



ANIMAL ARTS

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# Needs Assessment Report for Imperial County

October 23, 2012



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# Executive Summary

## Executive Summary

In November 2011, Imperial County entered into an agreement with Animal Arts to provide an assessment of the animal control and sheltering needs of Imperial County, as well as the participating cities of Brawley, Calipatria, Calexico, El Centro, Holtville, Imperial, and Westmorland. Animal Arts also considered the contribution of the Humane Society of Imperial Valley. The following is a summary of the recommendations of the needs assessment:

### **Proposed Shelter Location**

The shelter should be located between El Centro and Brawley. This location provides a balance between the largest human populations in the southern portion of Imperial Valley and the underserved communities in the northern portion of the study area. A central location also balances the drive times from each of the participating jurisdictions.

### **Proposed Building Programs**

Animal Arts developed two programs. The All-In Program includes the participation of all of the jurisdictions that authorized this study. The Imperial County Only Program does not include the participation of the municipalities and is outlined as an option in case a cost sharing agreement cannot be negotiated. For reasons of economies of scale, and in order to achieve more effective results, Animal Arts recommends the All-In Program.

The All-In Program building total is 13,976 square feet.  
Holding capacity is 121 dogs and 66 cats.  
Animal intakes are projected to be 6,808 animals per year.

The Imperial County Only Program building total is 7,789 square feet.  
Holding capacity is 51 dogs and 13 cats.  
Animal intakes are projected to be 1,869 animals per year.

### **Proposed Temporary Holding Stations**

The study participants were universally concerned about the travel times to a central shelter. To facilitate more efficient animal control operations, Animal Arts proposes temporary holding stations in the following locations:

All-In Program: Calexico, Holtville, Niland, Salton City  
Imperial County Only Program: Niland, Salton City

To eliminate the need to staff these stations, the proposed locations are adjacent to other services, such as police or sheriff substations.

## Operational Cost Projections

It will not be possible for Imperial County to adopt its way out of animal overpopulation, nor is it desirable to use euthanasia as a primary method of controlling populations. Animal Arts recommends a full-service program that includes animal control and holding, animal adoption programs, animal transfer programs, community education and outreach, volunteer services, and in-house animal behavior programs. The adoption programs outlined are modest and readily achievable based on industry metrics. Below are the recommended operational costs for the shelter and the ancillary programs:

The All-In Program operational costs are \$1,397,400 annually.

The Imperial County Only Program operational costs are \$861,900 annually.

## Future Phases

Due to the limited financial resources of the communities, spay and neuter services and a veterinary clinic is not included in this phase of the project. However, Animal Arts strongly recommends that Imperial County plan for a future spay and neuter program. This program would include spaying and neutering animals prior to adoption, a low-cost spay/neuter program for the community, and a trap/neuter/return program for feral cats.

## Project Cost Projections

Animal Arts modeled three quality levels for the animal shelters. The Best shelter is a high-quality municipal shelter. The Standard shelter is a pre-fabricated metal building with good quality interiors. The Minimal shelter is a stripped down version. Animal Arts recommends the Standard shelter as the best balance between economics and long-term building performance. The costs listed below are based on this recommendation:

### All-In Program:

Base Building Cost	\$2,942,039
Temporary Holding Shelters Total	\$312,583
Overall Project Cost including Hard and Soft Costs	\$4,183,406

### Imperial County Only Program:

Base Building Cost	\$1,981,839
Temporary Holding Shelters Total	\$176,914
Overall Project Cost including Hard and Soft Costs	\$2,784,409

**Revenue**

Revenue for operating the programs will come from tax revenues, fines and fees, and outside funding such as grants. Animal Arts recommends a pet licensing program to generate revenue for animal control operations and to encourage responsible pet ownership in the community.

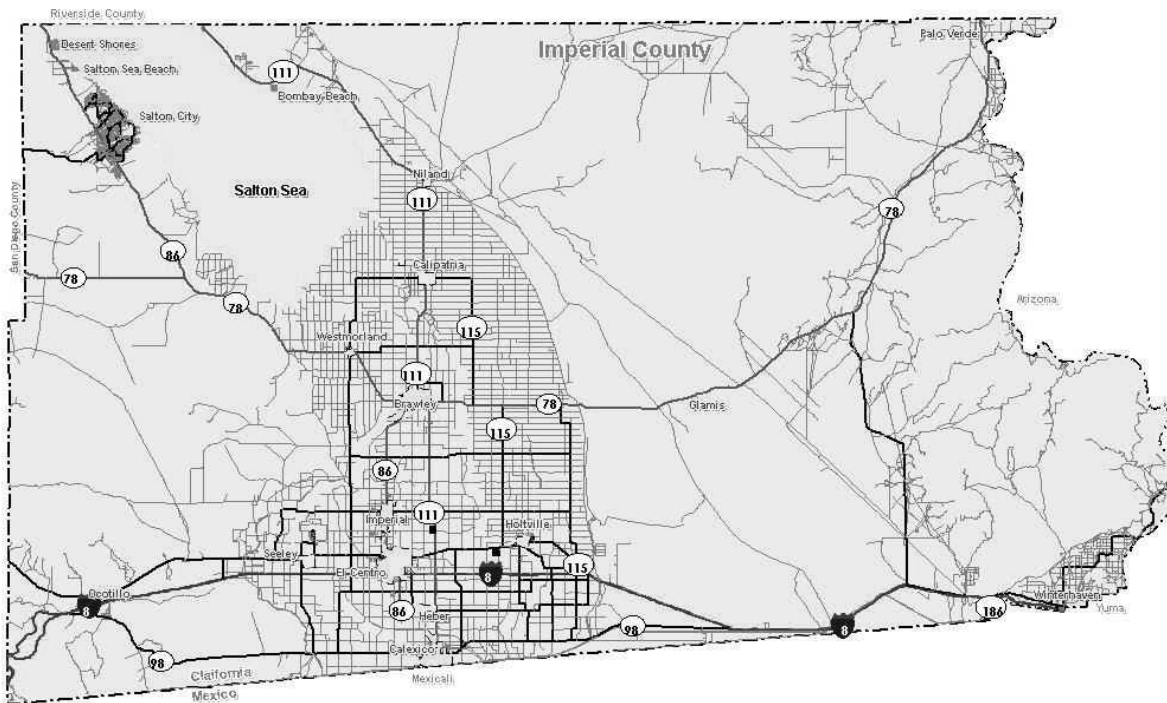
**Project Timeline**

Both the All-In Program and the Imperial County Only Program will depend on ballot initiatives for funding. Given voter approval, the All-In Program could be completed in 2018, and the Imperial County Only Program could be completed in 2016.

# Background Information

## Background Information

Imperial County is located in the southern portion of California, east of San Diego. Imperial County borders both Mexico and Arizona and encompasses 4,482 square miles. Most of the population of the county is located in the Imperial Valley, south of the Salton Sea. Despite the extremely hot and dry climate, Imperial Valley is a productive agricultural region. Irrigation water is channeled from the Colorado River via the All-American Canal to irrigate crops in the region.



According to the 2010 U.S. Census Bureau Statistics, the population of Imperial County was 174,244 people. El Centro, which is located in the south central quadrant of the Imperial Valley, contains the largest population of the municipalities included in this study. The El Centro metropolitan area is a regional destination for visitors from Mexicali, the large city across the Mexican border to the south.

The population of Imperial County is growing at a rate of approximately 5 percent per year, and this, combined with other factors, contributes to the increase in animal overpopulation in the county. Poverty and inadequate financial resources prevent the expansion of animal care programs. State and local budget shortfalls put additional pressure on the local resources.



Currently Imperial County and the various municipalities provide their own animal services to their communities in varying levels and with varying methods. On the whole, the infrastructure and operations that are in place do not function adequately enough to reduce animal populations, and the need to develop a comprehensive system has become more urgent as animal populations grow.

In November 2011, Imperial County contracted with Animal Arts to tackle a comprehensive needs analysis for animal sheltering and control in Imperial County. The following jurisdictions participated in the study:

- Brawley
- Calexico
- Calipatria
- El Centro
- Holtville
- Imperial
- Imperial County
- Westmorland

The enclosed report summarizes the information gathering process, analyses, and recommendations that resulted from the needs assessment.

# Statement of Approach

## Statement of Approach

There are two overarching themes that inform our proposed recommendations. First, it is clear from our survey that the infrastructure that is in place within the study area is not nearly adequate to control animal populations and properly serve these communities. Study participants agreed that animal control calls are increasing as are animal intakes. These factors strain the existing limited resources. We propose that a comprehensive program is needed and that it will be necessary to do the following:

- Consolidate laws and ordinances relative to animal control.
- Create a more comprehensive animal control program to create greater efficiency.
- Increase animal control staff hours and coverage.
- Build a new regional animal shelter.
- Build a number of temporary animal holding stations in the areas that are remote from the regional animal shelter.

The second overarching theme is the severe budgetary limitations faced by participating communities. This problem worsened during the recession and as a result of the removal of State of California funding. Given this context, the proposed buildings and infrastructure are as modest as we can justify recommending without compromising the welfare of the animals. In short, the buildings that we propose will be responsive to the problem and will be constructed with a level of finish that is appropriate to the circumstances.

Currently the Humane Society of Imperial Valley (HSIV), along with rescue groups, facilitates the vast majority of the animal adoptions that occur within Imperial Valley. It is important for Imperial County to continue to foster good relationships with the Humane Society and to involve them as advisors as this project develops. However, because the Humane Society is a separate organization with its own mission, priorities, and funding, the most reasonable and sustainable solution for Imperial County and the participating cities will be to build an animal shelter that includes public adoption areas.

In the short view, when animal populations will be much greater than the demand for adoptions, it will be advisable for Imperial County to develop a program for the transfer of highly adoptable animals to other communities. This will be a more positive use of resources than euthanasia for lack of space at the shelter. In the ancillary programs section of this report, we have included some information about initiating an animal transfer program.

It is not possible for Imperial County to adopt its way out of an animal population issue, nor is it desirable or sustainable to euthanize animals as a primary solution. Communities that have made positive progress in reducing animal populations have done so with a full-service and comprehensive approach that includes convenient and efficient spay and neuter services, outreach, and education.

Due to funding limitations, it may not be possible to include all of these services in the regional animal shelter, but we have provided an outline for how these programs can be developed over time.

In this report, we outline two possible approaches for the regional animal shelter and the required operations. The first is an all-in program that includes the contribution of all of the communities that participated in the study. As a second option, we have outlined a program for Imperial County by itself in the case that the municipalities do not participate. It is possible that the final negotiations will result in a program that is in between these two options, but we have identified the full range of costs for each program.

## Quick Facts

## Quick Facts

On January 11-14, 2012, Larry Gates and Heather Lewis of Animal Arts and their consultant Jim Tedford visited Imperial Valley. The goals of this visit were to evaluate each of the existing animal shelter facilities and to gather information about animal control operations in the various jurisdictions. We included a visit to the Humane Society of Imperial Valley because they currently hold several contracts with local governments for animal holding. A full summary of the on-site meetings is contained for reference in the appendix section of the report.

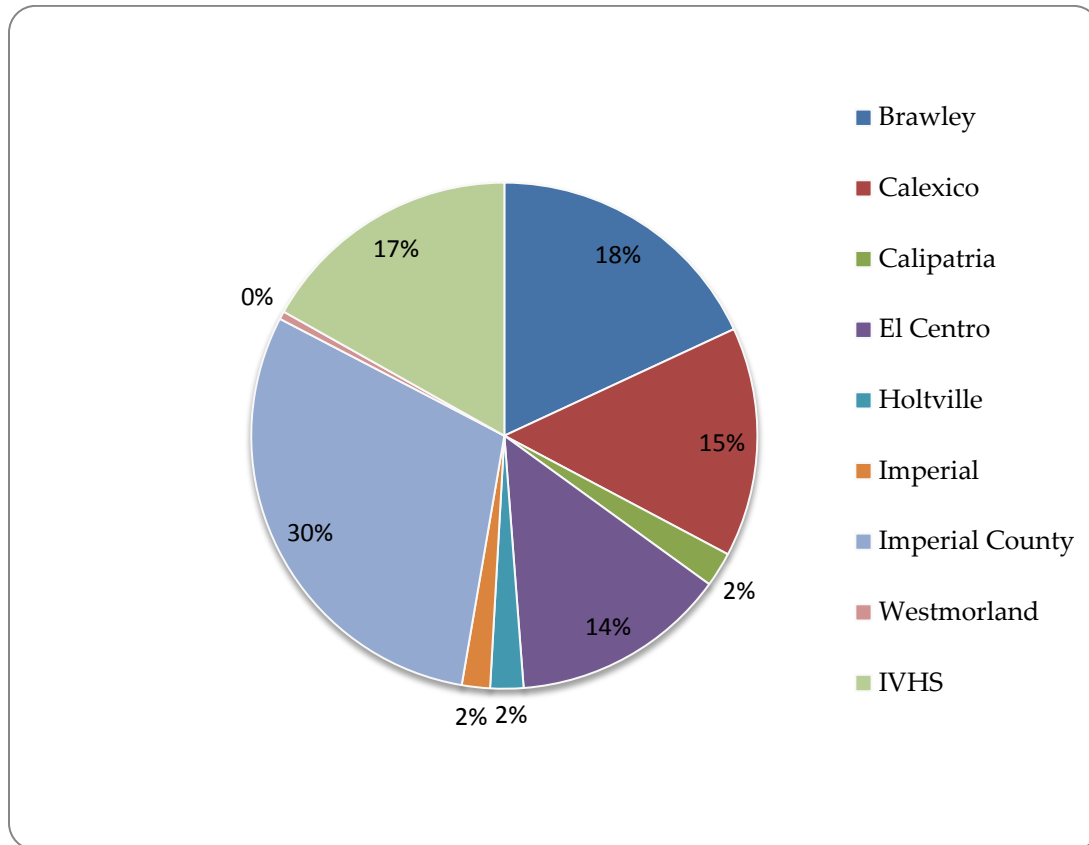
### Summary of Animal Control and Sheltering Infrastructure and Statistics

Agency	Human Population	Animal Intakes	Animal Holding	ACOs	Shelter Staff	Contracts	Department
Brawley	24,849	1,026	No	1	0	IVHS, \$4,500 per month	Public Works
Calexico	38,461	833	Yes	1	0	IVHS	Police
Calipatria	7,833	126	No	0	0	Imperial County, \$1,800 per month	N/A
El Centro	42,480	783	Yes	2	0	IVHS	Public Works
Holtville	5,922	120	Yes	1	0	IVHS	Public Works
Imperial	14,715	102	Yes	0	0	IVHS, per animal contract	Public Works
Imperial County	37,762	1,699	Yes	4	2		Public Works
Westmorland	2,222	29	Yes	0	0	IVHS	Police
IVHS		956					N/A
<b>Totals</b>	<b>174,244</b>	<b>5,674</b>		<b>9</b>	<b>2</b>		

Some initial observations may be made based on the data above. These observations formed the basis for developing recommendations for animal control and sheltering.

- **Animal intakes are low.** Based on a typical industry metric of four percent of the human population, we would expect the animal intake to be at minimum 6,969 annually. (Reference from the Humane Society of the United States.)
- **Animal control is underserved.** Based on a typical metric of one officer per 16,000 human population, we would expect 11 officers at minimum to cover the county. The reality is that this situation is even worse because the nine officers who are covering the study area do not have a cooperative agreement, and because the population of the county is spread out geographically. (Reference from National Animal Control Association.)

- **IVHS holds many contracts.** The chart reinforces the point that many of the agencies that participated in the study are currently dependent on the HSIV for animal sheltering and staffing.



### Animal Intakes by Agency

Normally the largest population bases would account for the largest animal intakes. That rule of thumb does not apply in the case of this study. Animal intakes appear to be affected by:

- The level of active animal control and other financial resources.
- The fact that the HSIV has a significant animal intake. This primarily affects the El Centro jurisdiction.

# Animal Shelter Location



## Animal Shelter Location

### Recommendation

The shelter should be placed in a centralized location between the cities of Brawley and El Centro. The pages following this summary contain a graphic analysis using digital mapping technology that supports this conclusion.

### Methodology

**Land Use and Human Population Density.** The overwhelming majority of the human population of Imperial County is located within the irrigated region of Imperial Valley. Within this area, populations in the southern portion of the valley, from El Centro to Calexico, are more urban. The northern portions of the valley are less populous.

Animal intakes are generally predicted based as a percentage of human population. This prediction does not exactly track in the case of Imperial County, but it suggests that the shelter should be located more toward the southern end of the valley.

**Animal Intakes.** When comparing statistics, animal intakes appear to be greater than expected in the northern and unincorporated areas of the county. Imperial County and Brawley together account for 58 percent of the animal intake of the participating jurisdictions. This suggests that the animal shelter should be located further north.

**Animal Control Services and Locations of Animal Shelters.** There is little offered in terms of animal control services in the northern areas of the valley, except that which is provided by Imperial County. This too suggests that there is reason to locate the shelter to provide service to these underserved human populations. The fact that there are no animal shelters in this region reinforces the idea of placing the shelter further north.

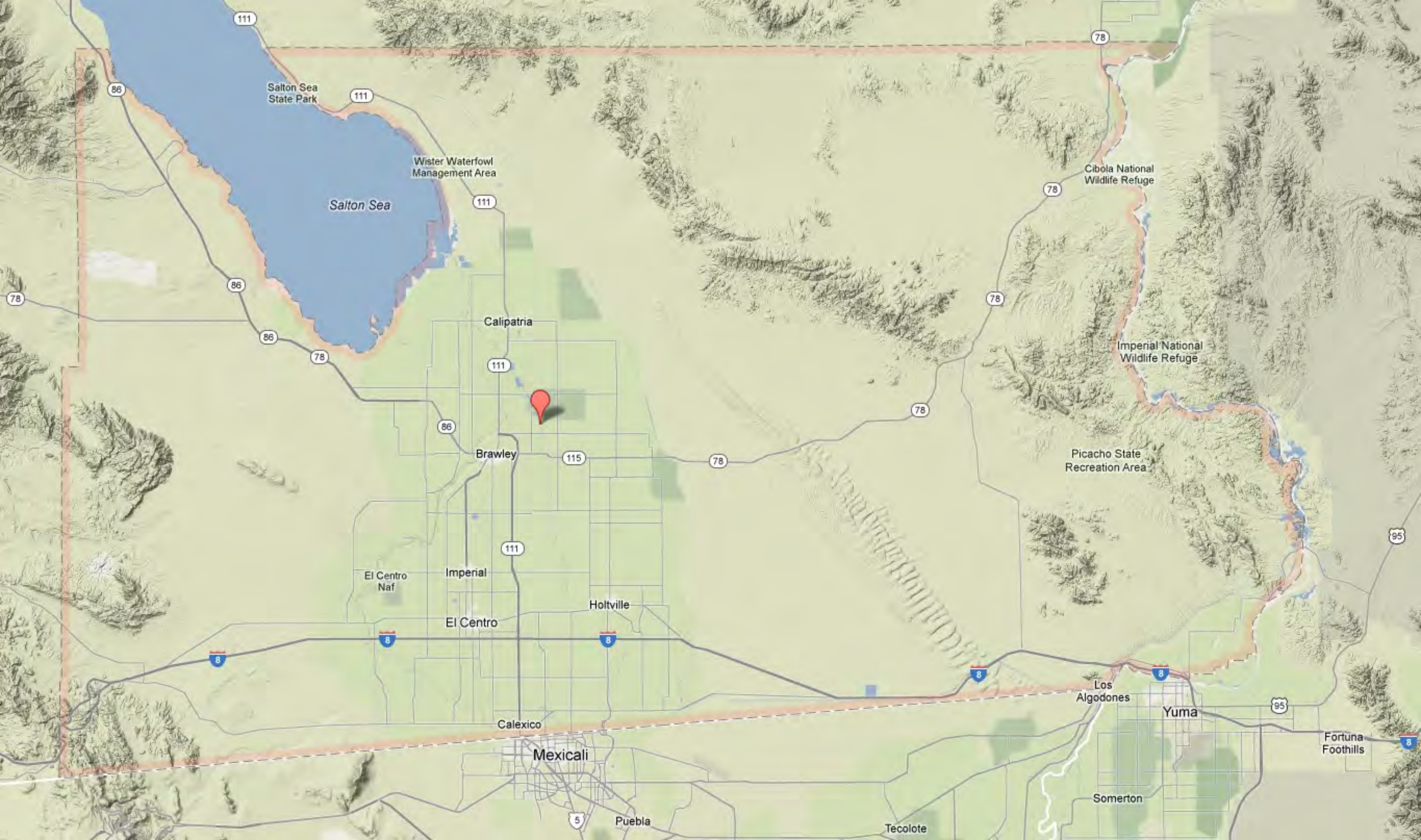
**Travel Times.** Given the balance between the human populations and the animal populations, we came to the preliminary conclusion that the shelter should not be north of Brawley nor south of El Centro. In order to refine a proposed location, we considered travel times.

Study participants were universally concerned about travel times from their jurisdictional areas to a central shelter. We understood that a shelter must be within a reasonable driving distance of all of the populations in order to allow animal control to be efficient.

We studied travel times from Brawley, El Centro, and a location between the two cities. The average travel distance is not significantly different in any of these studies, but if the shelter is located in El Centro or Brawley, the jurisdictions that are furthest away will have commute times that are up to twice the average. This final analysis leads us to recommend a location between El Centro and Brawley.

Further recommendations regarding choosing a specific building site are included for reference as an appendix to this report.

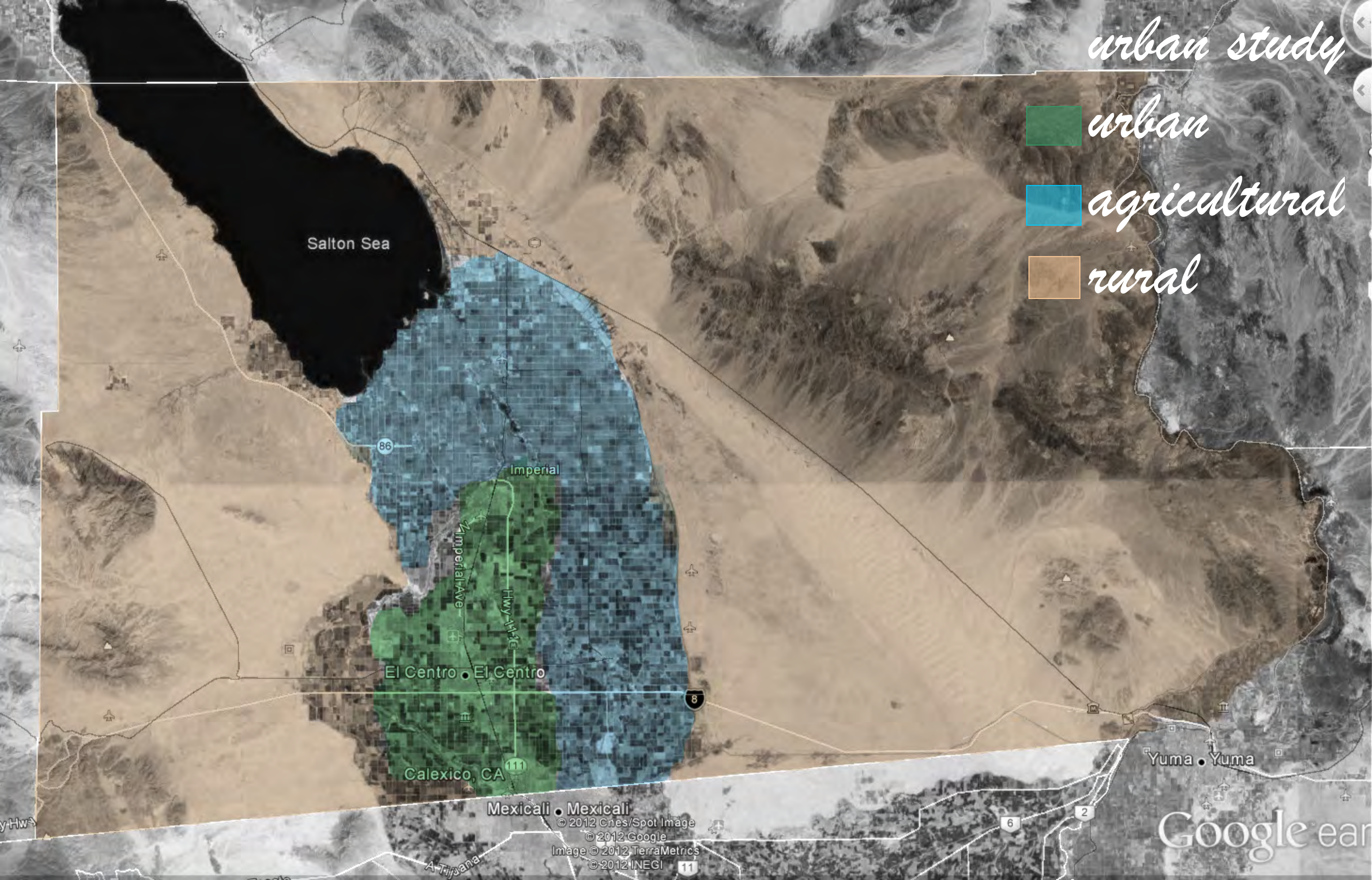






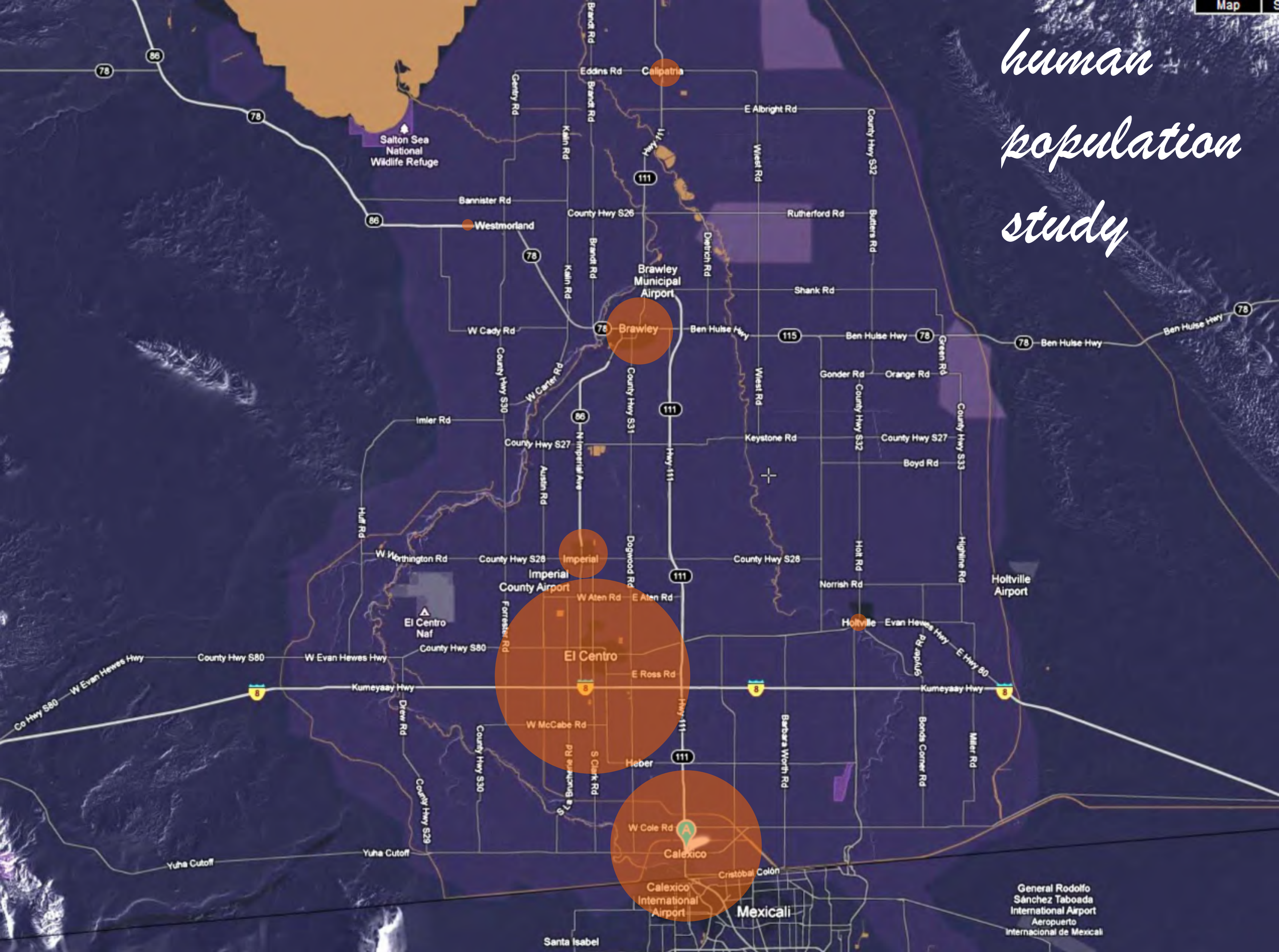
*urban study*

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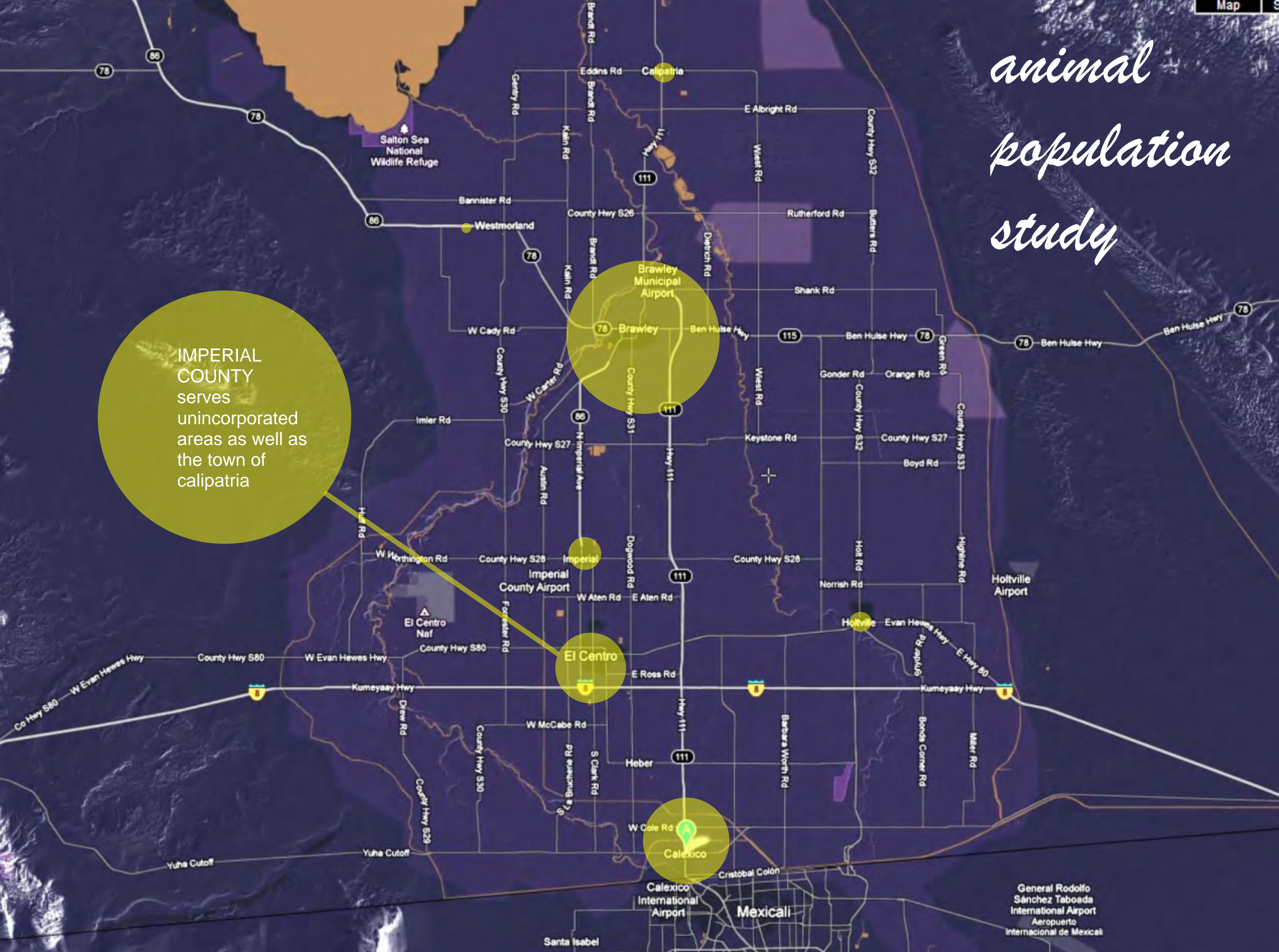
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study





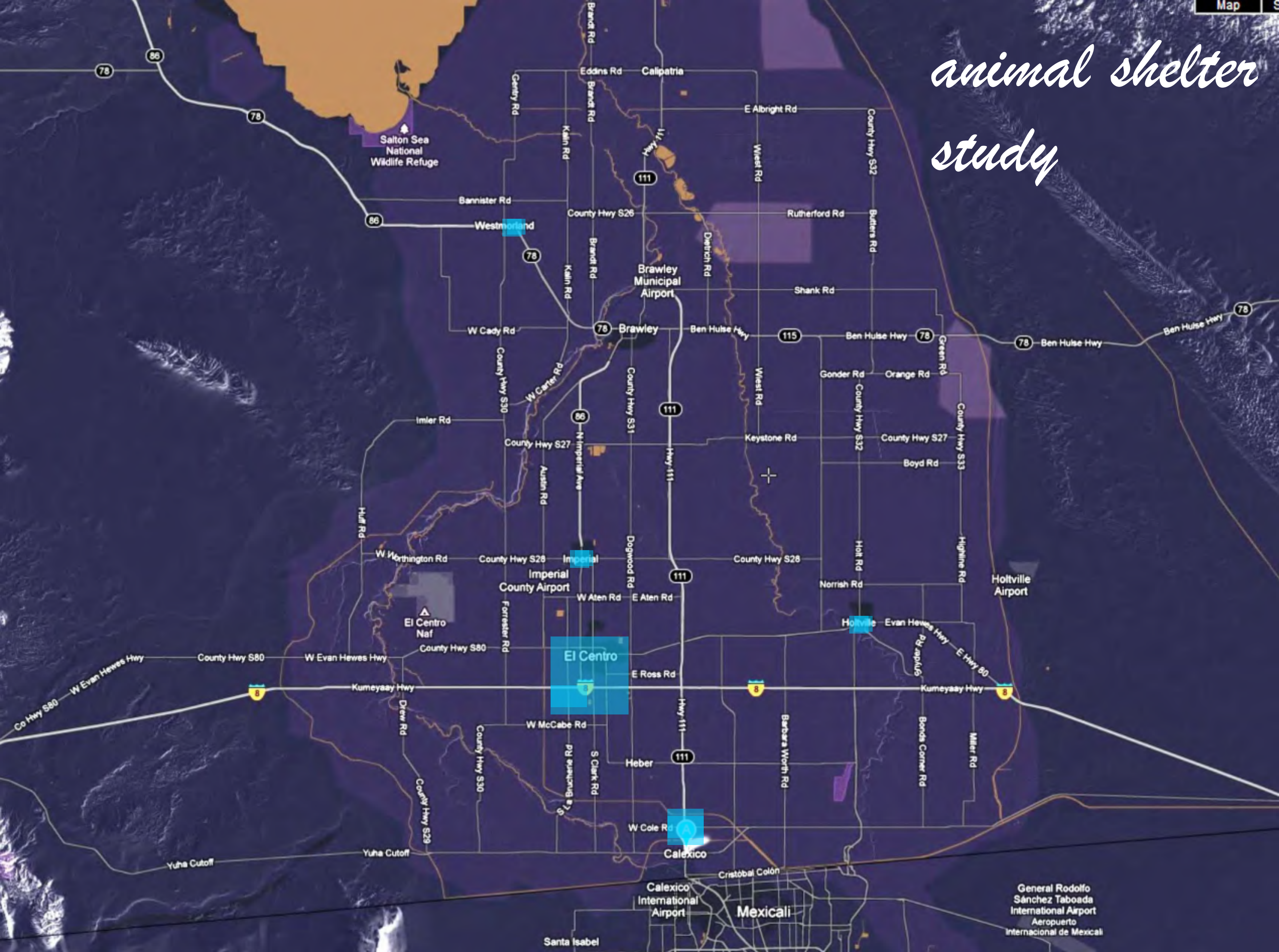
*animal  
population  
study*

IMPERIAL  
COUNTY  
serves  
unincorporated  
areas as well as  
the town of  
calipatria



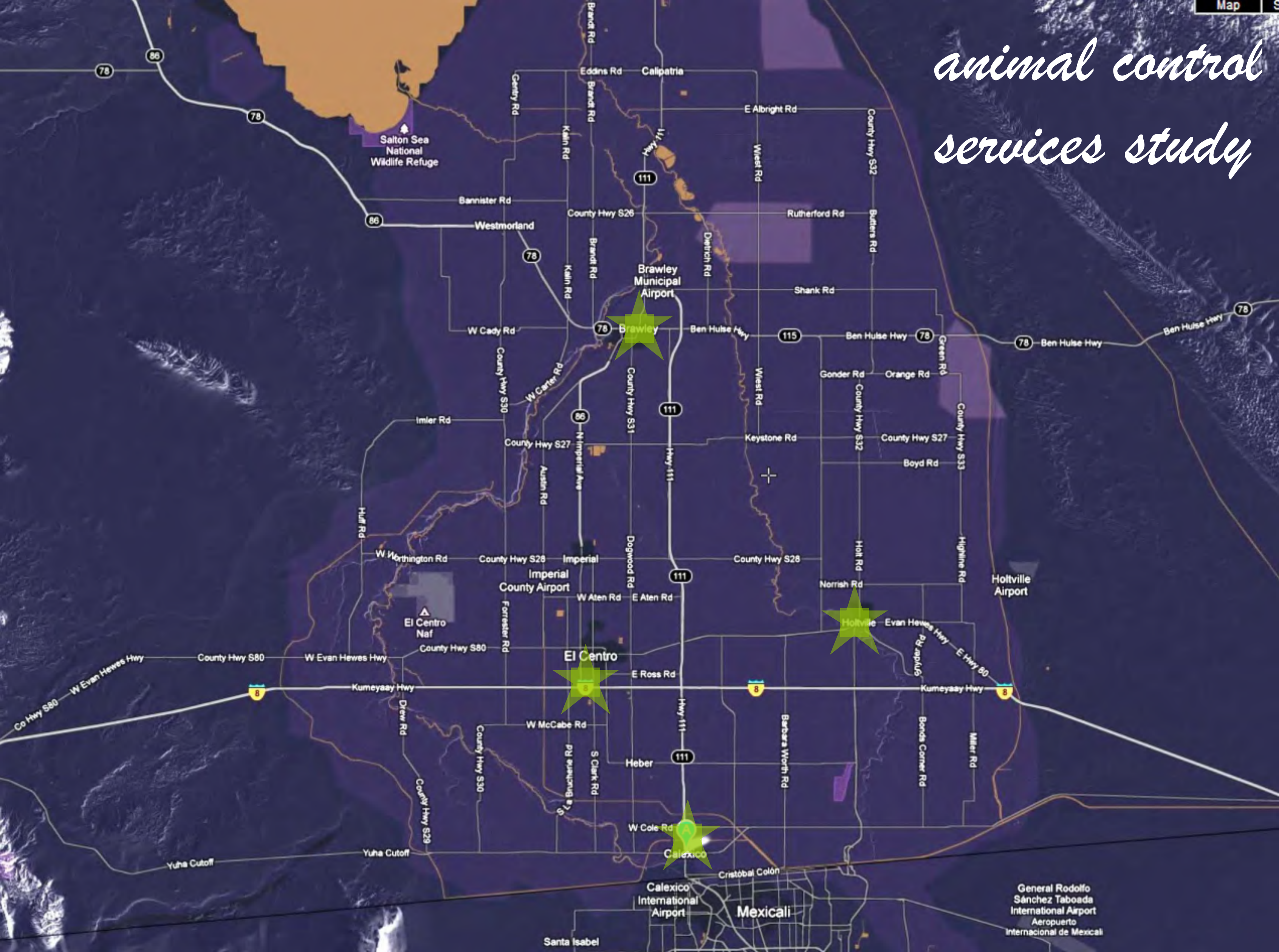


# animal shelter study



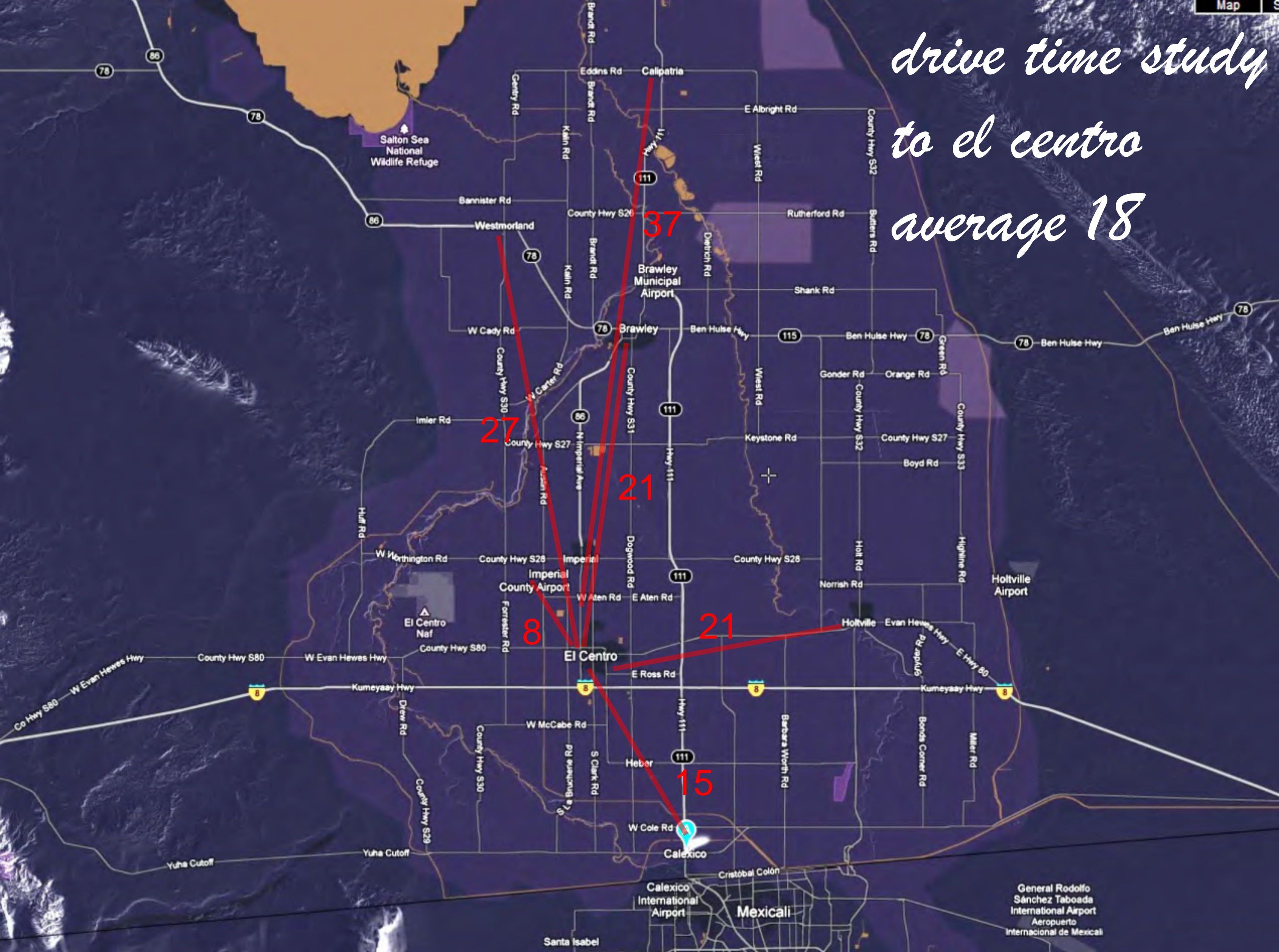


*animal control  
services study*



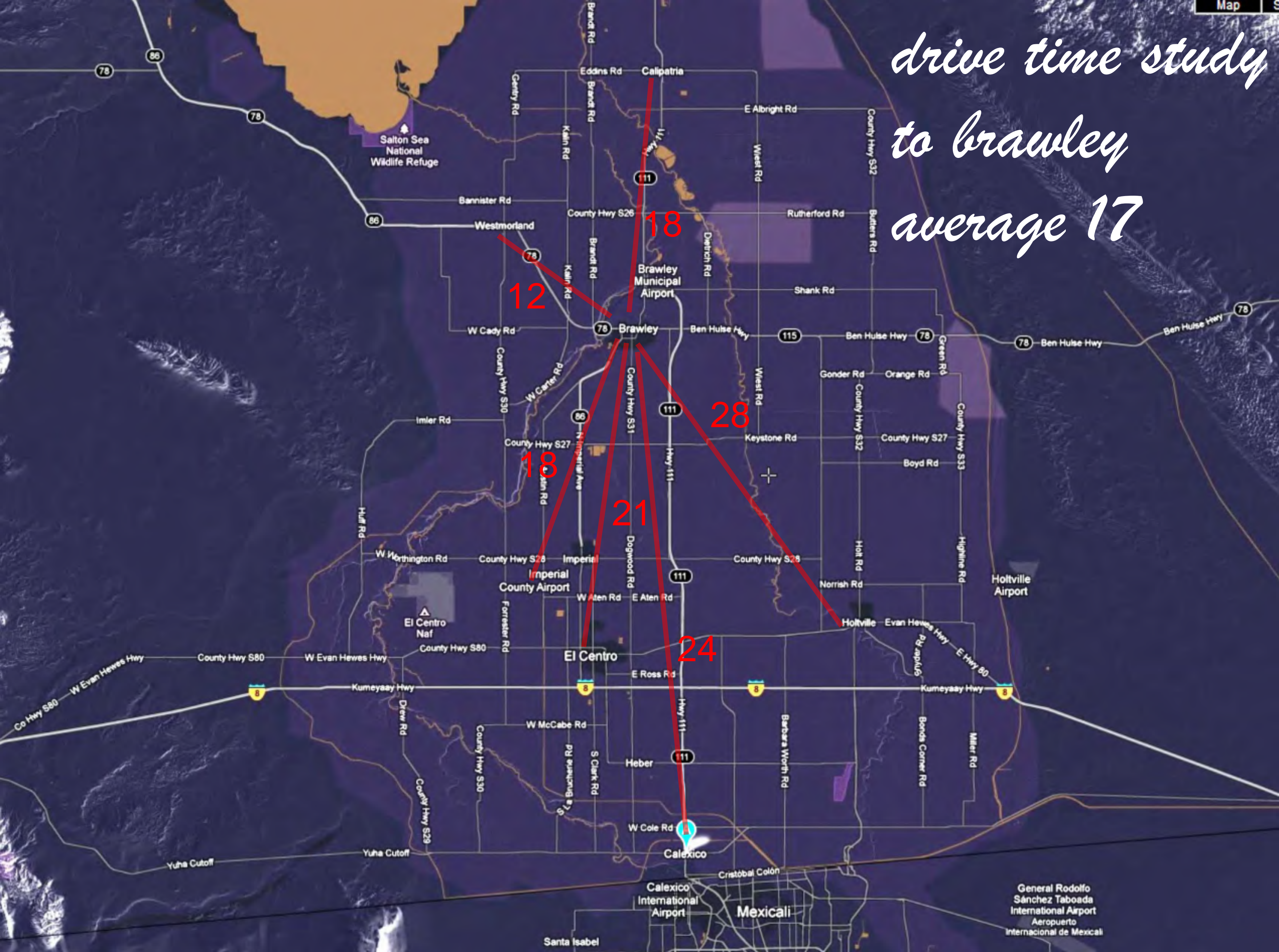


*drive time study  
to el centro  
average 18*



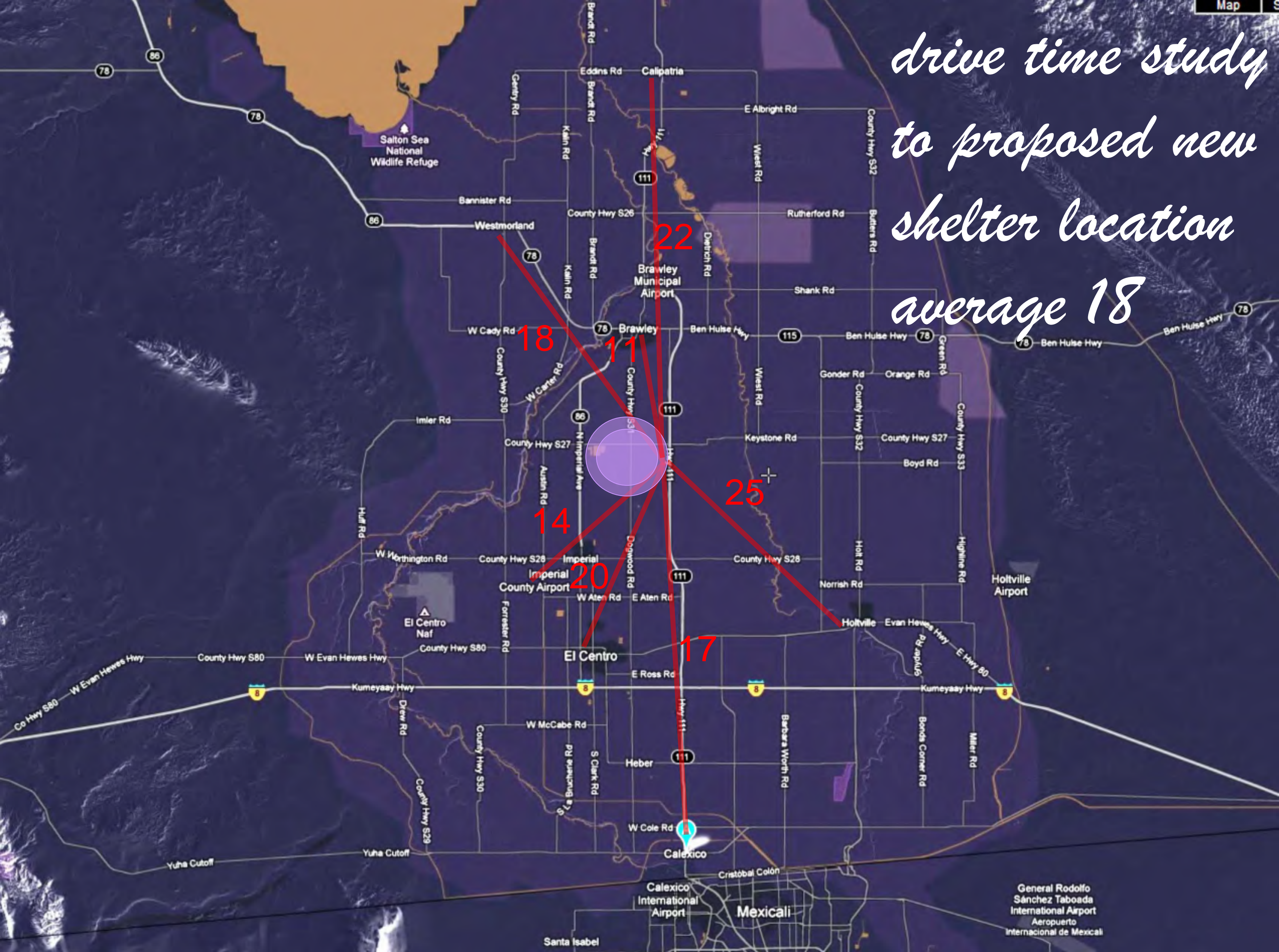


*drive time study  
to brawley  
average 17*



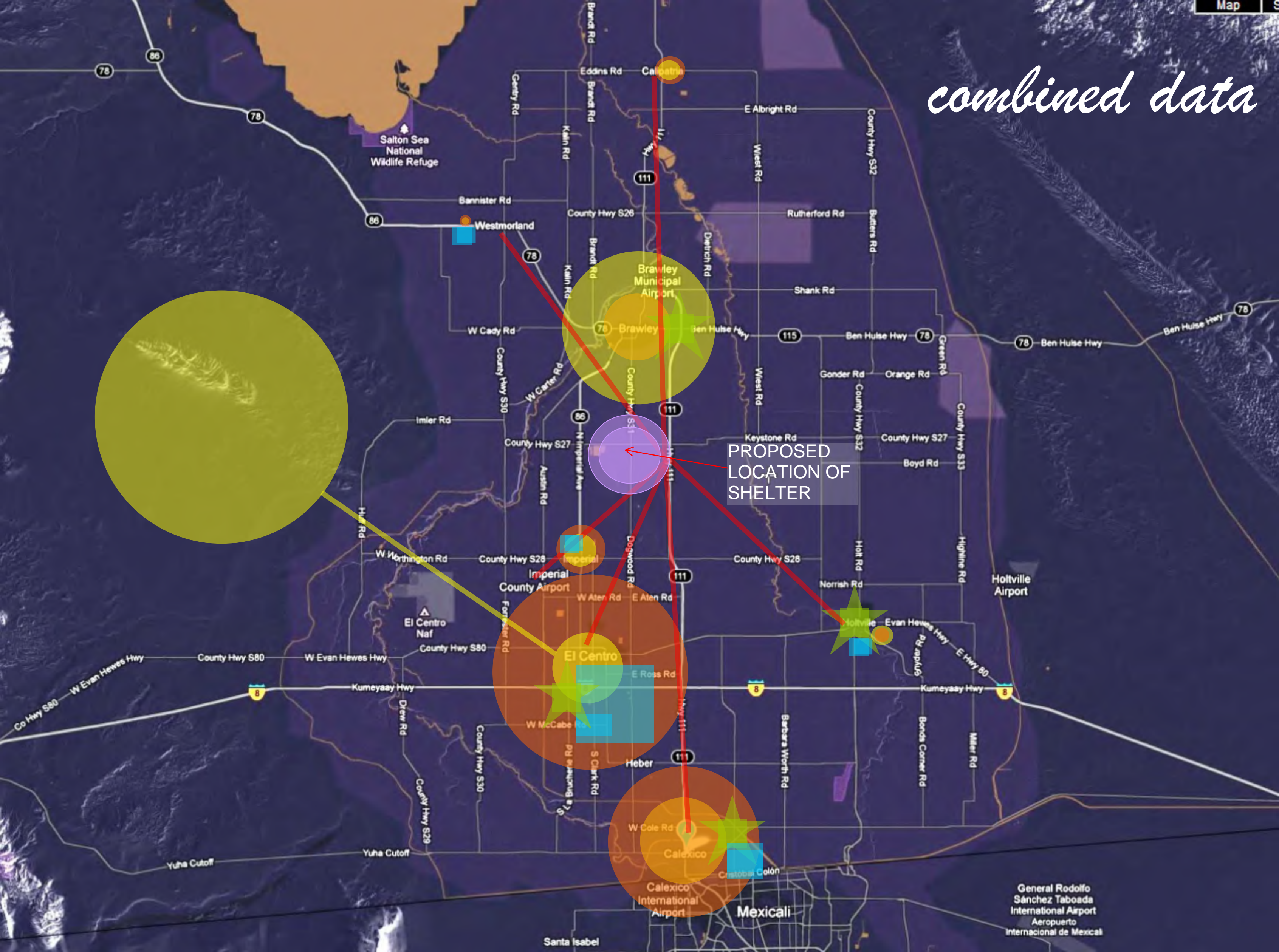


*drive time study  
to proposed new  
shelter location  
average 18*





*combined data*





# Proposed Building Program

## Proposed Building Program

### Recommendation

Two options are outlined below:

#### All-In Program

This program includes animal intake numbers and programs for all of the participating agencies.

- Intake is 6,808 animals per year.
- Holding capacity is 121 dogs and 66 cats.
- Size is approximately 13,976 square feet.

#### Imperial County Only Program

This program includes animal intake numbers and programs for Imperial County by itself.

- Intake is 1,868 animals per year.
- Holding capacity is 51 dogs and 13 cats.
- Size is 7,789 square feet.

The numbers above indicate that the animal intake of the large, All-In Program, shelter is 3.6 times greater than the small, Imperial County Only Program, shelter, whereas the larger shelter is only 1.7 times bigger. This is because the small shelter must maintain a lot of the same basic functionality, including support spaces, mechanical spaces, lobbies, restrooms, etc. For this reason, as well as others, the All-In Program is a better use of resources.

## Methodology

### Animal Intake Capacity Analysis

To begin, Animal Arts considered the human population of the area served and compared it to the number of animals that enter the shelter each year. The Humane Society of the United States uses these average rules of thumb for animal intake numbers for open admission shelters.

- Rural areas: 5 to 7 percent of human population.
- Urban areas: 4 to 5 percent of human population.

This being said, in our experience with government animal control shelters, animal intakes may be closer to 4 percent of the human population. This is supported by a case study for King County, Washington.

The numbers of animals currently brought in by all of the participating agencies represents about 3 percent of the human population. This supports the idea that the current system of sheltering and animal control cannot properly serve the population.

