



Discussion of BARC Budget Model

Budget & Fiscal Affairs Committee

March 4, 2014



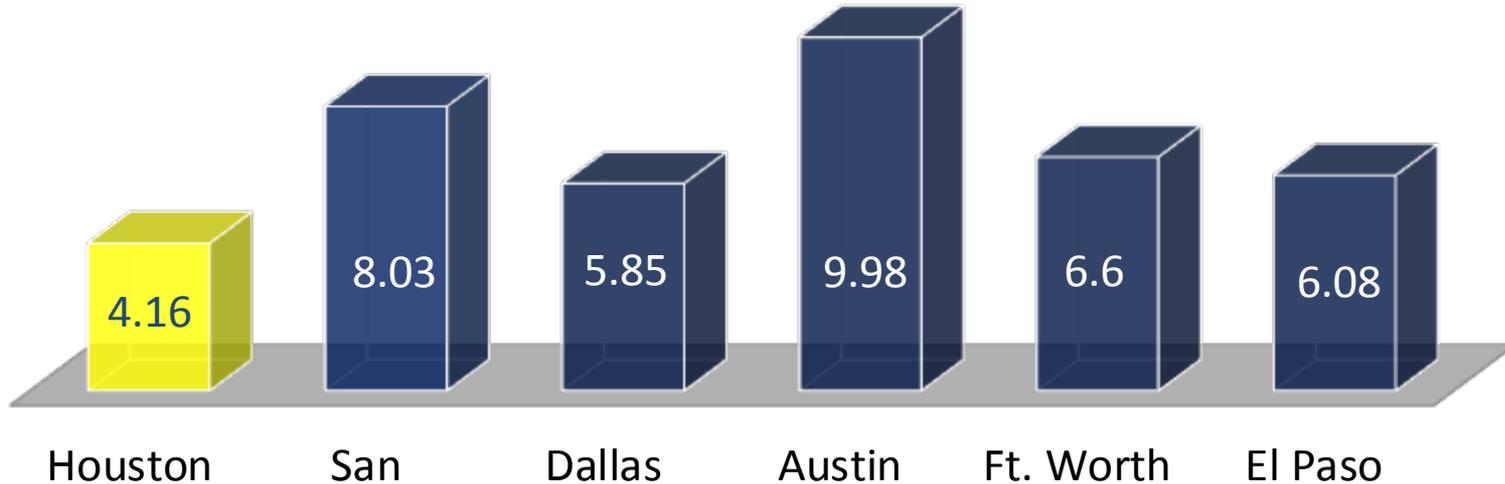


Animal Control: Houston's Need

- Houston's expressed need:
 - 50,454 demands for Animal Control per year
 - More than 2000 animal bites reported every year
 - HPD officers discharged service weapons on dogs 34 times in 2013



Texas Cities and Budget per Capita



City	Budget	Population	Per Capita	Intake	Live Release
Houston	\$8,922,478	2,145,146	\$4.16	25,493	51%
San Antonio	\$10,914,929	1,359,758	\$8.03	29,115	33%
Dallas	\$7,156,514	1,223,229	\$5.85	28,571	29%
Austin	\$8,193,441	820,611	\$9.98	19,752	91%
Ft. Worth	\$5,010,551	758,738	\$6.60	13,488	60%
El Paso	\$4,047,985	665,568	\$6.08	25,472	32%





Animal Control: Needs vs. Resources

- Houston's expressed needs:
 - 50,454 demands for Animal Control per year
- BARC's resources:
 - 6 Animal Control Officers (ACO's) in the field per day, 624 mi² service area
 - ACO production = 6 effective responses per day
 - 13,140 effective outcomes supplied per year

Bottom Line:

