1. 2:00 P.M. Agenda Outline

   Documents:

   2020 01 30 BOC RECESSED MEETING AGENDA OUTLINE.PDF

2. 2:00 P.M. Agenda Full Version

   Documents:

   2020 01 30 BOC RECESSED MEETING AGENDA FULL VERSION.PDF

In accordance with ADA regulations, persons in need of an accommodation to participate in the meeting should notify the County Manager's office at 828-764-9350 at least forty-eight (48) hours prior to the meeting.

Burke County
Board of Commissioners
Recessed Meeting
Comm. Meeting Room
Thursday, January 30, 2020
2:00 PM

---

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. ITEMS FOR DECISION

1. BOC - Acceptance of Needs Assessment for Animal Services Center - Presented by Johnnie Carswell, Chairman

4. ADJOURN

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Burke County, North Carolina

Agenda Abstract

Meeting Date: January 30, 2020

ITEMS FOR DECISION

Subject Title: BOC - Acceptance of Needs Assessment for Animal Services Center

Presented By: Johnnie W. Carswell

Summary of Information: Last year the Commissioners hired an expert firm, PNP Design Group / Shelter Planners of America, to analyze the staffing and operations at the County's Animal Services Center located on Kirksey Drive in Morganton and to prepare a report. A public input session was also held last year at the Foothills Higher Education Center, which was facilitated by Michael Barnard, President/CEO of Shelter Planners of America. Mr. Barnard will summarize his findings and respond to questions from the Board.

The Animal Advisory Board's next meeting will be held on January 29th. They will review the report and provide any recommended changes or an endorsement.

Budgetary Effect: None.

County Manager's Recommendation: Approval is recommended.

Suggested Motion: To accept the report as presented until further guidance or action.

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

BURKE COUNTY Animal Services Center

Needs Assessment Study for

Burke County Animal Services

425 Kirksey Drive

Morganton, NC 28655

September 30, 2019 Initial Draft

January 9, 2020 Revision No. 1

January 21, 2020 Revision No. 2

"Shelter Planners of America"

1106 W. Randol Mill Rd. Suite 300, Arlington, TX 76012 Phone (817) 265-8522 www.shelterplannersofAmerica.com

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10.	Operation	35

Exhibit A - Current and Projected Human Population and Animal Intake	*1 page*
Exhibit B - Building Space Program	*6 pages*
Exhibit C - Opinion of Probable Cost	*1 page*

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

1. PURPOSE AND SCOPE OF STUDY

The purpose of this Needs Assessment Study (Study) is for Shelter Planners of America (SPA) to provide information to the Burke County Animal Services (Burke County) that will guide them in regard to the future facility needs.

The Study was authorized by Kenneth B. Steen, Burke County Manager on June 21, 2019 in accordance SPA proposal with the revised date of June 20, 2019.

Information in this Study was developed from information provided by Burke County and observed during our on-site visit on August 21st and 22nd, 2019. The Study provides a brief review of the existing facility, looks at people and animal levels, provides a proposed Building Space Program, provides site considerations, recommended features, discusses staffing, operating cost, opinion of probable cost and operational matters.

It should be understood this Study is the first step in planning a new shelter. The second step will be to develop the Conceptual Site Plan and Building Floor Plan based on the approved Building Program contained in this Study. The third and final step will be development of the working drawings and specifications for constructing your project.

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

2. REVIEW OF EXISTING FACILITIES

General

Animal Control is provided under the oversite of the Sheriff's Department. Animal Control Officers bring the animals to the shelter. At that point, Animal Shelter Services are provided at the shelter under the direction of the Director. The Director reports to the County Administration. The present shelter was constructed in approximately 1974, additions were made in approximately 1976 and the sally port was added in approximately 2006. The shelter contains approximately 5,800 square feet of indoor space, including two storage sheds.

Front view of existing shelter

Aerial photo showing the square footage of BCAS

Side of Existing Shelter

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

The present shelter facility was built with materials and concepts that are of lower quality materials and finishes than today's modern shelters. The building does not have good flow and creates additional work for staff. The dog kennels are not ideal for ease of cleaning and maintaining the animals in a healthy state. The staff has done the best job possible of maintaining the building under difficult conditions. They are to be commended for keeping the building clean and presentable to the public.

It has already been determined that a new shelter is needed. Therefore, an extensive list of deficiencies has not been provided in this study.

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3. PEOPLE AND ANIMAL LEVELS

The shelter serves the Burke County which contains the communities of Connelly Springs, Drexel, Glen Alpine, Hickory, Hildebran, Morganton, Long View, Morganton, Rhodhiss, Rutherford College, and Valdese. The County has a total people population of approximately 91,555 in 2018. The number of animals received at the shelter in 2018 was approximately 3,310. This total is composed of approximately 1,438 dogs, 1,839 cats, and 33 other species.

Nationally, the number of animals normally received at local shelters annually is 2-3% of the human population. For Burke County's approximate 91,555 people this would translate into potentially 1,831 – 2,747 animals turned into the local shelters annually. There are several other animal shelters that serve Burke County. The 3,310 animals received at the Burke County shelter in 2018 is 3.62% of the human population. The number of animals from all of the animal shelters in Burke County combined is approximately 3,542, see the chart below, which is about 3.86% of the total human population. This means the number of animals received per year at Burke County shelters combined is higher than the range of the national average.

Name of Shelter	A Better Life Animal Rescue	Burke Co. Friends for Animals	Cat's Cradle	Mercy Fund	Burke County Animal Shelter	Total of all Burke Co. Shelters
Total approximate animal intake	25 dogs	10 dogs and10 cats	145 cats	42 dogs and cats	3,310 dogs and cats	3,542 dogs and cats

Approximate 2018 intake of shelters in Burke County

Over the next 20 years, the population of Burke County is projected to increase to approximately 100,745, a 10% increase.

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More extensive preventative programs including low cost and subsidized spay/neuter procedures, public education promoting responsible pet ownership, and developing progressive ordinances is part of the solution to reducing unwanted and stray animals. The underlying overpopulation of pets is caused by irresponsible pet ownership and uncontrolled breeding of pets. Although animal overpopulation is beginning to come down nationwide due to remedial programs, it can be countered by increasing human population and continued irresponsible pet ownership.

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Of the 3,310 dogs and cats dispositioned at the shelter in 2018 the breakdown is as follows:

Adoption: approximately 798, or approximately, 24% are adopted. The number of adoptions is poor compared to many modern shelters that have adoption rates of 60-70%.

Returned to Owner: approximately 255, or approximately 7.7%, are returned to their owners. The number of returns to owners is below average when compared to many modern shelters that have return to owner rates between 10-20%.

Euthanized: approximately 2,245, or about 67.82%, were euthanized which is higher than the range of many modern shelters that have rates of 20–40%. There is a strong push nationally to move to a 90% live release rate.

Died in Shelter: approximately 12, or about 0.36%, die in the shelter which is in the normal range.

As cute as these puppies are, irresponsible pet ownership resulted in about 2,245 dogs and cats being euthanized last year in Burke County.

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Projected Animal Capacity

Before we discuss the proposed animal housing for the new shelter, we want to discuss an important question.

"Will Holding More Animals for Longer Periods of Time Increase the Number of Animals Adopted?"

"If we hold more animals for longer times won't more be adopted?" The two following examples can help individuals understand this frequently misunderstood question. Before we examine the questions however, we want to emphasize the importance of all healthy animals being provided a reasonable stay. As long as animals are emotionally and physically healthy, and kennels are not overcrowded, it is reasonable to extend their stay. However, dogs should not be kenneled so long that it adversely affects their behavior, causing neurotic behavior such as pacing, spinning and aggression.

This issue often becomes confusing for many people when trying to understand the value (or lack thereof) of building bigger shelters and holding more and more animals for longer periods. The following examples will help facilitate understanding:

1. In the first example, assume the shelter holds animals an average of ONE week each during a one-year period. During the year, 100 people (or pet rescue groups) visit per month with the intention to adopt a pet. How many animals could be adopted in that year? If every visitor adopted, you would adopt 1,200 animals.

Now, assume you kept every animal for FOUR weeks (four times longer) during a one-year period. The same 100 people per month visited with the intention to adopt a pet. How many animals could be adopted in a year? If every visitor adopted, you would still adopt 1,200 animals. As you can clearly see, holding the animals longer, by itself, did not affect adoptions.

It is important that your shelter make an informed decision of how many animals to hold at any given time and how long to hold each animal to provide the best opportunity for adoption and have humane treatment.

2. In this second example the shelter holds about 100 animals available for adoption at all times. The same 100 people visit per month with the intention to adopt a pet. How many will be adopted in one year? If every visitor adopts, you will have 1,200 adoptions in one year.

Now, assume the organization builds a shelter with twice as many kennels, holding about 200 animals at all times, how many will then be adopted? If all of the 100 visitors adopted, you would still adopt 1,200 animals. As you can see, holding twice as many animals does not affect the number adopted.

The conclusion of these two examples is simply this: The only factor that truly affects the number of animals you adopt is the number of people (or rescue groups) who visit the shelter with the intention of adopting. **Holding animals longer and holding many more animals does not significantly increase adoptions.**

NOTE: (A shelter may hold an animal an extended period of time and finally get it adopted, but other animals are being euthanized to allow that one animal the space to stay longer. This is the scenario that causes people to think incorrectly, "If we could just hold all animals longer, they would all eventually be adopted".)

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TO INCREASE ADOPTIONS, YOU MUST INCREASE THE NUMBER OF VISITORS (WHO WANT TO ADOPT). This is done through a good visible shelter location, visibility of all animals, weekend and evening hours, web-site pet listings, an attractive welcoming shelter, well-groomed and healthy animals, friendly staff, adoption requirements that are not too restrictive, reasonably low adoption fees, promotion of adoptions in all local media, special adoption events, the help of rescue groups and transfer programs.

The more effective approach an animal shelter can take rather than warehousing animals is to help get all pets in their service area spayed or neutered and educate their community about responsible pet ownership. This will eventually solve the pet over-population problem in a community. A community simply cannot "shelter their way" out of an animal overpopulation problem.

Refer to Exhibit A that shows the summary of current and projected shelter animal intake and proposed animal housing along with the Average Length of Stay (ALS). This information is discussed in more detailed below.

Dog Housing Capacity

The existing shelter has a 4 day Average Length of Stay (ALS) for the approximate 1,438 dogs handled per year with the present dog housing capacity of 16.

We usually recommend planning based on a maximum 14 day average length of stay to avoid adverse effects of housing animals in shelters. Please refer to discussion starting on page 9 above that explains why excess lengths of stay do not really increase adoption. After much discussion, Burke County agreed to use a 14 day ALS to calculate the dog housing capacity. In addition, for the future housing, the non-profit shelters in the area would like to have the new shelter receive dogs which are currently being received by them.

The Building Space Program, EXHIBIT B, includes housing for 41 dogs which is an increase of 156% over the existing shelter and results in a 14 day ALS. Please note

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

that if the dogs that are received at local non-profit shelters were included (total of 56 dogs intake per year) then the ALS would be 13.25 days. Refer to the Animal Housing section of the Building Space Program for the breakdown of the proposed Dog Housing.

