



BOARD OF INDIANAPOLIS ANIMAL CARE SERVICES
CONFERENCE ROOM T-221
INDIANAPOLIS-MARION COUNTY, INDIANA

September 22, 2025

ATTENDANCE:

The following Board of Indianapolis Animal Care Services members were present:

Amanda Dehoney-Hinkle, Director
Danielle Hynes, Mayoral Appointee
Brett Kreuger, Mayoral Appointee

INTRODUCTIONS:

Ms. Dehoney-Hinkle called the meeting to order at 8:30am and board members Ms. Danielle Hynes and Ms. Brett Kreuger were announced.

ADOPTION OF MINUTES:

The Board of Indianapolis Animal Care Services voted to adopt the minutes from the August 27, 2025, IACS Board Meeting.

AGENCY REPORT:

Resolution No. 2025-002

WHEREAS, the Animal Care Services Agency (hereinafter "ACS") is charged with the responsibility to accept every Marion County resident's animal received, facilitate animal adoptions, and maintain a clean, comfortable, safe and healthy environment for the animals, staff, and visitors at the shelter;

WHEREAS, ACS staff determined that The Foundation Against Companion-Animal Euthanasia, Inc. a/k/a FACE Low-Cost Spay Neuter Clinic (hereinafter "FACE") offered veterinary services aligned with ACS program needs and budgetary constraints;

WHEREAS, in order to meet the standard to maintain a clean, comfortable, safe and healthy environment for animals, staff, and visitors at the ACS Shelter and Adoption Center, ACS has utilized FACE's veterinary services since 2022.

WHEREAS, Section 288-204 of the Revised Code provides that the Board of Animal Care Services shall have the power to approve the award and amendment of contracts entered into by ACS for professional services;

Financial Information: NOW THEREFORE BE IT RESOLVED that the Board of Animal Care Services hereby authorizes the Director of Animal Care Services to amend the professional services agreement with FACE to extend the term for (1) one additional year. The term of the extension shall expire at the close of business on December 31, 2026. The total not-to-exceed ("NTE") compensation limit under this Agreement shall be increased by seventy-five thousand dollars (\$75,000.00), for a total NTE compensation limit of two hundred and seventy-five thousand dollars (\$275,000.00). The Director of the Animal Care Services is authorized to execute the necessary documents in accordance with this resolution.

Funding Source: Professional Services Agreement with FACE

Mr. Finlayson presented new business to the board. Mr. Finlayson proposed the Resolution 2025-002 for FACE to increase the term contract by one year; not to exceed by \$75,000. Mr.

MOTION: Mrs. Dehoney-Hinkle moved to adopt Resolution 2025-002. Seconded by Ms. Brett Kreuger. Motion carried.

Resolution No. 2025-003

WHEREAS, the Animal Care Services Agency (hereinafter "ACS") is charged with the responsibility to accept every Marion County resident's animal received, facilitate animal adoptions, and maintain a clean, comfortable, safe and healthy environment for the animals, staff, and visitors at the shelter;

WHEREAS, ACS staff determined that Dr. Tracy Birchfield offered veterinary services aligned with ACS program needs and budgetary constraints;

WHEREAS, in order to meet the standard to maintain a clean, comfortable, safe and healthy environment for animals, staff, and visitors at the ACS Shelter and Adoption Center, ACS shall begin to utilize Dr. Tracy Birchfield's services in 2025.

WHEREAS, Section 288-204 of the Revised Code provides that the Board of Animal Care Services shall have the power to approve the award and amendment of contracts entered into by ACS for professional services;

Financial Information: NOW THEREFORE BE IT RESOLVED that the Board of Animal Care Services hereby authorizes the Director of Animal Care Services to create the professional services agreement with Dr. Tracy Birchfield to provide veterinarian services. The term of the agreement shall expire at the close of business on December 31, 2026. The total not-to-exceed ("NTE") compensation limit under this Agreement shall be seventy-five thousand dollars (\$75,000.00). The Director of the Animal Care Services is authorized to execute the necessary documents in accordance with this resolution.