BARC can meet 26% of Houston's demand for Animal Control services





BARC Response: Triage Requests by Urgency of Threat

Priority Level Chameleon Activity Color	Call Type	Response Time Goal
1	<ul style="list-style-type: none"> Bite Case/ Dangerous Dog Dangerous Animals on School Grounds 	Within 2 Hours
2	<ul style="list-style-type: none"> HPD / Police Agency Assistance Vicious Unrestrained Aggressive Animals When Citizen is imminent danger at time of Call Injured or Sick Animal unable to leave On Their Own Power. 	Within 3 Hours
3	<ul style="list-style-type: none"> Trapped Wildlife (Raccoons, Skunks, Coyotes, Fox) Post Office Calls / Mayor / Council Calls / Closely Tied Animals / ACO Supervisor Feral Cat TNR Returns / Pick ups from approved colony managers 	Within 48 Hours
4	<p>Unable to respond due to limited resources.</p> <ul style="list-style-type: none"> Injured Animals able to leave location on its own power. Confined- Domestic Trap Delivery <ul style="list-style-type: none"> Unrestrained Aggressive Animals When Citizen is not in Imminent Danger at Time of Call. 	N / A
5	<p>Unable to respond due to limited resources.</p> <ul style="list-style-type: none"> Owner Turn Ins Approved by ACO Supervisor Stray Nuisance Dogs Investigate Ordinance Violations 	N / A

- Daily service demand volume and type => Priority 4s and 5s = “UTR”
- Of course, Priority 4 and 5 can become 1s, 2s, or 3s
- BARC simply unable to address





BARC Today: Leveraging External Resources

- Significantly improved Live Release Rate
 - FY14 Budget: 53.3%
 - More recently (excludes foster placements):
 - November – 61.6%
 - December – 64.6%
 - January – 71.9%
 - February – 71.9%
- Number of rescue organization partners increased to more than 130 in 2014
- Developed City's largest active volunteer organization
- Launched #HPS spay/neuter and RPM live release projects
- New Wellness Clinic business – revenues exceeded \$20,000 for first time in February





Strategic Options for a New Future?

- BARC's diametrically opposed missions: Animal Control vs. Live Releases
 - Conventional wisdom: these are mutually exclusive or a zero sum game
- Options:
 - Focus entire organization on animal control => Ineffective policy tool to reduce stray animal problem, City used this approach for years, yet issue persists
 - Focus entire organization on Live Release Rate => Ineffective policy tool to reduce stray animal problem and public safety consequences
 - Austin: appointments for intake
 - Edna Dyson: November 9, 2011
 - Maria Arcos: July 22, 2013
 - Christina Bell: January 5, 2014
 - BARC receives more than 2000 bite reports each year
 - HPD officers forced to discharge weapons more than 40 times in 2013





How to Align BARC to Achieve Both Missions?

- Maximize effective animal control outcomes
- Maximize live release outcomes
- Expand services to scale such that demand for animal control begins to decline:
 - Enforcement and education of animal regulations
 - Reduce number of fertile pets in Houston homes and on Houston streets



Strategic Options to Expand Outcomes

- BARC created model to simulate conservative estimates of new capabilities at various levels of additional investment
- Main driver of model: provide incremental effective Animal Control outcomes
- Remainder of model provides infrastructure to:
 - Care for incremental animals removed from streets or unsafe environments
 - Provide positive outcomes for as many of the incremental intake as possible
 - Build towards comprehensive program to reduce:
 - Demand for Animal Control
 - Intake at BARC and other Houston animal shelters



Model Characteristics

- **Realistic:** Built on actual operations and financial information
- **Dynamic:** Possible to alter an assumption and demonstrate effect of change

GLOSSARY:

"ACO" = Animal Control Officer
 "ACT" = Animal Care Technician
 "LRR" = Live Release Rate
 "VT" = Veterinary Technician
 "CSR" = Customer Service Representative
 "#PHPS" = Healthy Pets, Healthy Streets spay/neuter project
 "FTE" = Full-time Equivalent

