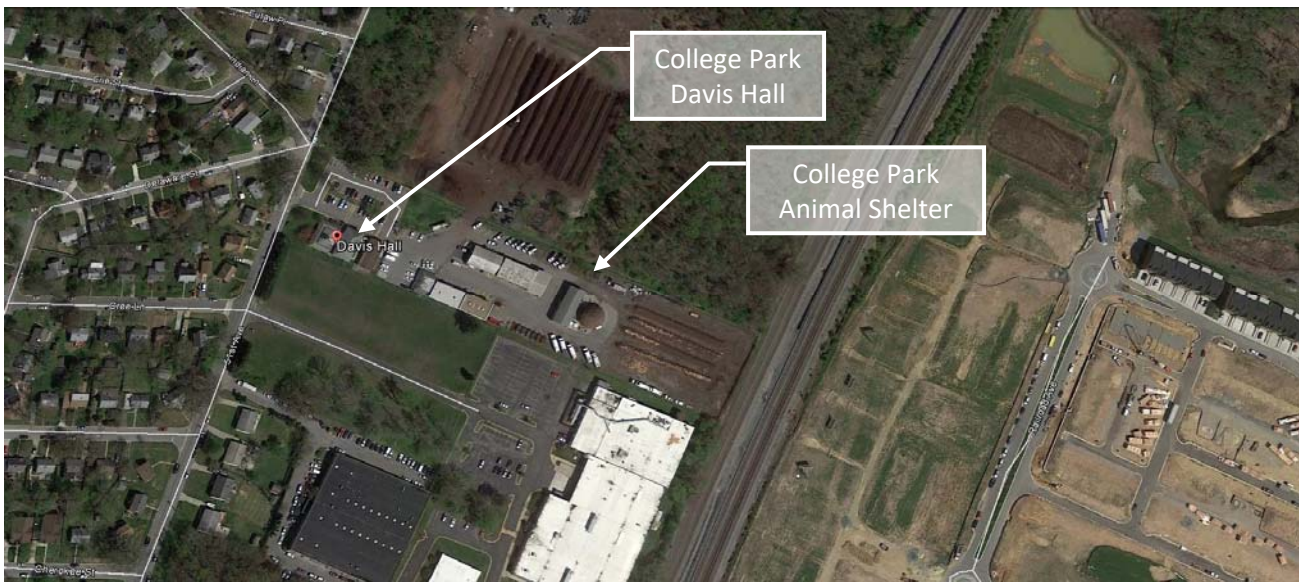
Feline Holding Room

**V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)**

**City of College Park Animal Control & Adoption Program**

College Park currently has one Animal Control Officer on staff. This program enforces both City and County animal control laws. The program goal is to protect the health, safety and welfare of the City's residents and animals. The Animal Control Officer (ACO) is on duty and patrols the City to meet variable seasonal and weekly needs. If the City’s Animal Control Officer cannot be reached, citizens are advised to call County Animal Management for assistance. The ACO investigates all nuisance and cruelty/neglect complaints, distributes informative and educational literature to residents concerning a variety of domestic animal and wildlife topics, and serves as the City liaison to the Animal Welfare Committee and animal management agencies. The City of College Park operates a small holding/adoption facility, which is located behind Davis Hall in the City’s Public Works yard at 9217 51st Ave, College Park, MD 20740. Over the three year period from 2012 through 2014, the average live outcome percentage was at least 65%. 6% of animals brought in have uncertain outcomes since they were transferred to other locations and their final disposition is not known. If all of these animals ended up as live outcomes, then the percentage could be as high as 71%.

The facility is the smallest of roughly a half dozen buildings on the property, measuring approximately 15’ x15’ or 225 gross square feet. Due to its location within the Public Works yard, it is not open to the Public except by appointment, when visitors are escorted by the ACO. The building is a single story, single room facility constructed of painted concrete masonry units. It has a gable roof clad in asphalt shingles, concrete floors, and acoustical ceiling tile. Chain-link fencing is used to divide the space into three long strips. The first



College Park Public Works Yard & Animal Shelter - Aerial Vicinity Map – Image Courtesy of Google Earth

City of College Park Data – 3-Year Intake and Outcome Averages from 2012-2014						
Species	Total Intake	Adopted	Returned to Owner	Transferred	Euthanized	Lost in Care
Cats	70	46	2	3	17	2
Dogs	30	4	16	8	2	0
Other	20	1	1	4	11	3
<b>Total</b>	<b>120</b>	<b>51</b>	<b>19</b>	<b>15</b>	<b>30</b>	<b>5</b>

**V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)**

**City of College Park Animal Control & Adoption Program (continued)**

is used as an entry area which doubles as service space and the other two are used as animal housing runs. Each of the three strips has a doggie door which leads to an enclosed outdoor exercise area. Due to poor drainage, water often infiltrates the doggie doors and causes puddling on the floor. There is no separate storage area, therefore litter, food, bowls, carriers, and cleaning products all sit out in the open. Playful murals of animals have been painted on the walls in an attempt to brighten up the windowless space.

Stray domestic animals are transported to the City animal shelter and are either returned to their owner or placed for adoption. The City uses Petfinder and Facebook as means of advertising animals available for adoption. Adoption outcomes are fairly high considering that the facility location and size are not optimal. Trapped, feral, illegal and dangerous animals are transported to the Prince George's County Animal Management Division or cooperating animal rescue agencies.



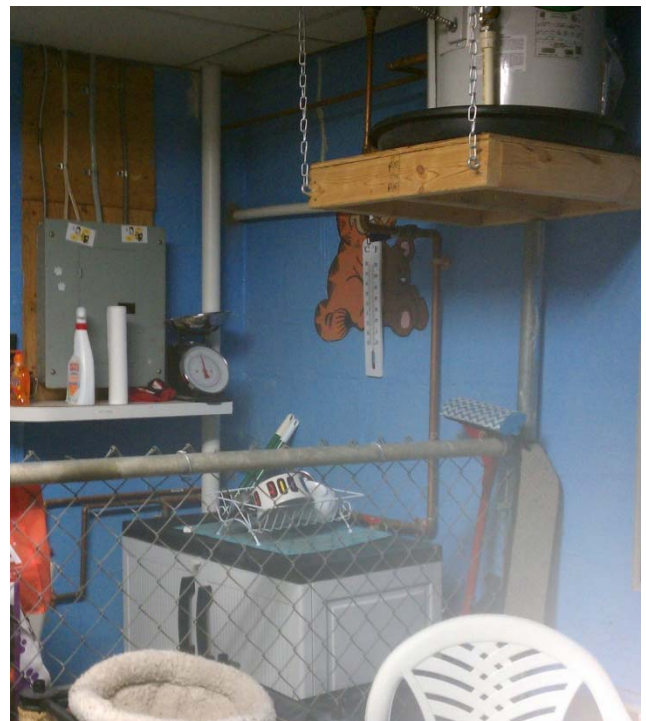
Exterior View of Entrance Door



Exterior View of Outdoor Runs



Interior View of Run Area



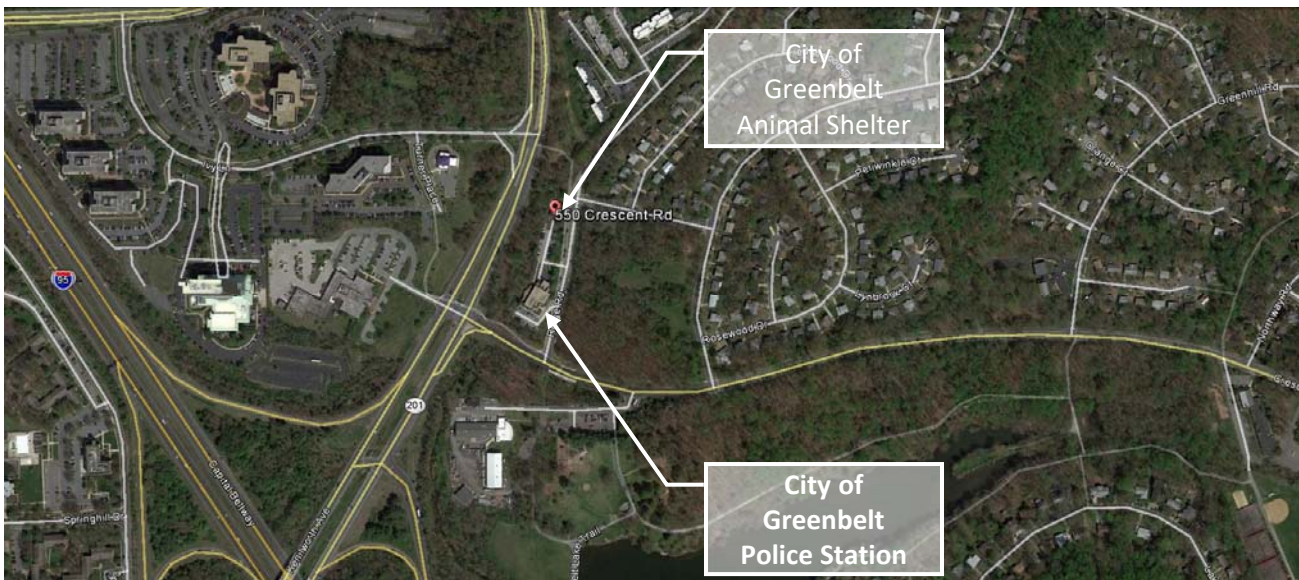
Interior View toward Storage Area

## V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)

### City of Greenbelt Animal Control & Adoption Program

Greenbelt currently has 2.5 FTE Animal Control Officers on staff. Their department provides regular patrol and on-call services in order to enforce city animal regulations as well as sheltering for the care of lost or abandoned, but adoptable animals. If the City's Animal Control Officers cannot be reached, citizens are advised to call County Animal Management for assistance. Typically, Greenbelt does not transfer animals to the County facility. They have their own holding area and adoptions program.

The City of Greenbelt operates its own holding/adoption facility, which is located behind the Greenbelt Police Station at 550A Crescent Road, Greenbelt, MD 20770. The facility is a modular building, measuring approximately 20' x 30' or 600 gross square feet. The building is a single story facility. Its exterior is brightly painted with graphics to create a welcoming feel. The entrance opens to a large room used for canine housing and administrative space. Canine housing consists of six chain link runs with elevated floors for drainage and kenneling divider partitions that are solid up to about 5' above the floor with mesh above. Four small rooms open off of the main canine housing space. Two are used as cat colony housing, equipped with perching shelves and cat trees. One is used for feline/small animal holding. It contains stacking stainless steel cages and aquaria/caging for small mammals. The final space contains a residential-style washer and dryer



City of Greenbelt Police Station & Animal Shelter - Aerial Vicinity Map – Image Courtesy of Google Earth

### City of Greenbelt Animal Control Statistics at a Glance:

#### Community Services

- 337 animals were adopted or placed in rescue or foster care over the past two years.
- A total of 15 adoption shows were held over the past two years.
- In the past two years, 10 community events were sponsored.
- There are 30 active volunteers who log approximately 2,000 hours annually.

#### Law Enforcement Services

- For the past two years, the average number of stray animal calls equaled 125 per year.
- In the past two years, 63 cruelty investigations were conducted.
- Over the past two years, a total of 1,175 wildlife calls were logged.

**V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)**

**City of Greenbelt Animal Control & Adoption Program (continued)**

and storage. Considering its small size, the facility was neat and orderly and appeared to be well-maintained. A small outdoor fenced exercise area is provided behind the facility. Volunteers also walk dogs through the surrounding neighborhood. The City uses Facebook as means of advertising animals available for adoption. Regular hours for visitations are Wednesdays from 4:00 to 7:00 PM and Saturdays from 8:00 AM to 12:00 PM. Adoption visits may also occur at other times by appointment only. Although they were requested by the study team, operational statistics and data were not provided by the City of Greenbelt.



Feline Colony Room



Feline/Small Animal Holding



Exterior Signage at Street Frontage



Exterior View of Entrance



Entry Area and Canine Holding

## V. Local Municipality Animal Control Services & Existing Facilities Analysis (continued)

### City of Laurel Animal Control

Laurel currently has one Animal Control Officer on staff. Animal Control's Hours of Operation are 9:00 AM to 5:00 PM Monday through Friday. Outside of these hours, citizens are advised to call County Animal Management for assistance. Representatives from Laurel did not attend the stakeholder meetings or provide operational data for review.

### City of New Carrollton Animal Control

New Carrollton currently has one Animal Control Officer on staff, who is also assigned to Parking Enforcement. It is estimated that the officer spends roughly 70% of their working time performing Animal Control duties and the other 30% performing Parking Duties. New Carrollton Animal Control's Hours of Operation are approximately 9:00 AM to 5:00 PM Monday through Friday. Outside of these hours, citizens are advised to call County Animal Management for assistance.

The City has had its animal control department for five years. The County refers citizens to New Carrollton if they call for County services but are within the City limits. If complaints are received about suspected pit bull terrier ownership violations, the New Carrollton ACO will make a preliminary determination, but recommends that the Owners go to County to get an evaluation and documentation that the breed is not considered to be a pit bull terrier. The City has no specific programs in place to address T-N-R of feral cats, but is not opposed to the concept and may work to provide this service in the future, or partner with an agency that would.

The ACO picks up small to medium sized deceased animals along the roadways within City limits, however if it is a larger animal like a deer, then he calls the County AMD for assistance. Injured animals are transported to the County shelter, the City does not have any relationships with Veterinarians to provide medical care. If requested, the ACO picks up owner surrenders and takes the animals to the County facility. He typically advises Owners requesting euthanasia to take the animal to the County facility themselves if feasible.

### City of New Carrollton Animal Control Statistics at a Glance:

#### In the timeframe between July 2014 and July 2015 the New Carrollton ACO:

- Responded to 320 calls for service.
- Collected 59 cats. Approximately 98% of these were transferred to the County. It is estimated that up to about 60% of these animals may have been feral.
- Collected 73 dogs. Approximately 50% of these were transferred to the County. The other 50% were returned to their Owners.
- Handled 27 wild animals. The majority of these were returned to the wild, although about 4 were transferred to the County.
- Disposed of 53 deceased animals.

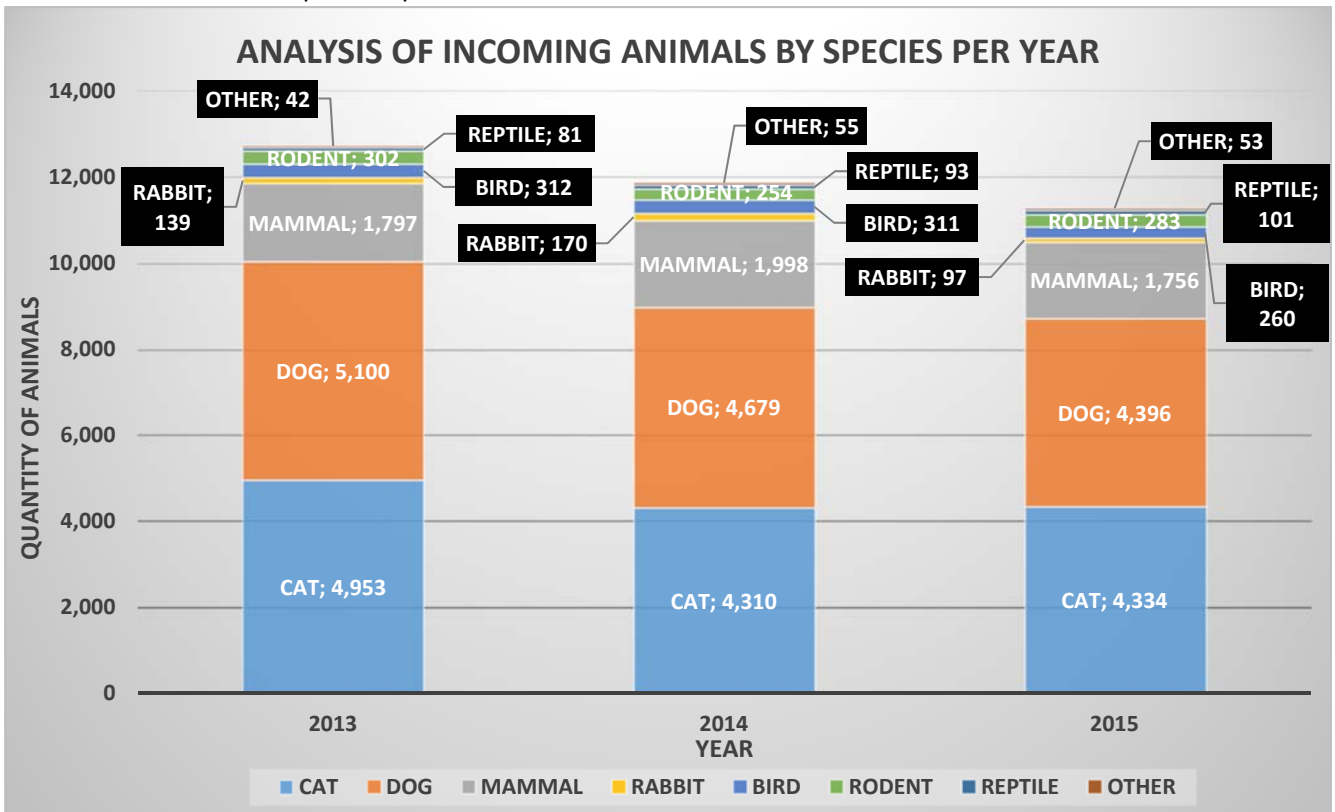
### Additional Animal Welfare Efforts within the County and Municipalities

The Four Cities Coalition (comprised of the Cities of College Park, Greenbelt, New Carrollton, and the Town of Berwyn Heights) has partnered on a grant funded through the Maryland Department of Agriculture Spay/Neuter Program to provide no-cost spay neuter services to approved pet owners. In addition to the public government animal services functions, local non-profit and rescue groups assist with providing animal welfare services and fostering within the County. These groups are primarily services based and do not operate shelter facilities. Rescue groups have proved to be critical partners for the County facility. On average, they take just over 2,000 animals per year out of the County facility, which equates to nearly 43% of all live outcomes.

**VI. Analysis of Prince George’s County Animal Management Performance Data**

Performance data was provided for analysis by the County AMD for a three year period, covering 2013, 2014, and 2015. This data was provided as a report directly out of the County’s Chameleon animal management database. The County converts its performance data to Asilomar format for use in providing easy-to-read public reporting. Asilomar is a system developed by animal sheltering industry organizations to aid in standardizing data collection and reporting to allow for more accurate benchmarking. It provides standard definitions and categories for reporting shelter statistics. Unfortunately, since the raw data in Chameleon does not necessarily follow the same format and data is transferred manually into the Asilomar format, there are sometimes inconsistencies in the data outcomes when comparing the two versions. We compiled and analyzed the publicly-reported Asilomar data for 2015 and found that it varied from the raw data provided in the Chameleon report. Some of the numbers presented in the charts in this section were derived from the Asilomar data and some were derived from the Chameleon data, therefore the totals will exhibit some variations. The data, especially when compared against itself (i.e. looking at percentages of intake category types versus the whole), still provides a proportionally accurate snapshot of overall performance.

The chart below utilizes the raw Chameleon data to analyze the breakdown of incoming animals for all three years by species. It is apparent that by species cats and dogs make up the majority of animals entering the facility. These two categories account for over 75% of the total intake, while the remaining 25% is divided between twelve other reported species.

