



CITY OF BLOOMINGTON

401 N Morton St
Bloomington, IN 47404
www.bloomington.in.gov

REQUEST FOR PROPOSALS

For

**BLOOMINGTON ANIMAL CARE & CONTROL SHELTER
RENOVATION AND EXPANSION DESIGN**

RFP #2015-AS-001

RELEASE DATE: SEPTEMBER 10, 2015

MANDATORY SITE VISIT: SEPTEMBER 24, 2015

SUBMITTAL DATE: OCTOBER 20, 2015

TABLE OF CONTENTS

	<u>PAGE</u>
<u>PURPOSE</u>	1
<u>PART I</u>	<u>GENERAL INFORMATION</u>
1.1	Background 1
1.2	Scope of Work..... 1
1.3	Licenses and Certifications 3
1.4	Qualifications 3
1.5	Selection..... 4
1.6	Key Timeline Dates..... 4
<u>PART II</u>	<u>GENERAL CONDITIONS</u>
2.1	Submission Requirements 5
2.2	Submittal Format 6
2.3	Evaluation Factors..... 7
2.4	Submittal Costs 8
2.5	Acceptance..... 8
2.6	Compliance 8
2.7	Rejection 8
2.8	Inquiries 8
2.9	Addenda..... 9
2.10	Site Visit/Meeting (Mandatory)..... 9
<u>PART III</u>	<u>GENERAL REQUIRMENTS</u>
3.1	Tax Exemption..... 9
3.2	Insurance..... 9
3.3	Affirmative Action Plan 9
3.4	E-Verify Affidavit 10
3.5	Non-Collusion Affidavit..... 10
3.6	No Investment in Iran Affidavit..... 10
3.7	U. S. Steel Products..... 10

TABLE OF CONTENTS

EXHIBITS

Affirmative Action Plan	Exhibit A
E-Verify Affidavit	Exhibit B
Non-Collusion Affidavit	Exhibit C
No Investment in Iran Affidavit.....	Exhibit D
Shelter Floor Plan	Exhibit E
Building Analysis & Planning Study.....	Exhibit F

PURPOSE: The City of Bloomington Board of Public Works (BPW) is seeking proposals from qualified and licensed Architectural and Engineering firms interested in providing a design for the renovation and expansion of the City of Bloomington Animal Care and Control Shelter located at 3410 S Walnut St., Bloomington, Indiana.

Due to the special requirements of an Animal Shelter, firms having experience in the design, engineering and construction management of an Animal Shelter will be strongly considered.

GENERAL INFORMATION PART I

1.1 BACKGROUND: The City of Bloomington Animal Care and Control Shelter is a facility of the Department of Public Works. The shelter provides a full range of services, including sheltering, fostering, adoptions, reconnecting lost pets with their families, animal food pantry, animal care, behavior education, and animal control services to the community of Monroe County.

The facility cares for and manages approximately 1,750 canines a year, along with approximately 1,800 felines, and over 300 small pets including rabbits, rodents, and birds. We also provide longer length of stays for animals needing behavioral or medical treatment. Our mission is to be a central resource for companion animal needs in our community. We achieve this mission through running a robust adoption program, providing a space for ongoing behavioral consults and triage, and offering counseling and education on how to improve the lives of animals.

1.2 SCOPE OF WORK: The selected firm will provide Architectural and Engineering Design services for the Animal Shelter renovation and expansion project. The scope of work will include the design, construction blueprints, detailed construction cost estimates, preparation of standard construction bidding documents, and construction project management services. The facility shall be designed to meet local, state and applicable federal codes, regulations, ordinances and laws.

The selected firm must also include sustainable design options to meet U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) Silver Certification, and any value added design suggestions to create opportunities for cost reduction. The proposal shall also include a retrofit option for the current facility to achieve a LEED Certification of Silver. The proposal shall also include a cost benefit analysis and a projected payback period for the LEED certification process. This should include the renovation/remodel and the retrofit on the remaining facility.

The project design shall also include all furniture, fixtures and equipment required to make the facility functional.

The proposal design must allow for the current facility to remain fully functional during the renovation and expansion period. The area must remain safe and operational for employees, animals, volunteers, and community visitors.

A Building Analysis & Planning Study (**Exhibit F**) was completed in 2011 which focused on the assessment of the current condition of the existing facility and future shelter requirements needed to serve the community in a positive and functional manner, and to continue to foster companion care for animals through this facility for the next twenty (20) years. The study provided a foundation for improvement and expansion considerations for the Animal Care and Control Center which will be applied during the renovation/expansion process. These improvements shall enhance the health and wellbeing of the animals cared for, and create a safe and inviting area for public interaction.

When the project is complete the following goals shall be met:

- A shelter that offers the public a positive, inviting and safe adoption friendly area
- An adequately sized facility to accommodate the projected volume of animals for the long term
- A shelter design that promotes the health, safety and wellbeing of the animals, staff and community
- A design that meets all local, state and federal codes, requirements and laws
- A sustainable design that meets LEED Silver Certification both on the remodeled/expanded section, and the existing facility

1.2.1 The specific Scope of Work will be further defined and set forth in the contract executed between the selected firm and the City. The design space for the offices, volunteers, and Monroe County Humane Association should be no less in standard than the current accommodations. The Project Objectives list shown below defines targeted areas for review and improvement. This list is not all inclusive but does exhibit specific topics as defined by the Building Analysis & Planning Study:

- Kennel area floor drainage area
- Heating/Ventilation and Air Conditioning (HVAC)
- Traffic path improvements to limit cross contamination
- Building circulation
- Office and volunteer space
- Monroe County Humane Association (MCHA) space

1.2.2 Firm shall be required to prepare documents which include design and engineering drawings and specifications, elevation and site plan design, designs for information and telecommunications infrastructure, interior and exterior design and functional floor plan using the Building Analysis & Planning Study.

1.2.3 Firm shall be required to create and submit a detailed project construction cost and budget. The breakdown shall define each component of the project and the cost assigned to each component and task. A fee schedule should be included reflecting all charges and hourly rates for services.

1.2.4 Proposals should be based on anticipated construction budget of \$1.6 million.

1.2.5 Firm shall be required to prepare drawings and specifications necessary to solicit bids for construction for the project and assist the City with the evaluation of the bids and general contractor qualifications, adjustment requests for construction, and all necessary documents required for LEED certification.

1.2.6 Firm shall be required to attend design and engineering review meetings with City and MCHA staff, general contractor meetings, and various Board meetings to respond to questions or comments.

1.2.7 Firm shall provide supervision and coordination with construction contractor selected for construction and conduct site visits, certify construction payments, and offer on-site field representation when required.

1.3 **LICENSES AND CERTIFICATIONS:** The firm and primary staff member assigned to this project shall have all necessary valid licenses required by the State of Indiana. The primary project staff member shall also be a LEED Accredited Professional.

1.4 **QUALIFICATIONS:** Firms shall be responsive, responsible and have the capability, experience, and personnel to render the services requested.

1.4.1 Firm shall have experience in the engineering, design and function of Animal Shelters.

1.4.2 Firm shall have experience working with designs and strategies from the Humane Society, or other animal shelter design and engineering experts.

1.4.3 Firm shall have experience designing infrastructures to meet LEED requirements for new construction and existing buildings.

1.4.4 Firm must be able to offer local representation and participation during the design and construction phases of this project. Firm shall be required to be available for various meetings, site visits, and presentations.

1.5 **SELECTION:** An evaluation committee will review all proposals deemed responsive to this request. The committee will consider the qualifications and demonstrated experience of each respondent, and the additional criteria listed in Section 2.3 of this request. Discussions and negotiations may take place with the short list of firms to ensure clarification and to obtain a best and final offer.

After the review period, the City may make an award, with the approval of the BPW, to the firm who submits the proposal judged by the City to be most advantageous. The award will only be to a responsible firm qualified by experience, qualifications, references, as well as cost. The award, if issued, will be issued at a subsequent meeting of the Board of Public Works.

Prior to the RFP opening, changes may be made by the firm, provided the changes are initiated by the firm or an authorized agent. Also, a proposal may be withdrawn upon written request of the firm prior to the scheduled closing time for accepting proposals. Negligence on the part of the firm in preparing their proposal confers no right to withdraw his or her response after the scheduled closing time for filing proposals.

All proposals submitted shall remain open and valid until the proposal has been rejected, or accepted, and awarded. Furthermore, the City may reject any and all proposals, to waive any irregularities or informalities in a proposal, and to issue a new or modified request, or cancel the RFP if it is found to be in the best interest of the City.

1.6 **KEY TIMELINE DATES:**

Event	Time	Day	Date
Request for Proposal Issuance Date	NA	Thursday	September 10, 2015
Site Visit Meeting – Mandatory	9:00 a.m. local Time	Thursday	September 24, 2015
Inquires Due	5:00 p.m. local Time	Monday	October 5, 2015
Affirmative Action Plan Deadline	4:30 p.m. local Time	Monday	October 19, 2015
RFP Submittal Deadline	4:30 p.m. local Time	Tuesday	October 20, 2015
RFP Opening – Board of Public Works meeting	5:30 p.m. local Time	Tuesday	October 20, 2015

Evaluation and Interview Period	Approximately thirty (30) days from submittal deadline
Award of Contract	TBD

The Board reserves the right, at its sole discretion, to adjust the RFP Key Timeline Dates as it deems necessary. Any adjustment of the Timeline Dates shall constitute an RFP addendum. Any amendments will be posted on the City’s RFP Information web page:

<http://bloomington.in.gov/rfp>

**GENERAL CONDITIONS
PART II**

2.1 SUBMISSION REQUIREMENTS: Sealed proposals shall be submitted to the attention of the City of Bloomington Board of Public Works. Submittals must include **five (5) copies printed front and back on recycled paper and one (1) electronic copy on a flash drive.** All submittals shall be clearly marked “BLOOMINGTON ANIMAL SHELTER RFP #2015-AS-001”. Submittals will be due to the address listed below on or before 4:30 p.m. local time, Tuesday, October 20, 2015. No emailed or facsimile offers will be accepted.

