



August 30<sup>th</sup>, 2023

**City of Lacey  
Request for Qualifications**

**Joint Animal Services (JAS): Space Needs Analysis**

**SUMMARY**

On behalf of Joint Animal Services (JAS), the City of Lacey is seeking a qualified consultant to conduct a Space Needs Analysis of the current animal shelter and animal control operations.

Statements of Qualifications (SOQs) will be evaluated based on the firm's experience with projects of this type in similar environments, and the quality and breadth of the approach proposed to complete the work. Interested firms should submit a project approach and identify those individuals, along with their expertise, that will be assigned to the project. Examples of relevant work are encouraged, and should showcase the quality, breadth, and approach used in prior projects.

Statements of Qualifications, prepared according to the following detailed instructions, must be received at the address below no later than **4:30 p.m. Pacific Standard Time, Friday, September 22<sup>nd</sup>, 2023.** No postmarks will be accepted.

The City of Lacey and Joint Animal Services assume no obligations of any kind for expenses incurred by any respondent to this solicitation.

It is the City of Lacey's policy to assure nondiscrimination in any contract entered into pursuant to this advertisement. Firms will not be discriminated against on the grounds of race, color, national origin, or sex in consideration for an award as provided by Title VI of the Civil Rights Act of 1964.

For additional information, contact:

Brett Boogerd, Capital Projects Engineer  
City of Lacey Public Works  
420 College Street SE  
Lacey, WA 98503

Phone: (360) 486-8732  
E-mail: [bboogerd@ci.lacey.wa.us](mailto:bboogerd@ci.lacey.wa.us)

## GENERAL INFORMATION

Joint Animal Services is Thurston County's primary regional animal shelter and animal control agency. Established in 1977, the cities of Lacey, Olympia, Tumwater, and unincorporated Thurston County currently fund Joint Animal Services, and serve 303,976 residents in 774 square miles of urban and rural terrain. In 2022 JAS had an animal intake of over 2,600.

JAS provides the following services:

- Humane law enforcement
- Sheltering and medical care of stray, impounded and surrendered animals
- Adoption
- Licensing
- Temporary Emergency Housing
- Pet food bank
- Community Cat Program

The site of the existing animal shelter is at 3120 Martin Way E, Olympia, WA 98506. The City of Olympia is the AHJ for this site. It was originally an Airgas warehouse and was converted to an animal shelter in 1996. The 5-acre parcel holds the original 8,000 sq. ft. facility, a 500 sq. ft. modular building, 1,200 sq. ft. of covered, outdoor kennel space, several auxiliary storage facilities, dog walk trails, a large yard for dogs to play, parking for the public, employees, and field vehicles, as well as a drive-thru coffee stand. Much of the existing property is wetland and corresponding buffer and unsuitable for development; The space is currently used for exercising dogs.

The original building is broken up into **16** different areas including: a lobby with a customer services counter, dog adoption, cat adoption, conference room, cat nursery/treatment area, stray cat room, stray dog room, intake area, dog isolation, cat isolation, feral cat room, work room (euthanasia room attached to a cooler), 3 restrooms (1 public and 2 staff), 6 offices for 22 people, a kitchenette, and a combined function room for laundry, food preparation, and storage. While the building holds 70 dog kennels and 110 cat kennels, many of the kennels do not meet the Standards of Care set forth by the Association of Shelter Veterinarians (ASV). Currently, the facility only has the capacity to house 35 dogs and 55 cats.

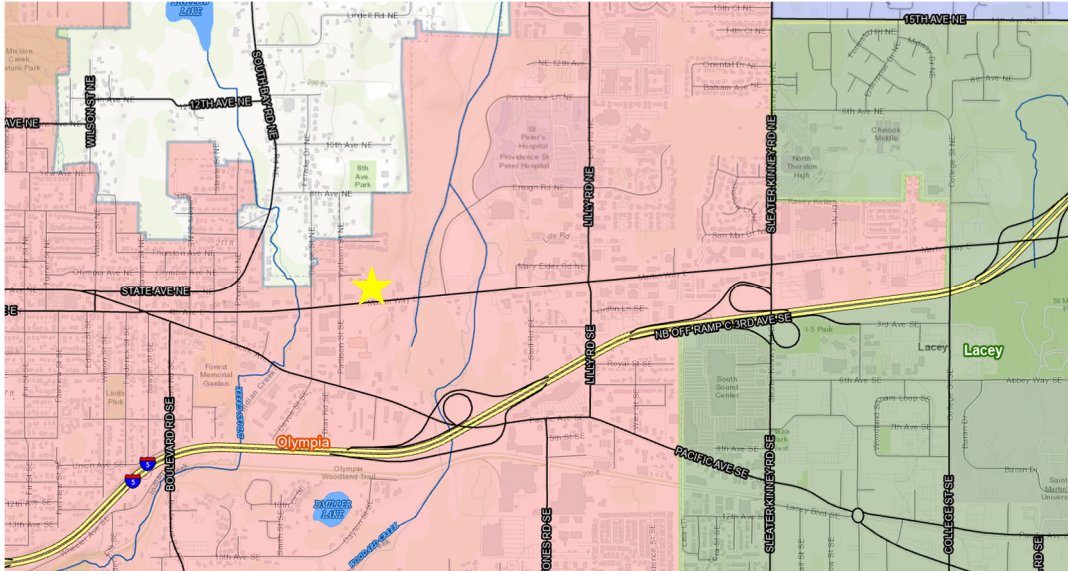
The modular building was installed in 2020 and was completed with renovations in 2022. This building is designed for our veterinary medical department consisting of a surgery suite and treatment/preparation area.