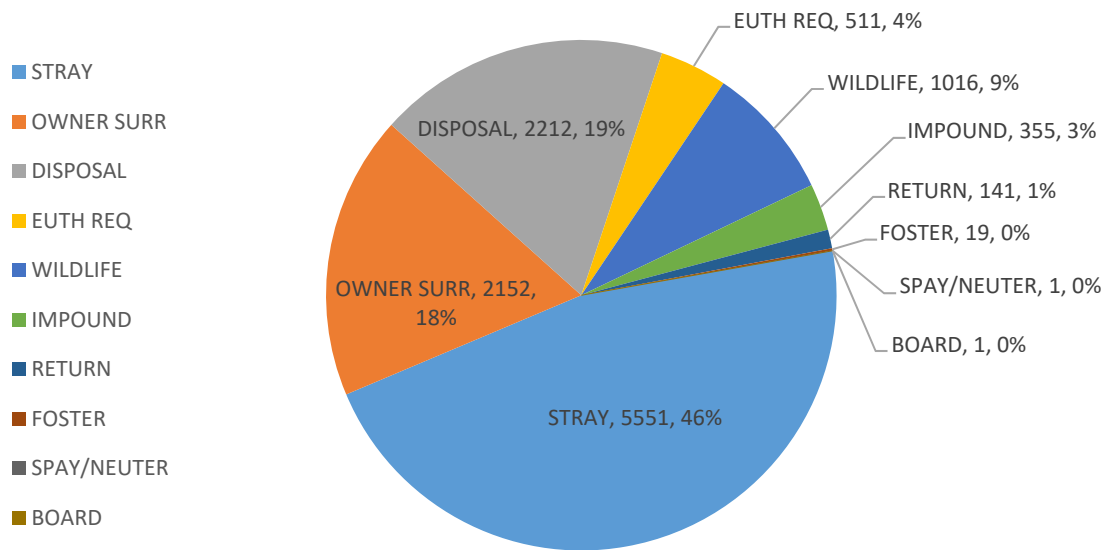


	CAT	DOG	MAMMAL	RABBIT	BIRD	RODENT	REPTILE	OTHER	TOTAL
2013	4,953	5,100	1,797	139	312	302	81	42	12,726
2014	4,310	4,679	1,998	170	311	254	93	55	11,870
2015	4,334	4,396	1,756	97	260	283	101	53	11,280
3-YR AVERAGE	4,532	4,725	1,850	135	294	280	92	50	11,959
% OF TOTAL	37.9%	39.5%	15.5%	1.1%	2.5%	2.3%	0.8%	0.4%	100%

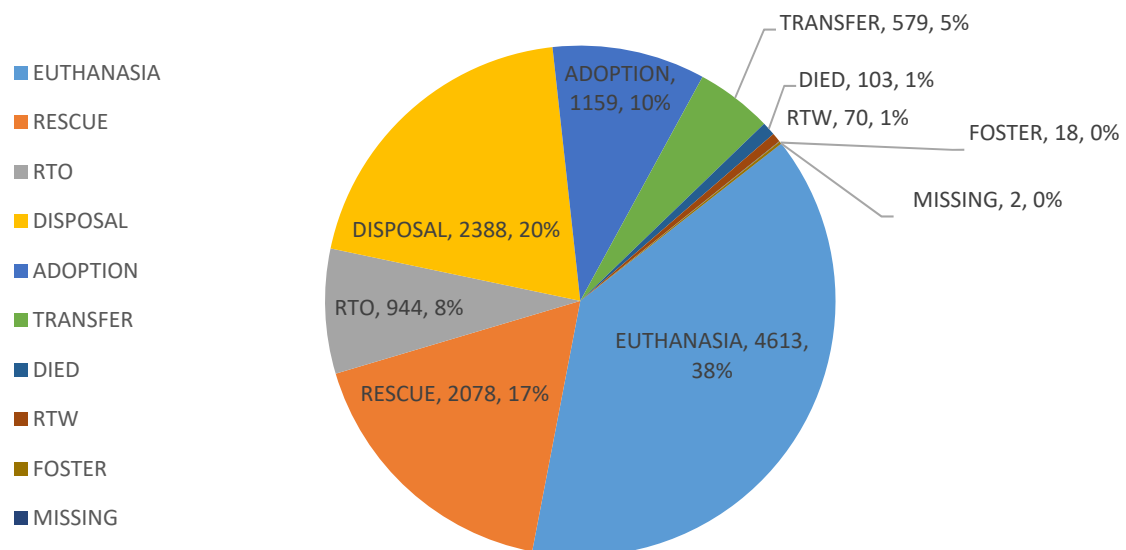
## VI. Analysis of Prince George's County Animal Management Performance Data (continued)

All animals handled by the facility are tracked through the Chameleon software. Upon intake, animals are assigned a record and tracking number that follows them through their stay. Each animal is assigned an intake type and outgoing type from a listing of standard options. There are fields to track both the major and minor categories for the incoming and outgoing types. Note that the total numbers include all animals handled by the department, even if the animal is deceased at the time of entry. This may be in the case of an animal that is hit by a car or an animal that died at home or in an accident and was brought to the facility for disposal, etc. On average, 20% of all animals recorded were deceased upon intake. Numbers also include wildlife and livestock, not only domestic animals. The charts below provide a basic overview of the 3-year averages for intake and outgoing types by major category.

### 3-Year Average - Intake Type by Category



### 3-Year Average - Outgoing Type by Category



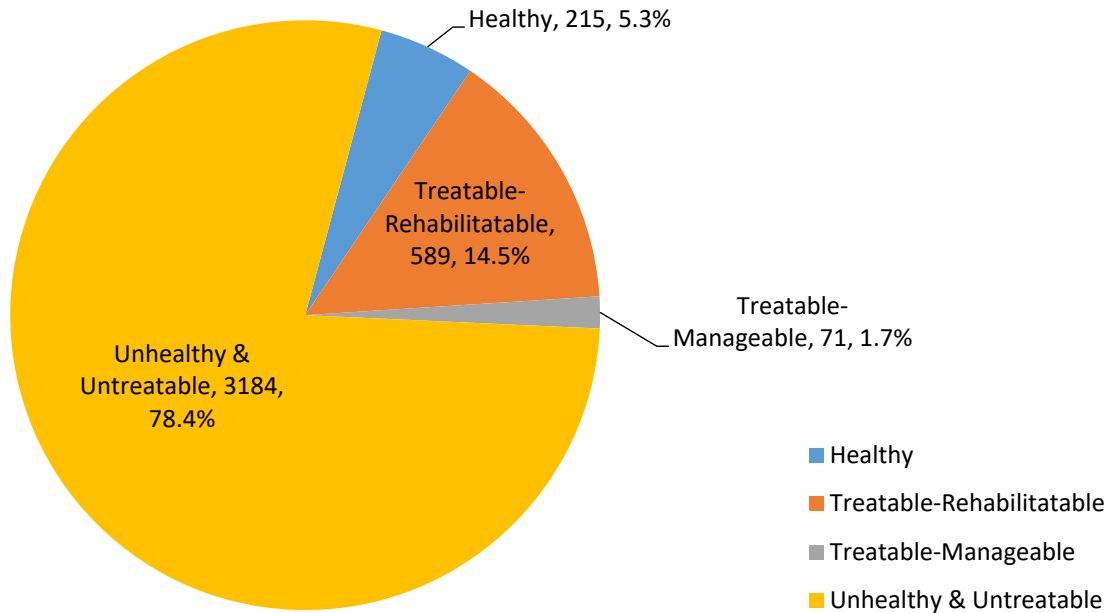


**VI. Analysis of Prince George’s County Animal Management Performance Data (continued)**

A review of the current animal care facilities intake and outgoing statistics helps understand trends and informs the service needs picture. In 2015, 8,747 live cats and dogs were reported via Asilomar Reporting (taken from monthly data posted on Prince George’s County’s website) as being presented to the AMD through all avenues (surrendered, public presented strays, animal control presented strays, impound, etc.) The primary route of live outgoing animal transactions<sup>1</sup> is through owner claim of strays, adoptions, and transfer to other rescue agencies. Of the 8,747 cats and dogs entering, 4,540 were reported as having a live outcome in 2015 (approximately 48%, or 67% of dogs and 38% of cats) and 4,059 were euthanized.

Of this 52% of outgoing animals euthanized in 2015, the reported conditions of animals euthanized as outlined by the Asilomar reporting format include Healthy, Treatable (Manageable or Rehabilitatable), or Unhealthy/Untreatable. Included in each of these groups are a significant number of animals which were presented to the AMD by their owners for euthanasia (over 11% of the total):

**2015 Cat and Dog Combined Euthanasia (Total 4,059)**



Category	Total Quantity	Percent of Total
Healthy	215	5.2%
Treatable-Rehabilitatable	589	14.5%
Treatable-Manageable	71	1.7%
Unhealthy & Untreatable	3,184	78.4%
Owner Requested Euthanasia (from any category above)	456	11.2%

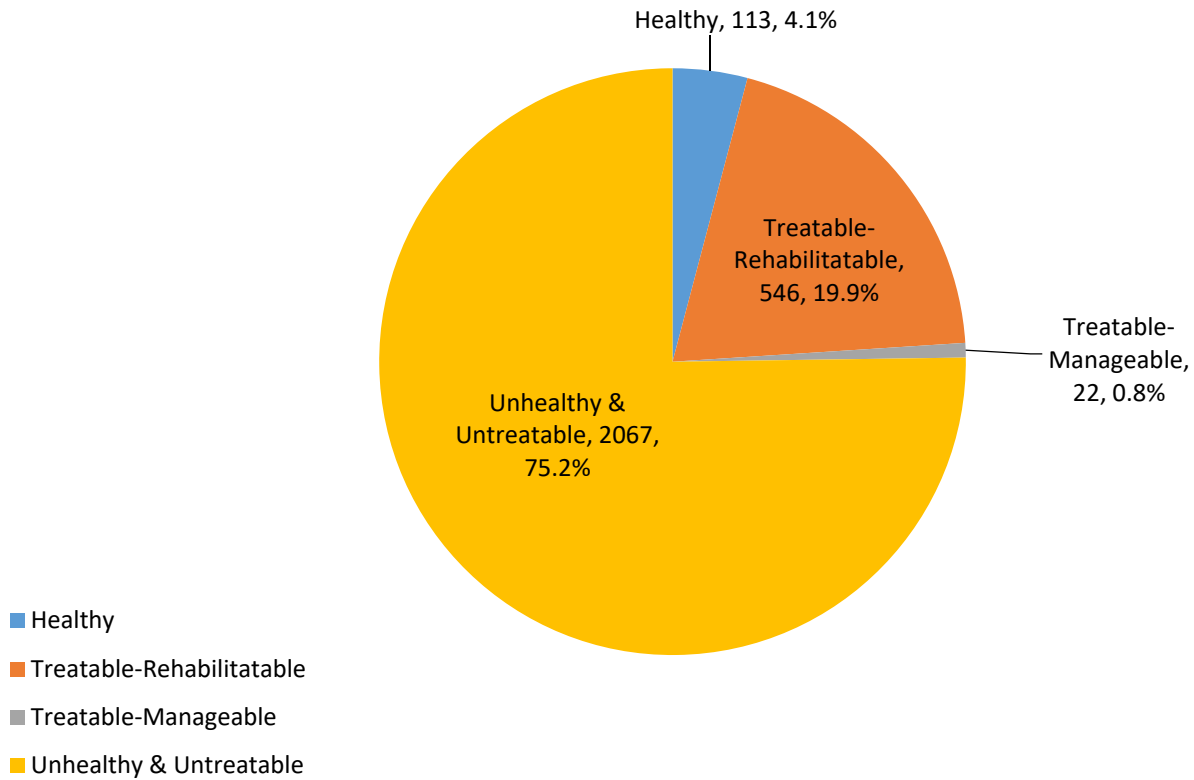
<sup>1</sup> Because of variations in reporting format for raw data provided by Animal Services, reporting formatted to Asilomar categories, and the use of data for this analysis, there may be slight variation in these numbers. These percentages are intended to serve as a guide for likely facilities driven live outcome improvements. A detailed analysis of incoming and outgoing data was not performed as part of this feasibility study review.

**VI. Analysis of Prince George’s County Animal Management Performance Data (continued)**

Asilomar reporting format is the most widely used animal statistics format in the United States. It provides as close to an “apples to apples” reporting format as possible across the animal sheltering industry. Total euthanasia outgoing designations are divided into four categories: Healthy, Treatable/Rehabilitatable, Treatable/Manageable, and Unhealthy/Untreatable. Animals presented for euthanasia by their owners are also noted. These designations are intended to indicate the general circumstances leading to a euthanasia decision and whether it was “preventable” or “not preventable” based on local community standards, which may also include local ordinances or mandates.

Often, these categories can vary widely between cat and dog populations and this is notable in the cat and dog euthanasia statistics in PGC.

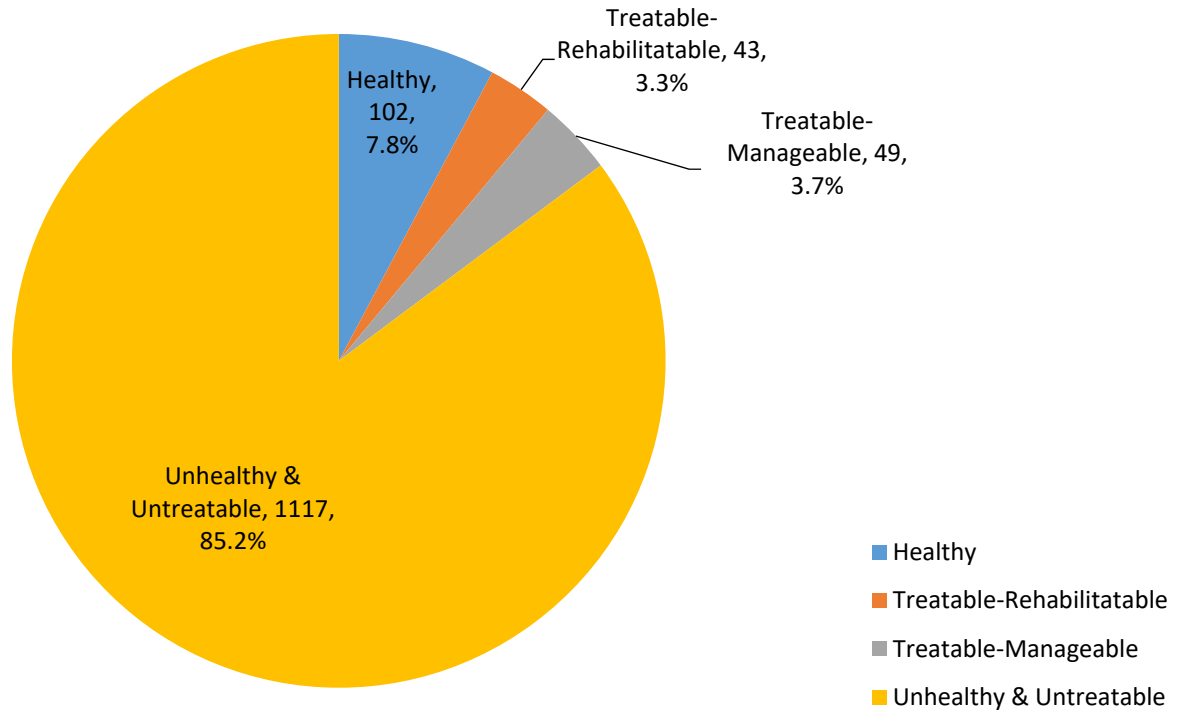
**2015 Cat Euthanasia by Asilomar Category (Total 2,748)**



Category	Total Quantity	Percent of Total
Healthy	113	4.1%
Treatable-Rehabilitatable	546	19.9%
Treatable-Manageable	22	0.8%
Unhealthy & Untreatable	2,067	75.2%
Owner Requested Euthanasia (from any category above)	81	2.9%

IV. Analysis of Prince George’s County Animal Management Performance Data (continued)

2015 Dog Euthanasia by Asilomar Category (Total 1,311)



Category	Total Quantity	Percent of Total
Healthy	102	7.8%
Treatable-Rehabilitatable	43	3.3%
Treatable-Manageable	49	3.7%
Unhealthy & Untreatable	1,117	85.2%
Owner Requested Euthanasia (from any category above)	375	28.6%

When considering whether changes or additions in facilities or programs will improve the live outcomes of those animals facing euthanasia, it is critical to review the reasons reported for animals facing euthanasia at the current animal care facility and identify which euthanized animals may have benefited from specific facility, program or service additions. For the purposes of this study, the public Asilomar reporting statistics were used to break euthanasia outcomes into four unique categories:

- *Completely preventable euthanasia* (Asilomar category “Healthy”). These animals were most likely adoptable with no specific health or behavioral interventions. These are likely animals which faced euthanasia exclusively for space driven reasons.
- *Likely preventable* (Asilomar category “Treatable/Rehabilitatable”). These animals were most likely adoptable with limited health or behavioral interventions or were potentially adoptable “as is”. These are likely animals which faced euthanasia for space driven reasons enhanced by limited health or behavioral consideration.

## VI. Analysis of Prince George's County Animal Management Performance Data (continued)

- *Requires extra/substantial intervention* (Asilomar category "Treatable/Manageable"). These animals were most likely hard to place animals for health or behavioral reasons and required more extensive intervention and time to make readily adoptable.
- *Presumed unpreventable euthanasia* (Asilomar category "Unhealthy/Unadoptable" and "Owner Requested Euthanasia"). These animals are presumed to have been euthanized for unpreventable reasons. These reasons may include severe health conditions, injury, or behavioral/aggression issues. However, these may also include animals euthanized by policy or mandate outside the control of the agency such as the breed restriction ordinance, rabies mandates, or dangerous animal ordinances. Animals presented for euthanasia by request of the owner would also be considered presumed unpreventable.

Determining if the addition of additional facilities, programs or services requires determining first if there is a need and, if so, which populations of animals facing euthanasia would or could benefit from the addition of added facilities, programs or services. With a majority of incoming animals - fully one of every two, per Asilomar records - facing euthanasia at the PGC, a strong case can be made for the need for additional interventions. But which populations of animals and how many would benefit?

Of the 4,059 animals euthanized, 11.2% were presented to animal services by their owners specifically for euthanasia *and are presumed to be unpreventable euthanasia*. This is a service provided to the community and it may be presumed that those taking advantage of this service are doing so appropriately for the well-being of their pet. As a result, about 11% of euthanasia would not be impacted by the addition of facilities, programs or services.

Nearly 78.4% of all euthanasia reported in 2015 was designated "Unhealthy/Unadoptable" *and are presumed to be unpreventable euthanasia*. Based on the guidelines of Asilomar reporting, it is assumed that this population represented animals which would not be eligible for adoption because of severe or untreatable health or behavioral conditions, injury, or could not be adopted due to local or state ordinance or regulation. This may include incoming feral cats, pit bull type dogs, rabies exposure cases, and dangerous dogs, and other animals which are subject to legislative or regulatory mandates outside the control of animal services. This group also includes the majority of animals presented by owners for euthanasia. As a result, this group of animals would not likely directly benefit from the addition of facilities, programs or services. Indirect benefits resulting from improved health conditions and swifter adoptions improving behavioral outcomes are likely but not easily quantified.

The remaining three groups would likely benefit from the addition of facilities, programs or services. Animals deemed healthy but facing euthanasia accounted for about 5.2% of all euthanasia (215 total) and should be considered *completely preventable euthanasia*. These are animals reported as being adoptable and with no health or behavioral issues and were most likely subject to space driven euthanasia. Enhanced adoption programming or facilities would likely have saved some or all of these animals.

589 animals (14.5%) were reported euthanized and designated Treatable/Rehabilitatable. This group is likely to include animals with very minor health issues (kennel cough, upper respiratory infections, and other readily treatable conditions) or behavioral issues (non-aggressive behaviors requiring modification) which could have possibly been treated, trained, or safely adopted "as is". Many of these animals were likely euthanized for space driven reasons, but noted to have some other condition as well. This group faced euthanasia which was *likely preventable in many or most cases*. It is likely that additional adoption programming or facilities could have saved some portion of this group, perhaps a vast majority.

## VI. Analysis of Prince George's County Animal Management Performance Data (continued)

The final group designated "Treatable/Manageable" under the Asilomar is much smaller (71 animals or 1.7%) and represents animals which would likely avoid euthanasia with *extra/substantial intervention*. This intervention may be health or behaviorally related but would be more extensive. Determination of the likelihood of improved outcomes is harder to generalize and would need to be determined on a case by case basis. These may include animals with chronic health or behavioral conditions requiring long term or life time interventions.

Based on this review of 2015 reported euthanasia, it would appear that as many as 681 cats (or 24%) and 194 dogs (or 14%) euthanized in 2015 could have benefited from enhanced programs or services, and/or additional facilities. Of the potential models identified as desirable by some or all of the stakeholder groups, the benefit of different facility approaches could benefit, in varying degrees and ways, animals in municipal care, the community, and municipal employees.