Several participating jurisdictions mentioned that they believe that animal intakes would be higher if animal control and sheltering services were more comprehensive.

To study this further, we have provided a chart below that compares the current animal intake statistics to the 4 percent metric. For purposes of simplicity, we are calling this “expected intake.”

Agency	Human Population	Animal Intakes	Expected Animal Intake	% of Expected
Brawley	24,849	1,026	994	103%
Calexico	38,461	833	1,538	54%
Calipatria	7,833	126	313	40%
El Centro	42,480	783	<b>783</b>	<b>See Notes Below</b>
Holtville	5,922	120	237	51%
Imperial	14,715	102	589	17%
Imperial County	37,762	1,699	1,510	112%
Westmorland	2,222	29	89	33%
HSIV		956	956	
<b>Totals</b>	<b>174,244</b>	<b>5,674</b>	<b>7,010</b>	

This chart illustrates that the jurisdictions that have more active animal control services are bringing in a number of animals that roughly matches the metric, whereas the jurisdictions that are not providing a lot of service are not meeting the expected intake.

One exception is El Centro. The IVHS has a significant animal intake and this affects El Centro most directly since the shelters are adjacent to each other. In other words, some animals are probably going directly to the IVHS shelter rather than being funneled through animal control services. If we add the number of animals brought in by animal control and the number of animal intakes at IVHS, the percentage is close to the 4 percent metric.

After considering the above factors, Animal Arts is proposing to calculate the intake numbers for each program as follows:

**All-In Program.** In this program, we have included the animal intake numbers for all agencies, including the Imperial Valley Humane Society. We have also added a 20 percent increase to animal capacities within the shelter to accommodate expanded human population and expanded animal control services that will likely result in increases in animal intakes. With the additions of the IVHS animals and the 20 percent factor, the resulting intake is close to 4 percent of the human population of the county, which we believe is a reasonable and substantiated estimate of the required intake capacity of the all-in shelter.

**Imperial County Only Program.** To develop the Imperial County Only Program, we used the current animal intake number and increased it by 10 percent to accommodate growth in the human population. Imperial County is already bringing in a number of animals that exceeds 4 percent of the human population, so we did not increase the expected intake numbers beyond the human population growth factor.

### Calculation of Animal Capacity

To get a ballpark idea of the number of animals that will be served by each shelter, Animal Arts began with a simple animal capacity calculation. Using dogs as an example:

$$(\text{Dogs per Year}) / (365 \text{ Days}) \times (\text{Ave. Length of Stay}) \times (\text{Peak Holding Factor}) = \text{Capacity}$$

It is important that the shelter is built to accommodate peak holding, not average holding. We analyzed the average numbers of animals coming in per month compared to the highest intake month to derive seasonal peak holding factors, which were included in the ballpark capacity calculations.

The ballpark capacity calculation introduces the concept of average length of stay. The length of stay of an animal in the shelter has a dramatic effect on the calculations of capacity. This is why it is so important to work together to create opportunities for efficiency in handling animals and operating the facility, and why it is so important to construct healthy environments that reduce illness in shelter animals.

While the animal capacity calculation is a blunt tool, it gives us a basic understanding of the scope of the animal housing component. From there, we developed more detailed estimates of the animal capacity requirements in the various areas of the shelter.

Using dogs as an example, we divided intakes into several categories, with required holding periods applied to each category.

The stray/transfer numbers are multiplied by the seasonal peak holding capacity. It is reasonable to assume that the other numbers do not fluctuate seasonally. Holding capacity is then calculated for each category.



Finally, we calculated the holding capacity needed for animals that are eligible for adoption. To understand this, we have proposed some adoption goals for the Imperial County shelter program options. We considered the following:

- The current live release rate, which includes:
  - Animals that are returned to owner.
  - Animals that are transferred to rescue programs.
  - Animals that are adopted from the HSIV.
- Reasonable goals for an increase in live release rates in the new shelter.

### **Proposed Adoption Goals**

UC Davis has done extensive studies on the capacity of a community to adopt animals from shelters on a yearly basis. Their statistics conclude that shelters can adopt out six to nine animals per thousand people annually or ten if they have excellent marketing and a progressive community.

In the programs we have outlined, we propose increases in adoption and transfer rates. We are also proposing that the adoptions occur in the county shelter, which will allow Imperial County to be independent from the HSIV. Therefore, the animal capacity calculations include areas to house and display adoptable animals.

Below is a summary of Animal Arts' proposed increases to the adoption and transfer goals for the two program options:

#### **All-In Program**

- Current Adoption/Transfer rate for dogs: 39.7 percent
- Proposed Adoption/Transfer rate for dogs: 51 percent
- Current Adoption/Transfer rate for cats: 5.1 percent
- Proposed Adoption/Transfer rate for cats: 26 percent

#### **Imperial County Only Program**

- Current Adoption/Transfer rate for dogs: 18.6 percent
- Proposed Adoption/Transfer rate for dogs: 51 percent
- Current Adoption/Transfer rate for cats: .05 percent
- Proposed Adoption/Transfer rate for cats: 26 percent

The proposed adoption/transfer rates are based on study participants' information about how many animals are potentially adoptable, as well as reasonable projected goals for growth in adoption programs in the new shelter.

The bottom line is that the proposed increases in animal adoptions are modest compared to the UC Davis guideline for the number of animals that can be adopted into a community in a given year. There is adequate human population to support these goals while still allowing the Humane Society to operate an independent and successful adoption program.

### **Program of Spaces**

Once animal capacity for the shelter was determined, we created a list of each room that should be included in the shelter. Below are some animal shelter specific requirements that were considered when developing the program options:

- Grossing factors are developed based on historical data from Animal Arts.
- Some grossing factors are very large because they are based on the size of an individual animal enclosure, not on the size of a room.
- The Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters which was developed and released in 2010 with research gathered from UC Davis and which affects the size and configuration of cat enclosures.

The proposed building programs include the spaces needed to achieve the following goals:

- Housing animals according to current guidelines.
- Separating animal holding from animal adoption spaces.
- Providing the staff and support spaces required to operate the shelter.
- Providing a modest multipurpose room that may be used for a variety of functions, including hosting volunteers, events, and staff break area.
- Taking care of the health of the animals in the shelter.

Differences between the two models:

The Imperial County Only model is a more modest version of the All-In Model. Aside from smaller animal capacity to reflect smaller intake numbers, the shelter is simplified as follows:

- There is less lobby/circulation space and space for clerical staff.
- The community education room is removed.
- Administrative spaces are reduced.
- Support spaces, while still present, are reduced in size.

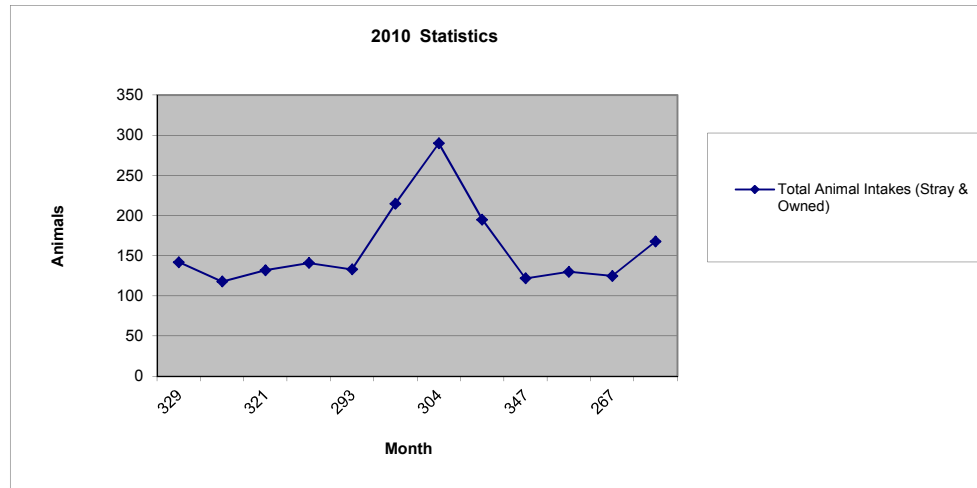
Veterinary services:

Due to budgetary constraints, a full-service veterinary clinic is not included in either shelter option at this time. However, Animal Arts strongly recommends that spay and neuter services be considered as a long-term strategy for controlling and reducing animal overpopulation in the county. More information regarding implementing an effective spay and neuter program is included in the phased programs section of the report.

## Imperial County All-In Model

Preliminary Program

10/19/2012



Estimated 2010 Population of Imperial County	174,244
Estimated 2010 Population of	
Brawley	24,849
Calexico	38,461
Calipatria	7,833
El Centro	42,480
Holtville	5,922
Imperial	14,715
Westmorland	2,222
Balance of County	37,762
<b>Total</b>	<b>174,244</b>

Animals Rcvd. as % of Imperial County's Human Pop.      3.26%

Intake	Imperial County	Brawley	Calexico	Calipatria	El Centro	Holtville	Imperial	Westmorland	Humane Society	Total
<b>Number of Animals Received</b>										
Total Dogs Rcvd.	1251	671	532	103	456	28	84	29	293	3154
Total Cats Rcvd.	440	355	246	23	327	92	18	0	663	1501
Total Small Animals Rcvd.	6	0	0	0	0	0	0	0	0	6
Total Wildlife Rcvd.	2	0	55	0	0	0	0	0	0	57
<b>Total Animals Received</b>	<b>1,699</b>	<b>1,026</b>	<b>833</b>	<b>126</b>	<b>783</b>	<b>120</b>	<b>102</b>	<b>29</b>	<b>956</b>	<b>5,674</b>

Live Release - Adoptions>Returns to Owner	Imperial County	Brawley	Calexico	Calipatria	El Centro	Holtville	Imperial	Westmorland	Humane Society	Total
<b>Live Release</b>										
RTO Dogs	120	62	207	1	0	0	0	14	0	404
RTO Cats	2	0	0	0	0	0	0	0	0	2
RTO Small Animals	1	0	0	0	0	0	0	0	0	1
Adopted Dogs	81	0	61	4	0	0	0	0	450	596
HS Release to Rescue	0	0	0	0	0	0	0	0	732	732
Adopted Cats	2	0	0	0	0	0	0	0	59	61
HS TNR	0	0	0	0	0	0	0	0	45	45
AdoptedSmall Animals	0	0	0	0	0	0	0	0	0	0
<b>Total Live Release</b>	<b>206</b>	<b>62</b>	<b>268</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>1,286</b>	<b>1,841</b>
<b>Live Release Dogs</b>										<b>1,732</b>
<b>Live Release Cats</b>										<b>108</b>

\*est. split b/t dogs & cats

3,154

1,501

Total adoption rates for both cats and dogs are generally between 6 and 9 per 1,000 people. Good marketing can push number to 10 per 1,000. (U.C. Davis)

<b>Current Adoption Rate</b>	Dogs	596	
	Cats	61	
	<b>Total</b>	<b>657</b>	
<b>Current Adoption Rate for Imperial County:</b>	<b>4 per 1,000</b>		

Ballpark Animal Capacity Required based on Current Stats						
3,154 Total # of dogs received/365 days a year =	8.6 per day	x	9.0	aver. animal care days =	78 x peak holding	134% = <b>104</b>
(aver intake per day at peak month =)	11.6					
1,501 Total # of cats received/365 days a year =	4.1 per day	x	6.0	aver. animal care days =	25 x peak holding	237% = <b>58</b>
(aver intake per day at peak month =)	9.7					
<b>Ballpark Estimate of Required Animal Capacity</b>						<b>163</b>

Projected Animal Capacity Requirements by Function										
Total Animals per Year			Target Aver Hold Days		Required Enclosures	x	Peak Holding	Total = Required Enclosures		
Dogs										
	Current Adoptions		596							
	Current Adoption/Transfer Rate		25% of dogs received			14.7% Returned to Owner				
	Adoption/Transfer Goal	51%	1196	9.0		30	x	125%	37	
	Stray and Owner Surrender		2750	5.0		38	x	134%	50	
	Return to Owner		404	5.0		6	x	134%	7	
	Quarantined		237	9.0		6	x	100%	6	
Total						79			101	
Additional Capacity based on Population Growth of:								20%	121	
Cats										
	Current Adoptions		61							
	Current Adoption/Transfer Rate		4% of cats received			1.2% Returned to Owner				
	Adoption/Transfer Goal	26%	381	25.0		4	x	150%	6	
	Stray and Owner Surrender		1483	5.0		20	x	237%	48	
	Return to Owner		18	5.0		0	x	237%	1	
	Quarantined		8	9.0		0	x	237%	0	
Total						25			55	
Additional Capacity based on Population Growth of:								20%	66	
Total Animals / Capacity									187	

Functional Areas	Quantity	Size	Net S.F.	Load	Gross S.F.	Yards	# animals
Entry, Front Desk, and Education	1,740 S.F.						
Circulation / Waiting	1	16 x 20	320	133%	426		
Adoption Desk	1	9 x 12	108	133%	144		
Admissions Desk	1	9 x 12	108	133%	144		
Multi-purpose Room	1	18 x 24	432	133%	575		
Kitchen	1	3 x 6	18	133%	24		
Chair/Education Storage	1	7 x 10	70	133%	93		
Public Restrooms	2	9 x 14	252	133%	335		
Adoptions	3,142 S.F.						
Featured Dog Room	2	7 x 8	112	195%	218		4
Featured Cat Room	1	7 x 8	56	195%	109		4
Dog Adoption							
Real Life Rooms (1 1/2 per room avg. occ.)	6	6 x 7	252	205%	517		9
Adoption Runs	24	4 x 9	864	205%	1771		24
Get Acquainted	1	8 x 10	80	133%	106		
Exercise Yards	1	30 x 40				1200	
Cat Adoption							
Cat Condos (1 occ.)	8	2.5 x 4	80	200%	160		8
Get Acquainted	1	8 x 8	64	133%	85		
Food Prep /Utility	1	7 x 12	84	133%	112		
Janitor's Closet	1	6 x 8	48	133%	64		
Total Dog Capacity							37
Total Cat Capacity							12
Admissions	5,672 S.F.						
Intake Exam/Treatment	1	12 x 14	168	133%	223		
Animal Control Director	1	8 x 10	80	133%	106		
A.C. Workstations	4	8 x 8	256	133%	340		
Storage	1	8 x 10	80	133%	106		
Interior Stray and Transfer Dog Runs	64	4 x 9	2304	150%	3456		64
Interior Isolation Dog Runs	4	4 x 9	144	205%	295		4
Exercise Yards	2	30 x 40				2400	
Stray and Transfer Cat Condos	48	2.5 x 4	480	220%	1056		48
Isolation Cat Condos	4	2.5 x 4	40	220%	88		4
Total Dog Capacity							68
Total Cat Capacity							52
Quarantine	443 S.F.						
Quarantine Dog Runs	6	4 x 9	216	205%	443		6
Total Dog Capacity							6
Total Cat Capacity							0
Euthanasia	160 S.F.						
Euthanasia Room	1	10 x 12	120	133%	160		

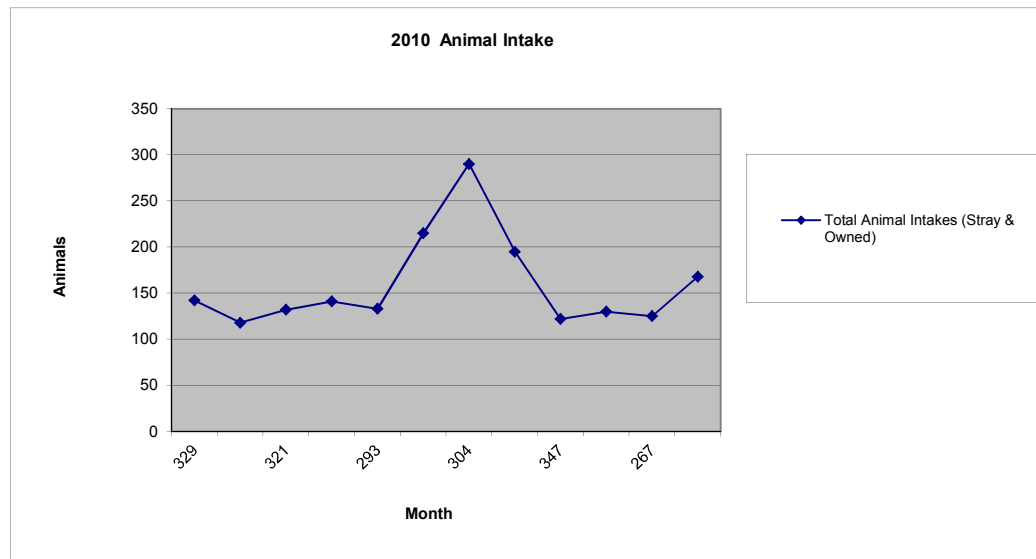
Support	2,586 S.F.						
Exterior Sallyport truck bays/Truck Wash/Freezer	1	16	x	32	512	133%	681
Food Storage	1	12	x	20	240	133%	319
Central Janitor Closet / Supplies	1	9	x	10	90	133%	120
Laundry	1	18	x	20	360	133%	479
Chemical Room	1	8	x	10	80	133%	106
Mechanical, HWH, etc.	1	8	x	10	80	133%	106
Electrical Closet	1	8	x	10	80	133%	106
Fire Sprinkler Closet	1	6	x	8	48	133%	64
Restrooms	1	9	x	14	126	133%	168
Staff Lockers	2	9	x	12	216	133%	287
Showers	1	7	x	8	56	133%	74
Telephone/Computer Equipment Room	1	7	x	8	56	133%	74
Administration	234 S.F.						
Director's Office	1	10	x	12	120	133%	160
Work Room and Office Equipment	1	7	x	8	56	133%	74
<b>Totals</b>	<b>13,976</b>				<b>8,956</b>	<b>156%</b>	<b>13,976 3,600</b>

Animal Capacity Verification	
Target Capacity	187
Dog Housing Provided	117
Cat Housing Provided	70
<b>Total</b>	<b>187</b>

## Imperial County Only Model

### Preliminary Program

10/19/2012



Estimated 2010 Population of Imperial County	174,244
Estimated 2010 Population of	
Brawley	24,849
Calexico	38,461
Calipatria	7,833
El Centro	42,480
Holtville	5,922
Imperial	14,715
Westmorland	2,222
Balance of County	37,762
<b>Total</b>	<b>174,244</b>

Animals Rcvd. as % of Imperial County's Human Pop.      0.98%



<b>Intake</b>	<b>Imperial County</b>	
<b>Number of Animals Received</b>		
Total Dogs Rcvd.	1251	
Total Cats Rcvd.	440	
Total Small Animals Rcvd.	6	
Total Wildlife Rcvd.	2	
<b>Total Animals Received</b>	<b>1,699</b>	

	Imperial County	
<b>Live Release - Adoptions&gt;Returns to Owner</b>		
<b>Live Release</b>		
RTO Dogs	120	
RTO Cats	2	
RTO Small Animals	1	
Adopted Dogs	81	
HS Release to Rescue	0	
Adopted Cats	2	
HS TNR	0	
AdoptedSmall Animals	0	
<b>Total Live Release</b>	<b>206</b>	
<b>Live Release Dogs</b>	<b>201</b>	
<b>Live Release Cats</b>	<b>4</b>	

Current Adoption Rate	Dogs	81	
	Cats	2	
	Total	83	
Current Adoption Rate for Imperial County :		0.48	per 1,000

<b>Ballpark Animal Capacity Required based on Current Stats</b>							
1,251 Total # of dogs received/365 days a year =	3.4 per day	x	8.0	aver. animal care days =	27 x peak holdir	155%	= <b>42</b>
(aver intake per day at peak month =)	5.3						
440 Total # of cats received/365 days a year =	1.2 per day	x	5.0	aver. animal care days =	6 x peak holdir	188%	= <b>11</b>
(aver intake per day at peak month =)	2.3						
<b>Ballpark Estimate of Required Animal Capacity</b>							<b>54</b>

Projected Animal Capacity Requirements by Function									
		Total Animals per Year	Target Aver Hold Days		Required Enclosures	x	Peak Holding	Total = Required Enclosures	
Dogs									
	Current Adoptions		81						
	Current Adoption/Transfer Rate		8% of dogs received		10.6%		Returned to Owner		
	Adoption/Transfer Goal	51%	516	9.0		13	x	125%	16
	Stray and Owner Surrender		1131	5.0		15	x	155%	24
	Return to Owner		120	5.0		2	x	155%	3
	Quarantined		151	9.0		4	x	100%	4
Total					34				46
Additional Capacity based on Population Growth of:								10%	51
Cats									
	Current Adoptions		2						
	Current Adoption/Transfer Rate		0% of cats received		0.5%		Returned to Owner		
	Adoption/Transfer Goal	26%	113	25.0		0	x	150%	0
	Stray and Owner Surrender		438	5.0		6	x	188%	11
	Return to Owner		2	5.0		0	x	188%	0
	Quarantined		6	9.0		0	x	188%	0
Total					6				12
Additional Capacity based on Population Growth of:								10%	13
Total Animals / Capacity								64	

Functional Areas	Quantity	Size			Net S.F.	Load	Gross S.F.	Yards	# animals
Entry, Front Desk, and Education	684	S.F.							
Circulation / Waiting	1	14	x	16	224	133%	298		
Adoption Desk	1	7	x	12	84	133%	112		
Admissions Desk	1	8	x	10	80	133%	106		
Min. Public Restrooms	2	7	x	9	126	133%	168		
Adoptions	1,637	S.F.							
Dog Adoption									
Real Life Rooms (1 1/2 per room avg. occ.)	2	6	x	7	84	205%	172		3
Adoption Runs	14	4	x	9	504	205%	1033		14
Get Acquainted	1	8	x	10	80	133%	106		
Exercise Yards	1	30	x	40				1200	
Cat Adoption									
Cat Condos (1 occ.)	4	2.5	x	4	40	200%	80		4
Get Acquainted	1	8	x	8	64	133%	85		
Food Prep /Utility	1	7	x	12	84	133%	112		
Janitor's Closet	1	6	x	6	36	133%	48		
<b>Total Dog Capacity</b>									17
<b>Total Cat Capacity</b>									4
Admissions	2,429	S.F.							
Intake Exam/Treatment	1	10	x	14	140	133%	186		
A.C. Workstations	2	8	x	8	128	220%	282		
Storage	1	8	x	10	80	133%	106		
Interior Stray and Transfer Dog Runs	24	4	x	9	864	150%	1296		24
Interior Isolation Dog Runs	4	4	x	9	144	205%	295		4
Exercise Yards	2	30	x	40				2400	
Stray and Transfer Cat Condos	8	2.5	x	4	80	220%	176		8
Isolation Cat Condos	4	2.5	x	4	40	220%	88		4
<b>Total Dog Capacity</b>									28
<b>Total Cat Capacity</b>									12
Quarantine	443	S.F.							
Quarantine Dog Runs	6	4	x	9	216	205%	443		6
<b>Total Dog Capacity</b>									6
<b>Total Cat Capacity</b>									0
Euthanasia	160	S.F.							
Euthanasia Room	1	10	x	12	120	133%	160		
Support	2,202	S.F.							
Exterior Sallyport truck bays/Truck Wash/Freezer	1	16	x	32	512	133%	681		
Food Storage	1	12	x	16	192	133%	255		
Central Janitor Closet / Supplies	1	9	x	10	90	133%	120		
Laundry	1	14	x	16	224	133%	298		
Mechanical, HWH, etc.	1	8	x	10	80	133%	106		

Electrical Closet	1	8	x	10	80	133%	106	
Fire Sprinkler Closet	1	6	x	8	48	133%	64	
Restrooms	2	7	x	9	126	133%	168	
Break Room	1	12	x	16	192	133%	255	
Showers	1	7	x	8	56	133%	74	
Telephone/Computer Equipment Room	1	7	x	8	56	133%	74	
Administration	234	S.F.						
Director's Office	1	10	x	12	120	133%	160	
Work Room and Office Equipment	1	7	x	8	56	133%	74	
<b>Totals</b>		<b>7,789</b>			<b>5,050</b>	<b>158%</b>	<b>7,789</b>	<b>3,600</b>
								<b>206</b>

Animal Capacity Verification	
Target Capacity	64
Dog Housing Provided	51
Cat Housing Provided	16
<b>Total</b>	<b>67</b>

# Temporary Holding Stations

## Temporary Holding Stations

### Recommendation

Construct temporary holding stations to increase the efficiency of animal control operations.

All-In Program proposed locations include:

- Calexico
- Holtville
- Niland
- Salton City

Imperial County Only Program proposed locations include:

- Niland
- Salton City

## Methodology

When first considering the geography of the Imperial Valley, it is apparent that the majority of the population centers are in the central and southern, irrigated sections of the valley.

However, there are some populated areas of the county that are located further north, closer to the Salton Sea. Interestingly, despite the declined economy and the water quality problems in the Salton Sea, the northern areas of the valley have seen population increases in the last ten years. According to US Census Bureau data, the population of Salton City has increased from 978 in 2000 to 3,768 in 2010. The population of Niland has been relatively steady, but the population of Calipatria has increased from 7,289 in 2000 to 7,710 in 2010.

The human populations of the northern communities are not large, and there are few services in place for animal control and sheltering. This, along with drive times, may account for why Imperial County animal control officers reported that they seem to spend a disproportionate amount of time responding to calls in the northern areas of the valley.

In addition to analyzing the drive times to a central shelter from the participating jurisdictions, Animal Arts has considered drive times to the farthest reaches of the Imperial Valley. A graphic analysis of this is attached. Some of the drive times exceed one hour in one direction, which limits the productivity and efficiency of animal control operations.

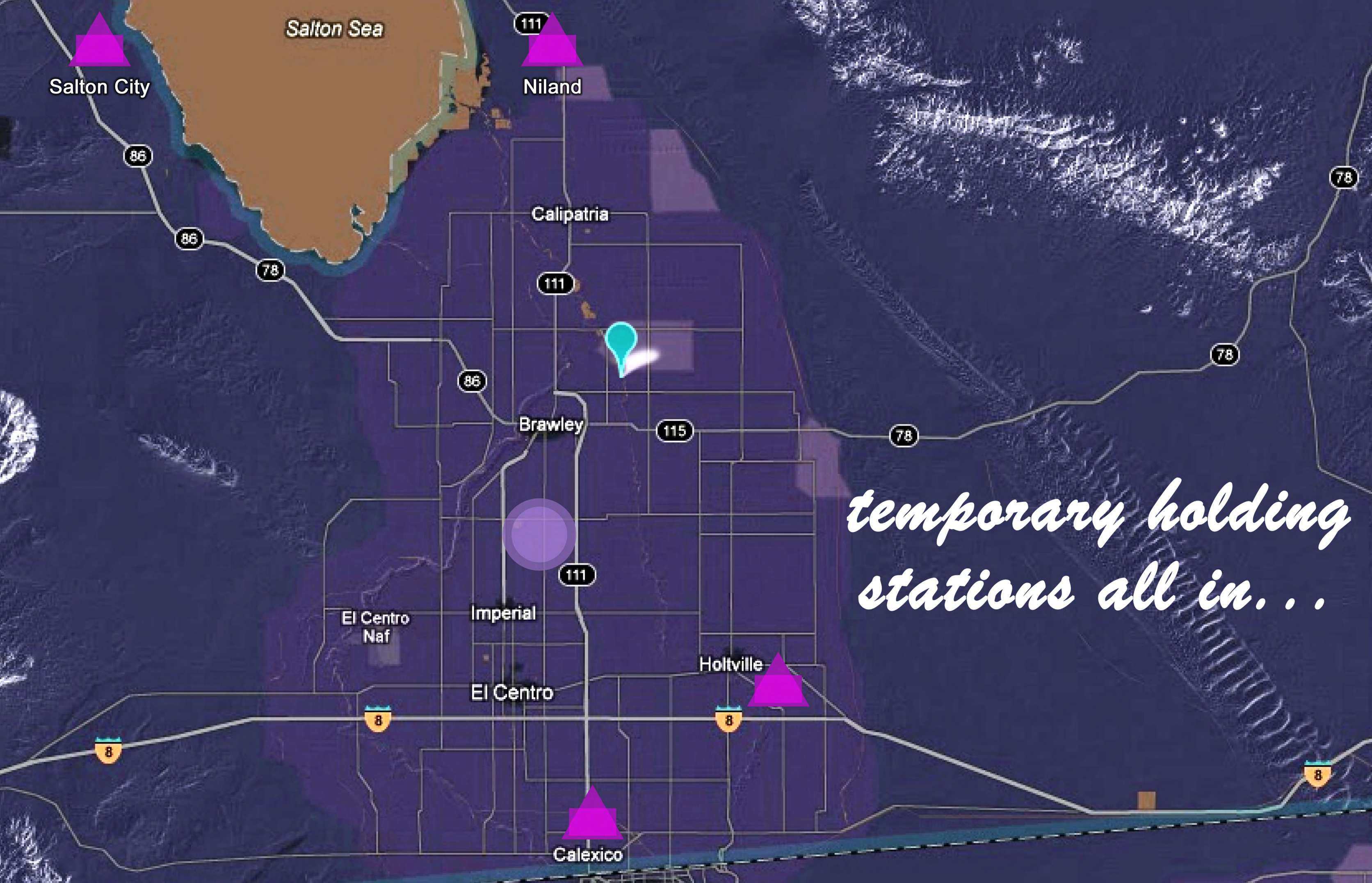
In order to assist in creating a more efficient system, Animal Arts has proposed a number of temporary holding stations where animals may be held in safe and humane conditions for a couple of days and then transferred to the central animal shelter. It is important not to create extra staff for these holding shelters. This factor influenced our proposed placement of these facilities.

In the All-In Program, we are proposing the following locations for temporary holding shelters:

- Calexico - Because Calexico is in a high human population area, and because it is in the southern most portion of the county, it will be a good location for a temporary shelter. We would propose the same location as the current Calexico animal shelter, which should be demolished and rebuilt to be more appropriate in size, durability, and animal safety. In a cooperative model, this location is appropriate because it is located at a police station, and animal control services are provided through the police department.
- Holtville - The Holtville animal shelter is similar to what we are proposing for a temporary holding shelter. The Holtville animal shelter can be maintained and upgraded for use as a temporary holding shelter and staffed similarly to the way it is currently staffed.
- Niland and Salton City - Both of these communities are far north from the proposed central animal shelter, and they both happen to be locations of sheriff substations which could provide the shelters with safety and minimal staffing. Therefore, we propose to place holding shelters in both of these locations. Calipatria is closer to Niland than the central shelter, so the temporary shelter could be used for holding animals that are picked up in Calipatria.

In the Imperial County Only Program, we are assuming that staffing will be done by county staff only. Therefore, we have proposed to maintain the Niland and Salton City holding shelter locations. These shelters will help significantly in alleviating the distraction of long drive times to the northern reaches of the valley.





Salton Sea

Salton City

Niland

Calipatria

Brawley

El Centro  
Naf

Imperial

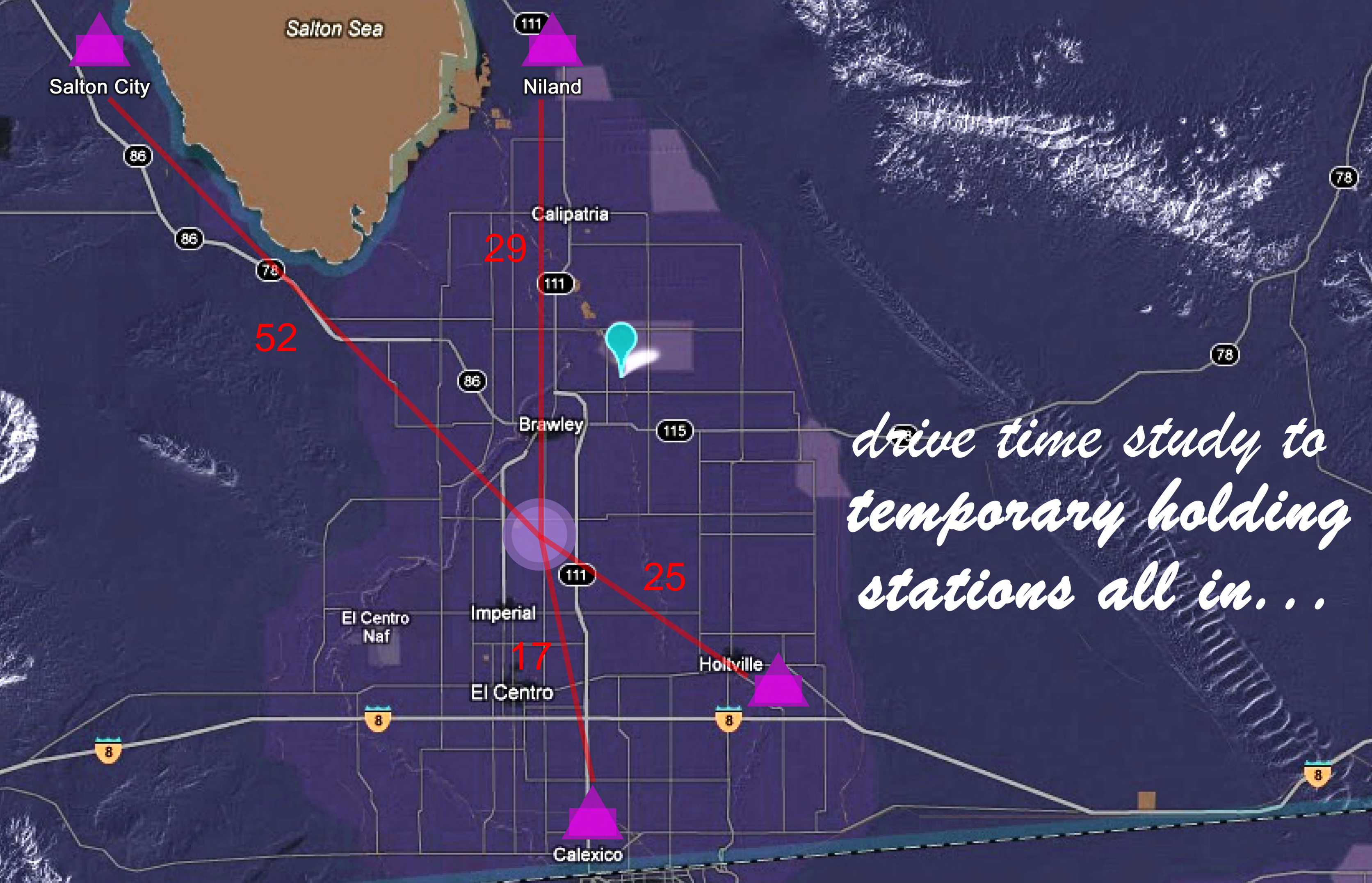
El Centro

Holtville

Calexico

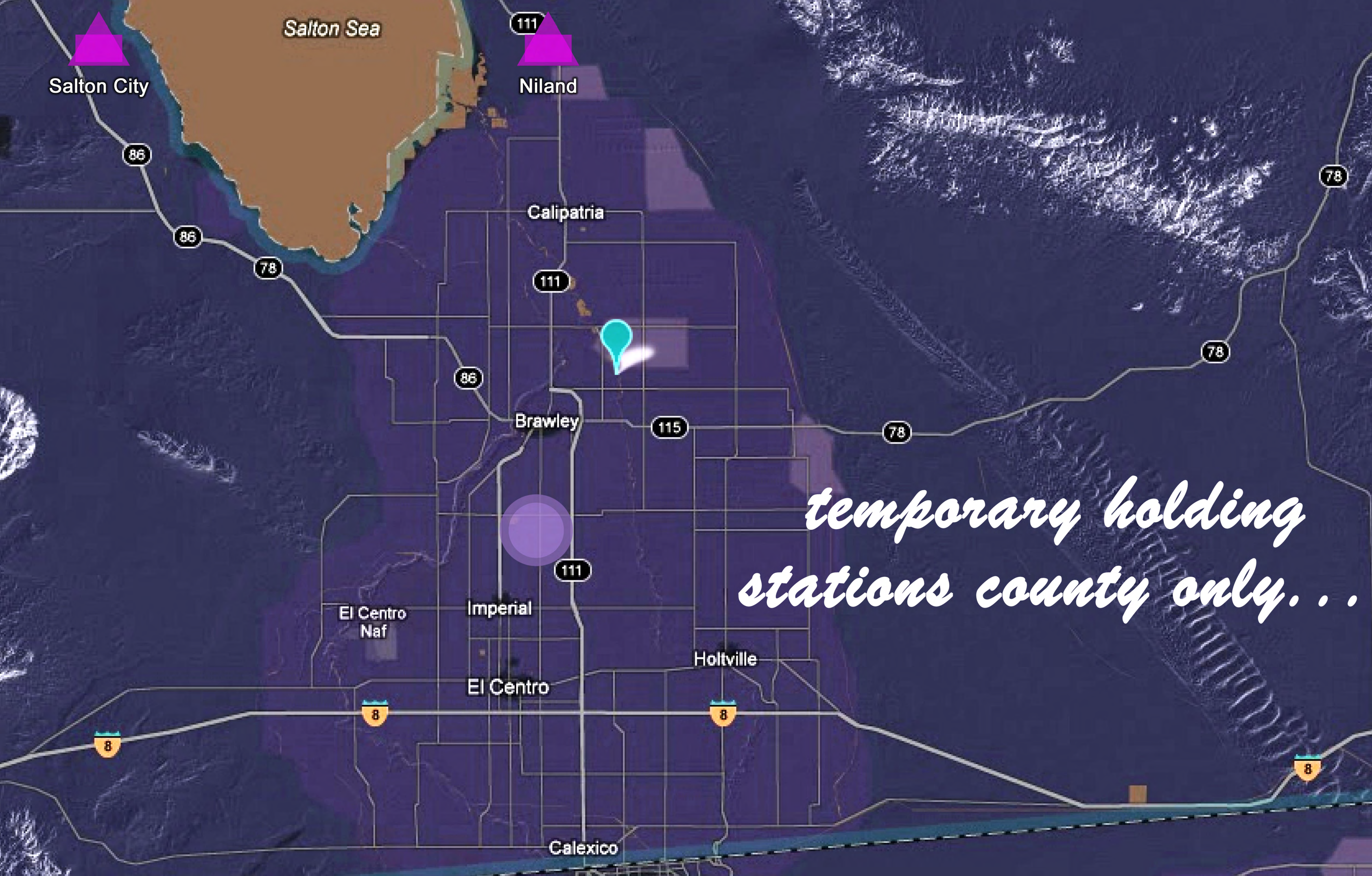
*temporary holding  
stations all in...*





*drive time study to  
temporary holding  
stations all in...*





Salton Sea

Salton City

Niland

Calipatria

Brawley

Imperial

El Centro  
Naf

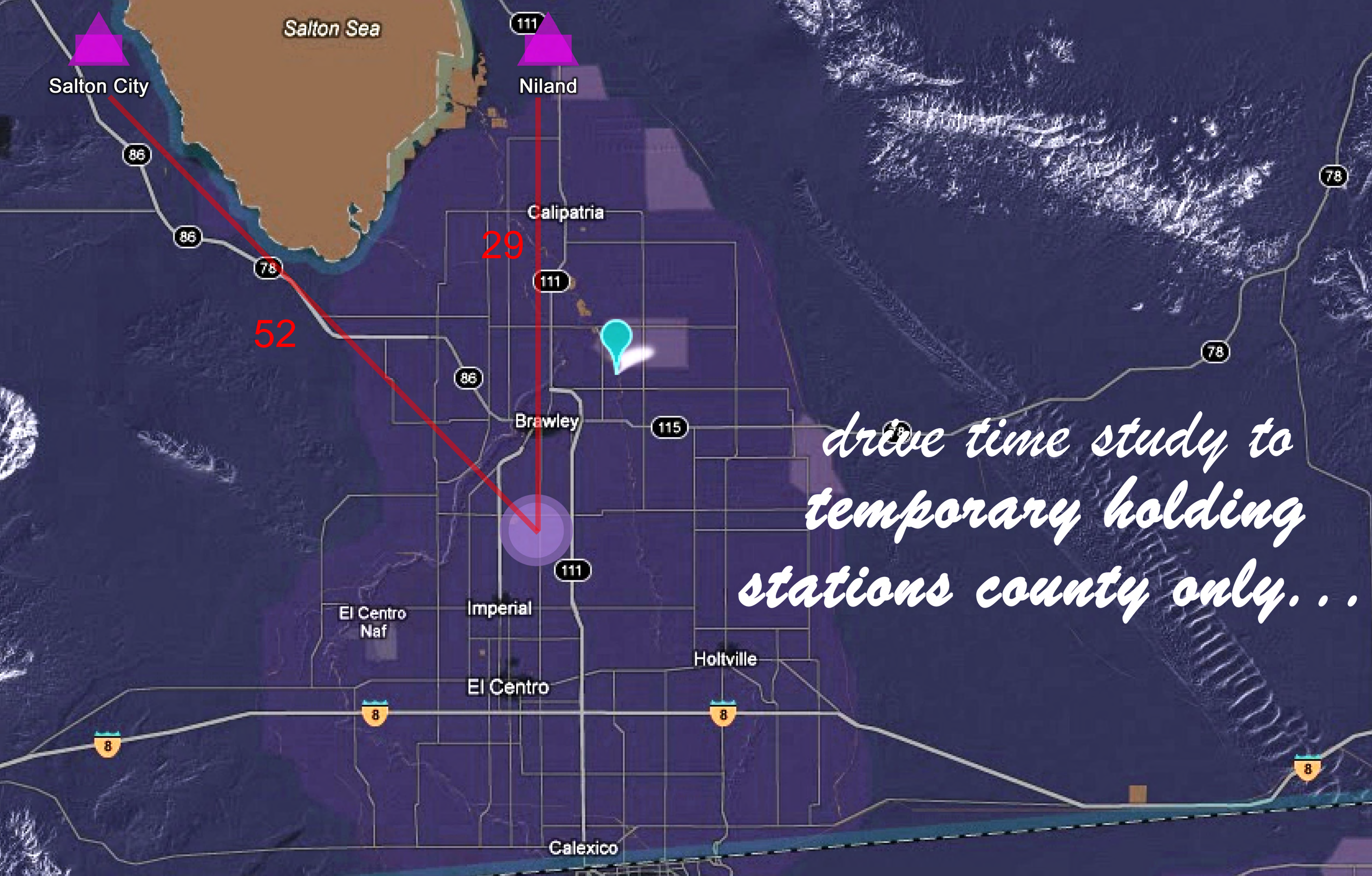
El Centro

Holtville

Calexico

*temporary holding  
stations county only...*





Salton City

Niland

Calipatria

Brawley

El Centro  
Naf

Imperial

El Centro

Holtville

Calexico

*drive time study to  
temporary holding  
stations county only...*



# Operational Cost Projections

## Operational Cost Projections

### Recommendation

The chart below summarizes the staffing requirements and operational costs of the programs and services that are outlined in this section.

### Summary of Staffing and Operational Expenses for the All-In Program

Staff Position	FTE
Animal Care Staff	6
Clerical	3
Adoption Counselors	2.5
Volunteer Coordinator	1
Humane Educator	1
Behaviorist	1
Director of Operations	1
Executive Director	1
<b>Total</b>	<b>16.5</b>

Field Staff	9.5 FTE
Operational Expenses	\$1,397,400 Annually

### Summary of Staffing and Costs for the Imperial County Only Program

Staff Position	FTE
Animal Care Staff	2
Clerical	1.5
Adoption Counselors	1.5
Volunteer Coordinator	1
Humane Educator	1
Behaviorist	0.5
Executive Director	1
<b>Total</b>	<b>8.5</b>

Field Staff	6.5 FTE
Operational Expenses	\$861,900 Annually

## Methodology

### Animal Care Staff

Determining appropriate staffing levels for an animal care and control agency is an inexact science. The Humane Society of the United States (HSUS), the nation's largest animal protection organization, has developed and used the following formula for determining the optimum level of *animal care staff* for a sheltering facility:

Human population times 7 percent = incoming animal population/year.

Incoming animals per year divided by 365 (days per year) = incoming animals per day.

Incoming animals per day times 4 day holding period = animals in shelter per day.

Animals in shelter per day times 15 minutes = number of minutes needed.

Number of minutes needed divided by 60 minutes = number of hours needed.

Number of hours needed divided by three hours = staff needed per day.

This formula makes the three following basic assumptions:

1. The HSUS uses the average holding period of four days as a basis. Some animals may be held for shorter periods and some may far exceed the four day average.
2. Assume that that staff will need nine minutes for cleaning and six minutes for feeding per animal.
3. Hours for cleaning/feeding also allows for routine maintenance, laundry, dishes, etc.

The current ratio (2010) of Imperial County's human population to the number of animals projected to be handled by Imperial County Animal Care and Control is only 3.26 percent, significantly lower than the 7 percent assumed in the HSUS formula. However, based upon interviews with the various personnel involved in animal care and control for Imperial County and the municipalities within the county, we believe the number of animals in need of services/intervention by animal control to be significantly higher than the number currently being served. Additionally, our representatives observed many free-roaming dogs and cats as we drove around the county. For these reasons, we have applied the HSUS formula but have reduced the standard 7 percent of the human population to a more realistic 4 percent to accurately project the number of animal care staff that might be needed to efficiently operate Imperial County Animal Care and Control.

Animal care staffers in an animal shelter environment perform a variety of vital functions, including daily cleaning/disinfection of animal housing areas, feeding animals based upon their individual and unique nutritional needs, and monitoring the health of each housed animal. In many cases, the animal care staff is also responsible for various more mundane, but no less important, functions such as laundry, dishwashing, and monitoring lost/found reports. On the frontline working directly with the animals, the animal care staff may also be in a unique position to assist customers looking for lost pets and/or for guidance on adopting new pets.

Using the above methodology with some adjustments for local economic conditions, the proposed number of animal care staff is as follows:

**All-In Program**

Projected Animal Intake	Number of Animal Care Staff Needed Per Day
6,808	6.2

Allowing for days off, sick leave, vacation time, etc. requires the animal care staffing to be somewhat higher than projected. In order to efficiently and humanely care for the animals, using six to seven staff members daily would require a total staffing level of 10-14.

**Imperial County Only Program**

Projected Animal Intake	Number of Animal Care Staff Needed Per Day
1,868	1.7

Allowing for days off, sick leave, vacation time, etc. requires the animal care staffing to be somewhat higher than projected. In order to efficiently and humanely care for the animals, using one to two members daily would require a total staffing level of three to five.

Projections for the Imperial County Only Program assume that only those animals handled by Imperial County Animal Control will be housed in the facility. Should Imperial County contract with any municipalities, the increased workload will require additional animal care staffing.

## Other Shelter Staff Positions

### Veterinary Staff:

Should Imperial County choose to operate a veterinary clinic for the purpose of caring for shelter animals while in the county's custody and for providing spay/neuter services to all animals, they will also need to employ veterinary staff. Given the limited number of veterinarians currently in the community, this may or may not be a realistic goal. The clinic will need at least one full-time veterinarian and two to three veterinary technicians or veterinary assistants.

**Due to the economic limitations of the county, personnel costs for in-house veterinary services are not factored into our recommendations.**

#### Adoption Counselors:

In order to meet public demand and work toward the goal of reducing euthanasia and increasing placement rates, the county would need to employ a minimum of four adoption counselors and schedule at least two per shift with more on board during peak hours. Adoption counselors can certainly be assisted by trained volunteers, but this important function is rarely left exclusively to volunteers.

To measurably reduce the number of animals euthanized by animal control, the county will need to undertake an aggressive adoption program. Expanded hours for adoption (to accommodate the schedules of working citizens) and a staff of trained adoption counselors will be integral components of that adoption program. Ideally Imperial County would want to employ enough adoption counselors to provide adequate coverage during all open hours and additional staffing during those times of the week determined to be peak adoption hours. Generally weekends are when shelters see the greatest number of visitors and potential adopters. However, evening hours can also have a profound impact on the rate of adoption.

#### Volunteer Coordinator:

In most, if not all, animal shelters, volunteers play a key role in supplementing the work of the paid staff. Volunteers can serve in a variety of roles from direct animal care to adoption counseling to community education. In order to effectively manage a volunteer corps, there is a need to hire a volunteer coordinator. This should be a middle-management position in the agency's organizational chart. A volunteer coordinator can greatly expand the agency's capacity by recruiting, training and supervising a large number of volunteers (unpaid staff). The job responsibilities for this position would include recruitment, training, orientation, supervision, recognition, and discipline of a cadre of volunteers to augment the efforts of the staff. Volunteers can be a tremendously valuable asset to an animal sheltering agency, but only if properly managed.

#### Animal Behavior Staff:

Many sheltering agencies have incorporated proactive programming designed to preserve the human-animal bond and keep animals in their homes rather than simply proving a repository for them when their owners have given up on them. Many animals find themselves in animal shelters as a result of behavior problems either real or perceived. Most behavior problems can be solved provided the owner has the willingness, the knowledge, the tools, and the support for working through them.

At a minimum, Imperial County Animal Control should plan to have one animal behavior specialist on its staff or on contract as a consultant to:

1. Conduct behavioral evaluations on all animals to determine their "adoptability."
2. Develop and administer programs for the community to help keep animals from entering the animal care and control system in the first place.



Programs might include obedience courses offered to pet owners communitywide, a behavior helpline designed to dispense advice to pet owners experiencing problem behaviors with their pets, educational materials on common behavior problems (available in print and electronically via a website), and community education designed to foster a higher level of understanding of animal behavior and realistic expectations for pet owners.

#### Humane Education/Public Information:

Sharing a message of responsible pet ownership to a broad audience, from children through adults, will be another important component of the county's effort to reduce the numbers of animals coming through animal control in general and the number euthanized specifically. A Humane Education Specialist and/or a Public Information Officer will be needed to direct those efforts.

#### Clerical/Support Staff:

Many of the functions performed by various management level staff will require the support of administrative assistants. The exact number needed will be dictated by the number of management level staff hired. At a minimum the county will need at least two to three receptionists to greet visitors and answer incoming telephone calls.

#### Executive Director:

In order to function optimally, the department of Animal Care and Control will need solid staff leadership. The Society of Animal Welfare Administrators (SAWA) offers a certification program for leaders in the field. In order to attain Certified Animal Welfare Administrator (CAWA) status, one must have a proven track record of leadership and must pass a challenging written exam to prove proficiency in all aspects of management and animal care. The Director should provide big-picture oversight to the agency and should establish the vision for others to follow. Major responsibilities include financial management, supervision of senior management team and serving as a spokesperson to all stakeholders, including county officials, the news media, and citizens. Sample job descriptions for Executive Director are available from SAWA ([sawanetwork.org](http://sawanetwork.org)).

#### Director of Operations:

Reporting to the Executive Director, the Director of Operations has oversight of direct animal care, facilities maintenance, customer service, and accurate recordkeeping. Like the Executive Director, the person filling this position should be highly trained and skilled in both management and animal care. Sample job descriptions for the Director of Operations position are available from SAWA ([sawanetwork.org](http://sawanetwork.org)).

#### Field Services Staff:

In terms of Animal Control Officers in the field, it is recommended that Imperial County employ a minimum of 9.5 Full Time Equivalents (fte) for the All-In Program and a minimum of 6.5 fte for the Imperial County Only Program. This is assuming the service area is divided into four beats minimum.

Because of the size of the service area, covering the entire county (with emphasis on the heavily populated areas) will require more personnel. And it is necessary to have enough animal control personnel to handle after hours emergencies 24 hours a day, 7 days a week.

As law enforcement officers, field personnel will need to meet minimum qualifications prior to hiring and will require specialized training both on the job and in parallel with the county's other law enforcement officers (Sheriff's Office, etc).

Determining the optimum staffing level for field services can be even more challenging. In general terms, the National Animal Control Association (NACA) recommends a minimum of one officer per 16,000 to 18,000 citizens within the service area. NACA also offers three possible formulaic models for determining field staffing needs:

1. Some jurisdictions have attempted to evaluate the estimated growth in residential and business activity and predict the need for additional personnel.
2. Comparative data from the NACA Data Survey has been used to factor in population, square miles served, and whenever possible, enforcement responsibilities.
3. The "calls for service" model is used primarily as a workload indicator, because the data represents a recognizable and readily measurable demand for animal control services. However, comparing the number of calls for service from one jurisdiction to another can be very tenuous because of the variety of calls and the response to animal control efforts to encourage citizens to call on any perceived problem.

NACA goes on to state, "Determining the number of officers requires an assessment of citizen calls, officer-initiated calls, citations, written warnings, assisting outside agencies, the need for safety and security, a flexible beat structure, time spent on investigations, preventive patrol time, and the specific types of service that the public wants and expects."

NACA prefers the "calls for service model" and says it contains three basic elements:

1. Each eight-hour animal control position requires 2,920 hours to fill one shift per day for 365 days.
2. Officer availability for staffing is determined by deducting the time required for vacation, sick leave, court time, "flex" days and training from 2,080 hours (the maximum for one year). In using this model, the average number of hours dedicated for animal control will be 1,831 hours (a standardized ratio) or 229 days.
3. Determine the relief factor (relating to the number of officers needed to fill one position for the entire year) by dividing the number of days of work required for each beat area in a year (365) by the average number of days officers actually work in a year. In using this ratio,  $365 \div 229 = 1.60$  officers per day, per beat area.

## Expenses

The following chart contains rough estimates of operating expenses for each of the models outlined in the needs assessment. These estimates are intended to give Imperial County only a rough idea of the annual commitment necessary to operate a new, modern animal care and control facility. More detailed operating budgets could be easily devised once the county determines the specific program it will follow and path it will take in terms of improving its animal control operation.

	"All-In" Program	Imperial County Only Program
<b>Wages</b>	\$ 944,000.00	\$ 602,000.00
<b>Payroll Taxes</b>	\$ 47,200.00	\$ 30,100.00
<b>Health Insurance</b>	\$ 94,400.00	\$ 60,200.00
<b>Uniforms</b>	\$ 2,600.00	\$ 1,000.00
<b>Animal Food</b>	\$ 11,200.00	\$ 3,500.00
<b>Office Supplies</b>	\$ 8,000.00	\$ 2,500.00
<b>Gasoline</b>	\$ 50,000.00	\$ 30,000.00
<b>Vehicle Repairs/Maintenance</b>	\$ 7,500.00	\$ 3,000.00
<b>Medical Supplies</b>	\$ 22,000.00	\$ 8,000.00
<b>Equipment</b>	\$ 5,000.00	\$ 3,000.00
<b>Cleaning Supplies</b>	\$ 7,000.00	\$ 4,000.00
<b>Microchips</b>	\$ 21,000.00	\$ 5,600.00
<b>Miscellaneous Materials/Supplies</b>	\$ 7,500.00	\$ 4,000.00
<b>Community Education</b>	\$ 18,000.00	\$ 8,000.00
<b>Travel/Training</b>	\$ 6,000.00	\$ 3,500.00
<b>Telephone</b>	\$ 7,500.00	\$ 4,500.00
<b>Printing</b>	\$ 7,500.00	\$ 3,500.00
<b>Liability Insurance</b>	\$ 75,000.00	\$ 50,000.00
<b>Utilities</b>	\$ 38,000.00	\$ 23,000.00
<b>Waste Disposal</b>	\$ 5,000.00	\$ 3,500.00
<b>Building Repairs/Maintenance</b>	\$ 13,000.00	\$ 9,000.00
<b>TOTAL EXPENSES</b>	\$ 1,397,400.00	\$ 861,900.00

## Utility Costs

To develop projections for utility costs for the shelters, we used a database of average utility usage from shelters in other parts of the country. The cooling costs of the Imperial County shelter are likely to be much higher because of the extreme climate, but we have not increased the average because the climate may lend itself to such energy efficient strategies as evaporative cooling.

On average, animal shelters in our database use:

- 1.5 kWh per square foot per month electric.
- 0.13 Therm per square foot per month gas.
- 2.5 gallons per square foot per month water.

The utility costs represented in the expense spreadsheet are extrapolated from these monthly averages, using estimates from your local utility usage rates and other animal shelters.

## Revenue

An effective animal care and control program is an essential service and should be considered a community responsibility not unlike police and fire departments. Outdated and dilapidated facilities and programs lead to community distrust, and a program which should be an asset to the local government can quickly become a liability.

As a vital community service, the county should budget adequate funds to support operations and any capital needs. Fees from operations including pet licensing fees, impoundment/board charges, adoption fees, and fines from citations can partially fund operations, but rarely is any governmental animal care and control program entirely self-funded.

### **Pet Licensing**

Because it was discussed at some length during the needs assessment workshop, we have provided a brief analysis of the potential of a program such as pet licensing to help offset the operational expenses of the animal care and control services.

The problem with pet licensing is that even in the most progressive communities, compliance is low. Counteracting this problem with aggressive enforcement can backfire and result in problems such as failure to reclaim lost pets.

Considering these factors, and also considering that unemployment rates are as high as 27 percent in some of the areas studied, we would recommend a licensing program with passive enforcement and low fees. El Centro has such a program already in place and sees 15-20 percent compliance with licensing laws.

It should be noted that we are only discussing dog licenses for purposes of this discussion. Cat licensing is not likely in this community in the near future.

Considering the All-In Program, below is a conservative projection of licensing revenue:

174,244 people x 60% (% dog owners) x 15% (compliance rate) = 15,682 licenses

\$10 (average licensing fee) = \$156,820 annually

While this is not a large amount of money, it would help to offset more than 10 percent of the annual operating costs of animal care and control.