The outdoor kennels in the back parking lot are regularly used to hold smaller livestock such as pigs, goats, and poultry. The multiple storage facilities have a combined footprint of over 2,000 sq. ft., and occupy nearly 4,000 sq. ft. of the parcel. The Field Department has six vehicles that require secure parking in the rear lot.

A new proposed facility would house an increased number of animals with all kennel and housing areas meeting the current Standards of Care outlined by ASV. This includes housing dogs, cats, and critters in different areas and minimizing visual and audio contact between

species. The facility would also require unique HVAC and plumbing specific to shelter operations. The shelter medicine department would be incorporated into the building as well as a front-facing animal clinic to serve low-income individuals and families with pets. There is a need for enough office space to accommodate the growing number of staff, a conference room, and a breakroom, in addition to the numerous criteria to safely, effectively, and efficiently operate a shelter.

### Vicinity Map



### **SCOPE OF EFFORT AND TIMING**

#### Task 1 – Data Review and Collection

- Meet with Project Manager and JAS staff.
- Make site visit to observe existing facility and operations location.
- Review all pertinent City provided data, including Capital Facilities Plan and supporting documentation.
- Identify space needs or additional information needed to complete Task 2:
  - Identify critical area studies as needed to support site development, likely to include but not limited to: wetland, stream, mazama pocket gopher
  - Identify parking and vehicle circulation requirements
  - Analyze stormwater impacts and mitigation
  - Analyze regulatory constraints including but not limited to: Thurston County Critical Areas Ordinance, Thurston County-Lacey UGA Zoning Code and Development Standards, City of Lacey Zoning Code and Development Standards, City of Olympia Engineering Design and Development Standards, and other applicable federal, state, or local regulations.
- Provide an outline and schedule of the proposed Task 2 report.

## Task 2 – Space Needs Analysis

- Staffing Analysis & Projections based on projecting through 2045 in 5-year increments (2025 current, 2030, 2035, 2040, 2045).
  - City/JASCOM will provide relevant data obtained as part of the City's Government Facilities Master Plan to complete this report as summarized in Appendix A.
  - The analysis shall consider existing and projected personnel levels; duties and responsibilities of projected personnel; and activities, duties, and workflow of a highly functioning modern animal shelter.
- Programming Needs Analysis based on projecting through 2045 in 5-year increments
  - It is anticipated that there will be approximately 7 separate work groups that the design team will be meeting with individually or as a larger collective group at different times throughout the needs assessment phase.
  - Work Groups/Departments including but not limited to Executive, Administrative, Operations, Field Officers, Animal Care, Adoption, Veterinary Care.
- Prepare adjacency diagram documenting priority of location of each space and department to one another.
- Analysis of existing site to accommodate established program, including: traffic, utilities, parking, pedestrian circulation, and expansion of departments.
- Analysis of potential suitable sites within a 15 minute travel time from Lacey city limits.

## Task 3 – Preliminary Design

- Prepare concept plans (maximum of 3) to accommodate the established projection. Determine preferred solution to prepare final concepts and cost models. Concept plans to include the following:
  - At a minimum develop one (1) concept plan on the existing site.
    - Concept of renovation of existing Joint Animal Services facility and expansion of new facilities to accommodate established projection,
    - or
    - Concept of a new facility on the existing site.
  - At a minimum develop one (1) concept plan of a new facility on a new 5+ acre site
  - Conduct critical area studies as needed to support land use approval and site development of preferred concept.
  - Example focus areas include but are not limited to: medicine department; front-facing animal clinic; office space to accommodate the growing number of staff; a conference room; a breakroom; meet and greet areas for potential adopters and animals; multiple outdoor play yards for the dogs both public-facing and staff-only yards; additional space such as a barn to house livestock and poultry; a secure area to unload animals from field vehicles; a truck wash area to sanitize vehicles; warehouse space; a laundry facility and dish room; a groom room; increased isolation housing for cats and dogs; flex space that could be used for different species such as birds, rabbits, or reptiles.
- Prepare ROM cost models of concept plans (maximum of 3) and final cost model of preferred concept.