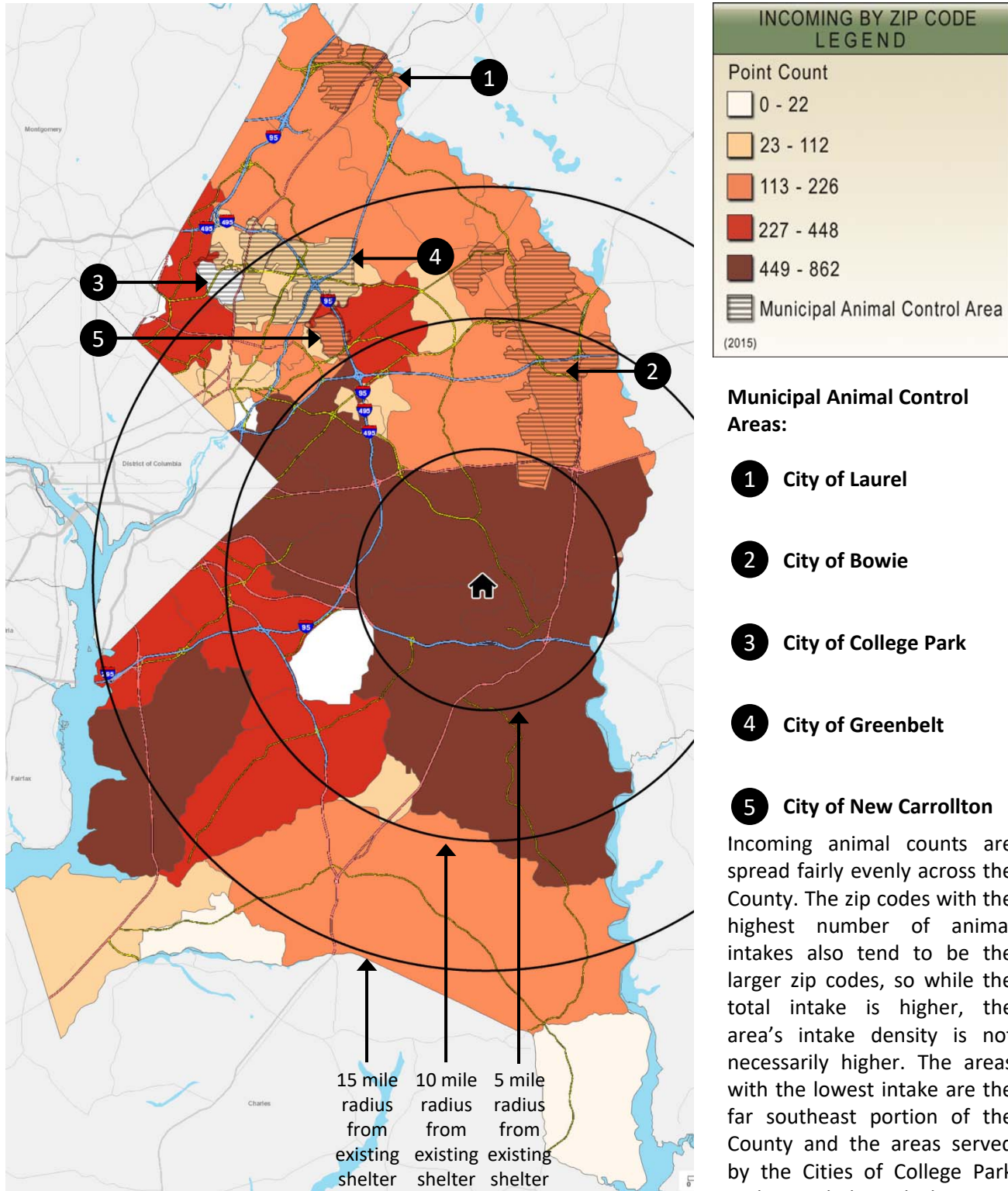
Two key factors driving performance statistics and euthanasia rates for cats and dogs at the County facility are the legislative policies regarding pit bull terriers and feral/community cats. It is understood that these policies were put in place in an effort to safeguard the public, however they are not able to improve public safety in a conclusive manner and are costly to administer. The pit bull terrier breed ban does not have a huge impact on euthanasia by the numbers, mainly because the County has worked very hard to create partnerships with local rescues and neighboring animal control agencies to transfer these animals out of the County. It does have an impact in terms of staff resources however. Officers are required to investigate reports of dogs believed to be in violation of the ban. If there is a question about breed, the animal must be brought to the County facility for an evaluation by a qualified staff member. Dogs brought into the facility that fall into this breed classification are held until they can be placed somewhere outside the County, which requires care and feeding. In terms of feral cats, the majority of these animals likely fell into the "Unhealthy and Untreatable" category in the Asilomar statistics. By law, these animals cannot be placed for adoption and there are not available outlets for placement partnerships as with the pit bull terriers. County policy does not allow Trap-Neuter-Release (T-N-R), which is believed to aid in reducing feral/community cat populations. The cat policy does have a significant impact on cat euthanasia rates, which will be discussed in more detail later in the report.

The maps on the following pages break down the incoming and outgoing location information as provided in the Chameleon software data. Each zip code has been classified with a range indicating the number of animals originating from or going to those areas. When reviewing the maps, bear in mind that the zip codes vary in land area, so the larger zip codes by area will likely also have a larger quantity of animals, but that doesn't necessarily reflect the density of animals at those locations. It is interesting to note that the incoming locations are spread fairly evenly across the County, with the lowest numbers occurring in the far southeast zip code (a very rural area with low population) and also in the zip codes surrounding the Cities of College Park and Greenbelt. This makes sense, considering those two municipalities are the only ones in the County with the ability to intake and hold animals. Other animal control departments may engage in efforts to return animals to their owners, and in the case of Bowie, will hold animals for a very short time, but if animals in these jurisdictions cannot be returned to their owners, then they are delivered to the County facility.

The outgoing map shows that the highest volume of outgoing animals appears to be staying within a roughly ten mile radius of the animal management facility. Travel time seems to play a role in adoptions and potentially also in return to owner cases, if the owners are not willing or able to make the trip to the County facility to claim their lost pet. Additionally, the populations of College Park and Greenbelt and their vicinities may be more likely to adopt from the closer municipal shelters, or shelters in Washington, DC or Montgomery County, which are just as close to them as the PGC facility.

VI. Analysis of Prince George's County Animal Management Performance Data (continued)

Prince George's County Incoming Animal Location Analysis Map

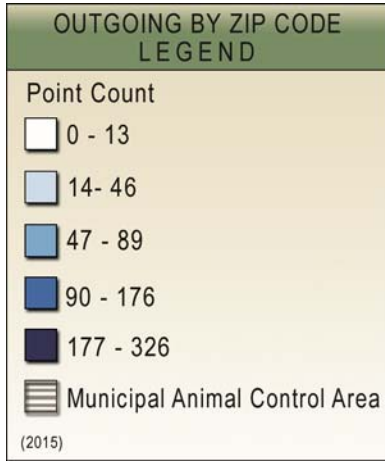


Background map courtesy of PG County GIS based on Chameleon Data

Incoming animal counts are spread fairly evenly across the County. The zip codes with the highest number of animal intakes also tend to be the larger zip codes, so while the total intake is higher, the area's intake density is not necessarily higher. The areas with the lowest intake are the far southeast portion of the County and the areas served by the Cities of College Park and Greenbelt, with their own Animal Control Departments.

IV. Analysis of Prince George’s County Animal Management Performance Data (continued)

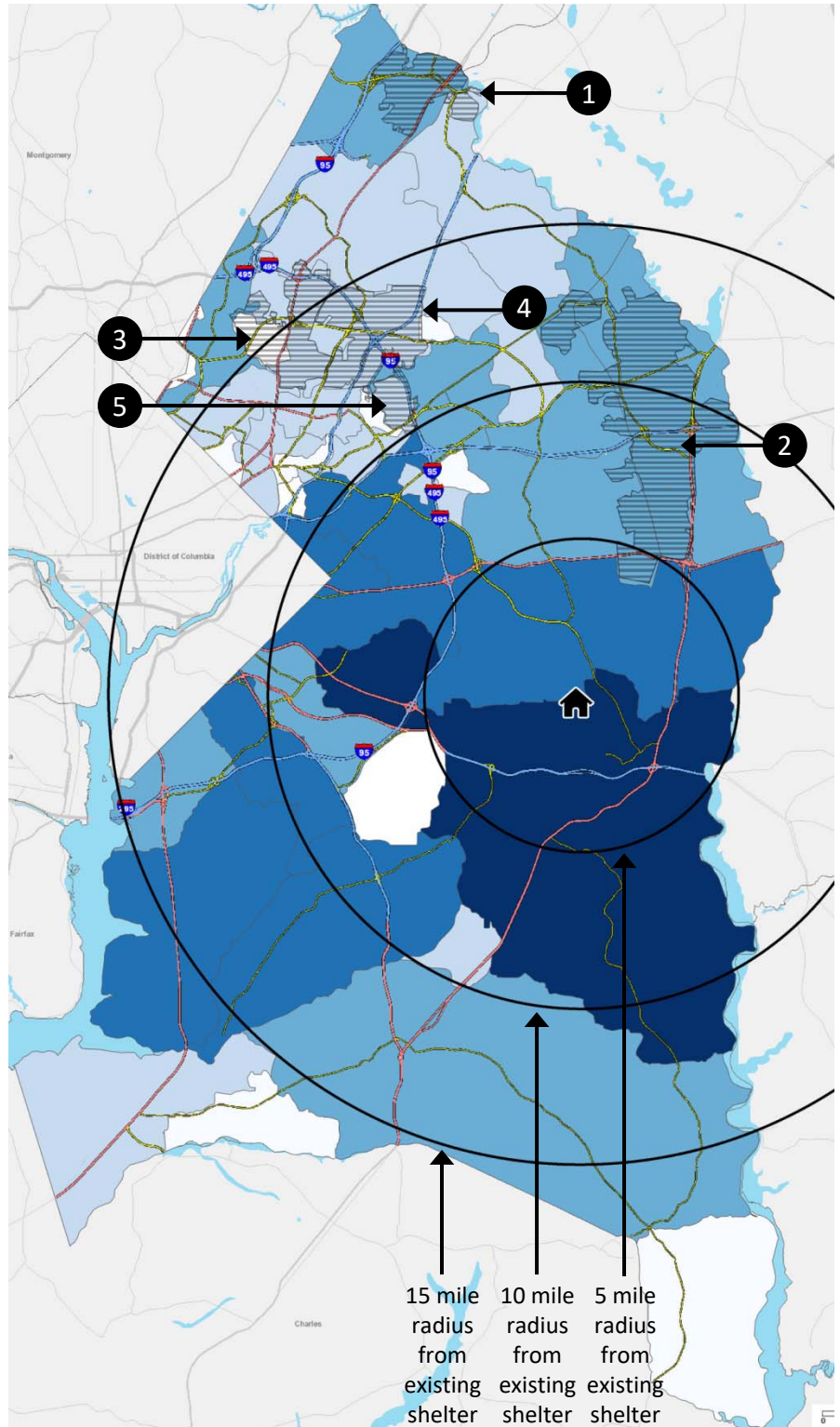
**Prince George’s County Outgoing Animal Location Analysis Map**



**Municipal Animal Control Areas:**

- ① City of Laurel
- ② City of Bowie
- ③ City of College Park
- ④ City of Greenbelt
- ⑤ City of New Carrollton

The highest human population densities fall within and just outside the Capital Beltway, yet when analyzing outgoing statistics, the areas with the most dense population do not typically have higher outgoing animal counts. Outgoing animals seem to be clustered most heavily within a 10 mile radius of the facility, and are much less prevalent in the northern portion of the County.



Background map courtesy of PG County GIS based on Chameleon Data

**VII. Comparison of Prince George’s County Operational Data to other Local Jurisdictions**

**Review of Prince George’s County AMD statistics compared with Virginia statistics**

A review of animal outcomes, as reported publicly and based on raw data provided by staff, show outcomes to be somewhat typical for a municipal, animal control focused, agency. However, the reported numbers are clearly not in the top tier of positive outcomes in the region. Because Maryland has only recently begun to track public shelter intake and outcome data and does not yet have a searchable reporting database or well-publicized statistics, it is difficult to compare outcomes directly against peer agencies in Maryland. Additionally, the wide variety of private, open admission/restricted admission, municipal, and public/private partnership agencies makes an “apples to apples” comparison difficult. Animal control facilities such as the Animal Management Division received higher volumes of animals, have no control over intake, are the repository of difficult or impossible to place animals (dangerous dogs, severely injured animals, wildlife, feral cats, etc.), and are generally funded and tasked with an enforcement/intake posture, not optimized for adoption/successful outcomes.

It is possible to compare PGC animal outcomes with Virginia shelters, both generally and by types, due to Virginia’s mandatory reporting and publicly accessible database via the Virginia Department of Agriculture and Consumer Services. Mid-Atlantic shelter performances are generally in a similar range. Virginia has shown particular strides in the past decade since the public reporting came online, decreasing shelter euthanasia by approximately half, making it challenging yardstick for comparison. During 2015, unadjusted (all live for any reason compared to all live out) raw facility intake and outgoing data for PGC showed a live outcome rate of 67% for dogs and 46% for cats. Statewide reporting in Virginia for the same year shows a live outcome rate of 88% for dogs and 69% for cats, in aggregate for all shelter types (private open admission, private restricted admission, and municipal open admission and animal control facilities). When compared against only “county” and “city” animals shelters, which are the designations for municipal shelters more closely aligned to the operations of the PGC Animal Management Facility, the numbers are more in line.

<u>Live Outcome Rate (unadjusted<sup>2</sup>) 2015</u>	<u>Cat</u>	<u>Dog</u>
PGC (unadjusted)	46%	67%
All Virginia shelters	69%	88%
VA City (municipal) shelters	45%	80%
VA County (municipal) shelters	57%	86%

While PGC performs more weakly compared to Virginia’s aggregate data of all shelter types, it is closer to the average of some categories of its peer facility performance. It must be noted that the comparison of raw data is still not entirely “apples to apples” because PGC raw data includes animals which face euthanasia because of County or State policy or law outside of the Animal Management Division’s control. These euthanasia directives are not necessarily in place in other counties or states, or may be enforced differently by a private agency, who is able to simply refuse to accept certain animals and/or which has greater flexibility in policy than a municipal agency might. PGC has two notable barriers to live outcome which are beyond the control of the AMD, the pit bull terrier type dog ban and the prohibitions against Trap-Neuter-Release (TNR)/feral cat management programs.

<sup>2</sup> “Unadjusted” rate is the percentage of animals euthanized by the facility or its designees or animals that died in care compared to the total number entering the facility alive. It must also be noted that the way in which data is tracked for internal and public reporting do not allow direct comparison, especially in the case of owner requested euthanasia. As a result, this data is noted separately in this analysis.

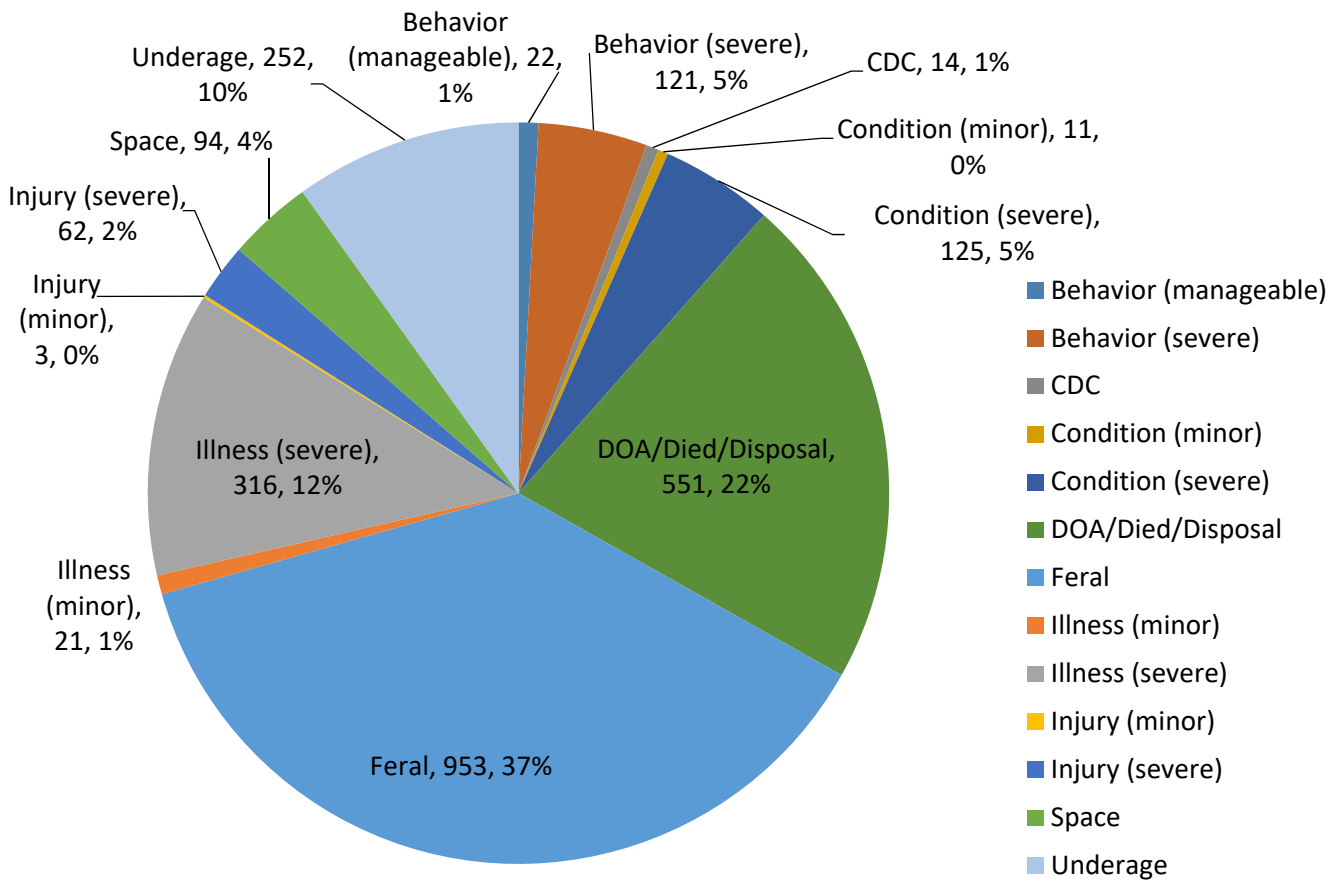


**VII. Comparison of Prince George’s County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George’s County AMD statistics compared with Virginia statistics (continued)**

It is important to adjust the live outcome rates to reflect animals which have realistic chance of a live outcome (i.e., the animal is alive on entry and not presented by an owner specifically for euthanasia by request) or are not subject to euthanasia by ordinance or municipal policy. A review of the specific reasons animals were euthanized or did not leave the facility alive during 2015 shows the following non-live out counts.

**Cat Non-Living Outgoing Breakdown by Minor Type, 2015 (Total 2,590)**



For felines, 22% of the animals included in the unadjusted “non-live outcome” numbers arrived at the AMD either dead already or with such severe injury or illness that they subsequently died or were euthanized at a veterinary office prior to arriving at the AMD. These are animals that could not be expected to be saved by any reasonable expectation. An additional 37% of non-live outcome cats were feral. Because of the generally perceived prohibition in Prince George’s County of releasing feral cats into managed colonies once they have entered the AMD and the practical impossibility of caring for or adopting feral cats to the community, this is another large pool of animals which are euthanized for reasons outside the control of the AMD. Included in the minor types above are 79 cats which were presented to the AMD by the owner for euthanasia.

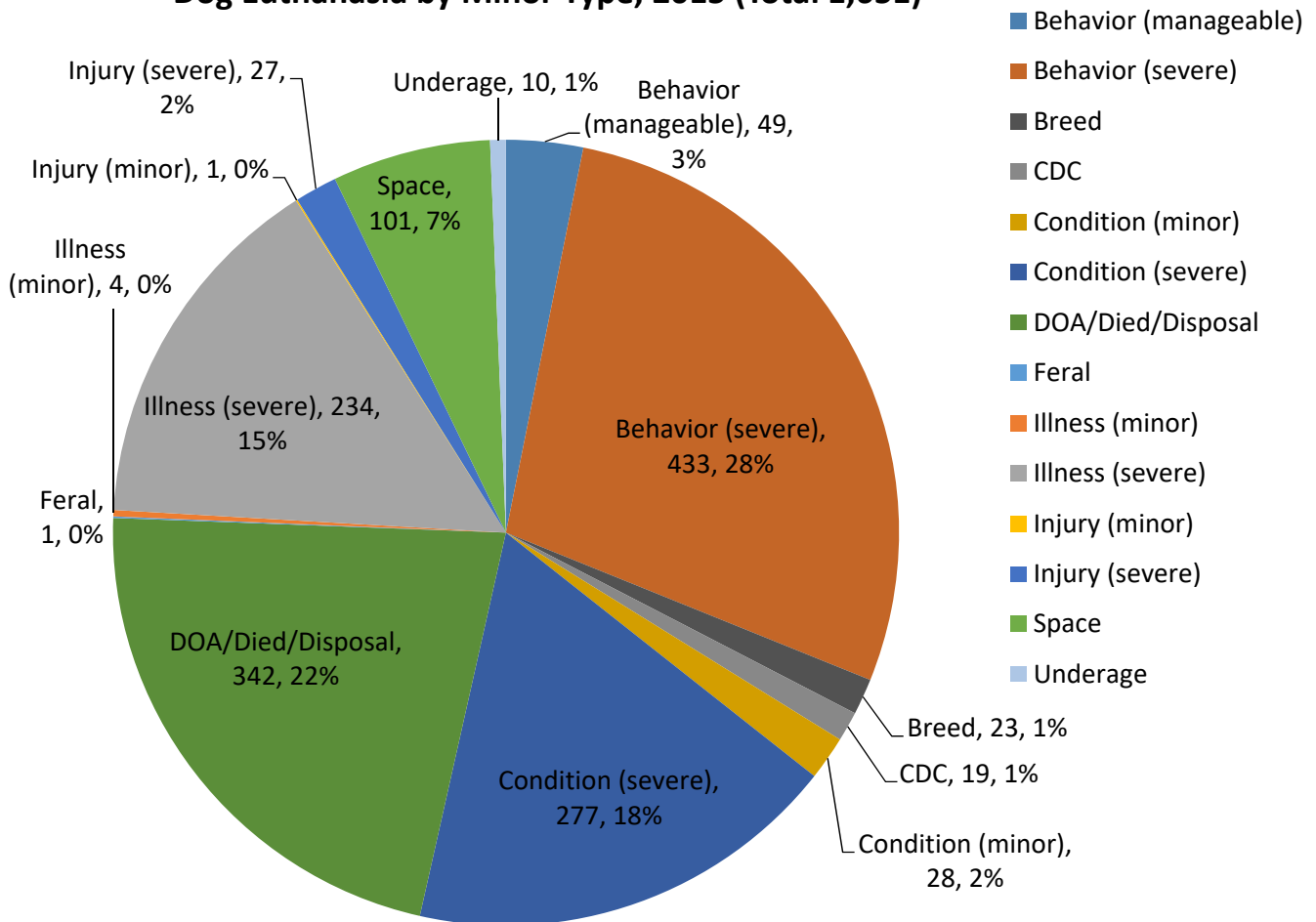
Adjusting for these factors by removing euthanasia required by municipal policy or ordinance and owner requested euthanasia, cat live outcome rates increase significantly, from 46% to 62%.