### **Outside Funding Sources**

For major capital projects such as new sheltering facilities, county government should make funds available through traditional sources – the same channels through which the county maintains and replaces any of its facilities. However, where adequate public funds are not readily available, the county may very well be able to access supplementary funds from private sources.

While many grant makers, such as corporations and foundations, only give to not-for-profit organizations, it is possible for local government to secure grants from various sources. There are precedents in which local governments have established funds into which private, restricted donations can be received. Grants are available from federal and state governments and also from private foundations. According to Grants Pro ([www.grantspro.net](http://www.grantspro.net)), there may be special documentation required when funds are granted to a government agency, but such grants are not unheard of. For example, Grants Pro offers The Mott Foundation in Flint, Michigan which has made regular and repeated grants to the City of Flint. The City of Naples, Florida, another Grants Pro client, has received foundation funds.

In some instances it may be necessary for the county to create a special “receiving” entity – an affiliated, but private and independent not-for-profit auxiliary agency. A “Friends of Animal Care and Control” agency can be set up as a not-for-profit corporation, meeting the requirements to be an IRS 501(c)(3) agency. The auxiliary group can then participate in a capital campaign to help raise funds to support a major capital project. However, there is precedent for governmental animal care and control agencies soliciting and receiving charitable contributions directly without an auxiliary group. Both the cities of Fort Wayne, Indiana and Seattle, Washington serve as examples.



# Building Cost Projections

## Building Cost Projections

### Recommendation

We have outlined three different cost proposals for the two program options. The three cost proposals include a Best shelter, which is a high quality best practices shelter, a Standard shelter, which is a prefabricated building with good quality interiors, and a Minimal shelter, which is a stripped down version. A more thorough description of each cost model is provided in this section.

Given a balance between life-cycle costs and economics, we recommend the Standard shelter.

Below is an outline of project costs for each of the options that we considered.

#### Best Shelter

Costs	All-In Model	Imperial County Model	Notes
Base Building Cost	\$3,235,640	\$2,200,836	Hard Costs
Contingency & Inflation	\$309,631	\$210,606	Cost Escalations
Temporary Hold Stations	\$312,583	\$176,914	Includes Contingencies
F,F, & E	\$323,564	\$220,084	10% Base Building Cost
Professional Fees	\$291,208	\$198,075	9% Base Building Cost
Owner Contingency	\$97,069	\$66,025	3% Base Building Cost
<b>Totals</b>	<b>\$4,569,695</b>	<b>\$3,072,540</b>	

#### Standard Shelter

Costs	All-In Model	Imperial County Model	Notes
Base Building Cost	\$2,942,039	\$1,981,839	Hard Costs
Contingency & Inflation	\$281,535	\$189,651	Cost Escalations
Temporary Hold Stations	\$312,583	\$176,914	Includes Contingencies
F,F, & E	\$294,204	\$198,184	10% Base Building Cost
Professional Fees	\$264,784	\$178,366	9% Base Building Cost
Owner Contingency	\$88,261	\$59,455	3% Base Building Cost
<b>Totals</b>	<b>\$4,183,406</b>	<b>\$2,784,409</b>	

## Minimal Shelter

Costs	All-In Model	Imperial County Model	Notes
Base Building Cost	\$2,403,192	\$1,566,600	Hard Costs
Contingency & Inflation	\$229,971	\$149,914	Cost Escalations
Temporary Hold Stations	\$312,583	\$176,914	Includes Contingencies
F,F, & E	\$240,319	\$156,660	10% Base Building Cost
Professional Fees	\$216,287	\$140,994	9% Base Building Cost
Owner Contingency	\$72,096	\$46,998	3% Base Building Cost
<b>Totals</b>	<b>\$3,474,448</b>	<b>\$2,238,080</b>	

## Methodology

### Development of the Budget

The goal in developing budget projections for the two program options was to take into consideration the anticipated hard and soft costs in order to develop a realistic overall project cost. Below is additional information about the cost categories that were included in each budget projection:

- Shelter Hard Costs. The hard costs of the shelter including the costs to build the shelter and develop the site for the shelter.
- Contingencies and Inflation. A line item included to cover possible cost escalations between now and when the shelter is likely to be constructed. The shelter hard cost plus contingencies and inflation is the number that is presented in each of the attached budget spreadsheets.
- Temporary Holding Stations. The cost of developing four temporary holding stations for the All-In Program and two for the Imperial County Only Program. Contingencies and inflation are included in this number.
- Professional Fees: Architectural, engineering, and consulting fees required to deliver the project.
- F, F, & E. An allowance for furnishings, fittings, and equipment to outfit the animal shelters. This category includes animal caging and runs, furniture, computers, appliances, and miscellaneous equipment.
- Owner Contingency. An owner's contingency to be held during the project to cover change orders during the construction of the project.

The following costs were not included in the budgets that we provided and may need to be added to the project cost if applicable:

- Land Purchase Costs.
- Off-site Development. The cost of bringing roads or utilities to the project site.
- Fundraising Costs. The cost of mobilizing the effort needed to develop a funding proposal for the shelter.

- Future Phases or Expansion of Programs.
- Fleet Vehicles. We have not included the cost of purchasing fleet vehicles to outfit expanded animal control operations.

### **Descriptions of the Different Cost Proposals**

The cost proposals included herein are provided by an estimator who regularly works with us to provide cost estimates for our projects. Each model includes a detailed cost estimate which is a line item description of the construction of the project and a summary cost estimate which presents the overall costs by construction division.

The goal in developing the cost proposals is to realistically anticipate the scope of each of the shelters. We have used historical allowances and line items to develop the budgets. It is not important at this time to scrutinize the individual budget categories, but to understand the big picture of the approach to constructing each of the cost models summarized below:

#### **Minimal Animal Shelter:**

To develop this model, we used the most basic technology and systems that could be used to build the shelter, while still housing the animals in a humane environment. More specifically:

- The building is a pre-fabricated metal building.
- The shelter lacks any “architecture” on the exterior and very little on the interior spaces. It is essentially a straight up metal building with a door to enter.
- We have removed many of the floor finishes, leaving a sealed concrete slab in some areas of the building.
- The animal areas are cooled with a split system that is not integrated into an overall air handling unit. This means that we are not providing energy recovery in this area, and there will be significantly less control of the temperature of the space. We are maintaining the basic exhaust standards for animal health.
- Walls are constructed of masonry with a coating or covered with fiberglass reinforced plastic.
- Animal run systems are likely to be inexpensive, but could be better than the chain link runs that you currently have.
- Other systems are as minimal as possible to bring us into budget.

In essence, the Minimal Shelter is an improvement on what you have now, but it is not at the standard that we think will serve the county best over the long term.

### Standard Animal Shelter:

It is easiest to understand the standard model by looking at it as improvements to the minimal shelter model. Specifically:

- The building is also a pre-fabricated metal building, but some allowances are made for including some masonry at the bottom of the wall for durability and longevity and for including modest architectural features to identify the entrance and dress up the public spaces.
- We have included durable floor finishes in all areas, including porcelain tile floors in the lobby and epoxy resin floors in the dog run rooms.
- The animal areas are cooled with packaged air handling units that include direct/indirect evaporative cooling and energy recovery. Energy recovery ventilators are not quite as effective in extremely hot and dry climates, but they will help to cut off the peak demand electrical load of the building, which is likely to have a significant impact on the utility bill for the building. The system that we are proposing also provides comfortable indoor air temperatures, air exchange, pressure relationships, etc. that we would recommend for an animal care facility.
- Tile wainscots replace FRP in some areas for greater longevity and water-resistance.
- Animal run systems may be upgraded to more durable, attractive systems.

### Best Animal Shelter:

The best animal shelter is modeled after the high-quality shelters that we have designed for animal care and control agencies such as the Denver Animal Shelter and Orange County Animal Services in North Carolina.

Below is a description of the differences in this model:

- The building is a traditionally-built, load-bearing masonry building with modest but identifiable architectural features to create a draw as a community center. It would be best described as similar to a community recreation center.
- Durable finishes are included throughout.
- There are some upgrades to systems including better noise control assemblies.
- Digital control systems are included on the mechanical systems.
- Better equipment, features, and finishes are included.
- The site is modeled with curbs and gutters around the parking and drive areas for longevity and durability.

### **Reasons for Recommending the Standard Animal Shelter**

Given the knowledge we gained in this needs assessment, it is our belief that we should propose solutions that are as budget conscience as possible while still meeting best practices for animal health and welfare. This is why we recommend the “Standard” animal shelter.



Imperial County will have greater success in garnering support for this project if it is designed with a pragmatic and fiscally responsible approach.

Below we have included a few photos of the type of building that we would propose. The projects shown below still achieve the community-friendly feel that is required for successful adoption programs. Therefore, the project cost that we have recommended includes the standard model.

Given economic constraints, it may be tempting to support the Minimal animal shelter approach. However, we strongly recommend against this decision, for the following reasons:

- Simplifying the mechanical system design to save money will increase energy usage and costs. An example may be deleting energy recovery features, which save energy by preconditioning incoming air and by reducing peak load demand. Without a full analysis, it is difficult to quantify the increased energy costs, but the systems that we would delete typically have a five-year maximum payback period.
- The minimal shelter has no installed flooring systems. Therefore, it will be necessary to reseal the exposed concrete floors every six months and maintain the joints in the concrete. Deep cleaning will be more important because of the difficult-to-sanitize surface, and this increases water usage.
- Wall materials are minimal and will need more painting, repair, and joint sealing to maintain a sanitary condition.
- The building is stripped of architectural features. Case studies indicate that high-quality adoption environments help to draw the public to the shelter and increase adoption rates. Therefore, considering the public experience is essential to the goal of increasing adoption rates, this building would not serve the county well in the long-term.

Included on the next couple of pages are images of the type of shelter than we are proposing. The photos illustrate prefabricated metal buildings with reasonable quality interiors and adoption friendly environments.



The Louisiana Society for the Prevention of Cruelty to Animals





The Society for the Prevention of Cruelty to Animals of Monterey County



Imperial County Animal Shelter  
El Centro, California 92243  
**All In - Minimal**



October 11, 2012		cost / sf	% of total	Group Totals
<b>Procurement and Contracting Requirements Group</b>				
00 00 00	Procurement and Contracting Requirements	\$0.00	0%	\$0
<b>General Requirement Group</b>				
01 00 00	General Requirements	\$9.00	4.78%	\$125,739
<b>Facility Construction Group</b>				
		<b>\$76.17</b>	<b>40.43%</b>	<b>\$1,064,571</b>
02 00 00	Existing Conditions	\$0.00	0.00%	\$0
03 00 00	Concrete	\$6.96	3.70%	\$97,324
04 00 00	Masonry	\$2.68	1.42%	\$37,430
05 00 00	Metals	\$0.93	0.50%	\$13,064
06 00 00	Wood, Plastics and Composites	\$5.73	3.04%	\$80,074
07 00 00	Thermal and Moisture Protection	\$3.21	1.71%	\$44,918
08 00 00	Openings	\$11.54	6.13%	\$161,329
09 00 00	Finishes	\$19.46	10.33%	\$271,964
10 00 00	Specialties	\$1.76	0.93%	\$24,536
11 00 00	Equipment	\$0.00	0.00%	\$0
12 00 00	Furnishings	\$0.18	0.10%	\$2,582
13 00 00	Special Construction	\$23.71	12.58%	\$331,350
14 00 00	Conveying Equipment	\$0.00	0.00%	\$0
<b>Facility Services Group</b>				
		<b>\$47.86</b>	<b>25.40%</b>	<b>\$668,853</b>
21 00 00	Fire Suppression	\$3.22	1.71%	\$45,019
22 00 00	Plumbing	\$11.00	5.84%	\$153,736
23 00 00	Heating, Ventilation and Air Conditioning ( HVAC )	\$16.00	8.49%	\$223,616
25 00 00	Integrated Automation	\$1.50	0.80%	\$20,964
26 00 00	Electrical	\$11.75	6.24%	\$164,218
27 00 00	Communications	\$2.51	1.33%	\$35,080
28 00 00	Electrical Safety and Security	\$1.88	1.00%	\$26,220
<b>Site and Infrastructure Group</b>				
		<b>\$27.72</b>	<b>14.71%</b>	<b>\$387,352</b>
31 00 00	Earthwork	\$9.47	5.03%	\$132,354
32 00 00	Exterior Improvements	\$12.62	6.70%	\$176,398
33 00 00	Utilities	\$5.62	2.99%	\$78,600
34 00 00	Transportation	\$0.00	0.00%	\$0
35 00 00	Waterway and Marine Construction	\$0.00	0.00%	\$0
<b>Process Equipment Group</b>				
		<b>\$0.00</b>	<b>0.00%</b>	<b>\$0</b>
40 00 00	Process Integration	\$0.00	0.00%	\$0
41 00 00	Material Processing and Handling Equipment	\$0.00	0.00%	\$0
42 00 00	Process Gas and Liquid Handling, Purification Equipment	\$0.00	0.00%	\$0
43 00 00	Pollution Control Equipment	\$0.00	0.00%	\$0
44 00 00	Industry Specific Manufacturing Equipment	\$0.00	0.00%	\$0
48 00 00	Electrical Power Generation	\$0.00	0.00%	\$0
<b>Subtotal (all groups)</b>				
		<b>\$160.74</b>	<b>85.32%</b>	<b>\$2,246,516</b>
	Permits & Insurance	\$3.81	2.02%	\$53,190
	Overhead & Fee	4.50% \$7.40	3.93%	\$103,487
	Contingency	10.00% \$16.45	8.73%	\$229,971
<b>Project Total</b>				
		<b>\$188.41</b>	<b>100.00%</b>	<b>\$2,633,163</b>



October 11, 2012		Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date		TBD					
Completion Date		TBD					
Calendar Days		220.00					
Weeks		31.43					
Months		7.26					
00 00 00 Procurement and Contracting Requirements							
o Building Footprint		13,976.00	sf				
o Site (TBD)		55,904.00	sf				25% Footprint
General Requirement Group						\$125,739	
01 00 00 General Requirements							
On Site General Supervision		31.43	wk	\$73.99	\$2,325		
On Site Supervision		31.43	wk	\$2,148.46	\$67,523		
On Site Project Manager / Principal		31.43	wk	\$197.31	\$6,201		
On Site Project Engineer		31.43	wk	\$221.97	\$6,976		
Material Handling		31.43	wk	\$22.00	\$691		
In-House Layout & Survey		31.43	wk	\$60.00	\$1,886		
Equipment							
Trucking / Transportation		7.26	mo	\$550.00	\$3,992		
Major Equipment / Hoisting		7.26	mo	\$450.00	\$3,266		
Small Tools		7.26	mo	\$100.00	\$726		
Rental Equipment		7.26	mo	\$120.00	\$871		
Clean-Up							
o Construction		13,976.00	sf	\$0.26	\$3,634		
o Dumpsters / Waste Management		13,976.00	sf	\$0.30	\$4,193		30 cy load = \$520 / pull
o Final		13,976.00	sf	\$0.28	\$3,913		
Misc. Others							
o Job Site Signage		1.00	ls	\$750.00	\$750		
o Reproduction / Copying Costs		1.00	ls	\$500.00	\$500		
o Submittals / Close-out Procedures		1.00	ls	\$250.00	\$250		
o Jobsite Phone / Data Service		7.26	mo	\$204.00	\$1,481		
o Postage / Express Mail		7.26	mo	\$50.00	\$363		
o Temporary Protection		13,976.00	sf	\$0.12	\$1,677		
Temporary Facilities							
o Power / Water Consumption		7.26	mo	\$600.00	\$4,355		
o Portable Sanitary Facilities		7.26	mo	\$340.00	\$2,468		
o Safety & Jobsite Security		7.26	mo	\$300.00	\$2,177		
o Jobsite Fencing / Gates		500.00	lf	\$4.00	\$2,000		
o Office Trailer & Equipment		7.26	mo	\$485.00	\$3,520		
Facility Construction Group							
02 00 00 Existing Conditions		\$0					
03 00 00 Concrete		\$97,324					
Foundations							
o Spread Footings		38.68	cy	\$318.00	\$12,300		10" x 24" x Cont
o Pad Footings		12.02	cy	\$360.00	\$4,327		5.0 x 5.0 x 14"
o Gradebeams		59.59	cy	\$372.00	\$22,166		16" x 24"
Slabs							
o 5" Reinforced CIP Slab		5,590.40	sf	\$4.68	\$26,163		#4 Rebar @ 18" O.C
o 4" CIP Slab with WWF		8,385.60	sf	\$3.86	\$32,368		6" x 2.1 WWF



<b>04 00 00</b>	<b>Masonry</b>					<b>\$37,430</b>	
	<b>Interior Wall Systems</b>						
	o 8" CMU / Foam	2,726.00	sf	\$12.75	\$34,757		
	o Reinforcing @ 32" O.C.	2.71	ton	\$988.00	\$2,673		
<b>05 00 00</b>	<b>Metals</b>					<b>\$13,064</b>	
	<b>Fabrication</b>						
	o Architectural Canopies	500.00	sf	\$10.00	\$5,000		
	o Sunshade Structures	0.00	lf	\$90.00	\$0		8" x 30" Cont.
	<b>Installation / Erection</b>						
	o Architectural Canopies	500.00	sf	\$5.00	\$2,500		
	o Sunshade Structures	0.00	lf	\$22.00	\$0		
	<b>Architectural Steel Fabrications</b>						
	o Bollards	8.00	ea	\$258.00	\$2,064		
	o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500		
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>					<b>\$80,074</b>	
	<b>Rough Carpentry / Framing</b>						
	o In-Wall Blocking	433.00	lf	\$2.40	\$1,039		
	o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490		
	o Window / Door Jambs	780.00	lf	\$2.15	\$1,677		
	<b>Case &amp; Millwork</b>						
	o Historical Allowance	13,976.00	sf	\$5.50	\$76,868		Low Grade Package
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>					<b>\$44,918</b>	
	<b>Foundations</b>						
	o Dampproofing	1,620.00	sf	\$0.35	\$567		2-coat roll or spray applied
	o Extruded Foam Insulation	1,620.00	sf	\$2.45	\$3,969		2" - Foamular 250 or equal
	<b>Thermal Insulation</b>						
	o R-19 Batt's in Metal Studs	6,206.00	sf	\$1.15	\$7,137		
	o R-38 Batt Insulation	13,694.00	sf	\$1.50	\$20,541		
	<b>Fire Stopping / Proofing</b>						
	Top of Wall - 1 Hour						
	o CMU	268.00	lf	\$5.25	\$1,407		
	o Drywall	148.00	lf	\$3.75	\$555		
	o MEP Penetrations	120.00	ea	\$16.00	\$1,920		
	<b>Sealing &amp; Caulking</b>						
	o Building	13,976.00	sf	\$0.28	\$3,913		
	o SOG Expansion Joints	620.00	lf	\$1.50	\$930		
	o SOG Sawcut Joints	0.00	lf	\$1.12	\$0		Alternate
	o Site	39,792.00	sf	\$0.10	\$3,979		
<b>08 00 00</b>	<b>Openings</b>					<b>\$161,329</b>	
	<b>Doors &amp; Hardware - Material</b>						
	o HM Frames & Doors	21.00	ea	\$693.00	\$14,553		Hardware Allowance of \$320 / set
	o HM Frames & Wood Doors	16.00	ea	\$739.00	\$11,824		
	o HM Frames & Doors & Sidelight	15.00	ea	\$999.00	\$14,985		
	o HM Frames & Doors & Sidelight - Cat Colony	5.00	ea	\$999.00	\$4,995		
	o HM Frames & Doors - Galvanized	10.00	ea	\$759.00	\$7,590		
	<b>Window / Borrowed Light Frames - Materials</b>						
	o HM - large	6.00	ea	\$884.00	\$5,304		
	o HM - regular	4.00	ea	\$654.00	\$2,616		
	<b>Doors &amp; Hardware - Install</b>						
	o HM Frames & Doors	31.00	ea	\$162.00	\$5,022		
	o HM Frames & Wood Doors	16.00	ea	\$162.00	\$2,592		
	o HM Frames & Doors & Sidelight	20.00	ea	\$224.00	\$4,480		
	o Grout to CMU	55.00	ea	\$40.00	\$2,200		
	<b>Window / Borrowed Light Frames - Install</b>						
	o HM - large	6.00	ea	\$200.00	\$1,200		
	o HM - regular	4.00	ea	\$124.00	\$496		
	o Grout to CMU	5.00	ea	\$60.00	\$300		
	<b>Steel Roll-Up Doors</b>						
	o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000		Motorized
	o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	<b>Specialty Doors / Access</b>						
	MEP Access Doors	3.00	ea	\$168.00	\$504		

<b>Glass &amp; Glazing</b>					
<b>Vestibule / Lobby</b>					
o Aluminum Storefront	258.00	sf	\$26.75	\$6,902	Clear anodized - Thermally broken
o Aluminum Glass Doors - Manual	1.00	set	\$1,840.00	\$1,840	
<b>Perimeter Storefront Systems</b>					
o Aluminum Storefront	304.00	sf	\$26.75	\$8,132	Low-E Glass, Tempered
o Aluminum Glass Doors - Manual	3.00	set	\$1,840.00	\$5,520	
o Aluminum Windows	288.00	sf	\$38.00	\$10,944	
o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
<b>Interior HM Frame Glazing</b>					
o 1/2" Clear Tempered	1,589.00	sf	\$21.25	\$33,766	
o Door Lights	48.00	ea	\$68.00	\$3,264	
<b>09 00 00</b>	<b>Finishes</b>			<b>\$271,964</b>	
<b>Drywall / Gypsum Board</b>					
o Perimeter 6" Stud Framing	6,206.00	sf	\$6.25	\$38,788	With DensDeck Sheathing
o Interior Drywall Partition	19,538.00	sf	\$4.66	\$91,047	
o Soundbatt Insulation	14,653.50	sf	\$0.52	\$7,620	
o Misc. Bulkheads / Soffits	1.00	ls	\$2,500.00	\$2,500	
<b>Ceilings</b>					
o Gypsum Board	1,126.00	sf	\$5.68	\$6,396	Bathrooms etc. Std. Fissured 24" x 48 Water Repellent Tile
o Suspended Acoustical Ceiling (a)	10,512.00	sf	\$2.65	\$27,857	
o Suspended Acoustical Ceiling (b)	0.00	sf	\$3.80	\$0	
o Exposed - Painted (dry-fall)	2,204.00	sf	\$1.00	\$2,204	
o Architectural Ceiling - Lobby	1.00	al	\$7,000.00	\$7,000	Allowance
<b>Floor Coverings</b>					
o Porcelain Floor Tiles	750.00	sf	\$9.00	\$6,750	\$30.00/sy allowance Broadcast / Urethane Seal + Base High End Sealer Waterproof membranes
o Seamless Sheetvinyl - Forbo Marmoleum	3,366.00	sf	\$6.00	\$20,196	
o Carpet	750.00	sf	\$3.34	\$2,505	
o Epoxy Resin	0.00	sf	\$7.25	\$0	
o Clear Floor Sealer	8,976.00	sf	\$0.48	\$4,308	
o Underlayment Allowance	750.00	sf	\$1.75	\$1,313	
<b>Painting &amp; Wall Coverings</b>					
o Ceramic Wall Tile - Wainscoating	0.00	sf	\$9.50	\$0	
o FRP	6,062.00	sf	\$4.15	\$25,157	
Building Painting	13,976.00	sf	\$1.50	\$20,964	CMU
High Performance Coatings	5,452.00	sf	\$1.35	\$7,360	
<b>10 00 00</b>	<b>Specialties</b>			<b>\$24,536</b>	
<b>Restroom Accessories</b>					
o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	Mirrors, Bars, TPD, etc
o Accessories	10.00	set	\$980.00	\$9,800	
o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
<b>Visual Display Assemblies</b>					
o Marker / Tack Boards	0.00	ea	\$385.00	\$0	Deferred
<b>Signage</b>					
o Project Allowance	1.00	al	\$6,000.00	\$6,000	
<b>Fire Extinguishers</b>					
o 10 lbs ABC	4.00	ea	\$104.00	\$416	
o Brackets	1.00	ea	\$40.00	\$40	
o Semi Recessed FEC	3.00	ea	\$140.00	\$420	
<b>Others</b>					
o Corner Guards	8.00	ea	\$120.00	\$960	
<b>11 00 00</b>	<b>Equipment</b>			<b>\$0</b>	
o By separate FF&E Budget	0.00	ls	\$0.00	\$0	See overall development cost
<b>12 00 00</b>	<b>Furnishings</b>			<b>\$2,582</b>	
<b>Window Coverings</b>					
o Interior Openings - 1" Aluminum, manual	592.00	sf	\$2.25	\$1,332	
o "Mecho" shade - manual	250.00	sf	\$5.00	\$1,250	
<b>13 00 00</b>	<b>Special Construction</b>			<b>\$331,350</b>	
<b>Pre - Engineered Metal Building</b>					
o Fabrication	13,976.00	sf	\$6.85	\$95,736	
o Installation	13,976.00	sf	\$4.00	\$55,904	
o Underside of Overhang / Soffits	3,210.00	sf	\$6.50	\$20,865	
o Canopies / Porches	1,250.00	sf	\$12.00	\$15,000	

	o Wall Paneling	12,864.00	sf	\$5.25	\$67,536	
	o Roof Paneling	14,535.04	sf	\$5.25	\$76,309	
<b>14 00 00</b>	<b>Conveying Equipment</b>					<b>\$0</b>
<b>15 00 00</b>	<b>Reserved</b>					<b>\$0</b>

#### Facility Services Group

<b>20 00 00</b>	<b>Reserved</b>					<b>\$0</b>	
<b>21 00 00</b>	<b>Fire Suppression</b>					<b>\$45,019</b>	
	o NFPA 13 - Wet System	13,976.00	sf	\$2.85	\$39,832		
	o NFPA 13 - Dry System	1,250.00	sf	\$4.15	\$5,188		Porches / Covered Areas
<b>22 00 00</b>	<b>Plumbing (Design-Build)</b>					<b>\$153,736</b>	
	<b>Fixtures</b>	13,976.00	sf	\$5.75	\$80,362		
	o Bathrooms						
	o Breakrooms / Admin						
	o Animal Care Areas						
	o Trench Drain						
	o Misc. Others						
	<b>Services</b>	13,976.00	sf	\$5.25	\$73,374		
	o Sanitary Sewer						
	o Water (CWS/CWR)						
	o Venting						
	o Gas Piping						
	o Water Entry / RPBFP						
<b>23 00 00</b>	<b>Heating, Ventilation and Air Conditioning ( HVAC ) - Design Build Equipment</b>	13,976.00	sf	\$10.75	\$150,242	<b>\$223,616</b>	
	o Split System ( Design Build )						
	<b>Air / Medium Distribution</b>	13,976.00	sf	\$5.25	\$73,374		
	o Sheetmetal						
<b>25 00 00</b>	<b>Integrated Automation</b>					<b>\$20,964</b>	
	<b>Temperature Control</b>						
	o Temperature Control	13,976.00	sf	\$1.50	\$20,964		
	o Lighting Control	13,976.00	sf	\$0.00	\$0		Alternate
<b>26 00 00</b>	<b>Electrical</b>					<b>\$164,218</b>	
	<b>Power</b>	13,976.00	sf	\$6.75	\$94,338		
	o Main Service						
	o Secondary Feeder from XFRM to MSB						
	o Internal Power Distribution						
	o Mechanical Equipment						
	o Grounding						
	<b>Fixtures</b>	13,976.00	sf	\$5.00	\$69,880		
	Site						
	Building						
<b>27 00 00</b>	<b>Communications</b>					<b>\$35,080</b>	
	Date / Phone Conduit Rough-In	13,976.00	sf	\$0.75	\$10,482		
	Date / Phone Cabling	13,976.00	sf	\$1.44	\$20,125		
	<b>Audio / Visual System</b>						
	o Projector	0.00	ea	\$2,500.00	\$0		Alternate
	o Screen	0.00	ea	\$1,500.00	\$0		Alternate
	o Voice Communication / Paging	13,976.00	sf	\$0.32	\$4,472		
<b>28 00 00</b>	<b>Electrical Safety and Security</b>					<b>\$26,220</b>	
	o Fire Alarm (fully adressable)	13,976.00	sf	\$1.25	\$17,470		
	o Access Control	2.00	ea	\$3,500.00	\$7,000		Card Readers
	o Video Surveillance / Cameras	1.00	ea	\$1,750.00	\$1,750		
<b>29 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

#### Site and Infrastructure Group

<b>31 00 00</b>	<b>Earthwork</b>					<b>\$132,354</b>	
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<b>Grading</b>						
o Clear & Grub Site	55,904.00	sf	\$0.12	\$6,708		
o Rough Grading / Embankment	2,588.15	cy	\$7.00	\$18,117		Balanced Site / Flat
o Site Fine Grading	42,148.00	sf	\$0.18	\$7,587		
<b>Excavation &amp; Backfill</b>						
o Structural Excavating & Backfill	670.00	cy	\$22.00	\$14,740		
o 4" Gravel under SOG	203.04	cy	\$32.00	\$6,497		
o 15 mil Vapor Retarder	13,976.00	sf	\$0.55	\$7,687		
o Building Perimeter Drain	0.00	lf	\$18.00	\$0		Not Assumed
<b>Subgrade Preparation</b>						
o Footings	400.21	cy	\$24.00	\$9,605		36" Imported Select Fill
o Slab on Grade	1,739.24	cy	\$24.00	\$41,742		36" Imported Select Fill
o Site Paving	2,032.59	cy	\$5.25	\$10,671		24" Onsite Material
<b>Erosion Control</b>						
o SWMP / BMP's	100.00	hrs	\$30.00	\$3,000		
o Silt Fencing	800.00	lf	\$2.00	\$1,600		
o VTC / CWS	1.00	set	\$2,800.00	\$2,800		
o IP / Straw Bales	20.00	loc	\$80.00	\$1,600		
<b>32 00 00 Exterior Improvements</b>					<b>\$176,398</b>	
<b>Site Concrete</b>						
o Sidewalks	1,500.00	sf	\$4.00	\$6,000		
o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000		
o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760		
o Drainage Pans	240.00	sf	\$7.50	\$1,800		
<b>Asphalt Paving</b>						
o Drive / Truck Circuation Areas : 8"	945.00	sy	\$32.00	\$30,240		4 spaces per 1000 sf ( 54 total)
o Car Parking Areas: 6 1/2"	1,155.00	sy	\$26.00	\$30,030		Area per Space incl : 350sf
o Asphalt Curbs	1,250.00	lf	\$5.00	\$6,250		
o Pavement Markings	2,100.00	sy	\$0.85	\$1,785		
o Subgrade Prep - 12" Scarify	2,100.00	sy	\$2.50	\$5,250		
o Traffic Signage	8.00	ea	\$224.00	\$1,792		Stop, One Way , ADA, Do Not Enter etc.
<b>Landscaping &amp; Irrigation</b>						
o Area - 25% of Site	13,976.00	sf	\$1.75	\$24,458		
o Irrigation - 75% of Landscape Area	10,482.00	sf	\$3.50	\$36,687		
<b>Site Furnishings / Play Equipment</b>						
o Bike Racks	1.00	set	\$500.00	\$500		
o Benches	2.00	ea	\$1,000.00	\$2,000		
o Trash Receptacles	2.00	ea	\$750.00	\$1,500		
o Flag Poles	1.00	set	\$2,500.00	\$2,500		
<b>Layout &amp; Survey</b>						
o Building Corners / Gridlines	13,976.00	sf	\$0.65	\$9,084		
o Site Infrastructure / Grading	55,905.00	sf	\$0.11	\$6,261		
o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500		
<b>33 00 00 Utilities</b>					<b>\$78,600</b>	
<b>Sanitary Sewer</b>						
o 4" PVC SDR 35	150.00	lf	\$48.00	\$7,200		
o Manholes	1.00	ea	\$2,250.00	\$2,250		
o Clean-Outs	2.00	ea	\$500.00	\$1,000		
<b>Domestic Water</b>						
o Street Tab	1.00	ea	\$3,850.00	\$3,850		Incl. Meter Pit / Curb Stop
o 1 1/2" Copper	150.00	lf	\$46.00	\$6,900		
<b>Fire Water</b>						
o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750		
o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500		
o Fire Hydrants	2.00	set	\$3,000.00	\$6,000		
o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500		
<b>Storm Drainage</b>						
o Misc. RCP Piping	250.00	lf	\$50.00	\$12,500		
o Inlet Structures	3.00	ea	\$3,000.00	\$9,000		
o Manholes	2.00	ea	\$2,400.00	\$4,800		
o Re / Detention Pond	5,000.00	sf	\$2.50	\$12,500		Inc. Water Quality Control
Traffic Control	5.00	day	\$650.00	\$3,250		
Street Cut and Patch	240.00	sf	\$15.00	\$3,600		
<b>34 00 00 Transportation</b>					<b>\$0</b>	
<b>35 00 00 Waterway and Marine Construction</b>					<b>\$0</b>	

36 00 00 Reserved

\$0

Process Equipment Group

40 00 00 Process Integration

\$0

41 00 00 Material Processing and Handling Equipment

\$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment

\$0

43 00 00 Pollution Control Equipment

\$0

44 00 00 Industry Specific Manufacturing Equipment

\$0

45 00 00 Reserved

\$0

48 00 00 Electrical Power Generation

\$0

49 00 00 Reserved

\$0

Subtotal (all groups)

\$2,246,516

Permit Fees & Insurances

Plan Check Fees

0.00%

\$0

No cost permit

Building Permit Fees

0.00%

\$0

Non profit - exempt

Local / Municipal Use Taxes

0.00%

\$0

Non profit - exempt

General Liability Insurance

0.75%

\$19,749

Builders Risk Insurance

0.27%

\$7,110

Labor, Material and Performance Bonds

1.00%

\$26,332

Subtotal Permits & Insurances

\$53,190

Overhead

2.00%

\$45,994

Fee

2.50%

\$57,493

Contingency

10.00%

\$229,971

Project Total

\$2,633,163

Imperial County Animal Shelter  
El Centro, California 92243  
**All In - Standard**



October 11, 2012		cost / sf	% of total	Group Totals
<b>Procurement and Contracting Requirements Group</b>				
00 00 00	Procurement and Contracting Requirements	\$0.00	0%	\$0
<b>General Requirement Group</b>				
01 00 00	General Requirements	\$9.63	4.18%	\$134,643
<b>Facility Construction Group</b>				
		\$97.10	42.10%	\$1,357,089
02 00 00	Existing Conditions	\$0.00	0.00%	\$0
03 00 00	Concrete	\$6.96	3.02%	\$97,324
04 00 00	Masonry	\$13.12	5.69%	\$183,329
05 00 00	Metals	\$3.18	1.38%	\$44,504
06 00 00	Wood, Plastics and Composites	\$6.23	2.70%	\$87,062
07 00 00	Thermal and Moisture Protection	\$5.28	2.29%	\$73,742
08 00 00	Openings	\$12.05	5.23%	\$168,465
09 00 00	Finishes	\$25.58	11.09%	\$357,533
10 00 00	Specialties	\$2.01	0.87%	\$28,036
11 00 00	Equipment	\$0.00	0.00%	\$0
12 00 00	Furnishings	\$0.18	0.08%	\$2,582
13 00 00	Special Construction	\$22.50	9.76%	\$314,512
14 00 00	Conveying Equipment	\$0.00	0.00%	\$0
<b>Facility Services Group</b>				
		\$62.70	27.18%	\$876,227
21 00 00	Fire Suppression	\$3.37	1.46%	\$47,094
22 00 00	Plumbing	\$14.32	6.21%	\$200,085
23 00 00	Heating, Ventilation and Air Conditioning ( HVAC )	\$20.00	8.67%	\$279,520
25 00 00	Integrated Automation	\$2.75	1.19%	\$38,434
26 00 00	Electrical	\$16.75	7.26%	\$234,057
27 00 00	Communications	\$2.51	1.09%	\$35,080
28 00 00	Electrical Safety and Security	\$3.00	1.30%	\$41,958
<b>Site and Infrastructure Group</b>				
		\$27.35	11.86%	\$382,272
31 00 00	Earthwork	\$9.35	4.05%	\$130,708
32 00 00	Exterior Improvements	\$12.38	5.37%	\$172,964
33 00 00	Utilities	\$5.62	2.44%	\$78,600
34 00 00	Transportation	\$0.00	0.00%	\$0
35 00 00	Waterway and Marine Construction	\$0.00	0.00%	\$0
<b>Process Equipment Group</b>				
		\$0.00	0.00%	\$0
40 00 00	Process Integration	\$0.00	0.00%	\$0
41 00 00	Material Processing and Handling Equipment	\$0.00	0.00%	\$0
42 00 00	Process Gas and Liquid Handling, Purification Equipment	\$0.00	0.00%	\$0
43 00 00	Pollution Control Equipment	\$0.00	0.00%	\$0
44 00 00	Industry Specific Manufacturing Equipment	\$0.00	0.00%	\$0
48 00 00	Electrical Power Generation	\$0.00	0.00%	\$0
<b>Subtotal (all groups)</b>				
		\$196.78	85.32%	\$2,750,232
	Permits & Insurance	\$4.66	2.02%	\$65,116
	Overhead & Fee	4.50% \$9.06	3.93%	\$126,691
	Contingency	10.00% \$20.14	8.73%	\$281,535
<b>Project Total</b>				
		\$230.65	100.00%	\$3,223,573



October 11, 2012	Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date	TBD					
Completion Date	TBD					
<b>Calendar Days</b>	<b>238.00</b>					
<b>Weeks</b>	<b>34.00</b>					
<b>Months</b>	<b>7.85</b>					
<b>00 00 00 Procurement and Contracting Requirements</b>						
o Building Footprint	13,264.00	sf				
o Site (TBD)	53,056.00	sf				25% Footprint
<b>General Requirement Group</b>					<b>\$134,643</b>	
<b>01 00 00 General Requirements</b>						
On Site General Supervision	34.00	wk	\$73.99	\$2,516		
On Site Supervision	34.00	wk	\$2,148.46	\$73,048		
On Site Project Manager / Principal	34.00	wk	\$197.31	\$6,708		
On Site Project Engineer	34.00	wk	\$221.97	\$7,547		
Material Handling	34.00	wk	\$22.00	\$748		
In-House Layout & Survey	34.00	wk	\$60.00	\$2,040		
<b>Equipment</b>						
Trucking / Transportation	7.85	mo	\$550.00	\$4,319		
Major Equipment / Hoisting	7.85	mo	\$450.00	\$3,533		
Small Tools	7.85	mo	\$100.00	\$785		
Rental Equipment	7.85	mo	\$120.00	\$942		
<b>Clean-Up</b>						
o Construction	13,976.00	sf	\$0.26	\$3,634		
o Dumpsters / Waste Management	13,976.00	sf	\$0.30	\$4,193		30 cy load = \$520 / pull
o Final	13,976.00	sf	\$0.28	\$3,913		
<b>Misc. Others</b>						
o Job Site Signage	1.00	ls	\$750.00	\$750		
o Reproduction / Copying Costs	1.00	ls	\$500.00	\$500		
o Submittals / Close-out Procedures	1.00	ls	\$250.00	\$250		
o Jobsite Phone / Data Service	7.85	mo	\$204.00	\$1,602		
o Postage / Express Mail	7.85	mo	\$50.00	\$393		
o Temporary Protection	13,976.00	sf	\$0.12	\$1,677		
<b>Temporary Facilities</b>						
o Power / Water Consumption	7.85	mo	\$600.00	\$4,711		
o Portable Sanitary Facilities	7.85	mo	\$340.00	\$2,670		
o Safety & Jobsite Security	7.85	mo	\$300.00	\$2,356		
o Jobsite Fencing / Gates	500.00	lf	\$4.00	\$2,000		
o Office Trailer & Equipment	7.85	mo	\$485.00	\$3,808		
<b>Facility Construction Group</b>						
<b>02 00 00 Existing Conditions</b>					<b>\$0</b>	
<b>03 00 00 Concrete</b>					<b>\$97,324</b>	
<b>Foundations</b>						
o Spread Footings	38.68	cy	\$318.00	\$12,300		10" x 24" x Cont
o Pad Footings	12.02	cy	\$360.00	\$4,327		5.0 x 5.0 x 14"
o Gradebeams	59.59	cy	\$372.00	\$22,166		16" x 24"
<b>Slabs</b>						
o 5" Reinforced CIP Slab	5,590.40	sf	\$4.68	\$26,163		#4 Rebar @ 18" O.C
o 4" CIP Slab with WWF	8,385.60	sf	\$3.86	\$32,368		6" x 2.1 WWF

<b>04 00 00</b>	<b>Masonry</b>					<b>\$183,329</b>	
	<b>Perimeter Wall System</b>						
	o 8" Smooth CMU / Foam	4,350.00	sf	\$12.75	\$55,463		
	o Reinforcing @ 24" O.C.	4.38	ton	\$988.00	\$4,330		
	<b>Interior Wall Systems</b>						
	o 8" CMU / Foam	8,726.00	sf	\$12.75	\$111,257		
	o Reinforcing @ 32" O.C.	8.66	ton	\$988.00	\$8,557		
	<b>Misc. Masonry</b>						
	o Rubber Flashings	170.00	lf	\$1.50	\$255		
	o Water Repellent additive - Mortar	4,350.00	sf	\$0.20	\$870		
	o Water Repellent additive - CMU	4,350.00	sf	\$0.45	\$1,958		
	o Temporary Bond Beam Support	80.00	lf	\$8.00	\$640		
<b>05 00 00</b>	<b>Metals</b>					<b>\$44,504</b>	
	<b>Fabrication</b>						
	o Architectural Canopies	1,500.00	sf	\$10.00	\$15,000		
	o Sunshade Structures	120.00	lf	\$90.00	\$10,800		8" x 30" Cont.
	<b>Installation / Erection</b>						
	o Architectural Canopies	1,500.00	sf	\$5.00	\$7,500		
	o Sunshade Structures	120.00	lf	\$22.00	\$2,640		
	<b>Architectural Steel Fabrications</b>						
	o Bollards	8.00	ea	\$258.00	\$2,064		
	o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500		
	o Roof Ladders	2.00	set	\$1,500.00	\$3,000		
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>					<b>\$87,062</b>	
	<b>Rough Carpentry / Framing</b>						
	o In-Wall Blocking	433.00	lf	\$2.40	\$1,039		
	o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490		
	o Window / Door Jambs	780.00	lf	\$2.15	\$1,677		
	<b>Case &amp; Millwork</b>						
	o Historical Allowance	13,976.00	sf	\$6.00	\$83,856		Medium Grade Package
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>					<b>\$73,742</b>	
	<b>Foundations</b>						
	o Dampproofing	1,620.00	sf	\$0.35	\$567		2-coat roll or spray applied
	o Extruded Foam Insulation	1,620.00	sf	\$2.45	\$3,969		2" - Foamular 250 or equal
	<b>Thermal Insulation</b>						
	o R-19 Batt's in Metal Studs	8,514.00	sf	\$1.15	\$9,791		
	o R-38 Roof Batt Insulation	13,694.00	sf	\$1.50	\$20,541		
	<b>Fire Stopping / Proofing</b>						
	Top of Wall - 1 Hour						
	o CMU	268.00	lf	\$5.25	\$1,407		
	o Drywall	148.00	lf	\$3.75	\$555		
	o MEP Penetrations	120.00	ea	\$16.00	\$1,920		
	<b>Wall Finishes</b>						
	o Corrugated Metal Panel	2,175.00	sf	\$6.25	\$13,594		Over Tyvek Wrap (or sim)
	o Stucco	2,175.00	sf	\$4.75	\$10,331		
	<b>Sealing &amp; Caulking</b>						
	o Building	13,976.00	sf	\$0.28	\$3,913		
	o SOG Expansion Joints	620.00	lf	\$1.50	\$930		
	o SOG Sawcut Joints	2,004.00	lf	\$1.12	\$2,244		Exposed & Epoxy Floors only
	o Site	39,792.00	sf	\$0.10	\$3,979		
<b>08 00 00</b>	<b>Openings</b>					<b>\$168,465</b>	
	<b>Doors &amp; Hardware - Material</b>						
	o HM Frames & Doors	21.00	ea	\$693.00	\$14,553		Hardware Allowance of \$320 / set
	o HM Frames & Wood Doors	16.00	ea	\$739.00	\$11,824		
	o HM Frames & Doors & Sidelight	15.00	ea	\$999.00	\$14,985		
	o HM Frames & Doors & Sidelight - Cat Colony	5.00	ea	\$999.00	\$4,995		
	o HM Frames & Doors - Galvanized	10.00	ea	\$759.00	\$7,590		
	<b>Window / Borrowed Light Frames - Materials</b>						
	o HM - large	6.00	ea	\$884.00	\$5,304		
	o HM - regular	4.00	ea	\$654.00	\$2,616		
	<b>Doors &amp; Hardware - Install</b>						
	o HM Frames & Doors	31.00	ea	\$162.00	\$5,022		
	o HM Frames & Wood Doors	16.00	ea	\$162.00	\$2,592		
	o HM Frames & Doors & Sidelight	20.00	ea	\$224.00	\$4,480		
	o Grout to CMU	55.00	ea	\$40.00	\$2,200		

<b>Window / Borrowed Light Frames - Install</b>					
o HM - large	6.00	ea	\$200.00	\$1,200	
o HM - regular	4.00	ea	\$124.00	\$496	
o Grout to CMU	5.00	ea	\$60.00	\$300	
<b>Steel Roll-Up Doors</b>					
o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000	Motorized
o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
<b>Specialty Doors / Access</b>					
MEP Access Doors	3.00	ea	\$168.00	\$504	
<b>Glass &amp; Glazing</b>					
<b>Vestibule / Lobby</b>					
o Aluminum Storefront	456.00	sf	\$26.75	\$12,198	Clear anodized - Thermally broken
o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
<b>Perimeter Storefront Systems</b>					
o Aluminum Storefront	304.00	sf	\$26.75	\$8,132	Low-E Glass, Tempered
o Aluminum Glass Doors - Manual	3.00	set	\$1,840.00	\$5,520	
o Aluminum Windows	288.00	sf	\$38.00	\$10,944	
o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
<b>Interior HM Frame Glazing</b>					
o 1/2" Clear Tempered	1,589.00	sf	\$21.25	\$33,766	
o Door Lights	48.00	ea	\$68.00	\$3,264	
				<b>\$357,533</b>	
<b>09 00 00 Finishes</b>					
<b>Drywall / Gypsum Board</b>					
o Perimeter 6" Stud Framing	8,514.00	sf	\$6.25	\$53,213	With DensDeck Sheathing
o Interior Drywall Partition	13,538.00	sf	\$4.66	\$63,087	
o Furring (CMU Walls)	268.00	sf	\$3.85	\$1,032	
o Soundbatt Insulation	10,153.50	sf	\$0.52	\$5,280	
o Misc. Bulkheads / Soffits	1.00	ls	\$4,000.00	\$4,000	
<b>Ceilings</b>					
o Gypsum Board	1,126.00	sf	\$5.68	\$6,396	Bathrooms etc.
o Suspended Acoustical Ceiling (a)	7,384.00	sf	\$2.65	\$19,568	
o Suspended Acoustical Ceiling (b)	3,128.00	sf	\$3.80	\$11,886	Std. Fissured 24" x 48 Water Repellent Tile
o Exposed - Painted (dry-fall)	2,204.00	sf	\$1.00	\$2,204	
o Architectural Ceiling - Lobby	1.00	al	\$7,500.00	\$7,500	Allowance
<b>Floor Coverings</b>					
o Porcelain Floor Tiles	2,264.00	sf	\$9.00	\$20,376	\$30.00/sy allowance Broadcast / Urethane Seal + Base Waterproof membranes
o Seamless Sheetvinyl - Forbo Marmoleum	3,366.00	sf	\$6.00	\$20,196	
o Carpet	750.00	sf	\$3.34	\$2,505	
o Epoxy Resin	7,102.00	sf	\$7.25	\$51,490	
o Clear Floor Sealer	360.00	sf	\$0.35	\$126	
o Underlayment Allowance	2,264.00	sf	\$1.75	\$3,962	
<b>Painting &amp; Wall Coverings</b>					
o Ceramic Wall Tile - Wainscoating	1,712.00	sf	\$9.50	\$16,264	CMU
o FRP	4,350.00	sf	\$4.15	\$18,053	
Building Painting	13,976.00	sf	\$1.50	\$20,964	
High Performance Coatings	21,802.00	sf	\$1.35	\$29,433	
				<b>\$28,036</b>	
<b>10 00 00 Specialties</b>					
<b>Restroom Accessories</b>					
o Partitions / Screens	7.00	set	\$500.00	\$3,500	Mirrors, Bars, TPD, etc
o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	
o Accessories	10.00	set	\$980.00	\$9,800	
o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
<b>Visual Display Assemblies</b>					
o Marker / Tack Boards	0.00	ea	\$385.00	\$0	Deferred
<b>Signage</b>					
o Project Allowance	1.00	ls	\$6,000.00	\$6,000	
<b>Fire Extinguishers</b>					
o 10 lbs ABC	4.00	ea	\$104.00	\$416	
o Brackets	1.00	ea	\$40.00	\$40	
o Semi Recessed FEC	3.00	ea	\$140.00	\$420	
<b>Others</b>					
o Corner Guards	8.00	ea	\$120.00	\$960	



<b>11 00 00</b>	<b>Equipment</b>					<b>\$0</b>	
	o By separate FF&E Budget	0.00	ls	\$0.00	\$0		See overall development cost
<b>12 00 00</b>	<b>Furnishings</b>					<b>\$2,582</b>	
	<b>Window Coverings</b>						
	o Interior Openings - 1" Aluminum, manual	592.00	sf	\$2.25	\$1,332		
	o "Mecho" shade - manual	250.00	sf	\$5.00	\$1,250		
<b>13 00 00</b>	<b>Special Construction</b>					<b>\$314,512</b>	
	<b>Pre - Engineered Metal Building</b>						
	o Fabrication	13,976.00	sf	\$6.85	\$95,736		
	o Installation	13,976.00	sf	\$4.00	\$55,904		
	o Underside of Overhang / Soffits	3,210.00	sf	\$6.50	\$20,865		
	o Canopies / Porches	1,750.00	sf	\$12.00	\$21,000		
	o Wall Paneling	8,514.00	sf	\$5.25	\$44,699		
	o Roof Paneling	14,535.04	sf	\$5.25	\$76,309		
<b>14 00 00</b>	<b>Conveying Equipment</b>					<b>\$0</b>	
<b>15 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

#### Facility Services Group

<b>20 00 00</b>	<b>Reserved</b>					<b>\$0</b>	
<b>21 00 00</b>	<b>Fire Suppression</b>					<b>\$47,094</b>	
	o NFPA 13 - Wet System	13,976.00	sf	\$2.85	\$39,832		
	o NFPA 13 - Dry System	1,750.00	sf	\$4.15	\$7,263		Porches / Covered Areas
<b>22 00 00</b>	<b>Plumbing</b>					<b>\$200,085</b>	
	<b>Restrooms</b>						
	o Fixtures	8.00	ea	\$1,180.00	\$9,440		ADA / Low Flow
	o Showers	2.00	ea	\$400.00	\$800		Piping only - Enclosure see Div. 10 00 00
	o Water Piping	258.00	lf	\$42.00	\$10,836		
	o Sewer / Vent Piping	314.00	lf	\$36.00	\$11,304		
	o Floor Drains	3.00	ea	\$600.00	\$1,800		
	o Water Heaters	2.00	ea	\$1,200.00	\$2,400		
	<b>Food Prep / Laundry / Kitchen / Breakroom</b>						
	o Fixtures	4.00	ea	\$1,180.00	\$4,720		ADA / Low Flow
	o Water Piping	0.00	lf	\$42.00	\$0		Included above
	o Sewer / Vent Piping	0.00	lf	\$36.00	\$0		Included above
	o Floor Drains	2.00	ea	\$600.00	\$1,200		
	o Water Heaters	1.00	ea	\$1,200.00	\$1,200		
	o Sinks	12.00	ea	\$700.00	\$8,400		
	<b>Others</b>						
	o ADA Drinking Fountains	2.00	ea	\$1,400.00	\$2,800		
	o Janitors Closets / Mop-Sinks	1.00	ea	\$385.00	\$385		
	<b>Floor Drainage Systems</b>						
	o Floor Drains - 16 square cast iron	58.00	ea	\$544.00	\$31,552		"Zurn" or similar
	o Piping	214.00	lf	\$30.00	\$6,420		
	<b>Water, Gas Piping</b>						
	o Cold / Hot Water Supply & Return	13,976.00	sf	\$5.50	\$76,868		Incl. Hydronic's
	o Gas Piping to Equipment	540.00	lf	\$22.00	\$11,880		
	<b>Roof Drains</b>						
	o Secondary / Overflow Drains	240.00	lf	\$42.00	\$10,080		
	<b>Grease Trap</b>						
	o Oil & Grease Interceptor	1.00	ea	\$8,000.00	\$8,000		5,000 gallon
<b>23 00 00</b>	<b>Heating, Ventilation and Air Conditioning ( HVAC )</b>					<b>\$279,520</b>	
	o General Allowance	13,976.00	sf	\$20.00	\$279,520		
	<b>Equipment</b>						
	o Boiler(s)	0.00		\$0.00	\$0		
	o Indirect Evap Cooling / Air Handling Unit(s)	0.00		\$0.00	\$0		
	o Condensing Units	0.00		\$0.00	\$0		
	o Radiant Ceiling Heating	0.00		\$0.00	\$0		
	o Heat Recovery Unit(s)	0.00		\$0.00	\$0		
	o FFV / VAV / Coils	0.00		\$0.00	\$0		
	<b>Air Distribution</b>						

	o Metal / Flex Duct	0.00		\$0.00	\$0	
	o GRD's	0.00		\$0.00	\$0	
					\$0	
	<b>Floor Heat</b>					
	o Radiant Floor Heat	4,000.00	sf	\$0.00	\$0	Alternate
<b>25 00 00</b>	<b>Integrated Automation</b>				<b>\$38,434</b>	
	<b>Temperature Control</b>					
	o Temperature Control	13,976.00	sf	\$2.00	\$27,952	
	o Lighting Control	13,976.00	sf	\$0.75	\$10,482	
<b>26 00 00</b>	<b>Electrical</b>				<b>\$234,057</b>	
	<b>Site Electrical</b>					
	<b>Main Power</b>					
	o Feeder from Transformer to MDC	50.00	lf	\$80.00	\$4,000	
	<b>Site Lighting</b>					
	o Parking Lot Lighting	4.00	ea	\$3,500.00	\$14,000	25' pole mounted lights
	o Sidewalk Lights	2.00	ea	\$750.00	\$1,500	Pedestal mounted
	<b>Building Electrical</b>					
	<b>Main Power</b>					
	o MDC	1,500.00	amp	\$22.00	\$33,000	
	o Sub-Distribution	13,976.00	sf	\$6.00	\$83,856	
	o Grounding	1.00	ls	\$7,500.00	\$7,500	
	o Mechanical Connections	13,976.00	sf	\$0.85	\$11,880	
	<b>Lighting</b>					
	o Office / Administration	6,420.00	sf	\$3.75	\$24,075	2x4 / 2x2 Recessed Troffers
	o Ceiling Spot / Can Lights	12.00	ea	\$400.00	\$4,800	Bathrooms / Kitchen / Lobby
	o Animal Holding / Caging	5,556.00	sf	\$3.50	\$19,446	
	o Outdoor Areas	2,500.00	sf	\$4.00	\$10,000	
	o Building Perimeter	10.00	ea	\$800.00	\$8,000	Wall Packs / Lights
	o Allowance for Architectural Lights	1.00	al	\$12,000.00	\$12,000	
<b>27 00 00</b>	<b>Communications</b>				<b>\$35,080</b>	
	Date / Phone Conduit Rough-In	13,976.00	sf	\$0.75	\$10,482	
	Date / Phone Cabling	13,976.00	sf	\$1.44	\$20,125	
	<b>Audio / Visual System</b>					
	o Projector	0.00	ea	\$2,500.00	\$0	Alternate
	o Screen	0.00	ea	\$1,500.00	\$0	Alternate
	o Voice Communication / Paging	13,976.00	sf	\$0.32	\$4,472	
<b>28 00 00</b>	<b>Electrical Safety and Security</b>				<b>\$41,958</b>	
	o Fire Alarm (fully adressable)	13,976.00	sf	\$1.75	\$24,458	
	o Access Control	3.00	ea	\$3,500.00	\$10,500	Card Readers
	o Video Surveillance / Cameras	4.00	ea	\$1,750.00	\$7,000	
<b>29 00 00</b>	<b>Reserved</b>				<b>\$0</b>	