Sealed proposals will be opened and each Proposer’s name will be read aloud at the City of Bloomington Board of Public Works meeting Tuesday, October 20, 2015, at 5:30 p.m. local time. The meeting will be held in the Council Chambers located at 401 N Morton Street, Bloomington, Indiana. Any proposals received after the deadline will be returned unopened.

Submit Proposals To:

Bloomington Board of Public Works
Attn: Charlotte Zietlow, President
401 N. Morton St., Ste. 150
Bloomington, IN 47404

2.1.1 It is the responsibility of each firm to assure actual delivery of proposal documents with the City prior to 4:45 p.m. on October 20th, 2015. To confirm receipt of your submittal, please contact Christina Smith at 812.349.3589, or smithc@bloomington.in.gov.

2.1.2 Include all mandatory completed Affidavits.

2.1.3 Provide an unsigned draft of your standard service contract for legal review. The draft must include the standard terms and conditions and any additional stipulations which will be applicable to the services requested in this RFP.

2.1.4 Submit your Affirmative Action Plan to City of Bloomington Compliance Officer, Barbara McKinney IN ADVANCE OF THE RFP SUBMITTAL DEADLINE. This requirement should be completed as early as possible. Each firm must review their affirmative action plan with Ms. McKinney prior to 4:30 p.m. local time, October 19, 2015. She is available from 8:00 a.m. to 5:00 p.m. local time, Monday through Friday at 812.349.3429, or mckinneb@bloomington.in.gov. **WORKFORCE BREAKDOWN FIGURES MUST BE UPDATED EVERY SIX (6) MONTHS.** Firms which fail to submit acceptable plans are subject to disqualification. You should include a copy of your APPROVED plan with your proposal.

2.1.5 A MANDATORY site meeting is scheduled for 9:00 a. m. local time, September 24, 2015. See Section 2.7 for site visit information. No firm will allowed to submit a proposal if a representative of their firm does not attend the mandatory site visit.

2.2 **SUBMITTAL FORMAT:** Qualified firms interested in performing the work described in this Request for Proposal shall provide the following information presented in a clear, comprehensive, and concise manner illustrating the firm's capabilities and expertise:

2.2.1 Firm Introductory Letter - Letter must state the name and title of the person(s) authorized to represent the firm in any negotiations, the name(s) and titles(s) of persons authorized to sign any contract that may result from this RFP, the contact person's name, mailing address, phone and fax numbers, and email address. A legal representative of the successful firm authorized to bind the firm in contractual matters must sign the Cover Letter and the Proposal.

2.2.2 Project Approach – Describe in summary format the understanding of the project and what approach will be employed to meet the objectives and goals of this project.

2.2.3 Cost breakdown defined for each component to provide the services outlined in the Scope of Work.

2.2.4 Firm Qualifications – Provide a statement which documents the firm's qualifications and as it relates to experience described in the Scope of Work. The response should include the following:

- a. Summary of the firm's general qualifications, specific disciplines that are applicable to the proposed work, background, number of employees, office locations, etc.

- b. Provide staff qualifications of each staff member who will be assigned to the project. Include years of experience and areas of expertise, levels of education and any other relevant information necessary to define the experience and capability of the firm.
- c. Outline the firm's capacity to carry out the scope and the extent of the work required.
- d. Provide a cost schedule for all services necessary to complete the project.
- e. Provide an outline describing general project responsibilities and the timeline required to complete these tasks.
- f. Describe the firm's quality assurance and control program and discuss how the work will be monitored with respect to both budget and time.
- g. Provide information which differentiates your firm from other firms in terms of experience or past projects that brings value and expertise to this project.

2.2.5 References – Provide five (5) recent or current professional references, including detailed contact information. Specifically projects in relation to the services requested in the Scope of Work. Animal Shelter design projects are highly preferred.

2.2.6 Financial Qualifications - Please provide a copy of your firm's most recent audited financial statements, credit rating report, and/or any other evidence of the firm's sound financial condition. Please identify any material litigation, disciplinary actions or penalties, and administrative proceedings currently affecting your firm or involving allegations of security law violations by the firm and the disposition of such litigation, actions, penalties or proceedings.

2.3 **EVALUATION FACTORS:** While cost is important, other factors are just as significant. Consequently, the City may select other than the lowest cost proposal. The City's goal is to choose the firm capable of providing quality service and who has Animal Shelter experience that will help the City achieve the goals within a reasonable budget.

The following factors listed in order of importance will be used in selecting the successful proposal:

- Experience with projects similar to the Scope of Work defined in this RFP
- Qualifications, experience and education of proposing firm

- Total estimated project costs including design services
- References

After evaluation of all proposals received, the BPW intends to conduct discussions and negotiations with the firm(s) that the BPW considers best qualified to meet its requirements. The contract, if awarded, will be awarded to the responsible firm submitting the best proposal complying with the conditions and requirements of this RFP.

- 2.4 **SUBMITTAL COSTS:** Those submitting proposals do so entirely at their expense. There is no expressed or implied obligation by the City to reimburse any individual or firm for any costs incurred in preparing or submitting proposals, or providing additional information when requested by the City.
- 2.5 **ACCEPTANCE:** Submission of any proposal indicates acceptance of the conditions and requirements contained in the Request for Proposal and contract draft unless clearly and specifically noted otherwise in the submittal documents.
- 2.6 **COMPLIANCE:** The firm warrants and agrees that its performance under this contract will at all times comply with all local, state and federal laws, codes, rules, ordinances and regulations.
- 2.7 **REJECTION:** The City reserves the right to reject any and all proposals, in whole or in part, to waive any and all informalities, and to disregard all non-conforming, non-responsive or conditional proposals.
- 2.8 **INQUIRIES:** It is the responsibility of each firm to examine the request and to seek clarification in writing via email if the firm does not understand any information or instructions.

Questions regarding this request must be submitted via email. Submissions shall include "Project Name and Number" in the subject line. The City assumes no liability for assuring accurate/complete/on time e-mail transmission and receipt. Inquires must be submitted via email no later than 5:00 p.m. local time, Monday, October 5, 2015.

- a. Reference the page number and paragraph within this request relevant to the question presented for clarification.
- b. Any ambiguities or inconsistencies shall be brought to the attention of the City via email by 5:00 p.m. local time, Monday, October 5, 2015.
- c. The City will respond to all inquiries within two (2) business days of submittal.

Send inquiries to:

Julie Martindale, Purchasing Manager

martindj@bloomington.in.gov

812.349.3474

2.9 ADDENDA: If revisions become necessary, the City will post notification on the City's website: <http://bloomington.in.gov/rfp>. All addenda issued by the City must be included in any proposal submitted to the City. The Proposer shall contact the City Purchasing Manager to ascertain whether any addenda have been issued.

2.10 SITE VISIT/MEETING: Interested firms must attend the **MANDATORY** site meeting scheduled for 9:00 a. m. local time, September 24, 2015. No additional site visits shall be allowed.

The site visit will be conducted at the City of Bloomington Animal Care & Control Center located at 3410 S. Walnut St., Bloomington, Indiana. All attendees should meet in the lobby and must sign in at the site visit location. A tour of the facility shall be given with opportunities to pose questions. The City will either respond to questions, or document questions for later response. It is mandatory to attend the site visit/meeting if your firm intends to submit a proposal for this project. Any follow-up site visit questions should be submitted as per instructions listed in Section 2.8.

GENERAL REQUIREMENTS

PART III

3.1 TAX EXEMPTION: The City of Bloomington is exempt from payment of all state and federal sales and property taxes. Tax documents are available upon request.

3.2 INSURANCE: The firm awarded a contract shall maintain insurance coverage reflecting the minimum amounts and conditions specified by the City. The firm must provide Certificates of Insurance in which the City shall be named as an additional insured. Insurance terms and requirements shall be included in the contract.

3.3 AFFIRMATIVE ACTION PLAN (Exhibit A): For proposals and contracts over \$10,000, the firm shall submit, and have approved by the City of Bloomington Compliance Officer, Barbara McKinney, its Affirmative Action Plan at least twenty four (24) hours prior to the deadline for submission of proposals. Proposals received that do not have an approved Affirmative Action Plan may be returned unopened. Each firm shall insure that all employees and applicants for employment are not discriminated against because of race, religion, color, sex, national origin, ancestry or disability. All protected classes must be included in the Affirmative Action Plan for it to be acceptable. In addition to other

requirements, you must include a workforce breakdown, an internal grievance procedure, a non-retaliation statement, designation of a person by name or position who is responsible for implementation of the Plan, applicability to both applicants and employees, recruitment of minorities, equal access to training programs, and an explanation of your method of communicating the operations of your Plan to employees and prospective applicants.