**VII. Comparison of Prince George's County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George's County AMD statistics compared with Virginia statistics (continued)**

Canine live outcomes are somewhat less impacted by euthanasia required by policy or ordinance, however, there is still a significant impact, as indicated upon review of the data below.

**Dog Euthanasia by Minor Type, 2015 (Total 1,651)**



According to the data, 22% of dogs counted in the raw intake data were dead or subsequently died. 1% of the dogs euthanized were pit bull terrier type dogs which are prohibited from being adopted in PGC. 27% of all dogs without a live outcome were presented for euthanasia by request by their owners. By adjusting for these animals which faced euthanasia for reasons beyond AMD control, the live outcome rate for dogs also improves, although only by about 8%.

<u>Live Outcome Rate (adjusted) 2015</u>	<u>Cat</u>	<u>Dog</u>
PGC (adjusted to reflect euthanasia by mandate & owner request)	62%	75%
PGC (unadjusted)	46%	67%
All Virginia shelters	69%	88%
VA City (municipal) shelters	45%	80%
VA County (municipal) shelters	57%	86%

**VII. Comparison of Prince George’s County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George’s County AMD statistics compared with Virginia statistics (continued)**

Of the remaining euthanasia outgoing types for cats and dogs, there is a range extending from animals which likely would require extensive or heroic measures to make adoptable (severe condition, behavior, or injury) to animals which are euthanized merely because of lack of space, particularly in the Spring, Summer, and Fall when intake increases dramatically. An analysis of euthanasia minor types in which interventions could potentially change the outcome is required.

For cats, the following raw data categories have been split into two groups, categories which are likely to require no or minimal major effort or intervention to produce positive outcome results and those which are likely to require more significant or heroic effort or intervention to produce positive outcome results.

No or minimal intervention required (cats)	
Behavior (manageable)	22
Condition (minor)	11
Illness (minor)	21
Injury (minor)	3
Space	94
<b>Total</b>	<b>151</b>

Significant to heroic intervention required (cats)	
Aggressive	45
Behavior (severe)	121
CDC	14
Condition (severe)	125
Illness (severe)	316
Injury (severe)	62
Underage	252
<b>Total</b>	<b>935</b>

Broadly, 151 cases or 14% of all cats euthanasia (adjusted to account for euthanasia driven by ordinance mandate) were caused by lack of space or reportedly minor illnesses, injuries, or behavior. These animals with minor conditions would presumably be treatable with relatively minimal interventions if resources were available, or could potentially be adopted “as is”, but would likely still face space driven euthanasia pressure. Animals euthanized exclusively for space would be reasonably expected to be adopted, if the space, additional adoption programming, and adoption market were available.

Of the remaining cats facing euthanasia, a significant number would likely require more significant interventions requiring more extended treatment time and greater resources to be made well, whole, and adoptable, and many would likely not be reasonably adoptable, especially in the case of aggression, rabies enforcement concerns, or major injury or illness. Some, however, would likely be candidate for improved outcomes should greater services, time, and space be made available.

**VII. Comparison of Prince George’s County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George’s County AMD statistics compared with Virginia statistics (continued)**

The same division of raw euthanasia data into two groups for dogs breaks down as follows:

<b>No or minimal intervention required (dogs)</b>	
Behavior (manageable)	49
Condition (minor)	28
Illness (minor)	4
Injury (minor)	1
Space	101
<b>Total</b>	<b>183</b>

<b>Significant to heroic intervention required (dogs)</b>	
Aggressive	102
Behavior (severe)	433
CDC	19
Condition (severe)	277
Illness (severe)	234
Injury (severe)	27
Underage	10
<b>Total</b>	<b>1,102</b>

To summarize the outcomes for dogs, 183 cases or 14% of all euthanasia (adjusted to account for euthanasia by ordinance mandate) were caused by lack of space or reportedly minor illnesses, injuries, or behavior. These animals with minor conditions would presumably be treatable with relatively minimal interventions if resources were available, or could potentially be adopted “as is”, but would likely still face space driven euthanasia pressure. Animals euthanized exclusively for space would be reasonably expected to be adopted, if the space, additional adoption programming, and adoption market were available.

A large majority of the 375 dogs presented for euthanasia by an owner fall into the remaining 1,102 dogs euthanized. Of these remaining, a significant number would likely require more extensive interventions and therefore more extended treatment time and greater resources to be made well, whole, and adoptable, and many would likely not be reasonably adoptable, especially in the case of aggression, rabies enforcement concerns, or major injury or illness. Some, however, would likely be candidate for improved outcomes should greater services, time, and space be made available.

**VII. Comparison of Prince George’s County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George’s County AMD statistics compared with Virginia statistics (continued)**

**Conclusion:** PGC’s Animal Care Facility demonstrates live outcomes comparable to statewide aggregate outcomes for facilities of like operations in the neighboring state of Virginia when adjusted as outlined herein. It is not a performance outlier and appears to function with generally “average” live outcome results, especially when the data is adjusted to exclude animals which have no credible chance of a live outcome as a result of already being dead or mortally ill or wounded, or as a result of laws or ordinance mandates outside of AMD control.

The euthanasia associated with the mandates is significant, especially for feral cats which account for 37% of all cat euthanasia in the selected report period. Although 1% of euthanasia of dogs is attributed to reason of “pit bull type breed”, in the remaining euthanasia cases there are additional dogs noted as “pit bull type” but euthanized for other reasons. These dogs would likely also have faced ordinance driven euthanasia outside the control of facility management.

A significant amount of euthanasia, approximately 14% of dogs and 14% of cats, are for preventable causes such as space or for animals which could reasonably be made whole, well and adoptable with minimal interventions or additional adoption programming.

It is this pool of easy interventions which would most likely benefit from additional facilities or program resources, however, those in the higher risk/greater intervention needs groups would likely benefit from additional resources as well.

If additional resources or facilities were directed at only the group of cats and dogs which would most greatly benefit from them, there is a potential for significant improvements of live outcome rates. These potential outcome rates are noted below in comparison and assume that all cats and dogs indicated in the “No or minimal intervention required” categories could be shifted to live outcomes with appropriate resources allocated to improving their outcomes..

<u>Live Outcome Rate (potential) 2015</u>	<u>Cat</u>	<u>Dog</u>
<b>PGC (potential with facility or program enhancement)</b>	<b>68%</b>	<b>80%</b>
PGC (adjusted to reflect euthanasia by mandate & owner request)	62%	75%
PGC (unadjusted)	46%	67%
All Virginia shelters	69%	88%
VA City (municipal) shelters	45%	80%
VA County (municipal) shelters	57%	86%

**VII. Comparison of Prince George's County Operational Data to other Local Jurisdictions (continued)**

**Review of Prince George's County AMD statistics compared with Montgomery County, MD statistics**

Montgomery County, Maryland government opened a new Animal Services and Adoption Center in Derwood, Maryland in March 2014. This new 47,193 SF facility replaced an older facility of 15,737 SF. Montgomery County's population is slightly larger than Prince George's County's, however the number of animals handled per year appears to be lower. The statistics included herein are taken from Montgomery County's Animal Services Division 2016 Annual Report. Full detail regarding calculation methodologies was not provided, so in some cases the comparisons made may not be apples-to-apples.

Montgomery County (MC) definitely outperforms PGC in terms of total adoptions, adoptions as a percentage of population, and total live release rate. They also outperform in terms of Return to Owner (RTO) rates. Prince George's County has an especially low RTO rate for cats (less than 2%, possibly due to the large number of feral cats brought in) and a moderate RTO rate for dogs (38%). PGC does outrank MC in terms of transfers to Rescue Groups.

MC issued more Pet Licenses and has shifted to an online license renewal system. Volunteer participation and ACO staffing is nearly equal. PGC had a slightly higher volume of Field Services calls.

**Mont Co - Animal Services and Adoption Center New to Old Facility Comparison**

Statistic	New Facility	Old Facility
Square Footage	47,193 GSF	15,737 GSF
Canine Runs	132	80
Feline Cages	184	107
Parking Spaces	107	47

**Montgomery County & Prince George's County Statistical Comparison**

Statistic	Montgomery County	Prince George's County
County Population	1,030,400	890,000
Live Animal Intake	5,839	7,430
Adoptions	2,028	1,214
Return to Owner Rate	45%	17%
Rescue Transfers	774	2,064
Live Release Rate	94%	69%
Active Volunteers	267	250
Pet Licenses Issued	15,326	13,473
Field Services Calls	12,819	17,564
Average Calls per ACO	801	1,098
Number of ACOs	16	16

**Mont Co - Animal Services and Adoption Center Animal Population 2015**

Month	Cats	Dogs	Other Animals	Total All Animals in Shelter	2014 Total	% Change
January	116	74	74	264	N/A	N/A
February	104	66	69	239	N/A	N/A
March	102	83	64	249	120	93%
April	111	90	72	273	214	28%
May	146	90	77	313	283	11%
June	200	93	78	371	357	4%
July	201	92	75	368	402	8%
August	190	80	65	335	406	17%
September	169	85	71	325	388	16%
October	190	94	45	329	396	17%
November	198	100	48	346	369	6%
December	156	79	29	264	308	14%

## VIII. Feasibility Options

### General Animal Shelter Facility Design and Cost Considerations

The design of Animal Shelters is an incredibly specialized field. In recent years, the trends in shelter design have evolved from utilitarian industrial/warehouse style models to much warmer and friendlier retail-style aesthetics, while still demanding incredible durability. Facilities must appeal to adopters and must be carefully designed and maintained to minimize noise, odors, and the spread of disease. Animals should be showcased in clean, well-lit spaces to promote their adoption.

For any animal care facility, it is important to provide adequate separation between species of animals in order to minimize animal stress and the potential to spread disease. A full-service type of facility requires segregated public and private animal housing spaces, preferably with separate entrances for incoming and outgoing animals. It is important to provide some variety in caging sizes and styles within each function to allow for variety of animal sizes (i.e. small breed and large breed dogs) and for considerations such as housing bonded pairs of animals together or providing separate areas for new mothers with litters of young.

Animal Shelter facilities are somewhat unique in terms of their need for highly durable materials and finishes. Additionally, providing the proper mechanical systems, drainage systems, cleaning systems, and animal care equipment is critical. Consideration for supply of emergency back-up power needs to be made and there are additional wish-list items that may be desirable, such as radiant heat flooring. In this type of facility, it requires a delicate balance to select materials and finishes that will hold up in this tough environment while meeting construction budget requirements. Construction costs tend to be higher than most other commercial types of space due to the specialized nature of the systems and materials necessary.

### ANIMAL HOUSING CONSIDERATIONS

- HSUS SEPARATION RECOMMENDATIONS
  - ✓ Dogs from cats from small animals
  - ✓ Infectious from healthy animals
  - ✓ Recently recovered or mildly ill animals from seriously ill or infectious animals
  - ✓ Animals with respiratory illnesses from those with injuries, parasitic illnesses or other non-respiratory conditions
  - ✓ Aggressive animals from all others
  - ✓ Nursing mothers and their young from all others
  - ✓ Newly arrived from adoptable animals
- THIS SEPARATION REQUIRES FIVE DISTINCT SHELTER AREAS FOR A FULL-SERVICE FACILITY
  - ✓ Intake Examination Area
  - ✓ Healthy Hold
  - ✓ Adoptions
  - ✓ Quarantine
  - ✓ Isolation

### SPECIALTY EQUIPMENT AND NEEDS

1. DRAINAGE
  - Individual Trench Drains With Flushing System
  - Floor Drains
2. VENTILATION & PRESSURIZATION
  - 8-12 Air Changes Per Hour
  - Design for positive/negative pressures as required
3. CLEANING & OPERATIONS
  - High Pressure Wash-down System
  - Wet Vac System
  - Grooming Area
  - Food Storage And Prep Area
  - Laundry Areas
4. VETERINARY SUITE
  - Oxygen And Scavenger Systems
  - X-ray Equipment
  - Procedure Tables, Surgery Tables , And Lighting
  - Separate Laundry Area
  - Miscellaneous Loose Equipment (Exam Tables, Scales, Autoclaves, Centrifuges, Refrigerators, Narcotics Storage, Etc.)

**VIII. Feasibility Options (continued)**

**General Animal Shelter Facility Design and Cost Considerations (continued)**

Building materials selection has an enormous impact on a project's construction cost. Materials with lower up-front costs will not usually last as long or perform as well over their life-cycle as materials with higher first costs. The design process involves reviewing options and trade-offs. For instance, using painted concrete masonry units (CMU) to construct partition walls between canine kennels is a lower first-cost choice than using structural glazed tile, which is manufactured with an impervious ceramic glazed finish. Over the lifetime of the building however, painted block will require paint touch-ups while the glazed tile is virtually maintenance-free. It is not only the cost of maintenance that needs to be considered, but also the operational issues involved in completing the maintenance. For instance, animals need to be relocated in order for block walls to be repainted.

Materials such as resinous or porcelain tile flooring, solid surface or stainless steel countertops, aluminum doors and frames, and acoustical plaster all involve higher first costs than conventional construction, however they may provide long-term benefit. Life-cycle costs should be considered when selecting materials during the design stage of a project and budgeting should account for the use of higher-end, more durable materials whenever possible.

**MONTGOMERY COUNTY ANIMAL SERVICES & ADOPTION CENTER (MC-ASAC) - BUILDING MATERIALS**

**1. DURABILITY & CLEANABILITY**

- Resinous Flooring
- Porcelain Tile Flooring & Wainscot
- Structural Glazed Facing Tile
- Glass Block
- Epoxy Paints
- Aluminum Doors & Frames
- Stainless Steel Kenneling And Caging
- Solid Surface Or Stainless Steel Countertops

**2. ACOUSTICS**

- Acoustical Plaster & Acoustical Ceiling Tile
- Frosted Glass & Double Pane Glazing



MC-ASAC – Canine Adoption Area



MC-ASAC – Adoption Lobby



MC-ASAC – Feline Feature Room



MC-ASAC – Puppy Adoption Run



## VIII. Feasibility Options (continued)

Analyzing Prince George's County's (PGC) current animal management facility, as well as its intake and outgoing counts and types, it is possible to establish some broad parameters for the size of a potential additional shelter based on the scope of services desired. In discussions with stakeholders, four potential service models were identified. These models are:

- 1. A basic Adoption Center:** An exclusively adoption oriented facility of capable of handling approximately 80 animals (including cats, dogs, small animals, and exotics) which accepts transfers from the current Animal Care Center only for adoption to the public. A dedicated adoption facility would accept no animal control or public intake and engage in no animal control and enforcement activities, or other non-adoption related services. The facility would be outfitted only with the requirements for adoptive pet housing, care, and adoption services. The purpose of this model would be exclusively to incentivize and increase adoption of animals already in custody at the current facility.
- 2. An Adoption Center with limited intake capabilities:** In addition to adoption transfer capability, this option would accept incoming animals from local animal control and/or owner relinquishments. The adoption areas of this facility would remain basically the same as in Option 1, however this facility would require additional animal handling space and associated administrative space and functions to enable the intake of animals, even assuming the prompt transfer of some/most of the animals to the current facility. The purpose of this facility would be to incentivize and increase adoptions of animals already in custody at the current facility, and to provide more convenient service access for local animal control officers and/or those requiring owner relinquishment services. Since medium and long term holding is not provided, transportation of animals for medium and long term holding will be required.
- 3. A full service satellite model:** In this model a full service "replication" of the current facility would be created. At this point, we are proposing that the scale of the replication be approximately two-thirds that of the existing facility, due to the fact that approximately half of the population and animal management functions occur in the northern portion of the County and that additional use of the facility may occur by the northern municipalities. Expanded capacity would also relieve some of the overcrowding burden at the existing facility. It would be expected to provide all the current intake, outgoing, administrative, enforcement, holding, and euthanasia service provided by the current facility, but in a new/additional location.
- 4. Veterinary adjunct services:** An "adjunct" veterinary services module could be added to any of these models which would allow for public directed services such as low cost or pre-adoption sterilization, public veterinary services, or more comprehensive in house animal care options. The ultimate scale of design would be determined by the scope of services provided and the operational estimates would be based on whether the services were provided by contracted veterinarians, partner service groups, or staff veterinary staff, and what level of care and services is desired. This module is possible regardless of which of the primary operations options are selected.

More detailed descriptions of these options follow, along with preliminary Program of Requirements and staffing outlines for each. The Program of Requirements indicates what types, quantities, and sizes of spaces would be required in order to establish an estimated square footage for the facility. It also indicates approximate housing capacities for each option. The Program of Requirements and square footage estimates contained herein are based on industry standards and averages. Once a preferred model is selected, it is recommended that a focused site and building programming study be completed to define in further detail the types of spaces desired and intended scale and function of each based upon the County's specific goals and objectives.

## VIII. Feasibility Options (continued)

### Option 1 - Adoption Only Facility

An adoption only facility, with no public intake or municipal holding capability would benefit animals and adoption minded community. A facility which was dedicated exclusively for adoption services would not need to be as large in size or extensive in capacity as the existing AMD. If the *completely and likely preventable euthanasia* population of 334 was used as a base number, only 7 additional adoptions per week would result in a 10+% decrease in euthanasia. For a County the size of PGC, this is a very modest number of adoptions. Several stakeholders from the meetings noted anecdotally that they believed that residents in the northern part of PGC were crossing into other counties to adopt from more conveniently located adoption organizations, especially for cat adoptions. A modest facility in a higher population density area and/or northern part of the county which would allow adopters to cut their travel time by half or more would likely draw from a ready adoption pool.

Seasonally the daily holding numbers of cats and dogs ranges from about 150 to 275 in the current AMD, at a typical proportion of about 1 cat to 2 dogs. An adoption facility which was capable of housing approximately 10% of the daily holding capacity (up to 30 animals at peak summer season, 10 cats and 20 dogs based on current AMD housing numbers) would provide a significant reduction in the sheltered population at the current AMD, decreasing busy season over capacity, space driven euthanasia, and stress and over housing related illnesses such as kennel cough or feline upper respiratory infections.

It is also notable that while non-owner requested euthanasia intake of cats exceed that of dogs and outgoing rescue partner transfers of cats and dogs are reasonably close in number (1153 dogs and 1395 cats), cat adoptions from the AMD are at a rate of less than half dog adoptions (340 cats and 767 dogs). This adds credence to the anecdotal reports of adopters crossing into Montgomery County because of more ready cat adoption sources close at hand. It is plausible that cat adoptions could see a significant increase through easier access and reduced travel distance for adoption. This would justify added cat adoption space in a possible satellite facility and further decrease the burden of care and space at the existing AMD. Therefore an adoption housing capacity of approximately 20 cats and 20 dogs at an additional facility would be reasonable. Space should also be allocated for adoptions of small animals, birds, reptiles, and fish. These pets are popular among people living in apartments or higher density housing, which is the case of much of the northern part of the County.

Operational costs for a 20 cat/20 dog adoption facility are fairly simple to calculate by taking the current animal care budget for the existing AMD and calculating approximately 15% to 25% seasonally for hard costs (food, supplies, vaccinations, etc.) based on full capacity in an Adoption Only Facility compared to the seasonal full capacity in the current animal care facility.

Staffing is also easy to calculate. The time needed for general animal care in the sheltering field is generally considered to be 15 to 30 minutes per day, per animal, depending on species (cats being on the low end and dogs on the high end). Assuming a full adoption facility of 40 animals, 20 cats and 20 dogs, plus a number of small animals, a total daily care time could be calculated as:

20 cats @ .25 hours = 5 hours

20 dogs @ .5 hours = 10 hours

Total animal care = 15 hours/Approx.. 2 FTE animal care staff per day

Total animal care staffing seven days a week would require 2.8 FTE (round up to 3.0 FTE)

**VIII. Feasibility Options (continued)**

**Option 1 - Adoption Only Facility (continued)**

An adoption focus facility would also need a minimum number of adoption counselors to handle adoptions, since the animal care staff minimum levels above do not permit for time to actually do adoptions or other community outreach. A suggested minimum adoption facilitation staffing would be two during open hours to allow for multiple adoptions to occur at one time, answering phones, clerical/administrative work, assisting volunteers and visitors, etc. If the adoption facility was open seven days a week to best facilitate adoptions, 2.8 FTE adoption (rounded to 3.0 FTE) staff would be required, as well. An adoption focused facility would also perform best with a dedicated full time manager experienced in modern adoption efforts and programs. A Health Technician is also desirable to oversee the animal population.