Please also note that based on North Carolina state rules the proposed shelter could house as many as 54 dogs, although not ideal.

Cats Housing Capacity

The existing shelter has a 9.6 day Average Length of Stay (ALS) for the approximate 1,839 cats received per year with the present cat housing capacity of 48. Burke County agreed to use a 14 day ALS to calculate the cat housing capacity. We usually recommend planning based on a maximum of 14 days average length of stay to avoid adverse effects of housing animals in shelters. Please refer to the discussion starting on page 9 above that explains why excessive lengths of stay do not really increase adoption.

The Building Space Program EXHIBIT B includes housing for 54 cats which is an increase of 12.5% over the existing shelter and results in a 14 day ALS. Please note that if the cats that are received at the local non-profit shelters were included (total of 176 cats intake per year), then the ALS would be 12.5 days. Please note that based on North Carolina state rules, the proposed shelter could house as many as 135 cats, although, not recommended. Refer to the Animal Housing Section of the Building Space Program for the breakdown of the proposed cat housing.

Other Animals

The Shelter does not receive other animals.

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4. BUILDING SPACE PROGRAM

The Building Space Program is a detailed listing of each room or space proposed to accommodate Burke County's needs. The net area of each room or space is listed. Net area is defined as the inside dimensions of the space but does not include the wall thickness and corridors. The quantity of each type of room or space is also listed. The rooms are sub-divided into major groupings such as Administrative, Medical, Animal Housing, Animals support areas. The net area totals are listed at the bottom of each section and then a grossing factor is applied to the net area. The grossing factor projects the estimated SF needed to accommodate the wall thickness, corridors and any other unidentified space. This helps to determine the total SF needed. The total SF is critical to developing an Opinion of Probable Cost.

Refer to attached EXHIBIT B Revised 01-21-20 for the proposed Building Space Program.

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

5. SITE CONSIDERATIONS

The qualifications of a site are very important for the special needs of the shelter. Burke County is considering moving to a new site. The new site of the Burke County Animal Shelter should be selected based on the following criteria:

A. Visibility: This is a very important concern for an animal shelter; however, it is most often overlooked. In the past, it was customary to locate shelters at out-of-the-way places on the least expensive properties like industrial areas or near sewage treatment plants or landfills. The theory was that if someone wanted to visit the shelter, they could call for directions to find it. Today it is recognized that locating shelters in high-visibility locations not only increases visitors and the number of pets adopted and returned to owners, but also reduces the need for animal euthanasia and helps build public awareness and community goodwill. **A good location can increase adoption by 100%.** Coupled with an active adoption promotion program, this location and visibility factor can increase adoptions and reduce euthanasia.

B. Accessibility: It is important that the animal shelter be centrally located to the area it serves. If the shelter were located in a far corner of the jurisdiction, the driving time may be lengthy and people would be less likely to use the shelter. That long drive would mean people being less likely to come to look for lost pets or visit for adoptions. The service area is Burke County which is approximately 515 square miles; therefore, the travel distance can be significant to certain areas from any one location. It is important the shelter be located as close to the most number of people as possible.

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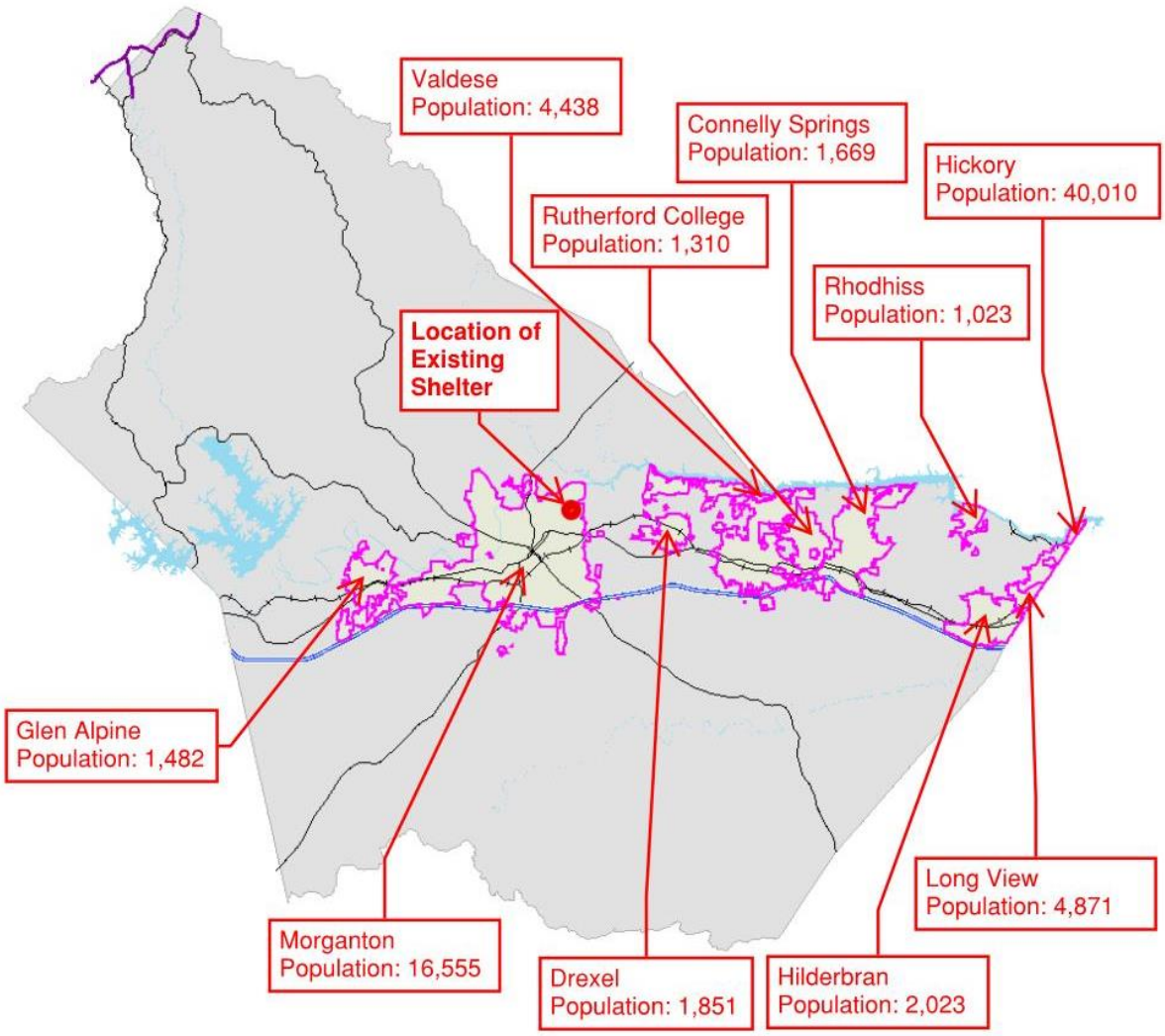

Map of Service Area, Location of Existing Shelter, and the most concentration of human population.

C. Suitability:

It is very important to check the potential sites for the following:

1. Availability of utilities such as water, sewer, gas and electricity.
2. Zoning restrictions: Finding a new site with zoning that will allow an animal shelter "by right" can be a challenge. If a special use permit or zoning change is required, these have been a challenge in some cities.
3. Easements, right-of-ways and setbacks: Each potential site should be carefully examined to make sure there are no restrictions that would prohibit the construction of the new animal shelter.

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

4. Excessive topography or drainage concerns: Each potential site should be examined to make sure the slope across the site will allow for proper drainage and there is a place to drain the water to. However, sites with excess slopes should be avoided if possible. Sites should be checked to confirm they are not in an area that floods.
5. Check for wetland concerns: Each potential site should be examined to make sure it does not have any wet lands or if it does the remaining area is still sufficient for the proposed project.
6. A rectangular shape. Odd shapes can be used but may require acquiring more land due to inefficiency of the shape. Potential sites may need to be "test fit" to assume everything works before acquiring the property.

D. Parking: Adequate parking is very important for the success of an animal shelter. The parking needs based on function for the shelter is estimated as follows:

Public Visitors	20
Staff	12
Volunteers	12
Foster Parking	0
ACO Vehicles	3 (Note: ACO's take trucks home at night)
Trailers	1
Total	**48**

The City required minimum parking is sometimes less than the functional need, however sometimes is more. Once we know the location of the proposed new shelter, we can review the parking requirements based on the zoning ordinance of the jurisdiction it is located in.

Parking should be arranged to provide good visible parking for visitors and located for easy access to the main entrance. Staff parking should be separate and located to the side near a separate staff entrance. Shelter vehicles should be provided with simple to navigate routes with adequate turning radius and concealed from public view in a screened service yard.

E. Site Size: The new site needs to be approximately 2½ to 3½ acres minimum depending on a number of factors, but a larger, perhaps 4 to 5 acres, may be preferred.

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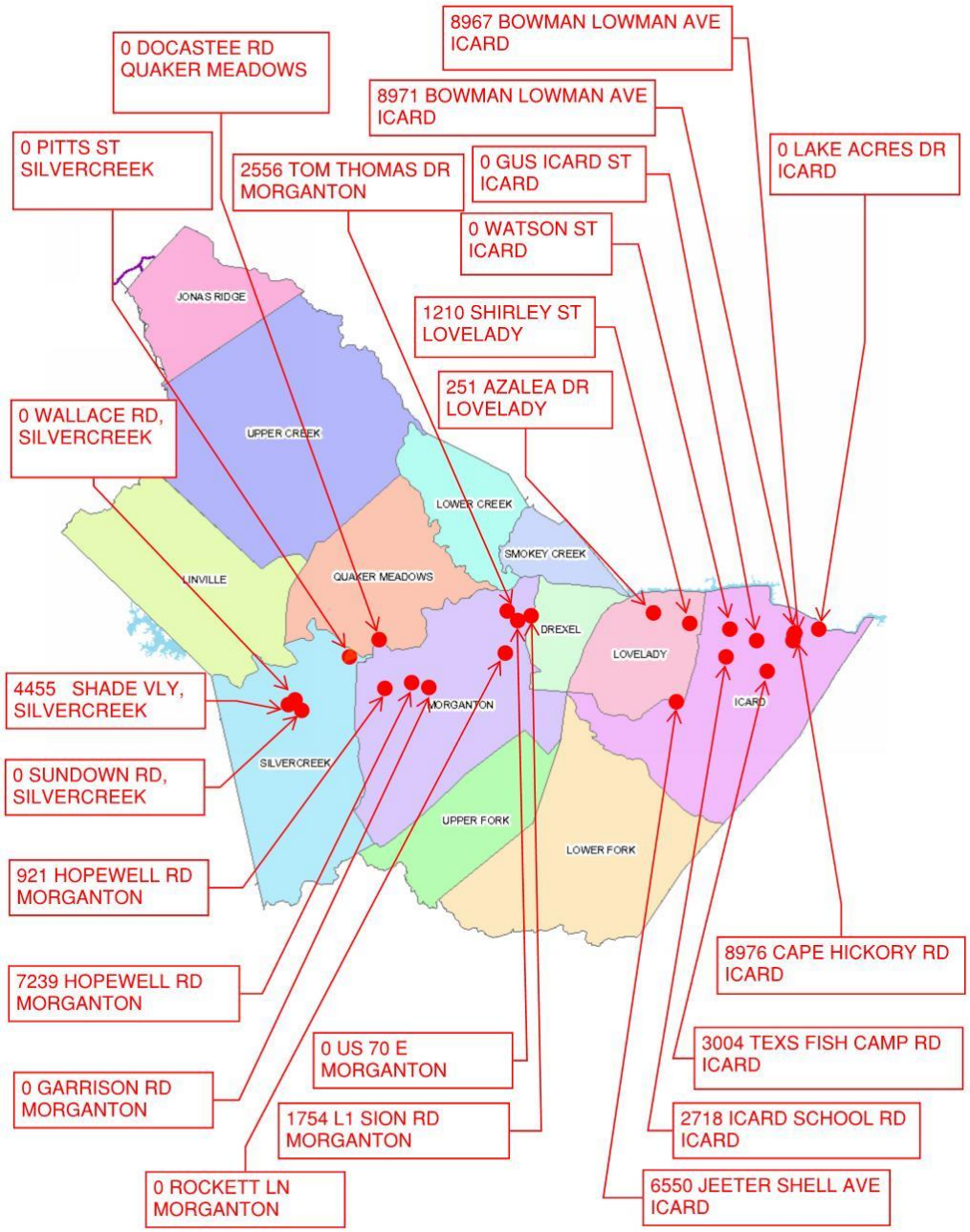
This is based on a one-story building with surface parking for approximately 48 vehicles. This is assuming the site is relatively flat and rectangular in shape. If the site is an odd shape or has extensive slope, additional space may be required.