Funding Source: Professional Services Agreement with Dr. Tracy Birchfield

Mr. Finlayson presented new business to the board. Mr. Finlayson proposed the Resolution 2025-002 for the creation of the professional services agreement with Dr. Tracy Birchfield to provide veterinary service care to animals at IACS. Mr. Finlayson explained that this contract with Dr. Tracy Birchfield will allow her to perform needed veterinary services once a week.

MOTION: Mrs. Dehoney-Hinkle moved to adopt Resolution 2025-003. Seconded by Ms. Brett Kreuger. Motion carried.

2026 IACS Budget Presentation
James Finlayson, Chief Financial Officer

2026 Budget Presentation

Animal Care Services Agency



THE CITY OF INDIANAPOLIS

Mr. James Finlayson: “My name is James Finlayson. I am the CFO for Animal Care Services. This is the 2026 Budget Presentation. And feel free to hop in if you would like to do any part of it (Amanda Dehoney-Hinkle). But we will start with the first slide, which is our agency overview. We are made up of 4 different divisions, including shelter, placement, medical, and operations, which includes our kennel and enforcement staff. So, the agency staff, and this is a little bit out of date, but it is pretty accurate. But we have 16 open vacancies within our group with 67.5 positions filled. We have been very, very good at hiring this year and keeping people. So, next slide is some of our general demographics, which was as of August 1st, so it won't exactly perfectly match what is current, but as you can see, there is a lot more female managers than male. The salaries are pretty similar. The disbursement is pretty interesting. Next, we are going to our programmatic and fiscal successes for the year. Over 2,000 high-risk transfers. We've been increasing adoptions and moving more animals quickly into homes. Our foster program has



seen a 27.5% increase, as well as our workplace injuries have continued to decline in severity and frequency. And then our average of 91% live release rate from the previous year is 84%. And we're super excited about the new shelter under construction. We'll probably hear more updates on that as we get closer to it. So, a big part of this next slide is community engagement and outreach. We have a new volunteer coordinator. He has started and already hit the ground running, making new SOPs (Standard Operating Procedures) and being very busy talking with all of us and Amanda (Dehoney-Hinkle) about the future of the volunteer program. And it seems everybody is very excited. We've been focusing a lot on adoption events, the volunteer programming, and then our field services. We've adopted a community-focused model, including field microchipping, and reduced average response time from 4 days to 1 day and 14 hours. For next year, we have some major priorities. Of course, getting into the shelter, moved in, set up. We're very excited. We'll continue to expand and focus on our volunteer programming, as well as focus on our data and reporting so we can better track things and know what's working and what's not, where we need to improve. This one, I won't actually get out the talking points for, but our new shelter we're very excited about has, I think, 200 and something, 284 kennels. Sorry, one second"

Ms. Amanda Dehoney-Hinkle: "I believe it's 50 more than we have now for dogs. There are open cat spaces and then there's 80 actual cat kennels. The majority of the dogs have all indoor-outdoor cages. There are indoor play areas for when we're having bad weather. They can't go outside. There are still large indoor play areas, a whole medical suite, isolation areas."

Mr. James Finlayson: "I'll just run through this very briefly. 10 public visitation rooms, 1 indoor dog play, 5 puppy kennels that are separate, 12 outdoor dog runs, 2-acre barn and pasture, 80 cat cages, 2 outdoor group playrooms, and 3 indoor (group playrooms). And about a 2,400-foot-long walking path, as well as our dog park, which will be managed by the Parks Department."

Ms. Amanda Dehoney-Hinkle: "Do you have on there the actual number of the dog kennels? Do you have an actual number?"