This model would require transport and delivery of pets for adoption from the current AMD. To maintain a full adoption pool, this would need to be done a regular basis (multiple times a week or even daily) and this transport process could not be “subject to availability” but must be dedicated. Up to three hours per trip day, or up to 21 hours per week, of additional staff time must be planned on for transfer of animals between facilities. This would require .5 FTE. **This would bring total minimum staffing to approximately 8 FTE, 9 FTE including a management position.**

**Based on current animal care, customer service, and management minimum staff salaries would be:**

Staff Type	Approx. Base Salary	22% Fringe Benefit Burden	Total Compensation + Benefits	# of FTE Positions	Total
Adoption Counselor/Reception	\$34,000	\$7,480	\$41,480	3	\$124,440
Animal Care Technician	\$40,000	\$8,800	\$48,800	3	\$146,400
Animal Health Technician	\$42,500	\$9,350	\$51,850	2	\$103,700
Kennel/Facility Manager	\$60,000	\$13,200	\$73,200	1	\$73,200
<b>Total Minimum Projected Staffing Cost</b>					<b>\$447,740</b>

This Option would most likely be most cost-effective and practical as a fit-out or renovation of existing commercial or institutional space rather than new construction of a stand-alone facility. It is rather modest in size and due to the adoption focused use, it will likely be most successful in a higher density, retail-driven commercial location. Following is an estimate of potential capacities by species. See the next page for a Program of Requirements detailing space types and square footages.

Capacity Estimate:	Adoption	Intake	Holding	Total	
Canines	22	0	0	22	Capacity based upon one dog per run or feature room. Compatible dogs may be housed together as deemed appropriate if desired in order to increase capacity.
Felines	26	0	0	26	Capacity based upon one cat per cage and three cats per feature room. Compatible cats may be housed together as deemed appropriate if desired to increase capacity.
Small Animals	16 to 26	0	0	20 to 34	Capacity will vary depending upon specific caging selected
Avian/Reptile	8 to 12	0	0	12 to 20	Capacity will vary depending upon specific caging selected

VIII. Feasibility Options (continued)

**Option 1 - Adoption Only Facility – Proposed Program of Requirements**

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Reception &amp; Public Services</b>					
Adoption Vestibule	1	8'x10'	80	80	
Adoption Lobby	1	16'x20'	320	320	Includes reception desk, waiting area, retail area
Community/Education Room	1	20'x24'	480	480	OPTIONAL - Can double as meeting and conference room; should be near reception area.
Public Restrooms	2	7'x9'	63	126	Single-user restrooms
<b>Adoption Support</b>					
Adoption Counselor	2	10'x12'	120	240	
Canine Visitation/Get-Acquainted	1	10'x10'	100	100	
Feline Visitation/Get-Acquainted	1	8'x10'	80	80	
<b>Animal Adoption Housing</b>					
Canine Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Feline Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Canine Adoption	2	38'x46'	1,748	3,496	To include twenty (20) double-sided canine runs with guillotine door separation (10 runs per Adoption Room), runs to vary in size from 4'x14' to 6'x14' to accommodate a variety of animals
Feline Adoption	1	15'x24'	360	360	To include ten (10) cat condo units with separate litter compartments, each unit is approximately 3'-6" wide and contains two cages stacked (total 20 cages)
Small Animal Adoption	1	9'x12'	108	108	To contain stacked and single cages for rabbits, guinea pigs, ferrets, hamsters, etc.
Avian/Reptile Adoption	1	9'x12'	108	108	Near reception area for visitor viewing
<b>Animal Care &amp; Support Areas</b>					
Canine Exam/Treatment Room	1	10'x12'	120	120	To contain cabinets, sink, exam table
Feline/Small Animal Exam/Treatment Room	1	8'x10'	80	80	To contain cabinets, sink, exam table
Food Prep	1	10'x12'	120	120	To contain at least (1) refrigerator and (1) freezer; must have stainless steel sink; microwave; dishwasher; access to loading
Food Storage	1	8'x10'	80	80	Locate adjacent to Food Prep
Grooming Room	1	8'x12'	96	96	To contain grooming tub, dryer cage, holding cage
Laundry Room	1	12'x14'	168	168	To contain (2) washers and (2) front-loading dryers (commercial type)
Storage Room	2	10'x12'	120	240	To contain linens, cleaning, and animal care supplies.
Clean Room	1	5'x8'	40	40	To house wash-down equipment, clinic sinks
<b>Staff Offices &amp; Support Areas</b>					
General Office/Workroom	1	10'x12'	120	120	Casework, copier, workstation
Facility Manager's Office	1	10'x12'	120	120	
Office Storage	1	6'x8'	48	48	
Break Room	1	10'x12'	120	120	To contain sink, refrigerator, microwave, staff lockers
Staff Restroom	1	7'x9'	63	63	Unisex restroom
<b>Service Areas</b>					
Custodial Closet	1	6'x8'	48	48	
Mechanical Room	1	12'x14'	168	168	
Electrical Room	1	8'x10'	80	80	
Telecom Room	1	8'x8'	64	64	
<b>Total Net Area Required</b>				<b>7,593</b>	
<b>Total Gross Area Required - Option 1</b>				<b>9,871</b>	Equals Total Net Area Required times a factor of 1.3 which accommodates wall thicknesses and circulation
<b>Total Gross Area Required - Option 1 plus Veterinary Services</b>				<b>12,537</b>	

**VIII. Feasibility Options (continued)**

**Option 2 – An Adoption Facility with limited intake services**

In addition to adoption transfer capability, this option would accept incoming animals from local animal control and/or owner relinquishments. This facility would require additional animal handling space and associated administrative space and functions to enable the intake of animals, even assuming the prompt transfer of some/most of the animals to the current facility. It is anticipated that incoming animals would be transferred on a daily basis from the new facility to the existing facility. The purpose of this facility would be to incentivize and increase adoptions of animals already in custody at the current facility, and to provide more convenient service access for local animal control officers and/or those requiring owner relinquishment services. Since medium and long term holding is not provided, transportation of animals for medium and long term holding will be required and must be factored into planning for this model. The adoption capacity will be the same as in Option 1, but additional intake housing will be required.

In this model all the needs of an adoption facility would be required, as well as added space for intake of animals from the community - either as surrenders or presented strays - and for county animal control and/or local animal control intake. It is not apparent that this sort of midway drop off is required or desired for county animal control since these staff are already performing their duties throughout the county and using the existing facility as a repository. In general, stakeholders did not express a need for greater intake services but focused on the need for greater live outcome outgoing options.

An additional intake location for particularly high volume call days may benefit current county animal control and a closer depository may be desirable for local animal control. An estimate of operational costs would be directly related to the number of additional animals held for this purpose on a daily basis, which would likely be minimal. Based on a daily addition of approximately 20 animals, it would require the addition of 1 FTE per day (1.5 FTE per seven days) to handle the additional animal care. It would also require 1 FTE per day (only on days that the building is open to the public) for a staff member to handle intake functions.

**The addition of 1.5 FTE would bring minimum staffing costs for a limited intake facility to a total of 11.5:**

Staff Type	Approx. Base Salary	22% Fringe Benefit Burden	Total Compensation + Benefits	# of FTE Positions	Total
Adoption Counselor/Reception	\$34,000	\$7,480	\$41,480	3	\$124,440
Intake Reception/Processing	\$34,000	\$7,480	\$41,480	1	\$41,480
Animal Care Technician	\$40,000	\$8,800	\$48,800	4.5	\$219,600
Animal Health Technician	\$42,500	\$9,350	\$51,850	2	\$103,700
Kennel/Facility Manager	\$60,000	\$13,200	\$73,200	1	\$73,200
<b>Total Minimum Projected Staffing Cost</b>					<b>\$562,420</b>

The primary additional construction costs would be associated with greater square footage and facilities related to providing the additional housing space. This option could work well as either a tenant fit-out or renovation of existing commercial or institutional space or as a new stand-alone facility. For the purposes of costing in this study, we will assume a separate stand alone new facility as this is more desirable from an operational and site amenity standpoint. The building size will increase, as will the traffic flow and circulation requirements. Intake of animals is most effectively accomplished via the addition of a second lobby area and a sally port is also recommended for Animal Control officer use.

VIII. Feasibility Options (continued)

**Option 2 – An Adoption Facility with limited intake services - Proposed Program of Requirements**

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Reception &amp; Public Services</b>					
Adoption Vestibule	1	8'x10'	80	80	
Adoption Lobby	1	16'x20'	320	320	Includes reception desk, waiting area, retail area
Intake Vestibule	1	8'x10'	80	80	
Intake Lobby	1	12'x16'	192	192	Includes reception desk, waiting area
Community/Education Room	1	20'x24'	480	480	OPTIONAL - Can double as meeting and conference room; should be near reception area.
Public Restrooms	3	7'x9'	63	189	Single-user restrooms, 2 for adoption area, 1 for intake area
<b>Adoption Support</b>					
Adoption Counselor	2	10'x12'	120	240	
Canine Visitation/Get-Acquainted	1	10'x10'	100	100	
Feline Visitation/Get-Acquainted	1	8'x10'	80	80	
<b>Animal Adoption Housing</b>					
Canine Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Feline Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Canine Adoption	2	38'x46'	1,748	3,496	To include twenty (20) double-sided canine runs with guillotine door separation (10 runs per Adoption Room), runs to vary in size from 4'x14' to 6'x14' to accommodate a variety of animals
Feline Adoption	1	15'x24'	360	360	To include ten (10) cat condo units with separate litter compartments, each unit is approximately 3'-6" wide and contains two cages stacked (total 20 cages)
Small Animal Adoption	1	9'x12'	108	108	To contain stacked and single cages for rabbits, guinea pigs, ferrets, hamsters, etc.
Avian/Reptile Adoption	1	9'x12'	108	108	Near reception area for visitor viewing
<b>Animal Intake &amp; Short-Term Holding</b>					
Canine Intake Holding	1	12'x20'	240	240	To include five (5) single-sided canine runs (runs to vary in size from 3'x6' to 5'x6') and one stacking stainless steel cage (2 cages top, 1 bottom) to accommodate a variety of animals
Feline Intake Holding	1	8'x16'	128	128	To include five (5) cat caging units, each unit to be approximately 3'-0" wide and contains two cages stacked (total 10 cages)
Small Animal Intake Holding	1	6'x8'	48	48	To contain stacked cages for rabbits, guinea pigs, ferrets, hamsters, birds, reptiles, etc.
Avian/Reptile Intake Holding	1	6'x8'	48	48	To contain caging for birds, reptiles, and fish
Wildlife Intake Holding	1	6'x8'	48	48	To contain short-term wildlife holding
Sallyport	1	20'x24'	480	480	Single-bay, drive-through style preferred, to include animal washing area
Unisex shower	1	8'x10'	80	80	Locate adjacent to sallyport for staff wash-up
Euthanasia	1	10'x14'	140	140	
Reflection Room	1	8'x8'	64	64	With window to euthanasia space for Owners viewing
Freezer	1	8'x10'	80	80	Size/SF indicates floor space for freezer with clearances, actual freezer size of approx. 7'x9' should be provided
<b>Animal Care &amp; Support Areas</b>					
Canine Exam/Treatment/Work Room	2	10'x12'	120	240	To contain cabinets, sink, exam table, locate one at intake area and one near adoption area
Feline/Small Animal Exam/Treatment/Work Room	2	8'x10'	80	160	To contain cabinets, sink, exam table, locate one at intake area and one near adoption area
Food Prep	1	10'x14'	140	140	To contain at least (1) refrigerator and (1) freezer; must have stainless steel sink; microwave; dishwasher; access to loading
Food Storage	1	10'x10'	100	100	Locate adjacent to Food Prep
Grooming Room	1	9'x14'	126	126	To contain grooming tub, dryer cage, holding cage, casework with countertop
Laundry Room	1	12'x16'	192	192	To contain (2) washers and (2) front-loading dryers (commercial type)
Storage Room	2	10'x12'	120	240	To contain linens, cleaning, and animal care supplies.
Clean Room	2	5'x8'	40	80	To house wash-down equipment, clinic sinks

VIII. Feasibility Options (continued)

**Option 2 – An Adoption Facility with limited intake services - Proposed Program of Requirements (con't)**

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Staff Offices &amp; Support Areas</b>					
General Office/Workroom	1	12'x14'	168	168	Casework, copier, workstations
Facility Manager's Office	1	10'x12'	120	120	
Office Storage	1	6'x8'	48	48	
Break Room	1	12'x12'	144	144	To contain sink, refrigerator, microwave, staff lockers
Staff Restroom	2	7'x9'	63	126	Single-user restrooms
<b>Service Areas</b>					
Custodial Closet	2	6'x8'	48	96	
Mechanical Room	1	12'x16'	192	192	
Electrical Room	1	8'x10'	80	80	
Telecom Room	1	8'x8'	64	64	
<b>Total Net Area Required</b>				<b>9,825</b>	
<b>Total Gross Area Required - Option 2</b>				<b>12,773</b>	Equals Total Net Area Required times a factor of 1.3 which accomodates wall thicknesses and circulation
<b>Total Gross Area Required - Option 2 plus Veterinary Services</b>				<b>15,439</b>	

Capacity Estimate:	Adoption	Intake	Holding	Total	
Canines	22	8	0	30	Capacity based upon one dog per run or feature room. Compatible dogs may be housed together as deemed appropriate if desired in order to increase capacity.
Felines	26	10	0	36	Capacity based upon one cat per cage and three cats per feature room. Compatible cats may be housed together as deemed appropriate if desired in order to increase capacity.
Small Animals	16 to 26	4 to 8	0	20 to 34	Capacity will vary depending upon specific caging selected and whether or not animals can be housed together or require individual housing.
Avian/Reptile	8 to 12	4 to 8	0	12 to 20	Capacity will vary depending upon specific caging selected and whether or not animals can be housed together or require individual housing.
Wildlife	0	2	0	2	Capacity will vary depending upon caging selected.

**VIII. Feasibility Options (continued)**

**Option 3 - A Full Service Satellite model**

In this model a full service “replication” of the current facility would be created. The scale of the replication in terms of animal housing capacity is recommended to be around 2/3 of the existing facility capacity. The adoption area capacities would remain the same as in the first two options, however sufficient back-of-house spaces will be required to support intake, holding, isolation, and quarantine functions. The building would be expected to provide all the current intake, outgoing, administrative, enforcement, holding, and euthanasia services provided by the current facility, but in a new location.

Front desk adoption staff would remain at current levels for the existing facility and would increase slightly with this model, as additional services may mean greater adoption traffic (recommend the addition of 1.0 FTE). Animal control staffing would be subject to preferred management model but could be a clean as a proportional shift to new facility. Management and support staffing needs would likely increase as the complexity of operations expands over a relatively simple adoption facility model.

Additional animal care and animal health technicians would be required to care for the additional numbers of animals. Scaled projections for animal care plus the addition of an assistant kennel manager would bring staffing numbers for a full service facility to a recommended minimum of 25 FTE:

Staff Type	Approx. Base Salary	22% Fringe Benefit Burden	Total Compensation + Benefits	# of FTE Positions	Total
Adoption Counselor/Reception	\$34,000	\$7,480	\$41,480	5	\$207,400
Intake Reception/Processing	\$34,000	\$7,480	\$41,480	3	\$124,440
Animal Care Technician	\$40,000	\$8,800	\$48,800	12	\$585,600
Animal Health Technician	\$42,500	\$9,350	\$51,850	4	\$207,400
Kennel/Facility Manager	\$60,000	\$13,200	\$73,200	1	\$73,200
Assistant Kennel Manager	\$45,000	\$9,900	\$54,900	1	\$54,900
<b>Total Minimum Projected Staffing Cost</b>					<b>\$1,252,940</b>

Excluded from this estimate is the cost of field service officers, dispatchers, etc. These employees are already included in departmental budgeting and would only require shifting of assigned work location.

The Facility would need to be sized for the high end housing numbers. This Option would function most effectively as a stand-alone building, either new construction or renovation and addition to an existing commercial or institutional space if one is available in an acceptable location. A sally port would be required for animal transfers. Additional site amenities, such as outdoor exercise runs and dog-walking areas are desirable due to the longer term nature of the holding for this model.



VIII. Feasibility Options (continued)

**Option 3 - A Full Service Satellite model - Proposed Program of Requirements**

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Reception &amp; Public Services</b>					
Adoption Vestibule	1	8'x10'	80	80	
Adoption Lobby	1	20'x24'	480	480	Includes reception desk, waiting area, retail area
Intake Vestibule	1	8'x10'	80	80	
Intake Lobby	1	16'x20'	320	320	Includes reception desk, waiting area
Community/Education Room	1	24'x30'	720	720	Can double as meeting and conference room; should be near reception area.
Public Restrooms	3	7'x9'	63	189	Single-user restrooms, 2 for adoption area, 1 for intake area
<b>Adoption Support</b>					
Adoption Counselor	3	10'x12'	120	360	
Canine Visitation/Get-Acquainted	1	10'x10'	100	100	
Feline Visitation/Get-Acquainted	1	8'x10'	80	80	
<b>Animal Adoption Housing</b>					
Canine Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Feline Feature	2	8'x10'	80	160	Directly adjacent to lobby with windows for viewing
Canine Adoption	2	38'x46'	1,748	3,496	To include twenty (20) double-sided canine runs with guillotine door separation (10 runs per Adoption Room), runs to vary in size from 4'x14' to 6'x14' to accommodate a variety of animals
Puppy & Small Dog Adoption	1	16'x18'	288	288	To include six (6) single-sided puppy/small dog runs, approximately 5'x5' apiece
Feline Adoption	1	15'x24'	360	360	To include ten (10) cat condo units with separate litter compartments, each unit is approximately 3'-6" wide and contains two cages stacked (total 20 cages)
Kitten Adoption	1	11'x12'	132	132	To include five (5) cat condo units with separate litter compartments, each unit is approximately 3'-6" wide and contains two cages stacked (total 10 cages)
Small Animal Adoption	1	9'x12'	108	108	To contain stacked and single cages for rabbits, guinea pigs, ferrets, hamsters, etc.
Avian Adoption	1	9'x12'	108	108	Near reception area for visitor viewing
Reptile Adoption	1	9'x12'	108	108	Near reception area for visitor viewing
<b>Animal Intake &amp; Short-Term Holding</b>					
Canine Intake Holding	1	12'x20'	240	240	To include five (5) single-sided canine runs (runs to vary in size from 3'x6' to 5'x6') and one stacking stainless steel cage (2 cages top, 1 bottom) to accommodate a variety of animals
Feline Intake Holding	1	8'x16'	128	128	To include five (5) cat caging units, each unit to be approximately 3'-0" wide and contains two cages stacked (total 10 cages)
Small Animal Intake Holding	1	6'x8'	48	48	To contain stacked cages for rabbits, guinea pigs, ferrets, hamsters, birds, reptiles, etc.
Avian/Reptile Intake Holding	1	6'x8'	48	48	To contain caging for birds, reptiles, and fish
Wildlife Intake	1	6'x8'	48	48	To contain short-term wildlife holding
Sallyport	1	20'x24'	480	480	Double-bay, drive-through style preferred, to include animal washing area
Unisex shower	1	8'x10'	80	80	Locate adjacent to sallyport for staff wash-up
Euthanasia	1	10'x14'	140	140	
Reflection Room	1	8'x8'	64	64	With window to euthanasia space for Owners viewing
Freezer	1	10'x14'	140	140	Size/SF indicates floor space for freezer with clearances, actual freezer size of approx. 8'x12' should be provided