F. Possible sites: Burke County provided a list of potential sites. The parameters for this search were delinquent 2018 taxes, sites larger than 5 acres, within 1 mile of a city, and that are vacant. The map below shows the location of the potential sites.



Map of Service Area and Locations of Potential Sites for the New Shelter

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F. Summary: Burke County is in the process of choosing a new site for their proposed new shelter. Once the top 3 or 4 sites are selected, please allow SPA to review potential sites before purchasing to “test fit” and evaluate to the criteria provided.

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6. RECOMMENDED FEATURES

A. Design Concept

An example of a welcoming new animal shelter by
"Shelter Planners of America"
of about the size needed for Burke County, NC

The shelter should have low-maintenance, heavy-duty materials. The interior should be brightly lighted and open with pleasing colors and pleasant public spaces. Animal housing areas should provide as much health protection, safety and comfort as possible with today's new materials and designs.

For the new shelter we recommend a one-story building. The structure would be a slab on grade, depending on the soil condition, with masonry and framed walls and sloped truss roof. The exterior should avoid an institutional look, preferring a human scale and welcoming feel. It should be compatible with the community and be attractive and inviting to the public. Natural lighting should be provided to all public areas, animal housing areas and staff work areas.

Attractive landscaping will be very important to the appearance of the shelter. We recommend that an extensive landscaping plan, be a part of the building project.

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1. Dog Housing – SPA presented several dog housing options to Burke County for consideration and they selected Convertible Kennels. The indoor portion of the kennel will allow the dogs to be comfortable both the summer and winter.

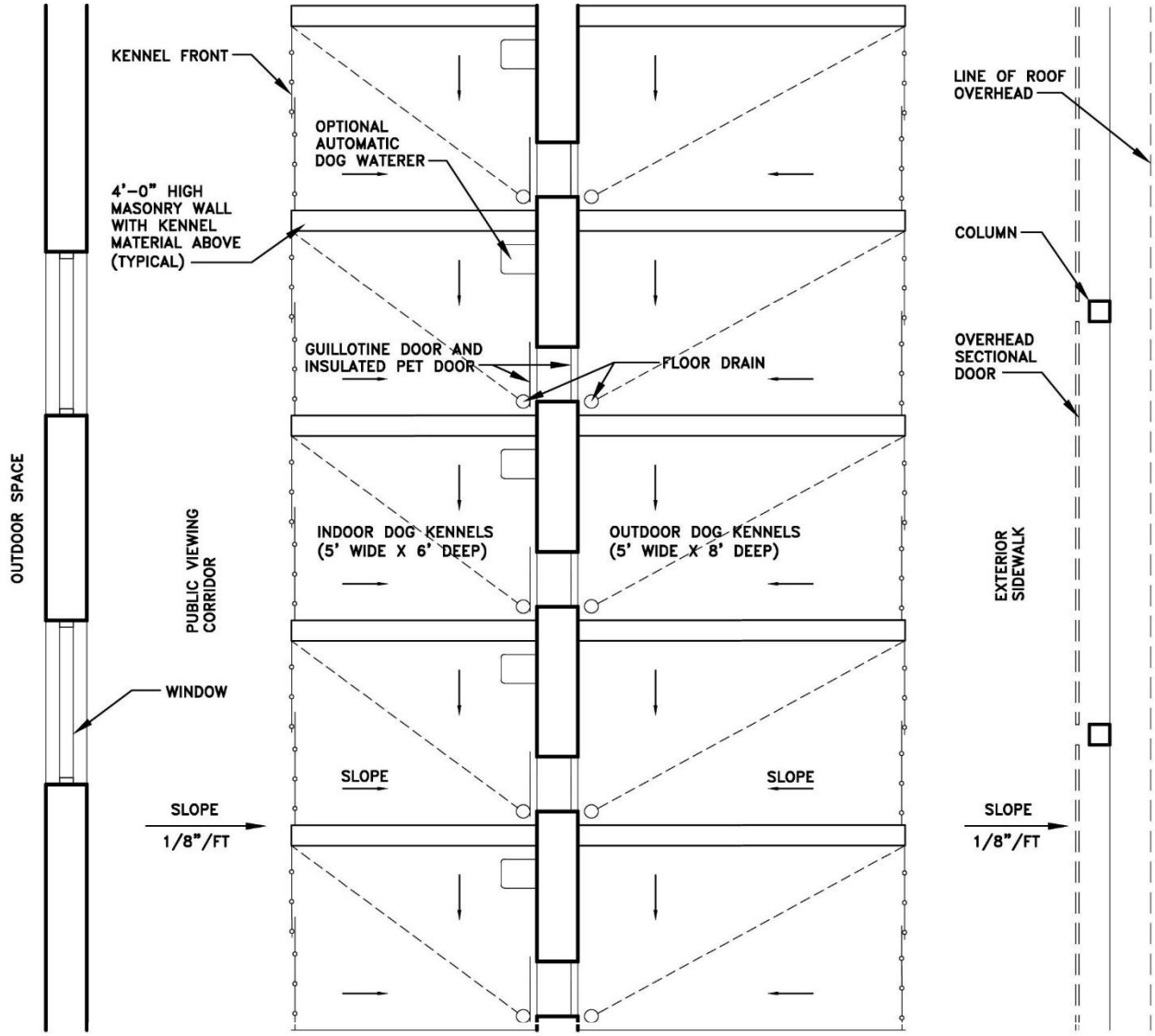

DIAGRAM OF CONVERTIBLE KENNELS (NOT TO SCALE)

The two-compartment kennel design will allow dogs to be kept safe and dry during the cleaning procedure by moving dogs to the other compartment. This allows for efficient daily cleaning. Floors will be sloped to individual drains thereby eliminating trench drains which are difficult to clean and can cause cross contamination.

There should be special sound control materials used in the design to keep the building quiet inside and to keep noise level down. Dog Kennels should be arranged where dogs are not looking at each other across the aisle which can cause stress and increase barking.

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Photo of outdoor kennels of convertible kennels with garage doors shut

Photo of outdoor portion of convertible kennels with garage doors shut

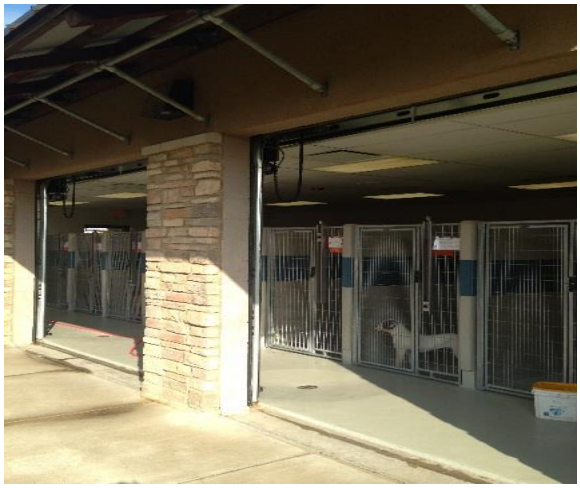

Photo of outdoor portion of convertible kennels with garage doors open

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2. Puppy areas - Puppies are to be housed separately from the adult dogs for disease control. We recommend all puppies be housed in floor level pens. This is to prevent them from stepping out of an elevated cage with an open door, falling out of cages located several feet above the floor and possibly injuring themselves.

Puppies will have individual inside pens to hold litters of puppies separated from adult dogs.

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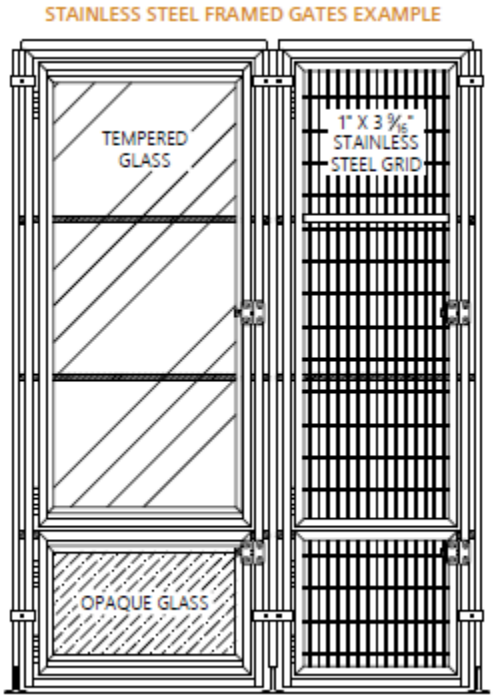
3. Cat Housing

SPA recommends two compartment housing for cats which is consistent with recommendations of the Association of Shelter Veterinarians. This allows the cat cages to be spot cleaned on one side while the cat is in the other compartment. This eliminates the need to move the cats out of their cages for cleaning. This reduces the potential transfer of disease and reduces stress for the cats.



Mason Cat Towers

Shor-line Stainless Steel Cat Suite

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These cages have individual exhaust; the cats can be viewed from the public corridor through glass or from inside the cat room through the cage front

Cat Community Room with free roam cats

Catio with free roam cats

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B. Interior Features

Shelters built in the past did not have the advantage of using many of the new innovative materials and equipment available only in recent years. Animal shelters of today are no longer just “warehouse structures” with cages lined down the walls.