#### Site and Infrastructure Group

<b>31 00 00</b>	<b>Earthwork</b>				<b>\$130,708</b>	
	<b>Grading</b>					
	o Clear & Grub Site	53,056.00	sf	\$0.12	\$6,367	
	o Rough Grading / Embankment	2,456.30	cy	\$7.00	\$17,194	Balanced Site / Flat
	o Site Fine Grading	40,030.00	sf	\$0.18	\$7,205	
	<b>Excavation &amp; Backfill</b>					
	o Structural Excavating & Backfill	670.00	cy	\$22.00	\$14,740	
	o 4" Gravel under SOG	203.04	cy	\$32.00	\$6,497	
	o 15 mil Vapor Retarder	13,976.00	sf	\$0.55	\$7,687	
	o Building Perimeter Drain	0.00	lf	\$18.00	\$0	Not Assumed
	<b>Subgrade Preparation</b>					
	o Footings	400.21	cy	\$24.00	\$9,605	36" Imported Select Fill
	o Slab on Grade	1,739.24	cy	\$24.00	\$41,742	36" Imported Select Fill
	o Site Paving	2,032.59	cy	\$5.25	\$10,671	24" Onsite Material
	<b>Erosion Control</b>					
	o SWMP / BMP's	100.00	hrs	\$30.00	\$3,000	
	o Silt Fencing	800.00	lf	\$2.00	\$1,600	
	o VTC / CWS	1.00	set	\$2,800.00	\$2,800	
	o IP / Straw Bales	20.00	loc	\$80.00	\$1,600	

<b>32 00 00</b>	<b>Exterior Improvements</b>					<b>\$172,964</b>
	<b>Site Concrete</b>					
	o Sidewalks	1,500.00	sf	\$4.00	\$6,000	
	o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000	
	o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760	
	o Drainage Pans	240.00	sf	\$7.50	\$1,800	
	<b>Asphalt Paving</b>					4 spaces per 1000 sf ( 54 total) Area per Space incl : 350sf
	o Drive / Truck Circuation Areas : 8"	945.00	sy	\$32.00	\$30,240	
	o Car Parking Areas: 6 1/2"	1,155.00	sy	\$26.00	\$30,030	
	o Asphalt Curbs	1,250.00	lf	\$5.00	\$6,250	
	o Pavement Markings	2,100.00	sy	\$0.85	\$1,785	
	o Subgrade Prep - 12" Scarify	2,100.00	sy	\$2.50	\$5,250	
	o Traffic Signage	8.00	ea	\$224.00	\$1,792	Stop, One Way , ADA, Do Not Enter etc.
	<b>Landscaping &amp; Irrigation</b>					
	o Area - 25% of Site	13,264.00	sf	\$1.75	\$23,212	
	o Irrigation - 75% of Landscape Area	9,948.00	sf	\$3.50	\$34,818	
	<b>Site Furnishings / Play Equipment</b>					
	o Bike Racks	1.00	set	\$500.00	\$500	
	o Benches	2.00	ea	\$1,000.00	\$2,000	
	o Trash Receptacles	2.00	ea	\$750.00	\$1,500	
	o Flag Poles	1.00	set	\$2,500.00	\$2,500	
	<b>Layout &amp; Survey</b>					
	o Building Corners / Gridlines	13,976.00	sf	\$0.65	\$9,084	
	o Site Infrastructure / Grading	53,057.00	sf	\$0.11	\$5,942	
	o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500	
<b>33 00 00</b>	<b>Utilities</b>					<b>\$78,600</b>
	<b>Sanitary Sewer</b>					
	o 4" PVC SDR 35	150.00	lf	\$48.00	\$7,200	
	o Manholes	1.00	ea	\$2,250.00	\$2,250	
	o Clean-Outs	2.00	ea	\$500.00	\$1,000	
	<b>Domestic Water</b>					
	o Street Tab	1.00	ea	\$3,850.00	\$3,850	Incl. Meter Pit / Curb Stop
	o 1 1/2" Copper	150.00	lf	\$46.00	\$6,900	
	<b>Fire Water</b>					
	o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	o Fire Hydrants	2.00	set	\$3,000.00	\$6,000	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	<b>Storm Drainage</b>					
	o Misc. RCP Piping	250.00	lf	\$50.00	\$12,500	
	o Inlet Structures	3.00	ea	\$3,000.00	\$9,000	
	o Manholes	2.00	ea	\$2,400.00	\$4,800	
	o Re / Detention Pond	5,000.00	sf	\$2.50	\$12,500	Inc. Water Quality Control
	Traffic Control	5.00	day	\$650.00	\$3,250	
	Street Cut and Patch	240.00	sf	\$15.00	\$3,600	
<b>34 00 00</b>	<b>Transportation</b>					<b>\$0</b>
<b>35 00 00</b>	<b>Waterway and Marine Construction</b>					<b>\$0</b>
<b>36 00 00</b>	<b>Reserved</b>					<b>\$0</b>

#### Process Equipment Group

<b>40 00 00</b>	<b>Process Integration</b>	<b>\$0</b>
<b>41 00 00</b>	<b>Material Processing and Handling Equipment</b>	<b>\$0</b>
<b>42 00 00</b>	<b>Process Gas and Liquid Handling, Purification Equipment</b>	<b>\$0</b>
<b>43 00 00</b>	<b>Pollution Control Equipment</b>	<b>\$0</b>
<b>44 00 00</b>	<b>Industry Specific Manufacturing Equipment</b>	<b>\$0</b>
<b>45 00 00</b>	<b>Reserved</b>	<b>\$0</b>
<b>48 00 00</b>	<b>Electrical Power Generation</b>	<b>\$0</b>
<b>49 00 00</b>	<b>Reserved</b>	<b>\$0</b>



<b>Subtotal (all groups)</b>		<b>\$2,750,232</b>	
<b>Permit Fees &amp; Insurances</b>			
Plan Check Fees	0.00%	\$0	No cost permit
Building Permit Fees	0.00%	\$0	Non profit - exempt
Local / Municipal Use Taxes	0.00%	\$0	Non profit - exempt
General Liability Insurance	0.75%	\$24,177	
Builders Risk Insurance	0.27%	\$8,704	
Labor, Material and Performance Bonds	1.00%	\$32,236	
<b>Subtotal Permits &amp; Insurances</b>		<b>\$65,116</b>	
<b>Overhead</b>	2.00%	<b>\$56,307</b>	
<b>Fee</b>	2.50%	<b>\$70,384</b>	
<b>Contingency</b>	10.00%	<b>\$281,535</b>	
<b>Project Total</b>		<b>\$3,223,573</b>	

Imperial County Animal Shelter  
El Centro, California 92243  
**All In - Best**



October 11, 2012		cost / sf	% of total	Group Totals
<b>Procurement and Contracting Requirements Group</b>				
00 00 00	Procurement and Contracting Requirements	\$0.00	0%	\$0
<b>General Requirement Group</b>				
01 00 00	General Requirements	\$10.34	4.08%	\$144,536
<b>Facility Construction Group</b>				
		\$106.48	41.97%	\$1,488,107
02 00 00	Existing Conditions	\$0.00	0.00%	\$0
03 00 00	Concrete	\$7.18	2.83%	\$100,324
04 00 00	Masonry	\$20.39	8.04%	\$284,964
05 00 00	Metals	\$16.57	6.53%	\$231,523
06 00 00	Wood, Plastics and Composites	\$6.80	2.68%	\$95,094
07 00 00	Thermal and Moisture Protection	\$13.29	5.24%	\$185,744
08 00 00	Openings	\$13.97	5.51%	\$195,202
09 00 00	Finishes	\$25.20	9.94%	\$352,242
10 00 00	Specialties	\$2.65	1.05%	\$37,102
11 00 00	Equipment	\$0.00	0.00%	\$0
12 00 00	Furnishings	\$0.42	0.17%	\$5,912
13 00 00	Special Construction	\$0.00	0.00%	\$0
14 00 00	Conveying Equipment	\$0.00	0.00%	\$0
<b>Facility Services Group</b>				
		\$71.65	28.24%	\$1,001,336
21 00 00	Fire Suppression	\$3.59	1.42%	\$50,207
22 00 00	Plumbing	\$15.04	5.93%	\$210,165
23 00 00	Heating, Ventilation and Air Conditioning ( HVAC )	\$25.76	10.15%	\$359,966
25 00 00	Integrated Automation	\$4.00	1.58%	\$55,904
26 00 00	Electrical	\$16.96	6.69%	\$237,057
27 00 00	Communications	\$2.80	1.10%	\$39,080
28 00 00	Electrical Safety and Security	\$3.50	1.38%	\$48,958
<b>Site and Infrastructure Group</b>				
		\$27.96	11.02%	\$390,713
31 00 00	Earthwork	\$9.35	3.69%	\$130,712
32 00 00	Exterior Improvements	\$12.98	5.12%	\$181,401
33 00 00	Utilities	\$5.62	2.22%	\$78,600
34 00 00	Transportation	\$0.00	0.00%	\$0
35 00 00	Waterway and Marine Construction	\$0.00	0.00%	\$0
<b>Process Equipment Group</b>				
		\$0.00	0.00%	\$0
40 00 00	Process Integration	\$0.00	0.00%	\$0
41 00 00	Material Processing and Handling Equipment	\$0.00	0.00%	\$0
42 00 00	Process Gas and Liquid Handling, Purification Equipment	\$0.00	0.00%	\$0
43 00 00	Pollution Control Equipment	\$0.00	0.00%	\$0
44 00 00	Industry Specific Manufacturing Equipment	\$0.00	0.00%	\$0
48 00 00	Electrical Power Generation	\$0.00	0.00%	\$0
<b>Subtotal (all groups)</b>				
		\$216.42	85.32%	\$3,024,692
	Permits & Insurance	\$5.12	2.02%	\$71,614
	Overhead & Fee	4.50% \$9.97	3.93%	\$139,334
	Contingency	10.00% \$22.15	8.73%	\$309,631
<b>Project Total</b>				
		\$253.67	100.00%	\$3,545,271

October 11, 2012	Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date	TBD					
Completion Date	TBD					
Calendar Days	258.00					
Weeks	36.86					
Months	8.51					
00 00 00 Procurement and Contracting Requirements						
o Building Footprint	13,264.00	sf				
o Site (TBD)	53,056.00	sf				25% Footprint
General Requirement Group					\$144,536	
01 00 00 General Requirements						
On Site General Supervision	36.86	wk	\$73.99	\$2,727		
On Site Supervision	36.86	wk	\$2,148.46	\$79,186		
On Site Project Manager / Principal	36.86	wk	\$197.31	\$7,272		
On Site Project Engineer	36.86	wk	\$221.97	\$8,181		
Material Handling	36.86	wk	\$22.00	\$811		
In-House Layout & Survey	36.86	wk	\$60.00	\$2,211		
Equipment						
Trucking / Transportation	8.51	mo	\$550.00	\$4,682		
Major Equipment / Hoisting	8.51	mo	\$450.00	\$3,830		
Small Tools	8.51	mo	\$100.00	\$851		
Rental Equipment	8.51	mo	\$120.00	\$1,021		
Clean-Up						
o Construction	13,976.00	sf	\$0.26	\$3,634		
o Dumpsters / Waste Management	13,976.00	sf	\$0.30	\$4,193		30 cy load = \$520 / pull
o Final	13,976.00	sf	\$0.28	\$3,913		
Misc. Others						
o Job Site Signage	1.00	ls	\$750.00	\$750		
o Reproduction / Copying Costs	1.00	ls	\$500.00	\$500		
o Submittals / Close-out Procedures	1.00	ls	\$250.00	\$250		
o Jobsite Phone / Data Service	8.51	mo	\$204.00	\$1,736		
o Postage / Express Mail	8.51	mo	\$50.00	\$426		
o Temporary Protection	13,976.00	sf	\$0.12	\$1,677		
Temporary Facilities						
o Power / Water Consumption	8.51	mo	\$600.00	\$5,107		
o Portable Sanitary Facilities	8.51	mo	\$340.00	\$2,894		
o Safety & Jobsite Security	8.51	mo	\$300.00	\$2,554		
o Jobsite Fencing / Gates	500.00	lf	\$4.00	\$2,000		
o Office Trailer & Equipment	8.51	mo	\$485.00	\$4,128		
Facility Construction Group						
02 00 00 Existing Conditions					\$0	
03 00 00 Concrete					\$100,324	
Foundations						
o Spread Footings	38.68	cy	\$318.00	\$12,300		10" x 24" x Cont
o Pad Footings	12.02	cy	\$360.00	\$4,327		5.0 x 5.0 x 14"
o Gradebeams	59.59	cy	\$372.00	\$22,166		16" x 24"
Slabs						
o 5" Reinforced CIP Slab	5,590.40	sf	\$4.68	\$26,163		#4 Rebar @ 18" O.C
o 4" CIP Slab with WWF	8,385.60	sf	\$3.86	\$32,368		6" x 2.1 WWF



<b>Architectural Precast</b>					
o Caps / Sills	120.00	lf	\$25.00	\$3,000	
<b>04 00 00 Masonry</b>					<b>\$284,964</b>
<b>Perimeter Wall System</b>					
o 8" GF CMU / Foam	1,648.00	sf	\$14.25	\$23,484	
o 8" Smooth Faced CMU / Foam	4,350.00	sf	\$12.85	\$55,898	See Wall Finishes type
o Reinforcing @ 24" O.C.	4.76	ton	\$988.00	\$4,703	
<b>Interior Wall Systems</b>					
o 8" CMU / Foam	14,726.00	sf	\$12.75	\$187,757	
o Reinforcing @ 32" O.C.	8.40	ton	\$988.00	\$8,299	
<b>Misc. Masonry</b>					
o Rubber Flashings	380.00	lf	\$1.50	\$570	
o Water Repellent additive - Mortar	5,560.00	sf	\$0.20	\$1,112	
o Water Repellent additive - CMU	5,560.00	sf	\$0.45	\$2,502	
o Temporary Bond Beam Support	80.00	lf	\$8.00	\$640	
<b>05 00 00 Metals</b>					<b>\$231,523</b>
<b>Fabrication</b>					
o Roof Frame	13,976.00	sf	\$4.00	\$55,904	
o Covered Porches / Condos	2,500.00	sf	\$6.00	\$15,000	
o Architectural Canopies	1,500.00	sf	\$10.00	\$15,000	
o Sunshade Structures	120.00	lf	\$90.00	\$10,800	8" x 30" Cont.
<b>Metal Joist &amp; Decking</b>					
o Type B 1 1/2" Decking	13,976.00	sf	\$1.75	\$24,458	
o 24" Short Span Joists	13,976.00	sf	\$2.25	\$31,446	
<b>Installation / Erection</b>					
o Frame / Decking	13,976.00	sf	\$3.50	\$48,916	
o Covered Porches / Condos	2,500.00	sf	\$3.75	\$9,375	
o Architectural Canopies	1,500.00	sf	\$5.00	\$7,500	
o Sunshade Structures	120.00	lf	\$22.00	\$2,640	
<b>Architectural Steel Fabrications</b>					
o Bollards	8.00	ea	\$258.00	\$2,064	
o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500	
o Lintels / Angles	480.00	lf	\$4.00	\$1,920	
o Roof Ladders	2.00	set	\$1,500.00	\$3,000	
<b>06 00 00 Wood, Plastics and Composites</b>					<b>\$95,094</b>
<b>Rough Carpentry / Framing</b>					
o Top of Wall Parapet	348.00	lf	\$3.00	\$1,044	
o In-Wall Blocking	433.00	lf	\$2.40	\$1,039	
o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490	
o Window / Door Jamb	780.00	lf	\$2.15	\$1,677	
<b>Case &amp; Millwork</b>					
o Historical Allowance	13,976.00	sf	\$6.50	\$90,844	PLAM / Solid / Stainless Steel
<b>07 00 00 Thermal and Moisture Protection</b>					<b>\$185,744</b>
<b>Foundations</b>					
o Dampproofing	1,620.00	sf	\$0.35	\$567	2-coat roll or spray applied
o Extruded Foam Insulation	1,620.00	sf	\$2.45	\$3,969	2" - Foamular 250 or equal
<b>Thermal Insulation</b>					
o R-19 Batt's in Metal Studs	1,848.00	sf	\$1.15	\$2,125	
<b>Fire Stopping / Proofing</b>					
Top of Wall - 1 Hour					
o CMU	268.00	lf	\$5.25	\$1,407	
o Drywall	148.00	lf	\$3.75	\$555	
o MEP Penetrations	120.00	ea	\$16.00	\$1,920	
<b>Flat Roof</b>					
o R-38 Insulation	12,342.00	sf	\$4.15	\$51,219	Tapered as required / slope by structure
o Vapor Barrier / Gypboard Cover	12,342.00	sf	\$1.15	\$14,193	
o 60 mil white TPO - Fully adhered	12,342.00	sf	\$4.00	\$49,368	
<b>Sloped Roof - Allowance</b>					
o R-22 Nail Board	1,500.00	sf	\$7.00	\$10,500	
o Ice & Water Shield	1,500.00	sf	\$1.30	\$1,950	40 mil
o Standing Seam Metal Panel	1,500.00	sf	\$8.00	\$12,000	22 gage min.
<b>Wall Finishes</b>					
o Corrugated Metal Panel	2,175.00	sf	\$6.25	\$13,594	Over Tyvek Wrap (or sim)
o Stucco	2,175.00	sf	\$4.75	\$10,331	
<b>Sealing &amp; Caulking</b>					

	o Building	13,976.00	sf	\$0.35	\$4,892	
	o SOG Expansion Joints	620.00	lf	\$1.50	\$930	
	o SOG Sawcut Joints	2,004.00	lf	\$1.12	\$2,244	Exposed & Epoxy Floors only
	o Site	39,792.00	sf	\$0.10	\$3,979	
<b>08 00 00</b>	<b>Openings</b>				<b>\$195,202</b>	
	<b>Doors &amp; Hardware - Material</b>					Hardware Allowance of \$320 / set
	o HM Frames & Doors	23.00	ea	\$693.00	\$15,939	
	o HM Frames & Wood Doors	17.00	ea	\$739.00	\$12,563	
	o HM Frames & Doors & Sidelight	18.00	ea	\$999.00	\$17,982	
	o HM Frames & Doors & Sidelight - Cat Colony	5.00	ea	\$999.00	\$4,995	
	o HM Frames & Doors - Galvanized	10.00	ea	\$759.00	\$7,590	
	<b>Window / Borrowed Light Frames - Materials</b>					
	o HM - large	6.00	ea	\$884.00	\$5,304	
	o HM - regular	4.00	ea	\$654.00	\$2,616	
	<b>Doors &amp; Hardware - Install</b>					
	o HM Frames & Doors	38.00	ea	\$162.00	\$6,156	
	o HM Frames & Wood Doors	17.00	ea	\$162.00	\$2,754	
	o HM Frames & Doors & Sidelight	18.00	ea	\$224.00	\$4,032	
	o Grout to CMU	55.00	ea	\$40.00	\$2,200	
	<b>Window / Borrowed Light Frames - Install</b>					
	o HM - large	6.00	ea	\$200.00	\$1,200	
	o HM - regular	4.00	ea	\$124.00	\$496	
	o Grout to CMU	5.00	ea	\$60.00	\$300	
	<b>Steel Roll-Up Doors</b>					
	o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000	Motorized
	o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	<b>Specialty Doors / Access</b>					
	Roof Hatch	1.00	ea	\$1,340.00	\$1,340	24" x 36" with LUSP
	MEP Access Doors	3.00	ea	\$168.00	\$504	
	<b>Glass &amp; Glazing</b>					
	<b>Vestibule / Lobby</b>					Clear anodized - Thermally broken
	o Aluminum Storefront	456.00	sf	\$26.75	\$12,198	
	o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
	o ADA Operators	2.00	ea	\$1,250.00	\$2,500	
	<b>Perimeter Storefront Systems</b>					Low-E Glass, Tempered
	o Aluminum Storefront	304.00	sf	\$26.75	\$8,132	
	o Aluminum Glass Doors - Manual	3.00	set	\$1,840.00	\$5,520	
	o Aluminum Windows	288.00	sf	\$38.00	\$10,944	
	o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
	<b>Interior HM Frame Glazing</b>					
	o 1/2" Clear Tempered	1,589.00	sf	\$21.25	\$33,766	
	o Sound Insulated Glass (premium)	218.00	sf	\$23.75	\$5,178	
	o Door Lights	48.00	ea	\$68.00	\$3,264	
	<b>Skylights</b>					
	<b>Framed Aluminum - Pyramid Type</b>					
	o 12.0 x 10.0 - 1 each	120.00	sf	\$42.50	\$5,100	
	o Curbs	44.00	lf	\$14.75	\$649	
	<b>Tube / Prismatic Type</b>					SolaTube - or sim
	o 21" with Prismatic Diffusers	4.00	ea	\$1,500.00	\$6,000	
<b>09 00 00</b>	<b>Finishes</b>				<b>\$352,242</b>	
	<b>Drywall / Gypsum Board</b>					With DensDeck Sheathing
	o Perimeter 6" Stud Framing	1,848.00	sf	\$6.25	\$11,550	
	o Interior Drywall Partition	12,038.00	sf	\$4.66	\$56,097	
	o Furring (CMU Walls)	268.00	sf	\$3.85	\$1,032	
	o Soundbatt Insulation	9,028.50	sf	\$0.52	\$4,695	
	o Misc. Bulkheads / Soffits	1.00	ls	\$4,000.00	\$4,000	
	<b>Ceilings</b>					Bathrooms etc.
	o Gypsum Board	1,126.00	sf	\$5.68	\$6,396	Std. Fissured 24" x 48
	o Suspended Acoustical Ceiling (a)	5,884.00	sf	\$2.65	\$15,593	Water Repellent Tile
	o Suspended Acoustical Ceiling (b)	4,628.00	sf	\$3.80	\$17,586	
	o Exposed - Painted (dry-fall)	1,528.00	sf	\$1.00	\$1,528	
	o Architectural Ceiling - Lobby	1.00	al	\$12,500.00	\$12,500	Allowance
	<b>Floor Coverings</b>					
	o Porcelain Floor Tile	3,764.00	sf	\$9.00	\$33,876	

	o Seamless Sheetvinyl - Forbo Marmoleum	1,866.28	sf	\$6.00	\$11,198	
	o Carpet	750.00	sf	\$3.34	\$2,505	
	o Epoxy Resin	7,598.00	sf	\$7.25	\$55,086	\$30.00/sy allowance Broadcast / Urethane Seal + Base
	o Clear Floor Sealer	360.00	sf	\$0.35	\$126	
	o Underlayment Allowance	2,903.00	sf	\$1.75	\$5,080	Waterproof membranes
	<b>Painting &amp; Wall Coverings</b>					
	o Ceramic Wall Tile - Wainscoating	3,712.00	sf	\$9.50	\$35,264	
	o Acoustical Wall Panels	500.00	sf	\$12.25	\$6,125	
	o FRP	2,350.00	sf	\$4.15	\$9,753	
	Building Painting	13,976.00	sf	\$1.50	\$20,964	
	High Performance Coatings	29,120.00	sf	\$1.35	\$39,312	CMU
	Water Repellent / Anti Graffiti Coatings	1,648.00	sf	\$1.20	\$1,978	Exposed - Exterior CMU
<b>10 00 00</b>	<b>Specialties</b>				<b>\$37,102</b>	
	<b>Restroom Accessories</b>					
	o Partitions / Screens	7.00	set	\$500.00	\$3,500	
	o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	
	o Accessories	10.00	set	\$980.00	\$9,800	Mirrors, Bars, TPD, etc
	o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
	<b>Visual Display Assemblies</b>					
	o Marker / Tack Boards	8.00	ea	\$385.00	\$3,080	
	<b>Signage</b>					
	o Doors / Rooms	73.00	ea	\$82.00	\$5,986	
	o Building (exterior)	1.00	al	\$3,500.00	\$3,500	
	o Building (interior / directional)	1.00	al	\$2,500.00	\$2,500	
	<b>Fire Extinguishers</b>					
	o 10 lbs ABC	4.00	ea	\$104.00	\$416	
	o Brackets	1.00	ea	\$40.00	\$40	
	o Semi Recessed FEC	3.00	ea	\$140.00	\$420	
	<b>Others</b>					
	o Corner Guards	8.00	ea	\$120.00	\$960	
<b>11 00 00</b>	<b>Equipment</b>				<b>\$0</b>	
	o By separate FF&E Budget	0.00	ls	\$0.00	\$0	See overall development cost
<b>12 00 00</b>	<b>Furnishings</b>				<b>\$5,912</b>	
	<b>Window Coverings</b>					
	o Interior Openings - 1" Aluminum, manual	592.00	sf	\$2.25	\$1,332	
	o "Mecho" shade - manual	250.00	sf	\$5.00	\$1,250	
	<b>Walk-off Mats</b>					
	o Recessed - Rubber	148.00	sf	\$22.50	\$3,330	
<b>13 00 00</b>	<b>Special Construction</b>				<b>\$0</b>	
<b>14 00 00</b>	<b>Conveying Equipment</b>				<b>\$0</b>	
<b>15 00 00</b>	<b>Reserved</b>				<b>\$0</b>	

#### Facility Services Group

<b>20 00 00</b>	<b>Reserved</b>				<b>\$0</b>	
<b>21 00 00</b>	<b>Fire Suppression</b>				<b>\$50,207</b>	
	o NFPA 13 - Wet System	13,976.00	sf	\$2.85	\$39,832	
	o NFPA 13 - Dry System	2,500.00	sf	\$4.15	\$10,375	Porches / Covered Areas
<b>22 00 00</b>	<b>Plumbing</b>				<b>\$210,165</b>	
	<b>Restrooms</b>					
	o Fixtures	8.00	ea	\$1,180.00	\$9,440	ADA / Low Flow
	o Showers	2.00	ea	\$400.00	\$800	Piping only - Enclosure see Div. 10 00 00
	o Water Piping	258.00	lf	\$42.00	\$10,836	
	o Sewer / Vent Piping	314.00	lf	\$36.00	\$11,304	
	o Floor Drains	3.00	ea	\$600.00	\$1,800	
	o Water Heaters	2.00	ea	\$1,200.00	\$2,400	
	<b>Food Prep / Laundry / Kitchen / Breakroom</b>					
	o Fixtures	4.00	ea	\$1,180.00	\$4,720	ADA / Low Flow
	o Water Piping	0.00	lf	\$42.00	\$0	Included above
	o Sewer / Vent Piping	0.00	lf	\$36.00	\$0	Included above



	o Floor Drains	2.00	ea	\$600.00	\$1,200	
	o Water Heaters	1.00	ea	\$1,200.00	\$1,200	
	o Sinks	12.00	ea	\$700.00	\$8,400	
	<b>Others</b>					
	o ADA Drinking Fountains	2.00	ea	\$1,400.00	\$2,800	
	o Janitors Closets / Mop-Sinks	1.00	ea	\$385.00	\$385	
	<b>Floor Drainage Systems</b>					
	o Floor Drains - 16 square cast iron	58.00	ea	\$544.00	\$31,552	"Zurn" or similar
	o Piping	214.00	lf	\$30.00	\$6,420	
	<b>Water, Gas Piping</b>					
	o Cold / Hot Water Supply & Return	13,976.00	sf	\$5.50	\$76,868	Incl. Hydronic's
	o Gas Piping to Equipment	540.00	lf	\$22.00	\$11,880	
	<b>Roof Drains</b>					
	o Primary Drains	240.00	lf	\$42.00	\$10,080	6" Cast Iron Pipe
	o Secondary / Overflow Drains	240.00	lf	\$42.00	\$10,080	
	<b>Grease Trap</b>					
	o Oil & Grease Interceptor	1.00	ea	\$8,000.00	\$8,000	5,000 gallon
<b>23 00 00</b>	<b>Heating, Ventilation and Air Conditioning ( HVAC )</b>					<b>\$359,966</b>
	o General Allowance	13,976.00	sf	\$22.25	\$310,966	
	<b>Equipment</b>					
	o Boiler(s)	0.00		\$0.00	\$0	
	o Indirect Evap Cooling / Air Handling Unit(s)	0.00		\$0.00	\$0	
	o Condensing Units	0.00		\$0.00	\$0	
	o Radiant Ceiling Heating	0.00		\$0.00	\$0	
	o Heat Recovery Unit(s)	0.00		\$0.00	\$0	
	o FFV / VAV / Coils	0.00		\$0.00	\$0	
	<b>Air Distribution</b>					
	o Metal / Flex Duct	0.00		\$0.00	\$0	
	o GRD's	0.00		\$0.00	\$0	
					\$0	
	<b>Floor Heat</b>					
	o Radiant Floor Heat	4,000.00	sf	\$12.25	\$49,000	
<b>25 00 00</b>	<b>Integrated Automation</b>					<b>\$55,904</b>
	<b>Temperature Control</b>					
	o DDC Temperature Control	13,976.00	sf	\$3.25	\$45,422	
	o Lighting Control	13,976.00	sf	\$0.75	\$10,482	
<b>26 00 00</b>	<b>Electrical</b>					<b>\$237,057</b>
	<b>Site Electrical</b>					
	<b>Main Power</b>					
	o Feeder from Transformer to MDC	50.00	lf	\$80.00	\$4,000	
	<b>Site Lighting</b>					
	o Parking Lot Lighting	4.00	ea	\$3,500.00	\$14,000	25' pole mounted lights
	o Sidewalk Lights	2.00	ea	\$750.00	\$1,500	Pedestal mounted
	<b>Building Electrical</b>					
	<b>Main Power</b>					
	o MDC	1,500.00	amp	\$22.00	\$33,000	
	o Sub-Distribution	13,976.00	sf	\$6.00	\$83,856	
	o Grounding	1.00	ls	\$7,500.00	\$7,500	
	o Mechanical Connections	13,976.00	sf	\$0.85	\$11,880	
	<b>Lighting</b>					
	o Office / Administration	6,420.00	sf	\$3.75	\$24,075	2x4 / 2x2 Recessed Troffers
	o Ceiling Spot / Can Lights	12.00	ea	\$400.00	\$4,800	Bathrooms / Kitchen / Lobby
	o Animal Holding / Caging	5,556.00	sf	\$3.50	\$19,446	
	o Outdoor Areas	2,500.00	sf	\$4.00	\$10,000	
	o Building Perimeter	10.00	ea	\$800.00	\$8,000	Wall Packs / Lights
	o Allowance for Architectural Lights	1.00	al	\$15,000.00	\$15,000	
<b>27 00 00</b>	<b>Communications</b>					<b>\$39,080</b>
	Date / Phone Conduit Rough-In	13,976.00	sf	\$0.75	\$10,482	
	Date / Phone Cabling	13,976.00	sf	\$1.44	\$20,125	
	<b>Audio / Visual System</b>					
	o Projector	1.00	ea	\$2,500.00	\$2,500	
	o Screen	1.00	ea	\$1,500.00	\$1,500	
	o Voice Communication / Paging	13,976.00	sf	\$0.32	\$4,472	

<b>28 00 00</b>	<b>Electrical Safety and Security</b>					<b>\$48,958</b>	
	o Fire Alarm (fully addressable)	13,976.00	sf	\$1.75	\$24,458		
	o Access Control	4.00	ea	\$3,500.00	\$14,000		Card Readers
	o Video Surveillance / Cameras	6.00	ea	\$1,750.00	\$10,500		
<b>29 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

#### Site and Infrastructure Group

<b>31 00 00</b>	<b>Earthwork</b>					<b>\$130,712</b>	
	<b>Grading</b>						
	o Clear & Grub Site	53,056.00	sf	\$0.12	\$6,367		
	o Rough Grading / Embankment	2,456.30	cy	\$7.00	\$17,194		Balanced Site / Flat
	o Site Fine Grading	40,050.00	sf	\$0.18	\$7,209		
	<b>Excavation &amp; Backfill</b>						
	o Structural Excavating & Backfill	670.00	cy	\$22.00	\$14,740		
	o 4" Gravel under SOG	203.04	cy	\$32.00	\$6,497		
	o 15 mil Vapor Retarder	13,976.00	sf	\$0.55	\$7,687		
	o Building Perimeter Drain	0.00	lf	\$18.00	\$0		Not Assumed
	<b>Subgrade Preparation</b>						
	o Footings	400.21	cy	\$24.00	\$9,605		36" Imported Select Fill
	o Slab on Grade	1,739.24	cy	\$24.00	\$41,742		36" Imported Select Fill
	o Site Paving	2,032.59	cy	\$5.25	\$10,671		24" Onsite Material
	<b>Erosion Control</b>						
	o SWMP / BMP's	100.00	hrs	\$30.00	\$3,000		
	o Silt Fencing	800.00	lf	\$2.00	\$1,600		
	o VTC / CWS	1.00	set	\$2,800.00	\$2,800		
	o IP / Straw Bales	20.00	loc	\$80.00	\$1,600		
<b>32 00 00</b>	<b>Exterior Improvements</b>					<b>\$181,401</b>	
	<b>Site Concrete</b>						
	o Curb & Gutter	1,250.00	lf	\$11.75	\$14,688		
	o Sidewalks	1,500.00	sf	\$4.00	\$6,000		
	o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000		
	o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760		
	o Drainage Pans	240.00	sf	\$7.50	\$1,800		
	<b>Asphalt Paving</b>						4 spaces per 1000 sf ( 54 total)
	o Drive / Truck Circuation Areas : 8"	945.00	sy	\$32.00	\$30,240		Area per Space incl : 350sf
	o Car Parking Areas: 6 1/2"	1,155.00	sy	\$26.00	\$30,030		
	o Pavement Markings	2,100.00	sy	\$0.85	\$1,785		
	o Subgrade Prep - 12" Scarify	2,100.00	sy	\$2.50	\$5,250		
	o Traffic Signage	8.00	ea	\$224.00	\$1,792		Stop, One Way , ADA, Do Not Enter etc.
	<b>Landscaping &amp; Irrigation</b>						
	o Area - 25% of Site	13,264.00	sf	\$1.75	\$23,212		
	o Irrigation - 75% of Landscape Area	9,948.00	sf	\$3.50	\$34,818		
	<b>Site Furnishings / Play Equipment</b>						
	o Bike Racks	1.00	set	\$500.00	\$500		
	o Benches	2.00	ea	\$1,000.00	\$2,000		
	o Trash Receptacles	2.00	ea	\$750.00	\$1,500		
	o Flag Poles	1.00	set	\$2,500.00	\$2,500		
	<b>Layout &amp; Survey</b>						
	o Building Corners / Gridlines	13,976.00	sf	\$0.65	\$9,084		
	o Site Infrastructure / Grading	53,057.00	sf	\$0.11	\$5,942		
	o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500		
<b>33 00 00</b>	<b>Utilities</b>					<b>\$78,600</b>	
	<b>Sanitary Sewer</b>						
	o 4" PVC SDR 35	150.00	lf	\$48.00	\$7,200		
	o Manholes	1.00	ea	\$2,250.00	\$2,250		
	o Clean-Outs	2.00	ea	\$500.00	\$1,000		
	<b>Domestic Water</b>						
	o Street Tab	1.00	ea	\$3,850.00	\$3,850		Incl. Meter Pit / Curb Stop
	o 1 1/2" Copper	150.00	lf	\$46.00	\$6,900		
	<b>Fire Water</b>						
	o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750		
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500		
	o Fire Hydrants	2.00	set	\$3,000.00	\$6,000		
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500		

**Storm Drainage**

o Misc. RCP Piping	250.00	lf	\$50.00	\$12,500
o Inlet Structures	3.00	ea	\$3,000.00	\$9,000
o Manholes	2.00	ea	\$2,400.00	\$4,800
o Re / Detention Pond	5,000.00	sf	\$2.50	\$12,500

Inc. Water Quality Control

Traffic Control	5.00	day	\$650.00	\$3,250
Street Cut and Patch	240.00	sf	\$15.00	\$3,600

34 00 00 Transportation \$0

35 00 00 Waterway and Marine Construction \$0

36 00 00 Reserved \$0

**Process Equipment Group**

40 00 00 Process Integration \$0

41 00 00 Material Processing and Handling Equipment \$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment \$0

43 00 00 Pollution Control Equipment \$0

44 00 00 Industry Specific Manufacturing Equipment \$0

45 00 00 Reserved \$0

48 00 00 Electrical Power Generation \$0

49 00 00 Reserved \$0

Subtotal (all groups) \$3,024,692

**Permit Fees & Insurances**

Plan Check Fees	0.00%	\$0	No cost permit
Building Permit Fees	0.00%	\$0	Non profit - exempt
Local / Municipal Use Taxes	0.00%	\$0	Non profit - exempt
General Liability Insurance	0.75%	\$26,590	
Builders Risk Insurance	0.27%	\$9,572	
Labor, Material and Performance Bonds	1.00%	\$35,453	

Subtotal Permits & Insurances \$71,614

Overhead 2.00% \$61,926

Fee 2.50% \$77,408

Contingency 10.00% \$309,631

Project Total \$3,545,271



Imperial County Animal Shelter  
El Centro CA 92234  
**County Only - Minimal**



October 11, 2012

cost / sf

% of total

Group Totals

**Procurement and Contracting Requirements Group**

00 00 00 Procurement and Contracting Requirements

\$0.00

0%

\$0

**General Requirement Group**

01 00 00 General Requirements

\$13.86

6.29%

\$107,928

**Facility Construction Group**

\$90.40

41.02%

\$704,139

02 00 00 Existing Conditions

\$0.00

0.00%

\$0

03 00 00 Concrete

\$7.75

3.52%

\$60,341

04 00 00 Masonry

\$4.03

1.83%

\$31,360

05 00 00 Metals

\$1.61

0.73%

\$12,548

06 00 00 Wood, Plastics and Composites

\$5.82

2.64%

\$45,302

07 00 00 Thermal and Moisture Protection

\$3.79

1.72%

\$29,554

08 00 00 Openings

\$17.15

7.78%

\$133,568

09 00 00 Finishes

\$21.13

9.59%

\$164,612

10 00 00 Specialties

\$2.83

1.29%

\$22,072

11 00 00 Equipment

\$0.00

0.00%

\$0

12 00 00 Furnishings

\$0.26

0.12%

\$2,020

13 00 00 Special Construction

\$26.03

11.81%

\$202,763

14 00 00 Conveying Equipment

\$0.00

0.00%

\$0

**Facility Services Group**

\$47.62

21.61%

\$370,893

21 00 00 Fire Suppression

\$3.38

1.54%

\$26,349

22 00 00 Plumbing

\$11.00

4.99%

\$85,679

23 00 00 Heating, Ventilation and Air Conditioning ( HVAC )

\$16.00

7.26%

\$124,624

25 00 00 Integrated Automation

\$1.50

0.68%

\$11,684

26 00 00 Electrical

\$11.75

5.33%

\$91,521

27 00 00 Communications

\$2.51

1.14%

\$19,550

28 00 00 Electrical Safety and Security

\$1.47

0.67%

\$11,486

**Site and Infrastructure Group**

\$36.14

16.40%

\$281,505

31 00 00 Earthwork

\$11.10

5.03%

\$86,425

32 00 00 Exterior Improvements

\$15.49

7.03%

\$120,630

33 00 00 Utilities

\$9.56

4.34%

\$74,450

34 00 00 Transportation

\$0.00

0.00%

\$0

35 00 00 Waterway and Marine Construction

\$0.00

0.00%

\$0

**Process Equipment Group**

\$0.00

0.00%

\$0

40 00 00 Process Integration

\$0.00

0.00%

\$0

41 00 00 Material Processing and Handling Equipment

\$0.00

0.00%

\$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment

\$0.00

0.00%

\$0

43 00 00 Pollution Control Equipment

\$0.00

0.00%

\$0

44 00 00 Industry Specific Manufacturing Equipment

\$0.00

0.00%

\$0

48 00 00 Electrical Power Generation

\$0.00

0.00%

\$0

**Subtotal (all groups)**

\$188.02

85.32%

\$1,464,465

Permits & Insurance

\$4.45

2.02%

\$34,674

Overhead & Fee

4.50%

\$8.66

3.93%

\$67,461

Contingency

10.00%

\$19.25

8.73%

\$149,914

**Project Total**

\$220.38

100.00%

\$1,716,514

October 11, 2012		Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date		TBD					
Completion Date		TBD					
Calendar Days		196.00					
Weeks		28.00					
Months		6.47					

<b>04 00 00</b>	<b>Masonry</b>					<b>\$31,360</b>	
	<b>Interior Wall Systems</b>						
	o 8" CMU / Foam	2,004.00	sf	\$12.75	\$25,551		
	o Reinforcing @ 32" O.C.	5.88	ton	\$988.00	\$5,809		
<b>05 00 00</b>	<b>Metals</b>					<b>\$12,548</b>	
	<b>Fabrication</b>						
	o Architectural Canopies	500.00	sf	\$10.00	\$5,000		
	o Sunshade Structures	0.00	lf	\$90.00	\$0		8" x 30" Cont.
	<b>Installation / Erection</b>						
	o Architectural Canopies	500.00	sf	\$5.00	\$2,500		
	o Sunshade Structures	0.00	lf	\$22.00	\$0		
	<b>Architectural Steel Fabrications</b>						
	o Bollards	6.00	ea	\$258.00	\$1,548		
	o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500		
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>					<b>\$45,302</b>	
	<b>Rough Carpentry / Framing</b>						
	o In-Wall Blocking	322.00	lf	\$2.40	\$773		
	o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490		
	o Window / Door Jambs	558.00	lf	\$2.15	\$1,200		
	<b>Case &amp; Millwork</b>						
	o Historical Allowance	7,789.00	sf	\$5.50	\$42,840		Low Grade Package
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>					<b>\$29,554</b>	
	<b>Foundations</b>						
	o Dampproofing	1,025.28	sf	\$0.35	\$359		2-coat roll or spray applied
	o Extruded Foam Insulation	1,025.28	sf	\$2.45	\$2,512		2" - Foamular 250 or equal
	<b>Thermal Insulation</b>						
	o R-19 Batt's in Metal Studs	4,774.00	sf	\$1.15	\$5,490		
	o R-38 Roof Batt Insulation	7,828.00	sf	\$1.50	\$11,742		
	<b>Fire Stopping / Proofing</b>						
	Top of Wall - 1 Hour						
	o CMU	194.00	lf	\$5.25	\$1,019		
	o Drywall	114.00	lf	\$3.75	\$428		
	o MEP Penetrations	88.00	ea	\$16.00	\$1,408		
	<b>Sealing &amp; Caulking</b>						
	o Building	7,789.00	sf	\$0.28	\$2,181		
	o SOG Expansion Joints	456.00	lf	\$1.50	\$684		
	o SOG Sawcut Joints	0.00	lf	\$1.12	\$0		Exposed & Epoxy Floors only
	o Site	37,322.00	sf	\$0.10	\$3,732		
<b>08 00 00</b>	<b>Openings</b>					<b>\$133,568</b>	
	<b>Doors &amp; Hardware - Material</b>						
	o HM Frames & Doors	17.00	ea	\$693.00	\$11,781		Hardware Allowance of \$320 / set
	o HM Frames & Wood Doors	13.00	ea	\$739.00	\$9,607		
	o HM Frames & Doors & Sidelight	15.00	ea	\$999.00	\$14,985		
	o HM Frames & Doors & Sidelight - Cat Colony	4.00	ea	\$999.00	\$3,996		
	o HM Frames & Doors - Galvanized	8.00	ea	\$759.00	\$6,072		
	<b>Window / Borrowed Light Frames - Materials</b>						
	o HM - large	5.00	ea	\$884.00	\$4,420		
	o HM - regular	3.00	ea	\$654.00	\$1,962		
	<b>Doors &amp; Hardware - Install</b>						
	o HM Frames & Doors	25.00	ea	\$162.00	\$4,050		
	o HM Frames & Wood Doors	13.00	ea	\$162.00	\$2,106		
	o HM Frames & Doors & Sidelight	19.00	ea	\$224.00	\$4,256		
	o Grout to CMU	18.00	ea	\$40.00	\$720		
	<b>Window / Borrowed Light Frames - Install</b>						
	o HM - large	5.00	ea	\$200.00	\$1,000		
	o HM - regular	3.00	ea	\$124.00	\$372		
	o Grout to CMU	4.00	ea	\$60.00	\$240		
	<b>Steel Roll-Up Doors</b>						
	o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000		Motorized
	o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850		Manual
	<b>Specialty Doors / Access</b>						
	MEP Access Doors	3.00	ea	\$168.00	\$504		

<b>Glass &amp; Glazing</b>					
<b>Vestibule / Lobby</b>					
o Aluminum Storefront	258.00	sf	\$26.75	\$6,902	Clear anodized - Thermally broken
o Aluminum Glass Doors - Manual	1.00	set	\$1,840.00	\$1,840	
<b>Perimeter Storefront Systems</b>					
o Aluminum Storefront	254.00	sf	\$26.75	\$6,795	Low-E Glass, Tempered
o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
o Aluminum Windows	238.00	sf	\$38.00	\$9,044	
o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
<b>Interior HM Frame Glazing</b>					
o 1/2" Clear Tempered	1,146.00	sf	\$21.25	\$24,353	
o Door Lights	38.00	ea	\$68.00	\$2,584	
<b>09 00 00</b>	<b>Finishes</b>			<b>\$164,612</b>	
<b>Drywall / Gypsum Board</b>					
o Perimeter 6" Stud Framing	4,774.00	sf	\$6.25	\$29,838	With DensDeck Sheathing
o Interior Drywall Partition	8,286.00	sf	\$4.66	\$38,613	
o Soundbatt Insulation	6,214.50	sf	\$0.52	\$3,232	
o Misc. Bulkheads / Soffits	1.00	ls	\$2,500.00	\$2,500	
<b>Ceilings</b>					
o Gypsum Board	824.00	sf	\$5.68	\$4,680	Bathrooms etc. Std. Fissured 24" x 48 Water Repellent Tile
o Suspended Acoustical Ceiling (a)	6,979.00	sf	\$2.65	\$18,494	
o Suspended Acoustical Ceiling (b)	0.00	sf	\$3.80	\$0	
o Exposed - Painted (dry-fall)	140.00	sf	\$1.00	\$140	
o Architectural Ceiling - Lobby	1.00	al	\$6,000.00	\$6,000	Allowance
<b>Floor Coverings</b>					
o Porcelain Floor Tiles	719.00	sf	\$9.00	\$6,471	\$30.00/sy allowance Broadcast / Urethane Seal + Base High End Sealer Waterproof membranes
o Seamless Sheetvinyl - Forbo Marmoleum	2,473.00	sf	\$6.00	\$14,838	
o Carpet	450.00	sf	\$3.34	\$1,503	
o Epoxy Resin	0.00	sf	\$7.25	\$0	
o Clear Floor Sealer	4,300.00	sf	\$0.48	\$2,064	
o Underlayment Allowance	719.00	sf	\$1.75	\$1,258	
<b>Painting &amp; Wall Coverings</b>					
o Ceramic Wall Tile - Wainscoating	0.00	sf	\$9.50	\$0	
o FRP	4,310.00	sf	\$4.15	\$17,887	
Building Painting	7,789.00	sf	\$1.50	\$11,684	CMU
High Performance Coatings	4,008.00	sf	\$1.35	\$5,411	
<b>10 00 00</b>	<b>Specialties</b>			<b>\$22,072</b>	
<b>Restroom Accessories</b>					
o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	Mirrors, Bars, TPD, etc
o Accessories	9.00	set	\$980.00	\$8,820	
o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
<b>Visual Display Assemblies</b>					
o Marker / Tack Boards	0.00	ea	\$385.00	\$0	Deferred
<b>Signage</b>					
o Project Allowance	1.00	al	\$5,000.00	\$5,000	
<b>Fire Extinguishers</b>					
o 10 lbs ABC	3.00	ea	\$104.00	\$312	
o Brackets	1.00	ea	\$40.00	\$40	
o Semi Recessed FEC	2.00	ea	\$140.00	\$280	
<b>Others</b>					
o Corner Guards	6.00	ea	\$120.00	\$720	
<b>11 00 00</b>	<b>Equipment</b>			<b>\$0</b>	
o By separate FF&E Budget	0.00	ls	\$0.00	\$0	See overall development cost
<b>12 00 00</b>	<b>Furnishings</b>			<b>\$2,020</b>	
<b>Window Coverings</b>					
o Interior Openings - 1" Aluminum, manual	400.00	sf	\$2.25	\$900	
o "Mecho" shade - manual	224.00	sf	\$5.00	\$1,120	
<b>13 00 00</b>	<b>Special Construction</b>			<b>\$202,763</b>	
<b>Pre - Engineered Metal Building</b>					
o Fabrication	7,789.00	sf	\$6.85	\$53,355	
o Installation	7,789.00	sf	\$4.00	\$31,156	
o Underside of Overhang / Soffits	2,360.00	sf	\$6.50	\$15,340	
o Canopies / Porches	1,000.00	sf	\$12.00	\$12,000	



	o Wall Paneling	9,216.00	sf	\$5.25	\$48,384	
	o Roof Paneling	8,100.56	sf	\$5.25	\$42,528	
<b>14 00 00</b>	<b>Conveying Equipment</b>					<b>\$0</b>
<b>15 00 00</b>	<b>Reserved</b>					<b>\$0</b>

#### Facility Services Group

<b>20 00 00</b>	<b>Reserved</b>					<b>\$0</b>	
<b>21 00 00</b>	<b>Fire Suppression</b>					<b>\$26,349</b>	
	o NFPA 13 - Wet System	7,789.00	sf	\$2.85	\$22,199		
	o NFPA 13 - Dry System	1,000.00	sf	\$4.15	\$4,150		Porches / Covered Areas
<b>22 00 00</b>	<b>Plumbing</b>					<b>\$85,679</b>	
	<b>Fixtures</b>	7,789.00	sf	\$5.75	\$44,787		
	o Bathrooms						
	o Breakrooms / Admin						
	o Animal Care Areas						
	o Trench Drain						
	o Misc. Others						
	<b>Services</b>	7,789.00	sf	\$5.25	\$40,892		
	o Sanitary Sewer						
	o Water (CWS/CWR)						
	o Venting						
	o Gas Piping						
	o Water Entry / RPBFP						
<b>23 00 00</b>	<b>Heating, Ventilation and Air Conditioning ( HVAC ) - Design Build Equipment</b>	7,789.00	sf	\$10.75	\$83,732	<b>\$124,624</b>	
	o Split System ( Design Build )						
	<b>Air / Medium Distribution</b>	7,789.00	sf	\$5.25	\$40,892		
	o Sheetmetal						
<b>25 00 00</b>	<b>Integrated Automation</b>					<b>\$11,684</b>	
	<b>Temperature Control</b>						
	o Temperature Control	7,789.00	sf	\$1.50	\$11,684		
	o Lighting Control	7,789.00	sf	\$0.00	\$0		
<b>26 00 00</b>	<b>Electrical</b>					<b>\$91,521</b>	
	<b>Power</b>	7,789.00	sf	\$6.75	\$52,576		
	o Main Service						
	o Secondary Feeder from XFRM to MSB						
	o Internal Power Distribution						
	o Mechanical Equipment						
	o Grounding						
	<b>Fixtures</b>	7,789.00	sf	\$5.00	\$38,945		
	Site						
	Building						
<b>27 00 00</b>	<b>Communications</b>					<b>\$19,550</b>	
	Date / Phone Conduit Rough-In	7,789.00	sf	\$0.75	\$5,842		
	Date / Phone Cabling	7,789.00	sf	\$1.44	\$11,216		
	<b>Audio / Visual System</b>						
	o Projector	0.00	ea	\$2,500.00	\$0		Alternate
	o Screen	0.00	ea	\$1,500.00	\$0		Alternate
	o Voice Communication / Paging	7,789.00	sf	\$0.32	\$2,492		
<b>28 00 00</b>	<b>Electrical Safety and Security</b>					<b>\$11,486</b>	
	o Fire Alarm (fully adressable)	7,789.00	sf	\$1.25	\$9,736		
	o Video Surveillance / Cameras	1.00	ea	\$1,750.00	\$1,750		
<b>29 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

#### Site and Infrastructure Group

<b>31 00 00</b>	<b>Earthwork Grading</b>					<b>\$86,425</b>	
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	o Clear & Grub Site	37,322.00	sf	\$0.12	\$4,479	
	o Rough Grading / Embankment	1,727.87	cy	\$7.00	\$12,095	Balanced Site / Flat
	o Site Fine Grading	29,111.00	sf	\$0.18	\$5,240	
	<b>Excavation &amp; Backfill</b>					
	o Structural Excavating & Backfill	492.50	cy	\$22.00	\$10,835	
	o 4" Gravel under SOG	121.97	cy	\$32.00	\$3,903	
	o 15 mil Vapor Retarder	7,789.00	sf	\$0.55	\$4,284	
	o Building Perimeter Drain	0.00	lf	\$18.00	\$0	Not Assumed
	<b>Subgrade Preparation</b>					
	o Footings	288.21	cy	\$24.00	\$6,917	36" Imported Select Fill
	o Slab on Grade	969.30	cy	\$24.00	\$23,263	36" Imported Select Fill
	o Site Paving	1,327.41	cy	\$5.25	\$6,969	24" Onsite Material
	<b>Erosion Control</b>					
	o SWMP / BMP's	90.00	hrs	\$30.00	\$2,700	
	o Silt Fencing	750.00	lf	\$2.00	\$1,500	
	o VTC / CWS	1.00	set	\$2,800.00	\$2,800	
	o IP / Straw Bales	18.00	loc	\$80.00	\$1,440	
<b>32 00 00</b>	<b>Exterior Improvements</b>				<b>\$120,630</b>	
	<b>Site Concrete</b>					
	o Sidewalks	1,150.00	sf	\$4.00	\$4,600	
	o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000	
	o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760	
	o Drainage Pans	200.00	sf	\$7.50	\$1,500	
	<b>Asphalt Paving</b>					
	o Drive / Truck Circuation Areas : 8"	577.80	sy	\$32.00	\$18,490	4 spaces per 1000 sf ( 33 total)
	o Car Parking Areas: 6 1/2"	706.20	sy	\$26.00	\$18,361	Area per Space incl : 350sf
	o Asphalt Curbs	1,042.00	lf	\$5.00	\$5,210	
	o Pavement Markings	1,284.00	sy	\$0.85	\$1,091	
	o Subgrade Prep - 12" Scarify	1,284.00	sy	\$2.50	\$3,210	
	o Traffic Signage	6.00	ea	\$224.00	\$1,344	Stop, One Way , ADA, Do Not Enter etc.
	<b>Landscaping &amp; Irrigation</b>					
	o Area - 25% of Site	9,330.50	sf	\$1.75	\$16,328	
	o Irrigation - 75% of Landscape Area	6,997.88	sf	\$3.50	\$24,493	
	<b>Site Furnishings / Play Equipment</b>					
	o Bike Racks	1.00	set	\$500.00	\$500	
	o Benches	2.00	ea	\$1,000.00	\$2,000	
	o Trash Receptacles	2.00	ea	\$750.00	\$1,500	
	o Flag Poles	1.00	set	\$2,500.00	\$2,500	
	<b>Layout &amp; Survey</b>					
	o Building Corners / Gridlines	7,789.00	sf	\$0.65	\$5,063	
	o Site Infrastructure / Grading	37,323.00	sf	\$0.11	\$4,180	
	o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500	
<b>33 00 00</b>	<b>Utilities</b>				<b>\$74,450</b>	
	<b>Sanitary Sewer</b>					
	o 4" PVC SDR 35	125.00	lf	\$48.00	\$6,000	
	o Manholes	1.00	ea	\$2,250.00	\$2,250	
	o Clean-Outs	2.00	ea	\$500.00	\$1,000	
	<b>Domestic Water</b>					
	o Street Tab	1.00	ea	\$3,850.00	\$3,850	Incl. Meter Pit / Curb Stop
	o 1 1/2" Copper	125.00	lf	\$46.00	\$5,750	
	<b>Fire Water</b>					
	o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	o Fire Hydrants	2.00	set	\$3,000.00	\$6,000	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	<b>Storm Drainage</b>					
	o Misc. RCP Piping	224.00	lf	\$50.00	\$11,200	
	o Inlet Structures	3.00	ea	\$3,000.00	\$9,000	
	o Manholes	2.00	ea	\$2,400.00	\$4,800	
	o Re / Detention Pond	4,800.00	sf	\$2.50	\$12,000	Incl. Water Quality Control
	Traffic Control	5.00	day	\$650.00	\$3,250	
	Street Cut and Patch	240.00	sf	\$15.00	\$3,600	
<b>34 00 00</b>	<b>Transportation</b>				<b>\$0</b>	
<b>35 00 00</b>	<b>Waterway and Marine Construction</b>				<b>\$0</b>	

36 00 00 Reserved

\$0

Process Equipment Group

40 00 00 Process Integration

\$0

41 00 00 Material Processing and Handling Equipment

\$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment

\$0

43 00 00 Pollution Control Equipment

\$0

44 00 00 Industry Specific Manufacturing Equipment

\$0

45 00 00 Reserved

\$0

48 00 00 Electrical Power Generation

\$0

49 00 00 Reserved

\$0

Subtotal (all groups)

\$1,464,465

Permit Fees & Insurances

Plan Check Fees

0.00%

\$0

No cost permit

Building Permit Fees

0.00%

\$0

Non profit - exempt

Local / Municipal Use Taxes

0.00%

\$0

Non profit - exempt

General Liability Insurance

0.75%

\$12,874

Builders Risk Insurance

0.27%

\$4,635

Labor, Material and Performance Bonds

1.00%

\$17,165

Subtotal Permits & Insurances

\$34,674

Overhead

2.00%

\$29,983

Fee

2.50%

\$37,478

Contingency

10.00%

\$149,914

Project Total

\$1,716,514

Imperial County Animal Shelter  
El Centro, California 92243  
**County Only - Standard**