VIII. Feasibility Options (continued)

**Option 3 - A Full Service Satellite model - Proposed Program of Requirements**

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Animal Holding</b>					
Canine Isolation	1	24'x40'	960	960	To include eight (8) double-sided canine runs with guillotine door separation (runs to be 4'x12')
Canine Quarantine	1	24'x40'	960	960	To include eight (8) double-sided canine runs with guillotine door separation (runs to be 4'x12')
Canine Holding	2	28'x40'	1,120	2,240	To include ten (10) double-sided canine runs per room with guillotine door separation (runs to be 4'x12')
Canine Nursery	1	24'x24'	576	576	For moms with litters of puppies, to include two (2) double-sided canine runs with guillotine door separation (runs to be 6'x12')
Feline Isolation	1	12'x13'	156	156	To include four (4) cat caging units, each unit to be approximately 3'-0" wide and contain two cages stacked (total 8 cages)
Feline Quarantine	1	12'x13'	156	156	To include four (4) cat caging units, each unit to be approximately 3'-0" wide and contain two cages stacked (total 8 cages)
Feline Holding	1	14'x22'	308	308	To include eight (8) cat caging units, each unit to be approximately 3'-0" wide and contain two cages stacked (total 16 cages)
Feline Nursery	1	12'x13'	156	156	To include two (2) cat caging units, each unit to be approximately 6'-0" wide and contain two cages stacked (total 4 cages)
Small Animal Holding	1	8'x8'	64	64	To contain stacked cages for rabbits, guinea pigs, ferrets, hamsters, birds, reptiles, etc.
Avian/Reptile Holding	1	6'x8'	48	48	To contain caging for birds, reptiles, and fish
<b>Animal Care &amp; Support Areas</b>					
Canine Exam/Treatment/Work Room	3	10'x12'	120	360	To contain cabinets, sink, exam table, locate one at intake area, one near adoption area, and one at holding area
Feline/Small Animal Exam/Treatment/Work Room	3	8'x10'	80	240	To contain cabinets, sink, exam table, locate one at intake area, one near adoption area, and one at holding area
Food Prep	1	10'x20'	200	200	To contain at least (2) refrigerators and (2) freezers or walk-in cooler; must have stainless steel sink; microwave; dishwasher; access to loading area.
Food Storage	1	10'x14'	140	140	Locate adjacent to Food Prep
Grooming Room	1	10'x18'	180	180	To contain grooming tub, dryer cage, holding cage, casework with countertop
Laundry Room	2	12'x16'	192	384	To contain (2) washers and (2) front-loading dryers (commercial type) each, locate one near adoption area and one near back-of-house area
Storage Room	3	10'x12'	120	360	To contain linens, cleaning, and animal care supplies.
Clean Room	3	5'x8'	40	120	To house wash-down equipment, clinic sinks
<b>Staff Offices &amp; Support Areas</b>					
General Office/Workroom	1	10'x12'	120	120	Casework, copier, workstation
Facility Manager's Office	1	10'x12'	120	120	
Volunteer Coordinator's Office	1	8'x10'	80	80	
Rescue Coordinator's Office	1	8'x10'	80	80	
Field Officer Supervisor's Office	1	8'x10'	80	80	
Licensing Office	1	8'x10'	80	80	
Dispatch Office	1	10'x10'	100	100	To include workstations for two dispatchers
Animal Control Officers	1	14'x24'	336	336	To include workstations for eight (8) animal control officers
Administrative Office	2	8'x10'	80	160	
Office Storage	2	8'x10'	80	160	
Break Room	1	14'x18'	252	252	To contain sink, refrigerator, microwave
Staff Restrooms & Lockers	2	12'x24'	288	576	Restrooms with 2 water closets & 2 lavatories apiece, plus lockers for
<b>Service Areas</b>					
Custodial Closet	3	6'x8'	48	144	
Mechanical Room	1	16'x20'	320	320	
Electrical Room	1	10'x14'	140	140	
Telecom Room	1	8'x8'	64	64	
<b>Total Net Area Required</b>				<b>19,165</b>	
<b>Total Gross Area Required - Option 3</b>				<b>24,915</b>	Equals Total Net Area Required times a factor of 1.3 which accomodates wall thicknesses and circulation
<b>Total Gross Area Required - Option 3 plus Veterinary Services</b>				<b>27,581</b>	

## VIII. Feasibility Options (continued)

**Option 3 - A Full Service Satellite model - Proposed Program of Requirements**

Capacity Estimate:	Adoption	Intake	Isolation	Quarantine	Holding	Total	
Canines	22	8	8	8	20	66	Capacity based upon one dog per run or feature room. Compatible dogs may be housed together as deemed appropriate if desired in order to increase capacity. Holding includes 4 dogs in Puppy Nursery.
Puppies	6	0	0	0	10	16	Capacity based upon one puppy/small dog per run for adoption and five puppies per run for nursery.
Felines	26	10	8	8	16	68	Capacity based upon one cat per cage and three cats per feature room. Compatible cats may be housed together as deemed appropriate if desired in order to increase capacity.
Kittens	10	0	0	0	16	26	Capacity based upon one kitten per cage for adoption and four kittens per cage for nursery.
Small Animals	16 to 26	4 to 8	0	0	4 to 8	24 to 42	Capacity will vary depending upon specific caging selected and whether or not animals can be housed together or require individual housing.
Avian/Reptile	8 to 12	4 to 8	0	0	4 to 8	16 to 28	Capacity will vary depending upon specific caging selected and whether or not animals can be housed together or require individual housing.
Wildlife	0	2	0	0	0	2	Capacity will vary depending upon caging selected.

**VIII. Feasibility Options (continued)**

**Add-on for Options 1 through 3 - Veterinary adjunct services**

An “adjunct” veterinary services module could be added to any of these options which would allow for public directed services such as low cost or pre-adoption sterilization, public veterinary services, or more comprehensive in house animal care options. The scale of design would be determined by the scope of services provided and the operational estimates would be based on whether the services were provided by contracted veterinarians, partner service groups, or staff veterinary staff, and what level of care and services is desired. This module is possible regardless of which of the primary operations options are selected.

More robust veterinary services would be required to address the fairly small number of “treatable/manageable” animals, some portions of “treatable/rehabilitatable” and theoretically some portion of those animals currently facing euthanasia for medical issues deemed untreatable because of the lack of readily accessible, high quality medical care on site. Creation of a veterinary facility is a reasonably standard process, with facility design determined by scale of service and whether public services are provided. Base equipment costs for a full service hospital with treatment, surgical, dental, radiology, and computer management systems for a one or two veterinarian clinic would be in the \$175,000 and above range, not including medications and general supplies.

Staffing for veterinary services is based on the number of veterinarians employed and whether public services are offered requiring reception staff. The general rule of thumb is 2-3 technicians per veterinarian, plus 1-2 reception staff for public services. Hours of operation would determine if any multipliers would be required for extra service days/hours. Base salaries below are based on regional averages.

Staff Type	Approx. Base Salary	22% Fringe Benefit Burden	Total Compensation + Benefits	# of FTE Positions	Total
Veterinarian	\$85,000	\$18,700	\$103,700	1	\$103,700
Veterinary Technician	\$40,000	\$8,800	\$48,800	3	\$146,400
Veterinary Reception	\$35,000	\$7,700	\$42,700	2	\$85,400
<b>Total Minimum Projected Staffing Cost</b>					<b>\$335,500</b>

ROOM NAME	QUANTITY	APPROX. DIM.	AREA PER RM. (SF)	TOTAL AREA (SF)	NOTES
<b>Reception &amp; Public Services</b>					
Veterinary Vestibule	1	8'x10'	80	80	
Veterinary Lobby	1	16'x20'	320	320	Includes reception desk and waiting area
Public Restrooms	0				Assume restrooms will be shared with Adoptions function
<b>Animal Care &amp; Support Areas</b>					
Exam/Treatment Room	2	9'x12'	108	216	To contain cabinets, sink, exam table
Treatment Area	1	14'x16'	224	224	To include one treatment table, cabinets, sink, refrigerator
Pack & Prep	1	10'x12'	120	120	
Surgery	1	12'x16'	192	192	
X-Ray	1	10'x12'	120	120	
Canine Recovery	1	12'x16'	192	192	To include four (4) 4'x6' single-sided canine runs
Feline Recovery	1	7'x8'	56	56	To include three 2'-0' wide cat cages, stacked two high (total 6 cages)
Laundry Room	1	7'x9'	63	63	To contain 1 residential style washer and 1 residential style dryer
Storage Room	2	10'x12'	120	240	To contain linens, cleaning, and animal care supplies.
Med Gas Storage	1	5'x8'	40	40	
<b>Staff Offices &amp; Support Areas</b>					
Veterinary Office	1	9'x12'	108	108	
Veterinary Office/Record Storage	1	8'x10'	80	80	
<b>Total Net Area Required</b>				<b>2,051</b>	
<b>Total Gross Area Required</b>				<b>2,666</b>	Equals Total Net Area Required times a factor of 1.3 which accomodates wall thicknesses and circulation

## VI. Feasibility Options (continued)

### Additional Options and Considerations

All of the Programmed Spaces and Staffing levels herein are reflective of standard industry best practices. There are additional optional program components that could be considered with any of the Options, including things like expanded community/meeting spaces, dog training and/or agility areas, doggie daycare spaces, outdoor training and meeting spaces, and public dog parks. These spaces would increase the base building costs proportionately based upon their desired square footages and would also have a modest impact on operational costs due to the need to heat, cool, and maintain the added square footage. They are however, great investments in terms of community outreach and also potential revenue streams. Public use spaces like this could be rented out for use by third party animal service providers (i.e. dog training) or if adequate operational budgets are established, a dedicated staff person could handle community education events, some of which could be subject to registration fees that would also provide revenue. Additionally, the more traffic that can be brought into the facility, the more potential there is for increased adoptions.

One of the determining factors in deciding which Option is preferable and most feasible will be the desired municipal participation. The current municipal animal services functions are a very small percentage of the overall County-wide operations.

One nearby jurisdiction that has an operational structure which combines Animal Control from several municipalities is the Peninsula Regional Animal Shelter in Virginia. This facility serves four municipalities within the Hampton Roads area - Newport News, Hampton, Poquoson, and York County. The operations are run by a division of the Parks and Recreation Department of Newport News, who is the largest of the stakeholders involved. Construction on the building was completed in 2014. It is a 30,000 GSF facility which cost \$7.2 million to build. This "open-admission" shelter contains a full service veterinary clinic and has capacity for approximately 100 dogs and 180 cats, as well as pocket pets and other small companion animals. The areas served have a combined population of 1 million citizens, very close to the population of Prince George's County. They have a Board of Directors which is made up of the City Managers and/or Assistant City Managers of the municipalities served. The Facility Director reports to the Board and also to all four jurisdictions.

The facility has 11 full-time staff including a Veterinarian and 19 part-time staff, who work up to 29 hours per week. Adoption fees are \$50 for dogs and cats and \$60 for puppies and kittens. All adoption fees include spay/neuter, vaccinations, and microchipping of the adopted pet. They currently are advertising reduced cat adoption rates due to a large influx of felines.

They track intake and outgoing locations of all animals and calculate the overall totals for each jurisdiction. Operating costs are then divided proportionally between the participating municipalities. Animal control

functions are still handled and managed separately in each jurisdiction, except for Poquoson, who contracts its animal services out to Newport News. This type of model could be a very viable one for Prince George's County assuming that some or all of the local municipalities are interested in partnering in the new facility.



Peninsula Regional Animal Shelter

## IX. Summary of Options and Costs

### Cost Development Methodology

As discussed in the Section VIII, construction costs for animal shelters can vary widely depending upon multiple factors. Some of these include regional variations in costs, decisions made regarding design, materials, and systems, and local wage requirements. The table below indicates several local jurisdictions that have either recently completed construction of new shelter facilities or are in the process of designing and/or constructing new facilities. It is interesting to note that a large number of local jurisdictions have recently prioritized upgrades to their facilities and services. This is not surprising as it seems to be a response to many of the shifting design trends and public expectations that have elevated the importance of providing high quality facilities and care across the sheltering industry that have occurred over the past 10 or so years.

Animal Shelters do tend to have higher costs per square foot than many other commercial building types, due to their complexity of systems and durability of materials. Costs for the facilities indicated below range from \$276 per square foot to just over \$400 per square foot. It should be noted that the costs indicated below for all shelters except for Montgomery County and Prince George's County are budgeted costs, not actual construction costs. The costs at the lower end of the range will likely result in use of lower-first cost materials that may end up having higher life-cycle costs. On the other end of the cost spectrum is the LEED Gold Certified Montgomery County facility, which incorporates state-of-the-art technologies and high quality materials. The building has a partially vegetated roof, radiant heat flooring at canine areas, exterior sunshades, translucent insulated fiberglass skylights, and a separate livestock barn. In addition, its mechanical system is designed to provide a minimum of 10 air changes per hour at all animal spaces, with 100% equipment redundancy and a full-load emergency generator. These items were prioritized by the County since it would not be feasible to relocate all animals in the event of a partial mechanical system failure or extended power outage. The level of quality desired within the facility must be balanced with the reasonable outlay of construction funds when developing budgets for shelter projects. Our cost analysis provides a range of costs, which could cover anything from simple functional facilities, to state-of-the art designs.

County	Population	Animal Shelter GSF	Citizens per GSF	Facility Cost/SF
Prince George's County, MD	890,000	37,000	24	\$297.30
Montgomery County, MD	1,030,400	49,160	21	\$406.83
Harford County, MD	250,000	19,000	13	\$342.11
Calvert County, MD	90,500	11,000	8	N/A
Loudoun County, VA	350,000	25,000	14	\$375.00
Stafford County, VA	137,000	15,300	9	\$294.12
Prince William County, VA	438,000	36,247	12	\$276.00

#### Notes

Prince George's Facility cost/SF is based on actual construction cost when facility was built in 2009. Adjusted for inflation, the current cost/SF for a similar facility would be projected at approximately \$315/SF

All other costs/SF indicated above are based upon developed budget costs for projected new facilities that are planned to be constructed within the next three years.

**IX. Summary of Options and Costs (continued)****Option 1 - Adoption Only Facility**

A tenant fit-out or renovation of existing space, designed to serve solely as an adoptions center with no incoming animal functions. We have assumed tenant fit-out for budgeting purposes. Total GSF would be approximately 9,871 without Veterinary adjunct services and 12,537 with the addition of Veterinary services.

Option 1					
Construction Costs					
Description of Scope	Projected GSF	Projected Cost/SF - Low to High Range		Projected Total Cost - Low to High Range	
Additional tenant improvements over the landlord base allow	9,871	\$100	\$175	\$987,090	\$1,727,408
Optional Veterinary Services function fit-out	2,666	\$100	\$175	\$266,630	\$466,603
<b>Total Projected Construction Cost with Veterinary Services</b>	<b>12,537</b>			<b>\$1,253,720</b>	<b>\$2,194,010</b>

Total Project Costs					
Assumed landlord fit-out allowance	9,871	\$50	\$75	\$493,545	\$740,318
Additional tenant improvements over the landlord base allow		\$100	\$175	\$987,090	\$1,727,408
Construction Cost		\$150	\$250	\$1,480,635	\$2,467,725
Professional Services		7%	10%	\$69,096	\$172,740
Additional Soft Costs		5%	8%	\$74,032	\$197,418
Fixtures, Furnishings, and Equipment	9,871	\$12	\$20	\$118,451	\$197,418
<b>Total Project Costs</b>				<b>\$1,742,214</b>	<b>\$3,035,302</b>

Annual Estimated Operating Cost Increases					
Tenant Space Annual Lease	9,871	\$25	\$40	\$246,773	\$394,836
Staffing Cost Increase		9 FTE	12 FTE	\$447,740	\$596,987
Operational Cost Increase		15%	25%	\$97,860	\$163,100
<b>Total Estimated Annual Operating Cost Increase</b>				<b>\$792,373</b>	<b>\$1,154,923</b>

**IX. Summary of Options and Costs (continued)**

**Option 2 – An Adoption Facility with limited intake services**

Construction of a new stand-alone facility or renovation of existing space, designed to serve as an adoptions center with limited incoming animal functions. We have assumed new construction for budgeting purposes. Total GSF would be approximately 12,773 without Veterinary adjunct services and 15,439 with the addition of Veterinary services.

Option 2					
Construction Costs					
Description of Scope	Projected GSF	Projected Cost/SF - Low to High Range		Projected Total Cost - Low to High Range	
New Stand-Alone Facility	12,773	\$300	\$400	\$3,831,750	\$5,109,000
Optional Veterinary Services function new construction	2,666	\$300	\$400	\$799,890	\$1,066,520
<b>Total Projected Construction Cost with Veterinary Services</b>	<b>15,439</b>			<b>\$4,631,640</b>	<b>\$6,175,520</b>

Total Project Costs					
Construction Cost	See above			\$3,831,750	\$5,109,000
Professional Services		8%	12%	\$306,540	\$613,080
Additional Soft Costs		5%	8%	\$191,588	\$408,720
Fixtures, Furnishings, and Equipment	12,773	\$12	\$20	\$153,270	\$255,450
<b>Total Project Costs</b>				<b>\$4,483,148</b>	<b>\$6,386,250</b>

Annual Estimated Operating Cost Increases					
Staffing Cost Increase		11.5 FTE	15 FTE	\$562,420	\$746,233
Operational Cost Increase		20%	35%	\$130,480	\$228,340
<b>Total Estimated Annual Operating Cost Increase</b>				<b>\$692,900</b>	<b>\$974,573</b>



**IX. Summary of Options and Costs (continued)****Option 3 - A Full Service Satellite model**

Construction of a new stand-alone facility, designed as a scaled-down full-service facility. Total GSF would be approximately 24,915 without Veterinary adjunct services and 27,581 with the addition of Veterinary services.

Option 3					
Construction Costs					
Description of Scope	Projected GSF	Projected Cost/SF - Low to High Range		Projected Total Cost - Low to High Range	
New Stand-Alone Facility	24,915	\$300	\$400	\$7,474,350	\$9,965,800
Optional Veterinary Services function new construction	2,666	\$300	\$400	\$799,890	\$1,066,520
<b>Total Projected Construction Cost with Veterinary Services</b>	<b>27,581</b>			<b>\$8,274,240</b>	<b>\$11,032,320</b>

Total Project Costs					
Construction Cost	See above			\$7,474,350	\$9,965,800
Professional Services		8%	12%	\$597,948	\$1,195,896
Additional Soft Costs		5%	8%	\$373,718	\$797,264
Fixtures, Furnishings, and Equipment	24,915	\$12	\$20	\$298,974	\$498,290
<b>Total Project Costs</b>				<b>\$8,744,990</b>	<b>\$12,457,250</b>

Annual Estimated Operating Cost Increases					
Staffing Cost Increase		25 FTE	30 FTE	\$1,211,460	\$1,492,466
Operational Cost Increase		50%	65%	\$326,200	\$424,060
<b>Total Estimated Annual Operating Cost Increase</b>				<b>\$1,537,660</b>	<b>\$1,916,527</b>

## IX. Summary of Options and Costs (continued)

### Budgetary Concerns and Potential Revenue Increases

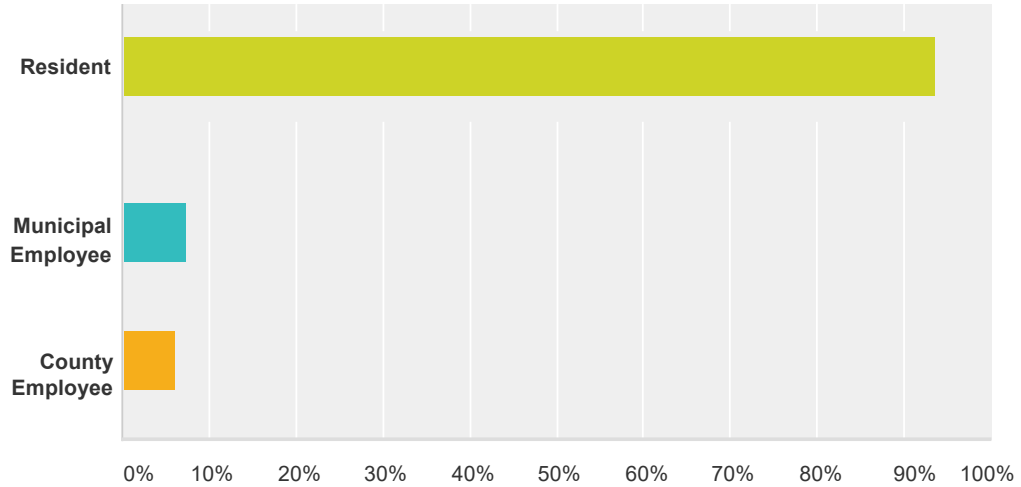
Potential revenue could be realized from an additional adoption facility if adoptions were aggressively promoted and the full target of at least 334 additional adoptions was achieved. At current County adoption fees of \$150 for cats and \$200 for dogs, additional annual adoption revenue of about \$59,250 could be obtained. For purposes of determining the revenue and simplifying operations, we assume that if a joint-use facility were to be constructed, the adoptions functions will be centralized and will be run by only one entity. While it will be simple to continue to operate separate municipal animal control functions, each participating municipality would not continue to operate its own individual adoption program. One set of policies, records, and a single pricing structure for adoptions will be necessary to prevent confusion for the public and staff. This additional revenue could have a greater net impact if animals were adopted more quickly due to a more adoption-friendly location, saving the ongoing cost of care and keeping, since the healthy and likely preventable adoption pool is probably remaining in shelter care for a period of time prior to being euthanized. The expenses associated with euthanasia would also be avoided. It should be noted however that the current \$150 cat adoption fee seems a bit high compared to other regional fee schedules, which may be impacting feline adoption rates. Lower cost promotional rates should be explored for use at times when cat populations reach their peak levels in order to incentive adoptions and promote higher live outcome rates.

Another potential revenue stream increase would be taking steps to improve pet licensing percentages. Over the past three years, the average number of licenses issued per year was 14,267 or roughly 3.5% of the total pet population as projected in our demographic analysis. Estimated average annual revenue from licensing equates to just over \$126,400. Montgomery County, Maryland recently converted to an online licensing management system, which has already been credited with a 10% increase in licensing. If PGC could implement a similar system, it is possible that an additional \$300,000+ in revenue could be attained. Exploring other revenue streams such as retail sales, doggie daycare, animal training, behavioral workshops, and the like is also recommended.