Shelters are very specialized buildings which are more like hospitals and shopping malls than warehouses in construction.

A high level of quality is needed if the facility is to be able to keep animals healthy and to hold up under heavy wear. This is especially important for a shelter that is striving to present an attractive, welcoming image to the public.

An attractive, spacious, quiet front lobby is important in a shelter. This improves customer satisfaction and increases adoptions.

The goal is to make the shelter a place where employees feel positive and the public enjoys visiting for pet adoption, pet retrieval, pet owner education and other animal services. Most importantly, the shelter must house animals in the healthiest, least stressful manner possible.

Today, modern shelters are designed to include central washing equipment, automatic animal watering systems, individual kennel floor drains, fresh air with heat exchangers

for economy, heated kennel floors, noise control systems and long-lasting, easily disinfected wall and floor finishes.

Special equipment can be utilized in a new shelter. During the preparation of the construction drawings and specifications in Step 3 we will review with you all of the details and choices that are available including performances, features, pros & cons, and the cost implications of the various options. Some of the equipment and finishes are pictured below.

SMT Kennel 600 - Wall Mount **#300-5350**

Wall mounted unit provides convenience, dual chemical injection, and a single zone cleaning radius up to 100 ft.

The SMT Kennel 600 provides convenience and the ability to dispense 2 different chemicals at accurate dilution ratios on demand. It's 2HP motor pumps either 2.2 gpm of water at 1100 PSI or 2.9 gpm at 850 PSI. In comparison, a normal garden hose uses a minimum of 8-10 gpm at 60-80 PSI. You will immediately begin saving approximately 75% of the water used to clean your facility, while receiving significantly more pressure.

With the two pressure settings, you are able to dispense chemical on low pressure, and receive a deep scrubbing action on high pressure. Through the precise metering of the chemical and allowing the pressure to do the cleaning, you will also experience chemical, time and labor savings.

This commercial grade unit is complimented with heavy-duty accessories and safety features that ensure compliance and ease of use. The SMT Kennel 600 has anti-siphon and backflow protection, a water level float switch, and a thermal limit switch built in to protect not only the unit, but also the user. Durability, longevity, quality, efficiency, reliability and precision are a few words our customers have used to describe the SMT Kennel 600. Make cleaning more efficient, effective, and easier for your staff with an SMT Kennel 600 Package.

Central pressure washing equipment allows the animal areas to be cleaned and disinfected in one very rapid process with less water consumption.

Attachment: 1080 Burke County Animal Services Needs Assessment Study Rev_2_01.21.20 (2966 : BOC - Acceptance of Needs Assessment for

KENNEL FLOOR FINISH

DESCRIPTION

Fine, colored quartz aggregates are encapsulated in crystal clear epoxy resins to produce the decorative Ceramic Carpet flooring systems. During installation clear resins flood over firmly bonded, multi-colored granules filling depressions and glazing peaks providing a rich "depth" to the speckled finished appearance. A textured surface profile results offering excellent skid-inhibiting properties while remaining easy to clean and maintain.

Ceramic Carpet is available in two basic types: #400 which may be installed at 1/16"–⅛" and #425 which is always ⅛" but allows for faster project turnaround.

USE

The textured finish of the Ceramic Carpet systems make them ideal for showers, restrooms lockers where skid-inhibition under wet conditions is essential. Other such areas include kitchens, food service, laboratories, animal housing or laundry facilities. Ceramic Carpet is also well suited for any number of other "people" areas in commercial, institutional or industrial facilities. These include lobbies, corridors, showrooms, classrooms, vending areas and even manufacturing where an aesthetically pleasing flooring system is desired.

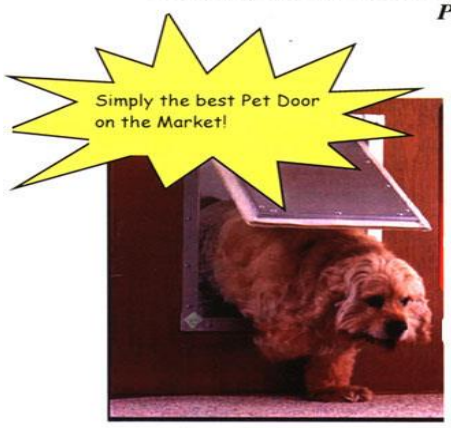
KEY BENEFITS

- Multi-colored, speckled look of fine, granular quartz aggregate in clear resins that won't show soil.
- High wear and abrasion resistance.
- Uniform skid-inhibiting surface.
- Seamless, easy to clean and maintain.
- Simple installation for fast project turnaround.

The special trowel on kennel floor finish comes in an attractive array of earth tone colors to make kennels cheerful and bright. It also halts bacteria growth.

Insulated Pet Doors
GUILLOTINE COMBO

The Only Insulated Pet Door/Guillotine Combo On The Market PERIOD…..



HEAVILY INSULATED FOR ALL EXTREME WEATHER CONDITIONS *Pet Doors are insulated with high-density polystyrene and faced with .050 satin anodized aluminum. The 6.49 R Factor in the Combo Unit will maintain a 40° temperature difference in extreme weather conditions.*

HEAVY-DUTY FRAME CONSTRUCTION WITH DOUBLE ACTING HINGE *Heavy duty extruded aluminum frame that will not rust, crack or chip. Door closes automatically with a double acting concealed hinge.*

COMPETITIVE ATTRACTIVE FUNCTIONAL *Competitively priced with other Pet Doors and Guillotines on the market; however, the purchaser is receiving 200-300% more in value. The Pet Door/Guillotine Combo will improve the appearance of the kennel and is maintenance free.*

Shelter Planners of America uses special Guillotine doors with an insulated Pet door that prevents loss of heated or cooled air from the kennel.

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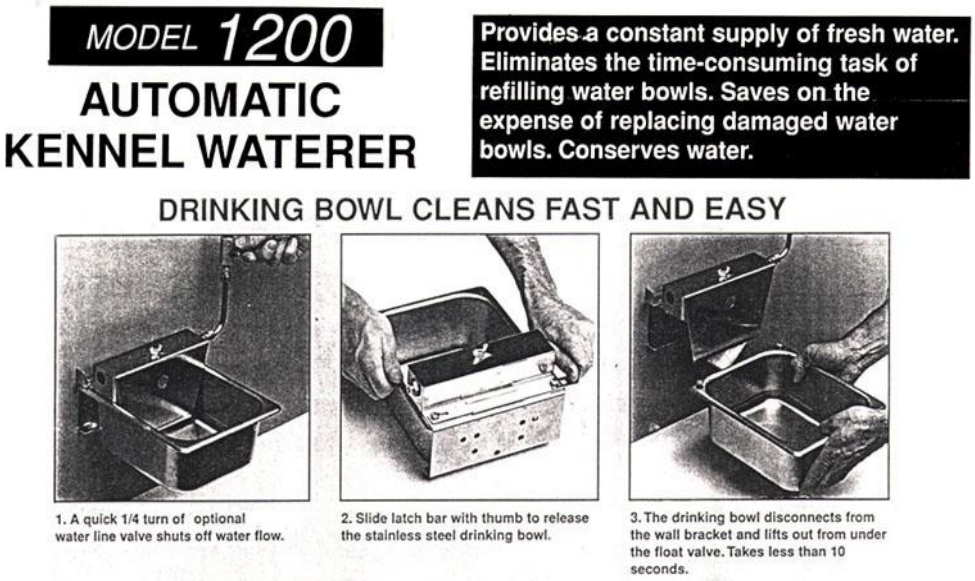

Each dog Kennel is equipped with an automatic waterer so that dogs always have fresh water available with no staff time required refilling bowls.

Attractive Kennels with bright lighting levels, troweled epoxy floor finishes and sound absorbing ceilings make quiet, inviting public spaces.

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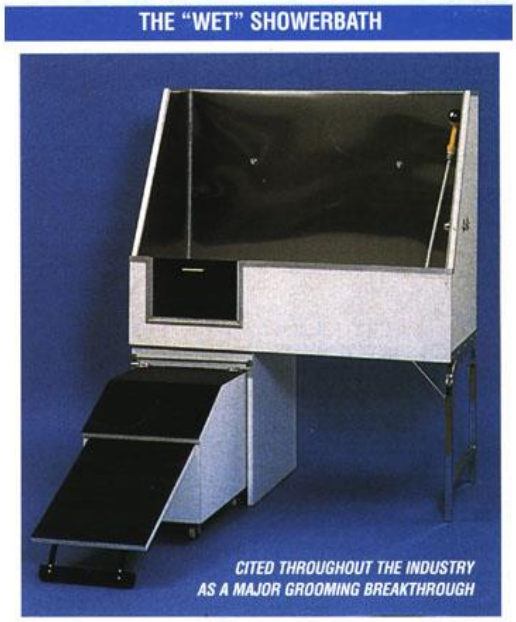

Our Most Popular Tub.

Now you can have a free-standing tub, walk-up ramp, and backsplash in one. The roll-in/roll-out ramp with sure footing provides easy access to tub. From the bottom of the ramp the animal has a good view inside, so they have a good idea where they are going. This tub will accommodate breeds up to 300 lbs. Now made with a full 18 gauge stainless steel liner. Standard features include an easy removable plexiglass door, roll-in/roll-out walk-in ramp, four eye-hooks installed in backsplash, built-in hair strainer, stopper, faucet, sprayer, hose, and hose hook. Outside surface is finished in your color choice of 8 easy-to-care-for laminates. *(See color chart on back cover.)*

OPTIONAL EQUIPMENT:
Upper and lower cabinets with sliding doors, upgrade hair trap, floor hydro tub rack and upgrade faucet. *(See pages 6, 7, 8).*

MODEL NO.	DIMENSIONS	
WET	TUB ONLY Ramp extends 41" off front edge of tub	58" H x 48" L x 24" W x 15" D
480W	OPTIONAL OVERHEAD and LOWER CABINETS	16" H x 48" W x 12" D

Professional grooming tub that animals can be walked into through a swinging door.

C. Heating, Ventilating, Air Conditioning (HVAC)

Heating, ventilating and air conditioning systems must be designed to provide clean, odor free and uncontaminated air throughout all animal housing areas. This is essential to control the spread of air borne disease.

The HVAC system will be custom designed to provide a high volume of fresh air to kennels with a specific number of air changes per hour at the proper temperature and humidity range. The system will be designed to provide ceiling air supply above public walkways with a ceiling exhaust above dog runs opposite each supply providing the best odor control for the visiting public and staff.

Additionally, the systems will be fitted with heat exchangers to recapture energy before it is exhausted. This helps keep utility bills as low as possible. There will also be supplemental roof mounted exhaust fans (with separate switches on timers, with red lights) to pull out moist air during and immediately following kennel cleaning.

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The facility should be served by multiple, separate, smaller HVAC systems, each to serve a portion of the facility. This smaller equipment is less expensive to install and service and if a system fails, you still have portions of the building heated and cooled until the system is repaired. Animals can be doubled up until repairs are made. The administrative areas are on a separate air system to prevent odors from entering the staff areas.