- Provide funding recommendations for preferred concept.
- Determine phasing (if required) and preferred delivery model of preferred concept.
- Prepare general construction and implementation schedules for preferred concept.
- Prepare massing models and concept graphics of preferred concept.
- The City of Lacey does not have any requirements for conforming with sustainability requirements including LEED, WELL Building, NetZero, Net Zero Ready, 2030 Challenge, Green Globes, etc..

#### Supplemental Task - Design, Construction Support & Environmental Review

- Upon completion of the Space Needs Analysis, the City will reserve the opportunity to amend the contract with the selected consultant to prepare the engineering design including specifications, detailed design drawings, construction cost estimates, environmental review, permitting services and/or construction support, as necessary.

#### Project Timing:

- Task 1 deliverables to be completed and provided to the City no later than 30 working days following the notice to proceed.
- Task 2 deliverables to be provided to the City no later than 60 working days following completion of Task 1.
- Concept plans shall be delivered to the City within 90 working days following completion of Task 2.
- Task 3 deliverables to be provided to the City no later than 60 working days following selection of preferred concept or 120 working days following completion of Task 2, whichever comes first.
- Assume the time for City review and comments will be 10 working days maximum for Task 1. Time for Task 2 review will be 15 working days maximum.
- Time for Task 3 review will be 20 working days maximum and will include review by the Joint Animal Services Commission at one of their regularly scheduled meetings.

#### SOQ FORMAT:

Consultants are asked to express their interest in this project by offering a SOQ which demonstrates their ability and capacity to provide the services described.

1. **Number of Copies and Due Date** -- Interested consultants should submit one electronic copy of their SOQ so that they are **received no later than 4:30 p.m. September 22<sup>nd</sup>, 2023.** SOQs received after the deadline will not be reviewed. The preferred method of submission is email to: Brett Boogerd at [BBoogerd@ci.lacey.wa.us](mailto:BBoogerd@ci.lacey.wa.us). Alternatively, paper copies will be accepted via mail:

City of Lacey  
Attn: Brett Boogerd  
420 College Street SE  
Lacey, WA 98503

Note: If submitting by mail, vendors must submit one unbound original and five (5) copies of their RFQ. The envelope must be clearly labeled “RFQ – Joint Animal Services (JAS): Space Needs Analysis”.

2. **Format** -- Each SOQ will be limited to no more than 10 pages including the cover. A printed side constitutes one page. Printed means any printing of any kind except for the phrase “this page intentionally left blank.” Pages must be on 8.5” x 11” paper. Body type shall be 11 point or larger at standard spacing.
3. **Cover Letter** -- A cover letter, which does not count as part of the 10 page limit, should establish the firm’s interest in this project and may not exceed one page. The letter must be signed by an individual capable of committing the resources of the proposing firm.
4. **Past Project** – A rendering from one past similar project, which does not count as part of the 10 page limit, showcasing the firm’s quality of design and may not exceed one 11”x17” page.
5. **References** – A list of references, which does not count as part of the 10 page limit, should include references for 3 comparable projects that your firm has previously performed and may not exceed one page. Include contact names, addresses and telephone numbers for each.

## **SOQ CONTENT:**

### **Proposed Approach to Meeting Project Objectives –**

- Describe your firm’s vision of how best to meet project objectives. Include a discussion of the primary focus of your approach, using elements listed in the “Scope of Effort” as guidance. Identify objectives/tasks that you feel are key to the success of the project; this may include items not already identified in this Request for Qualifications. Include a proposed work schedule including the timing of various key tasks.

### **Qualifications –**

- Provide a description of your firm’s and/or key personnel’s experience in performing similar studies and designs, addressing the elements listed under “Scope of Effort” above.
- Identify at least one relevant project of similar size, scope, and complexity. Include details on the timeline for completion, project estimate, construction bid amount, final project cost, and explanation of overruns as applicable.
- Identify and describe the relevant experience and qualifications of the pertinent individuals who would serve as project analysts and designers for this project.
- Identify other staff members and/or subconsultants that will contribute to the project, and their relevant experience. Cost estimating services will be required; however, this information is not necessary to include in the SOQ.

### **Quality Control –**

- Describe the standards and methods used by the firm to assure quality inspections and reports of this nature to the client.

## SELECTION PROCESS

Several staff members will review all SOQs. Each staff member on the evaluation panel will rate the criteria on a scale from 1 to 5 (Poor, Below Average, Average, Above Average, and Excellent), and scores will be added to help determine the most qualified consultants.