You must submit your plan **SEPARATELY** from the sealed proposal and **EACH PROPOSER MUST REVIEW ITS AFFIRMATIVE ACTION PLAN WITH BARBARA MCKINNEY IN ADVANCE OF THE SUBMITTAL DEADLINE. This requirement should be completed as early as possible.** She is available from 8:00 a.m. to 5:00 p.m. local time, Monday through Friday at 812.349.3429, or mckinneb@bloomington.in.gov. **WORKFORCE BREAKDOWN FIGURES MUST BE UPDATED EVERY SIX (6) MONTHS.** Proposers who fail to submit acceptable plans are subject to disqualification.

- 3.4 **E-VERIFY AFFIDAVIT (Exhibit B)**: Pursuant to Indiana Code 22-5-1.7-11, each firm, prior to entering into a contract with the City, is required to enroll in and verify the work eligibility status of all of its newly hired employees through the E-Verify program, if the E-Verify program still exists. An affidavit must be signed which affirms that the firm does not knowingly employ an unauthorized alien. A copy of this affidavit has been provided.
- 3.5 **NON-COLLUSION AFFIDAVIT (Exhibit C)**: Pursuant to Indiana Code 5-22-16-6, each firm shall submit a properly executed Non-Collusion Affidavit. This affidavit is provided.
- 3.6 **NO INVESTMENT IN IRAN AFFIDAVIT (Exhibit D)**: Pursuant to Indiana Code 5-22-16.5, the firm being awarded a contract with the City must sign an affidavit certifying that the firm is not engaged in investment activities in Iran. A copy of this affidavit has been provided.
- 3.7 **U.S STEEL PRODUCTS**: Pursuant to Indiana Code 5.22.15.25, affecting all contracts in which steel products are supplied in the performance of the services, the steel products must be manufactured in the United States.

EXHIBIT A



City of Bloomington Human Rights Commission

2015

RE: Affirmative Action and Living Wage

Ordinance To: Prospective Bidders

Affirmative Action: All bidders with the City of Bloomington for projects in excess of \$10,000.00 must submit an Affirmative Action Plan to my office. This plan must insure that applicants are employed and that employees are treated in a manner that provides equal employment opportunity and tends to eliminate inequality based upon race, religion, color, sex, national origin, ancestry, or disability.

In addition, pursuant to the Responsible Bidders Ordinance, all bidders with the City of Bloomington for public work bids of \$150,000 or more must include two additional protected categories in their Affirmative Action Plan: sexual orientation and gender identity.

Even if your company already has a plan on file with the City, you must check with me to make sure that it complies with our current requirements. If you already have a plan, but it does not cover all of the City's current requirements, you may submit a separate supplement with your plan to fill any gaps.

You must submit your written Affirmative Action Plan (or supplement) to me at least twenty-four hours before the bid deadline. You must submit your plan to me separately from your bid. Twenty-four hours will give me sufficient time to review your and the other bidders' plans. I recommend that you submit your Affirmative Action Plan to me earlier, if possible, so that you and I will have time to work out any problems that may be in your plan. Vendors who fail to submit acceptable plans by the deadline are subject to disqualification.

I strongly advise you to confirm with me that I have received your plan and that it meets our requirements well before the bid deadline. We will make every effort to work with you to clear up problems. But it remains your responsibility to confirm that I received your plan and that it complies with our requirements. If you fail to confirm that I received and approved your plan, you risk losing your eligibility to bid. We will be glad to provide a receipt upon request. Please let us know if you want a receipt when you submit your plan.

You must insure that all the protected classes listed above are included in your plan. In addition to other requirements, your plan MUST include a workforce breakdown, an internal grievance procedure, a non-retaliation statement, and designation of a person by name or position who is responsible for implementing the plan, applicability to both applicants and employees, recruitment of minorities, equal access to training

401 N. Morton Street • Bloomington, IN 47404



Phone: (812) 349-3429 • Fax: (812) 349-3441

www.bloomington.in.gov • e-mail: human.rights@bloomington.in.gov

programs, and an explanation of your methods of communicating the operations of your Affirmative Action Plan to your employees and prospective applicants.

Accompanying this letter you will find the following materials:

- (1) A workforce breakdown form. You MUST submit a workforce breakdown (sometimes called a "utilization report") with your Affirmative Action Plan. This form is provided for your convenience. If you already have a current form you have completed for another jurisdiction that includes the same type of information, you may substitute a copy of that form instead of using our form. Your workforce breakdown figures must be updated every six months. Even if you already have an acceptable Affirmative Action Plan on file with my office, you should submit a new workforce breakdown each time you bid for a City Contract, to be sure we have up-to-date figures.
- (2) An Affirmative Action Plan checklist. I will use this checklist to review your Affirmative Action Plan. If you compare your plan with this list, you should be able to tell whether your plan fulfills the City's requirements. If you omit any of the elements on the checklist, your plan will not be approved.
- (3) Two sample Affirmative Action Plans: one for bidders covered by the Responsible Bidders Ordinance and one for all other bidders. These may be useful if your company has never designed an Affirmative Action Plan before. Feel free to adopt one of these plans as your own or to amend them to meet your needs.

Additional materials, such as the City of Bloomington's Contract Compliance Regulations, are available from my office upon request.

Living Wage: Also, please be aware that you may be required to comply with the Bloomington Living Wage Ordinance. Whether the LWO applies to your project depends upon the size and type of your project and the number of people you employ. If you have questions about the applicability of the LWO, click on the LWO flow chart at: www.bloomington.in.gov/livingwage or call me. For 2015, the living wage for covered employees is \$12.31 an hour.

For any questions contact me at 812.349.3429 or mckinneb@bloomington.in.gov. My office hours are Monday through Friday, 8-5.

Thank you.

Barbara E. McKinney, Human Rights Director/Contract Compliance Officer

BLOOMINGTON HUMAN RIGHTS COMMISSION

Model Affirmative Action Plan for Bidders Covered by Responsible Bidder Ordinance Policy Statement

_____, Inc., declares its policy to provide equal opportunity in employment, training and advancement, and to administer its employment practices without regard to race, color, religion, sex, national origin, ancestry, disability, sexual orientation or gender identity. Our policy of nondiscrimination will prevail throughout every aspect of our employment practices, including recruitment, hiring, training and all other terms and conditions of employment. We shall implement an Affirmative Action Plan to make it widely known that equal employment opportunities are available on the basis of individual merit. We shall survey and analyze our employment workforce annually to determine what steps, if any, are needed to conform effectively with this equal employment policy.

Responsible Officer

Mr. or Ms. _____ (or the _____ officer)
is the equal employment opportunity officer for our company and is responsible for implementing this Affirmative Action policy.

Publication of Policy

Our employees will be made aware of our commitment to affirmative action through the following procedures:

- posting notices on employee bulletin boards,
- including our policy statement and plan in our personnel manual,
- regularly sending out notice of our policy in paycheck envelopes,
- and training supervisors to recognize discriminatory practices.

We will make potential employees aware of our policy through the following procedures:

- including the words "Equal Opportunity Employer" in all of our advertisements and notices for job openings
- notifying employment agencies about our commitment
- sending notice of our policy to unions

Implementing Our Policy

Our Affirmative Action Plan will be implemented by widening our recruitment sources. We shall advertise in newspapers and other media that reach people in protected classes. We shall send job notices to schools with large percentages of students in the protected classes and to local groups that serve these classes.

We shall examine our hiring practices periodically to insure that we consider only job-related qualifications in filling our positions. We shall discard irrelevant educational requirements and unnecessary physical requirements. We shall retain only job-related questions on our employment application.

Grievance Procedure

We shall keep affirmative action information on each applicant, but separate from his or her application. We shall keep records on our hiring decisions to evaluate the success of our affirmative action measures. We shall decide placement, duties, benefits, wages, training prospects, promotions, layoffs and terminations without regard to race, sex, religion, color, national origin, ancestry, disability, sexual orientation or gender identity.

If an employee feels he or she has been discriminated against on the basis of race, sex, religion, color, national origin, ancestry, disability, sexual orientation or gender identity he or she may bring the complaint to his or her immediate supervisor. If the complaint is not resolved readily at that level, he or she may submit it to _____ (personnel officer, corporate president, other) who will make a final decision on its validity. This grievance process does not preclude his or her complaining to local, state or federal civil rights agencies. We will not retaliate against an employee or applicant for voicing a grievance or for filing a complaint with the appropriate agency.

Our current workforce breakdown is shown on the attached form.