Warmed floor areas in the front half of each dog run can be used during cooler seasons. This warmed spot is about 3' deep by the width of the run. The warmed area improves the animal's resistance to disease and allows the animal to be comfortable and quieter during the day. The warmed floor also helps speed the floors drying after wash down. It should be noted that in recent years, many shelters provide beds or blankets for each dog. Cleaning the beds and or blankets is an expensive ongoing cost over the life of the building. These may not be needed if heated floors are provided. However, because the heated floors are invisible to the general public, some groups end up using blankets anyway due to public pressure. Some have put up signs that read "our dogs sleep on heated floors".

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7. STAFFING

The present animal shelter staff consists of the following staff positions:

	Position	Number of Staff		Accumulated Total
		Full Time	Part Time	
1	Director	1		1
2	Coordinator	1		2
3	Technician	1		3
4	Animal Control Officer	7		10
	Total			**10**

This staffing level is below average compared to most shelters across the Country handling approximately the same number of animals and having similar adoption results. Burke County should plan increase the staff at the shelter.

Burke County is considering adding the following staffing positions in the future:

	Position	Number of Staff		Accumulated Total
		Full Time	Part Time	
1	Marketing	1		1
2	Animal Care Technicians		2	2
3	Education Coordinator	1		3
4	Veterinarian		1	3.5
5	Vet Tech		1	4
	Total			**4**

Also, in a new shelter that is a more pleasant environment, it should be possible to have a successful volunteer program. Volunteers can help with a wide variety of activities at the shelter to promote adoption.

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8. OPERATION COST

The present annual operating cost is $315,425.75. The average cost per animal handled is approximately $95 based on 3,310 animals. Nationally, animal shelter operational budgets run between $250 and $500 per animal. Burke County's Animal Shelter operating cost is lower than the normal range.

The proposed new shelter will be larger than the present shelter and the cost of utilities may be higher than the existing shelter. In addition, we recommend more staff be provided over time. We anticipate the operating budget should be increased to accommodate the increased utility costs and the proposed additional staffing.

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9. OPINION OF PROBABLE COST

Construction cost of animal shelters vary significantly, based on the national economy, the region of the country they are constructed in, when they are constructed and the individual market factors at that time and the method of project delivery. Other important factors are the size of the shelter, the site conditions such as soil and topography, quality of finishes and materials, HVAC systems included and the quality of animal equipment. Since detailed design drawings and engineering have not been prepared at this time, only estimated costs can be presented.

This is based on actual costs of several good quality shelters we have designed. We have taken those costs and adjusted the cost for Charlotte, NC in 2019 based on the R.S Means cost guide. Unfortunately, there is not construction cost data available specifically for any cities in Burke County. It is possible the costs in Burke County could be lower but we are not certain. Also, occasionally we find a small community that rallies behind the project and “in-kind” services are donated that reduces the cost. We recommend Burke County plan for the worst and hope for the best.

Please note that modern animal shelters are more like a combination of a hospital and a shopping mall than a warehouse or other industrial use. The cost of modern animal shelters often surprises people because the cost is actually more than many buildings they may be familiar with. The following are some reasons for this:

1. Animal shelter foundations are complicated because there will be slopes within the animal housing areas to drains and this requires additional labor beyond most buildings like schools or office buildings.

2. The floor finishes in animal housing areas are perhaps 3 times the cost of typical carpet or other floor finishes in most buildings.

3. Animal shelters have animal equipment that can add $20 to $30/SF on top of the cost of most buildings. Occasionally, the costs people hear about other animal shelters they do not know if this equipment is included in the price or not. For the estimate in this study we have included the animal equipment.

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4. Animal shelters have more walls per SF than most any other building type. For example, dog kennels walls are usually 4 feet to 6 feet apart whereas classrooms in schools are more like 20 feet apart.

5. The Heating, Ventilation and Air-Conditioning (HVAC) systems in the animal housing portions of animal shelters are more expensive than other buildings to reduce disease transmission.

6. The wall finishes in the animal housing portions of animal shelters need to be a non-porous and durable finish to prevent disease transmission and to stand up to the daily washing. Glazed structural tile is a common material but costs significantly more than other materials.

7. Sound control within animal shelters is generally more cost than many building types due to the dogs barking. This requires the walls being extended to the roof deck to prevent sound transmission to other areas and this requires sound absorption materials that cost more than normal materials.

Refer to Exhibit C dated 01-21-2020 for the Opinion of Probable Cost. We have included Construction Costs, plus amounts for soft costs and contingency that should be considered. Please note, the cost of land is not included.

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10. OPERATION

The Staff is making every effort to maintain and operate the existing shelter in the best way possible. They should be congratulated for a job well done with current facilities.

We urge Burke County to expand its fine work of increasing adoptions and saving lives by increasing activities that get more people to the shelter to adopt.

- Ongoing and well promoted shelter adoption programs
- Expanded evening and weekend hours – item “A” below is an expanded explanation of this.
- A well-designed website for animal adoption and lost animal identification
- Use of web-based adoptions such as Petfinder.com
- Proactive return to owner program - Item “D” below is an expanded explanation of this program.

Listed below are some programs that have helped other shelters. Burke County may already be utilizing some of these, but we include them for your consideration:

- Strict follow-through on spay/neuter for adopted pets
- Low cost spay and neuter programs for the general public
- Free collar and ID tag program for all pets - item “D” below is an example of this idea.
- Education Program
- Foster pet homes
- Pet Health rehabilitation
- Pet Behavior rehabilitation
- Pet Surrender Diversion Program counseling for pet owners with problems keeping their pets
- Progressive, responsible owner ordinances

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A. Will Extending Weekend and Evening Hours Benefit the Animals Even More?

Although it may require additional staff time, the benefits of remaining open more hours on weekends and more evenings per week, is that it allows working people a chance to come in after work to look for lost pets. Weekends and evenings are also the best opportunity for the public to visit the shelter to adopt pets. Burke County is now open to the public from 10:00am to 7:00pm Tuesday and Thursday, from 10:00am to 4:00pm on Wednesday and Friday, and 10:00am to 4:00pm on Saturday. These current times seem reasonable at this time. However, it may be better to be open late every evening and open on Sunday afternoon, even if you are closed to the public on Monday or even Tuesday. Remember, the shelter is a retail business.

B. How to Prevent the Euthanasia of Any Lost Pet that Comes to the Shelter

Another extremely important area of preventative programming is ID tags. There should be an organized effort to get all animals tagged with an owner ID tag or dog license. The microchip IDs are a valuable owner ID system but a collar and tag can get the animal back to its owner without the need for the animal going to the shelter.

A free tag program could be offered to all pet owners for a limited time of one or two years. This program could be implemented by volunteer school age children setting up tables at their schools and in shopping malls and giving away free ID tags in a **"Save Our Pets"** campaign.

A well promoted pet tag program will save the life of any lost animal that has its tag and can be returned home.

A donor could probably be found to finance the modest cost of the numbered tags. (The tag should contain either the shelter phone number, plus an identifying number, or, preferably, the owner's name, address or phone number.) Certificates for a free collar at the shelter can also be given away with the tag. This certificate gets people to visit the new shelter. Also, every animal adopted at the shelter should be fitted with a collar and tag as it leaves. The simple fact is, if every pet in the community is wearing an owner ID tag, NO lost animal would need to be euthanized. Additionally, these pet owner's names can go into a database and they can be mailed annual dog license renewals, e-newsletters, etc.

Burke County should work toward having every animal in the County licensed or tagged.

C. Proactive Return to Owner Program is also known as Proactive Redemption.

Unfortunately, many shelters do not have proactive return to owner (RTO) programs to help reunite lost pets. The average national RTO rate for dog is 20% and for cats 2%. If shelters could get more lost pets home, it would reduce shelter pet deaths and save taxpayer money. Shelters that have proactive programs are seeing their RTO rates rise. Some are reporting RTO rates higher than 70% for dogs. What a wonderful success story!

The best way to return pets to their owner is to ensure the pets can be identified via tags or microchips. All municipal shelters, animal control shelters and non-profit humane shelters should have top-priority programs to increase returns of lost pets to owners. It's not enough to just hold a lost animal and expect the owner to faithfully show up to redeem the pet. Proactive Redemption is a part of daily functioning and it is what the public expects and deserves.

With all stray and lost dogs and cats believed to belong to someone, the goal of proactive redemptions is to avoid taking them to the shelter in the first place and to keep them where they belong, with the owner. A large number of stray animals which end up in shelters and are later destroyed, are actually beloved family pets. These animals should not be destroyed simply because they lack the ability to speak.

Three Proactive Programs that should be practiced by every shelter and in every community are:

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1. Microchip every animal leaving the shelter, whether RTO, transferred or adopted. Microchipping is a small chip, about the size of a grain of rice, it is injected by a veterinarian or aid under the skin in the animal's neck. The chip contains a unique number, much like a bar-code, which can be scanned to determine who the animal belongs to. Although many people may think microchipping isn't necessary because their pets live inside, or are never unsupervised, this is faulty thinking.
Think back to how many pets were lost after Hurricane Katrina in 2005 and other disasters. Thousands of animals were displaced from their homes and there was simply no easy way to identify who owned them. Had all pets been Microchipped, or had other ID, all could have been returned to their owners. Microchipping can also increase the odds of having your pet returned to you if it is stolen and ends up in the hands of law enforcement officials or at a shelter.
In some communities, the proactive redemptions are advanced through Chip-A-Thon events. The shelter offers a no-cost or low-cost chipping event once a month so that people can have pets chipped quickly and for a very low cost.

2. Place a free collar and tag on every pet adopted, transferred or returned to the owner. The value of a collar and tag is that a neighbor finding this lost pet can immediately call the owner and get it back home. No need to go to the shelter and risk the animal's life. The shelter can also advertise these free collars and tags to the public. This is great public relations and also gets the public to come to the shelter, making it more likely they will adopt future pets there. It's best to have the owner's name and phone on the tag, but a shelter phone and animal ID number (which identifies the owner) can work as well on the tag.

3. Area shelters should share a joint Lost & Found website file which pictures every lost animal in the area shelters and also every reported lost and found pet (with photo if possible). These can be accessed by every shelter staff person or any owner at home, looking for their lost pet.
In a good Proactive Redemption effort, every animal shelter should do all of the following important steps:
In the field, before bringing the pet to the shelter:

- Check pets for all forms of identification, including tags, collars, tattoos and microchips.
- Follow-up immediately on any found identification, by phone and/or email.
- Knock on the doors of neighbors near where the animal is found to see if they know the pet's owners. This is very productive.

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- Check to see if there are lost pet fliers posted in the neighborhood on light posts, fences, etc.
- Search the shelter computer Lost & Found pet systems for the area.
- Call the local shelter to see if a lost pet report has been received but perhaps not entered into the system yet.
- Make every effort to return pets to their owners without ever bringing them to the shelter.