Mr. James Finlayson: "234 total dog kennels, 182 indoor-outdoor (kennels). So that includes the separated puppy kennels, as well as the kennels in medical for isolation. And the picture you're seeing is the July drone footage. So, it's made some pretty significant progress since then. They're pouring a lot of concrete these last couple weeks from the last meeting I had. Amanda's been out there somewhat recently as well. And they're speeding on along."

Ms. Amanda Dehoney-Hinkle: "We're still on track to complete March of 26th."

Mr. James Finlayson: "And we are aiming at moving in by May. We're very excited. And we'll keep you posted when we have an official move-in date. Next, we'll see the total budget breakdown. Our overall budget went down by \$114,000. So as part of the city as a whole, many

agencies were seeing cuts across the board. As well, I will note that as our first year actually making our own budget and being our own independent agency, a lot of things had to just be moved around from departments to just where they're actually being spent instead of where they're just kind of parked.”

Ms. Amanda Dehoney-Hinkle: “And our hope is that the new building will be much more efficient. We'll be able to move things around as the year goes on, too, as we're realizing that we don't need to spend so much in certain areas, we can move it to other areas where it's more needed.”

Mr. James Finlayson: “Next is our revenue slide. We currently collect a nominal amount of revenue. I've added a little bit for surplus sales as we move out of the building to just kind of sell off some of the stuff that we don't need. It's just sat (in IACS storage) for a long time. We collect kennel fees, animal ID, and animal removal (fees). However, we've not been very aggressive or active pursuing those (fees). OFM's (Office of Finance and Management) revenue recovery also goes after old, bad citations from debt. And so, we do get some of that as well as lumped in with the kennel fees. Next is our personnel budget. It's our Character 1. Overall, we saw a very small increase to that budget that included in this is a 2.6% COLA (Cost-of-Living Adjustment) for everyone except the director. And health insurance increases as well as workers' comp increases. So, as you can see, we've moved everything around pretty significantly from the 2025 budget where we are closer to assigning people to where they are actually working. Next is our Character 2. That is our usable supplies. That includes everything from medicine to tennis balls to dog food. So, it's a bit of everything. Unfortunately, we did see a \$100,000 reduction in that. We are working to pursue options to make this have less of an impact, whether it's to pursue grant opportunities or to just find various efficiencies to help us get more stuff like our medical supplies on contract. Next is our Character 3. This is our professional services as well as where a lot of our interagency chargebacks sit. Overall, we saw an increase of \$131,000. And I believe that was primarily from increases to the amount we are going to be paying to the building authority for rent. Next is our Character 4. You can view that as our capital. This buys everything that, in particular, our vehicles for the year. We have two funds. 95% of what our budget is is the consolidated county fund, which is funded by general tax dollars. And then the city cumulative is a specialty fund that is usually funded from various sources, including transfers. But it's used to buy capital equipment. And we have kept a nominal amount. Primarily, this was used to purchase our animal control trucks. We also have other vehicles in the fleet that we'd like to look at replacing. So, we'll be able to replace some of our older non-ACO (Animal Control Officer) vehicles next year instead of the ACO (Animal Control Officer) trucks. And the other \$2,500 is just for miscellaneous items, like if we need to buy a replacement refrigerator. Or, you know, a couple shelves broke, and we needed to replace them. Next and finally is our Character 5, which is a chargeback character. So, most of these increases just came from changes to our OCC (Office

of the Comptroller of the Currency) charges. However, our fleet charges as a whole went down by about 100k, while our OCC (Office of the Comptroller of the Currency) charges went up by a little bit more than that. Alright, any questions?"

Ms. Danielle Hynes: "I don't have any questions, thank you."

Ms. Amanda Dehoney-Hinkle: "Do we have any old business or new business we need to discuss? Adjourned. Thank you, everyone."

ADJOURNMENT:

It was taken by consensus of the Board of Indianapolis Animal Care Services that the meeting adjourns at 8:46am.

Respectfully Submitted,

Jade Parson
ACS Operations Manger
Board Secretary