Corporate President

Date

AFFIRMATIVE ACTION PLAN CHECKLIST

NOTE: This is **not** an Affirmative Action Plan

Effective Date: _____

Contractor: Plan MUST Include:	Yes	No	Comments:
Policy statement of equal employment opportunity	<input type="checkbox"/>	<input type="checkbox"/>	
Covers: Applicants for employment	<input type="checkbox"/>	<input type="checkbox"/>	
Employees	<input type="checkbox"/>	<input type="checkbox"/>	
On basis of: Race	<input type="checkbox"/>	<input type="checkbox"/>	
Religion	<input type="checkbox"/>	<input type="checkbox"/>	
Color	<input type="checkbox"/>	<input type="checkbox"/>	
Sex	<input type="checkbox"/>	<input type="checkbox"/>	
National Origin	<input type="checkbox"/>	<input type="checkbox"/>	
Ancestry	<input type="checkbox"/>	<input type="checkbox"/>	
Disability	<input type="checkbox"/>	<input type="checkbox"/>	
Sexual Orientation*	<input type="checkbox"/>	<input type="checkbox"/>	
Gender Identity*	<input type="checkbox"/>	<input type="checkbox"/>	
Designates a person responsible for implementation of the Plan	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for communication of the policy:			
Within the Organization	<input type="checkbox"/>	<input type="checkbox"/>	
Outside the Organization (e.g., recruitment sources, unions)	<input type="checkbox"/>	<input type="checkbox"/>	
Applies to all terms and conditions of employment (e.g., hiring, placement, promotion, duties, wages, benefits, use of facilities, layoff, discipline, termination)	<input type="checkbox"/>	<input type="checkbox"/>	
Provision for: Recruitment from minority groups	<input type="checkbox"/>	<input type="checkbox"/>	
Provision for: Equal access to training programs	<input type="checkbox"/>	<input type="checkbox"/>	
Grievance Procedure	<input type="checkbox"/>	<input type="checkbox"/>	
Prohibits retaliation for filing grievances	<input type="checkbox"/>	<input type="checkbox"/>	
Workforce Breakdown (figures up to date within 6 months)	<input type="checkbox"/>	<input type="checkbox"/>	

EXHIBIT D

STATE OF _____)
) SS:
COUNTY OF _____)

AFFIDAVIT REGARDING NO INVESTMENT IN IRAN

The undersigned, being duly sworn, hereby affirms and says that:

1. The undersigned is the _____ of _____.
(Job title) (Company name)
2. The company named herein that employs the undersigned has contracted with or is seeking to contract with the City of Bloomington to provide services.
3. As required by Indiana Code 5-22-16.5-13, the undersigned hereby certifies under penalties of perjury that the company named herein is not engaged in investment activities in Iran.

Signature

Printed name

STATE OF _____)
) SS:
COUNTY OF _____)

Before me, a Notary Public in and for said County and State, personally appeared _____
_____ and acknowledged the execution of the foregoing this _____ day of
_____, 2015.

My Commission Expires: _____

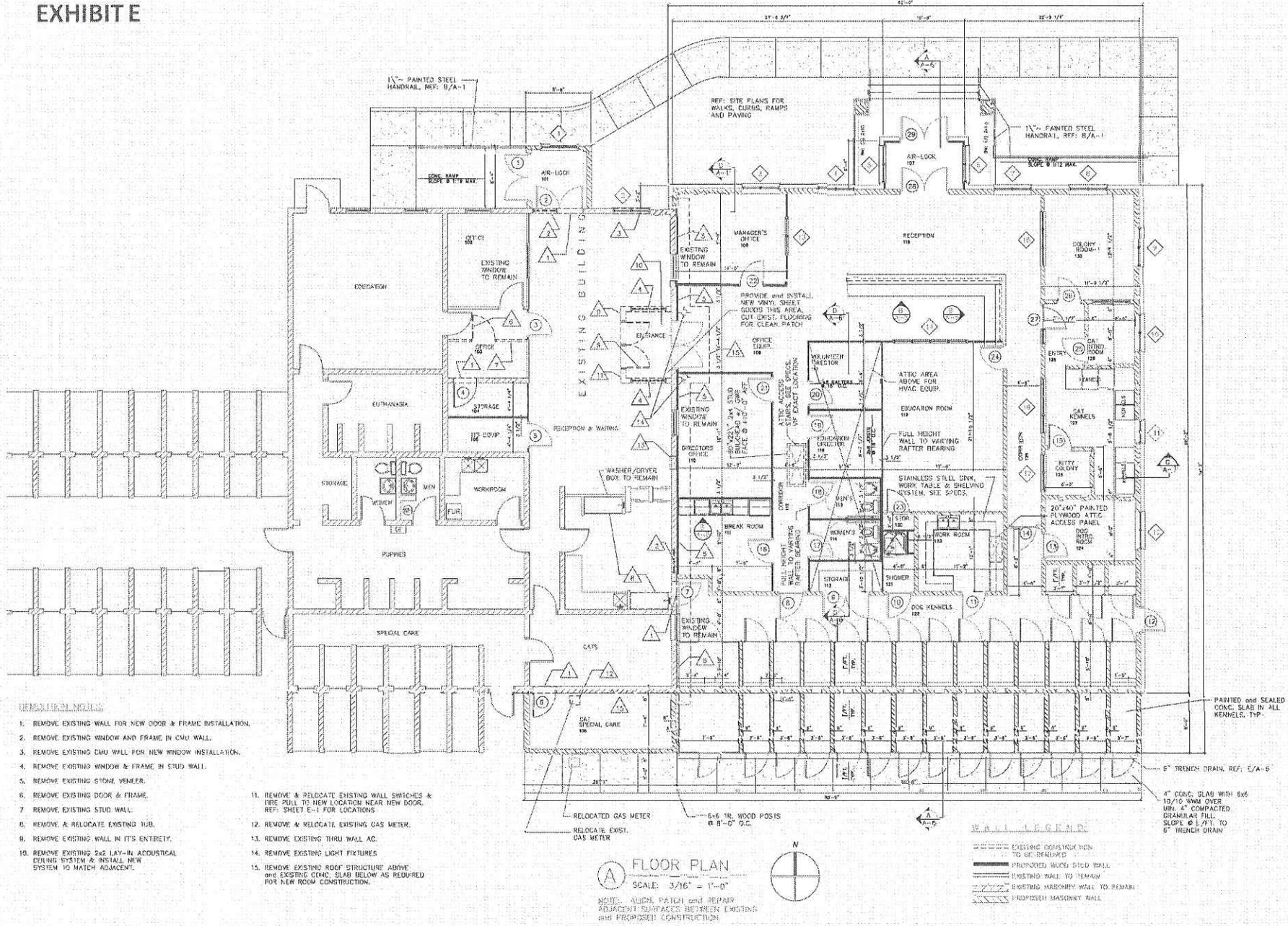
Notary Public

County of Residence: _____

EXHIBIT E

25 June 00 - Mechanical
Chimney Detaching

Sheet No. PB



GENERAL NOTES

1. REMOVE EXISTING WALL FOR NEW DOOR & FRAME INSTALLATION.
2. REMOVE EXISTING WINDOW AND FRAME IN CMU WALL.
3. REMOVE EXISTING CMU WALL FOR NEW WINDOW INSTALLATION.
4. REMOVE EXISTING WINDOW & FRAME IN STUD WALL.
5. REMOVE EXISTING STONE VENEER.
6. REMOVE EXISTING DOOR & FRAME.
7. REMOVE EXISTING STUD WALL.
8. REMOVE & RELOCATE EXISTING IUB.
9. REMOVE EXISTING WALL IN IT'S ENTIRETY.
10. REMOVE EXISTING 2x2 LAY-IN ACOUSTICAL CEILING SYSTEM & INSTALL NEW SYSTEM TO MATCH ADJACENT.
11. REMOVE & RELOCATE EXISTING WALL SWITCHES & FIRE PULL TO NEW LOCATION NEAR NEW DOOR. REF: SHEET E-1 FOR LOCATIONS.
12. REMOVE & RELOCATE EXISTING GAS METER.
13. REMOVE EXISTING THRU WALL AC.
14. REMOVE EXISTING LIGHT FIXTURES.
15. REMOVE EXISTING ROOF STRUCTURE ABOVE and EXISTING CONC. SLAB BELOW AS REQUIRED FOR NEW ROOM CONSTRUCTION.

FLOOR PLAN
SCALE: 3/16" = 1'-0"
NOTE: RECH. PATCH and REPAIR ADJACENT SURFACES BETWEEN EXISTING and PROPOSED CONSTRUCTION.

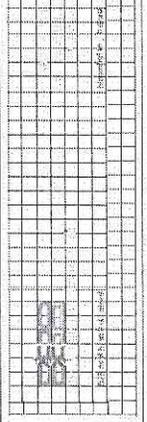
WALL LEGEND

- EXISTING CONSTRUCTION TO BE REMOVED
- PROPOSED WOOD STUD WALL
- EXISTING WALL TO REMAIN
- EXISTING MASONRY WALL TO REMAIN
- PROPOSED MASONRY WALL

PAINTED and SEALED CONC. GLASS IN ALL KENNELS, TYP.

6" TRENCH DRAIN, REF: E/A-6

4" CONC. GLASS WITH 8x6 15/16 WMM OVER WITH 4" COMPACTED GRANULAR FILL. SLOPE @ 1/4" TO 6" TRENCH DRAIN



BLOOMINGTON ANIMAL SHELTER

Site FLOOR PLAN
PLANS - INDIVIDUAL
SHEETS - 1
UNIT# - 1
A-3
Date: 5/21/00

EXHIBIT F



Building Analysis &
Planning Study

For an

**Animal Shelter
Expansion**

**Bloomington
Indiana**

March 29, 2011

daggett + grigg architects, pc

100 10th Street, NE • Suite 200 • Charlottesville, VA

shelterplanners.com



"The greatness of a nation and its moral progress can be judged by the way its animals are treated"

Mahatma Gandhi



INTRODUCTION

This Study provides the foundation for improving and expanding the existing Animal Care and Control facility serving Bloomington, Indiana, Monroe County and their citizens. The existing facility is comprised of two parts, joined together; an original building of 1970's origin including several later additions & renovations and a new +/-4,622 square foot addition constructed in 2004 and opened in 2005. Current Shelter Director; Laurie Ringquist began her involvement as director of the shelter's operation in 2003 during the planning phase of the addition.