If a pet must be brought to the shelter:

- Re-scan for microchips if none were found in the field.
- Photograph the pet and post it on the Inter-Shelter Internet website promptly.
- Continue checking lost pet listings daily to try to find matches.
- Share information with other impound centers in the area who may hear from people looking for lost pets.

Taking a proactive approach to pet redemption saves lives, brings revenue to the shelter, generates community good will and most importantly, saves the pet's life.

This approach should be considered a required service of every shelter, it is NOT an optional service, "if the shelter can find time".

C. Pet Surrender Diversion Program counseling for pet owners with problems keeping their pets

Studies have shown that having animal surrender counseling, leads many people to keep their pets. Therefore, it will be beneficial for all shelters to have a Pet Retention Program councilor or coordinator, to examine the reason when an owner wants to surrender an animal. They will provide them guidance and help so that these owners will not lose the opportunity to keep their animal, when the issue is a solvable problem. Pet Retention Programs can help keep animals from entering the shelter by helping people overcome obstacles, whether they are short term or long-term issues. The program allows the owners to slow down, think clearly and discuss with trained staff, the reason that they believe they cannot keep their pet.

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These programs can include intake counseling, pet food banks, trainer referrals, grants for veterinary care, short-term foster plans and having a shelter Pet Help Desk.

There are definitely people who should never have pets. But the vast majority of people who have pets love them and want the best for them. It is worth the time, effort and some degree of cost to work to keep animals in their homes as opposed to accepting those animals too easily, only to hold them for a while and then possibly euthanize them.

Often pet owners have strong emotional bonds with their pets and will choose to keep their pet if they see a solution. However, there are a number of challenging circumstances that can cause pets to lose their homes. Short term emergencies, illness, lack of funding to provide vet care, and a shortage of pet friendly housing can be some of the reasons that force the pet owner to relinquish a beloved pet to a local shelter or rescue group. Often, these issues can be easily fixed. What can the shelter do?

The shelter should have a special Pet Retention Coordinator who can provide the pet owner with a multitude of resources and assistance to help keep his pet in its home. As a starting point, this can be a staff member assigned to this duty as a part of their normal duties. This will usually be a Pet Adoption Counselor or other front office staff. Also, Animal Health Technicians or Veterinarians can handle this need.

1. Pet behavior issues:

Common pet behavior issues such as chewing, barking too much, aggression, whining, separation anxiety, etc can often be resolved. There are online resources for you and owners to find help.

For cats, check out this link: https://www.aspca.org/pet-care/cat-care/common-cat-behavior-issues

For dogs, check out this link: https://www.aspca.org/pet-care/dog-care/common-dog-behavior-issues

2. Moving:

Owners should look for pet friendly rentals long before moving. There are always some apartments, townhouses, condos, and houses that will accept pets. Many places will allow spreading the pet deposit payment over several months. The shelter can develop a list of rentals that allow pets, as a service for the public.

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3. Experiencing financial issues:

The shelter should also have a list of local groups in your area who may have funding or help to pay for pet expenses: Veterinary health care (ie: www.carecredit.com) ; Urgent veterinary care (ie: www.thepetfund.com); Assistance for caretakers of disabled pets (ie: www.handicappedpets.com)

Pet Retention programs are an important program all progressive shelters should implement to show their supporters they have a sincere concern for the animals in their community.

Shelters that effectively use Pet Retention Councilors have been able to reduce the percentage of owner released animals by 20 to 30% or more. This can amount to thousands of animals that don't need to be taken-in and cared for by the shelter. This money savings can pay for the extra position or time spent by the Pet Retention Councilor.

Every pet deserves the shelter's efforts to keep that animal in its home, if at all possible.

D. A well-designed Website for Animal Adoptions and Returns

There are three major components in an Animal Shelter Website: Graphics, Content and ease of use.

The use of **good graphics** is to capture audience/client interest. A visually pleasing website will draw the audience in and get them to explore and read. Pet websites need strong visuals to also stir up the viewers emotions, showcasing adoption images.

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The **content** is the message that the shelter wants to convey to your reader. What is the purpose and goal of your website? Including a mission statement on the home page will define who you are as an organization, the organization's beliefs and philosophy and a compelling image of your organization as being dynamic and solving problems. The website will be able to have all the necessary information for the reader. A typical example of the website's index could be: “About us, Adoptions, Lost Pets, Services, Spay/Neuter programs, Educational programs, Events, Volunteers, Animal Emergencies, Report Cruelty, Contact Us”. All websites, even a more complex website, should be organized in such a way that the reader can **search for the information easily**. It should have options to select and go to the information directly, by moving the curser to the category or sub-category.

A website designer or webmaster will be needed to update the website and to maintain validated information on a daily and regular basis. They must have the skill to be able to create a user-friendly website. The reader should not need to be technically savvy. It should be easy to navigate. navigation must be clear, consistent, and simple.

Typical mistakes a shelter may make in its website design:

1. Displaying invalid information or/and old information.
2. Website requires some specific browsers such as Chrome, Explore, Safari, etc.
3. It cannot be opened with an older version browser because it is not compatible.
4. Uses too small a text font size (small than 12) or hard to read, light grey text or background color that can obstruct the reader
5. It is not user-friendly making it hard to know where to look for information.
6. Not enough staffing resources to have someone maintain/update the website.
7. Does not have sufficient content to showcase its programs.

Two extremely important functions of any shelter website are to help promote adoptions of animals and to help return lost animals to owners.

The websites adoption section should have attractive photos of each adoptable animal plus a brief description of the animal, its background and personality. The staff

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responsible for photographing animals needs to pay attention to getting the animal to look at the camera and be sure to show the entire animal, not just a face close-up. Obviously, adoptable animals need to be updated every day if possible. You don't want a disappointed public coming to the shelter, only to discover the website is out-of-date and the animal is no longer there.

You could argue the most important section of the website is the lost and found animals, because their fate and ability to get home is in your hands. This section should picture every animal as it arrives at the shelter. It's imperative this be updated daily and even hourly. People are more and more depending on websites to tell them if their lost animal has been turned in. If your shelter fails to keep this information updated, you may cost an animal its possible return home and possibly its life.
The lost and found section must list the animal's breed, sex, colors, estimated age, date found, where found, special markings or description, presence of collars, tags and chips.

If you live in a community with several shelters, it's important that all shelters network together and be linked to show all lost and found animals in your area through one website destination and available at whatever shelter the owner is looking (or if they are looking from a home computer or phone).

The public should also be able to e-mail your shelter a picture and description of a lost animal for you to place on the website section designated for animals reported lost by their owners.
Having a good website will generate additional public traffic at your shelter which favorably impacts adoptions, retrieval of lost pets and positive public image for your shelter. More and more people will be relying on local websites to find their local shelter, find lost pets or adopt a pet. Websites are a low-cost investment that can bring a big return, benefits for the animals and success to your shelter.

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E. Spay Neuter Programs for All Adopted Animals and Low-Cost Programs for the Public's Pets

The one most important actions any shelter can take to reduce the number of unwanted animals, is assuring that the spaying and neutering of every animal adopted from the shelter is done.

A spay/neuter program is the most effective preventative program a shelter can put in place to reduce the number of animal deaths.

In addition, there should be a low cost spay/neuter program available to the general public for their pets. It has been proven in city after city that the cost of this type of preventative program will pay for itself in a few years with a reduction of animals that need to be picked up, fed, cared for and often euthanized. In some communities, local veterinarians understand the importance of these programs and cooperate with the shelters to provide these services at as low a cost as possible. If this cooperation is not possible, it is important for the shelter to start to make arrangements to develop a low cost program for the public.

E. Trap-Neuter-Release Programs (TNR)

A TNR program, also known as "Trap- Neuter-Release" or "Trap-Neuter-Return", is a program that provides a humane solution to the feral cat overpopulation problem by ending the breeding behaviors and cycles and subsequently stabilizes the feral cat population. TNR programs involve "Trapping" the cats and taking them to a registered veterinarian where they are "neutered" (some programs even give the cats vaccines to

help stop the spread of disease to other animals and humans), and finally they are "released" or "returned" back to their territory. TNR cats have their ear clipped as a universal sign that the cat has been altered. Success has been seen in cat communities with a caretaker who monitors the cats as well as trap new cats that are seen in the area. TNR programs help sustain the community cat populations and help keep unwanted litters from producing future generations. In addition, TNR programs get rid of breeding behaviors which include howling, fighting, and territory marking. Other efforts have been made to help elevate the influx of cats into shelters. One way is just not accepting cats into the shelters. The problem with this is cat population will continue to grow. A queen can have up to 3 litters of 4-6 kittens per year and in seven years, she and her offspring could produce approximately 420,000 cats. Trap-and-Remove is another effort to try and eradicate the feral cat population by either removing the cat and euthanizing it, or moving the cat, or cat community to a new location. These programs do not historically work due to other cats in the area reproducing or moving into the vacated territory. Also, feral cats are commonly fearful of humans and if they can be tamed, it often takes a lot of effort and time many shelters and potential adopters do not have. According to the Humane Society of the United States, the TNR program resulted in the West Valley City Shelter in Utah experiencing a "27% drop in cat intake rates and a 34% drop in cat euthanasias". With a drop in feral cat intakes and euthanasia, money, space, and time can be spent on more adoptable animals.

F. Responsible Pet Owner Education Program to Solve Future Problems.

The shelter should implement an expanded education program that will reach out into the community to promote a message of responsible pet ownership along with humane treatment of all animals.

A basic underlying message the education program should promote is the importance of all pet owners spaying and neutering all family pets. The other component of the program is to educate in basic proper animal care, feeding, housing, health care, obedience training and humane treatment of all animals.

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The Tale of Feral Cat:

Students will identify the difference between a feral and domesticated cat and will learn about trap-neuter-return and how a caretaker can help a feral colony to live safely.

Learning to Communicate with Dogs:

By studying dog behavior and training, students will practice reading for information, research, and reporting skills. Students will also learn the importance of communication.

Pet Start Program:

Pet Start Program serves the youngest students in our community, pre-kindergarten through Second Grade. It is an introduction to responsible behavior and safety around pets.

Animal Advocates Program:

Animal Shelter hosts an after-school club, encouraging and supporting the young animal lovers in our community to learn and grow as compassionate stewards.

Meet A Dog Day:

Meet A Dog Day can be presented to any age group interested in learning more about dogs and being safe around them.

Kids Speak for Pets:

Kids Speak for Pets teaches basic reporting skills, empathy for others, and the importance of community involvement. Middle School students take part in this program. Participants are introduced to an ambassador animal and learn their story, learn about other shelter pets, then the students write mini-biographies of individual pets for publication to assist in pet adoptions.

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Safe & Sound:

A single-session workshop derived largely from materials created by the Humane Society of the United States and American Red Cross and aimed at training pet owners in disaster preparedness and basic pet first aid

Summer Day Camp Program:

Campers meet guest speakers, get to know many pets, enjoy a shelter tour, and do animal themed art projects. Through engaging activities, children learn to become responsible stewards; lessons foster understanding, respect, and empathy toward all living beings.