Model Inputs & Assumptions		Daily	Annual				
Demand for Animal Control Services:							
Calls for ACO Service per day to BARC		123	44759				
Calls for ACO Service per day to HPD		16	5695				
Total Calls for ACO Service per day, all sources		138	50454				
BARC Supply of Animal Control Services:							
Avg ACOs on duty		6					
Typical responses per ACO per shift		6					
Avg Effective ACO responses per shift		36	13,140	=> Controls for repeat/wasted trips (NHLN, etc)			
Typical Impounds per ACO per shift		4	390				
Current State Budget Inputs:							
FY14 BARC Expenditure Budget	\$		8,922,478				
Current Annual Enforcement Budget	\$		1,369,000				
FY14 Budget Live Releases			13,511				
FY14 Budget Intake			25,493				
FY14 Budget Live Release Rate			53%				
Benefits multiplier			55%				
Intake Costs per animal							
Supplies	\$		28.89				
Services			0.59				
Total Intake Costs per animal	\$		29.49				
ACTs/animal: 1/12			0.08				
VTs/ACT: 14/29			0.48				
Vets/animal: 1/2400			0.00042				
Outreach/animal: 1/2400			0.00042				
CSR/animal: 1/75			0.01				
BARC Support Personnel Needed and Costs per ACO							
		Job Type/ACO	FT Comp - Loaded	Supplies	Services	Total	
ACO Costs	\$		70,258.85	\$4,161	\$	74,562.60	
ACTs needed per additional ACOs		0.33	60,469.25	416.06	32.00	60,917.31	
VTs needed per additional ACOs		0.16	89,729.75	399.40	32.00	90,161.15	
Vets needed per additional ACOs		0.0017	216,049.28	373.17	32.00	216,454.44	
Outreach needed per additional ACOs		0.0017	100,948.28	75.00	32.00	101,055.28	
CSR needed per additional ACOs	0.00 \$		80,394.53	\$	8,363.84	\$	88,833.37
Equipment needed per additional ACOs							
Vehicles per ACO			0.50				
Taser per ACO			0.50				
GPS per ACO			0.33				
CAPEX (ACO Vehicles)**	\$		50,000				
Non-capital Expenses (Equipment)							
Taser	\$		1,490				
GPS	\$		1,000				
Working Capital							
Annual vehicle supplies	\$		3,896				
Annual vehicle services	\$		1,098				
New BARC Initiatives:							
Target Live Release Rate			125%				
Current #PHPS Output			165				
Cost per animal transported via RPM	\$		100.00				
Cost per animal treated via #PHPS	\$		120.00				
CoH population			2,145,146				
City of Houston FY14 Expenditure Budget	\$		2,071,196,890				
Budget per Capita Comparables							
San Antonio	\$		8.03				
Dallas			5.85				
Austin			9.98				
Ft. Worth			6.60				
El Paso			6.08				
Houston (BARC)	\$		4.16				





Model Overview

Scenario 2: 25% Increment Steps Operations Impact	Incremental Annual Increase in Animal Control Outcomes		
	25.0%	50.0%	75.0%
Calls For Service Total	50,454	50,454	50,454
Incremental ACO Responses	3,285	6,570	9,855
Projected Response Shortage	-34,029	-30,744	-27,459
Incremental ACOs needed	5	8	11
Incremental ACO Intake	1,950	3,120	4,290
Incremental ACTs needed	2	3	4
Incremental Vet Techs needed	1	2	2
Incremental Vets needed	0	1	1
Incremental Outreach Coord. Needed	0	1	1
Incentivized LR's to maintain LRR	1,385	2,215	3,046
Incremental #HPHS Procedures	488	1,560	3,218
Incremental #HPHS Outreach Coord. Needed	1	1	1
Incremental #HPHS CSR Needed	1	1	1
Total Budget Expense Impact	\$ 993,627	\$ 1,855,183	\$ 2,476,882
Incremental BARC expense, % of FY14 GF Expenditure Budget	0.048%	0.090%	0.120%
New BARC Budget per Capita	\$ 4.62	\$ 5.02	\$ 5.31
New BARC Budget per Capita vs Texas Comparables:			
San Antonio	(3.41)	(3.01)	(2.72)
Dallas	(1.23)	(0.83)	(0.54)
Austin	(5.36)	(4.96)	(4.67)
Ft. Worth	(1.98)	(1.58)	(1.29)
El Paso	(1.46)	(1.06)	(0.77)
Projected Total Intake	27,443	28,613	29,783
Projected Live Releases	14,896	15,726	16,557
Projected Live Release Rate	54.28%	54.96%	55.59%



An Example Scenario

Scenario 2: 25% Increment Steps

Incremental Annual Increase in Animal Control Outcomes

Operations Impact	25.0%
Calls For Service Total	50,454
Incremental ACO Responses	3,285
Projected Response Shortage	-34,029
Incremental ACOs needed	5
Incremental ACO Intake	1,950
Incremental ACTs needed	2
Incremental Vet Techs needed	1
Incremental Vets needed	0
Incremental Outreach Coord. Needed	0
Incentivized LR's to maintain LRR	1,385
Incremental #HPHS Procedures	488
Incremental #HPHS Outreach Coord. Needed	1
Incremental #HPHS CSR Needed	1
Total Budget Expense Impact	\$ 995,027