October 11, 2012		cost / sf	% of total	Group Totals
<b>Procurement and Contracting Requirements Group</b>				
00 00 00	Procurement and Contracting Requirements	\$0.00	0%	\$0
<b>General Requirement Group</b>				
01 00 00	General Requirements	\$15.51	5.56%	\$120,789
<b>Facility Construction Group</b>				
		\$115.13	41.30%	\$896,774
02 00 00	Existing Conditions	\$0.00	0.00%	\$0
03 00 00	Concrete	\$7.75	2.78%	\$60,341
04 00 00	Masonry	\$17.16	6.15%	\$133,623
05 00 00	Metals	\$4.20	1.51%	\$32,748
06 00 00	Wood, Plastics and Composites	\$6.32	2.27%	\$49,197
07 00 00	Thermal and Moisture Protection	\$6.37	2.29%	\$49,633
08 00 00	Openings	\$17.67	6.34%	\$137,601
09 00 00	Finishes	\$28.67	10.28%	\$223,292
10 00 00	Specialties	\$3.22	1.15%	\$25,072
11 00 00	Equipment	\$0.00	0.00%	\$0
12 00 00	Furnishings	\$0.26	0.09%	\$2,020
13 00 00	Special Construction	\$23.53	8.44%	\$183,247
14 00 00	Conveying Equipment	\$0.00	0.00%	\$0
<b>Facility Services Group</b>				
		\$71.07	25.49%	\$553,582
21 00 00	Fire Suppression	\$3.38	1.21%	\$26,349
22 00 00	Plumbing	\$18.69	6.70%	\$145,561
23 00 00	Heating, Ventilation and Air Conditioning ( HVAC )	\$20.00	7.17%	\$155,780
25 00 00	Integrated Automation	\$2.75	0.99%	\$21,420
26 00 00	Electrical	\$20.42	7.32%	\$159,042
27 00 00	Communications	\$2.51	0.90%	\$19,550
28 00 00	Electrical Safety and Security	\$3.32	1.19%	\$25,881
<b>Site and Infrastructure Group</b>				
		\$36.14	12.96%	\$281,505
31 00 00	Earthwork	\$11.10	3.98%	\$86,425
32 00 00	Exterior Improvements	\$15.49	5.56%	\$120,630
33 00 00	Utilities	\$9.56	3.43%	\$74,450
34 00 00	Transportation	\$0.00	0.00%	\$0
35 00 00	Waterway and Marine Construction	\$0.00	0.00%	\$0
<b>Process Equipment Group</b>				
		\$0.00	0.00%	\$0
40 00 00	Process Integration	\$0.00	0.00%	\$0
41 00 00	Material Processing and Handling Equipment	\$0.00	0.00%	\$0
42 00 00	Process Gas and Liquid Handling, Purification Equipment	\$0.00	0.00%	\$0
43 00 00	Pollution Control Equipment	\$0.00	0.00%	\$0
44 00 00	Industry Specific Manufacturing Equipment	\$0.00	0.00%	\$0
48 00 00	Electrical Power Generation	\$0.00	0.00%	\$0
<b>Subtotal (all groups)</b>				
		\$237.85	85.32%	\$1,852,650
	Permits & Insurance	\$5.63	2.02%	\$43,864
	Overhead & Fee	4.50% \$10.96	3.93%	\$85,343
	Contingency	10.00% \$24.35	8.73%	\$189,651
<b>Project Total</b>				
		\$278.79	100.00%	\$2,171,509



October 11, 2012	Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date	TBD					
Completion Date	TBD					
Calendar Days	222.00					
Weeks	31.71					
Months	7.32					
00 00 00 Procurement and Contracting Requirements						
o Building Footprint	7,789.00	sf				
o Site (TBD)	37,322.00	sf				25% Footprint
General Requirement Group					\$120,789	
01 00 00 General Requirements						
On Site General Supervision	31.71	wk	\$73.99	\$2,347		
On Site Supervision	31.71	wk	\$2,148.46	\$68,137		
On Site Project Manager / Principal	31.71	wk	\$197.31	\$6,257		
On Site Project Engineer	31.71	wk	\$221.97	\$7,040		
Material Handling	31.71	wk	\$22.00	\$698		
In-House Layout & Survey	31.71	wk	\$60.00	\$1,903		
Equipment						
Trucking / Transportation	7.32	mo	\$550.00	\$4,028		
Major Equipment / Hoisting	7.32	mo	\$450.00	\$3,296		
Small Tools	7.32	mo	\$100.00	\$732		
Rental Equipment	7.32	mo	\$120.00	\$879		
Clean-Up						
o Construction	7,789.00	sf	\$0.26	\$2,025		
o Dumpsters / Waste Management	7,789.00	sf	\$0.30	\$2,337		30 cy load = \$520 / pull
o Final	7,789.00	sf	\$0.28	\$2,181		
Misc. Others						
o Job Site Signage	1.00	ls	\$750.00	\$750		
o Reproduction / Copying Costs	1.00	ls	\$500.00	\$500		
o Submittals / Close-out Procedures	1.00	ls	\$250.00	\$250		
o Jobsite Phone / Data Service	7.32	mo	\$204.00	\$1,494		
o Postage / Express Mail	7.32	mo	\$50.00	\$366		
o Temporary Protection	7,789.00	sf	\$0.12	\$935		
Temporary Facilities						
o Power / Water Consumption	7.32	mo	\$600.00	\$4,395		
o Portable Sanitary Facilities	7.32	mo	\$340.00	\$2,490		
o Safety & Jobsite Security	7.32	mo	\$300.00	\$2,197		
o Jobsite Fencing / Gates	500.00	lf	\$4.00	\$2,000		
o Office Trailer & Equipment	7.32	mo	\$485.00	\$3,552		
Facility Construction Group						
02 00 00 Existing Conditions					\$0	
03 00 00 Concrete					\$60,341	
Foundations						
o Spread Footings	27.71	cy	\$318.00	\$8,812		10" x 24" x Cont
o Pad Footings	8.41	cy	\$360.00	\$3,029		5.0 x 5.0 x 14"
o Gradebeams	42.69	cy	\$372.00	\$15,880		16" x 24"
Slabs						
o 5" Reinforced CIP Slab	3,115.60	sf	\$4.68	\$14,581		#4 Rebar @ 18" O.C
o 4" CIP Slab with WWF	4,673.40	sf	\$3.86	\$18,039		6" x 2.1 WWF

<b>04 00 00</b>	<b>Masonry</b>					<b>\$133,623</b>	
	<b>Perimeter Wall System</b>						
	o 8" Smooth CMU / Foam	3,198.00	sf	\$12.75	\$40,775		
	o Reinforcing @ 24" O.C.	2.94	ton	\$988.00	\$2,905		
	<b>Interior Wall Systems</b>						
	o 8" CMU / Foam	6,370.00	sf	\$12.75	\$81,218		
	o Reinforcing @ 32" O.C.	5.88	ton	\$988.00	\$5,809		
	<b>Misc. Masonry</b>						
	o Rubber Flashings	132.00	lf	\$1.50	\$198		
	o Water Repellent additive - Mortar	3,198.00	sf	\$0.20	\$640		
	o Water Repellent additive - CMU	3,198.00	sf	\$0.45	\$1,439		
	o Temporary Bond Beam Support	80.00	lf	\$8.00	\$640		
<b>05 00 00</b>	<b>Metals</b>					<b>\$32,748</b>	
	<b>Fabrication</b>						
	o Architectural Canopies	1,000.00	sf	\$10.00	\$10,000		
	o Sunshade Structures	100.00	lf	\$90.00	\$9,000		8" x 30" Cont.
	<b>Installation / Erection</b>						
	o Architectural Canopies	1,000.00	sf	\$5.00	\$5,000		
	o Sunshade Structures	100.00	lf	\$22.00	\$2,200		
	<b>Architectural Steel Fabrications</b>						
	o Bollards	6.00	ea	\$258.00	\$1,548		
	o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500		
	o Roof Ladders	1.00	set	\$1,500.00	\$1,500		
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>					<b>\$49,197</b>	
	<b>Rough Carpentry / Framing</b>						
	o In-Wall Blocking	322.00	lf	\$2.40	\$773		
	o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490		
	o Window / Door Jambs	558.00	lf	\$2.15	\$1,200		
	<b>Case &amp; Millwork</b>						
	o Historical Allowance	7,789.00	sf	\$6.00	\$46,734		Medium Grade Package
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>					<b>\$49,633</b>	
	<b>Foundations</b>						
	o Dampproofing	1,025.28	sf	\$0.35	\$359		2-coat roll or spray applied
	o Extruded Foam Insulation	1,025.28	sf	\$2.45	\$2,512		2" - Foamular 250 or equal
	<b>Thermal Insulation</b>						
	o R-19 Batt's in Metal Studs	4,774.00	sf	\$1.15	\$5,490		
	o R-38 Roof Batt Insulation	7,828.00	sf	\$1.50	\$11,742		
	<b>Fire Stopping / Proofing</b>						
	Top of Wall - 1 Hour						
	o CMU	194.00	lf	\$5.25	\$1,019		
	o Drywall	114.00	lf	\$3.75	\$428		
	o MEP Penetrations	88.00	ea	\$16.00	\$1,408		
	<b>Wall Finishes</b>						
	o Corrugated Metal Panel	1,599.00	sf	\$6.25	\$9,994		Over Tyvek Wrap (or sim)
	o Stucco	1,599.00	sf	\$4.75	\$7,595		
	<b>Sealing &amp; Caulking</b>						
	o Building	7,789.00	sf	\$0.28	\$2,181		
	o SOG Expansion Joints	620.00	lf	\$1.50	\$930		
	o SOG Sawcut Joints	2,004.00	lf	\$1.12	\$2,244		Exposed & Epoxy Floors only
	o Site	37,322.00	sf	\$0.10	\$3,732		
<b>08 00 00</b>	<b>Openings</b>					<b>\$137,601</b>	
	<b>Doors &amp; Hardware - Material</b>						
	o HM Frames & Doors	17.00	ea	\$693.00	\$11,781		Hardware Allowance of \$320 / set
	o HM Frames & Wood Doors	13.00	ea	\$739.00	\$9,607		
	o HM Frames & Doors & Sidelight	15.00	ea	\$999.00	\$14,985		
	o HM Frames & Doors & Sidelight - Cat Colony	4.00	ea	\$999.00	\$3,996		
	o HM Frames & Doors - Galvanized	8.00	ea	\$759.00	\$6,072		
	<b>Window / Borrowed Light Frames - Materials</b>						
	o HM - large	5.00	ea	\$884.00	\$4,420		
	o HM - regular	3.00	ea	\$654.00	\$1,962		
	<b>Doors &amp; Hardware - Install</b>						
	o HM Frames & Doors	25.00	ea	\$162.00	\$4,050		
	o HM Frames & Wood Doors	13.00	ea	\$162.00	\$2,106		
	o HM Frames & Doors & Sidelight	19.00	ea	\$224.00	\$4,256		
	o Grout to CMU	18.00	ea	\$40.00	\$720		

<b>Window / Borrowed Light Frames - Install</b>					
o HM - large	5.00	ea	\$200.00	\$1,000	
o HM - regular	3.00	ea	\$124.00	\$372	
o Grout to CMU	4.00	ea	\$60.00	\$240	
<b>Steel Roll-Up Doors</b>					
o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000	Motorized
o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
<b>Specialty Doors / Access</b>					
MEP Access Doors	3.00	ea	\$168.00	\$504	
<b>Glass &amp; Glazing</b>					
<b>Vestibule / Lobby</b>					
o Aluminum Storefront	340.00	sf	\$26.75	\$9,095	Clear anodized - Thermally broken
o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
<b>Perimeter Storefront Systems</b>					
o Aluminum Storefront	254.00	sf	\$26.75	\$6,795	Low-E Glass, Tempered
o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
o Aluminum Windows	238.00	sf	\$38.00	\$9,044	
o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
<b>Interior HM Frame Glazing</b>					
o 1/2" Clear Tempered	1,146.00	sf	\$21.25	\$24,353	
o Door Lights	38.00	ea	\$68.00	\$2,584	
<b>09 00 00 Finishes</b>				<b>\$223,292</b>	
<b>Drywall / Gypsum Board</b>					
o Perimeter 6" Stud Framing	4,774.00	sf	\$6.25	\$29,838	With DensDeck Sheathing
o Interior Drywall Partition	9,954.00	sf	\$4.66	\$46,386	
o Furring (CMU Walls)	206.00	sf	\$3.85	\$793	
o Soundbatt Insulation	7,465.50	sf	\$0.52	\$3,882	
o Misc. Bulkheads / Soffits	1.00	ls	\$3,500.00	\$3,500	
<b>Ceilings</b>					
o Gypsum Board	824.00	sf	\$5.68	\$4,680	Bathrooms etc. Std. Fissured 24" x 48 Water Repellent Tile
o Suspended Acoustical Ceiling (a)	5,287.00	sf	\$2.65	\$14,011	
o Suspended Acoustical Ceiling (b)	1,692.00	sf	\$3.80	\$6,430	
o Exposed - Painted (dry-fall)	140.00	sf	\$1.00	\$140	
o Architectural Ceiling - Lobby	1.00	al	\$6,000.00	\$6,000	Allowance
<b>Floor Coverings</b>					
o Porcelain Floor Tiles	719.00	sf	\$9.00	\$6,471	\$30.00/sy allowance Broadcast / Urethane Seal + Base Waterproof membranes
o Seamless Sheetvinyl - Forbo Marmoleum	2,473.00	sf	\$6.00	\$14,838	
o Carpet	450.00	sf	\$3.34	\$1,503	
o Epoxy Resin	4,050.00	sf	\$7.25	\$29,363	
o Clear Floor Sealer	250.00	sf	\$0.35	\$88	
o Underlayment Allowance	719.00	sf	\$1.75	\$1,258	
<b>Painting &amp; Wall Coverings</b>					
o Ceramic Wall Tile - Wainscoting	1,122.00	sf	\$9.50	\$10,659	CMU Exposed - Exterior CMU
o FRP	3,188.00	sf	\$4.15	\$13,230	
Building Painting	7,789.00	sf	\$1.50	\$11,684	
High Performance Coatings	11,628.00	sf	\$1.35	\$15,698	
Water Repellent / Anti Graffiti Coatings	2,368.89	sf	\$1.20	\$2,843	
<b>10 00 00 Specialties</b>				<b>\$25,072</b>	
<b>Restroom Accessories</b>					
o Partitions / Screens	6.00	set	\$500.00	\$3,000	Mirrors, Bars, TPD, etc
o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	
o Accessories	9.00	set	\$980.00	\$8,820	
o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
<b>Visual Display Assemblies</b>					
o Marker / Tack Boards	0.00	ea	\$385.00	\$0	Deferred
<b>Signage</b>					
o Project Allowance	1.00	al	\$5,000.00	\$5,000	
<b>Fire Extinguishers</b>					
o 10 lbs ABC	3.00	ea	\$104.00	\$312	
o Brackets	1.00	ea	\$40.00	\$40	
o Semi Recessed FEC	2.00	ea	\$140.00	\$280	
<b>Others</b>					
o Corner Guards	6.00	ea	\$120.00	\$720	

<b>11 00 00 Equipment</b>					<b>\$0</b>	
o By separate FF&E Budget	0.00	ls	\$0.00	\$0		See overall development cost
<b>12 00 00 Furnishings</b>					<b>\$2,020</b>	
<b>Window Coverings</b>						
o Interior Openings - 1" Aluminum, manual	400.00	sf	\$2.25	\$900		
o "Mecho" shade - manual	224.00	sf	\$5.00	\$1,120		
<b>13 00 00 Special Construction</b>					<b>\$183,247</b>	
<b>Pre - Engineered Metal Building</b>						
o Fabrication	7,789.00	sf	\$6.50	\$50,629		
o Installation	7,789.00	sf	\$4.00	\$31,156		
o Underside of Overhang / Soffits	2,360.00	sf	\$6.50	\$15,340		
o Canopies / Porches	1,000.00	sf	\$12.00	\$12,000		
o Wall Paneling	6,018.00	sf	\$5.25	\$31,595		
o Roof Paneling	8,100.56	sf	\$5.25	\$42,528		
<b>14 00 00 Conveying Equipment</b>					<b>\$0</b>	
<b>15 00 00 Reserved</b>					<b>\$0</b>	

#### Facility Services Group

<b>20 00 00 Reserved</b>					<b>\$0</b>	
<b>21 00 00 Fire Suppression</b>					<b>\$26,349</b>	
o NFPA 13 - Wet System	7,789.00	sf	\$2.85	\$22,199		
o NFPA 13 - Dry System	1,000.00	sf	\$4.15	\$4,150		Porches / Covered Areas
<b>22 00 00 Plumbing</b>					<b>\$145,561</b>	
<b>Restrooms</b>						
o Fixtures	6.00	ea	\$1,180.00	\$7,080		ADA / Low Flow
o Showers	2.00	ea	\$400.00	\$800		Piping only - Enclosure see Div. 10 00 00
o Water Piping	204.00	lf	\$42.00	\$8,568		
o Sewer / Vent Piping	266.00	lf	\$36.00	\$9,576		
o Floor Drains	3.00	ea	\$600.00	\$1,800		
o Water Heaters	2.00	ea	\$1,200.00	\$2,400		
<b>Food Prep / Laundry / Kitchen / Breakroom</b>						
o Fixtures	3.00	ea	\$1,180.00	\$3,540		ADA / Low Flow
o Water Piping	0.00	lf	\$42.00	\$0		Included above
o Sewer / Vent Piping	0.00	lf	\$36.00	\$0		Included above
o Floor Drains	2.00	ea	\$600.00	\$1,200		
o Water Heaters	1.00	ea	\$1,200.00	\$1,200		
o Sinks	8.00	ea	\$700.00	\$5,600		
<b>Others</b>						
o ADA Drinking Fountains	2.00	ea	\$1,400.00	\$2,800		
o Janitors Closets / Mop-Sinks	1.00	ea	\$385.00	\$385		
<b>Floor Drainage Systems</b>						
o Floor Drains - 16 square cast iron	46.00	ea	\$544.00	\$25,024		"Zurn" or similar
o Piping	186.00	lf	\$30.00	\$5,580		
<b>Water, Gas Piping</b>						
o Cold / Hot Water Supply & Return	7,789.00	sf	\$5.50	\$42,840		Incl. Hydronic's
o Gas Piping to Equipment	436.00	lf	\$22.00	\$9,592		
<b>Roof Drains</b>						
o Secondary / Overflow Drains	228.00	lf	\$42.00	\$9,576		
<b>Grease Trap</b>						
o Oil & Grease Interceptor	1.00	ea	\$8,000.00	\$8,000		5,000 gallon
<b>23 00 00 Heating, Ventilation and Air Conditioning ( HVAC )</b>					<b>\$155,780</b>	
o General Allowance	7,789.00	sf	\$20.00	\$155,780		
<b>Equipment</b>						
o Boiler(s)	0.00		\$0.00	\$0		
o Indirect Evap Cooling / Air Handling Unit(s)	0.00		\$0.00	\$0		
o Condensing Units	0.00		\$0.00	\$0		
o Radiant Ceiling Heating	0.00		\$0.00	\$0		
o Heat Recovery Unit(s)	0.00		\$0.00	\$0		
o FFV / VAV / Coils	0.00		\$0.00	\$0		



<b>Air Distribution</b>					
o Metal / Flex Duct	0.00		\$0.00	\$0	
o GRD's	0.00		\$0.00	\$0	
				\$0	
<b>Floor Heat</b>					
o Radiant Floor Heat	4,000.00	sf	\$0.00	\$0	Alternate
<b>25 00 00 Integrated Automation</b>				<b>\$21,420</b>	
<b>Temperature Control</b>					
o Temperature Control	7,789.00	sf	\$2.00	\$15,578	
o Lighting Control	7,789.00	sf	\$0.75	\$5,842	
<b>26 00 00 Electrical</b>				<b>\$159,042</b>	
<b>Site Electrical</b>					
<b>Main Power</b>					
o Feeder from Transformer to MDC	50.00	lf	\$80.00	\$4,000	
<b>Site Lighting</b>					
o Parking Lot Lighting	3.00	ea	\$3,500.00	\$10,500	25' pole mounted lights
o Sidewalk Lights	2.00	ea	\$750.00	\$1,500	Pedestal mounted
<b>Building Electrical</b>					
<b>Main Power</b>					
o MDC	1,200.00	amp	\$22.00	\$26,400	
o Sub-Distribution	7,789.00	sf	\$6.00	\$46,734	
o Grounding	1.00	ls	\$5,000.00	\$5,000	
o Mechanical Connections	7,789.00	sf	\$0.85	\$6,621	
<b>Lighting</b>					
o Office / Administration	4,360.00	sf	\$3.75	\$16,350	2x4 / 2x2 Recessed Troffers
o Ceiling Spot / Can Lights	10.00	ea	\$400.00	\$4,000	Bathrooms / Kitchen / Lobby
o Animal Holding / Caging	3,582.00	sf	\$3.50	\$12,537	
o Outdoor Areas	1,750.00	sf	\$4.00	\$7,000	
o Building Perimeter	8.00	ea	\$800.00	\$6,400	Wall Packs / Lights
o Allowance for Architectural Lights	1.00	al	\$12,000.00	\$12,000	
<b>27 00 00 Communications</b>				<b>\$19,550</b>	
Date / Phone Conduit Rough-In	7,789.00	sf	\$0.75	\$5,842	
Date / Phone Cabling	7,789.00	sf	\$1.44	\$11,216	
<b>Audio / Visual System</b>					
o Projector	0.00	ea	\$2,500.00	\$0	Alternate
o Screen	0.00	ea	\$1,500.00	\$0	Alternate
o Voice Communication / Paging	7,789.00	sf	\$0.32	\$2,492	
<b>28 00 00 Electrical Safety and Security</b>				<b>\$25,881</b>	
o Fire Alarm (fully addressable)	7,789.00	sf	\$1.75	\$13,631	
o Access Control	2.00	ea	\$3,500.00	\$7,000	Card Readers
o Video Surveillance / Cameras	3.00	ea	\$1,750.00	\$5,250	
<b>29 00 00 Reserved</b>				<b>\$0</b>	

#### Site and Infrastructure Group

<b>31 00 00 Earthwork</b>				<b>\$86,425</b>	
<b>Grading</b>					
o Clear & Grub Site	37,322.00	sf	\$0.12	\$4,479	
o Rough Grading / Embankment	1,727.87	cy	\$7.00	\$12,095	Balanced Site / Flat
o Site Fine Grading	29,111.00	sf	\$0.18	\$5,240	
<b>Excavation &amp; Backfill</b>					
o Structural Excavating & Backfill	492.50	cy	\$22.00	\$10,835	
o 4" Gravel under SOG	121.97	cy	\$32.00	\$3,903	
o 15 mil Vapor Retarder	7,789.00	sf	\$0.55	\$4,284	
o Building Perimeter Drain	0.00	lf	\$18.00	\$0	Not Assumed
<b>Subgrade Preparation</b>					
o Footings	288.21	cy	\$24.00	\$6,917	36" Imported Select Fill
o Slab on Grade	969.30	cy	\$24.00	\$23,263	36" Imported Select Fill
o Site Paving	1,327.41	cy	\$5.25	\$6,969	24" Onsite Material
<b>Erosion Control</b>					
o SWMP / BMP's	90.00	hrs	\$30.00	\$2,700	
o Silt Fencing	750.00	lf	\$2.00	\$1,500	
o VTC / CWS	1.00	set	\$2,800.00	\$2,800	
o IP / Straw Bales	18.00	loc	\$80.00	\$1,440	

<b>32 00 00</b>	<b>Exterior Improvements</b>					<b>\$120,630</b>
	<b>Site Concrete</b>					
	o Sidewalks	1,150.00	sf	\$4.00	\$4,600	
	o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000	
	o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760	
	o Drainage Pans	200.00	sf	\$7.50	\$1,500	
	<b>Asphalt Paving</b>					4 spaces per 1000 sf ( 33 total) Area per Space incl : 350sf
	o Drive / Truck Circuation Areas : 8"	577.80	sy	\$32.00	\$18,490	
	o Car Parking Areas: 6 1/2"	706.20	sy	\$26.00	\$18,361	
	o Asphalt Curbs	1,042.00	lf	\$5.00	\$5,210	
	o Pavement Markings	1,284.00	sy	\$0.85	\$1,091	
	o Subgrade Prep - 12" Scarify	1,284.00	sy	\$2.50	\$3,210	
	o Traffic Signage	6.00	ea	\$224.00	\$1,344	Stop, One Way , ADA, Do Not Enter etc.
	<b>Landscaping &amp; Irrigation</b>					
	o Area - 25% of Site	9,330.50	sf	\$1.75	\$16,328	
	o Irrigation - 75% of Landscape Area	6,997.88	sf	\$3.50	\$24,493	
	<b>Site Furnishings / Play Equipment</b>					
	o Bike Racks	1.00	set	\$500.00	\$500	
	o Benches	2.00	ea	\$1,000.00	\$2,000	
	o Trash Receptacles	2.00	ea	\$750.00	\$1,500	
	o Flag Poles	1.00	set	\$2,500.00	\$2,500	
	<b>Layout &amp; Survey</b>					
	o Building Corners / Gridlines	7,789.00	sf	\$0.65	\$5,063	
	o Site Infrastructure / Grading	37,323.00	sf	\$0.11	\$4,180	
	o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500	
<b>33 00 00</b>	<b>Utilities</b>					<b>\$74,450</b>
	<b>Sanitary Sewer</b>					
	o 4" PVC SDR 35	125.00	lf	\$48.00	\$6,000	
	o Manholes	1.00	ea	\$2,250.00	\$2,250	
	o Clean-Outs	2.00	ea	\$500.00	\$1,000	
	<b>Domestic Water</b>					
	o Street Tab	1.00	ea	\$3,850.00	\$3,850	Incl. Meter Pit / Curb Stop
	o 1 1/2" Copper	125.00	lf	\$46.00	\$5,750	
	<b>Fire Water</b>					
	o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	o Fire Hydrants	2.00	set	\$3,000.00	\$6,000	
	o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500	
	<b>Storm Drainage</b>					
	o Misc. RCP Piping	224.00	lf	\$50.00	\$11,200	
	o Inlet Structures	3.00	ea	\$3,000.00	\$9,000	
	o Manholes	2.00	ea	\$2,400.00	\$4,800	
	o Re / Detention Pond	4,800.00	sf	\$2.50	\$12,000	Inc. Water Quality Control
	Traffic Control	5.00	day	\$650.00	\$3,250	
	Street Cut and Patch	240.00	sf	\$15.00	\$3,600	
<b>34 00 00</b>	<b>Transportation</b>					<b>\$0</b>
<b>35 00 00</b>	<b>Waterway and Marine Construction</b>					<b>\$0</b>
<b>36 00 00</b>	<b>Reserved</b>					<b>\$0</b>

#### Process Equipment Group

<b>40 00 00</b>	<b>Process Integration</b>	<b>\$0</b>
<b>41 00 00</b>	<b>Material Processing and Handling Equipment</b>	<b>\$0</b>
<b>42 00 00</b>	<b>Process Gas and Liquid Handling, Purification Equipment</b>	<b>\$0</b>
<b>43 00 00</b>	<b>Pollution Control Equipment</b>	<b>\$0</b>
<b>44 00 00</b>	<b>Industry Specific Manufacturing Equipment</b>	<b>\$0</b>
<b>45 00 00</b>	<b>Reserved</b>	<b>\$0</b>
<b>48 00 00</b>	<b>Electrical Power Generation</b>	<b>\$0</b>

49 00 00 Reserved

\$0

**Subtotal (all groups)**

**\$1,852,650**

**Permit Fees & Insurances**

Plan Check Fees	0.00%	\$0	No cost permit
Building Permit Fees	0.00%	\$0	Non profit - exempt
Local / Municipal Use Taxes	0.00%	\$0	Non profit - exempt
General Liability Insurance	0.75%	\$16,286	
Builders Risk Insurance	0.27%	\$5,863	
Labor, Material and Performance Bonds	1.00%	\$21,715	

**Subtotal Permits & Insurances**

**\$43,864**

**Overhead**

2.00%

**\$37,930**

**Fee**

2.50%

**\$47,413**

**Contingency**

10.00%

**\$189,651**

**Project Total**

**\$2,171,509**

Imperial County Animal Shelter  
El Centro, California 92243  
**County Only - Best**



October 11, 2012

cost / sf

% of total

Group Totals

**Procurement and Contracting Requirements Group**

00 00 00 Procurement and Contracting Requirements

\$0.00

0%

\$0

**General Requirement Group**

01 00 00 General Requirements

\$16.65

5.38%

\$129,693

**Facility Construction Group**

\$128.11

41.38%

\$997,839

02 00 00 Existing Conditions

\$0.00

0.00%

\$0

03 00 00 Concrete

\$8.49

2.74%

\$66,112

04 00 00 Masonry

\$24.83

8.02%

\$193,378

05 00 00 Metals

\$18.05

5.83%

\$140,584

06 00 00 Wood, Plastics and Composites

\$6.94

2.24%

\$54,062

07 00 00 Thermal and Moisture Protection

\$14.78

4.77%

\$115,123

08 00 00 Openings

\$20.31

6.56%

\$158,177

09 00 00 Finishes

\$29.79

9.62%

\$232,022

10 00 00 Specialties

\$4.24

1.37%

\$33,031

11 00 00 Equipment

\$0.00

0.00%

\$0

12 00 00 Furnishings

\$0.69

0.22%

\$5,350

13 00 00 Special Construction

\$0.00

0.00%

\$0

14 00 00 Conveying Equipment

\$0.00

0.00%

\$0

**Facility Services Group**

\$82.33

26.59%

\$641,282

21 00 00 Fire Suppression

\$3.78

1.22%

\$29,461

22 00 00 Plumbing

\$19.92

6.43%

\$155,137

23 00 00 Heating, Ventilation and Air Conditioning ( HVAC )

\$26.97

8.71%

\$210,055

25 00 00 Integrated Automation

\$4.00

1.29%

\$31,156

26 00 00 Electrical

\$20.42

6.60%

\$159,042

27 00 00 Communications

\$3.02

0.98%

\$23,550

28 00 00 Electrical Safety and Security

\$4.22

1.36%

\$32,881

**Site and Infrastructure Group**

\$37.04

11.97%

\$288,539

31 00 00 Earthwork

\$11.10

3.58%

\$86,425

32 00 00 Exterior Improvements

\$16.39

5.29%

\$127,664

33 00 00 Utilities

\$9.56

3.09%

\$74,450

34 00 00 Transportation

\$0.00

0.00%

\$0

35 00 00 Waterway and Marine Construction

\$0.00

0.00%

\$0

**Process Equipment Group**

\$0.00

0.00%

\$0

40 00 00 Process Integration

\$0.00

0.00%

\$0

41 00 00 Material Processing and Handling Equipment

\$0.00

0.00%

\$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment

\$0.00

0.00%

\$0

43 00 00 Pollution Control Equipment

\$0.00

0.00%

\$0

44 00 00 Industry Specific Manufacturing Equipment

\$0.00

0.00%

\$0

48 00 00 Electrical Power Generation

\$0.00

0.00%

\$0

**Subtotal (all groups)**

\$264.14

85.32%

\$2,057,352

Permits & Insurance

\$6.25

2.02%

\$48,711

Overhead & Fee

4.50%

\$12.17

3.93%

\$94,773

Contingency

10.00%

\$27.04

8.73%

\$210,606

**Project Total**

\$309.60

100.00%

\$2,411,442



October 11, 2012	Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date	TBD					
Completion Date	TBD					
Calendar Days	240.00					
Weeks	34.29					
Months	7.92					
00 00 00 Procurement and Contracting Requirements						
o Building Footprint	7,789.00	sf				
o Site (TBD)	37,322.00	sf				22% Footprint
General Requirement Group					\$129,693	
01 00 00 General Requirements						
On Site General Supervision	34.29	wk	\$73.99	\$2,537		
On Site Supervision	34.29	wk	\$2,148.46	\$73,662		
On Site Project Manager / Principal	34.29	wk	\$197.31	\$6,765		
On Site Project Engineer	34.29	wk	\$221.97	\$7,610		
Material Handling	34.29	wk	\$22.00	\$754		
In-House Layout & Survey	34.29	wk	\$60.00	\$2,057		
Equipment						
Trucking / Transportation	7.92	mo	\$550.00	\$4,355		
Major Equipment / Hoisting	7.92	mo	\$450.00	\$3,563		
Small Tools	7.92	mo	\$100.00	\$792		
Rental Equipment	7.92	mo	\$120.00	\$950		
Clean-Up						
o Construction	7,789.00	sf	\$0.26	\$2,025		
o Dumpsters / Waste Management	7,789.00	sf	\$0.30	\$2,337		30 cy load = \$520 / pull
o Final	7,789.00	sf	\$0.28	\$2,181		
Misc. Others						
o Job Site Signage	1.00	ls	\$750.00	\$750		
o Reproduction / Copying Costs	1.00	ls	\$500.00	\$500		
o Submittals / Close-out Procedures	1.00	ls	\$250.00	\$250		
o Jobsite Phone / Data Service	7.92	mo	\$204.00	\$1,615		
o Postage / Express Mail	7.92	mo	\$50.00	\$396		
o Temporary Protection	7,789.00	sf	\$0.12	\$935		
Temporary Facilities						
o Power / Water Consumption	7.92	mo	\$600.00	\$4,751		
o Portable Sanitary Facilities	7.92	mo	\$340.00	\$2,692		
o Safety & Jobsite Security	7.92	mo	\$300.00	\$2,375		
o Jobsite Fencing / Gates	500.00	lf	\$4.00	\$2,000		
o Office Trailer & Equipment	7.92	mo	\$485.00	\$3,840		
Facility Construction Group						
02 00 00 Existing Conditions					\$0	
03 00 00 Concrete					\$66,112	
Foundations						
o Spread Footings	27.71	cy	\$318.00	\$8,812		10" x 24" x Cont
o Pad Footings	8.41	cy	\$360.00	\$3,029		5.0 x 5.0 x 14"
o Gradebeams	42.69	cy	\$372.00	\$15,880		16" x 24"
Slabs						
o 5" Reinforced CIP Slab	3,115.60	sf	\$4.68	\$14,581		#4 Rebar @ 18" O.C
o 4" CIP Slab with WWF	4,673.40	sf	\$3.86	\$18,039		6" x 2.1 WWF

	o Below Slab Vapor Barrier	7,789.00	sf	\$0.42	\$3,271	15 mil - Class A
	<b>Architectural Precast</b>					
	o Caps / Sills	100.00	lf	\$25.00	\$2,500	
<b>04 00 00</b>	<b>Masonry</b>				<b>\$193,378</b>	
	<b>Perimeter Wall System</b>					
	o 8" GF CMU / Foam	1,054.00	sf	\$14.25	\$15,020	
	o 8" Smooth Faced CMU / Foam	2,960.00	sf	\$12.85	\$38,036	See Wall Finishes type
	o Reinforcing @ 24" O.C.	3.22	ton	\$988.00	\$3,181	
	<b>Interior Wall Systems</b>					
	o 8" CMU / Foam	9,980.00	sf	\$12.75	\$127,245	
	o Reinforcing @ 32" O.C.	6.36	ton	\$988.00	\$6,287	
	<b>Misc. Masonry</b>					
	o Rubber Flashings	304.00	lf	\$1.50	\$456	
	o Water Repellent additive - Mortar	4,014.00	sf	\$0.20	\$803	
	o Water Repellent additive - CMU	4,014.00	sf	\$0.45	\$1,806	
	o Temporary Bond Beam Support	68.00	lf	\$8.00	\$544	
<b>05 00 00</b>	<b>Metals</b>				<b>\$140,584</b>	
	<b>Fabrication</b>					
	o Roof Frame	7,789.00	sf	\$4.00	\$31,156	
	o Covered Porches / Condos	1,750.00	sf	\$6.00	\$10,500	
	o Architectural Canopies	1,000.00	sf	\$10.00	\$10,000	
	o Sunshade Structures	100.00	lf	\$90.00	\$9,000	8" x 30" Cont.
	<b>Metal Joist &amp; Decking</b>					
	o Type B 1 1/2" Decking	7,789.00	sf	\$1.75	\$13,631	
	o 24" Short Span Joists	7,789.00	sf	\$2.25	\$17,525	
	<b>Installation / Erection</b>					
	o Frame / Decking	7,789.00	sf	\$3.50	\$27,262	
	o Covered Porches / Condos	1,750.00	sf	\$3.75	\$6,563	
	o Architectural Canopies	1,000.00	sf	\$5.00	\$5,000	
	o Sunshade Structures	100.00	lf	\$22.00	\$2,200	
	<b>Architectural Steel Fabrications</b>					
	o Bollards	6.00	ea	\$258.00	\$1,548	
	o Trash Enclosure Gates	1.00	set	\$3,500.00	\$3,500	
	o Lintels / Angles	300.00	lf	\$4.00	\$1,200	
	o Roof Ladders	1.00	set	\$1,500.00	\$1,500	
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>				<b>\$54,062</b>	
	<b>Rough Carpentry / Framing</b>					
	o Top of Wall Parapet	274.00	lf	\$3.00	\$822	
	o In-Wall Blocking	348.00	lf	\$2.40	\$835	
	o Plywood Backing IT Room etc	190.00	sf	\$2.58	\$490	
	o Window / Door Jambs	598.00	lf	\$2.15	\$1,286	
	<b>Case &amp; Millwork</b>					
	o Historical Allowance	7,789.00	sf	\$6.50	\$50,629	PLAM / Solid / Stainless Steel
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>				<b>\$115,123</b>	
	<b>Foundations</b>					
	o Dampproofing	1,025.28	sf	\$0.35	\$359	2-coat roll or spray applied
	o Extruded Foam Insulation	1,025.28	sf	\$2.45	\$2,512	2" - Foamular 250 or equal
	<b>Thermal Insulation</b>					
	o R-19 Batt's in Metal Studs	1,566.00	sf	\$1.15	\$1,801	
	<b>Fire Stopping / Proofing</b>					
	Top of Wall - 1 Hour					
	o CMU	208.00	lf	\$5.25	\$1,092	
	o Drywall	128.00	lf	\$3.75	\$480	
	o MEP Penetrations	88.00	ea	\$16.00	\$1,408	
	<b>Flat Roof</b>					
	o R-38 Insulation	6,639.00	sf	\$4.15	\$27,552	Tapered as required / slope by structure
	o Vapor Barrier / Gypboard Cover	6,639.00	sf	\$1.15	\$7,635	
	o 60 mil white TPO - Fully adhered	6,639.00	sf	\$4.00	\$26,556	
	<b>Sloped Roof - Allowance</b>					
	o R-22 Nail Board	1,150.00	sf	\$7.00	\$8,050	
	o Ice & Water Shield	1,150.00	sf	\$1.30	\$1,495	40 mil
	o Standing Seam Metal Panel	1,150.00	sf	\$8.00	\$9,200	22 gage min.
	<b>Wall Finishes</b>					
	o Corrugated Metal Panel	1,598.40	sf	\$6.25	\$9,990	Over Tyvek Wrap (or sim)

	o Stucco	1,598.40	sf	\$4.75	\$7,592	
	<b>Sealing &amp; Caulking</b>					
	o Building	7,789.00	sf	\$0.35	\$2,726	
	o SOG Expansion Joints	482.00	lf	\$1.50	\$723	
	o SOG Sawcut Joints	1,982.00	lf	\$1.12	\$2,220	Exposed & Epoxy Floors only
	o Site	37,322.00	sf	\$0.10	\$3,732	
<b>08 00 00</b>	<b>Openings</b>				<b>\$158,177</b>	
	<b>Doors &amp; Hardware - Material</b>					Hardware Allowance of \$320 / set
	o HM Frames & Doors	18.00	ea	\$693.00	\$12,474	
	o HM Frames & Wood Doors	14.00	ea	\$739.00	\$10,346	
	o HM Frames & Doors & Sidelight	16.00	ea	\$999.00	\$15,984	
	o HM Frames & Doors & Sidelight - Cat Colony	4.00	ea	\$999.00	\$3,996	
	o HM Frames & Doors - Galvanized	8.00	ea	\$759.00	\$6,072	
	<b>Window / Borrowed Light Frames - Materials</b>					
	o HM - large	5.00	ea	\$884.00	\$4,420	
	o HM - regular	3.00	ea	\$654.00	\$1,962	
	<b>Doors &amp; Hardware - Install</b>					
	o HM Frames & Doors	18.00	ea	\$162.00	\$2,916	
	o HM Frames & Wood Doors	14.00	ea	\$162.00	\$2,268	
	o HM Frames & Doors & Sidelight	20.00	ea	\$224.00	\$4,480	
	o Grout to CMU	18.00	ea	\$40.00	\$720	
	<b>Window / Borrowed Light Frames - Install</b>					
	o HM - large	5.00	ea	\$200.00	\$1,000	
	o HM - regular	3.00	ea	\$124.00	\$372	
	o Grout to CMU	4.00	ea	\$60.00	\$240	
	<b>Steel Roll-Up Doors</b>					
	o Sally Port / Garage 9.0 x 10.0	2.00	ea	\$2,500.00	\$5,000	Motorized
	o Stray Dog Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	o Protective / Custody Dogs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	o Adoption Runs 9.0 x 8.0	1.00	ea	\$1,850.00	\$1,850	Manual
	<b>Specialty Doors / Access</b>					
	Roof Hatch	1.00	ea	\$1,340.00	\$1,340	24" x 36" with LUSP
	MEP Access Doors	3.00	ea	\$168.00	\$504	
	<b>Glass &amp; Glazing</b>					
	<b>Vestibule / Lobby</b>					
	o Aluminum Storefront	358.00	sf	\$26.75	\$9,577	Clear anodized - Thermally broken
	o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
	o ADA Operators	2.00	ea	\$1,250.00	\$2,500	
	<b>Perimeter Storefront Systems</b>					
	o Aluminum Storefront	254.00	sf	\$26.75	\$6,795	Low-E Glass, Tempered
	o Aluminum Glass Doors - Manual	2.00	set	\$1,840.00	\$3,680	
	o Aluminum Windows	238.00	sf	\$38.00	\$9,044	
	o Operable Window Inserts	5.00	ea	\$350.00	\$1,750	
	<b>Interior HM Frame Glazing</b>					
	o 1/2" Clear Tempered	1,146.00	sf	\$21.25	\$24,353	
	o Sound Insulated Glass (premium)	182.00	sf	\$23.75	\$4,323	
	o Door Lights	38.00	ea	\$68.00	\$2,584	
	<b>Skylights</b>					
	<b>Framed Aluminum - Pyramid Type</b>					
	o 12.0 x 10.0 - 1 each	120.00	sf	\$42.50	\$5,100	
	o Curbs	44.00	lf	\$14.75	\$649	
	<b>Tube / Prismatic Type</b>					
	o 21" with Prismatic Diffusers	3.00	ea	\$1,500.00	\$4,500	SolaTube - or sim
<b>09 00 00</b>	<b>Finishes</b>				<b>\$232,022</b>	
	<b>Drywall / Gypsum Board</b>					
	o Perimeter 6" Stud Framing	1,566.00	sf	\$6.25	\$9,788	With DensDeck Sheathing
	o Interior Drywall Partition	8,862.00	sf	\$4.66	\$41,297	
	o Furring (CMU Walls)	258.00	sf	\$3.85	\$993	
	o Soundbatt Insulation	6,646.50	sf	\$0.52	\$3,456	
	o Misc. Bulkheads / Soffits	1.00	ls	\$3,500.00	\$3,500	
	<b>Ceilings</b>					
	o Gypsum Board	824.00	sf	\$5.68	\$4,680	Bathrooms etc.
	o Suspended Acoustical Ceiling (a)	3,787.00	sf	\$2.65	\$10,036	Std. Fissured 24" x 48
	o Suspended Acoustical Ceiling (b)	3,192.00	sf	\$3.80	\$12,130	Water Repellent Tile
	o Exposed - Painted (dry-fall)	140.00	sf	\$1.00	\$140	

o Architectural Ceiling - Lobby	1.00	al	\$8,000.00	\$8,000	Allowance
<b>Floor Coverings</b>					
o Porcelain Floor Tiles	2,219.00	sf	\$9.00	\$19,971	
o Seamless Sheetvinyl - Forbo Marmoleum	973.00	sf	\$6.00	\$5,838	
o Carpet	450.00	sf	\$3.34	\$1,503	\$30.00/sy allowance
o Epoxy Resin	4,050.00	sf	\$7.25	\$29,363	Broadcast / Urethane Seal + Base
o Clear Floor Sealer	250.00	sf	\$0.35	\$88	
o Underlayment Allowance	2,219.00	sf	\$1.75	\$3,883	Waterproof membranes
<b>Painting &amp; Wall Coverings</b>					
o Ceramic Wall Tile - Wainscoting	2,622.00	sf	\$9.50	\$24,909	
o Acoustical Wall Panels	475.00	sf	\$12.25	\$5,819	
o FRP	1,688.00	sf	\$4.15	\$7,005	
Building Painting	7,789.00	sf	\$1.50	\$11,684	
High Performance Coatings	19,760.00	sf	\$1.35	\$26,676	CMU
Water Repellent / Anti Graffiti Coatings	1,054.00	sf	\$1.20	\$1,265	Exposed - Exterior CMU
<b>10 00 00 Specialties</b>				<b>\$33,031</b>	
<b>Restroom Accessories</b>					
o Partitions / Screens	6.00	set	\$500.00	\$3,000	
o Shower Enclosures	2.00	ea	\$2,750.00	\$5,500	
o Accessories	9.00	set	\$980.00	\$8,820	Mirrors, Bars, TPD, etc
o Baby Change Stations	2.00	ea	\$700.00	\$1,400	
<b>Visual Display Assemblies</b>					
o Marker / Tack Boards	7.00	ea	\$385.00	\$2,695	
<b>Signage</b>					
o Doors / Rooms	52.00	ea	\$82.00	\$4,264	
o Building (exterior)	1.00	al	\$3,500.00	\$3,500	
o Building (interior / directional)	1.00	al	\$2,500.00	\$2,500	
<b>Fire Extinguishers</b>					
o 10 lbs ABC	3.00	ea	\$104.00	\$312	
o Brackets	1.00	ea	\$40.00	\$40	
o Semi Recessed FEC	2.00	ea	\$140.00	\$280	
<b>Others</b>					
o Corner Guards	6.00	ea	\$120.00	\$720	
<b>11 00 00 Equipment</b>				<b>\$0</b>	
o By separate FF&E Budget	0.00	ls	\$0.00	\$0	See overall development cost
<b>12 00 00 Furnishings</b>				<b>\$5,350</b>	
<b>Window Coverings</b>					
o Interior Openings - 1" Aluminum, manual	400.00	sf	\$2.25	\$900	
o "Mecho" shade - manual	224.00	sf	\$5.00	\$1,120	
<b>Walk-off Mats</b>					
o Recessed - Rubber	148.00	sf	\$22.50	\$3,330	
<b>13 00 00 Special Construction</b>				<b>\$0</b>	
<b>14 00 00 Conveying Equipment</b>				<b>\$0</b>	
<b>15 00 00 Reserved</b>				<b>\$0</b>	

#### Facility Services Group

<b>20 00 00 Reserved</b>				<b>\$0</b>	
<b>21 00 00 Fire Suppression</b>				<b>\$29,461</b>	
o NFPA 13 - Wet System	7,789.00	sf	\$2.85	\$22,199	
o NFPA 13 - Dry System	1,750.00	sf	\$4.15	\$7,263	Porches / Covered Areas
<b>22 00 00 Plumbing</b>				<b>\$155,137</b>	
<b>Restrooms</b>					
o Fixtures	6.00	ea	\$1,180.00	\$7,080	ADA / Low Flow
o Showers	2.00	ea	\$400.00	\$800	Piping only - Enclosure see Div. 10 00 00
o Water Piping	204.00	lf	\$42.00	\$8,568	
o Sewer / Vent Piping	266.00	lf	\$36.00	\$9,576	
o Floor Drains	3.00	ea	\$600.00	\$1,800	
o Water Heaters	2.00	ea	\$1,200.00	\$2,400	



<b>Food Prep / Laundry / Kitchen / Breakroom</b>						
o Fixtures	3.00	ea	\$1,180.00	\$3,540		ADA / Low Flow
o Water Piping	0.00	lf	\$42.00	\$0		Included above
o Sewer / Vent Piping	0.00	lf	\$36.00	\$0		Included above
o Floor Drains	2.00	ea	\$600.00	\$1,200		
o Water Heaters	1.00	ea	\$1,200.00	\$1,200		
o Sinks	8.00	ea	\$700.00	\$5,600		
<b>Others</b>						
o ADA Drinking Fountains	2.00	ea	\$1,400.00	\$2,800		
o Janitors Closets / Mop-Sinks	1.00	ea	\$385.00	\$385		
<b>Floor Drainage Systems</b>						
o Floor Drains - 16 square cast iron	46.00	ea	\$544.00	\$25,024		"Zurn" or similar
o Piping	186.00	lf	\$30.00	\$5,580		
<b>Water, Gas Piping</b>						
o Cold / Hot Water Supply & Return	7,789.00	sf	\$5.50	\$42,840		Incl. Hydronic's
o Gas Piping to Equipment	436.00	lf	\$22.00	\$9,592		
<b>Roof Drains</b>						
o Primary Drains	228.00	lf	\$42.00	\$9,576		6" Cast Iron Pipe
o Secondary / Overflow Drains	228.00	lf	\$42.00	\$9,576		
<b>Grease Trap</b>						
o Oil & Grease Interceptor	1.00	ea	\$8,000.00	\$8,000		5,000 gallon
<b>23 00 00 Heating, Ventilation and Air Conditioning ( HVAC )</b>				<b>\$210,055</b>		
o General Allowance	7,789.00	sf	\$22.25	\$173,305		
<b>Equipment</b>						
o Boiler(s)	0.00		\$0.00	\$0		
o Indirect Evap Cooling / Air Handling Unit(s)	0.00		\$0.00	\$0		
o Condensing Units	0.00		\$0.00	\$0		
o Radiant Ceiling Heating	0.00		\$0.00	\$0		
o Heat Recovery Unit(s)	0.00		\$0.00	\$0		
o FFV / VAV / Coils	0.00		\$0.00	\$0		
<b>Air Distribution</b>						
o Metal / Flex Duct	0.00		\$0.00	\$0		
o GRD's	0.00		\$0.00	\$0		
				\$0		
<b>Floor Heat</b>						
o Radiant Floor Heat	3,000.00	sf	\$12.25	\$36,750		
<b>25 00 00 Integrated Automation</b>				<b>\$31,156</b>		
<b>Temperature Control</b>						
o DDC Temperature Control	7,789.00	sf	\$3.25	\$25,314		
o Lighting Control	7,789.00	sf	\$0.75	\$5,842		
<b>26 00 00 Electrical</b>				<b>\$159,042</b>		
<b>Site Electrical</b>						
<b>Main Power</b>						
o Feeder from Transformer to MDC	50.00	lf	\$80.00	\$4,000		
<b>Site Lighting</b>						
o Parking Lot Lighting	3.00	ea	\$3,500.00	\$10,500		25' pole mounted lights
o Sidewalk Lights	2.00	ea	\$750.00	\$1,500		Pedestal mounted
<b>Building Electrical</b>						
<b>Main Power</b>						
o MDC	1,200.00	amp	\$22.00	\$26,400		
o Sub-Distribution	7,789.00	sf	\$6.00	\$46,734		
o Grounding	1.00	ls	\$5,000.00	\$5,000		
o Mechanical Connections	7,789.00	sf	\$0.85	\$6,621		
<b>Lighting</b>						
o Office / Administration	4,360.00	sf	\$3.75	\$16,350		2x4 / 2x2 Recessed Troffers
o Ceiling Spot / Can Lights	10.00	ea	\$400.00	\$4,000		Bathrooms / Kitchen / Lobby
o Animal Holding / Caging	3,582.00	sf	\$3.50	\$12,537		
o Outdoor Areas	1,750.00	sf	\$4.00	\$7,000		
o Building Perimeter	8.00	ea	\$800.00	\$6,400		Wall Packs / Lights
o Allowance for Architectural Lights	1.00	al	\$12,000.00	\$12,000		
<b>27 00 00 Communications</b>				<b>\$23,550</b>		
Date / Phone Conduit Rough-In	7,789.00	sf	\$0.75	\$5,842		
Date / Phone Cabling	7,789.00	sf	\$1.44	\$11,216		

Audio / Visual System					
o Projector	1.00	ea	\$2,500.00	\$2,500	
o Screen	1.00	ea	\$1,500.00	\$1,500	
o Voice Communication / Paging	7,789.00	sf	\$0.32	\$2,492	
<b>28 00 00 Electrical Safety and Security</b>					<b>\$32,881</b>
o Fire Alarm (fully addressable)	7,789.00	sf	\$1.75	\$13,631	
o Access Control	3.00	ea	\$3,500.00	\$10,500	Card Readers
o Video Surveillance / Cameras	5.00	ea	\$1,750.00	\$8,750	
<b>29 00 00 Reserved</b>					<b>\$0</b>

#### Site and Infrastructure Group

<b>31 00 00 Earthwork</b>					<b>\$86,425</b>
<b>Grading</b>					
o Clear & Grub Site	37,322.00	sf	\$0.12	\$4,479	
o Rough Grading / Embankment	1,727.87	cy	\$7.00	\$12,095	Balanced Site / Flat
o Site Fine Grading	29,111.00	sf	\$0.18	\$5,240	
<b>Excavation &amp; Backfill</b>					
o Structural Excavating & Backfill	492.50	cy	\$22.00	\$10,835	
o 4" Gravel under SOG	121.97	cy	\$32.00	\$3,903	
o 15 mil Vapor Retarder	7,789.00	sf	\$0.55	\$4,284	
o Building Perimeter Drain	0.00	lf	\$18.00	\$0	Not Assumed
<b>Subgrade Preparation</b>					
o Footings	288.21	cy	\$24.00	\$6,917	36" Imported Select Fill
o Slab on Grade	969.30	cy	\$24.00	\$23,263	36" Imported Select Fill
o Site Paving	1,327.41	cy	\$5.25	\$6,969	24" Onsite Material
<b>Erosion Control</b>					
o SWMP / BMP's	90.00	hrs	\$30.00	\$2,700	
o Silt Fencing	750.00	lf	\$2.00	\$1,500	
o VTC / CWS	1.00	set	\$2,800.00	\$2,800	
o IP / Straw Bales	18.00	loc	\$80.00	\$1,440	
<b>32 00 00 Exterior Improvements</b>					<b>\$127,664</b>
<b>Site Concrete</b>					
o Curb & Gutter	1,042.00	lf	\$11.75	\$12,244	
o Sidewalks	1,150.00	sf	\$4.00	\$4,600	
o Dumpster / Maintenance Pads	500.00	sf	\$6.00	\$3,000	
o Cross / Entrance Pans	480.00	sf	\$12.00	\$5,760	
o Drainage Pans	200.00	sf	\$7.50	\$1,500	
<b>Asphalt Paving</b>					
o Drive / Truck Circuation Areas : 8"	577.80	sy	\$32.00	\$18,490	4 spaces per 1000 sf ( 33 total)
o Car Parking Areas: 6 1/2"	706.20	sy	\$26.00	\$18,361	Area per Space incl : 350sf
o Pavement Markings	1,284.00	sy	\$0.85	\$1,091	
o Subgrade Prep - 12" Scarify	1,284.00	sy	\$2.50	\$3,210	
o Traffic Signage	6.00	ea	\$224.00	\$1,344	Stop, One Way , ADA, Do Not Enter etc.
<b>Landscaping &amp; Irrigation</b>					
o Area - 25% of Site	9,330.50	sf	\$1.75	\$16,328	
o Irrigation - 75% of Landscape Area	6,997.88	sf	\$3.50	\$24,493	
<b>Site Furnishings / Play Equipment</b>					
o Bike Racks	1.00	set	\$500.00	\$500	
o Benches	2.00	ea	\$1,000.00	\$2,000	
o Trash Receptacles	2.00	ea	\$750.00	\$1,500	
o Flag Poles	1.00	set	\$2,500.00	\$2,500	
<b>Layout &amp; Survey</b>					
o Building Corners / Gridlines	7,789.00	sf	\$0.65	\$5,063	
o Site Infrastructure / Grading	37,323.00	sf	\$0.11	\$4,180	
o Final Certifications / As Built's	1.00	ls	\$1,500.00	\$1,500	
<b>33 00 00 Utilities</b>					<b>\$74,450</b>
<b>Sanitary Sewer</b>					
o 4" PVC SDR 35	125.00	lf	\$48.00	\$6,000	
o Manholes	1.00	ea	\$2,250.00	\$2,250	
o Clean-Outs	2.00	ea	\$500.00	\$1,000	
<b>Domestic Water</b>					
o Street Tab	1.00	ea	\$3,850.00	\$3,850	Incl. Meter Pit / Curb Stop
o 1 1/2" Copper	125.00	lf	\$46.00	\$5,750	

**Fire Water**

o 6" Street Tab	1.00	ea	\$2,750.00	\$2,750
o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500
o Fire Hydrants	2.00	set	\$3,000.00	\$6,000
o 4" Fire Lane Stub to interior flange	1.00	ea	\$1,500.00	\$1,500