EDUCATION PROGRAMS:

Every shelter, whether operated as a non-profit of government facility, should acknowledge that its goal is to solve the underlying problems which forced the shelter be formed in the first place. With shelters, this is irresponsible pet owners; over-breading of pets and a societal attitude that cruelty to animals and the needless destruction of thousands of surplus animals is not important enough to take steps to resolve.

Once the shelter acknowledges that solving these problems is a major part of its role, educating the public will become an integral part of the shelter mission. To be effective, an education program requires three components:
1. Adequate funding, 2, Skilled staff, 3: A defined program with measurable goals.

1. Adequate Funding - Shelters should start by dedicating 15% of its total operational budget to education. This is a starting point and will likely increase as the community begins to see the positive results of increased pet owner responsibility and the decrease in animal cruelty and the decreased need for animal euthanasia. The education budget

can also increase as the number of unwanted animals becomes less, freeing up funds for valuable public education.

2. Skilled Staff - The staff hired to implement the education program should have a background in teaching, psychology or counseling. The most important qualification, is a person with a deep understanding of and compassion for animals. They must be self motivating and self starters, especially if this is a new education program to be developed.

3. A Defined Program - The education program should be broad based and incorporate all levels of public education including; in shelter visits and presentations to visitors; outreach education directed at community groups such as civic groups; schools; clubs; scout groups; religious groups; etc. Education will need to include information on basic good pet care, what makes a responsible pet owner and most importantly cultivating an attitude that respects animal life and understands that any cruelty or mistreatment of animals is wrong.

Your education program must develop ways to measure its success. This can include tracking the numbers of people involved in the programs, acquiring feedback from participants, seeing increasing requests for educational presentations within the community. Finally, tracking animal numbers to detect decreases in surrendered animals as well as increases in returns to owners, increased adoptions and decreased cases of cruelty.

The Education program should also include a publicity program designed to keep the shelter and its activities in the public eye. This desirable publicity includes initiating news stories about animal rescues or reunited lost pets, resolving animal endangerment cases and announcing outcomes of animal cruelty prosecutions.

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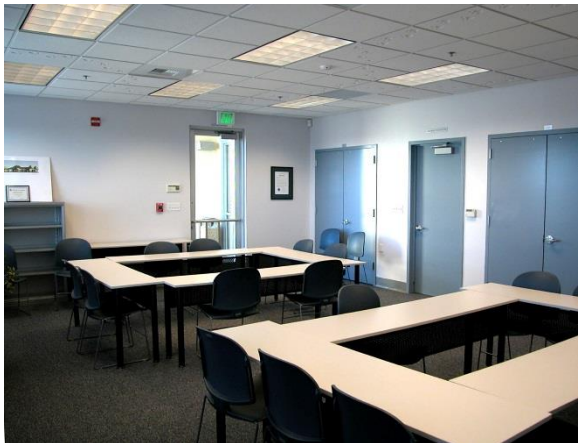
A medium sized classroom of about 28' x 45' will serve most shelters.



A small classroom of about 20' x 28' in size, is a good starting point for new, small shelters.

Education is often looked upon as a nice program but something that is not really essential and certainly at the bottom of the budgetary demands. This attitude is a tragic mistake and will cost the shelter, the taxpaying public and the animals far more because the driving problems will not be resolved but will, in fact, get worse.

The most important step in any education program is for the shelter leaders and officials to recognize the critical importance of "Treating the Causes not the Symptoms".

G. Satellite Adoption Centers

Burke County could approach PetSmart or other pet supply store about displaying some shelter pets for adoption. This concept has been utilized successfully in other communities.

An example of a PetSmart displaying shelter pets for adoption.

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Burke County Animal Services - Needs Assessment Study - Exhibit A

Projected Animal Intake

01-21-20

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Historical Shelter Intake Data	2014	2015	2016	2017	2018
Human Population	89,197	89,114	89,814	90,776	91,555
Dogs	2,160	1,838	1,657	1,747	1,438
Cats	1,955	2,161	1,896	1,711	1,839
Other	34	81	7	23	33
Total Intake	4,149	4,080	3,560	3,481	3,310
Intake percentage of human population	4.65%	4.58%	3.96%	3.83%	3.62%
% decrease of intake Per Population %	-	-1.6%	-13.4%	-3.3%	-5.7%

Note: Average decrease of intake as percentage of human population over the past 5 years is 6%.

	2018	Future Shelter Needs																			
		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Projected Population	91,555	92,022	92,489	92,955	93,422	93,889	94,356	94,823	95,289	95,756	96,223	96,675	97,127	97,580	98,032	98,484	98,936	99,388	99,841	100,293	100,745
Current intake rate of 3.62% of Population	3,310	3,331	3,348	3,365	3,382	3,399	3,416	3,433	3,449	3,466	3,483	3,500	3,516	3,532	3,549	3,565	3,581	3,598	3,614	3,631	3,647
Percentage based on sustained 6% reduction of intake per year.	3.62%	3.40%	3.19%	3.00%	2.82%	2.65%	2.49%	2.34%	2.20%	2.07%	1.95%	1.83%	1.72%	1.62%	1.52%	1.43%	1.34%	1.26%	1.19%	1.12%	1.05%
Intake With projected population increase and 6% reduction of intake percentage of human population per year.	3,310	3,127	2,955	2,791	2,637	2,491	2,353	2,223	2,100	1,984	1,874	1,770	1,671	1,578	1,490	1,407	1,329	1,255	1,185	1,119	1,057

Figure 1

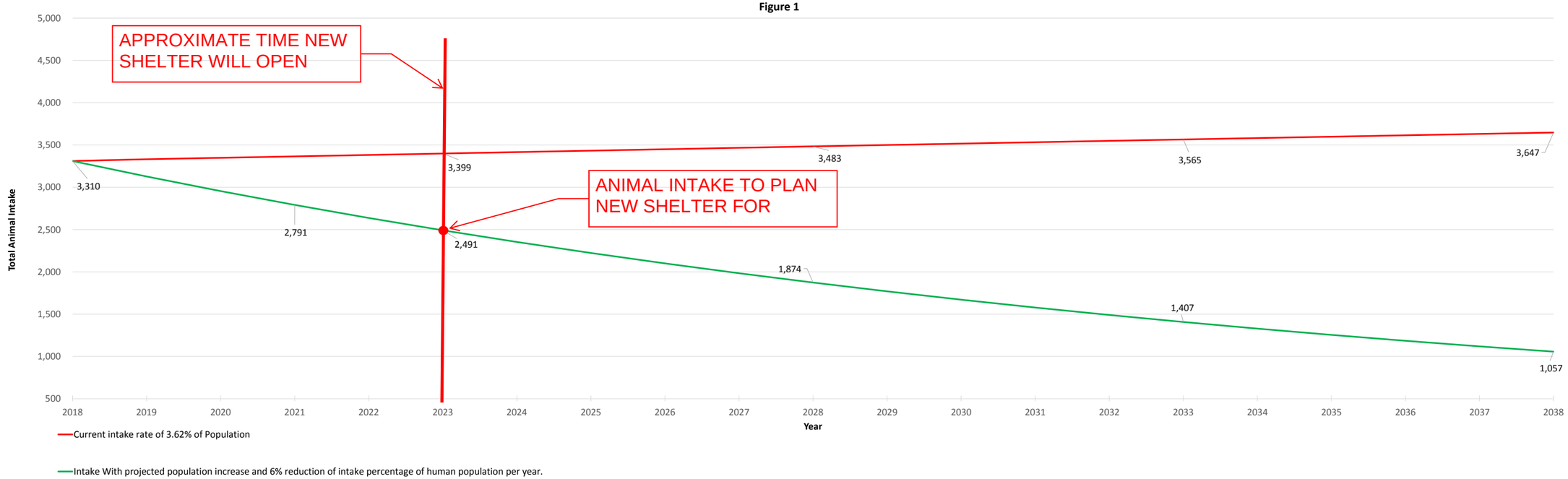

FIGURE 2. CURRENT AVERAGE LENGTH OF STAY (ALS)

Based on Existing Housing Spaces	2018 Actual Intake	Existing Housing Spaces	Current ALS
Dogs	1,438	16	4
Cats	1,839	48	9.6
Other	33	0	0
Total	3,310	64	

FIGURE 3. PROPOSED ANIMAL HOUSING FOR NEW SHELTER

PROPOSED ANIMAL HOUSING	Projected Animal Intake	Desired ALS	Number of Animals to be Housed
Dogs	1,081	14	41
Cats	1,385	14	53
Other			
Total	2,466		94

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EXHIBIT B

BUILDING SPACE PROGRAM

Burke County Animal Services

DATE: REVISED 01-21-20

Summary:	Interior	Exterior
A. Administrative	3,236	
B. Medical Clinic	2,059	
C. Animal Housing (Interior)	3,554	
D. Animal Housing (Exterior)		2,227
E. Animal Support Area (Interior)	1,938	
F. Animal Support Area (Exterior)		900
TOTAL SF	10,787	3,127
COMBINED SF	13,914	

SECTION A - ADMINISTRATIVE

	Room or Space	No. of Rooms				SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
	PUBLIC AREAS									
1	Adoption Lobby	1				200		200	Would like to be able to view animals form Lobby. Both dogs and cats if possible.	Visitor seating for 3. **No** retail display shelves required per Burke County. Large screen TV, hand washing sink.
2	Vestibule for Adoption Lobby	1				80		80		
3	Intake Lobby	1				150		150		Visitor seating for 3, wall to separate from Adoption Lobby.
4	Vestibule for Intake Lobby	1				50		50		
5	Customer Service Counter (3 Customer Service Representatives at counter)	1				240		240		Arrange counter to serve both the Adoption Lobby and the Animal Admission Lobby. Space for 2 staff at Adoption Lobby, one at Admissions Lobby and yet be connected to conserve staff time.
6	Adoption / Surrender Interview Space	2				64		128	Adjacent to Adoption Lobby	Semi-private cubicles with small counter where potential Adopters can fill out paperwork and then an Adoption Counselor/Surrender Counselor can come
7	Multi-purpose Meeting Room	1				480		480	Adjacent to Lobby for after-hours use, including use of toilet	Seating for 7 at a head table plus 20 people seated in chairs as an audience, built-in AV system. It is anticipated this size room can accommodate about 20 people at training tables.
8	Meeting Room Storage	1				80		80	Adjacent to Meeting Room	To store tables and chairs when not in use and other materials to support meeting room.
9	Meeting Room Kitchenette	0				80		-	Locate Staff Break room adjacent to Meeting Room so the meeting Room can use the counter and sink, etc.	Counter with sink, refrigerator, microwave, coffee maker
10	Public Toilets	2				60		120		Unisex is acceptable. Verify code minimum.