Animal Control
Supply = 33% of
demand



An Example Scenario, Cont'd

Total Budget Expense Impact	\$	993,627
Incremental BARC expense, % of FY14 GF Expenditure Budget		0.048%
New BARC Budget per Capita	\$	4.62
New BARC Budget per Capita vs Texas Comparables:		
San Antonio		(3.41)
Dallas		(1.23)
Austin		(5.36)
Ft. Worth		(1.98)
El Paso		(1.46)
Projected Total Intake		27,443
Projected Live Releases		14,896
Projected Live Release Rate		54.28%





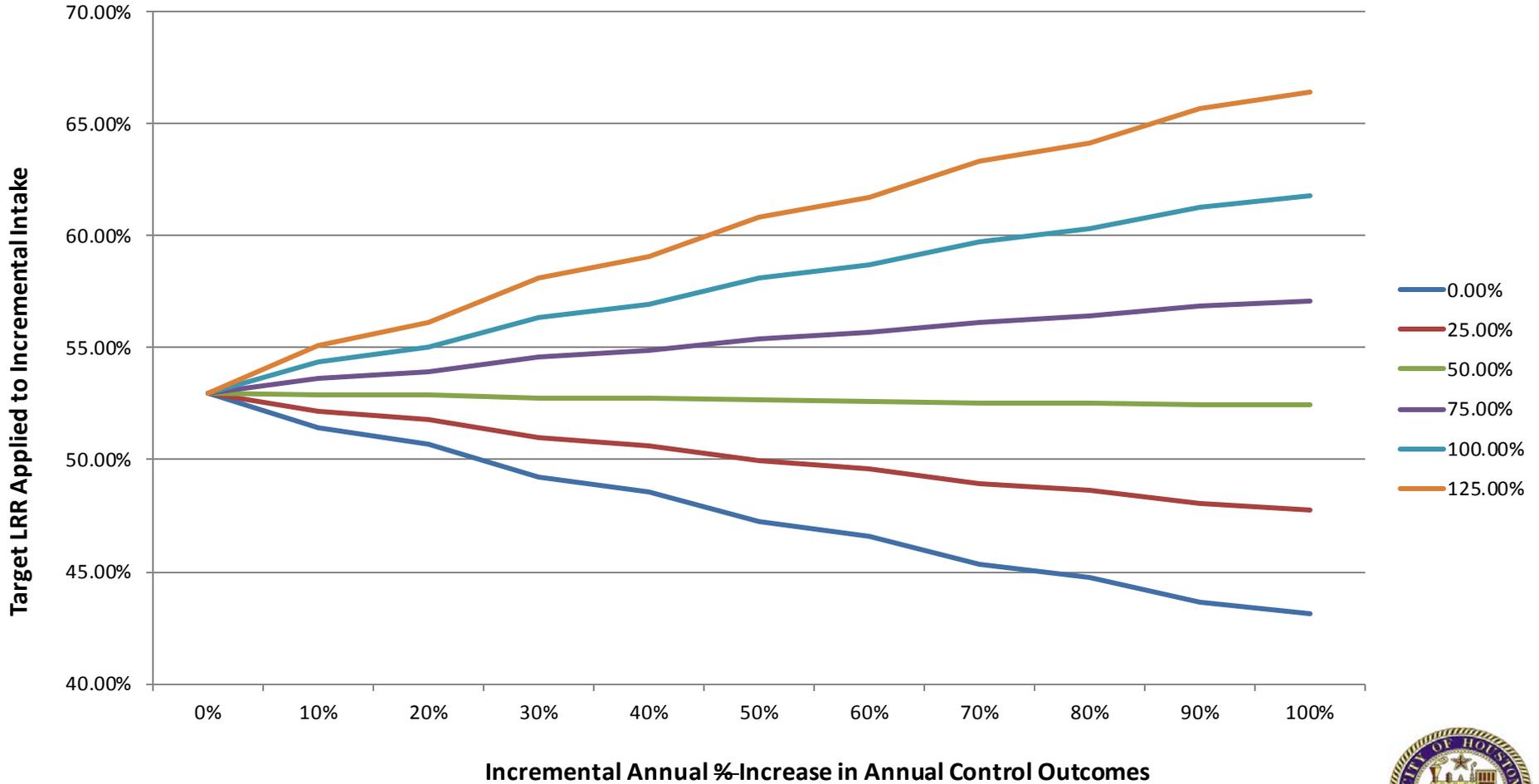
How Far to Travel?