We visited the facility on February 10th and 11th, met with Ms. Ringquist, shelter manager Virgil Sauder and Mr. Barry Collins, Bloomington's Operations and Facility Director. Our charge was to observe both the physical and functional condition of the existing facility for the purpose of making recommendations for renovations and/or possible additions with the goal of providing a solid basis for service into the next two decades.

Our analysis will focus on two areas of consideration; (1) assessment of the condition of the existing facility and (2) projected sheltering need required to adequately serve the community and enhance the current, positive performance on behalf of the companion animals served.

Statistics used to support conclusions of sheltering need are derived from U. S. Census Bureau "State & County Quickfacts" and from the American Veterinary Medical Association's "U.S. Pet Ownership & Demographics Sourcebook" 2007 edition. We also include statistics provided by Laurie Ringquist from her ongoing shelter data record. The data was reported via questionnaires located on our web site; shelterplanners.com and augmented with additional information gathered during and after our visit to the shelter. Mr. Collins provided us with architectural drawings from Bynum Fanyo & Associates, Inc., Architect of record for the 2004

addition to the shelter. We will use their floor plan of the facility for diagrammatic representation of various traffic flows.

BUILDING CONDITION ANALYSIS

The original charge of our analysis was to analyze the older portion of the existing facility by way of a space by space inventory recording the condition of finishes, equipment, lighting and Heating Ventilating & Air Conditioning. Our inspection of the facility revealed numerous issues with the condition of surfaces, lighting, drainage, HVAC etc. that would certainly all require significant renovation in order to properly support the sheltered animals in a healthy environment. In addition to these concerns we discovered what can only be described as nearly insurmountable problems with the building circulation and function and thus its ability to support shelter operation into the future.



View of connection between the 1970 and 2004 buildings

Physical Condition

The original shelter was constructed in the 1970's with subsequent renovations. Its finishes and mechanical systems are worn, outdated and require significant investment through upgrades and renovation in order to become serviceable. Changes to the kennel area floor drainage pose the most significant problem. Description of critical conditions and work needed to bring them to a satisfactory level of service follows:

1. Finishes:

- a. The exterior and interior walls of the building are composed of concrete masonry (CMU) construction with painted surfaces. The type of paint and number of coats are unknown. Especially in the kennel areas paint has worn in a number of places to the extent that it no longer fully protects the CMU from absorption of water applied to wash the kennels on a daily basis. This is a serious



Example of failing paint in stray kennel runs



Paint failure & walkway trench drain

problem because it prevents the ability to maintain the kennels in a sanitary condition. Repair will require sand blast removal of all old paint and complete refurbishing of the surfaces with an epoxy-resin coating. Accomplishing this task will remove the kennels involved for an extended period of time.

- b. Ceilings in the kennel areas and cat rooms are painted gypsum board. The paint appears to be a semi-gloss finish and is in reasonable condition. Especially in the kennels this “hard” surface contributes to excessive reverberation when dogs are barking, occurring whenever a human enters. Studies in similarly constructed shelters demonstrate that noise can reach a level of 90 decibels or higher causing nearly permanent damage to human hearing in a very short period of time. The “fix” for this problem is two-fold; (1) Keep room size to a minimum, thus reducing the number of dogs contributing and (2) change the ceilings to vinyl coated acoustic lay-in panels or a spray applied sound absorbing product to control sound & excessive reverberation. However:

(1) Changing the configuration of the main 35 stray kennel space is not viable and (2) @ approximately 7'-8", ceilings are already low. This means there is precious little space within which to install the necessary sound absorptive material without further lowering.



Trench drain detail

- c. Flooring in the dog and cat kennels has been recently refurbished with “Dur-O-Flex” and is thus in good condition. Flooring in the intake lobby and associated corridors, however, are finished with a vinyl product. Because these areas experience traffic of animals whose condition relative to disease is unknown they should be washable similar to the kennel floors to prevent disease spread. While the flooring can certainly be upgraded, necessary drainage and floor slope does not exist and wholesale removal of the existing



Improvised HVAC register to serve the cat stray room

floor slab would be necessary to solve the problem. Similar to renovation of the kennel walls (“a” above) this would entail significant disruption of the ongoing operation.

2. Trench Drains

- a. Kennel areas in this portion of the building are served by trench drains sloped towards the walkway serving the kennels. As a result, dog urine will flow across the floor into the drains where visitors searching for their lost animals can come into contact with it. This is an unsanitary situation that cannot be overcome without removal and replacement of the concrete floor.

3. Heating/Ventilating and Air Conditioning (HVAC)

- a. Heating is accomplished by a combination of systems including extension of the new building’s system plus a linear, gas fired radiant heater in the stray kennels. Air flow is not properly segregated from cat areas and dog areas and also not from sick animal areas to well. This is a serious threat to the health of every animal that enters the facility.
- b. Air conditioning is accomplished by a combination of a split system unit along with some introduction of AC from the “new” addition’s system. The same problems exist as outlined in “a” above.
- c. To combat the lack of ventilation an isolated exhaust system was installed in the cat stray holding room. This unit’s effectiveness is suspect. In order to minimize disease transfer staff has improvised by placing cloth covers over cat cage access doors, largely to no avail.



Stray Kennels in the 1970’s portion of the building – Note the low ceilings, open trench drains, long row of kennels facing one another across the open walkway and heating units suspended below the ceilings.



Gas fired linear heater in stray kennels & outdated ceiling diffuser supplying air conditioning.

The entire HVAC system must be re-designed and replaced in order to overcome all of the problems outlined above. This is a major installation that will render the building unusable for animal care during the construction.

While these conditions can all be remedied, the cost of repairs and disruption to the operation of the shelter would be extreme. In the end, in order to achieve the needed level of surface sanitation and air purification it is probable renovations would exceed the value of the entire building.

Additionally, Bloomington has enacted a requirement that its buildings be brought up to LEED standards when renovated. This requirement will be difficult; if not impossible to meet, given the overall condition of the building and the further City requirement that payback for LEED associated renovation work be accomplished within ten years.

Finally, no level of renovation can overcome the inherently unworkable traffic patterns imposed by the building's configuration and its relationship to the new addition. We now turn our attention to this issue:

Building Circulation

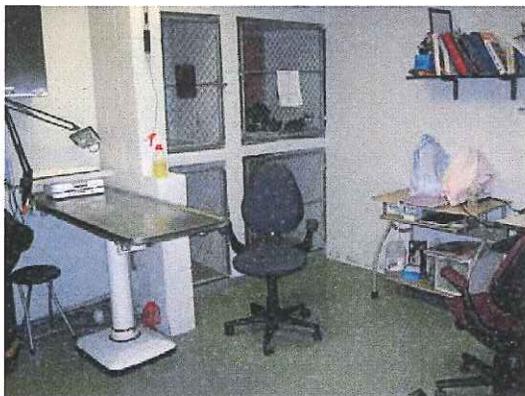
In 2004 when a major addition approximately doubled the square footage of the original shelter, greater space for the public, staff offices, an education room, adoption kennels and cat display rooms were added. This was connected directly to the original structure and afforded creation of an adoption lobby in the new addition separate from a relinquishment (intake) lobby retained in the original building. While this represented a positive improvement, the constricted nature of the existing building left serious traffic flow difficulties that were never adequately addressed. Those inherent problems hamper the efficiency and basic functioning of the operation to this day.



End view of the 1970 era kennels



Intake Lobby of the 1970 era building with vinyl flooring



Triage, grooming & clinic space of the 1970 era building

In order to gain full appreciation of the depth of the malfunction we asked Ms. Ringquist and Mr. Sauder to review with us various traffic patterns in the building, which we diagrammed on floor plan images. As illustrated in the attached 11" x 17" Figures 1-6, we have broken the building's traffic patterns into six categories;

1. Traffic flow of Adoption and Return to Owner (RTO) procedures for the public
2. Traffic flow of Intake procedures for both the public and Animal Control Officers
3. Traffic flow of micro-chipping, medical treatment and/or grooming functions
4. Traffic flow of Spay/Neuter procedures, accomplished off site
5. Traffic flow of dogs for Temperament Assessment
6. Traffic flow for departures (euthanasia)

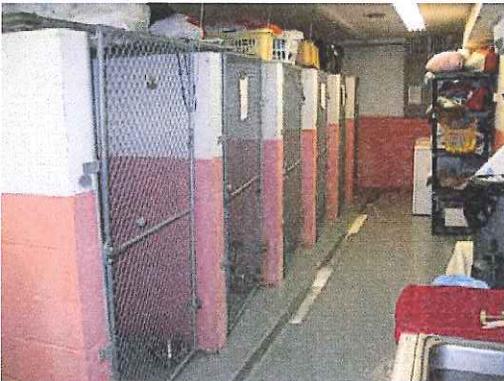
Finally, we overlaid all of the categories to graphically illustrate the impact of these daily functions on the building's circulation system. Refer to Figure 7 where the full nature of traffic constriction and crossing of paths is clearly revealed.