**Storm Drainage**

o Misc. RCP Piping	224.00	lf	\$50.00	\$11,200
o Inlet Structures	3.00	ea	\$3,000.00	\$9,000
o Manholes	2.00	ea	\$2,400.00	\$4,800
o Re / Detention Pond	4,800.00	sf	\$2.50	\$12,000

Inc. Water Quality Control

Traffic Control	5.00	day	\$650.00	\$3,250
Street Cut and Patch	240.00	sf	\$15.00	\$3,600

34 00 00 Transportation \$0

35 00 00 Waterway and Marine Construction \$0

36 00 00 Reserved \$0

**Process Equipment Group**

40 00 00 Process Integration \$0

41 00 00 Material Processing and Handling Equipment \$0

42 00 00 Process Gas and Liquid Handling, Purification Equipment \$0

43 00 00 Pollution Control Equipment \$0

44 00 00 Industry Specific Manufacturing Equipment \$0

45 00 00 Reserved \$0

48 00 00 Electrical Power Generation \$0

49 00 00 Reserved \$0

Subtotal (all groups) \$2,057,352

**Permit Fees & Insurances**

Plan Check Fees	0.00%	\$0	No cost permit
Building Permit Fees	0.00%	\$0	Non profit - exempt
Local / Municipal Use Taxes	0.00%	\$0	Non profit - exempt
General Liability Insurance	0.75%	\$18,086	
Builders Risk Insurance	0.27%	\$6,511	
Labor, Material and Performance Bonds	1.00%	\$24,114	

Subtotal Permits &amp; Insurances \$48,711

Overhead 2.00% \$42,121

Fee 2.50% \$52,652

Contingency / Cost Escallation 10.00% \$210,606

Project Total \$2,411,442

Imperial County Animal Shelter  
El Centro, California 92243

**Temporary Holding Shelter - NEW**



October 11, 2012		Quantity	Unit	Unit Cost	Subtotal	Group Totals	Notes / Others
Estimated Start Date		TBD					
Completion Date		TBD					
Calendar Days		48.00					
Weeks		6.86					
Months		1.58					
00 00 00 Procurement and Contracting Requirements							
o Building Footprint		240.00	sf				
o Site (TBD)		0.00	sf				
General Requirement Group						\$12,888	
01 00 00 General Requirements							
On Site General Supervision		6.86	wk	\$0.00	\$0		
On Site Supervision		6.86	wk	\$1,611.35	\$11,049		
On Site Project Manager / Principal		6.86	wk	\$0.00	\$0		
On Site Project Engineer		6.86	wk	\$0.00	\$0		
Material Handling		6.86	wk	\$0.00	\$0		
In-House Layout & Survey		6.86	wk	\$0.00	\$0		
Equipment							
Trucking / Transportation		1.58	mo	\$200.00	\$317		
Major Equipment / Hoisting		1.58	mo	\$0.00	\$0		
Small Tools		1.58	mo	\$0.00	\$0		
Rental Equipment		1.58	mo	\$0.00	\$0		
Clean-Up							
o Construction		240.00	sf	\$0.00	\$0		
o Dumpsters / Waste Management		240.00	sf	\$1.00	\$240		
o Final		240.00	sf	\$0.50	\$120		
Misc. Others							
o Job Site Signage		1.00	ls	\$0.00	\$0		
o Reproduction / Copying Costs		1.00	ls	\$0.00	\$0		
o Submittals / Close-out Procedures		1.00	ls	\$0.00	\$0		
o Jobsite Phone / Data Service		1.58	mo	\$204.00	\$323		
o Postage / Express Mail		1.58	mo	\$50.00	\$79		
o Temporary Protection		240.00	sf	\$0.00	\$0		
Temporary Facilities							
o Power / Water Consumption		1.58	mo	\$100.00	\$158		
o Portable Sanitary Facilities		1.58	mo	\$340.00	\$538		
o Safety & Jobsite Security		1.58	mo	\$40.00	\$63		
o Jobsite Fencing / Gates		0.00	lf	\$4.00	\$0		
o Office Trailer & Equipment		1.58	mo	\$0.00	\$0		
Facility Construction Group							
02 00 00 Existing Conditions						\$0	
03 00 00 Concrete						\$5,547	
Foundations							
o Spread Footings		4.62	cy	\$338.00	\$1,561		10" x 24" x Cont
o Gradebeams		7.11	cy	\$400.00	\$2,846		16" x 24"
Slabs							



	o 4" CIP Slab with WWF	240.00	sf	\$4.75	\$1,140	
<b>04 00 00</b>	<b>Masonry</b>					<b>\$8,838</b>
	<b>Perimeter Wall System</b>					
	o 8" Smooth CMU	612.00	sf	\$12.75	\$7,803	
	o Reinforcing @ 24" O.C.	0.65	ton	\$988.00	\$638	
	<b>Misc. Masonry</b>					
	o Water Repellent additive - Mortar	612.00	sf	\$0.20	\$122	
	o Water Repellent additive - CMU	612.00	sf	\$0.45	\$275	
<b>05 00 00</b>	<b>Metals</b>					<b>\$0</b>
<b>06 00 00</b>	<b>Wood, Plastics and Composites</b>					<b>\$7,012</b>
	<b>Rough Carpentry / Framing</b>					
	o Roof Framing / Overhang	352.00	sf	\$15.00	\$5,280	
	o Sheathing	352.00	sf	\$2.25	\$792	
	o Soffit Sheathing	112.00	sf	\$5.00	\$560	
	o Edge Trim	76.00	lf	\$5.00	\$380	
<b>07 00 00</b>	<b>Thermal and Moisture Protection</b>					<b>\$4,010</b>
	<b>Thermal Insulation</b>					
	o R-30 Roof Insulation	240.00	sf	\$1.25	\$300	
	<b>Sloped Roof - Allowance</b>					
	o Ice & Water Shield	352.00	sf	\$1.30	\$458	40 mil
	o Standing Seam Metal Panel	352.00	sf	\$8.00	\$2,816	26 gage
	<b>Sealing &amp; Caulking</b>					
	o Building	240.00	sf	\$1.25	\$300	
	o SOG Expansion Joints	43.20	lf	\$1.50	\$65	
	o SOG Sawcut Joints	64.00	lf	\$1.12	\$72	
<b>08 00 00</b>	<b>Openings</b>					<b>\$2,000</b>
	<b>Doors</b>					
	o Barn Doors / Side Panel Sliding Doors	2.00	set	\$1,000.00	\$2,000	with interior Swing Doors
<b>09 00 00</b>	<b>Finishes</b>					<b>\$2,201</b>
	<b>Floor Coverings</b>					
	o Clear Epoxy Floor Sealer	240.00	sf	\$2.00	\$480	
	<b>Painting &amp; Wall Coverings</b>					
	Barn Doors	2.00	set	\$80.00	\$160	
	High Performance Coatings - All CMU	612.00	sf	\$1.35	\$826	CMU
	Water Repellent / Anti Graffiti Coatings	612.00	sf	\$1.20	\$734	Exposed - Exterior CMU
<b>10 00 00</b>	<b>Specialties</b>					<b>\$4,170</b>
	<b>Signage</b>					
	o Kennel	1.00	ls	\$150.00	\$150	
	<b>Fencing</b>					
	o Chain Link - Vinyl Coated	34.00	lf	\$30.00	\$1,020	
	o Ceilings	90.00	sf	\$10.00	\$900	
	o Gates	3.00	ea	\$450.00	\$1,350	
	o Free Standing Cage	1.00	ea	\$750.00	\$750	
<b>11 00 00</b>	<b>Equipment</b>					<b>\$0</b>
<b>12 00 00</b>	<b>Furnishings</b>					<b>\$0</b>
<b>13 00 00</b>	<b>Special Construction</b>					<b>\$0</b>
<b>14 00 00</b>	<b>Conveying Equipment</b>					<b>\$0</b>
<b>15 00 00</b>	<b>Reserved</b>					<b>\$0</b>

#### Facility Services Group

<b>20 00 00</b>	<b>Reserved</b>					<b>\$0</b>
<b>21 00 00</b>	<b>Fire Suppression</b>					<b>\$0</b>
<b>22 00 00</b>	<b>Plumbing</b>					<b>\$8,290</b>

<b>Water Supply</b>					
o Water Entry / BFP	1.00	set	\$1,850.00	\$1,850	
o Water Piping to Sink	8.00	lf	\$42.00	\$336	
o Sewer / Vent Piping	8.00	lf	\$36.00	\$288	
<b>Wet Wall System (Evap Wall - Farmtek)</b>					
o Size: 15.0 x 4.0	1.00	ls	\$1,265.00	\$1,265	
o Shipping to El Centro CA	1.00	ls	\$174.00	\$174	
o Installation	8.00	hrs	\$40.00	\$320	
o Water Supply	6.00	lf	\$42.00	\$252	
o Drain System	6.00	lf	\$36.00	\$216	
o Power Supply	1.00	ls	\$380.00	\$380	
<b>Others</b>					
o Janitors Closets / Mop-Sinks	1.00	ea	\$385.00	\$385	
<b>Floor Drainage Systems</b>					
o Floor Drains	4.00	ea	\$275.00	\$1,100	
o Piping	32.00	lf	\$30.00	\$960	
<b>Water, Gas Piping</b>					
o Gas Piping to Equipment	12.00	lf	\$22.00	\$264	
o Radiant Heaters	1.00	ea	\$500.00	\$500	
<b>23 00 00 Heating, Ventilation and Air Conditioning ( HVAC )</b>					<b>\$2,400</b>
<b>Equipment</b>					
o EF	3.00	ea	\$800.00	\$2,400	
<b>25 00 00 Integrated Automation</b>					<b>\$0</b>
<b>26 00 00 Electrical</b>					<b>\$7,190</b>
<b>Building Electrical</b>					
<b>Main Power</b>					
o MDC	40.00	amp	\$28.00	\$1,120	
o Secondary Service to MDC	50.00	lf	\$45.00	\$2,250	
o Sub-Distribution	240.00	sf	\$3.50	\$840	
o Grounding	1.00	ls	\$500.00	\$500	
o Mechanical Connections	240.00	sf	\$2.00	\$480	
<b>Lighting</b>					
o Kennel	4.00	ea	\$250.00	\$1,000	
o Building Perimeter	2.00	ea	\$500.00	\$1,000	Wall Packs / Lights
<b>27 00 00 Communications</b>					<b>\$0</b>
<b>28 00 00 Electrical Safety and Security</b>					<b>\$3,500</b>
o Video Surveillance / Cameras	2.00	ea	\$1,750.00	\$3,500	
<b>29 00 00 Reserved</b>					<b>\$0</b>

#### Site and Infrastructure Group

<b>31 00 00 Earthwork</b>					<b>\$4,020</b>
<b>Grading</b>					
o Clear & Grub Site	300.00	sf	\$0.50	\$150	
o Rough Grading / Embankment	13.89	cy	\$12.00	\$167	Balanced Site / Flat
o Site Fine Grading	300.00	sf	\$1.00	\$300	
<b>Excavation &amp; Backfill</b>					
o Structural Excavating & Backfill	64.00	cy	\$22.00	\$1,408	
<b>Subgrade Preparation</b>					
o Footings	47.79	cy	\$24.00	\$1,147	36" Imported Select Fill
o Slab on Grade	24.89	cy	\$24.00	\$597	36" Imported Select Fill
o Site Paving	24.89	cy	\$5.25	\$131	24" Onsite Material
<b>Erosion Control</b>					
o SWMP / BMP's	4.00	hrs	\$30.00	\$120	
<b>32 00 00 Exterior Improvements</b>					<b>\$780</b>
<b>Landscaping &amp; Irrigation</b>					
o Misc. Perimeter Repair	400.00	sf	\$1.50	\$600	
<b>Layout &amp; Survey</b>					

	o Building Corners / Gridlines	240.00	sf	\$0.75	\$180		
<b>33 00 00</b>	<b>Utilities</b>					<b>\$6,150</b>	
	<b>Sanitary Sewer</b>						Tie-In TBD
	o 4" PVC SDR 35	50.00	lf	\$48.00	\$2,400		
	o Clean-Outs	1.00	ea	\$500.00	\$500		
	<b>Domestic Water</b>						
	o Tap	1.00	ea	\$1,500.00	\$1,500		
	o 1" Copper / PVC	50.00	lf	\$35.00	\$1,750		
<b>34 00 00</b>	<b>Transportation</b>					<b>\$0</b>	
<b>35 00 00</b>	<b>Waterway and Marine Construction</b>					<b>\$0</b>	
<b>36 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

#### Process Equipment Group

<b>40 00 00</b>	<b>Process Integration</b>					<b>\$0</b>	
<b>41 00 00</b>	<b>Material Processing and Handling Equipment</b>					<b>\$0</b>	
<b>42 00 00</b>	<b>Process Gas and Liquid Handling, Purification Equipment</b>					<b>\$0</b>	
<b>43 00 00</b>	<b>Pollution Control Equipment</b>					<b>\$0</b>	
<b>44 00 00</b>	<b>Industry Specific Manufacturing Equipment</b>					<b>\$0</b>	
<b>45 00 00</b>	<b>Reserved</b>					<b>\$0</b>	
<b>48 00 00</b>	<b>Electrical Power Generation</b>					<b>\$0</b>	
<b>49 00 00</b>	<b>Reserved</b>					<b>\$0</b>	

<b>Subtotal (all groups)</b>	<b>\$78,996</b>
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<b>Permit Fees &amp; Insurances</b>					
Plan Check Fees	0.00%	\$0		No cost permit	
Building Permit Fees	0.00%	\$0		Non profit - exempt	
Local / Municipal Use Taxes	0.00%	\$0		Non profit - exempt	
General Liability Insurance	0.75%	\$663			
Builders Risk Insurance	0.27%	\$239			
Labor, Material and Performance Bonds	1.00%	\$885			

<b>Subtotal Permits &amp; Insurances</b>	<b>\$1,787</b>
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<b>Overhead</b>	2.00%	<b>\$1,616</b>
<b>Fee</b>	2.50%	<b>\$2,020</b>
<b>Contingency / Cost Escallation</b>	5.00%	<b>\$4,039</b>

<b>Project Total</b>	<b>\$88,457</b>
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# Project Timeline



## Project Timeline

### Recommendation

Below are two proposed time outlines for the All-In and the Imperial County Only Programs. The wildcard is a ballot initiative and voter approval, which relies on creating a strong community advocacy group and other factors that cannot be controlled. Theoretically, because there are fewer tasks involved, the Imperial County program should take less time to implement, but this depends upon the timing with the ballot issues.

#### All-In Program

Activity	2012	2013	2014	2015	2016	2017	2018
Agree on Scope of Project							
Build Community Advocacy Group							
Consolidate Animal Control Ordinances and Pet Licensing Laws							
Select a Project Site							
Implement Agreement for Centralized Animal Control							
Implement Cost-Sharing Agreement for Regional Animal Shelter							
Design and Build Temporary Animal Holding Stations							
Ballot Initiatives and Voter Approval*							
Design and Construction of the Animal Shelter							

#### Imperial County Only Program

Activity	2012	2013	2014	2015	2016	2017	2018
Agree on Scope of Project							
Build Community Advocacy Group							
Select a Project Site							
Design and Build Temporary Animal Holding Stations							
Ballot Initiatives and Voter Approval*							
Design and Construction of the Animal Shelter							

# Phased Programs

## Phased Programs

### Recommendation

After the animal shelter and control services are established, we would recommend a second phase plan for developing a spay and neuter program.

## Methodology

The source of the information in the paragraphs below is from the book *Replacing Myth with Math: Using Evidence-Based Programs to Eradicate Shelter Overpopulation*, by Peter Marsh, which studies animal overpopulation trends primarily in the State of California. The book is available for download at [www.shelteroverpopulation.org](http://www.shelteroverpopulation.org).

For background, it is important to understand the case for spaying and neutering pets:

- There has been a dramatic drop in euthanasia of animals in shelters in the last 30 years. In the 1970's, 115.0 pets per thousand people were euthanized. In 2007, the number has dropped to 13.8 pets per thousand people.
- There is a direct correlation between the reduction of euthanasia and the reduction in animal intakes in shelters.
- Communities with low pet sterilization rates have high shelter intake rates.
- Shelters that sterilize intact pets prior to adoption have lower future intake rates.
- Sexually intact animals cause a disproportionate number of injuries, are more likely to be relinquished, are more likely to be free roaming, and cost an agency more money once admitted to the shelter.

There are several methods by which an animal care and control agency can increase pet sterilization rates in a community:

- Sterilization at the shelter. Studies have shown that less than half of adopting owners will use a spay/neuter voucher. Therefore, it is much more effective for pets to be sterilized by the agency prior to leaving the shelter.
- Differential licensing fees. Many groups choose to charge more for unneutered pets than their sterilized counterparts. Those that do typically see a 12.3 percent reduction in the number of animals that enter the shelter over a five-year period.
- Low income neutering assistance programs. These programs can be very effective in reducing the number of pets that enter the shelter, which helps justify the cost of such a program. In a study in New Hampshire from 1988 to 2000, a targeted low-income program resulted in shelter intakes decreasing by a third during the first six years. **Remarkably during that same time period, impoundment expenses dropped by \$3.2 million, but only \$1 million was spent on the sterilization subsidy program.**

A Spay and Neuter program is required to curb and reverse the animal overpopulation trends in Imperial County. In the case of Imperial County, we would recommend at minimum that a veterinary clinic be developed to assist in sterilizing animals prior to leaving the shelter and that this clinic be used for a spay-neuter subsidy program.

While the program will cost money to get up and running, in the long run the money will be recouped in reduced animal shelter intakes and in lowered expenses.

There are three ways that the county could implement the spay/neuter programs:

- Build an addition to the regional animal shelter that houses a veterinary clinic.
- Purchase a spay/neuter vehicle.
- Develop a program using local veterinary facilities.

An addition to the building will not be the best use of resources, because of the additional capital costs and the lack of flexibility that it would afford.

A mobile vehicle will cost at least \$100,000, and the cost to operate it will be \$300,000 per year. (Source: Maddie's Fund resource library.) The benefit of a vehicle is that it could be taken to the people, which could be very effective given the dispersed populations.

Maddie's Fund goes on to suggest that for the money it costs to purchase and run a mobile vehicle, it may be more effective to develop a formal program with local veterinarians using a shuttle service. Some of the money saved could also be used for advertisement and public education.

Given the relatively small numbers of animals in Imperial County (compared to some very large agencies that use vehicles), we believe a program could be developed in collaboration with local veterinarians for less money than it would take to purchase and operate a vehicle.



# Supplementary Programs

## Supplementary Programs

### **Recommendation**

To develop a long-term plan for the development of the programs described in this section.

Pet Licensing should be implemented and Animal Transfer programs should be improved during this initial phase of developing and building the animal shelter.

We understand that the county does not have the resources to implement a spay/neuter program at the moment, but we strongly encourage a long-term plan that will include the development of this program as well as trap/neuter/return and animal behavior programs.

An analysis of a future spay/neuter program is described in the Phased Programs section of this report.

## Strategies for Reducing Shelter Intakes and Euthanasia

A new facility of adequate size with amenities is a critical piece of what the county needs to do to meet its obligations to its citizens and to help achieve its lifesaving goals. But it is important to note that this critical step is a first step only. The county must also allocate enough funding to operate the facility at maximum capacity and must build a team of experienced, highly-trained animal care and control professionals to lead the effort and use the facility and community-based programs to get the highest return on its investment. The return will come in the form of lower euthanasia rates and more lives saved. In general, Imperial County's Animal Care and Control services will become a key component in enhancing the quality of life for both citizens and the animals of the county.

Ultimately the most cost-effective solution to promoting responsible pet ownership will require a comprehensive program of outreach, education, training, sterilization, legislation and enforcement.

The animal shelter facility should be designed to support all of those programs. The shelter will be the cornerstone of the animal care and control program and should be the animal resource center for the community. Ultimately, the shelter should be a Community Center – a place that functions as a point of connection between Imperial County Animal Care and Control and the community it serves. A more user-friendly center will attract visitors and will act as an educational resource in addition to an animal care facility.

While animal shelters can be a wonderful source for pet adoption, statistically only about 27 percent of adopters acquire their pets from shelters. The lingering perception that shelters are “sad” places where animals are killed, combined with the concern about the relative quality of animals available from shelters, discourages people from seeing shelters as a source for a new companion animal. A new, attractive, highly-functional and user-friendly facility will help the county break down those perceptions.

While the majority of pet owners get information on animal care, training, and behavior from veterinarians, some studies have suggested that approximately 20 percent of pet owners never visit a veterinarian. The animal shelter can play a vital role in providing accurate information to pet owners and in supporting their relationships with their pets both in good times and when challenges arise.

Educational opportunities should abound in an animal shelter facility. Interactive exhibits, shelter tours, and formal education programs both in the shelter and out in the community can greatly enhance the ability of the animal care and control department to reinforce the human-animal bond and the level and quality of care afforded companion animals.

One of the best ways to manage the shelter population and prevent overcrowding is to keep animals from being abandoned and relinquished in the first place. Effective licensing programs can help keep animals out of the shelter or return them to their owners as quickly as possible. Behavior hotlines and behavior training classes can provide the resources to keep animals with behavioral issues in their homes. Providing the in-house facilities to ensure that all adopted animals have been spayed or neutered will guarantee the compliance that deposit and voucher programs cannot match.

The following section of this report explores the various prevention strategies in greater detail.

## **Pet Licensing**

Mandatory licensing/registration of pets is just one of the crucial elements of a community animal care and control program. Licensing, if promoted to citizens as a tool for protecting pets rather than as another “tax”, helps pet owners better understand the value and importance of licensing and serves to enhance compliance with the community’s licensing requirement. The impact of pet licensing, while difficult to project, can be quite profound for both the animal care and control agency and for the community it serves. Licensing provides many functions within the community including:

- Increasing the number of lost pets recovered and returned to their owners.
- An information tool for helping the community gauge the number of animals within its jurisdiction.
- When tied to rabies vaccination requirements, licensing can improve compliance.

- The sale of licenses provides revenue and also insures that pet owners are bearing a portion of the cost for animal care and control.
- An increase in the number of pets which are spayed or neutered when a differential fee is part of the licensing requirement.

In many communities, licensing and the implantation of microchips as a permanent form of identification have also been linked.

The following is a discussion of the benefits of a pet licensing program:

#### Return to Owner Rates:

Effective licensing programs require that animals wear collars and identification tags at all times. Stray animals with valid license/identification tags can, in some cases, be returned to their owners by animal control officers rather than being impounded and transported to animal control facilities. Not only does this reduce the workload for an animal care and control program, but it gives animal control officers an opportunity to educate pet owners on the importance of proper restraint of pets. Such proactive service also enhances the image and reputation of the animal care and control program. Rather than being seen as enforcers, animal control personnel can be seen as public servants providing a lifesaving service. And, most importantly, animals are far less likely to be euthanized because their owners cannot be identified. Pet licensing is a lifesaving component of an animal care and control program.

#### Licensing as a Statistical Tool:

Mandatory licensing makes the collection of data regarding pet ownership within a community far more systematic. A community with a clear understanding of the number of animals within its jurisdiction can better allocate resources to their animal care and control department.

#### Increase in Rabies Vaccination Compliance:

In most communities, proof of rabies vaccination is required prior to the issuance of a license tag. Therefore, the pet licensing requirement will also increase compliance with rabies vaccination requirements. Rabies, while not as prevalent as in the past, is still a very real threat to communities across the United States. In 2010, 48 U.S. states reported confirmed cases of rabies to the CDC.

#### Licensing as a Source of Revenue:

A community's licensing requirement can provide a substantial amount of revenue to offset the cost of animal care and control. In most communities the percentage of licenses sold relative to the number of pets owned is extraordinarily low. There are various techniques that can be employed to increase licensing compliance. A community may issue renewal notices via mail or via the internet. In some instances, communities contract with outside agencies to solicit the sale of licenses via direct mail programs.



#### Increase in Spay/Neuter of Companion Animals:

Many communities charge a significantly higher fee to license/register a pet that has not been surgically sterilized. Studies have shown that intact dogs and cats (and their offspring) are more likely to enter the animal control system through indiscriminate breeding, roaming, aggressive behavior or bites, or involvement with property damage. Providing pet owners with a financial incentive, such as a reduced license fee for spayed or neutered pets, can improve compliance with this important measure. The increased fee might also include a discount voucher for spay/neuter services as a further incentive to pet owners.

#### **Low-Cost or No-Cost Spay/Neuter Programs**

Many of the animals relinquished to shelters or abandoned in communities are the result of uncontrolled breeding. The resulting unwanted litters of puppies and kittens represent a significant percentage of overall intakes at most animal sheltering facilities. Even those animals that do not end up in the care of the shelter have an impact on euthanasia as they displace shelter pets from finding good homes. There is a finite number of adopters in any community; no community ever “adopted its way out” of the pet overpopulation crisis. The key is to reduce the unwanted pet population at its source.

Offering low-cost, readily available spay/neuter services to pet owners on a communitywide basis, offering referral to services provided by other entities within the community, and educating the community on the need to have its pets surgically sterilized will be necessary to achieve the goal of reducing the county’s euthanasia rate.

More discussion of this strategy as it applies to Imperial County is covered in the Phased Programs section of this report.

#### **Trap/Neuter/Return (TNR)**

There is a general agreement among leaders in the animal welfare community that cat overpopulation is going to be the dominant issue in the not-too-distant future.

Trap/Neuter/Return (TNR) has proven to be a more effective strategy than trapping and euthanasia in reducing cat overpopulation.

TNR is a process whereby feral cats are trapped, neutered and then returned to a controlled and managed “colony”. Caretakers provide colonies with regular food and shelter. Young kittens who can still be socialized, as well as friendly adults, are placed in foster care and eventually adopted out to good homes.

TNR works to stabilize colonies by eliminating new litters. After being returned to their colonies, cats guard their territory, preventing unneutered cats from moving in and thus stopping the cycle of overpopulation.

A study written by Kathy L. Hughes and Margaret R. Slater of the College of Veterinary Medicine at Texas A&M University and Linda Haller of the Hawaiian Humane Society, focused on the feral cat sterilization program that Haller oversaw when she managed Orange County Animal Services in Orlando (*Journal of Applied Animal Welfare Science*, Vol. 5, No. 4, 2002).

A volunteer group trapped the cats and brought them to the county to be spayed or neutered, eartipped, and vaccinated against rhinotracheitis, calicivirus, panleukopenia, and rabies.

“High-risk males” or cats that appeared ill were tested for feline leukemia virus and feline immunodeficiency virus infections and, if positive, were euthanized. Kittens were not returned to the colonies but were socialized and, if possible, put up for adoption. Those who appeared to be at least seven weeks old were neutered or spayed.

From fiscal years 1990 to 2001, the period during which data was collected, the county sterilized 37,182 cats including 7,903 ferals.

The number of cat impoundments remained stable during the study period despite an increase of 32 percent in the human population. Although intake rates did not decrease as expected, the authors note, “This may reflect in part a change in the county code of September 1995, in which a renewed emphasis was placed on enforcement”.

The adoption rate during that period reached 12 percent, twice as high as it had been during the six years before the trapping program began. The number of impounded cats euthanized decreased by 18 percent from fiscal year 1996 to fiscal year 2001. Feral cats that had already been spayed or neutered did not factor into impoundment statistics.

The frequency of cat-related complaints also fell – by 25 percent between the mid-90s and 2001. The county’s policy of requiring relocation of colonies deemed a “nuisance” may have contributed to this decline, though the need for relocation was rare. Public awareness also may have increased during those years because of educational outreach on the part of volunteers and rescue groups.

Reducing the financial cost of addressing feral cat issues was a goal of the program from the beginning, with county officials surmising that a neuter-release program would be less expensive and less labor-intensive than impoundments. They appeared to be right. Spaying and neutering the feral cats totaled \$442,568 according to the study, substantially less than the estimated \$1.1 million it would have cost to impound and euthanize the cats.

While the authors acknowledge that “separating out the effects of a single program may be impossible,” they stress that no negative consequences were recorded for the sterilization program.

Additional information on TNR programs is available through Neighborhood Cats ([www.neighborhoodcats.org](http://www.neighborhoodcats.org)). Neighborhood Cats has helped shelters set up cooperative programs, such as the Feral Cat Spay/Neuter Project ([www.feralcatproject.org](http://www.feralcatproject.org)) which is located in Washington State.

### **Animal Behavior Programs**

Providing a repository for unwanted animals has been the cornerstone of animal care and control programs for decades. However, in many communities, proactive programs have been developed and implemented for the purpose of providing support to pet owners at risk of relinquishing their animal companions due to behavior problems. Animal care and control agencies and private humane organizations are offering behavior counseling in the form of telephone helplines, web-based advice, hands-on evaluation and counseling, and a variety of obedience training courses. These programs are designed to help preserve the human-animal bond and keep pets and their guardians together.

### **Animal Transfer Programs**

One of the most important developing trends in animal welfare is animal transfer programs. In some areas of the country, there are many shelters that are no longer receiving enough animals to satisfy the demand for adoptable animals. These shelters can accept animals from other shelters that have fewer resources and more animals. Working together through animal transfer programs, communities can save the lives of healthy and adoptable animals.

Imperial County already transfers some of its animals to other communities. In order to develop a more formalized program, we have included guidelines from the National Federation of Humane Societies (NFHS):

- Public health and safety must be the primary concern.
- All transfer agencies must be registered 501(c)(3) agencies or be a municipal agency.
- All participants must be committed to abiding by all local, state and federal regulations.
- Humane standards of care must be afforded to every animal being transported.

Within this larger framework, the NFHS has developed more detailed guidelines that outline:

- The roles and responsibilities of the source and destination shelters.
- The responsibilities of source shelters to abide by the laws and regulations as they relate to the transfer of animals across state lines.
- The responsibilities of the staff members who coordinate the transport.
- Methods for ensuring that the animal is healthy prior to transport.
- Guidelines for ensuring the safe and humane transport of animals in transport vehicles.

Purchasing and maintaining the correct equipment is essential for a successful animal transport program. Transport vehicles must be designed to safely transport animals, must be climate controlled, and must be properly sanitized between transfers.



# Conclusion

## Conclusion

### Funding Comparisons

Animal Arts has determined that the funds identified in this report are necessary to build an effective and efficient animal care and control program in Imperial County. This said, the agencies involved may still face questions as to whether the funds allocated are reasonable.

In order to determine how this project might compare to projects tackled by other communities, we have provided the following chart that compares the building costs of the Imperial County All-In Program to programs developed by other communities. The cost that we have tracked is the projected hard cost of the shelter as well as the temporary holding facilities, including cost escalations. The other example shelters track the same costs.

Description	size	animals	people	cost	cost/s.f.	cost/animal	cost/person
Municipal-West	36,000	10,984	600,000	10,500,000	292	956	18
Municipal-East	53,000	13,585	1,100,000	15,700,000	296	1,156	14
Municipal-South	24,000	4,561	133,000	7,400,000	308	1,622	56
Non-Profit-North	38,104	7,252	909,800	9,700,000	255	1,338	11
Non-Profit-South	35,000	8,315	186,880	9,250,000	264	1,112	49
Average	37,221	8,939	585,936	10,510,000	283	1,237	30
<b>All-In Program</b>	<b>13,976</b>	<b>6,808</b>	<b>174,244</b>	<b>3,536,157</b>	<b>253</b>	<b>519</b>	<b>20</b>

The comparison indicates that the recommended program is:

- A responsible use of financial resources.
- Streamlined to focus on serving the greatest number of animals.
- Less expensive on average than projects tackled by other communities.

Given that animal populations are much higher in Imperial County than in many other communities, we believe that the project costs are reasonable and defensible.

### Building on Success

It is easy to focus on the overwhelming challenges that are faced by animal care and control agencies in Imperial County.

We would like to take a moment to highlight a couple of positive trends that we discovered when conducting the needs assessment.

#### High Return to Owner Rates:

Because the animal control staff members are serving small communities, they often know where the animals come from and to whom they belong. The officers focus on notifying owners and on working with people to keep pets at home and out of the shelter. This one-on-one relationship between animal control staff and citizens is beneficial and positive. Imperial County should strive to maintain a staff of officers who are familiar with the smaller communities in order to prevent animals from unnecessarily entering the sheltering system.

#### Community Advocacy:

Like many regions, Imperial Valley has a number of active individuals, rescue groups, and community organizations that assist with caring for homeless animals by offering money and services, helping with veterinary care, and placing of animals in homes. If Imperial County works to build support from these advocates, they will be more successful in garnering support for a regional animal shelter.

To that end, we propose that the first step in this project is to involve the participation of the communities so they are invested in a larger cause of improving animal welfare in Imperial County.

### **Conclusion**

In this report, we have focused on a series of solutions that need to be implemented in order to overcome the challenges that face animal control and sheltering in Imperial County. Conquering these challenges takes a multifaceted approach. Even after implementing the recommendations contained in this report, it will be years before trends reverse and animal intakes drop.

Fortunately, it has been demonstrated in communities around the country that with time and the right programs in place, it is possible to reduce and even eliminate animal overpopulation. This project is an investment in the future of Imperial County.

# Study Participants

## Study Participants

### List of People Interviewed During Site Visits

Ramiro Barajas	City of Westmorland Public Works	Ramiro.barajas@ymail.com
Maria Elena Birdsall	City of El Centro Police Dept.	mbirdhall@edpd.org
Dee Forbey	Man's Best Friend Animal Rescue	
Matt Hughes	City of Holtville Public Works	mhughes@holtville.ca.gov
Jeff Lamoure	Imperial County Health Dept.	jefflamoure@co.imperial.ca.us
Charlene Marriner	Imperial Valley Humane Society	
Refugio Martinez	City of Brawley Public Works	
Armando Medrano	Imperial County Health Dept.	armandomrdrano@co.imperial.ca.us
Alexander Meyerhoff	City Manager of Holtville	ameyerhoff@holtville.ca.gov
Beatrice Palacio	Imperial County Health Dept.	beatricepalacio@imperialcounty.net
Edgar Self	City of Imperial Public Works	eself@cityofimperial.org
Lt. Jesus Serrano	City of Calexico Police Department	police@calexico.ca.gov
Max Zinn	City of El Centro Animal Control	mzinn@ecpd.org

### Needs Assessment Workshop Attendees

Marlene Best	Imperial City Manager	mbest@cityofimperial.org
Fred Beltran	Westmorland Chief of Police	fbeltran@yahoo.com
Maria Elena Birdsall	El Centro Police Dept.	mbirdhall@edpd.org
Ruben Duran	El Centro City Manager	rduran@cityofelcentro.org
Larry Gates	Animal Arts	larry@animalarts.biz
Terry Hagen	El Centro Public Works	thagen@cityofelcentro.org
Robin Hodgkin	Imperial County Health Dept.	robinhodgkin@co.imperial.ca.us
Ryan Kelly	City of Brawley Council Member	
Jeff Lamoure	Imperial County Health Dept.	jefflamoure@co.imperial.ca.us
Heather Lewis	Animal Arts	heather@animalarts.biz
Veronica Leon	City of Brawley	vleon@brawley-ca.gov
Charlene Marriner	Imperial Valley Humane Society	
Alexander Meyerhoff	City Manager of Holtville	ameyerhoff@holtville.ca.gov
Miguel Miranda	City of Brawley Council Member	
Rosanna Moore	City Manager of Brawley	rbmoore@brawley-ca.gov
Oscar Rodriguez	City Manager of Calexico	orodriguez@calexico.gov
Jim Tedford	PetSafe	jtedford@petsafe.net
Sally Traylor	City Clerk of Westmorland	westcityusa@roadrunner.com



# Industry References and Standards

## Industry References and Standards

### **Sources for the standards and guidelines referenced in this report:**

American Society for the Prevention of Cruelty to Animals  
[www.aspcapro.org](http://www.aspcapro.org)

Guidelines for Standard of Care in Animal Shelters  
[www.sheltermedicine.org](http://www.sheltermedicine.org)

Humane Society of the United States  
[www.hsus.org](http://www.hsus.org)

Maddie's Fund  
[www.maddiesfund.org](http://www.maddiesfund.org)

National Animal Control Association  
[www.nacanet.org](http://www.nacanet.org)

National Federation of Humane Societies  
[www.humanefederation.org](http://www.humanefederation.org)

Shelter Overpopulation Solutions  
[www.shelteroverpopulation.org](http://www.shelteroverpopulation.org)

Society of Animal Welfare Administrators  
[www.sawa.org](http://www.sawa.org)

# Best Practices for Animal Shelter Design

## Best Practices for Animal Shelter Design

### **The Big Picture: Creating Quality Environments for Animals**

The mission of any animal shelter should include promoting quality environments for animals. The quality of the “built environment” can positively affect the outcomes of animals in shelters. This in turn helps animal sheltering organizations meet their long term objectives in a shorter period of time.

Today’s progressive animal shelters have moved beyond caging and runs that focus solely on ease of cleaning, to the creation of enclosures that consider the psychological and behavioral health of the animals.

Adoption would be much easier if animals were well-behaved and socialized. By minimizing stress, reducing boredom, and encouraging opportunities for social interaction, the animals in a shelter environment will behave more naturally, and it will be easier to judge their ability to adapt to a new home.

### **Animal Housing Needs**

On the most basic level, animals need a safe, secure, and physically healthful environment. Many existing shelters have been successful in meeting these needs, but in future generations of shelters, the emphasis will shift to providing housing that is psychologically healthy, reinforces positive behavior, and provides for a balance of social interaction and a secure environment.

Specific goals are:

- Provide the best possible health and care for all the animals within the facility.
- Provide a disease-free environment.
- Provide safer animal housing to minimize injuries to animals.
- Provide appropriate exercise areas.
- Reduce the incidence of animals developing "kennel shock" during long-term holding and housing while waiting for adoption.
- Increase the number of adoptions and eliminate euthanasia of animals.
- Streamline the adoption process, including traffic flow and data/information systems.
- House and display the animals in a manner and environment which is more conducive to creating a positive client experience.
- Provide a facility that encourages client/animal interaction in a controlled manner.
- Create a more pleasant environment for the public, animals, and staff.
- Control noise and odor.
- Provide spaces for potential adopters to interact with animals.
- Provide a safe and secure environment for animals and staff.
- Receive and control animals in a safe and secure environment.
- Minimize unnecessary handling of animals.

- Provide housing that minimizes stress for the animals.

## **Canine Environments**

Although it is impossible to overestimate the damage a bored, stressed, uncomfortable dog can do to its enclosure, some shelters are finding that programs involving training, exercise, and social interaction help to minimize the need for “bullet-proof” habitats. Better environments will minimize kennel shock and encourage good behavior; studies show that traditional cages and runs are extremely stressful and promote undesirable behavior, such as barking, lunging at gates, and soiling the enclosures. From a design perspective, this means an evolution from traditional kennel construction to a variety of environmentally-enriched housing units, such as featured rooms.

### **Featured Animal Rooms**

Ideally, a well-funded facility that can provide homelike animal housing is more pleasant to visit, and ultimately will better market the animals. Shelters that have built featured animal rooms have found that the animals are calmer, less destructive or aggressive, quieter, and less likely to soil their environments. If the animal is to be conditioned not to soil his home, then he must have an outdoor space that he can use appropriately.

Shelters that have featured animal rooms often have a higher adoption rate, and a lower return rate, because the public can more naturally interact with the pet during the adoption process, and because the animal is already conditioned to the home environment where it ultimately will be placed.

### **Environmental Enrichment for Dogs**

Human contact can significantly reduce a dog’s level of stress. Shelter design should encourage bonding through play, exercise, and obedience training work. Studies have further emphasized the value of this human bond by showing that dogs have little inclination to exercise when released alone in a play area unless humans are present. Semi-social dogs that need to be housed individually can still benefit from the exercise and stimulation of exercise with others.

To take advantage of dogs’ naturally occurring peaks of activity at dawn and dusk, an easily-accessible and spacious area should be provided for vigorous exercise. This space can also be used for interaction between animals and training with staff.

The dogs’ environment should have some complexity and variety. Both the size and the shape of a space are significant. Most dog kennels are long and narrow, which can promote stress and aggression. Animal behaviorists note that narrow hallways and doorways in shelters are the most common area for an attack. Narrow kennels also inhibit the play behavior of adult dogs, depriving them of the space to jump, bow, or play.



## **Feline Environments**

Stress has a significant effect on the health of cats in shelters. UC Davis has documented that severe stress leads directly to illness and can significantly increase the cost and effort required to care for them.

While many cats show fewer signs of stress if they are housed individually, domestic cats are generally social animals that can benefit from being housed together. Because they do vary significantly in their desire to be social when housed together, a range of hiding and private resting places should be provided in colonies so cats can choose to interact with other cats or remain alone. Visual barriers, such as panels, can serve to divide the space and allow cats to hide from each other or from people. Providing play areas helps alleviate boredom and provides additional private space.

While studies have indicated that the quantity of space is more critical for cats that are group housed, individual enclosures should also have enough room for cats to move around and stretch fully in the vertical dimension. Perhaps even more important is the quality of their space. Elevated platforms or shelves at different heights allow them to exercise or perch for observation, as do wide windowsills which provide views and natural light.

If at all possible, cat enclosures should be located on outside walls. Ropes, climbing “trees”, and raised walkways add interest and extend the space vertically, while miscellaneous furniture, objects, and toys can provide for their natural curiosity and desire to play/hunt. The areas should be flexible, utilizing hinged shelves and movable furniture, because even small rearrangements will renew space exploration and promote activity. The basic instinct to scratch, which not only sharpens the claws but also allows for stress-relief, can be satisfied with the provision of ropes, scratching posts, or pads.

## **Practical Animal Holding Needs**

Your shelter will need to securely house animals in separate and remote animal-housing modules. Animals need to be sorted by species, by isolation for the control of contagious diseases, by the level of medical care required, and by the need for security. The number of animals in an individual room also needs to be minimized. A listing of various types of additional animal holding, along with a brief discussion of the functional requirements follows:

- Evaluation/Processing - This is a temporary holding, exam, and data entry area for animal intake. This area needs runs and caging for animals as they are received, a triage exam table, a microchip scanner, photographic documentation equipment, and a data entry area for the staff and officers.

- Quarantine - This is a holding ward that is used for quarantining an animal before it is placed in the general population. Most shelters do not have a space specifically devoted to this type of holding, but it can be useful to have at least a small area reserved for this. For large shelters that receive a lot of transfers from other shelters, this can be a very critical part of how an animal is processed through the facility.
- Isolation - This is a small ward for the isolation of animals with contagious diseases. This might include a ward for feline leukemia, kennel cough, or parvovirus. Ideally, these isolation wards should be located in a remote corner of the facility away from traffic. They should include a room where animals can be examined and treated without leaving the isolation area, and the area should include the supplies and equipment necessary for a complete cleaning. For a small shelter, the isolation room could be a small room with a bank of cages, one run, and a fold-down exam table.
- Court-Ordered Holding - This is housing for animals that are being held for court cases. Often, these are dangerous and destructive animals that are being held for extended periods of time. Housing for these animals needs to be durable. The design of these facilities should enable the staff to safely move an animal for cleaning or examination. Guillotine doors between runs and squeeze chutes are often necessary. Lids on the tops of the runs can be critical as many of the larger breeds are also climbers. Lastly, the court-ordered holding area should be secured and located away from the public, with an eye to also limiting staff access.

## Technical Needs

Animal shelters are a complicated blend of functional and programmatic requirements. Functional requirements include separate circulation paths for the public, animals, staff, and supplies, sophisticated building systems, extensive computer and communication networks, and control of infectious diseases. Programmatic requirements, such as educational, training, and other service programs will become increasingly important and will change the face of future facilities.

### Specific goals

- Maximize durability and minimize maintenance, operations, and upkeep.
- Select materials with an eye to long-term effective and economic performance.
- Design building systems for ease of operation, energy efficiency, and adaptability or flexibility.

### Maximize staff effectiveness

- Provide a facility that promotes educational opportunities.
- Streamline the flow of clients through the facility and provide the necessary space and equipment for the staff to work effectively.

- Design a facility with an eye toward the traffic flow, including minimizing steps, creating separate staff and client circulation patterns, and streamlining the flow of people throughout the facility.
- Increase staff interaction and communication.
- Provide private areas for the staff to decompress.

#### Increase public education

- Provide meeting/conference facilities for the community.
- Provide for interactive educational experiences.
- Increase community awareness.
- Design the facility as an "advertisement" for the shelter.
- Create a positive public profile within the community.
- Create an animal resource center.

### **Key Public Spaces**

#### **Adoption Lobby**

The adoption lobby and entrance are the primary focus of the facility. These spaces set the tone for the public perception of your shelter. This is also the first space that people see when coming to adopt, and you want to encourage the adoption process by making it an enjoyable experience.

Often, the adoption lobby and entrance is also the de facto clearinghouse for those coming into the shelter regardless of their purpose for being there. The ease of “way finding” has a significant impact on the shelter experience. Although the building design and signage should make way finding intuitive, people often appreciate being able to ask about directions and/or procedures. For this reason, it often makes sense to include an information desk front and center once you step through the main entry. This information desk can either be staffed by volunteers or employees. Its purpose is to direct people to their destination and to explain the adoption process and placement requirements.

It is preferable to separate the adoption lobby from the lost-and-found and relinquishment lobby. While minimizing traffic, confusion, and conflict is the primary reason for this separation, it is also important to make the adoption process more friendly and inviting by separating out the adoption side from the relinquishment/reclaim side.

The adoption process involves the public shopping for an animal by walking through the animal adoption areas, getting acquainted with selected animals, screening by the staff for suitability of adopters, and processing of the adoption papers and payment of the fees. The sequence differs between shelters. In some programs, adopters are screened and processed before they get to view the animals that are available for adoption. Therefore, an efficient process needs to be developed, and space needs to be set aside for adopters to fill out forms and for staff to evaluate applications. More commonly, the adopters meet with the staff after seeing, visiting, and selecting an animal. In this case, the adoption desk may be made up of a number of individual desks or small processing rooms where the adoption screening and paperwork occurs. In some instances, these small processing rooms are also the visiting rooms where the adopters can visit with the animal they have selected.

If the budget allows, plans should be made to accommodate peak capacity of adopters so they can be processed without inordinate delay, minimizing the frustration level for both the staff and the adopters. For example, in a small facility we recently designed, the desks for the administrative staff are located in a bullpen behind the front desk where they can do double duty as the visiting, adoptee screening, and animal receiving desks.

Adjacent to the adoption desk, it is important to have a staff work area where the copy and fax machines, paper, forms, and files may be stored. It is often wise to locate the shelter manager's office adjacent to this work room, with a clear view to the desk.

In most facilities, access to the administrative offices is off the main adoption lobby. Connecting the administrative work area for the adoption lobby with the lost-and-found and relinquishment areas also minimizes staffing requirements.

Animal adoption habitats should be immediately accessible from the lobby and visible to the public. Glass walls between the adoption habitats and the lobby can let you feature some of the animals and let adopters preview your animal environment. One example might be a premium suite for the "Companion of the Week". In designing these premium suites, it is most effective if you can combine the needs of the animal with effective retail sales design. This means having the animals at eye level to the adopters, and having the habitat well lit, clean, and odor free. Some shelters have experimented with raised pens without lids where people can reach in and pet some of the small, featured animals. Additional examples of a featured habitat would be glass-enclosed cat condos and cat-play areas that are visible from the adoption lobby.

Staging how adopters view the animals can also contribute to the success of your program. People often make contact with different animals than those they had originally imagined. Putting animals that are the hardest to place so they are seen first, can increase their chances of being adopted. In practical terms, this means locating the cats, small mammals, and large black dogs up front, and locating the puppies in the back.

The adoption lobby has also become “ground zero” for the expanding role that many shelters are playing in animal-related programs like human education, training, and behavioral modification. Educational features, such as informational kiosks and interactive educational displays, can play a significant role in disseminating your message. While the public waits in the adoption lobby or wanders through the facility, you have an opportunity to educate and entertain by combining education, entertainment, and sales in building displays to engage people within your facility. Infotainment can take many forms. It can be as simple as a display board with graphics and narrative description, a kid’s corner with play toys and educational tools, or a state-of-the-art interactive computer link. These “happenings” can be grouped together to form an animal and environmental nature center, or be spread throughout the facility so people can continue to learn as they stroll. In any case, you have the opportunity to both entertain and educate the public.

### **Community Education Classrooms**

A component of the new generation of shelters being built today is the community education center. This may include a lending and resource library, a classroom, or a studio where the filming of educational videos can take place. The classroom can be used for a kindergarten class or for continuing education seminars for local veterinarians. Ideally, it should be able to hold from 20 to 60 people. In some instances, the community education center may include a board room or a large conference center where community fund-raising events can take place.

Adjacent to the education center, be sure to include a small kitchen for catering, table and chair storage, storage for educational materials, and possibly a suite of offices for your community education director and staff.

### **Lost-and-Found Lobby**

Less emphasis is often placed on the lost-and-found and relinquishment lobby in the typical shelter. In part, this is because most shelters want to downplay the less positive aspects of their services. For shelters with adequate resources, providing grieving rooms for people giving up their companions for euthanasia and efficient and pleasant facilities for anxious and/or angry guardians looking to retrieve their animals can help promote your shelter’s image as a community resource.

The key component in the lost-and-found facility is the receiving desk. This can be as simple as a single desk, or in larger facilities it may include two or three desks, where people can sit down and talk with the shelter staff and fill out any paperwork that may be required. The lost-and-found lobby should also be built to easily accommodate your normal maximum daily load of both people and animals. In large facilities, this may mean a waiting area that can seat six people and their animals. Some shelters have also built consultation rooms adjacent to the lost-and-found lobby where the staff can meet in private with a person who is relinquishing an animal.



In very close proximity to the lost-and-found lobby, you should provide a room or several rooms for animal receiving and holding while waiting for processing. For dogs, this may be a room with a bank of cages and possibly a few large runs. For cats, a wall of oversized cubbies into which you place cats in carriers is the best solution. In either case, a holding area like this is critical when you think of the busy Saturday morning traffic you may experience. At times, we have seen lost-and-found receiving desks built with animal-holding cages incorporated into the desk. However, we would not suggest this design as these cages are awkward to use, hard to keep clean, and often end up not being used.

In some cases, we have located a night animal-drop facility and lobby adjacent to the lost-and-found lobby. While some may debate the desirability of providing a way for people to anonymously dump animals, many organizations feel this is an effective way to deal with the significant number of animals that are unceremoniously dumped in the middle of the night. The supporting argument of this practice suggests that it is better to safely house these animals than to find a box of puppies on your doorstep in the morning. The typical night-drop facility should include a bank of cages of different sizes that are equipped with locks that latch after an animal is placed in the individual cage. To the back side of the night drop cages is located a work room where the animals can be removed from the cages and where supplies can be kept to clean and maintain the cages on a regular basis. This room may include a mop or utility sink.

The lost-and-found animal holding facilities are often more utilitarian than those provided for the adoptable animals. This is because the emphasis is on housing as many animals as possible versus “marketing” the animals. For the most part, the long-term holding of animals occurs once the animal has been cleared for adoption and not during the initial, relatively short-term holding period. So as to control the public access to these spaces, the actual lost-and-found animal holding usually occurs behind locked doors. Lost-and-found animal holding should include spaces for large and small dogs, puppies, cats, and exotic or small mammals.

### **Program Support Areas**

Beyond the primary functional areas of most shelters, like adoption or lost and found, there is another level of support-type rooms. Often thought of as “behind the scenes”, these rooms are the heart of the facility. This is where your dedicated kennel staff toils.

### **Evaluation**

The evaluation center is the clearinghouse for all the animals being received, relinquished, or moved from the lost-and-found facility or other holding facilities to adoption or euthanasia.

It is the point where animals are evaluated and then routed to the appropriate place. For this reason, the evaluation center needs to be central to virtually the whole facility. It needs to be easily accessible to the animal receiving areas and be central to animals being moved throughout the facility. For example, an animal that is moving from lost and found to adoption would typically pass through the evaluation center. In many facilities, it is also the last place an animal goes before it is put up for adoption.

The evaluation center needs to have a place to examine animals, a place to hold animals that are either being processed or awaiting examination, a microchip scanner, photographic documentation equipment, a place to store medical supplies, and a place to enter data about the animal being examined. A behavior examination room can also be provided. This allows observation of the animal's behavior away from the confusion that might occur if this observation was conducted in the normal exam or evaluation room.

## **Veterinary Medicine**

Large shelters need an on-site veterinary clinic for maintaining the health of the animals as well as providing spay/neuter services. Many large shelter organizations are including veterinary facilities ranging from simple evaluation areas to state-of-the-art, full-service hospitals. Many shelter organizations provide medical guarantees on their adopted animals. Still others provide low-cost veterinary care to animals belonging to local indigent people.

Veterinary clinics are typically divided into three zones: public, procedural, and patient.

**Reception Desk** - Allow room for two or three receptionists to work. Include space for computer, printer, copier, phones, and files. Files can be accommodated electronically, in lateral file cabinets, or in open egg-crate shelving.

**Waiting Area** - Ideally, separate this area into a space for timid animals and one for more agitated and aggressive animals. Provide approximately two to three waiting spaces per exam room. Leave at least four feet of clearance for circulation in front the waiting chairs or benches.

**Exam Rooms** - Provide approximately 1.5 exam rooms per full-time equivalent veterinarian. Exam rooms can range in size, with 8' x 10' being the most typical size. Two-way traffic flow, a door from the waiting area for the public, and a door from the procedural area for the doctor is typically the most efficient configuration. Exam rooms are generally equipped with seating for the public, an examination table, under-counter refrigerator, sink, trash compartment, drawers, and cabinets.

**Lab/Pharmacy** - This area should be immediately accessible to the exam rooms and close to the treatment areas. Often this area provides a visual and acoustical barrier between the public zone and the procedural zone. In addition to a sink with an exhaust fan, the lab should include an area for diagnostic equipment (assume two feet per piece of equipment), microscope with knee space, centrifuge, and work space. The pharmacy can be a combination of base cabinets with drawers and shelving above (open or enclosed) with risers to allow bottles in the back of the shelves to be visible. A full-size residential refrigerator is also necessary.

**Treatment** - Provide one workstation per two exam rooms, with a minimum of two workstations, one dry and one wet, and adjacent layout space for equipment. Workstations can either be peninsular or island. Islands should include a utility column for electrical feeds and plumbing. Many clinics now include a separate wet workstation for dental procedures. Provide a bank of cages for intensive care and recovery.

**X-ray** - The typical size for a veterinary x-ray room is about 8' x 10'. Size requirements increase as ancillary imaging equipment, such as ultrasound, is added. Radiation shielding requirements vary based on the equipment being used and on local regulations. A darkroom should be adjacent to the x-ray equipment. Most facilities have automatic processors, so the old development tanks are no longer necessary. Storage of x-ray films, which are approximately 14" x 18" each, is also necessary. Wall-mounted x-ray viewers should be provided in exam rooms and treatment, x-ray, and surgery areas.

**Surgery Prep** - This should be a small alcove off the treatment area for preparing packs and scrubbing for surgery. A hands-free scrub sink, place for an autoclave, and work area for preparing packs is required. A cabinet-top pass-thru to surgery for prepared packs is often requested.

**Surgery** - Provide one or two tables and space for parking equipment and carts. High-efficiency particulate airflow filters should be specified on ducts feeding the surgery, which should be a positive air pressure room at minimum.

**Doctor's Office** - In addition to a doctor's station adjacent to the treatment area for filling out charts and doing call backs, a small doctor's office is usually requested.

## **Patient Zone**

The patient zone of a veterinary hospital will resemble that of an animal shelter and has been previously discussed.

**Grooming and Bathing** - In a small shelter facility, grooming and bathing might occur in a portion of a prep and utility room. In a larger facility, the grooming and bathing facility will probably occupy its own room, complete with a bathing area, a drying area, and a brushing and clipping area. Some organizations utilize a “Bubble Brigade” of volunteers to groom and bathe animals. There is a direct correlation between animals that are clean and neat and animals that are adopted. For that reason, most shelters are moving toward some kind of area specifically devoted to grooming and bathing.

A raised tub is usually the most effective way to bathe animals. This can be either a typical residential-style tub raised to a height of about three feet to the rim or a specially designed stainless-steel tub and surround, complete with a walk-up ramp or a fold-open door on the front. Many shelters have also found it convenient to have a walk-in bathing area of about five or six feet square where you can bathe a large dog.

The drying area typically includes a bank of cages and sometimes a number of runs. Cages are typically equipped with cage dryers mounted to the front of the cage. When designing the electrical system, you should be aware that in most instances you cannot have more than a couple of dog dryers on one circuit. Planning for the proper number of air changes and for adequate exhaust fans is especially important in the grooming area. With safer flea products on the market, dips are becoming less of a health issue, but heat and humidity need to be controlled in order to have a comfortable work environment.

The brush-out area usually includes one or two freestanding brush-out tables that are each two feet by four feet.

Like most of the other support facilities, the grooming and bathing area need not be central to the facility, yet must be readily accessible.

**Food Prep** - The food preparation and clean-up room is another critical room in the shelter. It should be central to the animal areas it is serving. In large facilities, there may be several food prep areas serving groupings of animal housing.