Scenario 2: 25% Increment Steps	Incremental Annual Increase in Animal Control Outcomes			
	150.0%	200.0%	250.0%	300.0%
Operations Impact				
Calls For Service Total	50,454	50,454		
Incremental ACO Responses	19,710	26,280	32,850	39,420
Projected Response Shortage	-17,604	-11,034	-4,464	2,106
Incremental ACOs needed	22	29	37	44
Incremental ACO Intake	8,580	11,310	14,430	17,160
Incremental ACTs needed	8	10	13	15
Incremental Vet Techs needed	4	5	6	8
Incremental Vets needed	1	1	1	1
Incremental Outreach Coord. Needed	1	1	1	1
Incentivized LR's to maintain LRR	6,092	8,030	10,245	12,184
Incremental #HPHS Procedures	12,870	22,620	36,075	51,480
Incremental #HPHS Outreach Coord. Needed	1	1	1	1
Incremental #HPHS CSR Needed	1	1	1	1
Total Budget Expense Impact	\$ 5,338,168	\$ 7,547,858	\$ 10,974,018	\$ 13,336,934
Incremental BARC expense, % of FY14 GF Expenditure Budget	0.258%	0.364%	0.501%	0.644%
New BARC Budget per Capita	\$ 6.65	\$ 7.68	\$ 9.00	\$ 10.37
New BARC Budget per Capita vs Texas Comparables:				
San Antonio	(1.38)	(0.35)	0.97	2.34
Dallas	0.80	1.83	0.12	1.22
Austin	(3.33)	(2.30)	(0.98)	0.39
Ft. Worth	0.05	1.08	2.40	3.77
El Paso	0.57	1.60	2.92	4.29
Projected Total Intake	34,073	36,803	39,923	42,653
Projected Live Releases	19,603	21,541	23,756	25,695
Projected Live Release Rate	57.53%	58.53%	59.51%	60.24%





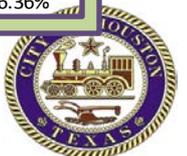
Impact of Allocation to Live Release on Total BARC Live Release Rate





Best Value Scenario?

Scenario 2: 25% Increment Steps	Incremental Annual Increase in Animal Control Outcomes			
	25.0%	50.0%	75.0%	100.0%
Operations Impact				
Calls For Service Total	50,454	50,454	50,454	50,454
Incremental ACO Responses	3,285	6,570	9,855	13,140
Projected Response Shortage	-34,029	-30,744	-27,459	-24,174
Incremental ACOs needed	5	8	11	15
Incremental ACO Intake	1,950	3,120	4,290	5,850
Incremental ACTs needed	2	3	4	5
Incremental Vet Techs needed	1	2	2	3
Incremental Vets needed	0	1	1	1
Incremental Outreach Coord. Needed	0	1	1	1
Incentivized LR's to maintain LRR	1,385	2,215	3,046	4,154
Incremental #HPHS Procedures	488	1,560	3,218	5,850
Incremental #HPHS Outreach Coord. Needed	1	1	1	1
Incremental #HPHS CSR Needed	1	1	1	1
Total Budget Expense Impact	\$ 993,627	\$ 1,855,183	\$ 2,476,882	\$ 3,409,673
Incremental BARC expense, % of FY14 GF Expenditure Budget	0.048%	0.090%	0.120%	0.165%
New BARC Budget per Capita	\$ 4.62	\$ 5.02	\$ 5.31	\$ 5.75
New BARC Budget per Capita vs Texas Comparables:				
San Antonio	(3.41)	(3.01)	(2.72)	(2.28)
Dallas	(1.23)	(0.83)	(0.54)	(0.10)
Austin	(5.36)	(4.96)	(4.67)	(4.23)
Ft. Worth	(1.98)	(1.58)	(1.29)	(0.85)
El Paso	(1.46)	(1.06)	(0.77)	(0.33)
Projected Total Intake	27,443	28,613	29,783	31,343
Projected Live Releases	14,896	15,726	16,557	17,665
Projected Live Release Rate	54.28%	54.96%	55.59%	56.36%