The multitude of overlapping paths provides insight into the dysfunctional nature of the layout as relates to both animal health and efficient use of staff time. Animals entering the facility, whose health conditions are unknown, are forced to pass by animals being returned to owners, adopted or on their way to treatment or grooming. This condition along with the improper separation of sick vs. well animals, dogs vs. cats and ineffective HVAC system contributes to an excessive amount of staff time dispensing "preventive" medications in order to preserve the health of the animals served.

A properly planned shelter minimizes or eliminates these interactions as a positive means of achieving disease control. The configuration of the building itself should be designed to prevent the spread of disease as well as minimizing the stress of mixing cats and dogs in narrow corridors or housing space. This



Sick cat room of the 1970 era building



Sick dog room of the 1970 era building

also applies to mixing “vicious” and “normal” animals. They should be housed in completely separate, unconnected areas to prevent the potential for attack and resulting injury.

Various negative conditions are revealed by the circulation diagrams:

1. Stray kennels face each other across a 4 foot wide pedestrian corridor, contributing to increased barking when a human enters.
2. Forced circulation through the cat holding room to the cat isolation (sick) room beyond is out of order for proper disease control.
3. Forced circulation through the cat holding room to access dog isolation kennels is contrary to the essential need to separate the species and also contributes to poor disease control
4. Healthy dogs and cats to be spay/neutered off site must be gathered in transport kennels/cages in the intake lobby where relinquished animals of unknown disease condition enter the facility
5. Deceased animals from euthanasia must be carried through live dog kennels for disposal.
6. Euthanized cats must endure the stress of moving through the dog kennels on their way to the euthanasia room
7. The lack of a space to evaluate and/or train dogs in the older portion of the building forces walking them through the entire facility, including the adoption lobby, (and back) to access the only “multi-purpose” room available for temperament testing and training
8. Intake exam (triage), medical treatment and grooming are all accomplished in a single, inadequate room
9. Separation of healthy “lost” dogs from bite cases or vicious dogs is not accommodated
10. Inability to properly separate “sick” from “well” animals
11. Inability to limit the access of the public seeking a lost pet means the public is exposed to sick and bite case dogs.



Public & ACO must access the Intake Lobby together

12. Animal Control vehicles must deliver captured animals via the same process and routing as the public
13. ACO office is directly adjacent to the public intake lobby compromising the potential for private work and interaction

These diagrams and the underlying problems they illustrate demonstrate that the layout of the older portion of the building requires significant reordering in order to overcome these deficiencies. This, however, is a virtually impossible task.

The fixed nature of the kennel areas renders their configuration unalterable. They take up a significant portion of the building. So much so that insufficient space remains to be reconfigured in order to overcome both the traffic constriction and negative functional adjacencies. Even if the space allocated to the Monroe County Humane Association could be utilized, problems associated with intake - including the conflict between ACO's and the Public; the shared corridor and path between intake, treatment/grooming and animal holding; inability to properly separate dogs from cats, sick animals from well and normal animals from aggressive; lack of appropriate space for temperament testing/training etc: - All of these deficiencies will remain.

2004 Addition

Inspection of the 2004 addition reveals a reasonable layout for adoption and administrative functions. Both Ms. Ringquist and Mr. Sauder believe its layout is workable for the foreseeable future. In general the building finishes appear to be holding up well and we note that here also the kennel area flooring has recently been replaced to the satisfaction of staff and Mr. Collins.

We do have reservations regarding the use of "trench drains" in the dog adoption kennels and our initial observation of the HVAC system reveals the need for improvements to the system at the very least.



Adoption reception & lobby 2004 building

We also believe the current Staff Break Room is inadequate as it has no access to natural light, is entirely too small for the number of staff and volunteers using the facility and its location is inaccessible to staff working in the old section of the building; they are forced to either walk through the adoption lobby or “squeeze” through the intake/exam/grooming room. We will be recommending developing a new staff break area.

Trench Drains

We do not advocate the use of trench drains that run from kennel to kennel. Trench drains do not provide the separation of water borne waste required to maintain the animals in a healthy condition without extensive cleaning measures and constant vigilance. Individual drains in each kennel run, both indoor and outdoor is the only means to achieve fully sanitary conditions.

The 14 indoor/outdoor adoption kennels and the three indoor “puppy/small breed” adoption kennels serviced by trench drains, however, unlike those in the “old” building, are configured to slope away from the public walkway to a drain at the “closed” end of each kennel. In addition, these drains include grate covers protecting somewhat from a dog’s ability to access them.



Covered trench drain in adoption kennels

Because the animals in these kennels are examined and known to be disease free, with proper cleaning method and careful, constant surveillance staff should be able to prevent transmission kennel to kennel.

We note this issue from a best practices approach but cannot recommend the costly and disruptive change to individual drains unless disease becomes a significant issue in the future.



HVAC Units & Ductwork in 2004 Building

Heating, Ventilating & Air Conditioning (HVAC)

The existing heating/air conditioning is a combination of gas fired heating and electric split system air conditioning. The systems are currently serving both the new and (some) older portions of the building. Mr. Collins informed us that the two attic air handling units split service between animal care areas and public/administration areas. Both systems include standard filtration, employing slide in cartridge panel filters. Mr. Collins changes these on a regular, scheduled basis.

In reviewing the Construction Drawings for the 2004 addition, we found represented a different configuration and set up of the HVAC systems. Two important points about these differences should be noted. (1) The systems observed incorporate insulated, hard ducted mains with "flex" duct supply to the various registers. The drawings call for insulated hard duct throughout. (2) Mr. Collins reviewed with us two air handling units in the attic space. The drawings show a total of 3 with no indication of supply to the older portion of the building. We observed a supply trunk line to the older portion of the building. Clearly the installation of the systems varies from the designer's original intent.

HVAC design for animal shelters is one of the most important means of accomplishing disease control. Separating animal areas from public/administration areas is important, but further separation by negative pressurization is crucial. Normally these systems separate cat areas from dog areas and also create positive pressure in "healthy" areas with progressively negative pressure in the potentially and known "unhealthy" areas. This approach virtually eliminates the potential for air borne disease transmission from sick to healthy animals.

Also important to disease control is the calculated introduction of fresh, outside air along with a staged filtering system. The filtering is designed to catch large



Adoption lobby - 2004 building

particles, like animal hair/fur with progressive filtering down to HEPA and finally, with an ultraviolet chamber that kills bacteria and virus.

The existing system incorporates none of these features save for the initial filtering stage. In addition, the use of “flex” duct is not the best for keeping the system clean and so further examination of the systems is warranted to determine whether or not these important functions can be retrofitted. This will require a full analysis by a qualified mechanical engineer, well beyond the scope of this study.

BUILDING CONDITION CONCLUSIONS

The 2004 “new” addition functions well as an adoption lobby, cat adoption & dog adoption quarters as well as an administrative office area. Its finishes and overall condition are adequate and fully able to support its charge. The most significant discrepancy we found is described in our HVAC comments. As we have suggested, the system should be analyzed in light of the specialized needs of animal shelters to determine the best course of action and its related cost.



Puppy adoption kennels - 2004 building

The original portion of the facility is so functionally insufficient it cannot be reconfigured to accommodate the critical spatial separations and traffic patterns inherent to proper shelter operation. We have also pointed out such renovation would be costly to the extreme both in monetary terms and to the functioning of the facility during construction. These facts should override any serious consideration of renovating its clearly dilapidated physical condition in hopes of carrying on.

Our recommendation, therefore, includes reuse of the 2004 building, demolition of the earlier structure and development of a new addition to accommodate the facility's needs. The next phase of our study serves to determine the scope of that effort.



PLANNING BACKGROUND

Shelter Statistics and Trends

Bloomington Shelter statistics collected via our website www.shelterplanners.com are tabulated and displayed in *Appendix A-1 through A-3 "Bloomington Animal Shelter – Statistics"*. Our observation of the relatively high percentages of Adoptions & Return to Owners (RTO) led us to request additional data to clarify trends. Laurie Ringquist provided us a 5 year comparison of shelter statistics, illustrated via bar graph in *Appendix A-4*.

Several trends are noteworthy;

1. The total number of animals served from 2006 through 2010 indicates steady decline
2. The decline applies to both dogs and cats
3. Dog adoptions display constant increase
4. Cat adoptions are steady but increasing by percentage as intakes decline
5. The rate of euthanasia is declining for both dogs and cats

Numerically, *Appendix A-2* shows a "total save rate" for dogs at 75.1% and for cats, 40.5%. Compare this to averages in North Carolina*, for instance, where 37% of dogs and only 15% of cats are adopted or returned to owners. Bloomington is clearly operating at a high level of accomplishment.

*North Carolina's Department of Animal Welfare requires reporting from all its shelters. We calculated the averages from information contained on their website.

This led us to discussion with Ms. Ringquist and Mr. Sauder regarding the "extended" operation and the various organizations and programs involved that contribute to the high rate of success. We include as "*Appendix I*" their diagram



of the numerous interrelated groups working together to achieve such positive results.

The trends represented by the past five years are no accident. The interaction of the various agencies, veterinarians, volunteers and the shelter staff is rapidly affecting a “No Kill” paradigm, and it is clear that Ms. Ringquist and Mr. Sauder are dedicated to achieving that goal. It is certainly within reach and a properly sized and designed shelter will be necessary to support the effort.