Since much of the costs associated with adoption of an animal include vaccinations and other care, any animal which is not adopted and is euthanized is essentially throwing that investment away, as well as adding additional costs for euthanasia and disposal. Additionally, a refocus on the actual net income/expense of extended care and/or euthanasia of animals may justify adoption promotion programs such as reduced or fee waived adoption specials or in some circumstances, which could reduce longer term costs as well as save additional lives.

## Prince George's County Animal Management Services Survey

**Q1 Are you a resident, municipal employee, and/or county employee?**



Answer Choices	Responses
Resident	93.58% 248
Municipal Employee	7.17% 19
County Employee	6.04% 16
<b>Total Respondents: 265</b>	

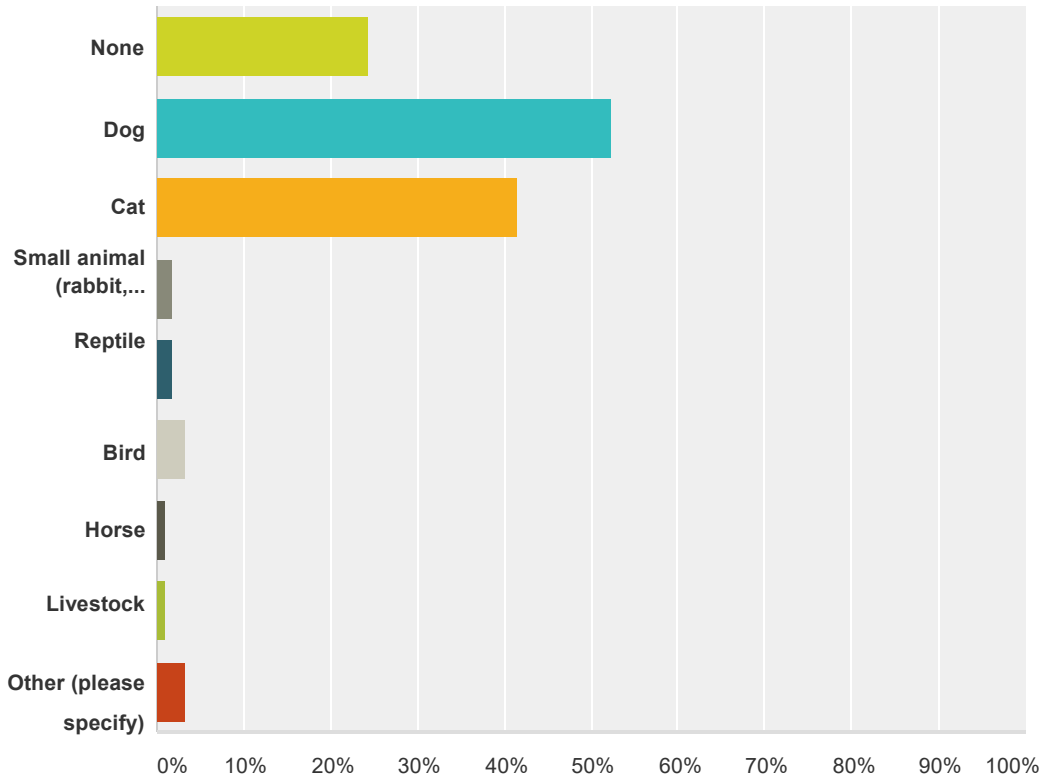
**Q2 If you are a resident, what is your city and zip code of residence?**

Answered: 249 Skipped: 18

**See zip code response analysis map in Section IV of the study for graphic depiction of responses.**

### Q3 What types of pets currently live in your household? (Check all that apply)

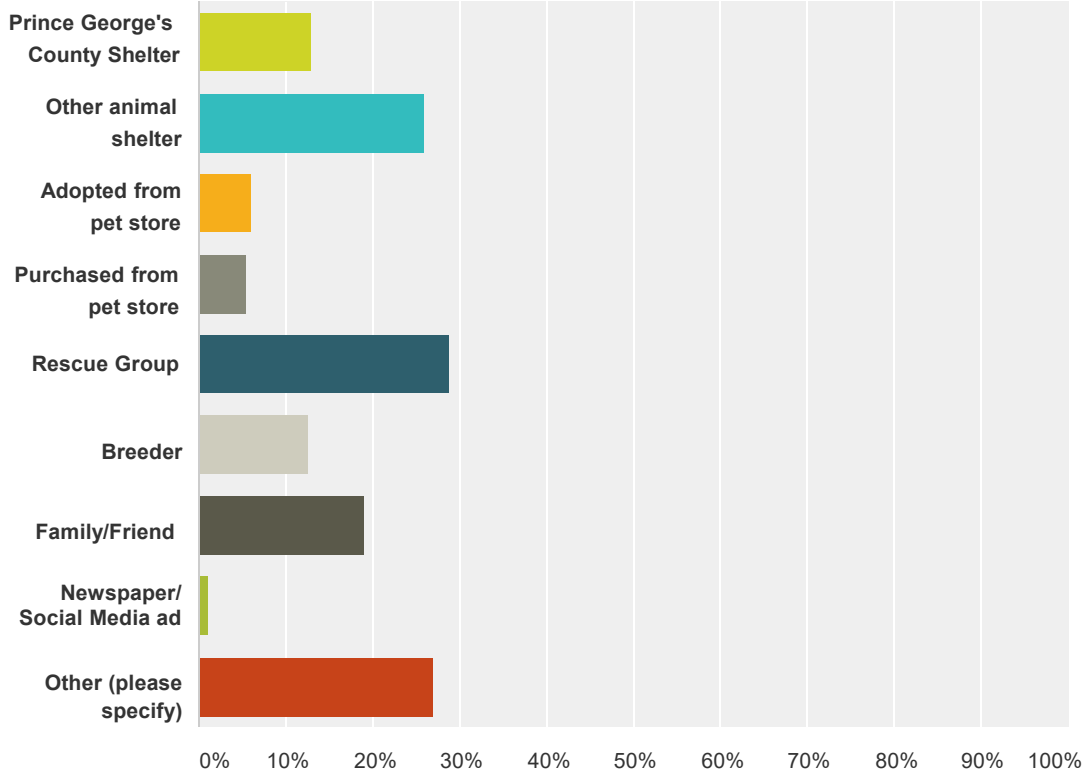
Answered: 265 Skipped: 2



Answer Choices	Responses	Count
None	24.53%	65
Dog	52.45%	139
Cat	41.51%	110
Small animal (rabbit, hamster, gerbil, ferret, etc.)	1.89%	5
Reptile	1.89%	5
Bird	3.40%	9
Horse	1.13%	3
Livestock	1.13%	3
Other (please specify)	3.40%	9
<b>Total Respondents: 265</b>		

### Q4 If you currently have a pet in your household, where did you obtain them? (Check all that apply)

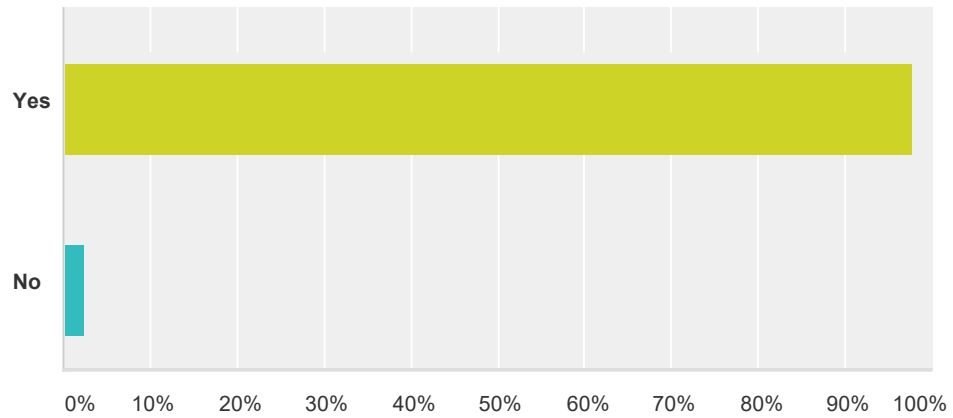
Answered: 201 Skipped: 66



Answer Choices	Responses
Prince George's County Animal Shelter	12.94% 26
Other animal shelter	25.87% 52
Adopted from pet store	5.97% 12
Purchased from pet store	5.47% 11
Rescue Group	28.86% 58
Breeder	12.44% 25
Family/Friend	18.91% 38
Newspaper/Social Media ad	1.00% 2
Other (please specify)	26.87% 54
<b>Total Respondents: 201</b>	

### Q5 Do you feel that public animal services are important to you?

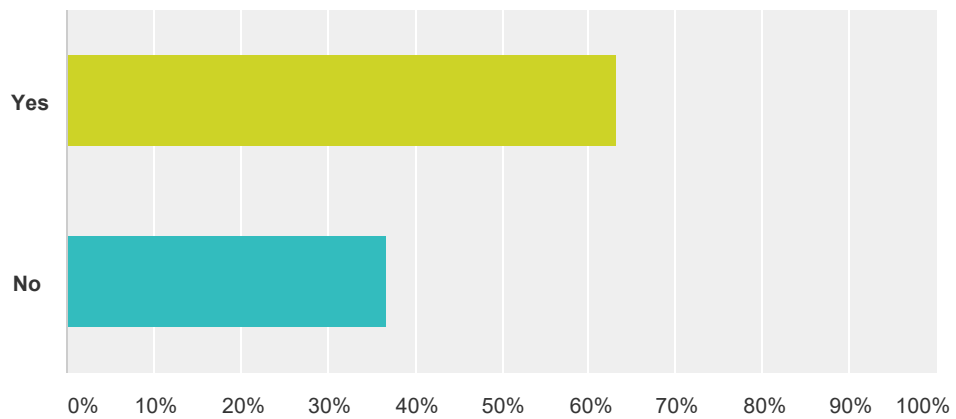
Answered: 265 Skipped: 2



Answer Choices	Responses
Yes	97.74% 259
No	2.26% 6
<b>Total</b>	<b>265</b>

### Q6 Have you made use of Prince George's County Animal Management services before?

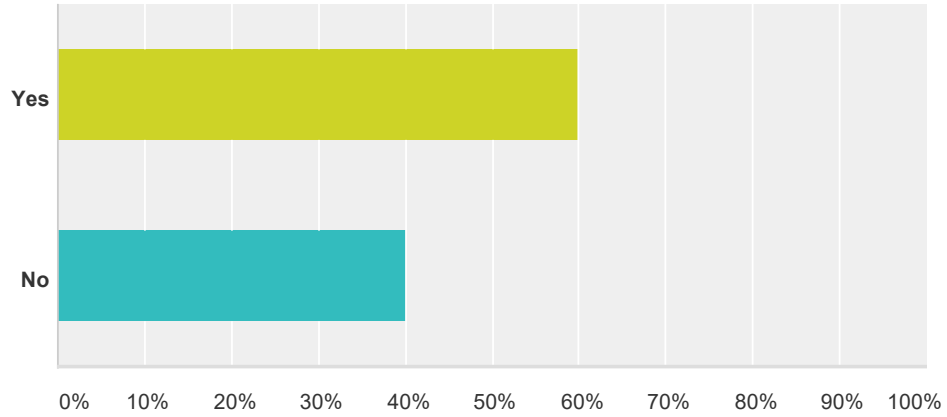
Answered: 266 Skipped: 1



Answer Choices	Responses
Yes	63.16% 168
No	36.84% 98
<b>Total</b>	<b>266</b>

**Q7 Do you know where the current County Animal Services facility is located?**

Answered: 266 Skipped: 1



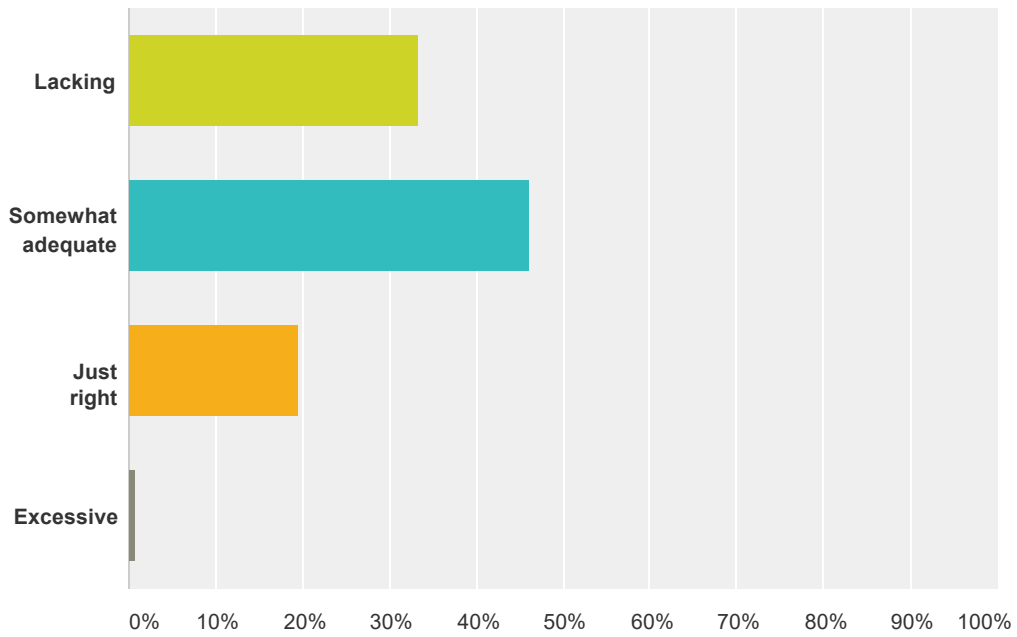
Answer Choices	Responses	
Yes	59.40%	158
No	40.60%	108
<b>Total</b>		<b>266</b>

**Q8 If you answered yes to question 7, please provide location:**

Answered: 153 Skipped: 114

### Q9 Do you feel the services provided to you in Prince George's County are:

Answered: 245 Skipped: 22

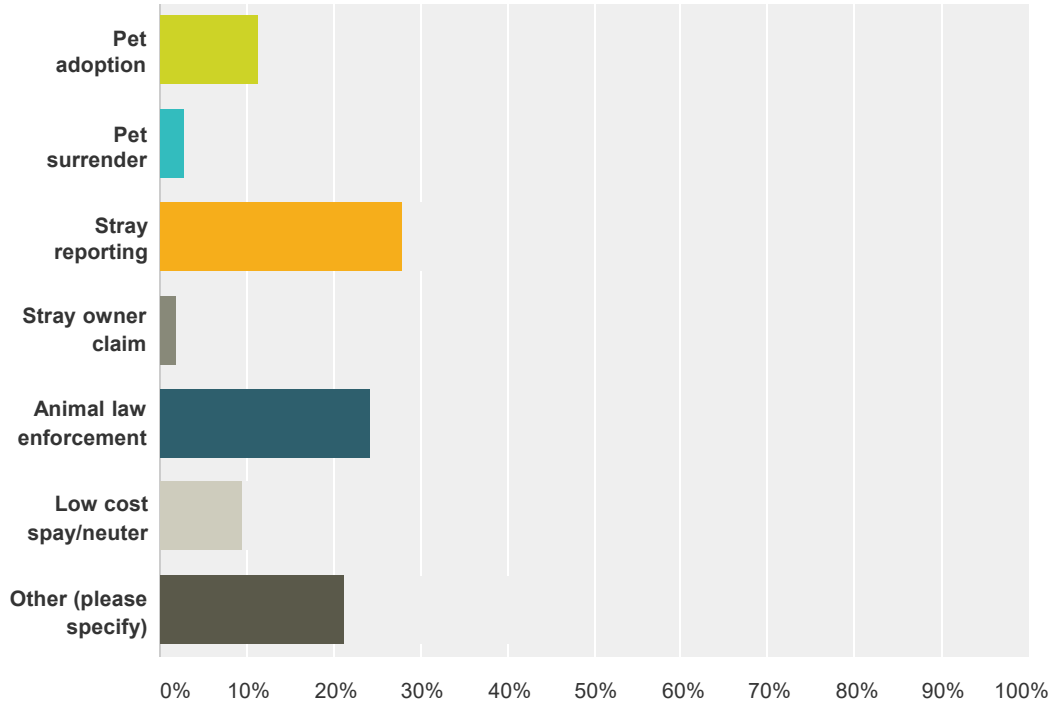


Answer Choices	Responses
Lacking	33.47% 82
Somewhat adequate	46.12% 113
Just right	19.59% 48
Excessive	0.82% 2
<b>Total</b>	<b>245</b>



### Q10 Which County services have you made use of in the past year? (Check all that apply)

Answered: 176 Skipped: 91

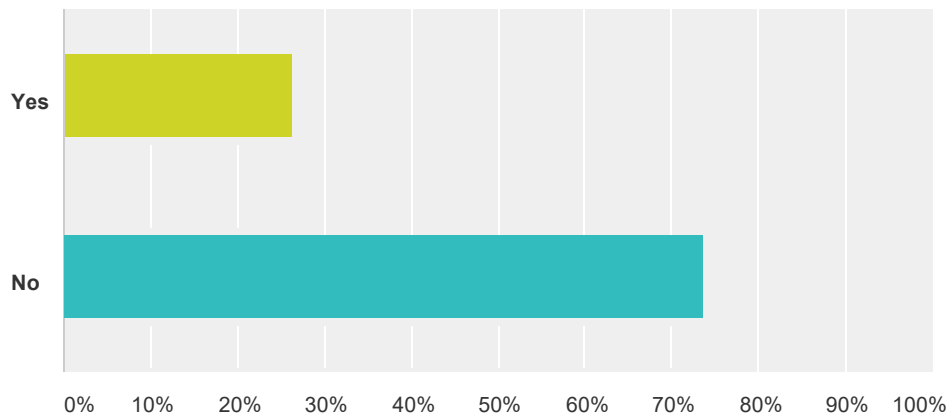


Answer Choices	Responses
Pet adoption	11.63% 30
Pet surrender	3.10% 8
Stray reporting	27.52% 71
Stray owner claim	2.71% 7
Animal law enforcement	24.81% 64
Low cost spay/neuter	9.30% 24
Other (please specify)	20.93% 54
<b>Total Respondents: 176</b>	<b>Total Responses: 258</b>

The 54 responses in the "Other" category were broken down as follows:		
Licensing	24.07%	13
Provided donation	1.85%	1
Obtained Vaccinations	9.26%	5
Looking for a lost pet	5.56%	3
Information Request or Policy Complaint	5.56%	3
Looking to adopt	5.56%	3
None/Irrelevant	48.15%	26

### Q11 Did you visit the current facility to make use of these services?

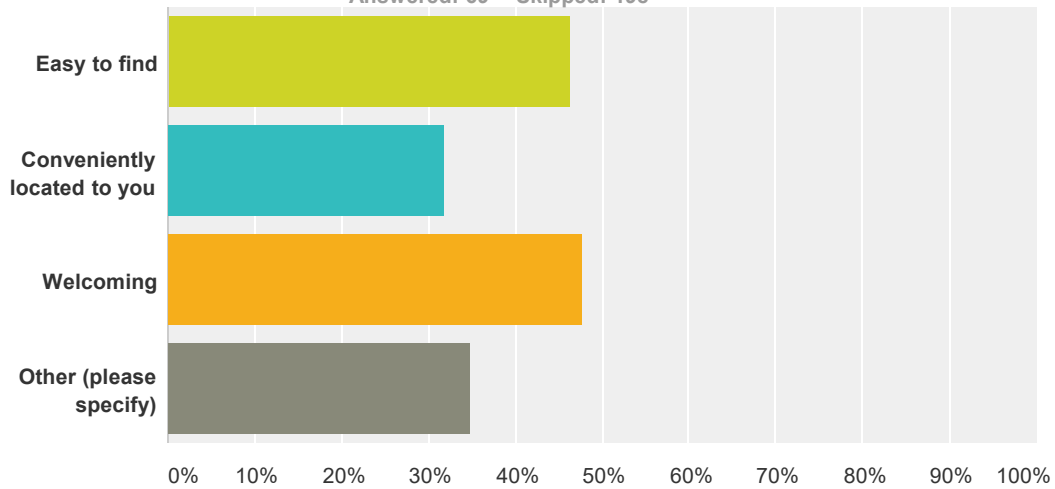
Answered: 225 Skipped: 42



Answer Choices	Responses
Yes	26.22% 59
No	73.78% 166
<b>Total</b>	<b>225</b>

### Q12 If you answered yes to question 11, did you find the location to be: (Check all that apply)

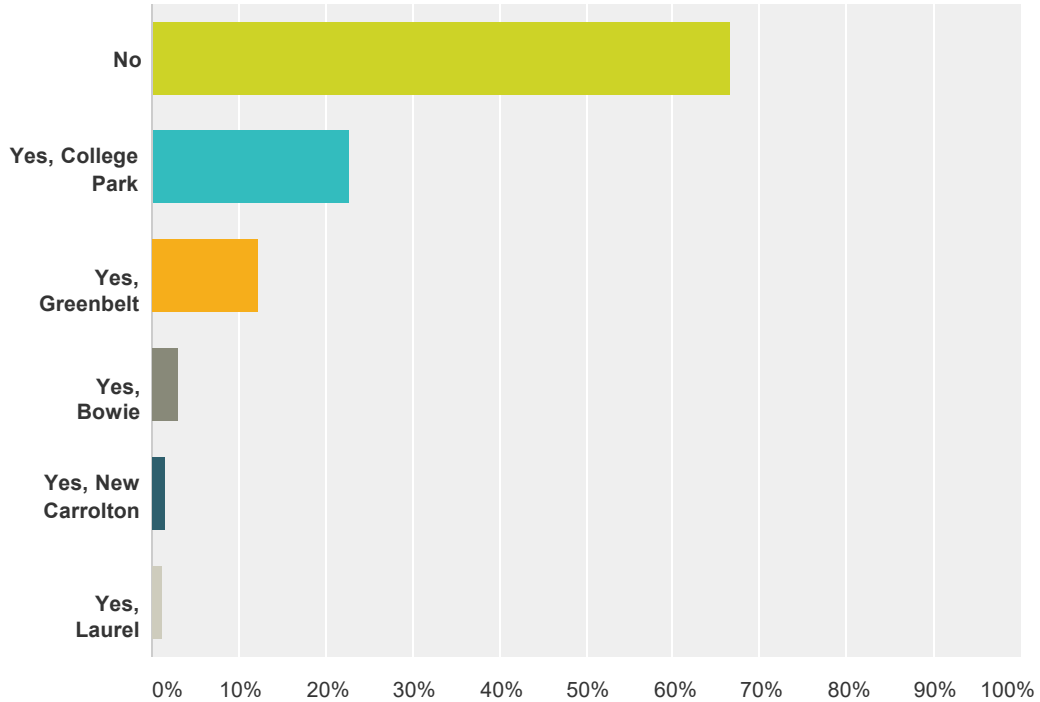
Answered: 69 Skipped: 198



Answer Choices	Responses
Easy to find	46.38% 32
Conveniently located to you	31.88% 22
Welcoming	47.83% 33
Other (please specify)	34.78% 24
<b>Total Respondents: 69</b>	