You should consider having separate food prep rooms for servicing wards dedicated to contagious diseases or quarantine. If your budget allows, we strongly recommend that you build the food prep room much like you would a commercial kitchen, i.e. stainless-steel tables, sinks, counters, and shelves. This makes for an industrial-strength room that can stand up to constant abuse and is also easy to clean. Specifically, we would recommend a double or triple stainless-steel sink for washing, a stainless-steel, freestanding table for preparation, stainless-steel, wire-rack shelving for holding food, and several small stainless-steel, wall-mounted shelves. Some shelters have also installed dishwashers, either commercial-grade, residential-sized units that fit under the counter or in some instances commercial, high-volume, high-pressure systems with attached stainless-steel drain boards to either side. In high-volume shelters, an exhaust fan is a good idea in this area. Even though commercial dishwashers seem

like a good idea, they still have the limitation of not being able to handle a hundred oversized stainless-steel bowls at one time.

Most shelters have found it helpful to have large bins, usually plastic garbage cans, for storing dry food located in the food prep area. Many shelters also use rolling carts to distribute the prepared food and to pick up the dishes. In this instance, you want to be sure you have room to load and park these carts in the food prep area. It also makes sense to have oversized doors leading into the food prep room to facilitate easy movement of these carts.

**Utility/Clean-up** - Much like the food prep room, this room or alcove should be centrally located. You might also have individual utility alcoves in each animal housing unit. This alcove should be immediately accessible, but out of the traffic flow. It should have room to park a mop bucket in a janitor's sink, a place to hang mops, a place to park a rolling trash bin, a stainless-steel shelf for storing miscellaneous cleaning supplies, and a water source. The water source can be a typical hot and cold water faucet or it can be supplemented with a high-pressure cleaning outlet. In some facilities, we have also installed a clinical sink for the disposal of feces.

**Laundry** - Many shelters underestimate how important and how well used the laundry area is. In many shelters, the washers and dryers run nonstop from dawn to dusk.

Many shelters have planned the space for, and installed, residential-grade washers and dryers, and consequently spend an inordinate amount of money replacing them. For most medium to large shelters, we would recommend that you invest in large-capacity commercial washers and dryers. These units come in either a 35 or 90 pound capacity and are quite a bit larger than residential washer and dryer units. They are often as big as four feet deep and three feet wide. They need room around them on all sides, a concrete housekeeping pad to sit on, and the washer will need a trench for the waste wash water. These units also require larger electrical, gas, and water connections. You can contact a reputable laundry equipment supply company in your location for specifications. We would suggest that in addition to the large-capacity washer and dryer units, you provide a smaller, commercial-grade, residential-sized washer and dryer unit for the smaller incidental loads that might occur.

The laundry room should also have space for a laundry tub, a rolling hamper, a table for folding, and shelves for storing clean linens. Like the food prep room, it makes sense for this to be an industrial-strength room, utilizing stainless-steel shelving and tables. The laundry room also generates a lot of heat and moisture, so you need both a good exhaust fan and the intake of fresh and cooling air.



**Euthanasia** - While many shelters have been very successful in driving down the number of animals euthanized, it is still a reality that open admission shelters have to euthanize animals. Consequently, the design of a suitable euthanasia area, and in some cases a crematorium, is necessary. In the past, the euthanasia facilities of a typical small shelter could be as simple as a small euthanasia treatment room and another room for the storage of the deceased animals. However, the typical new generation of facilities is designed to minimize the stress for both the staff and the animals and has several areas, including euthanasia holding wards for dogs and cats, euthanasia treatment, a walk-in cooler, a crematorium, and/or a pick-up area.

The euthanasia treatment room usually has room for one treatment table, a small refrigerator, a small bank of cages, a sink, and some cabinets. Most new euthanasia areas also include a walk-in cooler so that deceased animals can be stored while awaiting pick up or cremation. Walk-in coolers are available in a range of sizes, with or without insulated floors, and should be located in an area large enough for plenty of air flow around the compressor.

**Employee Locker Room** - Your staff needs a secure place for storing and changing into and out of street clothes, as well as a safe place to store purses, backpacks, and coats. It is often a good idea to provide the kennel employees a locker and shower room. Showers are not frequently used, but it is nice to have in case of emergencies.

**Employee Break Room** - Your staff is one of your most significant investments, and it pays to provide them with places to relax and unwind. This may be as simple as an outdoor picnic table or as exotic as a staff gym. Most shelters find that a small lunch room with a table and chairs, a refrigerator, a sink, and a microwave will serve the purpose as a break room for employees.

**Animal Receiving** - A sally port, an enclosed space to offload animals, is important in all shelters, even if you are not performing traditional animal control services. Ideally, the animal receiving vehicular bay should be separate from the loading dock and material handling bay. In many instances the animal receiving bay can be separated by a simple chain-link fence from the loading dock. We recommend that you allow plenty of extra room around the vehicle in the animal receiving bay to handle a fractious dog. It is also a good idea to have a high-pressure cleaning outlet located in the bay to wash down the vehicles. If you are going to have multiple animal receiving bays, each should be isolated from the other by fencing to create secure spaces.

**Storage** - The last and possibly most key component of all is the storage and maintenance facilities. Everyone knows that you cannot have too much storage, but when facing the building budget crunch, storage is one of the first areas to be downsized. Storage should be provided for paper goods, medical supplies, building materials, and pet food.

**Behavior, Exercise, and Obedience** - A number of recent studies have found that the single biggest factor in minimizing returns is taking the time to work with both the animals and adopters to alter destructive and inappropriate behavior. Many of the new generation of facilities include behavior hotline answering services and multi-use rooms for dog obedience and behavior modification classes. These rooms are usually large, utilitarian rooms that can be mopped or hosed. These rooms can be used for adult education/obedience classes in the evening, for doggy daycare during the day, or for the staff to work with animals during the day as part of their training before placement. Training rooms are an example of a place where a dog can “go to work”. After all, a bored dog is an unhappy dog.

# Choosing a Project Site

## Choosing a Project Site

The recommendations section of the report outlines Animal Arts' analysis of the preferred location of the regional animal shelter. This appendix provides more information that will be important in choosing the specific parcel of ground.

Here are some rules of thumb for choosing land:

- The parcel should be at least five times the size of the building. Thus, the site should be:
  - More than one acre in the case of the All-In Program.
- The site should have access to city utilities and three-phase power. We have not included the cost of bringing utilities to a project site. Therefore, Imperial County should consider those costs, if applicable, in choosing a parcel of ground.
- The parcel should ideally have the following features:
  - Visibility.
  - Safety, especially at night.
  - Easy access.

It is important to purchase a site that will be easy to develop. To that end, the county should avoid:

- Wetlands or flood zones. (It is unlikely that either of these concerns would apply to the area identified for the shelter.)
- Sites with many easements and restrictions.
- Sites with zoning problems.

We recommend looking for a site that people feel comfortable visiting and where the staff will feel safe. Therefore, it would be most effective to choose a parcel that has other amenities nearby.

# Summary of On-Site Interviews



## Summary of On-Site Interviews

Enclosed is a full summary of the on-site meetings that were conducted by Animal Arts from January 11-14, 2012, in alphabetical order.

### **Brawley**

Overview: On January 11, 2012, Animal Arts met with Mr. Ruben Mireles of the Public Works Department and Mr. Refugio Martinez, the animal control officer.

The City of Brawley is located near the north central portion of Imperial Valley. In previous years, the city had a contract with a no-kill organization known as Lulu Belle Animal Haven for animal sheltering, but this was unsustainable when the rescue fell upon hard times and was shut down. Currently, the city holds a contract with HSIV for animal sheltering services. The HSIV also holds quarantined animals for the City of Brawley.

#### Infrastructure and Staffing

- Animal control services are overseen by the Public Works Department.
- There is no animal sheltering facility.
- The city has one full-time animal control officer who responds to phone inquiries and provides field services.
- Approximately three to four calls are received per day, with a trend toward more calls. There is not enough staffing to actively patrol, and there are some calls to which the officer cannot respond. According to information from Mr. Martinez, the majority of the calls appear to originate from the northeast side of the jurisdictional area.
- Animal control has a transport truck with a modified camper shell and no air conditioning, and sufficient equipment to support the single animal control officer.
- Drive times to HSIV are approximately 10 minutes.
- There are no spay and neuter or veterinary services offered by the city. Dr. Craig Satow, a local veterinarian, provides assistance with community spay and neuter programs.

#### Programmatic and Operational Requirements

Mr. Mireles reports that Brawley is satisfied with the contractual arrangement with HSIV. However, Mr. Mireles acknowledges that the city's success with animal control is dependent on the continuation of the contractual arrangement and upon HSIV's ability to continue to receive and care for the animals.

The Humane Society contract has a three-year term. The contract has just been renewed. The agreement is based on a fee of \$4,500 per month for animals, with a quota limitation which is currently being exceeded because of the increase in the animal population.

According to Mr. Mireles, if the City of Brawley were to enter into a joint governmental agreement with Imperial County for animal control and sheltering services, they would desire more staff hours to cover their jurisdiction. They would also need to weigh the relative risks and benefits of contributing to a regional animal sheltering facility.

Currently, there are approximately 18 dogs per week taken to the Humane Society shelter and 10-12 cats. It is evident from the statistics that if there were more animal control efforts, there would be a resulting increase in the number of animals that are brought into the shelter.

Mr. Martinez estimates that 10 percent of the dogs that are brought in may be considered aggressive. The city is not aware of dog fighting, but fighting pit bulls are brought in occasionally. Most of the cats that are transported are strays.

A lack of animal control staffing is somewhat overcome by efforts to discuss problems and offer guidance with citizens over the phone. The city believes that further outreach and public education is needed.

## Calexico

Overview: On January 13, Animal Arts met with Lt. Serrano of the Calexico Police Department. The animal control officer was not available for the meeting.

Calexico is the southernmost population center in Imperial County. The town is located on the Mexican border, immediately north of the larger city of Mexicali. The animal shelter is located within site of the border with Mexico. It should be noted that we saw several animals on our drive toward the shelter that appeared to be strays.

### Infrastructure and Staffing

- Animal control services are provided under the police department.
- There is one animal control officer on staff who responds to field calls and who provides the majority of the staffing at the shelter.
- The shelter is located at a police substation, and police fill in as needed when the animal control officer is responding to calls. An analysis of the existing shelter is included in the Facility Assessment section of the appendix.
- Strays are held for six days.
- The shelter receives a lot of cats as well as dogs. We observed a cat that had come in with an injury.

### Programmatic and Operational Requirements

According to Lt. Serrano, the primary issue with a central facility is drive time. In that case, it would be beneficial to have a temporary holding station for the animals so animal control staff do not miss calls while transferring animals to a central facility. As it is now, the animals are sometimes gone by the time the animal control officer arrives.

## El Centro

On January 12, Animal Arts met with Maria Elena Birdsall, the Police Administrative Manager, and with Max Zinn, the animal control officer. At this meeting, Ms. Birdsall provided us with the 2011 and 2010 animal intake statistics. She cautioned that we should only use the 2011 statistics, because there was a recordkeeping problem in 2010. Animal Arts used the 2011 statistics for developing the program. The 2011 numbers do not account for animals returned to owner, which is approximately 30 percent for dogs. Few cats are claimed or returned.

## Infrastructure and Staffing

- Animal Control Services are provided under the El Centro Police Department.
- There are two animal control officer positions on staff, but only one position is currently filled. At the time of our visit, El Centro was in the process of hiring for the second position.
- Animal Control dispatch is provided for El Centro, Calipatria, and the City of Imperial.
- El Centro has an animal shelter facility that is located on a property adjacent to the HSIV. The land that the Humane Society occupies is rented from El Centro.
- The following services are provided:
  - Stray animals are held for seven days.
  - Some animals are transferred to foster homes.
  - Additional animals are transferred to a pet store which is used as a satellite adoption facility.
  - Adoption is not offered because the site is also used as a public works lift station.
  - The shelter vaccinates animals upon intake.
- Most of the animals go to the Humane Society for adoption, but there are local rescue organizations that assist the Humane Society.

## Programmatic and Operational Requirements

Ms. Birdsall explained that El Centro would be in favor of a joint governmental agreement that resulted in one centralized animal shelter. She explained that it is important that the communities work together to unify their animal control ordinances so that there is a common understanding of the law in each community. She envisions that individual municipalities would provide the enforcement of this common ordinance. She also stated that she thought it would be more efficient to establish a joint purchase agreement for animal control.

If a centralized animal shelter were to be built, it is likely that El Centro would contribute to the stray holding functions of the new animal shelter, but they would need to determine whether they would have the resources to contribute to adoption and spay and neuter services.

El Centro shares the impression that the ability to develop a cooperative venture with the Humane Society is unlikely. However, she agrees that it is important to continue a good relationship with the Humane Society.

Ms. Birdsall reports that El Centro is picking up a lot of feral cats and litters of kittens, and that hoarding cases are relatively common. The community does not put a priority on spaying and neutering cats.

There are some low-cost vaccination clinics offered in El Centro. License renewal is provided through local veterinarians.



## Holtville

Overview: On January 14, Animal Arts met with Alexander Meyerhoff, the City Manager, and Matt Hughes of the Public Works Department. Holtville is further east than the other communities that we surveyed.

### Infrastructure and Staffing

- Animal control is housed under the Public Works Department.
- Currently Holtville has one animal control officer.
- Chain link enclosures covered by a partially enclosed roof are located in the public works yard.
- Holtville keeps unclaimed dogs for three to five days, after which time they are taken to the Humane Society. Eighty percent of captured dogs are returned to owner.
- Cats are a big issue in Holtville. Originally they had a bounty on cats. It is the current policy to encourage the spaying and neutering of cats, but there is no low-cost spay and neuter service available. Animal hoarding situations are common.

### Programmatic and Operational Requirements

The City of Holtville will be on board with a central facility, but they must also weigh the cost of doing this project and the drive times to this facility. There are only 1,500 households in Holtville.

Holtville needs the revenue from issuing animal licenses to run animal control operations on a break-even basis. There is no licensing fee for cats, which makes enforcement difficult.

Holtville may be interested in providing land for a shelter that is operated by someone else.

## **Imperial**

Overview: On January 13, Animal Arts met with Edgar (Eddie) Self of the Public Works Department. The City of Imperial is located north of El Centro and south of Brawley.

### **Infrastructure and Staffing**

- There are no animal control officers. Public works picks up animals within business hours, and the police department provides service after hours if required. The police department is in charge of the shelter.
- The shelter is a group of chain link runs located next to the wastewater treatment facility and is used for temporary housing of dogs.
- The number of animals received per month is between 20 and 30.
- The City of Imperial has a per animal contract with HSIV. Mr. Self explained that there are some problems with this arrangement, because the Humane Society cannot always take animals.

### **Programmatic and Operational Requirements**

Mr. Self believes a centralized animal shelter would be a better way to handle the animal populations. For example, in the City of Imperial, there is no cat ordinance, so the shelter cannot take cats. A centralized facility and ordinance would help smooth out inconsistencies between jurisdictions.

## Imperial County

Overview: On January 11, 2012, Animal Arts met with Daniel Torrez, the Animal Control Supervisor, and Armando Medrano, an animal control officer.

Imperial County Animal Control serves a large geographic unincorporated area, as well as the town of Calipatria, for which there is a \$1,800 monthly contract. Animal control does not take animals from the U.S. Navy Base or the Indian Reservations. In the far northwest part of the county, there are some small communities that do not pay for animal control services, and no service is provided in this area.

### Infrastructure and Staffing

- Animal control services are overseen by the Public Works Department.
- The county has an animal shelter facility. An analysis of this facility is included in Facility Assessment section of this appendix.
- The county has four animal control officers. Three officers are on duty at any given time and response is provided 24 hours, seven days per week. In addition, there is one animal control supervisor and a staff person who works in the shelter. The general trend is for an increase in the number of calls.
- The county provides limited cruelty investigations, bite and rabies quarantine, stray holding, and adoptions by appointment. They also provide animal holding. Animals are vaccinated upon intake into the shelter.
- Imperial County requires that the animals are spayed and neutered as a condition upon adoption.
- Most of the adoptable animals are sent to HSIV for adoptions. Imperial County used to have a contract with the Humane Society for euthanasia, but this contract is no longer in place. Five to nine animals per week are transferred to San Diego rescues for adoption.

### Programmatic and Operational Requirements

According to Mr. Torrez and Mr. Medrano, the calls seem to be increasing in the northern portions of the county, closer to Salton City. Because of the size of the county, it is important to consider the concept of temporary holding stations. It is likely that these would be unstaffed.

Intake numbers are lower than they could be if there were more staff and a larger shelter. Mr. Torrez and Mr. Medrano believe that one central shelter would be the most effective use of individual community resources. They explained that it would be unlikely that Imperial County could enter into a cooperative agreement with HSIV.

Mr. Medrano estimates that approximately 70 percent of the dogs entering the shelter appear to be adoptable. Most of the cats entering the shelter are strays. The county sees two to three

hoarding cases per month, so it is important to have a large enough quarantine area to handle seizures.

In addition to needing a bigger and more effective facility, Mr. Torrez and Mr. Medrano explained that more officers and animal care staff are needed. The county needs more veterinary services in general and is lacking in both the large programs, such as spay and neuter, and the small items, such as sufficient rabies vaccine supplies. A veterinarian is needed on site at the shelter, at least part time, to assist with general veterinary concerns and specifically with animals that come in as a result of cruelty investigations.

Mr. Torrez and Mr. Medrano believe that it would be beneficial to develop a volunteer program. Volunteers could work in the shelter and assist with adoptions.

Finally, education and outreach programs are needed to change the citizens' opinions about spaying and neutering and to promote the humane treatment of animals.

## **Imperial Valley Humane Society**

On January 14, Animal Arts met with Charlene Marriner from the Humane Society of Imperial Valley. It was important to us to get Ms. Marriner's perspective on this project, since HSIV handles several city contracts. Currently, the HSIV provides seven day stray holding for Brawley, Holtville, Calexico, Imperial, and El Centro. The Humane Society is happy with their contract with the City of Brawley.

Ms. Marriner believes that animal control for Imperial County should continue to be separate from the Humane Society functions. She would not want to work in direct collaboration with the county on a project, nor would she want to share a building. This being said, it is ideal to locate the county animal control shelter near the Humane Society.

Ms. Marriner concurs with other survey responders that animal control services in the surrounding communities are underfunded.



## **Westmorland**

Overview: On January 13, Animal Arts met with Ramiro Barajas of the Public Works Department. Westmorland is the northernmost city that we visited.

### **Infrastructure and Staffing**

- There is no formalized animal control in Westmorland. Police respond to complaint calls. There is little staffing for the city in general.
- Animals are held in a couple of chain link runs until they can be transferred.
- Most of the animals that are picked up are stray dogs. They do not pick up cats.

### **Programmatic and Operational Requirements**

Westmorland is not opposed to the idea of a central shelter, but all decisions must be made with cost in mind. Their needs at this time are only for up to six dog runs. If animal control staffing were increased, then there would be more animals coming into the shelter.

# Summary of Workshop

## Summary of Workshop

On February 9, 2012, Larry Gates and Heather Lewis from Animal Arts and their consultant Jim Tedford, hosted a workshop to discuss the animal sheltering needs of Imperial County. The workshop was held at the Imperial County government building. Representatives from all participating municipalities were invited to attend. Imperial, Brawley, El Centro, Calexico, Westmorland, and Holtville had representation, as did HSIV.

Ms. Robin Hodgkin of Imperial County welcomed everyone and provided some background information about the process that led to this workshop. Then she introduced Mr. Larry Gates, who kicked off the morning with a presentation of trends in the animal sheltering industry. Mr. Jim Tedford followed this presentation with an overview discussion of operational concerns of animal shelters.

After the presentations, Mr. Gates facilitated an open discussion with the group to invite feedback from all attendees regarding the priorities of each organization and community. Below is a summary of the discussion:

Ms. Marriner from the Humane Society commented that she believes the following programs should be further developed to reduce animal overpopulation in the county:

- Trap, neuter, release.
- Differential licensing fees.
- Enforcement.
- Spay and neuter services.

Mr. Duran of El Centro opened a broader discussion on animal control and enforcement. He made the following points:

- Six thousand dogs are taken into the shelter. There are approximately 200,000 people in cities and another 100,000 in the county. How many licenses would we expect?
- Right now there is only passive enforcement, resulting in approximately 15 to 20 percent license compliance.
- There is not enough money to keep fees low and increase the level of enforcement without passing a tax.

Mr. Tedford explained that many communities use licensing fees to cover the costs of animal control, and this may be an option to consider in the Imperial Valley. The group discussed the option of forming a Joint Purchase Agreement for animal control. This would help the communities pool their resources to provide more efficient and less costly animal control. Brawley would be in favor of an all-inclusive animal shelter.

Ms. Moore of the City of Brawley outlined the issues that her community has. They have one trained animal control officer, but there is only makeshift help after hours. She believes that the animal control ordinances should be standardized.

Ms. Moore also made a distinction between animal control and sheltering. She suggested that it seems to make sense to consolidate animal sheltering into a central facility, but that each jurisdiction should make a decision about whether to centralize animal control services.

Mr. Meyerhoff of Holtville explained that their city has come very far in a short period of time in terms of its awareness of animal issues and advocacy in the community. He was interested in continuing to engage his community through education and in consolidation of animal control ordinances. He does not want to raise fees much.

Mr. Rodriguez of Calexico said that his community would be open to the idea of a regional animal shelter, but that they will need to look at the funding options. He explained that they would need to leverage the money that is currently being spent on animal control and sheltering.

Calexico would be open to a countywide animal control ordinance, and animal control services would allow for more effective sweeps. Animal control could then cover a broader area, and it would prevent the police from having to cover animal control services.

A general group discussion followed regarding options for funding the animal shelter and animal control. A parcel or sales tax would likely be required. Mr. Tedford asked the group to also consider the costs of not funding these programs. Mr. Gates suggested that other communities that have joined to provide a regional animal shelter often split the costs on the basis of population, and that this is a relatively equitable way to work out a cost-sharing agreement.

The group was concerned that California has pulled a large amount of money out of the general fund and that this has affected each municipality. The citizens will need to commit to paying for animal control and sheltering services, because reallocation of funding is not possible given the current budgetary limitations of each community.

Given the budgetary limitations at hand, some attendees were also interested in considering the cost of NOT doing animal control. "Cost" in this context may be interpreted as the following:

- Inflation in costs if building a shelter is delayed.
- Increase in staff costs if providing adequate services is delayed.
- A burden to the communities for not taking care of the animals.

It was proposed that if it is reasonable to assume a necessity to put a better system in place, then the citizens of each community should be educated about the problems and should be surveyed to see if they would support the idea of building a regional animal shelter.

After additional discussion facilitated by Hodgkin and Gates, the group proposed the following conclusions:

- One central animal sheltering facility should be constructed.
  - There should be a number of small regional temporary holding facilities to support field staff until animals can be transported to the regional shelter.
  - Imperial and El Centro supported the idea that veterinary services and educational outreach programs could be provided as part of the shelter. The other communities would need to evaluate the cost of such programs.
- Animal control ordinances should be standardized.
- Animal control services should be centralized, assuming that the same or better service could be provided.

After the conclusion of the overall discussion of goals, the group explored the ballpark costs of the project and a general timeline that would be required for implementation of the project.

The group agreed that the first priorities are to do public outreach and to build a community advocacy group that can assist the county in supporting the cause and in championing a communitywide effort. At the same time, Imperial County should work with the municipalities, and study other ordinances, to propose and implement a consolidated animal control ordinance.

It is also important to identify potential sites as early as possible.

After these steps, the county could implement a substation design and begin building these substations to bridge the gap between the current situation and the centralized animal shelter.

In developing the needs analysis, it is important to verify the accuracy of all of the animal intake numbers and to propose a solution that is flexible enough to allow for phasing or the future expansion of programs.

# Facility Assessments



## Facility Assessments

When analyzing the existing sheltering facilities involved in this study, Animal Arts referenced accepted industry standards and guidelines that support the health and wellbeing of animals. These standards included, but were not limited to:

- Title 9, Chapter 1, Part 3 of the United States Department of Agriculture regulations for animal facilities. [www.aphis.usda.gov/animal\\_welfare/downloads/awr/awr.pdf](http://www.aphis.usda.gov/animal_welfare/downloads/awr/awr.pdf)
- The Association of Shelter Veterinarians 2010 Guidelines for the Standards of Care in Animal Shelters. [www.sheltervet.org/displaycommon.cfm?an=1&subarticlenbr=29](http://www.sheltervet.org/displaycommon.cfm?an=1&subarticlenbr=29)
- The Humane Society of the United States shelter design guidelines. [www.animalsheltering.org/resources/policies\\_guidelines/hsus-shelter-design-packet.html](http://www.animalsheltering.org/resources/policies_guidelines/hsus-shelter-design-packet.html)

The existing shelters included in the study do not meet industry standards. On the broadest scale, none of the shelters provide adequate ventilation, climate control, or drainage. There are few provisions for separating potentially contagious animals. Adequate containment for security is lacking at all but one of the shelters. Cat environments are nonexistent or substandard depending on whether the agency handles cats.

As part of the development of a comprehensive program for Imperial County, we recommend that the existing shelters be decommissioned. If the cities were to opt out of an agreement for centralized animal sheltering, then we would recommend that each city replace its shelter with one that meets current animal sheltering standards.

Below is a brief analysis of each shelter included in the study. The cities of Brawley and Calipatria do not have facilities.

## **Calexico**

The Calexico facilities are located adjacent to a police substation, within site of the border with Mexico. The police substation provides a measure of security for the shelter.

The facility in Calexico is more developed than some of the others. Basic drainage is provided, as well as cooling for some of the runs. However, the shelter is well below industry standards. We noted the following concerns:

- Portions of the shelter are roofed with temporary roofing material.
- Drainage is open and is a potential source of disease and cross-contamination.
- Climate control is minimal, and no ventilation is provided.
- Some of the kennel materials are at the end of their lifespan.
- The shelter is not contained enough to provide for animal safety and security.
- Housing for cats is not separated from dogs, and is well below industry standards for size, configuration, sanitation, and ventilation.

Calexico is one possible location for a temporary holding facility. Therefore, in the All-In Program, an animal shelter may be maintained in this location.

Given our concerns regarding the condition and sanitation of the in-place materials, we would recommend a complete demolition and rebuild of the structures, although it may be possible to salvage some of the sheet metal roofing for use in the temporary holding facility.

## Photographs of Calexico Shelter



## El Centro

The El Centro animal shelter is located adjacent to the HSIV. The parcel of ground is shared with a public works lift station. Therefore, adoptions do not occur at the shelter.

While the dog kennel material is in reasonable condition, the shelter does not meet industry standards. We noted the following conditions:

### Dog Areas

- Dog areas are roofed but are not climate controlled. Misting systems and fans create a more comfortable environment, but they also increase humidity and encourage the growth of micro-organisms on surfaces.
- The drainage system is inadequate to properly clean and sanitize.
- The dog areas are poorly lit.

### Cat Areas

- The cat room in the shelter is entirely un-ventilated, and is therefore well below industry standards.
- Some of the caging is large enough to meet basic regulations, but the configuration of caging does not meet current guidelines.
- The cat room also houses the deceased animal freezer. This is very objectionable given the lack of ventilation in the room.
- The cat room is poorly lit.

The dog kennels are in reasonable condition. If they are repaired and fully sanitized, it may be possible to reuse them elsewhere in a temporary holding facility. Otherwise, we would recommend decommissioning this shelter.

## Photographs of El Centro Animal Shelter





## Holtville

The City of Holtville maintains a shelter within the public works yard. The shelter is below standard, but it is built with appropriate materials. It has the following positive features:

- Solid masonry construction.
- Security cameras and lighting.
- Caging material that is in good repair and is “escape proof”.

On the other hand, we noted some serious deficiencies, including:

- The shelter is lacking roof sheathing. This must be replaced in order to provide adequate shading.
- The shelter has no climate control or ventilation.
- Drainage is inadequate.

Since this shelter is better in some ways than the others, and because it is about the right size, we have recommended remodeling rather than replacing this shelter as a temporary holding facility.

### Photograph of Holtville Animal Shelter





## **Imperial**

The City of Imperial maintains a few runs for dogs within the public works yard, adjacent to the wastewater treatment facility. Shade is provided, as well as houses for the dogs to get out of the weather. The site is located within a secure yard, which provides some safety from casual crimes. This being said, we learned that the public is able to compromise the security of the enclosure.

In the extreme climate of the Imperial Valley, basic climate control is required to keep the dogs safe in hot weather. The runs also do not provide enough physical separation of dogs, and they do not drain well.

### **Photograph of Imperial Animal Shelter**



## **Imperial County**

The Imperial County shelter is the only shelter with enough infrastructure to function as a basic shelter. However, the shelter is substandard. It would not be possible to renovate the shelter to meet the current standards. Therefore, we recommend that it be decommissioned and replaced with a new shelter in a different location. We noted the following concerns:

- The shelter is not welcoming. The location next to the detention center deters visitors and creates the impression of a place that is private and closed to the public.
- There is very little climate control and no ventilation. As noted with the El Centro shelter, the use of misters provides some basic comfort but also encourages the growth of microorganisms because it increases humidity.
- Drainage systems are inadequate because they encourage cross-contamination between runs.
- There is little separation between dogs, and no way to prevent the spread of airborne disease.
- The staff areas are cramped and inadequate.
- The cat room is poorly ventilated, damp, and dark.
- We noted that the finishes are not properly sealed to prevent the growth of biofilms and contaminants on surfaces.

## Photographs of Imperial County Animal Shelter



## **Westmorland**

The shelter facility in Westmorland consists of three chain link runs on a pad by the road. This facility is unacceptable, even as a temporary holding facility, because it does not provide adequate shade or protection from the weather. One can observe from the photo below that the shade cover on the top of these runs is not working properly.

In addition, there is inadequate security to ensure the protection of the animals that are held in these runs.

### **Photograph of Westmorland Animal Shelter**



## Statistics Gathered

## Statistics Gathered

Note: There is no spreadsheet for Westmorland. Statistics were provided via email.

City of Brawley

Table 1

Total Animal Intakes (Stray & Owned)

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	47	52	41	48	46	46	59	69	84	55	61	37	645
Cats	36	21	29	32	61	58	31	24	12	23	15	13	355
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	83	73	70	80	107	104	90	93	96	78	76	50	1000

Table 2

Total Owner Relinquished Intakes

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	1	0	6	1	7	0	0	2	7	1	1	0	26
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	1	0	6	1	7	0	0	2	7	1	1	0	26

Table 3

Total Animals Returned to Owners

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	6	2	2	3	7	9	7	1	10	2	7	6	62
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	6	2	2	3	7	9	7	1	10	2	7	6	62
Average Number of Days Held for Dogs Returned to Owner	4												
Average Number of Days Held for Cats Returned to Owner	6												
% of Dogs Rec'd Behaviorly Sound and Healthy Enough for Adoption	80%												
% of Cats Rec'd Behaviorly Sound and Healthy Enough for Adoption	60%												



Table 4													
Total Animals Adopted													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Adopted													
Average Number of Days Held for Cats Adopted													
Table 5													
Total Animals Euthanized													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Euthanized													
Average Number of Days Held for Cats Euthanized													
Table 6													
Total Animals Quarantined													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	1	1	4	0	2	2	5	2	9	2	6	1	35
Cats	0	0	0	0	0	0	0	0	0	0	1	0	1
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	1	1	4	0	2	2	5	2	9	2	7	1	36
Average Number of Days Held for Dogs Quarantined													
Average Number of Days Held for Cats Quarantined													

Table 7													
Total Animals Confiscated or held by Court Order													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order													
Average Number of Days Cats Held by Court Order													
Table 8													
Employee Census	Job Description	Number of Employees per Position											

City of Calexico													
Table 1													
Total Animal Intakes (Stray & Owned)													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	48	60	54	47	50	24	32	44	44	30	22	38	493
Cats	12	28	28	9	29	45	17	18	21	11	16	12	246
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	5	0	5	5	5	5	5	5	5	5	5	5	55
Total Animal Intake	65	88	87	61	84	74	54	67	70	46	43	55	794
Table 2													
Total Owner Relinquished Intakes													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	4	0	3	3	2	1	3	2	8	6	6	1	39
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	4	0	3	3	2	1	3	2	8	6	6	1	39
Table 3													
Total Animals Returned to Owners													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	20	26	20	21	33	12	15	20	13	16	0	11	207
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	20	26	20	21	33	12	15	20	13	16	0	11	207
Average Number of Days Held for Dogs Returned to Owner													
Average Number of Days Held for Cats Returned to Owner													
% of Dogs Rec'd Behaviorly Sound and Healthy Enough for Adoption													
% of Cats Rec'd Behaviorly Sound and Healthy Enough for Adoption													

Table 4													
Total Animals Adopted													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	7	7	7	5	7	2	7	6	4	2	0	7	61
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	7	7	7	5	7	2	7	6	4	2	0	7	61
Average Number of Days Held for Dogs Adopted			10										
Average Number of Days Held for Cats Adopted			4										
Table 5													
Total Animals Euthanized													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Euthanized			0										
Average Number of Days Held for Cats Euthanized			0										
Table 6													
Total Animals Quarantined													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	2	3	2	6	7	1	4	6	7	3	2	2	45
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	2	3	2	6	7	1	4	6	7	3	2	2	45
Average Number of Days Held for Dogs Quarantined			10										
Average Number of Days Held for Cats Quarantined			10										

Table 7													
Total Animals Confiscated or held by Court Order													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order													
0													
Average Number of Days Cats Held by Court Order													
0													
Table 8													
Employee Census													
Job Description												Number of Employees per Position	
Animal Control Officer												2	

City of Calipatria													
Table 1													
Total Animal Intakes (Stray & Owned)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	6	3	7	12	19	1	4	2	2	3	13	2	74
Cats	0	1	4	4	1	1	1	0	0	6	1	0	19
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	6	4	11	16	20	2	5	2	2	9	14	2	93
Table 2													
Total Owner Relinquished Intakes													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	6	2	5	1	2	2	0	0	9	2	29
Cats	0	0	2	2	0	0	0	0	0	0	0	0	4
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	0	0	8	4	5	1	2	2	0	0	9	2	33
Table 3													
Total Animals Returned to Owners													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	1	0	0	0	0	0	0	0	0	0	0	0	1
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	1	0	0	0	0	0	0	0	0	0	0	0	1
Average Number of Days Held for Dogs Returned to Owner	5												
Average Number of Days Held for Cats Returned to Owner	5												
% of Dogs Rec'd Behaviorly Sound and Healthy Enough for Adoption	64%												
% of Cats Rec'd Behaviorly Sound and Healthy Enough for Adoption	11%												



Table 4													
Total Animals Adopted													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	2	0	1	1	0	0	0	0	0	0	4
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	0	0	2	0	1	1	0	0	0	0	0	0	4
Average Number of Days Held for Dogs Adopted													
Average Number of Days Held for Cats Adopted													
Table 5													
Total Animals Euthanized													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	2	1	8	13	3	1	2	0	0	2	3	35
Cats	0	0	3	2	3	0	1	0	0	2	3	0	14
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	0	2	4	10	16	3	2	2	0	2	5	3	49
Average Number of Days Held for Dogs Euthanized													
Average Number of Days Held for Cats Euthanized													
Table 6													
Total Animals Quarantined													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	1	0	0	0	4	0	0	0	0	0	1	0	6
Cats	0	1	0	0	0	0	0	0	0	0	0	0	1
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	1	1	0	0	4	0	0	0	0	0	1	0	7
Average Number of Days Held for Dogs Quarantined													
Average Number of Days Held for Cats Quarantined													

Table 7													
Total Animals Confiscated or held by Court Order													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order			0										
Average Number of Days Cats Held by Court Order			0										

Table 8		
Employee Census		
Job Description	Number of Employees per Position	
Animal Control Supervisor	1	
Senior Animal Control Officer	1	
Animal Control Officer	3	
Animal Control Assistant	1	
Animal Shelter Attendant	1	
<b>Total Employees</b>	<b>7</b>	

City of El Centro												
<b>Table 1</b>												
Total Animal Intakes (Stray & Owned)												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	25	19	27	42	34	22	29	41	55	25	31	36
Cats	24	28	47	61	36	16	18	9	9	25	27	27
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	49	47	74	103	70	38	47	50	64	50	58	63
<b>Table 2</b>												
Total Owner Relinquished Intakes												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	1	0	7	26	5	5	13	4	3	6	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	1	0	7	26	5	5	13	4	3	6	0	0
<b>Table 3</b>												
Total Animals Returned to Owners												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	13	6	7	12	8	10	9	12	16	16	7	13
Average Number of Days Held for Dogs Returned to Owner												
Average Number of Days Held for Cats Returned to Owner												
% of Dogs Rec'd Behaviorally Sound and Healthy Enough for Adoption												
% of Cats Rec'd Behaviorally Sound and Healthy Enough for Adoption												
57%												
10%												

Table 4													
Total Animals Adopted													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Adopted			0										
Average Number of Days Held for Cats Adopted			0										
Table 5													
Total Animals Euthanized													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	13	7	18	34	10	21	22	30	31	13	13	9	221
Cats	20	9	45	64	54	26	14	13	17	28	38	35	363
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	33	16	63	98	64	47	36	43	48	41	51	44	584
Average Number of Days Held for Dogs Euthanized			5										
Average Number of Days Held for Cats Euthanized			3										
Table 6													
Total Animals Quarantined													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Quarantined			0%										
Average Number of Days Held for Cats Quarantined			0%										

Table 7													
Total Animals Confiscated or held by Court Order													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order			0										
Average Number of Days Cats Held by Court Order			0										

Table 8													
Employee Census		Number of Employees per Position											
	Job Description												
	Police Administrative Manager												
	Animal Control Officer												
	Custodian												
	<b>Total Employees</b>												

City of Holtville												
<b>Table 1</b>												
Total Animal Intakes (Stray & Owned)												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	2	0	0	6	0	0	2	3	4	10	0	1
Cats	9	4	16	21	0	0	0	1	7	6	25	3
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	11	4	22	21	0	0	2	4	11	16	25	4
<b>Table 2</b>												
Total Owner Relinquished Intakes												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	0	0	0	0	0	0	0	0	0	0	0	0
<b>Table 3</b>												
Total Animals Returned to Owners												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Returned to Owner	0											
Average Number of Days Held for Cats Returned to Owner	0											
% of Dogs Rec'd Behaviorally Sound and Healthy Enough for Adoption	0											
% of Cats Rec'd Behaviorally Sound and Healthy Enough for Adoption	0											



Table 4													
Total Animals Adopted													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Adopted			0										
Average Number of Days Held for Cats Adopted			0										
Table 5													
Total Animals Euthanized													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Euthanized			0										
Average Number of Days Held for Cats Euthanized			0										
Table 6													
Total Animals Quarantined													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Quarantined			0										
Average Number of Days Held for Cats Quarantined			0										

Table 7													
Total Animals Confiscated or held by Court Order													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order			0										
Average Number of Days Cats Held by Court Order			0										
Table 8													
Employee Census	Job Description	Number of Employees per Position											

City of Imperial

Table 1

Total Animal Intakes (Stray & Owned)

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	4	6	5	5	12	2	6	8	16	4	3	13	84
Cats	10	3	0	0	1	1	0	1	1	0	1	0	18
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	14	9	5	5	13	3	6	9	17	4	4	13	102

Table 2

Total Owner Relinquished Intakes

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	0	0	0	0	0	0	0	0	0	0	0	0	0

Table 3

Total Animals Returned to Owners

2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Returned to Owners	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Returned to Owner													
Average Number of Days Held for Cats Returned to Owner													
% of Dogs Rec'd Behaviorly Sound and Healthy Enough for Adoption													
% of Cats Rec'd Behaviorly Sound and Healthy Enough for Adoption													

Table 4													
Total Animals Adopted													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Adopted			0										
Average Number of Days Held for Cats Adopted			0										
Table 5													
Total Animals Euthanized													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Euthanized			0										
Average Number of Days Held for Cats Euthanized			0										
Table 6													
Total Animals Quarantined													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Held for Dogs Quarantined			0										
Average Number of Days Held for Cats Quarantined			0										

**Table 7**

Table 7													
Total Animals Confiscated or held by Court Order													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order			0										
Average Number of Days Cats Held by Court Order			0										

**Table 8**

Employee Census		Number of Employees per Position											
Job Description													

Imperial County												
<b>Table 1</b>												
Total Animal Intakes (Stray & Owned)												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	123	58	107	75	80	96	101	81	80	85	89	65
Cats	25	29	25	29	26	57	23	42	32	55	40	13
Small Animals	0	0	0	0	0	0	0	0	4	1	0	1
Wildlife	0	0	0	0	0	0	0	0	0	2	0	0
Total Animal Intake	148	87	132	104	106	153	124	123	116	143	129	79
<b>Table 2</b>												
Total Owner Relinquished Intakes												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	36	14	16	13	12	23	34	10	15	7	18	13
Cats	0	0	6	0	5	11	7	3	2	10	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0
Total Animal Intake	36	14	22	13	17	34	41	13	17	17	18	13
<b>Table 3</b>												
Total Animals Returned to Owners												
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Dogs	10	5	11	12	8	13	7	10	7	8	15	14
Cats	0	0	0	1	0	0	0	0	1	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	1	0	0
Total Animals Returned to Owners	10	5	11	13	8	13	7	10	8	9	15	14
Average Number of Days Held for Dogs Returned to Owner												
Average Number of Days Held for Cats Returned to Owner	5											
% of Dogs Rec'd Behaviorally Sound and Healthy Enough for Adoption	51%											
% of Cats Rec'd Behaviorally Sound and Healthy Enough for Adoption	26%											



Table 4													
Total Animals Adopted													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	5	6	6	6	8	9	5	1	3	9	17	6	81
Cats	0	0	0	0	1	1	0	0	0	0	0	0	2
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Adopted	5	6	6	6	9	10	5	1	3	9	17	6	83
Average Number of Days Held for Dogs Adopted													
Average Number of Days Held for Cats Adopted													
Table 5													
Total Animals Euthanized													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	32	28	48	18	29	40	45	23	37	30	22	35	387
Cats	19	27	22	5	11	42	34	28	22	24	15	16	265
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Euthanized	51	55	70	23	40	82	79	51	59	54	37	51	652
Average Number of Days Held for Dogs Euthanized													
Average Number of Days Held for Cats Euthanized													
Table 6													
Total Animals Quarantined													
2010	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
Dogs	20	11	14	13	12	10	9	11	5	25	9	12	151
Cats	0	2	0	0	0	1	0	1	0	0	1	1	6
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Quarantined	20	13	14	13	12	11	9	12	5	25	10	13	157
Average Number of Days Held for Dogs Quarantined													
Average Number of Days Held for Cats Quarantined													
Average Number of Days Held for Dogs Quarantined													
Average Number of Days Held for Cats Quarantined													

Table 7													
Total Animals Confiscated or held by Court Order													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total Year
2010													
Dogs	0	0	0	0	0	0	0	0	0	0	0	0	0
Cats	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Animals	0	0	0	0	0	0	0	0	0	0	0	0	0
Wildlife	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Animals Confiscated or held by Court Order	0	0	0	0	0	0	0	0	0	0	0	0	0
Average Number of Days Dogs Held by Court Order													
Average Number of Days Cats Held by Court Order													
Table 8													
Employee Census													
Job Description	Number of Employees per Position												
Animal Control Supervisor	1												
Senior Animal Control Officer	1												
Animal Control Officer	3												
Animal Control Assistant	1												
Animal Shelter Attendant	1												
Total Employees	7												

# Workshop PowerPoint Program

## Imperial County Animal Control



Imperial County Animal Control

ANIMAL ARTS

## Specializing in Animal Facilities

Thirty-two *Architectural Excellence Awards - Veterinary Economics*  
Projects completed in 40 states, Canada, England, Japan, and Australia



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## Specializing in Animal Facilities


**Lecturers on Animal Care Facilities**  
American Humane Association  
American Animal Hospital Association Conference  
Australian Veterinary Association Conference  
British Veterinary Hospital Association Conference  
Humane Society of the United States  
North American Veterinary Conference  
Veterinary Economics' Hospital Design Conference  
Western Veterinary Conference

**Books:**  
*Planning and Building an Animal Shelter*, American Humane Association



**Reference Materials:**  
*Architectural Graphic Standards*, American Institute of Architects,  
*Veterinary Hospital Section*

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## Selected Animal Arts Experience




Denver Animal Shelter  
Denver, Colorado





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## Selected Animal Arts Experience



Denver Animal Shelter  
Denver, Colorado



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## Selected Animal Arts Experience



Louisiana SPCA  
New Orleans, Louisiana




ANIMAL ARTS

## Selected Animal Arts Experience



Louisiana SPCA  
New Orleans, Louisiana



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## Expectations



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## Perceived Value



Upstate Veterinary Specialists  
and Emergency Clinic  
Greenville, South Carolina



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GATES BAPEN COCHRANE

## Perceived Value

### The Shelter Experience

- Develop an Animal Resource Center
- Promote Public Visitation



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## Educational Opportunities

- Influence Behavior
- Training
- Community Groups



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## Adoption Friendly

- House and display animals in environments that create positive client experiences
- Demonstrate humane values
- Low Stress Housing directly translates to Fewer Animal Care Days



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## Learning from the Best



*The Vincent A. Stabile  
Canine Health Center for  
The Seeing Eye, Inc.  
Morristown, New Jersey*



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## Transparency



A powerful psychological effect because people behave differently if they know someone is watching.

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## Well Designed Housing

Prevents Spread of Disease

- Sanitation
- Ventilation
- Cleanability

Promotes Health

- Adequate Size to express Natural Behavior

Reduces Stress and Reinforces Good Behavior

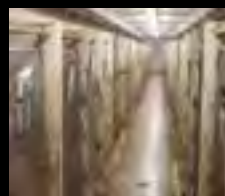
- Social
- Physical



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## Animal Environments

Environment affects the behavior and stress level of people *and* animals



"Dominance aggression comes from anxiety." Dr. Karen Overall

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## Stress in Shelters

Stress is nonspecific term covering:

- Fear
- Anxiety
- Separation Anxiety
- Boredom
- Frustration
- Anger
- Depression

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## Stress in Shelters

In the Shelter Environment **Stress** plays substantial role in Disease:

In Dogs:

- Parvovirus, Bordetella infections, gastrointestinal

In Cats:

- URI, Feline interstitial cystitis, asthma, gastrointestinal

Franklin McMillan, DVM

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## A Challenge

Sit inside a kennel for 15 minutes and think about what a dog experiences each day.

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## A New Standard

Changing from an  
Engineering approach to a  
Performance approach

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## Well Designed Enclosures

Reduce Stress and  
Reinforce Good Behavior



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## New Generation Facilities

will also consider:

- Behavioral
- Psychological
- Social

Studies show dogs will choose to relieve emotional pain at the expense of experiencing physical pain.

Franklin McMillan, DVM, DACVIM

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## Housing Design Goals

provide animals with:

- Routine
- Comfortable Housing
- Physical and Mental Exercise
- Companionship
- Choice of Environment

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## Choice of Environment

- Separate resting, exercise, "poop" areas
- Three dimensional
- Security vs. sensory deprivation

The amount of control an animal feels it has over its situation is crucial to its well being. (Seligman, 1975)



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## Comfortable Housing

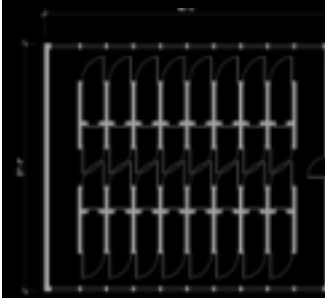
- Size / Configuration
- Defensible Space
  - Aggression in Shelters almost always Defensive
- Physical Comforts
  - Natural Light
  - Odor Control
  - Sound Control
  - Lighting Control
- Sleep Deprivation
  - Stressed dogs don't sleep



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## Dog Housing Options

### Traditional Runs



Total Size	1,776 S.F.
Size per enclosure	111 S.F.
Usable area per dog	40 S.F.

"Face to face isn't a normal way for dogs to approach each other."  
Temple Grandin

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## Improving Traditional Housing

- Natural Light
- Reduced Stimulation
- Choice of Environment
- Noise and Odor Control



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## Improving Traditional Housing



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## Dog Housing Options

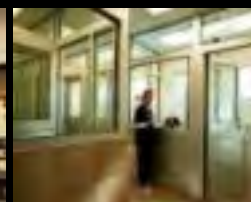
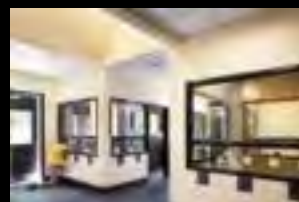
### Real-Life Rooms

Total Size	1,416 S.F.
Size per enclosure	88.5 S.F.
Usable area per dog	48 S.F.



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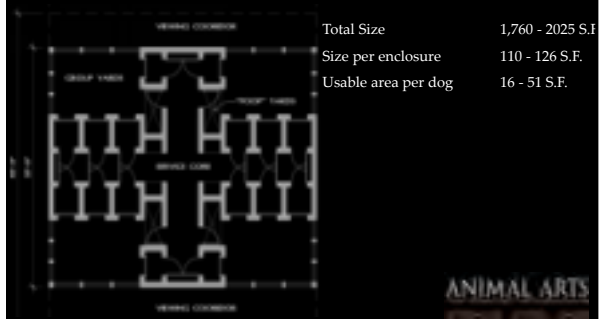
## Real Life Rooms



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## Dog Housing Options

### Village-Style Housing



## Village Style Housing



## Village Style Housing



## Companionship & Exercise



"Play behavior is a good sign because a dog that's depressed or frightened doesn't play." Temple Grandin

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## Cat Housing

*"Whatever you do, double the amount of cat housing you're planning. Cats are **THE** issue for the foreseeable future."*

*Bob Rohde, Executive Director Dumb Friends League*

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## Response to Stress

*"Cats are more likely (than dogs) to respond to poor housing conditions by becoming inactive and by inhibiting normal behavior such as feeding, grooming, exploring and playing than by showing abnormal behavior."*

*(Irene Rochlitz, University of Cambridge, UK, 2004)*

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## Enrich the Space

- Choice of Environment
- Ability to Express Normal Behavior
- Warm Surfaces / Variety of Textures

Cats communicate by leaving odors. Glands on paws leave a scent when they scratch. Facial glands leave a scent when they rub against things.

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## Enrich the Space

2007 Research from UC Davis:

- 5'-0" x 2'-4" x 2'-8" high preferred size
- Minimum 3' between food and litter
- Cats must be able to fully stretch
- Dividable for cleaning



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## Places to Hide – Places to Play

- Group-housed cats spend at least half of their time out of sight of one another.
- Shelves should exceed the number of cats.



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## Group Housing

- In most cases, cats benefit from group housing (Rochlitz 2004)
- Instance of disease is not higher in group housing than it is in individual housing (HSUS 1997)

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## Group Housing

### Rules of Thumb

- Cats have 3' - 9' "bubble" of personal space
- Provide more resting areas than cats
- House no more cats than can be observed
- Provide multiple eating areas
- Provide as many litter boxes as cats
- Provide "hard" ceilings
- Protect floor drains from litter
- House according to life stage
- Introduce new cats slowly in a separate cage

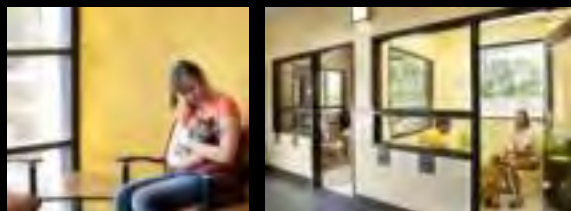
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## Group Housing Examples



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## Get Acquainted Rooms



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## Base Line Considerations

- Disease Control
- Noise Control
- Effective HVAC and Plumbing Systems
- Durable Materials

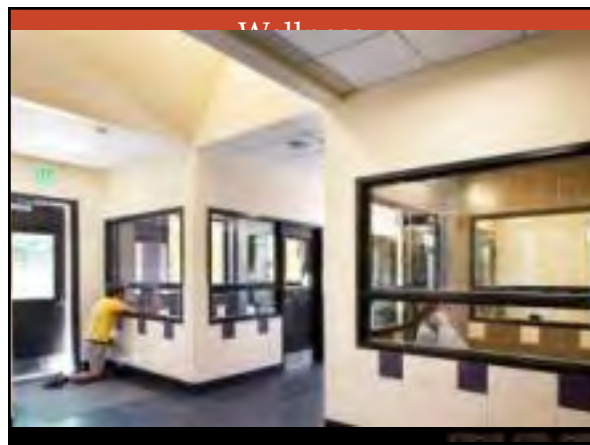
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## Leading Causes of Disease

- Fomites
- Environmental Contamination
- Direct Contact
- Airborne Transfer

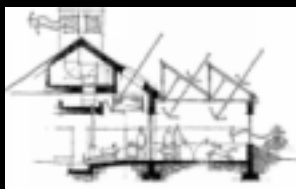
*UC Davis School of Veterinary Medicine, 2007*  
[www.sheltermedicine.org](http://www.sheltermedicine.org) for more information

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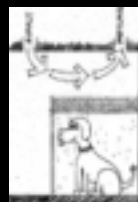
## Odor Control

- Air Flow
- Air Changes
- Air Pressure
- Drainage Systems

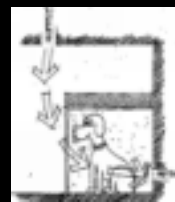


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## Effective Air Flow



Typical air flow



Ideal air flow

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### Effective Air Flow



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### Effective Air Flow



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### Air Exchange Rates

Public zone: 7 - 8 *per hour*  
 Animal holding: 10 - 12 *per hour*  
 (average – up to 30 in small cat areas)  
 Staff / Support: 7 - 10 *per hour*  
 Surgery: 10 - 12 *per hour*

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### Air Pressure Zones

Public - Positive  
 Exam Rooms - Neutral  
 Treatment - Negative  
 Surgery - Positive  
 Isolation - Strong Negative  
 Wards - Strong Negative



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### Drainage Systems

#### Area Drain

- + Maximum disease control
- + Simpler construction
- + Fewer fixtures
- + Easier wash down



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### High-pressure Wash Systems

- Faster
- Use less water
- Injection to regulate flow of disinfectants
- Materials need to be extremely damage resistant (800 PSI)



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## Low-pressure Wash Systems

Easier on materials

Can be designed to inject disinfectants



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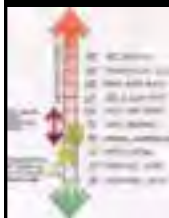
## Noise Prevention

"Anxiety produced by a perceived loss of control over personal environments, including noise, caused over-stressed bodies to become fertile ground for disease."