Determining Sheltering Need

Calculating the number of companion animals in the human population is the first step in assessing the potential number that will enter the shelter. It is most difficult, however, to **precisely** predict the number of pets in a given population. In order to arrive at a reasonable estimate we employ a “blending method” that takes into account (1) available statistics associated with each state and (2) a “rule of thumb” method associated with national averages. We further average these to form a practical basis for our shelter sizing calculations. When accurate statistics from an existing facility are available we measure the actual data against the results of our blending method. Review of our “Animal Census Statistics” (*Appendix G*) illustrates this methodology as applied to Bloomington & Monroe County. When the existing facility’s experience falls close to the projected ranges we base our analysis on the documented figures as a means of responding to the “situation on the ground” in the local community. This will be our methodology here.



The American Veterinary Association’s “U.S. Pet Ownership & Demographics Sourcebook - 2007” identifies Indiana as one of the “higher than average” states for pet ownership. Pet owning households in Indiana are at 58.4% of the overall number of households, 1.0% higher than the national average. With the *reported* number of animals served at 3.48% of the local population (known as the

We pause here to note that Laurie Ringquist reports approximately 900 animals taken into the shelter from surrounding counties beyond Bloomington and Monroe County. Quick calculation yields a net animal count associated with the shelter's main service area of approximately 2.8% of the subject population. We will assume the continued practice of accepting animals from outlying areas and will therefore employ the established 3.48% as the basis of future calculations.

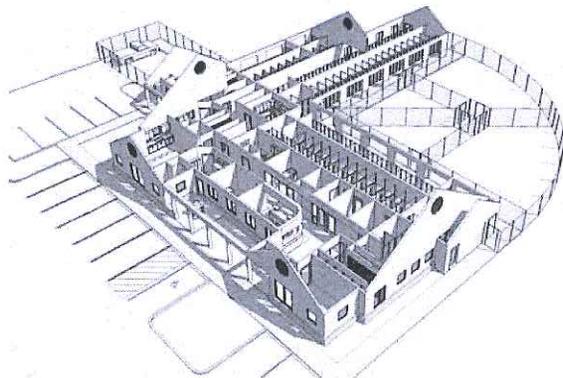
Our "blended approach" also predicts a 43.2% canine and 56.8% feline mix of animals served. Existing shelter statistics reveal a similar picture with the breakdown from actual numbers of 45.2% canines and 49.3% felines with 5.5% "other" species. As with the animal population statistics we will use the shelter's actual experience in our calculations. We will also focus on dogs and cats.

PLANNING PRINCIPLES

The intent behind sound shelter planning is to develop an approach that will support a high level of animal adoptions. This is the most cost effective approach in the long run as increased rates of adoption effectively increase shelter capacity with no additional building cost. The "adoption friendly" approach seeks to develop a facility adequately sized to accommodate the projected volume of dogs and cats it will serve both initially and in the longer term; one that offers the public sufficient opportunity to visit sheltered animals in a positive environment encouraging the willingness to adopt.

No less important is the need to develop a shelter whose design contributes to the health and well being of the animals, maximizes staff efficiency and supports safety for animals, staff and the public. Proper "sizing", however, is the first step.

The most important factor in accommodating the predicted number of *relinquished* animals is calculation of "**available animal care days**" the shelter can provide. Available animal care days = Number of kennels or cages x 365

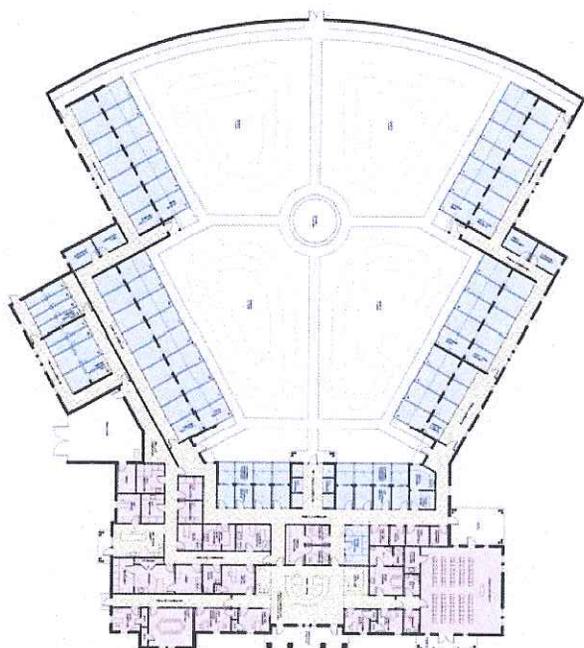


Shelterplanners.com - image

days/year. This then becomes the basis for knowing the proper number of “spots” to include in any facility.

We look at the current shelter’s statistics so as to understand our starting point. In this case, we will use figures from 2009 as the basis for our planning. We do this to accommodate somewhat of a conservative average of the declining rate of intake the shelter has experienced over the past five years.

Our “*Bloomington Animal Shelter – Statistics*” analysis (*Appendix A-1*) shows a total of 4,591 animals in year 2009. Of these the 45.2% canines amounted to 2,076, while 49.3% felines amounted to 2,264. We again note here, Bloomington’s statistics over 5 years show a continual decrease in animal intake with 2010 falling slightly short of the 2009 count.



Shelterplanners.com - image

The Bloomington Shelter currently includes 62 canine kennels and 72 cat kennels. This total of 137 “spots” multiplied by 365 days per year yields a total of 50,005 “*available animal care days*”. By calculation, the shelter is housing the animal population served (not considering “others”) for an *average* of 10.9 days for each canine and 11.6 days for each feline. Refer also to *Appendix B – “Bloomington Shelter – Existing Conditions”* for a more comprehensive view of these statistics.

Further analysis in *Appendix A-2* compares Bloomington’s “Return to Owner” (RTO), Adoption and Euthanasia rates for both canines and felines to ranges of average rates observed in other shelters within both the North Carolina statistics and on a national basis. As previously discussed, Bloomington’s current facility statistics generate significantly higher than average numbers in the combination of return to owner (RTO), adoption and transfer for canines at 75.1%. At 40.5%, the rate for felines is far closer to the averages but at the upper end. With the resulting canine euthanasia rate at 18.1% and the feline rate at 53.8% the overall performance is excellent given the capacity and condition of the existing building.

PRELIMINARY SHELTER SIZING

LOS (length of stay) is the predominant predictor of shelter size. This relates directly to *available animal care days* in that each kennel or cage provides 365. So, LOS = one animal in a kennel or cage x the number of days sheltered.

An average LOS of ten (10) days for both canines and felines represents the ***absolute minimum***, allowing sufficient exposure to the public to effectively encourage higher return to owner (RTO) and adoption rates while simultaneously reducing the rate of euthanasia. At 10.9 days LOS for canines and 11.6 days for felines the current shelter's performance in terms of RTO/adoption is solid and certainly well above minimums.

In response to our online questionnaire, Ms. Ringquist listed the "optimal" length of stay for dogs at 10 days and for cats, 17 days. ***Optimal length of stay = minimum LOS necessary to achieve desired rates of adoption/RTO.*** In our experience, Laurie's represents a typical response. It is far more difficult to find permanent homes for cats than for dogs and shelter managers often respond to this fact by requesting longer LOS for cats, often twice that for dogs. Given the established trends over the past five years and the positive results as seen in the shelter's adoption/RTO rates, we will use her "optimal LOS" in our calculations to look at the resulting prediction of shelter size. We will then present calculations that examine the effects of population growth on LOS over a period of 20 years to see if adjustments are warranted.



Shelterplanners.com - image

We note here that these initial sizing calculations anticipate the basic shelter necessary to accommodate the number of animals projected, providing adequate "housing" and necessary administrative and animal support functions. Special functions such as covered sally ports, space for spay/neuter and veterinary clinics or the Monroe County Humane Association will add to the square footage.

The impact of such additional spaces on shelter size will be considered in the building programming portion of the study.

Using our proprietary “calculator”, developed to analyze and assist in shelter sizing we perform, in *Appendix C - “Bloomington Animal Shelter – Calculations Based on Existing Length of Stay (LOS)”*, an analysis of projected size and cost of a shelter required to accommodate the 10.9 day LOS for dogs and 11.6 days for cats currently supported by the existing facility. Given current statistics, the shelter *should be* 11,450 square feet in size. This is approximately 12% more than the nearly 10,240 square feet of *dedicated shelter space* in the existing facility, providing some insight into its constricted nature previously discussed. Assuming demolition of the “old” facility and re-use of the 2004 addition, this would require new construction of 6,828 square feet at a projected cost between \$1,194,900 and \$1,365,600 assuming reuse of the 2004 building. The calculated cost range assumes the cost of the new addition but not the cost of demolition. This, however, fails to accommodate the shelter’s “optimal LOS” needs.

With the caveat that we will not reduce the current number of spaces for either species we propose for our future planning the “optimum” 10 day LOS for canines (10.9 to retain current LOS) and 17 for felines. We can see in *Appendix D - “Bloomington Animal Shelter – Sizing Based on Desired LOS”*, the projected shelter size and cost if we adopt these LOS figures. This projects the need for a total shelter of some 13,490 square feet with a new addition of 8,868 square feet costing between \$1,551,900 and 1,773,600. The total project is 20% larger than the existing facility.

The next step is to look at the effect of time on LOS over the next two decades to determine if this projected shelter size will accommodate future needs.