### Q13 Have you made use of Prince George's County municipality Animal Management services before? (Check all that apply)

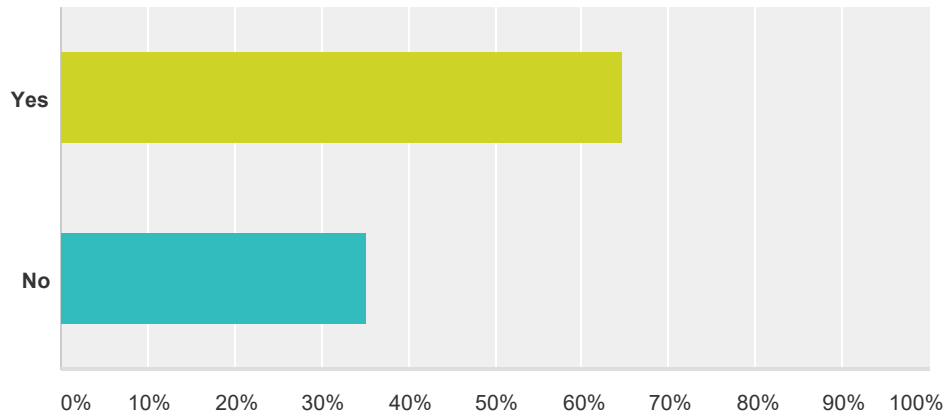
Answered: 251 Skipped: 16



Answer Choices	Responses
No	66.53% 167
Yes, College Park	22.71% 57
Yes, Greenbelt	12.35% 31
Yes, Bowie	3.19% 8
Yes, New Carrollton	1.59% 4
Yes, Laurel	1.20% 3
<b>Total Respondents: 251</b>	

### Q14 Would you be more likely to make use of Prince George's County Animal Management services if there were a facility located closer to you?

Answered: 246 Skipped: 21



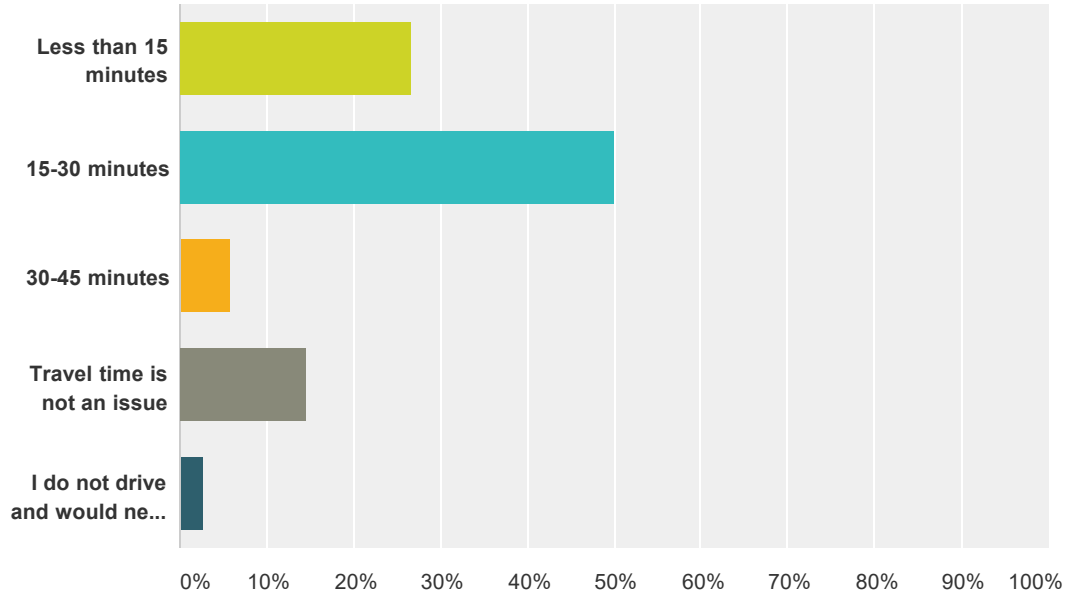
Answer Choices	Responses
Yes	64.63% 159
No	35.37% 87
<b>Total</b>	<b>246</b>

### Q15 If you answered no to question 14, why not?

Answered: 75 Skipped: 192

### Q16 How far would you be willing to drive to make use of services at a new facility?

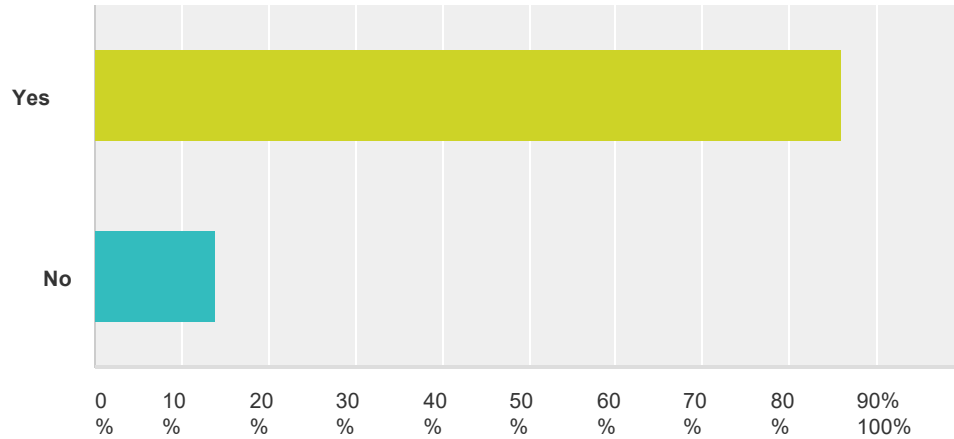
Answered: 255 Skipped: 12



Answer Choices	Responses
Less than 15 minutes	26.67% 68
15-30 minutes	50.20% 128
30-45 minutes	5.88% 15
Travel time is not an issue	14.51% 37
I do not drive and would need the facility to be within walking distance, adjacent to public transportation, and/or to provide transportation.	2.75% 7
<b>Total</b>	<b>255</b>

### Q17 Would you support the creation of another animal services facility to serve Prince George's County?

Answered: 250 Skipped: 17



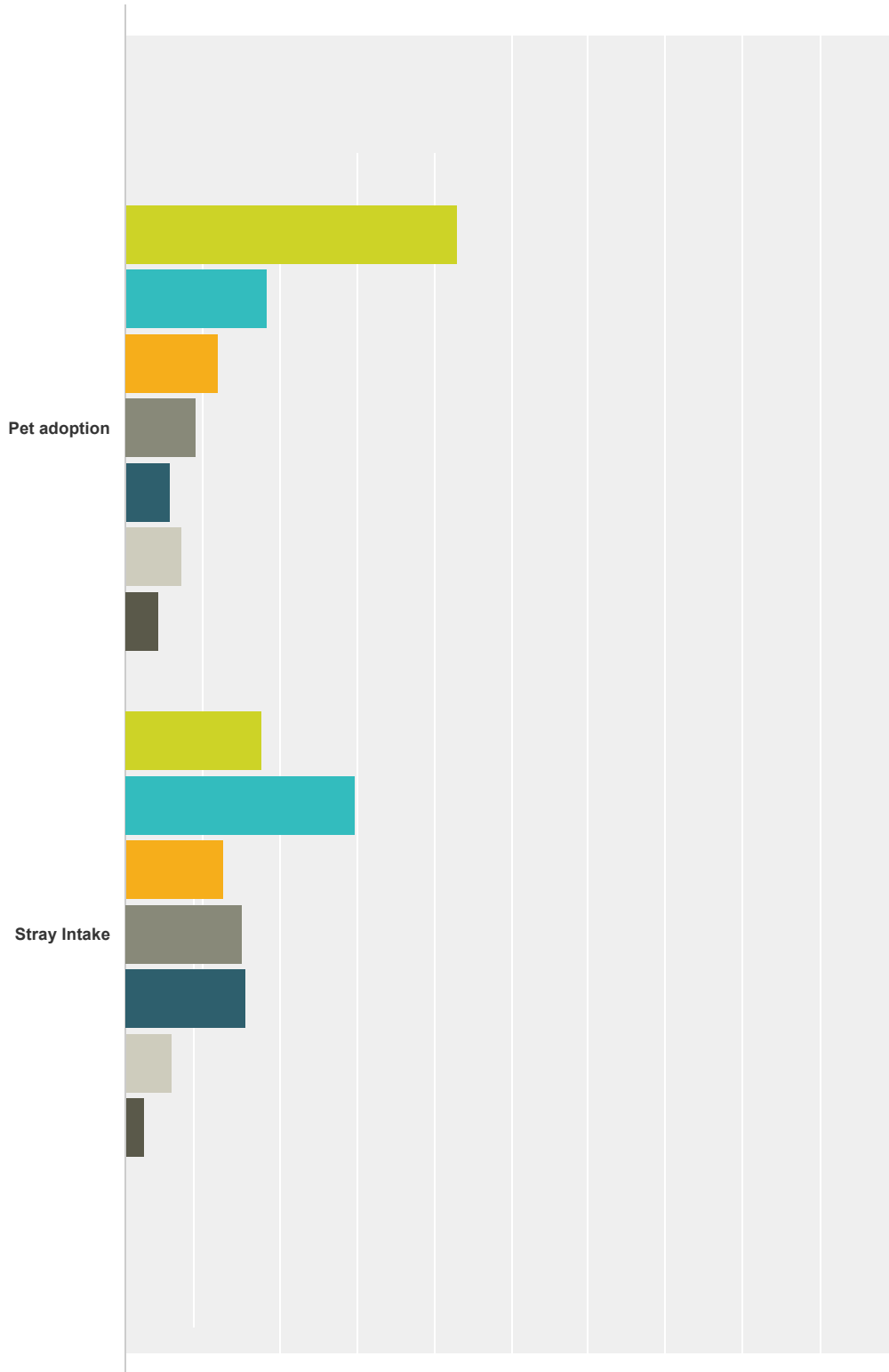
Answer Choices	Responses
Yes	86.00% 215
No	14.00% 35
<b>Total</b>	<b>250</b>

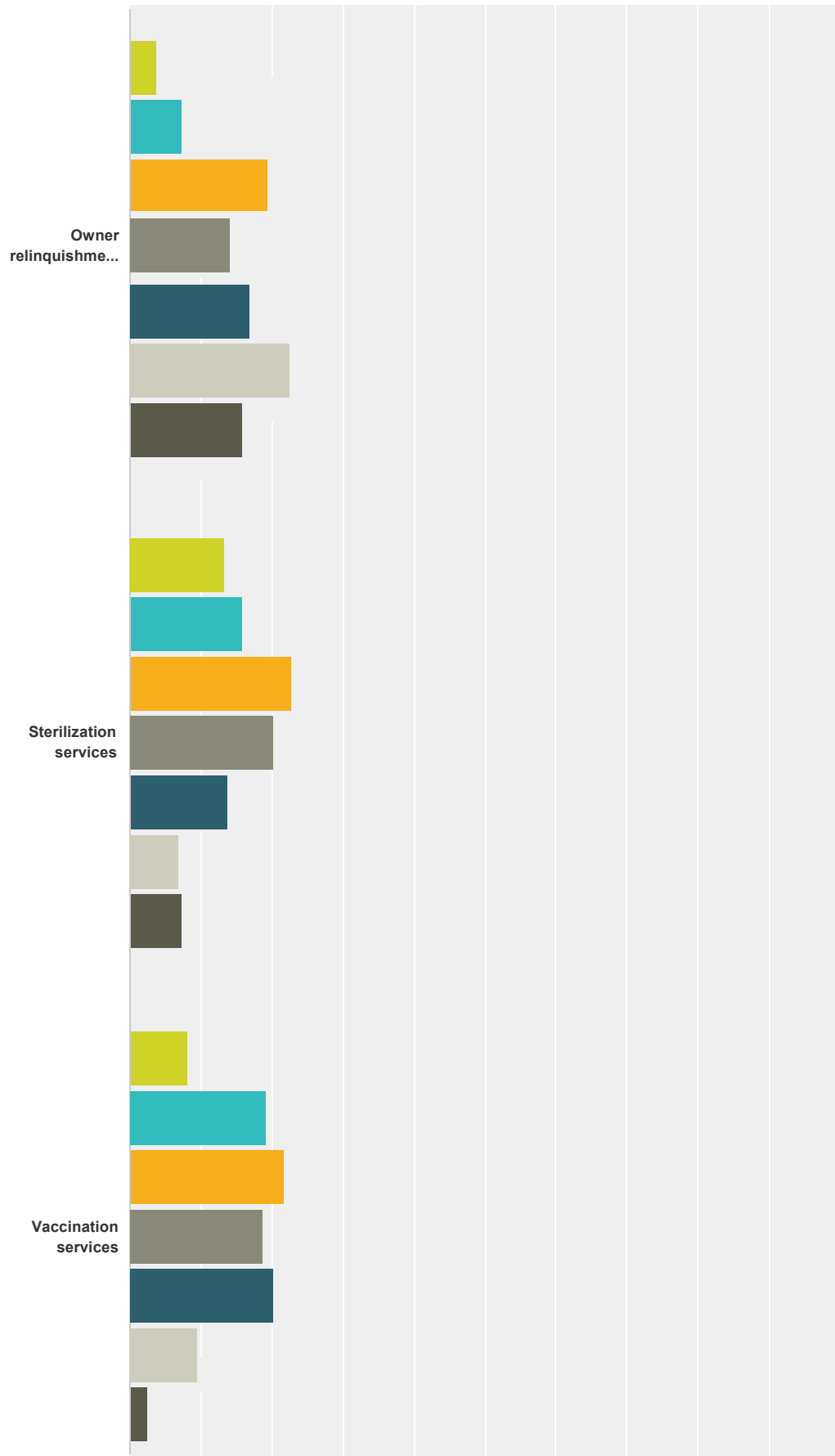
### Q18 Please share any comments you may have on the creation of another animal services facility.

Answered: 116 Skipped: 151

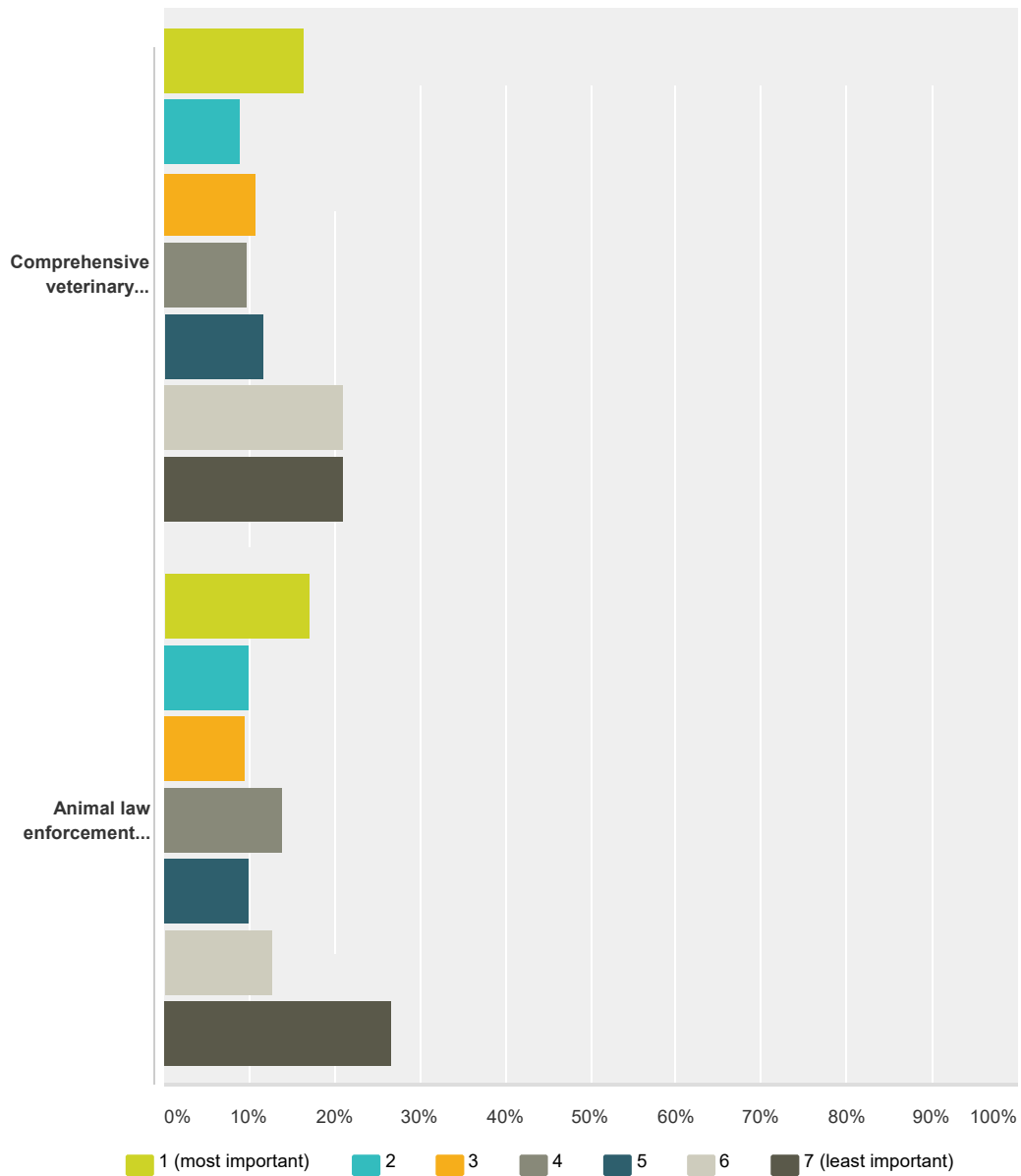
**Q19 If a new facility was created, which of the following services would you wish to see offered?  
(Rank in order of importance with 1 being most important 7 being least important)**

Answered: 254 Skipped: 13









	1 (most important)	2	3	4	5	6	7 (least important)	Total
Pet adoption	43.00% 89	18.36% 38	12.08% 25	9.18% 19	5.80% 12	7.25% 15	4.35% 9	207
Stray Intake	17.77% 35	29.95% 59	12.69% 25	15.23% 30	15.74% 31	6.09% 12	2.54% 5	197
Owner relinquishment intake	3.68% 7	7.37% 14	19.47% 37	14.21% 27	16.84% 32	22.63% 43	15.79% 30	190
Sterilization services	13.30% 27	15.76% 32	22.66% 46	20.20% 41	13.79% 28	6.90% 14	7.39% 15	203
Vaccination services	8.17% 17	19.23% 40	21.63% 45	18.75% 39	20.19% 42	9.62% 20	2.40% 5	208
Comprehensive veterinary services	16.43% 35	8.92% 19	10.80% 23	9.86% 21	11.74% 25	21.13% 45	21.13% 45	213
Animal law enforcement services	17.19% 38	9.95% 22	9.50% 21	14.03% 31	9.95% 22	12.67% 28	26.70% 59	221