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EXHIBIT B

SECTION A - ADMINISTRATIVE - Continued

	Room or Space	No. of Rooms			No. of People	SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
	OFFICES									
11	Executive Director	1			1	100		100		file cabinets
12	Shelter Coordinator Office	1			1	100		100		
13	ACO Group Office	1			2	48		96	Sally Port	
14	Office for future positions	2			1	100		200		
	OTHER ADMIN. SPACES									
15	Workroom alcove	1				49		49	wide place in staff corridor	Copy machine, 12' counter, 4 filing cabinets
16	Staff Breakroom	0						-		Use Multipurpose Meeting Room
17	Staff Locker Alcove	1				6		6	Adjacent to Meeting Room Kitchenette	6 Lockers for staff 1' x1' x3'
18	Staff Toilets	1				60		60		Unisex. Verify to comply with code.
19	Staff Shower Room	1				40		40		
20	Volunteer Check-In and Lockers	1				10		10		Kiosk Computer for Check-In & name tags. (12) 1'x1'x1' lockers
21	Give Away Storage	1				50		50	near Intake Lobby	
22	Donation alcove	1				20		20	near Adoption Lobby	wide place in the corridor but preferably out of view from the public where donated items can be place until they are properly stored.
23	Mechanical/ Elec Room	1				150		150		
24	Data/Phone Closet	1				30		30		
25	Janitorial Closet	1				50		50		
	Subtotal:							**2,489**		
	Net to Gross SF Factor 30%:							747		
	Departmental Gross Area:							**3,236**		

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EXHIBIT B

SECTION B - MEDICAL CLINIC - Serves Shelter Only

	Room or Space	No. of Rooms			No. of People	SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
1	Exam Room for Shelter Animals	1				120		120		
2	Prep/Treatment Room - Shelter Animals	1				360		360		1 peninsula style wet exam tables, scrub sink. Room for 3 or 4 dogs on the floor to recover. 10' counter.
3	Pre-Op/Post-Op Holding - Shelter Animals	1				300		300		14 cages (8 large, 6 medium)
4	Surgery Room for Shelter Animals	1				240		240		Two 3'x'6' surgery tables, countertop along wall, view windows to prep area. 8' countertop along wall, 2 compartment sink
5	Work Stations for Vet Techs	4			4	36		144		Vet Techs will share, 2 to serve public, 2 to serve Shelter
6	Laboratory Alcove	1			1	100		100		Counter top approximately 12' long with sink and refrigerator
7	Medical Supply Room	1			1	120		120		Includes controlled drug storage cabinet, medical refrigerator, workstation for 1 person
8	Clean Up Area	1				80		80		8' countertop with sink, 2 autoclaves,
9	Staff Toilet	1				60		60		Unisex type
10	Medical Laundry	1				60		60		Residential washer and dryer. This laundry is
	Subtotal:							**1,584**		
	Net to Gross SF Factor 30%:							475		
	Departmental Gross Area:							**2,059**		

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SECTION C - ANIMAL HOUSING - INTERIOR

	Room or Space	No. of Spaces	Animals per Space	Animals to be Housed	Size			SF of Each	SF of Walkway	Total SF	Adjacent to or Near	Equipment / Comments
1	Adoption Dog Runs - Jumbo	4	2	8	6.0	x	6.0	36	30	264	one of two dogs viewable from Lobby if possible	See corresponding Exterior Run
2	Adoption Dog Runs - Standard	13	1	13	4.7	x	6.0	28	23.3	666		See corresponding Exterior Run
3	Stray Dog Runs - Jumbo	1	1	1	6.0	x	6.0	36	30	66		See corresponding Exterior Run
4	Stray Dog Runs - Standard	6	1	6	4.7	x	6.0	28	23.3	308		See corresponding Exterior Run
5	Nursing Mother Dogs - Jumbo	0	1	0	6.0	x	6.0	36	30	-		See corresponding Exterior Run
6	Medical Isolation Dog Runs	2	1	2	4.7	x	6.0	28	23.3	103		See corresponding Exterior Run
7	Strict Medical Isolation Dog Runs	2	1	2	4.7	x	6.0	28	23.3	103		See corresponding Exterior Run
8	Quarantine Dog Runs	3	1	3	4.7	x	6.0	28	23.3	154		See corresponding Exterior Run
9	Puppy Pens	3	2	6	4.0	x	5.0	20	25	135		See corresponding Exterior Run.
10	Transfer Dog Runs - Jumbo	0	2	0	6.0	x	6.0	36	30	-		See corresponding Exterior Run
11	Transfer Dog Runs - Standard	0	1	0	4.7	x	6.0	28	23	-		See corresponding Exterior Run
	TOTAL DOGS:			41								
12	Adoption Cat Room - Adult	18	1	18				5	12	306		Each cat is housed in a 2-compartment cage.
13	Adoption Cat Room - Kitten	0		0								
14	Cat Community Rooms (18 SF / cat Free Roam)	3	6	18	9.0	x	12.0	108		324	Lobby	
15	Stray Cat Room - Adult	10	1	10				5	12	170		Each cat is housed in a 2-compartment cage.
16	Stray Cat Room - Feral	0		0				5	12	-		
16	Stray Cat Room - Kitten	0		0				5	12	-		
17	Nursing Mother Cats	0		0				5	12	-		
18	Medical Isolation Cats - Non-Viewable	4	1	4				5	12	68		Each cat is housed in a 2-compartment cage.
19	Strict Medical Isolation Cats - Non-Viewable	4	1	4				5	12	68		Each cat is housed in a 2-compartment cage.
20	Quarantine Cat Room - Viewable by public	0	1	0				5	12	-		Each cat is housed in a 2-compartment cage.
	TOTAL CATS:			54								
21	Other Animals	0	0	0				4	12	-		
									-	-		
								-	-	-		
	Subtotal:									**2,734**		
	Net to Gross SF Factor 30%:									820		
	Departmental Gross Area:									**3,554**		

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EXHIBIT B

SECTION D - ANIMAL HOUSING - EXTERIOR

	Room or Space	No. of Spaces	Animals per Space		Size			SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
1	Adoption Dog Runs - Jumbo	4	2		6.0	x	8.0	48	30	312		See corresponding Interior Run
2	Adoption Dog Runs - Standard	13	1		4.7	x	8.0	37	23	788		See corresponding Interior Run
3	Stray Dog Runs - Jumbo	1	1		6.0	x	8.0	48	30	78		See corresponding Interior Run
4	Stray Dog Runs - Standard	6	1		4.7	x	8.0	37	23	363		See corresponding Interior Run
5	Nursing Mother Dog Runs - Jumbo	-	1		6.0	x	8.0	48	30	-		See corresponding Interior Run
6	Medical Isolation Runs	2	1		4.7	x	8.0	37	23	121		See corresponding Interior Run
7	Strict Medical Isolation Dog Runs	2	1		4.7	x	8.0	37	23	121		See corresponding Interior Run
8	Dog Quarantine Runs	3	1		4.7	x	8.0	37	23	182		See corresponding Interior Run
9	Puppy Runs -	3	2		4.7	x	6.0	28	23	154		See corresponding Interior Run
10	Transfer Runs - Jumbo	-	1		6.0	x	8.0	48	30	-		See corresponding Interior Run
11	Transfer Runs - Standard	-	2		4.7	x	8.0	37	23	-		See corresponding Interior Run
12	Cat Sun Porch	2			9.0	x	6.0	54		108		See corresponding Interior Run
	Subtotal:									**2,227**		
	Departmental Gross Area:									**2,227**		

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EXHIBIT B

SECTION E - ANIMAL SUPPORT AREA - INTERIOR

	Room or Space	No. of Rooms				SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
1	Animal Receiving	1				200		200	Near Admissions Lobby and Sally Port	Counter with sink, refrigerator, scales, microscope, space to photograph animals
2	Dog Intake Holding	1				81		81	Animal Receiving	Three 3'x4' pens
3	Cat Intake Holding	1				40		40	Animal Receiving	4 cat cages
4	Get Acquainted Room for Cats	1				60		60	Near Adoption Cats	
4	Get Acquainted Room for Dogs	1				150		150	Near Adoption Dogs	Also used for Behavior Testing
7	Animal Kitchen	1				100		100		Counter with 3-compartment sink, commercial dishwasher, food storage shelf and refrigerator
8	Food and Litter Storage	1				150		150	located where deliveries enter	
10	Laundry	1				150		150		1 Commercial washer and 1 dryers with folding tables, shelves and space for carts.
11	Cleaning Equipment Room for Dogs	1				80		80	near Dog Housing	Cleaning supplies, pressure wash equipment, space for janitor's sink, trash cans, etc.
11	Cat Workroom	1				80		80	near Cat Housing	Countertop with sink, large stainless steel sink to clean litter pans, janitor's sink, space for trash cans, shelf for cleaning supplies, litter, etc.
12	Grooming Room	1				100		100	Located in an area volunteers can access	1 Grooming tub & 1 Grooming table
13	Euthanasia Room	1				150		150	Freezer	Counter with sink, hydraulic exam table
14	Mechanical Room	1				150		150		
	Subtotal:							**1,491**		
	Net to Gross SF Factor 30%:							447		
	Departmental Gross Area:							**1,938**		

SECTION F - ANIMAL SUPPORT AREA - EXTERIOR

	Room or Space	No. of Rooms				SF of Each		Total SF	Adjacent to or Near	Equipment / Comments
1	Enclosed Sally Port (1 spaces)	1				500		500		Drive thru design desirable
2	General Storage	1				200		200		
3	Event Storage	1				100		100		
4	Trap and crate Storage	1				100		100		
5	Loading Dock									
	Subtotal:							**900**		
	Departmental Gross Area:							**900**		

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EXHIBIT C

OPINION OF PROBABLE COST

Burke County Animal Services
DATE: 01-21-20

Based on New Construction on a New Site:

Fully Enclosed Space - SF :	**10,787**
Exterior Space - SF :	**3,127**
Total SF :	**13,914**

			LOW	HIGH
Fully Enclosed Space		**New Construction Total SF**	**Total Cost at $280.00 Per SF**	**Total Cost at $330.00 Per SF**
A Administrative Areas		3,236		
B Medical Clinic		2,059		
C Animal Housing - Interior		3,554		
D Animal Support Areas - Interior		1,938		
Subtotals:		10,787	$ 3,020,385	$ 3,559,739
Exterior Space		**Total SF**	**$196.00 Per SF**	**Total Cost at $231.00 Per SF**
E Animal Housing - Exterior		2,227		
F Animal Support Areas - Exterior		900		
Subtotals:		3,127	$ 612,865	$ 722,305
Building - Sub-Totals:		**13,914**	**$ 3,633,249**	**$ 4,282,044**
Site Work & Parking	10% 15%		$ 363,325	$ 642,307
Total Construction Cost			**$ 3,996,574**	**$ 4,924,350**
		Total Cost / SF	**$ 313**	**$ 354**

Consider Budgeting for the following:

Soft Costs (AE Fees, Civil Engineering, Surveying, Soil Tests, Construction Materials Testing, Air Balancing, Furnishing, Loose Equipment, Computers & Phone System, etc.)	15%		$ 599,486	$ 738,653
Contingency	5%		$ 229,803	$ 283,150
Estimated Total Project Cost			**$ 4,825,863**	**$ 5,946,153**

*Note: This does not include the cost of land.

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