Appendix E illustrates the effects of population in 2020, if we build in 2011 the total of 168 spots, matching the optimal LOS for both canines and felines. We see that the LOS has dropped for canines to 10 days and for felines, 15.6. With



Shelterplanners.com - image

the reasonable assumption the shelter will continue its progression of the past five years the combination of a drop in total numbers of animals served along with continued increases in adoption & RTO will likely offset the projected LOS loss projected to occur in 2020.

Appendix F calculates the scenario in 2030. We see the projected LOS for dogs has now declined to 9.1 days and for cats to 14.3. This represents a further downward potential in LOS that, again may be overcome by continued efforts on all fronts; to provide foster care, increase RTO & adoptions, aggressive spay/neuter and engagement with rescue groups etc. but this further decrease warrants additional investigation.

Because we will be connecting to the existing 2004 building the available direction for expansion is limited to the west. Given the limited buildable area of available it is wise to consider increasing the initial LOS so that minimums aren't met until 2030. Doing so will provide additional initial capacity to assure the shelter can accommodate the community's needs well into the future without the need for further additions. *Appendix F2* illustrates this approach by adding 6 to the dog "spots" and 20 to the cats. By straight calculation, this establishes the initial LOS for dogs and cats at 12 and 20.3 respectively. We are now assured there will be sufficient capacity for over 20 years.

We recommend adopting this strategy in order to fully anticipate the community's future sheltering needs and to provide some "insurance" that the current, positive statistical trends will continue. This fully supports the No Kill paradigm, which provides the only real potential of achieving "stasis" over the long term.

When we develop the initial building program for a shelter we include and size the support spaces to accommodate a reasonable range of dog and cat kennels. While the addition of 6 spaces for dogs and 20 for cats will directly increase the square footage of the program, no additional space needs to be added to the remainder of the program so the total will likely fall short of that shown in F2.



Shelterplanners.com - image

Keep in mind this represents a preliminary sizing method. More accurate analysis involves the development of a detailed building program. Our discussions with Ms. Ringquist and Mr. Sauder revealed the desire to provide appropriate levels of animal housing, solid support functions for both the animals served and staff in order to promote efficiency. They specifically requested the inclusion of a space close to the stray canine area to perform temperament assessments. They also believe an enclosed sally port for ACO vehicles and animal handling for safety and separation from the public intake lobby is justified. Finally, space for the Monroe County Humane Association needs to be included.

We will take these issues into consideration in developing the building program. Before we do, however, we need to provide an overview of important considerations so as to set the stage for development of an addition that augments the adoption portion of the building that will remain.

GENERAL BUILDING FEATURES

Shelter design is critically important to achieving long term success. Newly developed animal shelters are highly specialized buildings designed to support sheltered animals in the healthiest possible environment. They are built more like modern retail/medical space than past shelters that resembled a more institutional, “warehouse” model.

From a human perspective, the impression, beginning with the exterior architecture, carrying through to all areas of the interior, must provide a sense of comfort and welcome. The shelter should be an inviting, low stress environment that promotes a sense of well-being, light and airy - one that “presents” the animals in an attractive manner encouraging their adoption.



Shelterplanners.com - image



Shelterplanners.com - image

With this initial “vision” in mind, a state of the art animal shelter facility should include seven primary functions:

1. Public reception and sales of basic pet care needs for adopted animals
2. Administrative areas including private offices for staff and Animal Control Officers when based at the shelter as they are at the Bloomington Shelter.
3. Public education provisions such as classroom or multi-function meeting/training room or rooms (as requested)
4. Animal receiving, including separate examination and grooming functions.
5. Animal kennels for adoption and strays.
6. Animal kennels for quarantine and routine observation.
7. Clinic space(s) for shelter animal care, euthanasia, emergencies and spay/neuter programs (when included). This area can become a fully equipped veterinary clinic/hospital if so desired.

In addition, there are a number of critical design considerations which must be incorporated in order for the shelter to be a success. These include how animals are received and housed, how the building is cleaned and disinfected, how heat, ventilation and air exchange are provided, how sound is controlled and how public circulation and staff work traffic patterns are organized. Several specific decisions must be addressed:



Shelterplanners.com - image

1. **Kennel Layout** – Proper housing in kennels requires the ability to move dogs from one “side” of a kennel run to a similar separate & distinct area, similar to the existing kennels in the Bloomington Shelter. This affords easy, rapid cleaning and also offers the opportunity to provide the animals with both the comforts of a protected indoor environment and an “outdoor”, fresh air experience when temperatures are not severe. We recommend continuing with “double” sided kennels of indoor and outdoor runs with communicating access. It is also important to arrange the kennels so that dogs do not face each other as they do in the current “stray” kennel in the 1970’s building. Such an arrangement contributes to excessive barking and higher than safe resulting decibel levels.



Shelterplanners.com - image

2. **Kennel Function** – A decision regarding single or joint occupancy of each kennel run must be made. While joint occupancy might appear to provide the ability to house more animals in less space, there are some drawbacks including less separation to prevent spread of disease and reduced ability for staff to manage the animals. We recommend building sufficient numbers of kennel runs to house animals independent of each other, however, there may be a need to provide for some larger kennels to support litters and also for dogs that arrive at the shelter who are used to each other's company. We suggest the inclusion of some larger kennels to accommodate these stated needs. Kennels must also be sized to provide dogs with adequate space for normal movement including; standing, sitting, turning and lying down without restriction from the kennel top or sides.

3. **Cat Quarters** – While the most disease preventive tactic is to house cats in individual cages or "condos" with individual return air for each cage, the use of cat community display areas can greatly increase cat adoption. The current approach at the Bloomington Shelter of displaying cats in "colony" rooms appears to be working well and confirms this latter point. We will seek to provide individual cages in the holding and observation areas to be included in the new addition. Separating sick from well cats will also be imperative.



Shelterplanners.com - image

4. **Puppy Areas** – Puppies and/or small breeds should be housed separately from the adult dogs for disease control. We recommend floor level indoor "runs" rather than stacked cages where "wiggling" puppies can accidentally fall to the floor below suffering possible injury. We believe some accommodation in the intake and animal treatment/support area of the new addition should be configured to accommodate puppies & small breeds in this manner.

5. **Equipment and Support** - Shelters today are planned to include flushing floor drains, air purification systems, noise control systems and long lasting, easily cleaned and disinfected wall and floor finishes. These items are essential for



Shelterplanners.com - image



Shelterplanners.com - image

hygienic and efficient operation. In particular, we recommend individual floor drains for each kennel run, both interior and exterior, to assure complete separation of waste water from one run to another.

With this conceptual basis and the information provided by Ms. Ringquist & Mr. Sauder we can develop an initial building program based on the number of “spots” predicted in our Preliminary Sizing Analysis and the necessary spaces required to properly support them.

Also important to our analysis are the number of shelter staff. The attached staffing diagram (Appendix H) reveals the following:

- | | |
|--|----------------------------|
| • 1 Director | Office required (Existing) |
| • 1 Shelter Manager | Office required (Existing) |
| • 1 Volunteer Coordinator | Office required (Existing) |
| • 1 Behavior Consultant/Outreach | Office required (Existing) |
| • 9 Kennel Staff | No Office required |
| • 4 Animal Control Officers | Office required |
| • Multiple Volunteers (5-10 at any time) | Gathering space required |

A new staff break room and a new volunteer break room will be included to provide those without assigned office space an opportunity to store their personal belongings, take breaks or simply meet in a quiet, relaxed atmosphere. These areas should have access to natural light and the outdoors.

In order to provide a complete listing of spaces we will include those existing (in the 2004 building) so that the building program is fully related to our 7 essential functions previously discussed. Our analysis of costs will relate to both demolition and new construction of the proposed addition, assuming that the cost of reworking the 2004 HVAC system will be better determined by further examination and that any renovation to the existing building would be minor.

To be clear, we are using the adjusted building size as outlined in *Appendix F2* with the understanding that doing so represents the optimum response to the anticipated numbers of animals potentially entering the shelter by 2030. Budget constraints may require phasing and the impact of that decision can be accommodated in the design phase of the project. We also note that this is a suggested space model that will require further analysis as schematic design progresses. Our proposed, initial building program follows:

BLOOMINGTON SHELTER - INITIAL BUILDING PROGRAM

Accommodated in the Existing 2004 Building

Public Reception and Sales

Adoption Lobby

Vestibule	72 SF
Lobby/Gathering	552 SF
Reception	190 SF
Public Toilets	<u>90 SF</u>
Sub Total	904 SF

Public Education

Community Education & Training Room	333 SF
-------------------------------------	--------

Administration

Administrative Areas

Shelter Director's Office	192 SF
Shelter Manager's Office	182 SF

Volunteer Director's Office	78 SF
Education Director's Office	78 SF
Staff Break Room w/ Kitchenette	<u>136 SF</u>
Sub Total	666 SF

Animal Care

Animal Kennel Areas

Dog Adoption Kennels	
13 – 4' x 14' - Indoor/Outdoor	728 SF
1 - 8' x 12' - Indoor/Outdoor	96 SF
3 – 4' x 4' Small Breed/Puppies	48 SF

Cat Adoption	
Cat/Kitten colony rooms	<u>360 SF</u>
Sub Total	1,232 SF

Animal Support Areas

Dog Acquainting Room	96 SF
Food Preparation & Laundry	110 SF
Supplies/Storage	<u>70 SF</u>
Sub Total	482 SF

Total Existing Program	3,617 SF
Add Circulation + Walls	<u>1,005 SF</u>
Total Area of Exiting 2004 Building	4,622 SF