*Susan L. Stapes, "Human Response to Environmental Noise," American Psychologist, 1996*

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## Noise Control



Sounds are measured in Decibels (dB)

- Each 10 dB increase ten-fold energy
- Hearing loss in humans starts at 85 dB
- Barking 95 to 120 dB
- Dog's ear works the same

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## Noise Prevention

### Causes of Barking

- Territorial rivalry
- Excitement at feeding time
- People passing enclosures
- Social facilitation
- Sound beyond range of humans



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## Noise Sources

### Noise compounds Anxiety and Stress

- Slamming Cage / Run Doors
- Intercoms
- Cleaning Equipment

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## Noise Control



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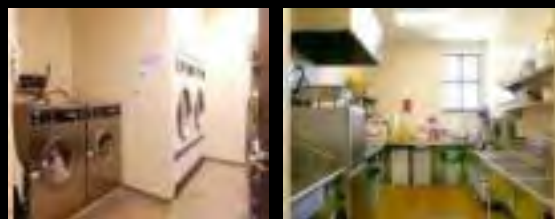
## Noise Control



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## Design Consistency

A well-designed shelter is more than the Front Door



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## Materials

### A Matter of Balance

- Initial Costs
- Life-Cycle Costs
- Sanitation
- Durability
- Maintenance

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## Creating a Healing Environment

- Reduce handling of at-risk animals (handling of healthy populations is fine)
- Enrich *all* enclosures, especially those for at-risk animals
- Understand all factors that cause disease, not just airborne transfer

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## Innovation

### Driving Shelter Design

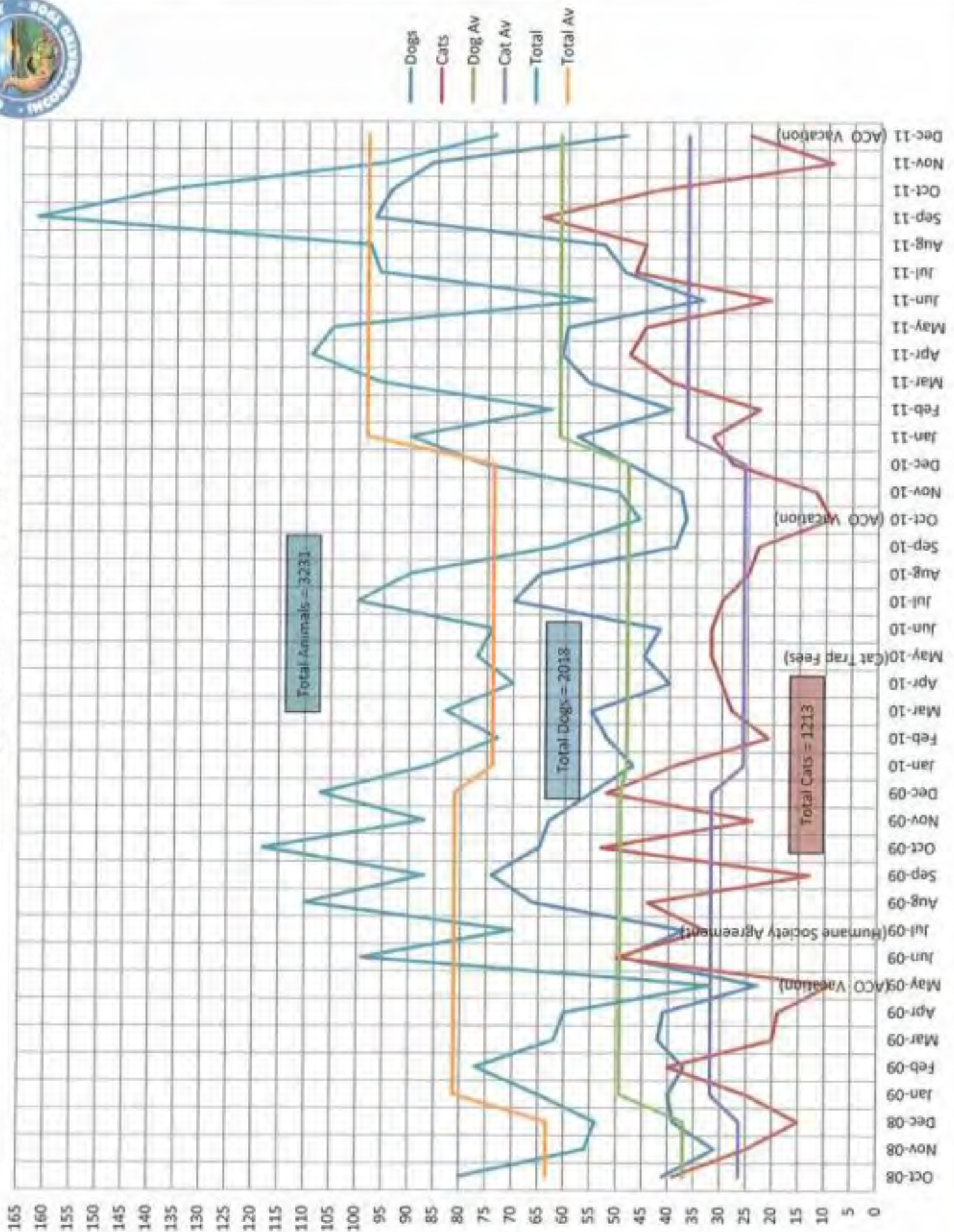
- Knowledgeable and Demanding Public
- Research into Healthy Animal Environments
- Value of Focusing on Animal Care Days
- Reduce Stress for all Animals



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# Reference Documents

# Monthly Animal Control Captures



**EL CENTRO POLICE DEPARTMENT  
ANIMAL CONTROL INFORMATION SHEET**

150 North 11<sup>th</sup> Street  
El Centro, CA 92243  
760-352-2111

---

**All fees are per Resolution 03-67**

Animal Impound Release:	\$30.00
Dog License Issuance:	\$8.00
Loan of Cat Trap for 2 week period:	\$25.00
Dead Animal Pickup:	\$20.00
Dead Animal Pickup – Vet:	\$20.00

**Fee is per Resolution 74-45**

Board cost per day for dogs and cats: \$2.00

---

Prior to accepting money, please inform the person making payment, that prior to claiming their animal(s) at the pound, they will be required to show proof of vaccination, rabies shots and current tags. If they are unable to provide the Animal Control Officer (ACO) with this information, they may still reclaim their animal(s) however they could be issued a citation.

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# ***Animal Control Division Officer Duties***

## **I. Warnings and Citations**

- All warnings will be issued on citation forms stating WARNING CITATION in the signature box and given to the animal owner or responsible party.
- After receipt of any required documentation such as proof of current rabies vaccinations and city license, warnings will then be entered into Spillman by the citation number located on the upper right hand corner. This will allow tracking by address to verify if there is an ongoing problem with animal control calls for service at a particular address.

*Most Common Warning/Citations issued for city ordinance violations are:*

*Allowing dogs to run at large;  
vaccinations, license and tags required;  
keeping too many animals, keeping of certain animals or poultry and  
condition of ownership.*

*Other city ordinance violations include duty to each dog, inhumane treatment or  
abandonment. Most common Health & Safety and Penal Code violations are, tethering  
and animal in a motor vehicle*

The following will describe more fully the ordinance and how the violation is to be handled by staff:

### **Allowing dogs to run at large (city ordinance code section 5-28):**

#### **A. Loose dogs taken to the impound facility and that are claimed by the owner.**

1. The owner must pay the \$30.00 fee to the City of El Centro to claim the animal.
2. Verify current rabies vaccination and a city license.
3. If none are available, issue a written warning citation using the citation form for violation of City of El Centro ordinance code sections 5-28, 5-70, 5-86 and 5-89(a), allowing a dog to run at large, vaccinations (rabies, license and tags affixed).
  - Complete the subjects (S) name, address, date of birth and driver license information.
  - Get a contact phone number for the (S).
  - Give (S) one week to provide proof of current rabies vaccinations and a city license.
  - Advise of the El Centro Animal Clinic vaccination clinic and provide with a flyer if the situation allows.
  - Evaluate each incident as the situation may not warrant waiting until the next vaccination clinic.

#### **B. If a loose dog is followed home and secured in the yard or secured by the owner,**

1. Verify current rabies vaccinations and a city license.



2. Evaluate the situation as a citation may need to be issued instead of a warning depending on the animal and the type of incident.
3. If no current rabies vaccination and city license records are available, issue a written warning citation or citation for the applicable city ordinance code violation sections and
4. Require the same information as for a loose dog claimed from the city impound.
5. No fee is paid by (S) if a citation is to be issued, contact dispatch for a CR, time of call and court date.

*Applicable city ordinance code sections used for allowing dogs to run at large:*

#### **Sec. 5-28. Allowing dogs to run at large--Generally.**

It shall be unlawful for the owner of any dog to suffer, permit or allow such dog to run at large on any public street, road, alley, park, square or place on any vacant or unenclosed lots or land within the city. A dog shall be deemed running at large within the meaning of this section unless such dog is led or restrained by a chain, strap or cord attached to such dog's collar and actually held by a person or made fast to some stationary object.

(Ord. No. 569, § 1; Code 1962, § 4-67)

**Editor's note:** Ordinance No. 569, from which this section is derived, was adopted as an initiative ordinance.

#### **Sec. 5-70. Vaccination--Required.**

Dog owners shall obtain a rabies vaccination for each dog they own, keep, harbor or have custody of within one month after it becomes four (4) months of age, or within one month after obtaining any dog over four (4) months of age. It shall be unlawful for any person to own, keep, harbor or possess or to have in his care, charge or custody any dog five (5) months of age or over unless such dog has a current and valid rabies vaccination administered by any duly qualified and licensed veterinarian, with a rabies vaccine approved by the state department of health for use in dogs. Such vaccination shall be repeated at intervals specified by the state department of health in order to maintain adequate immunity.

(Code 1962, § 4-20.1; Ord. No. 74-10)

#### **Sec. 5-86. Required.**

(a) All dog owners, except tourists or visitors who stay less than three (3) months in an area coming within the jurisdiction of this article, shall apply for and obtain a separate dog license for each dog they own, possess, keep or harbor after it is four (4) months old. All dog owners must possess such license at the time the dog is five (5) months old, or one month after obtaining or bringing into an area coming within the jurisdiction of this article any dog over four (4) months of age. Dog owners shall renew the dog license before it becomes delinquent for as long as they own, possess, keep or harbor or otherwise have custody of the dog. If renewal is not required, dog owners shall, within two (2) months after the expiration date, advise the animal control director of the reason therefor.

(b) Any dog which is legally impounded according to the provisions of this article shall be presumed to be a dog which, prior to impounding, required a license, regardless of such dog's actual age or the owner's place of residence.

(Code 1962, § 4-30(a), (b); Ord. No. 74-10)

#### **Sec. 5-89. Tags.**

- (a) The dog owner shall securely affix the current license tag to the collar or harness of the dog for which the license tag was issued, and shall insure that the dog wears such license tag at all times except when the dog is being exhibited at a dog show. A dog not wearing a current license is presumed to be an unlicensed dog.
- (b) A license tag issued for one dog shall not be transferred or attached to any other dog.
- (c) No unauthorized person shall remove a license tag from a collar or harness or remove the collar or harness bearing such tag from a dog.
- (d) Whenever a license tag is lost or damaged, the owner shall apply for and secure a replacement from city hall or the city veterinarian upon payment of the prescribed fee. (Code 1962, § 4-30(e)-(h); Ord. No. 74-10)

#### **Keeping four or more dogs or cats in place other than kennel (city ordinance code section 5-117):**

C. The City of El Centro only allows a total of no more than four animals, dogs and cats combined per one residence. Warning citations can be given for (S) that has more than four animals which is usually too many dogs. Evaluate the situation, as you may need to allow the (S) time to find homes for some of the animals depending on the amount of animals and if the (S) is willing to try to find homes. Allow no more than three to four weeks time. If (S) has not complied then a citation is to be issued.

*Applicable city ordinance code section:*

#### **Sec. 5-117. Keeping four or more dogs or cats in place other than kennel.**

It is unlawful for any person to keep, house, confine or maintain four (4) or more dogs or four (4) or more cats, in any combination thereof, in any place in the city other than at a kennel; provided, that for the purposes of this section, a litter of puppies or a litter of kittens less than four (4) months of age shall not be included in computing the number of dogs or cats permitted under the provisions of this section. (Code 1962, § 4-52; Ord. No. 74-10; Ord. No. 87-1, § 1)

#### **Keeping of certain animals or poultry-- prohibited generally:**

D. Keeping of chickens, pigeons, geese, ducks and goats are the most common violations. If it appears that there is a youth raising the animal, first inquire if it is a project for the Imperial County Fair (those projects are allowed during certain times of the year).

*Applicable city ordinance code section:*

#### **Sec. 5-1. Keeping of certain animals or poultry--Prohibited generally.**

Except as provided in section 5-2, it shall be unlawful for any person to keep or cause to be kept in or upon any lot or place in the city at any time any cows, horses, mules, hogs, sheep, goats, rabbits, chickens, ducks, geese, turkeys, pigeons or other poultry; provided, however, that, this restriction shall not apply to poultry under four (4) months of age and that it shall not be unlawful to keep or feed cattle or hogs within the city not exceeding twenty-four (24) hours for the purpose of shipment. (Ord. No. 430, § 1; Code 1962, § 4-1)



**Conditions of ownership generally (city ordinance code section 5-27):**

E. Warning citations can be issued for the following under this city ordinance; unsanitary conditions, animals shall be humanely treated at all times.

**Note:** Vaccination, license, keeping animals restrained and animals disturbing the peace are best covered under other applicable city ordinances that apply.

*Applicable city ordinance code section:*

**Sec. 5-27. Conditions of ownership generally.**

Animal owners or keepers must comply with the following conditions of animal ownership; and the animal control director may require, as a condition of licensing, such owners or keepers to sign permit or license applications agreeing to comply with such conditions:

- (a) Animals shall be restrained or confined as required by law.
- (b) Animals shall be humanely treated at all times.
- (c) Vaccinations, licenses and permits shall be obtained as required by law.
- (d) Animal premises shall be kept sanitary and shall not constitute a fly breeding reservoir, a source of offensive odors or of human or animal disease.
- (e) Animal and animal premises shall not be permitted to disturb the peace or constitute a public nuisance or hazard.

(Code 1962, § 4-66; Ord. No. 74-10)

**Duty to curb dog (city ordinance code section 5-30):**

F. Persons walking their dogs and allowing them to defecate or urinate on public or private property. Warn dog walkers to take the necessary items to pick up the defecation if they are walking their dog on public or private property.

*Applicable city ordinance code section:*

**Sec. 5-30. Duty to curb dog.**

No person shall allow a dog in his custody to defecate or to urinate on public property or any private property other than that of the owner or person having control of the animal. It shall be the duty of all persons having control of a dog to curb such dog in order to carry out the intent of this section. Unsighted persons while relying on a guide dog shall be exempt from this section. If a violation of the above occurs, such person shall immediately remove any feces to a proper receptacle.

(Code 1962, § 4-68; Ord. No. 74-10)

**Inhumane treatment: abandonment (city ordinance code section 5-34):**

G. Most common warning or citation is to a person who abandons any domestic animal. Example: Notification by the animal control officer to the animal owner of record (as identified on the city license) that the animal has been picked up and impounded;

- After proper notification, if the animal owner fails to claim the animal or does not properly relinquish the said animal to the city, a citation is to be issued to the animal owner of record.

- Inhumane treatment of an animal. After notifying the owner, evaluating the situation, and if the owner has been warned of the violation, a citation is to be issued for the inhumane treatment of such animal.
- Example: evident neglect that could endanger the animals well being. Have complete details of the incident, living area, circumstances that lead to the call for service and photos if available for a complete report.

*Applicable city ordinance code sections:*

**Sec. 5-34. Inhumane treatment; abandonment.**

No person shall treat an animal in a cruel or inhumane manner or willingly or negligently cause or permit any animal to suffer torture or unnecessary pain. No person shall abandon any domestic animal on any public or private property.  
(Code 1962, § 4-72; Ord. No. 74-10)

Other types of warnings and citations:

Health & Safety violations:  
Tethering H & S 122335

Penal Code violations:  
Animal in a motor vehicle PC 597.7

**ALL CALLS FOR SERVICE REQUIRE THE FOLLOWING COMPLETED ITEMS:**

- Dates and time of occurrence;
- Find out who, what, where and when;
- Get proper identification, date of birth, correct address and a phone number for (S) and the RP if applicable;
- If calls for service involve dogs, always verify current rabies vaccinations and a city license for all dogs on property. Any dog in the city **shall** be properly vaccinated and licensed no matter what the call for service was;
- Explain the importance of having a copy of the current rabies vaccination and city license as it will help identify the dog.
- Evaluate each incident as a citation may be necessary instead of a warning.
- Prepare citations and applicable report forms, you may file copies for yourself and the originals are to be turned into Birdsall for approval prior to going off duty for the day. If Birdsall is not available, turn into officer in charge for approval.

**Calls for service that immediate citations are to be given:**

A. Reoccurring loose dog issues at the same location or address.

B. Calls responded to by an officer if no animal control officer was on duty. I.e. nights, holidays and Sundays and any of these incidents that apply:

1. Loose injured dogs taken to the veterinarian

- The dog owner must pay any veterinarian expenses incurred. This to be accomplished by the owner paying the veterinarian directly, prior to the animal being released by the ACO.
- If the dog was then taken to the city impound, the \$30.00 claim fee is to be paid by the owner to the city before dog is released to the owner.

## **2. Dog bite cases**

- A loose dog that bit a person or child where the dog was not under the control of the owner and was not on the property of the dog owner
- Loose dogs out of the owner's control that attack another person's dog or cat and was not on the property of the dog owner.

## **Handling of Complaints and Follow up Procedures:**

### **Applicable city ordinance:**

#### **Sec. 5-36. Procedure for handling complaints; confidentiality of complainant's identity.**

Upon receiving a complaint from an identified person alleging a violation of this article, and upon receiving the name and address of the owner of the animal, if known, an investigation to determine whether a violation exists shall be made. If the investigation discloses a violation of this article, the prosecution may be initiated against the owner by the city. The complainant's identity shall be kept confidential to the extent permitted by law. (Code 1962, § 4-74; Ord. No. 74-10)

Most complaints are from a RP regarding a neighbor's loose dog. Other complaints include, tethering of dogs, thin dogs, unsanitary conditions for dogs, dogs without shade, food and water, stray cats, and barking dogs.

- After receipt of the complaint, contact the RP as soon as possible.
- Find out as much information as possible using who, what, where and when.
- With accurate information and after having had contact with the RP, warnings and citations can still be issued for violations without an officer being present at the time of violation.
- Photographs from the RP are helpful in cases such as repeat offenders who often let their dogs loose at night and in the early morning before animal control officers are on duty. Offenders can still be warned or cited even if the officer is not present at the time of the incident.

#### **Loose Dogs:**

- Has the dog been loose on a prior occasion?
- Was there a prior warning or citation issued to this owner or at this location? Check with dispatch to check in Spillman.
- Have you verified current rabies vaccinations and a city license for the dog?
- How did the dog get out?
- Is this a reoccurring problem?



**Tethering:** Tethering violations under Health & Safety code section 122335 are difficult citations to prosecute.

- Contact the animal owner and educate them on tethering their dog.
- Suggest alternative ways to keep their dog in the yard and encourage them to frequently exercise the dog.
- Advise them to provide adequate food, water and shade at all times if they must tether their dog.
- Suggest a possible cable system that would allow the dog enough room to exercise without becoming entangled.
- City Ordinance Code Section 5-27 (conditions of ownership generally) provide that animals are to be humanely treated at all times may be used for warnings and or citations.
- Verify current rabies vaccinations and city license for the dog.

**Thin & Skinny Dogs:** Contact the owner and visually look at the dog.

- Is the dog older?
- What previous situations could have possibly lead to this condition?
- Does the dog have medical conditions that could lead to this condition?
- Advise the owner of Penal Code 579 (f) failure to provide proper veterinary care of an animal.
- Verify current rabies vaccinations and a city license for the dog.

**Unsanitary conditions:** Contact the owner.

- Advise to clean feces from yard and continue to do so on a regular basis.
- Advise owner that you will be back to check on the yard conditions.
- Issue written warning using City Ordinance Code Section 5-27 (conditions of ownership)( d) animal premises to be kept sanitary and shall not constitute a fly breeding reservoir a source of offensive odors or of human or animal disease.

**No food, water or shade for dogs:** Contact the owner.

- Is the dog always outside (usually tied up)?
- Are there adequate containers for food and water for the dog?
- Are there adequate shade provisions (all day long) for the dog?
- Are the food and water containers empty and if so why?
- City Ordinance Code Section 5-27 (conditions of ownership generally) (b) animal shall be humanely treated at all times can be used or Penal code 597 (a) or (b) as they apply for unnecessary suffering.

**Animal unattended in motor vehicle:** Contact owner.

- Look at the vehicle; are the windows down to allow adequate air for the animal?
- What is the outside temperature?
- Is there water provided for the animal?
- Is animal in the direct sun?
- How long was the animal left in the vehicle?



- Issue a citation using Penal code 597.7.

**Dog barking:** Contact owner.

Verbally warn and give a copy of the city ordinance general noise regulation.  
A written warning can be issued also.

Educate the RP's and (S) on city ordinance violations as well as Health & Safety and Penal Code violations that relate to animals. It is an important part of an animal control officer's duty to **educate** the public as well as **enforce** the law.

The public needs to be educated on these ordinances and what can be done to assist with the problem.

**Impounded dogs and cats:**

Holding times are to be adhered to by California State law and may change from year to year. Review your Animal Law Handbook regularly you will also be provided that information by your supervisor.

**Dogs:**

- Hold dogs for five (5) days.
- Notify the Humane Society immediately of all dogs brought in so they can be evaluated and given proper vaccinations.
- Apply Defend (for flea and tick control) to dogs older than 6 months. If less than 6 months of age, notify the Humane Society for flea and tick control for puppies up to 6 months of age.
- House dogs according to type, size, age and sex. Quarantine dogs or large dogs that need to be housed singularly, are to be placed in the Q kennels. Puppies and very small dogs are to be housed in the K, kennels, K-2 and K-9 (the gate closures are set up for small dogs).
- Log each animal into the impound using the numbered kennel cards. Complete as much information as possible about the animal. Note at the top when flea & tick treatment and vaccinations were done.
- If dog has a collar and an identification tag, attempt to notify the owner. If dog is wearing a city license look up the license number and attempt to contact owner. If no contact is made with the dog owner, issue a 48 hour notice and post at the residence listed on the city license. If owner makes no contact with animal control at then end of the 48 hour period, and the dog has been determined adoptable by the Humane Society, the dog will then be turned over to the Humane Society.
- If the owner wishes to relinquish the dog to the city they shall pay the \$30.00 fee to the City of El Centro at the records department and fill out the relinquishment form. In some situations, the dog owner may not be able to claim the dog or pay the fee; at the very least have them complete and sign the relinquishment form to relieve the city of any liability.
- If the dog owner is verified by the city license but refuses to claim the dog or sign the relinquishment form, a citation may be issued for violation of city ordinance code section 5-34 Inhumane treatment: abandonment.

It is critical to maintain a good working relationship with the Humane Society and arrange a schedule for animal turn over that works for both the city and Humane Society. Without the Humane Society, there would be many animals that would be euthanized unnecessarily.

Dogs Owner Claim:

- Verify current rabies vaccination and city license.
- Upon the payment to the city for the claim fee of \$ 30.00, issue a written warning citation or citation if situation applies.
- If no current rabies vaccination or city license is available from the owner use applicable city ordinance codes 5-28, 5-70, 5-86 and 5-89a.
- Allow one week for the owner to provide the rabies vaccination and city license records.
- If the situation allows and there is a vaccination clinic within a reasonable amount of time, you may allow the owner to use the vaccination clinic. You may provide the owner with the El Centro Animal Clinic flyer for the clinic that is held on the second Saturday of each month. Request the rabies vaccination and city license copy to be provided by the Monday following the clinic.
- If you have received no contact from the dog owner you may attempt to contact them by phone if available.
- If no contact is made a citation is to be issued within a reasonable amount of time past the requested date of the rabies vaccination and city license. Use applicable city ordinance code sections 5-28, 5-70, 5-86 and 5-89a for the citation and write *to be mailed* in the signature box on the citation.

Cats:

- Hold for 72 hours unless after evaluation the cat is determined to be feral. It may be taken to the vet to be euthanized, if there is an imminent danger to the animal control officer or other cats.
- Log each cat using the numbered kennel cards and include as much information as possible.
- Cats that are not adoptable or determined feral will be euthanized on Thursdays by the site veterinary.
- Cats that are determined adoptable by the Humane Society shall be turned over to the Humane Society at the end of the required holding period.

Cat Trapping:

- No trapping shall be done from June 1 though September 1<sup>st</sup>. City owned cat traps are available for rent at a current fee of \$ 25.00 for seven days (subject to change).

## Daily Duties

### Beginning of Shift:

- Check in with OIC and review the logs from the previous night.
- If no animal control officer was on duty the previous day, you must check the logs from the end of the last shift for the other animal control officer to present time.
- Review any calls for service and calls that patrol officers had to respond to.
- Evaluate the calls and speak to the officer if available for any details about the incident.
- Contact the RP and V and cite as necessary.

### Patrol:

- Patrol is to be done when you are not caring for the animals at the pound, contacting RP's or S, record keeping or completing citations and reports.
- Patrol the high traffic areas first. Example: 4<sup>th</sup> to 8<sup>th</sup> Streets from Vine to State Street, 2<sup>nd</sup> Street to Hope from Hamilton to State Street, 5<sup>th</sup> to 8<sup>th</sup> Streets from El Centro Avenue to Woodward.
- During the school year, morning and afternoon patrol of those areas are the most important when children are walking or being transported to school. Example: Desert Gardens School, Central Union High School, Kennedy Middle School and Washington Elementary.

### Record keeping:

- Use daily log sheet in the field.
- Record all calls for service, phone calls received and returned, patrol information, complaints and follow up contacts.
- Keep good notes including RP, S or V with names, date of birth, address and phone numbers.
- Get as much information as possible, ie: dog description, who, what, where and when.
- Dogs and cats logged into the pound will be recorded on kennel cards at the pound and entered on the daily log.
- This information includes: location where animal was found, description of the animal including sex and color, card number, date in and date animal will be released to Humane Society for adoption or euthanasia. Input daily log into the proper month on the Q drive each day including totals for that day and euthanized animals.
- Note any dogs or cats on euthanasia totals that were possibly adoptable but were euthanized.
- All warnings are to be logged into Spillman by number on citation form after follow up has been done ie: vaccination and license records received. This will allow each animal control officer to check a name or location if there have been previous warnings or citations issued. Attach copies of current rabies

vaccinations and city license documents to the warning and file in appropriate month once entered in Spillman.

- Daily log sheets are to be filed in the proper month once completed in the Q drive.
- Citation copies are to be filed in the proper month once they are completed and the original turned into Birdsall for approval. Be sure to include citation information including citation number on daily logs as citations and reports.

Keep accurate and thorough notes so each animal control officer may be aware of any incidents follow ups, animal owners bringing in documents, repeat offenders or animals that may be claimed on their shift.

### **Dog bite Reports:**

If taken by another officer, try to talk to the officer and get any further information that may be important to the report.

- A. Contact the (V) and ask who, what, where and when; was the dog home confined or was it taken the city impound for the ten day confinement.
- B. Contact the animal owner and ask who, what, where and when.

1. Verify current rabies vaccination and city license.
2. If dog is home confined, does it appear healthy?
3. What is the age of the dog?
4. Is the dog playful, aggressive or protective?
5. How does the dog appear to be treated by the owner?
6. Does the owner appear to be careless with the dog or was it an accident?
7. Did the incident happen on the dog owner's property or was the dog loose?

Answers to these questions will help determine if a warning is to be issued or a citation. If the dog was loose an immediate citation should be issued.

Prepare a written narrative report and complete the animal bite close out form. If no current rabies vaccinations are available for the dog, note this on the close out report and issue a written warning citation or citation. Note warning or citation issued on the close out form.

- Copy the original bite report and all documentation that is important to the incident. ie: officers narrative report, your narrative report, current rabies vaccination documents.
- Turn original report and attached documents to Birdsall for approval.
- Once per week check with records and see if there are any reports that need to be delivered to the Imperial County Health Department.

If no rabies vaccinations were available for the dog after the 10 day confinement, visit the animal at the owner's home to see if it appears healthy. Request the rabies

vaccination and city license copy from dog owner. If owner does not provide the current rabies vaccination within five days of your visit, a citation is to be issued to the owner. If the dog was loose city ordinance code section 5-28 is to also be added to the city ordinances for vaccinations (5-700, license (5-86) and tags affixed (5-89a).

## **Caring for animals at the city impound:**

### **Dogs:**

- Hose out kennels and dog huts to remove feces etc.
- Dump and clean out water and feed containers and refill with fresh water and dry food as per the feeding chart and number of dogs in a kennel.
- **DO NOT OVER FEED AS IT IS A WASTE OF FOOD** Puppies less than four months of age are to be fed (dry) food for puppies at the amounts per the feeding chart.
- Replace dirty towels with clean towels as necessary. The Humane Society provides and cleans the towels for the kennels. (take dirty ones and ask for clean ones)
- Sanitize kennels with disinfectant and bleach using the mixture applicator and garden hose on **Tuesdays, Thursdays (after euthanization) and Saturdays**. This will help kill germs and keep kennels in a sanitary condition.

### **Summer Season:**

- Turn on misters in the mornings and off at the end of shift for the K and Q kennels. **DO NOT LEAVE ON OVERNIGHT; THIS PROMOTES DISEASE**
- Fans may be left on overnight in the summer season.
- Evaporative cooler may be left running overnight, check to make sure water is on and it is located to best benefit the dogs.
- When kennels are emptied, sanitize feed and water containers and kennel area with the bleach and disinfectant applicator.
- Use scrub brush on containers and kennels.

### **Q Kennels:**

- Remove drain covers and clean daily if no dogs are present. Use plenty of water to promote clean drains.
- Clean and sanitize each kennel as dogs are removed with the disinfectant and bleach applicator. Rinse clean. This will help kill germs and keep kennels in a sanitary condition.

### **Cats:**

- Scrub and sanitize cat cages, feed dishes and litter trays with disinfect and bleach mixture.
- Rinse and wipe out with paper towels.
- For two (2) cats per cage feed one (1) scoop of dry food and fill water container.

- Spray litter tray with bleach and use (1) one can (coffee can) of litter per tray, **MORE THAN ONE CAN IS A WASTE**
- Change litter pans every other day and scoop litter on the opposite days to remove feces.
- Cat cages are to be thoroughly sanitized on Thursdays after euthanization.
- As cat traps are returned they are to be scrubbed and sanitized with bleach.

We have two neutered house cats. They are to be fed and cared for as hey keep the cat room free of insects and rodents that will destroy the dry feed bags.

#### Cat Room:

- During summer months (May through September) set air conditioner at 80 degrees.
- Sweep floors daily and mop with disinfectant and bleach on Tuesdays, Thursdays (after euthanization) and Saturdays.
- Fill the cat food and cat litter cans as needed.

Dump the trash regularly and keep the general areas clean. Fill the outside dry food containers for the dogs as needed.





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<b>TITLE:</b>	<b>Animal Control Officer</b>	<b>JOB CODE:</b>	2000
<b>PREPARED:</b>	October 1994	<b>FLSA:</b>	Non-Exempt
<b>UPDATED:</b>	September 2006	<b>BU:</b>	TEAM

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**Summary:** Under general supervision, responds to community inquiries regarding animal protection and animal control; responds to calls from the public involving loose, relinquished vicious or deceased animals; enforces State and local laws as they relate to the care and maintenance of animals and incidents requiring animal control intervention; prepares reports for prosecution of violations of the law; maintains daily logs; performs other related duties as required.

**Distinguishing Characteristics:**

This position is responsible for managing animal control and the animal shelter facility in the City of El Centro. This position is responsible for animal control intervention and for preparing and maintaining State mandated data requirements. This position reports to the Police Services Manager.

**Essential Job Functions:** *Essential functions, as defined under the Americans with Disabilities Act, may include any of the following tasks, knowledge, skills and other characteristics. The list that follows is not intended as a comprehensive list; it is intended to provide a representative summary of the major duties and responsibilities. Incumbent(s) may not be required to perform all duties listed, and may be required to perform additional, position-specific tasks.*

- Captures loose animals and transports them to animal shelter facility; contacts owners when possible
- Responds to animal related citizen complaints; writes reports associated with complaint
- Issues citations and prepares reports relating to non-compliance of City Ordinance pertaining to animals and other violations of State law
- Transports animals to the Humane Society or veterinarian to determine if animal can be saved or if it must be euthanized
- Investigates complaints of cruelty to animals, stolen animals, disturbances of the peace and animal bites; enforces ordinances governing the keeping of animals
- Responds to animal bite cases; checks diseased animals to ensure proper quarantine regulation compliance; issues citations to owners of animals for violation of animal regulations, city ordinances and/or State laws; submits reports and paperwork to City Attorney and/or District Attorney, as appropriate, for prosecution
- Conducts inspections of animal facilities including, but not limited to, pet stores
- Maintains the kennels and associated building at the animal shelter; ensures cleanliness of facility and performs minor repairs
- Cleans, feeds and process animals maintained at the shelter

- Collects fees for animal boarding, licensing, trap rental and disposal
- Disposes of deceased animals, including those from the general public and private businesses
- Explains City ordinances and licensing regulations relating to animals; provides information pertaining to spay/neutering clinics
- Keeps and maintains routine records and makes reports; appears in court on cases involving animal regulation violations; prepares annual reports for the State
- Performs other related duties as required.

## **MINIMUM QUALIFICATIONS**

### **Required Knowledge, Skills and Abilities:**

- Knowledge of Federal, State and City rules, regulations, policies, procedures and techniques of animal control and protection
- Knowledge of methods of animal collection, care and disposal
- Knowledge of common animal diseases and methods of control
- Knowledge of radio dispatch procedures
- Knowledge of ordinances governing the licensing, quarantining and impounding of animals
- Skill in the operation of a personal computer and related software to perform word processing, spreadsheet operations
- Ability to maintain records and prepare reports
- Ability to issue citations and testify in court
- Ability to handle and care for animals in a humane manner
- Ability to communicate tactfully and effectively with the general public
- Ability to communicate clearly and concisely, both orally and in writing
- Ability to read, understand, interpret and apply ordinances governing animal control
- Ability to establish and maintain effective relationships with those contacted in the course of work
- Ability to recognize symptoms of diseased or rabid animals

**TRAINING AND EXPERIENCE:** Two years of responsible experience in the care and handling of animals

**EDUCATIONAL REQUIREMENTS:** Graduation from high school or GED equivalent

Desirable: State Humane Officer's training and a law enforcement class covering arrests, use of firearms and chemical agents.

**LICENSING/CERTIFICATION REQUIREMENTS;** Valid California Class C Driver License. Ability to obtain State Humane Officer's training within six (6) months of employment

### **Environmental Factors and Conditions/Physical Requirements:**

- Work is routinely performed in inside and outside environments

- Potential exposure to extreme weather conditions, mean and aggressive animals and diseases carried by feral animals
- Required to drive and maintain City truck with cages
- Required to frequently lift and/or move up to 75 pounds
- Required to sit or stand for extended periods
- Required to use hands to finger, handle, grip, grasp or feel objects
- Required to hear and speak to exchange information in person or on the telephone
- Required to communicate verbally and in writing

**Equipment and Tools Utilized:**

- Radio, telephone and other communication devices
- Catch-all poles, shovels, cat thongs, leashes, knife and animal traps
- Personal computer, copier, fax and other office equipment
- Pens, pencils and other office tools.

Approved:

\_\_\_\_\_  
City Manager

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date of Council Approval

# City of El Centro

## JOB FUNCTION ANALYSIS

<b>Job Title:</b> Animal Control Officer	<b>Department:</b> Police
	<b>Job Type/ Code:</b>

<b>Employee:</b>	<b>Location:</b>	<b>Dominance:</b>
<b>Date of Injury:</b>	<b>Claim #:</b>	
<b>Schedule:</b>	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time	<b>Shift:</b>
<b>Supervisor:</b>	<b>Title:</b>	<b>Overtime:</b> Hrs/wk. <b>Ph:</b>

### I. Job Summary/ Objective

Under general supervision, responds to community inquiries regarding animal protection and animal control; responds to calls from the public involving loose, relinquished, vicious, or deceased animals; enforces State and local laws as they relate to the care and maintenance of animals and incidents requiring animal control intervention; prepares reports for prosecution of violations of the law; maintains daily logs; performs other related duties as required.

### II. Identification of Job Functions

#### A. ESSENTIAL Functions and Tasks: (Percentages are based on 8 hour workdays.)

<p>1. Patrol &amp; Investigation 75% per week</p> <p>May be performed concurrently with functions 2,3,4 &amp; 6</p>	<p>Responds to animal related citizen complaints; issues citations relating to non-compliance with City ordinances pertaining to animals, animal regulations, and other violations of State law; investigates complaints of cruelty to animals, stolen animals, disturbances of the peace and animal bites; enforces ordinances governing the keeping of animals; conducts inspections of animal facilities including, but not limited to, pet stores; collects fees for animal boarding, licensing, trap rental and disposal; explains City ordinances and licensing regulations relating to animals; provides information relating to spray/neutering clinics; drives City truck; assists Police Department with incidents involving animals.</p>
<p>2. Animal Capture &amp; Removal 25-40% per week</p> <p>May be performed concurrently with functions 1,3,4 &amp; 6</p>	<p>Captures loose animals and transports them to animal shelter facility; contacts owners when possible; transports animals to the Humane Society or veterinarian to determine if animal can be saved or if it must be euthanized; checks diseased animals to ensure proper quarantine regulation compliance; disposes of deceased animals, including those from the general public and private businesses; empties freezer containing deceased animals; drives City truck; picks up relinquished animals; sets cat traps.</p>

<p>3. Record Maintenance &amp; Report Writing</p> <p>10-15% per week</p> <p>May be performed concurrently with functions 1,2,4,5 &amp; 6</p>	<p>Writes reports associated with complaints; writes reports associated with violations of City Ordinances or State law; submits reports and paperwork to City Attorney and/or District Attorney, as appropriate, for prosecution; keeps and maintains routine records and makes reports; prepares annual reports for the state.</p>
<p>4. Animal Shelter Tasks</p> <p>25% per week</p> <p>May be performed concurrently with functions 1,2,3 &amp; 6</p>	<p>Maintains the kennels and associated buildings at the animal shelter; ensures cleanliness of facility and performs minor repairs; cleans, feeds and processes animals maintained at the shelter; maintains city truck with cages; releases animals to the public.</p>
<p>5. Court Appearance</p> <p>0-2% per week</p>	<p>Appears in court on cases involving animal regulation violations; presents evidence; acts as an expert witness.</p>
<p>6. Public Relations</p> <p>60-75% per week</p> <p>May be performed concurrently with functions 1,2 &amp; 4</p>	<p>Gives presentations and provides information regarding animals to schools and community groups; takes telephone calls from the public, answering questions regarding animals; appears at community forums; assists in low cost rabies vaccinations; engages in community outreach programs.</p>

**B. NON-ESSENTIAL Functions and Tasks:**

<p>7. Traffic Control</p> <p>0-2% per week</p>	<p>Directs traffic under supervision from the Police Department; inspect vehicles involved in traffic accidents for damage; assist victims; remove debris from the roadway.</p>
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**III. Qualification Standards**

Education:	Graduation from high school, GED, or equivalent.
Training:	State Humane Officer's training and a law enforcement class covering arrests, use of firearms and chemical agents is desirable.
Licenses/ Certification:	Valid California Class "C" Driver's License; ability to obtain State Humane Officer's training within 6 months of employment.
Prior Experience:	Two years of responsible experience in the care and handling of animals.

**Knowledge/ Abilities:**

**Knowledge of:** Federal, State and City rules, regulations, policies, procedures and techniques of animal control and protection; methods of animal collection, care and disposal; common animal diseases and methods of control; radio dispatch procedures; ordinances governing the licensing, quarantining and impounding of animals.

**Ability to:** Operate a personal computer and related software to perform word processing and spreadsheet operations; maintain records and prepare reports; issue citations and testify in court; handle and care for animals in a humane manner; communicate tactfully and effectively with the general public; communicate clearly and concisely, both orally and in writing; read, understand, interpret and apply ordinances governing animal control; establish and maintain effective relationships with those contacted in the course of work; recognize symptoms of diseased or rabid animals;

The following frequency key denotes the frequency that each activity is performed daily.

**Frequency Key:**

**N = Never**

**S = Seldom (less than .5 hour per day)**

**O = Occasionally (.5 to 3 hours per day)**

**F = Frequently (3 to 6 hours per day)**

**C = Continuously (more than 6 hours per day)**

#### IV. Physical Demands

##### A-1. Postures/ Movements: During ESSENTIAL Functions

	Freq.	Duration	Examples of Tasks
Sitting	F	< 30 mins	Driving truck; writing reports; computer work; court appearances; phone calls
Walking	O	< 90 mins	Site inspections; cleaning & feeding; office work; picking up dead/relinquished animal
Standing	S	< 10 mins	Writing citations; talking with public; site inspections; cleaning & feeding; office work; picking up dead/relinquished animal
Kneeling	S	< 2 mins	Animal capture; picking up an animal
Crawling	N	-	-
Bending	O	< 3 mins	Setting traps; picking up small animal; leashing dog; emptying carcasses/freezer
Stooping	O	< 3 mins	Setting traps; picking up small animal; leashing dog; emptying carcasses/freezer
Squatting	S	< 3 mins	Setting traps; picking up large animal; leashing dog; emptying carcasses/freezer
Running	N-S	< 1 min	Pursuing/fleeing from animal
Jumping	N-S	Seconds	Pursuing/fleeing from animal
Climbing	N-S	< 1 min	Ascending/descending stairs to office
Balancing	N-S	< 3 mins	Apprehending large or vicious animal
Lying Down	N-S	< 5 mins	Retrieving animal from canal
Twist at Waist	N-S	< 1 min	Removing animals from truck; driving truck; cleaning & feeding; apprehending large or vicious animal
Walk on Uneven Ground	O	< 90 mins	Cleaning & feeding; dog pound; pursuing animal in the park; dump site



Operate Foot Controls	F	< 30 mins	Driving truck
Reach- Above Shoulder	S	< 2 mins	Locating item up high; retrieving animal from tree or other elevated location
Reach-At/Below Shoulder	F	< 3 mins	Site inspections; cleaning & feeding; picking up dead/relinquished animal; animal capture; picking up animal or other object; removing animals from truck; setting traps; emptying freezer
Neck Extension (up)	S	< 1 min	Locating item up high; retrieving animal from tree or other elevated location; observing surroundings
Neck Flexion (down)	F	< 2 mins	Site inspections; cleaning & feeding; picking up dead/relinquished animal; animal capture; picking up animal or other object; removing animals from truck; setting traps; emptying freezer
Neck Rotation (turning)	F	< 1 min	Site inspections; cleaning & feeding; picking up dead/relinquished animal; animal capture; picking up animal or other object; removing animals from truck; setting traps; emptying freezer; driving truck
Comments:			

#### IV. Physical Demands (Continued)

##### A-2. Postures/ Movements: During NON-ESSENTIAL Functions

	Freq.	Duration	Examples of Tasks
Sitting	N	-	-
Walking	N-S	< 3 mins	Approaching incident scene; inspecting vehicle; assisting victim; removing debris
Standing	S	< 30 mins	Directing traffic; inspecting vehicle; assisting victim; removing debris
Kneeling	N-S	< 5 mins	Inspecting vehicle; assisting victim
Crawling	N	-	-
Bending	S	< 3 mins	Assisting victim; removing debris
Stooping	S	< 3 mins	Assisting victim; removing debris
Squatting	S	< 3 mins	Assisting victim; removing debris
Running	N	-	-
Jumping	N	-	-
Climbing	N	-	-
Balancing	N	-	-
Lying Down	N	-	-
Twist at Waist	N-S	< 1 min	Directing traffic; assisting victim; removing debris
Walk on Uneven Ground	N-S	< 2 mins	Directing traffic; assisting victim; removing debris
Operate Foot Controls	N	-	-
Reach- Above Shoulder	S	< 2 mins	Directing traffic
Reach-At/Below Shoulder	S	< 3 mins	Directing traffic; assisting victim; removing debris; inspecting vehicle
Neck Extension (up)	N-S	< 1 min	Observing surroundings
Neck Flexion (down)	S-O	< 2 mins	Directing traffic; assisting victim; removing debris; inspecting vehicle; observing surroundings
Neck Rotation (turning)	S-O	< 30 mins	Directing traffic; assisting victim; removing debris; inspecting vehicle; observing surroundings
Comments:			

**B-1. Lifting: During ESSENTIAL Functions**

\* Indicates with assistance

Weight in Pounds	Below Waist	Waist/ Chest	Above Shoulder	Examples of Objects Lifted
Up to 10	F	F	S	Animals; writing utensils; clipboard; radio; shovel tongs; noose; cages
11-25	F	F	S	Animals; cages; dog traps; box of dog/cat food
26-50	O	O	S	Animals; boxes of dog/cat food
51-75	O	O	N	Animals (with assistance if available)
76-100	S	S	N	Animals (with assistance if available)
Over 100	N	N	N	-

Comments:

Heaviest item lifted alone by Employee: Animal Weight: 100 Pounds

**B-2. Lifting: During NON-ESSENTIAL Functions**

\* Indicates with assistance

Weight in Pounds	Below Waist	Waist/ Chest	Above Shoulder	Examples of Objects Lifted
Up to 10	O	O	N-S	Debris; flares; cones; writing utensils; radio
11-25	S	S	N	Debris; child; box of flares
26-50	S	S	N	Debris; child; box of flares
51-75	S	S	N	Debris; child
76-100	S	S	N	Debris; child; small adult (all with assistance if available)
Over 100	S	S	N	Small adult (with assistance if available)

Comments: As a law enforcement officer, the Animal Control Officer is expected to respond appropriately in emergency situations. As such, assistance may not always be available and lifting of large/heavy objects (including people) alone may be required.

Heaviest item lifted alone by Employee: Debris or small adult Weight: 100 Pounds

**IV. Physical Demands (Continued)****C-1. Carrying: During ESSENTIAL Functions**

\* Indicates with assistance

Pounds	Freq.	Distance	Examples of Objects Carried
Up to 10	C	< 1 mile	Small animals; radio; writing utensils; clipboard; tongs; noose; cat traps
11-25	F	< 50 ft	Animals; cages; dog traps; box of dog/cat food
26-50	O	< 50 ft	Animals; boxes of dog/cat food
51-75	S	< 5 ft	Animals (with assistance if available)
76-100	N	-	-
Over 100	N	-	-

Comments:

Heaviest item carried alone: Animal Weight: 75 Pounds Distance: &lt; 5ft

C-2. Carrying: During NON-ESSENTIAL Functions			* Indicates with assistance
Pounds	Freq.	Distance	Examples of Objects Carried
Up to 10	O	< 10 ft	Debris; flares; cones; writing utensils; radio
11-25	O	< 10 ft	Debris; child; box of flares
26-50	O	< 10 ft	Debris; child; box of flares
51-75	S	< 10 ft	Debris; child
76-100	N-S	< 10 ft	Debris; child; small adult (all with assistance if available)
Over 100	N-S	< 10 ft	Small adult (with assistance if available)
Comments: <b>As a law enforcement officer, the Animal Control Officer is expected to respond appropriately in emergency situations. As such, assistance may not always be available and carrying of large/heavy objects (including people) alone may be required.</b>			
Heaviest item carried alone:		Debris or small adult	Weight: 100 Pounds Distance: < 10 ft

<b>V. Hand Activities</b>					
1. During <b>Essential</b>	Frequency			Duration: The time an activity is performed at one time.	
	Right	Left	Either	Duration	Examples During <b>ESSENTIAL</b> Functions:
Fine Manipulation	C	C	C	< 30 mins	Writing; telephone; computer work; radio; turning key in city truck
Keyboard	N	N	S-O	< 30 mins	Computer work (typing reports, email, research etc)
Simple Grasp	C	C	C	< 30 mins	Radio; cat trap; tongs; telephone; noose; clipboard; small animal; steering wheel
Power Grasp	F	S-O	F	< 3 mins	Lifting/carrying large animal; apprehending or subduing large/vicious animal
Pushing/ Pulling	O	O	O	< 2 mins	Moving animals
Driving/ Steering	N	N	F	< 30 mins	Driving city truck
Comments:					

2. During <b>Non-Essential</b>	Frequency			Duration: The time an activity is performed at one time.	
	Right	Left	Either	Duration	Examples During <b>NON-ESSENTIAL</b> Functions:
Fine Manipulation	S	S	S	< 5 mins	Radio; writing
Keyboard	N	N	N	-	-
Simple Grasp	S	S	S	< 5 mins	Radio; picking up small item (debris, flares, cones etc)
Power Grasp	S	S	S	< 5 mins	Picking up/moving large item (debris, person etc)
Pushing/ Pulling	S	S	S	< 1 min	Moving large item (debris, person etc)
Driving/ Steering	N	N	N	-	-
Comments:					

VI. Mental and Psychological Demands			ESSENTIAL	NON-ESS
Basic Work Abilities:	1	Comprehend and follow verbal and written instructions.	C	O
	2	Maintain the established work pace.	C	O
	3	Adhere to established work and safety procedures.	C	O
	4	Respond appropriately to direction, feedback, or criticism.	C	O
	5	Respond appropriately to changes in the work setting.	C	O
Attention to Task & Details:	6	Perform simple/ repetitive tasks.	O	O
	7	Perform complex/ varied tasks.	C	N-S
	8	Organize tasks and set priorities.	C	O
	9	Manage multiple tasks simultaneously.	C	O
Interaction with Others:	10	Work cooperatively with coworkers.	C	O
	11	Interact with customers or the public.	C	O
	12	Give training/ instruction.	F	O
	13	Lead, direct or supervise others.	O	O
Decision Making:	14	Use basic problem-solving techniques.	C	O
	15	Work autonomously, or with minimal supervision.	C	O
	16	Make independent decisions based on data/ circumstances.	C	O
Comments:				

VII. Communication and Sensory Demands									
Method	Freq.	Function #'s: ESSENTIAL						Freq.	#'s: NON-ESSENTIAL
Sight	C	1	2	3	4	5	6	O	7
Smell	O	1	2	-	4	-	6	S	7
Hearing	C	1	2	3	4	5	6	S	7
Speaking	C	1	2	-	4	5	6	S	7
Reading	C	1	2	3	4	5	6	S	7
Writing	F-C	1	2	3	4	5	6	N-S	7
Math	O	1	2	3	4	5	6	N-S	7
Comments:									

VIII. Environmental Conditions				
	Freq.	During ESSENTIAL Functions	Freq.	During NON-ESSENTIAL
Indoors	O	1 2 3 4 5 6	N	-
Outdoors	C	1 2 - 4 - 6	O	7
Work at Heights	N	- - - - -	N	-
Cold	F	1 2 - 4 - 6	N-S	7
Heat	C	1 2 - 4 - 6	O	7
Humidity/ Wetness	N-C	1 2 - 4 - 6	N-O	7
Temperature Swings	O	1 2 3 4 5 6	N-S	7
Dust/ Wind	C	1 2 - 4 - 6	N-S	7
Excessive Noise	C	1 2 - 4 - 6	S	7
Vibration	N	- - - - -	N	-
Radiation	N	- - - - -	N	-
Gas/ Fumes/ Odors	F	1 2 - 4 - 6	O	7
Chem./ Biohazards	O	1 2 - 4 - -	N-S	7
Electrical Hazards	N	- - - - -	S	7
Explosive Hazards	N	- - - - -	N	-
Mechanical Hazards	N	- - - - -	S	7
Near Equip/ Machinery	F	1 2 - 4 - 6	O	7

<b>Safety Equipment and/ or Attire:</b>	Breathing mask; gloves; pepper spray; boots; uniform
<b>Safety Training:</b>	Lifting; heat exposure; other in-house safety training as required
<b>Comments:</b>	

IX. Operation of Vehicles, Equipment or Machinery				
During <b>ESSENTIAL</b> Functions		Freq.	During <b>NON-ESSENTIAL</b> Functions	Freq.
Radio		C	Radio	N-S
Telephone		O	Knife	S
Catch pole		O	Flares	N-S
Shovel		S	Cones	N-S
Cat tongs		O-F	Signage	S
Leash		F		
Knife		O		
Animal Traps		F		
Personal Computer		O		
Office Equipment (Copier, fax etc)		O		
Writing Utensils		F		
City truck		F		
Pepper Spray		N-S		
Comments:				

X. Work Schedule & Setting						
Hours per day:		8	Weekend days/ month:		4	Rest Break(s): 2x15 minutes
Days per 2 weeks:		10	Overtime hours/ week:		0-8	Meal Break: 30 minutes
# EE's at work site:		74	Supervise/ Lead: # of Staff:		0	Supervised by: Police Services Manager
Brief Description of Work Site:		Any location within City of El Centro limits. Land fill outside of City limits.				
Site Characteristics:		Informal	30	Formal	70	Informal + Formal = 100 %
		Individual Effort	30	Teamwork	70	Individual Effort + Team = 100%
		Familiar Tasks	30	Variable Tasks	70	Familiar + Variable = 100 %
Slow Pace	10	Moderate Pace	45	Fast Pace	45	Slow + Mod + Fast Pace = 100%
Lo Pressure	10	Mod. Pressure	45	High Pressure	45	Low + Mod + High Pressure = 100%
Comments:						

### XI. Job Analysis Participants

Name	Signature	Job Title	Date
Chris Walton	<i>Chris Walton</i>	Animal Control Officer	3-26-08
Maria Birdsall	<i>Maria Birdsall</i>	Police Services Manager	3-26-08
Alex Mellor	<i>Alex Mellor</i>	Work Ability Consultant	3-31-08

#### Sources of Information:

<input type="checkbox"/> Observation of work	<input checked="" type="checkbox"/> Referral to company job descriptions	<input checked="" type="checkbox"/> JFA Interview
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Written by: Alex Mellor Date: 2/7/2008

Work Ability Consultant  
RWI

The contents of this job analysis were identified and contributed by employer representatives.  
The RWI consultant served to objectively gather data and compile the final written report.



## City of El Centro

<b>Job Title: Animal Control Officer</b>	<b>Department: Police</b>
	<b>Job Type/ Code:</b>

### XII. JOB ANALYSIS ADDENDUM: Determination of **Essential & Non-Essential** Functions

This Addendum corresponds to the Job Analysis that was completed for this job title on: 02/ 07/ 08  
(Date of Interview)

Each job function was examined by using the following criteria, to determine whether it is an Essential or a Non-Essential Job Function.

(+ = yes, - = no)

<i>Job Function Number:</i>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>
A	Do employees who currently hold this position perform this function?	+	+	+	+	+	+	+
B	Did employees who previously held this position perform this function?	+	+	+	+	+	+	+
C	Would it be difficult to delegate this function to other employees?	+	+	+	+	+	+	-
D	Does this function require highly specialized expertise, training or knowledge?	+	+	+	+	+	+	-
E	If the answer to D was yes, was the employee hired or promoted for this specialized knowledge?	+	+	+	+	+	+	-
F	What potential outcomes could result if the employee failed to perform this function?	Potentially unsafe working conditions						
		+	+	+	+	+	+	+
		Errors in production or service						
		+	+	+	+	+	+	+
		Increased re-work						
		+	+	+	+	+	+	+
G	What operational difficulties could result if the employee failed to perform this function?	Customer dissatisfaction / complaints						
		+	+	+	+	+	+	+
		Burden to other staff members						
		+	+	+	+	+	+	+
		Other: Loss of animal life						
		+	+	+	+	+	+	-
H	Does the position exist so that this function will be performed?	Delays of production or service						
		+	+	+	+	+	+	+
		Increased overtime costs						
		+	+	+	+	+	+	+
		Increased repair/ maintenance costs						
		+	+	+	+	+	+	+
I	Does a collective bargaining agreement include this function as a part of this job?	Loss of revenue						
		+	+	+	+	+	+	-
		Potential for liability issues						
		+	+	+	+	+	+	+
		Other:						
J	Do prior job descriptions or analyses list this function as a requirement of the job?	+	+	+	+	+	+	-
K	Does an established productivity standard apply to this job function?	-	-	+	+	-	-	-
L	Does a collective bargaining agreement include this function as a part of this job?	+	+	+	+	+	+	+
<b>Based on the answers to questions A-K, is this Job Function identified as Essential?</b>		+	+	+	+	+	+	-



# Imperial County Dog Laws

## An Overview



**The following is an overview of five local dog laws that dog owners in Imperial County most frequently violate.**

The term unincorporated areas/territory refers to those parts of the county that are not within the city limits for any of the local cities.

### **\*Sec. 6.08.010      Vaccination**

It is unlawful for any person to own a dog over the age of four months in the unincorporated territory of the county of Imperial, state of California, or to permit such dog to be on his or premises in said unincorporated territory, or to allow any such dog to be in any public place, unless the dog has been vaccinated with canine rabies vaccine, and has been licensed as hereinafter provided.

### **\*Sec. 6.08.020      Frequency of Vaccinations**

Every such dog shall be vaccinated by a veterinarian, duly qualified and licensed in the state of California, with canine rabies vaccine at least once each twelve (12) months or more often upon written notice from the county veterinarian. The veterinarian vaccinating such dog shall issue a certificate of vaccination to the person owning the dog so vaccinated.

### **\*Sec. 6.08.050      Licenses**

Every Person owning a dog in the unincorporated area of Imperial County, shall, upon the effective date of this section and annually thereafter, obtain a license for such dog from the county veterinarian or his or her representative, or other proper person designated by the board of supervisor, by payment of the fee therefore of ten dollars (\$10.00) per year for each unneutered dog and five dollars (\$5.00) per year for each neutered dog. The license shall be valid for a period of twelve (12) months from the date issue.

### **\*Sec. 6.08.070      Tags Worn by a Dog**

On the same day the tag is issued, it shall be securely fastened by the owner of the dog to a collar, which collar shall, on the day and at all times thereafter be worn by the license dog. Such tag, once fastened to and worn upon the dog as above provided shall be prima facie evidence of the vaccination and licensing of the dog as herein required.

### **\*Sec. 6.08.120      Dogs Running at Large Prohibited**

No dog owner shall cause, permit allow his or her dog to run at large (i.e., be neither effectively confined by a building, structure or enclosure nor restrained by rope, strap, chain or other material) in any portion of the unincorporated area of the county, except as hereinafter provide.

### **\*\*Sec. 1.16.010      General Penalty for Violations**

Any person who violates any of the provisions of this code is guilty of an infraction or a misdemeanor. Every violation determined to be an infraction is punishable by:

- (1) A fine not exceeding one hundred dollars (\$100.00) for a first violation;
- (2) A fine not exceeding two hundred dollars (\$200.00) for a second violation of the same ordinance within one year;
- (3) A fine not exceeding five hundred dollars (\$500.00) for each additional violation of the same ordinance within one year, unless otherwise prescribed.

Every violation determined to be a misdemeanor is punishable by a fine of not more than one thousand dollars (\$1,000.00) and/or by imprisonment in the county jail for a period of not more than six months, unless otherwise prescribed.

Imperial County Ordinance: \*Dogs Chapter 6.08 \*\*Chapter 1.16 General Penalty

**Be the Solution: Spay or Neuter Your Animals**

If you have any questions contact Imperial County Animal Control

Tel: 760-339-6291 | Fax: 760-339-6522  
1329 S. Sperber Road | El Centro, CA 92243

[www.icphd.org](http://www.icphd.org)