Asset Investment Option: Mobile Spay/Neuter Clinic

Mobile Spay/Neuter Clinic		
CapEx	\$	275,000.00
Vehicle O&M Expense		
Annual Maintenance		9,600.00
Insurance		5,000.00
Fuel		160,000.00
Subtotal Vehicle O&M Expense	\$	174,600.00
Personnel Expense		
Veterinarian		164,602.62
Vet Tech		137,252.02
ACT support		23,202.35
CSR Support		-
Subtotal Personnel Expense	\$	325,056.98
Total Cost	\$	774,656.98

Period	0		1		2		3		4		5		6	
CapEx	\$	275,000	\$	-										
Amortization		-		55,000		55,000		55,000		55,000		55,000		55,000
Vehicle O&M Expense														
Annual Maintenance		-		9,600		9,888		10,185		10,490		10,805		11,129
Insurance		5,000		5,000		5,150		5,305		5,464		5,628		5,796
Fuel		-		160,000		164,800		169,744		174,836		180,081		185,484
Subtotal Vehicle O&M Expense	\$	5,000	\$	174,600	\$	179,838	\$	185,233	\$	190,790	\$	196,514	\$	202,409
Personnel Expense														
Veterinarian		164,603		164,603		169,541		174,627		179,866		185,262		190,820
Vet Tech		137,252		137,252		141,370		145,611		149,979		154,478		159,113
ACT support		23,202		23,202		23,898		24,615		25,354		26,114		26,898
CSR Support		-		-		-		-		-		-		-
Subtotal Personnel Expense	\$	325,057	\$	325,057	\$	334,809	\$	344,853	\$	355,199	\$	365,854	\$	376,830
Total Cost	\$	605,057	\$	499,657	\$	514,647	\$	530,086	\$	545,989	\$	562,368	\$	579,239

Surgeries per Year/Capacity		4710		4710		4710		4710		4710		4710		4710
Cost per Surgery	\$	128	\$	106	\$	109	\$	113	\$	116	\$	119	\$	123

Sources: SNAP, EmanciPet, BARC operating information.





Asset Investment Option: Mobile Adoption Vehicle

Mobile Adoption Vehicle	
CapEx	\$ 130,000.00
Vehicle O&M Expense	
Annual Maintenance	1,920.90
Insurance	2,259.00
Fuel	2,180.54
Subtotal Vehicle O&M Expense	\$ 6,360.44
Personnel Expense	
Veterinarian	-
Vet Tech	-
ACT support	-
CSR Support	34,769.34
Subtotal Personnel Expense	\$ 34,769.34
Total Cost	\$ 171,129.78

Period	0	1	2	3	4	5	6
CapEx	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amortization	-	26,000	26,000	26,000	26,000	26,000	26,000
Vehicle O&M Expense							
Annual Maintenance	-	1,921	1,979	2,038	2,099	2,162	2,227
Insurance	2,259	2,259	2,327	2,397	2,468	2,543	2,619
Fuel	-	2,181	2,246	2,313	2,383	2,454	2,528
Subtotal Vehicle O&M Expense	\$ 6,360	\$ 6,360	6,551	6,748	6,950	7,159	7,373
Personnel Expense							
Veterinarian	-	-	-	-	-	-	-
Vet Tech	-	-	-	-	-	-	-
ACT support	-	-	-	-	-	-	-
CSR Support	-	34,769	35,812	36,887	37,993	39,133	40,307
Subtotal Personnel Expense	\$ -	\$ 34,769	\$ 35,812	\$ 36,887	\$ 37,993	\$ 39,133	\$ 40,307
Total Cost	\$ 171,130	\$ 41,130	\$ 42,364	\$ 43,635	\$ 44,944	\$ 46,292	\$ 47,681
Adoptions per Year/Capacity							
	0	4710	4710	4710	4710	4710	4710
Cost per Adoption	\$ -	\$ 8.73	\$ 8.99	\$ 9.26	\$ 9.54	\$ 9.83	\$ 10.12