SOQs will be rated based on the following criteria:

- Demonstrated experience designing projects of similar size, scope, and complexity – 30%
- Expertise and design experience of key personnel – 30%
- Expertise and design experience of project team. Include potential subconsultant partners for supplemental tasks – 30%
- Demonstrated expertise in producing compelling visual graphics of the final design – 5%
- Quality of the proposal: organization, completeness, relevance, and conciseness. – 5%
  - **Points may be deducted for SOQs that do not follow “SOQ FORMAT”.**

Staff members may choose a short list of qualified consultants who will be invited to make a presentation to the evaluation panel. Based on the SOQs and/or interviews/presentations, the selection panel will choose the firm which, in its opinion, best meets the requirements set forth in this Request for Qualifications and negotiate a consultant agreement.

## INTENDED SELECTION SCHEDULE

SOQs due	September 22 <sup>nd</sup> , 2023
Interviews (if needed)	Week of October 2 <sup>nd</sup> , 2023
Negotiations with Finalist	October, 2023
Finalize Contract	October, 2023

Please direct any questions about this project in writing to Brett Boogerd, Capital Projects Engineer via email: [BBoogerd@ci.lacey.wa.us](mailto:BBoogerd@ci.lacey.wa.us) ; Subject Line: “RFQ – Joint Animal Services – Space Needs Analysis”.

Questions will be accepted until Wednesday, September 20<sup>th</sup>, 2023, 4:00 pm.

# Appendix A



DRAFT

# GOVERNMENT FACILITIES MASTER PLAN

CITY OF LACEY

AUGUST 2023

**FAST FACTS**

- 1 facility
- 3 buildings
- 23 full-time employees
- 10,000 square feet

**ANIMAL SERVICES**

## ANIMAL SERVICES

**Animal Services** offers animal control and shelter services for the cities of Lacey, Olympia, Tumwater, and unincorporated Thurston County. While staffed by City of Lacey employees, operations are governed by the Joint Animal Services Commission (JASCOM). The board is comprised of representatives from each jurisdiction in addition to a few other individuals representing animal services in the community.

Animal Services operations is located in Olympia, just outside of the Lacey city boundary. Animal shelter functions are located in a single facility; see Figure 35.

The Animal Services building was constructed in 1973 and since its acquisition in 1996 has been retrofitted to operate as an animal shelter. In addition to the main building, the ~5-acre site also contains a trailer for veterinary services, multiple storage structures, and two covered enclosures.



**Figure 23.** Animal Services facility



**Figure 24.** Animal Services entrance

**BUILDING KEY**

1. EXERCISE YARD
2. COVERED STORAGE
3. COVERED ANIMAL ENCLOSURES
4. VETERINARY FACILITY
5. OPERATIONS BUILDING

## KEY FINDINGS

Animal Services is in an old facility that is unable to accommodate current operations or future growth. Key findings are listed below; facility age and assessment rankings are shown in Figure 27.

- The aging facility is not purpose-built; interim solutions to provide adequate drainage and air filtration continually need maintenance and the facility is very expensive to maintain and operate.
- Kennels are inadequate for operations and do not meet industry standards of care.
- Criminal activity adjacent to site creates safety issues for staff and volunteers.
- A leased trailer was added to provide additional veterinary service space for shelter animals. There may also be interest in further expanding services to accommodate community need.
- On-site storage is limited and interior space often crowded with supplies.
- The customer service area is undersized, lacks privacy for customers, and provides limited security for staff.
- There is limited interior space to house a variety of animals, often requiring inappropriate co-location of species.
- Animal adoption areas are limited and undersized.
- The sally port is open, unsecured, and without an adjacent formal receiving area.

	YEAR BUILT	LAST UPGRADE	CONDITION RATING	FUNCTION RATING
Animal Services	1973	1996	1	2

**Figure 27.** Administration facilities information

POOR 1 2 3 4 5 GOOD

## SPACE NEEDS

Animal Services is severely undersized and without adequate space to meet future needs.

	EXISTING SPACE (SF)	FUTURE NEED (SF)	% DEFICIENT
Animal Services	14,000	26,900	48%



**Figure 25.** Lobby lacks privacy and adequate space and staff security



**Figure 26.** Ad hoc hoses are connected to kennels to provide adequate air circulation during isolation



**Figure 28.** Stacked crates in a corridor due to lack of storage space



**Figure 29.** Conference room repurposed as holding for other critters



**Figure 30.** Divider between kennels is removed to provide space aligned with industry standards



**Figure 31.** Open and unsecured sally port

## ALTERNATIVES EVALUATION

This plan's objective for Animal Services was initially more limited in scope and focused on assessing needs and providing costs for improvement, funded in partnership with JASCOM. Due to the severity of issues and critical need, the initial recommendation estimated between \$20-25 million to construct a new purpose-built shelter able to accommodate future growth. Recognizing the significant upfront cost and likely construction timeline, low-cost options were explored. Four options were developed, costing between an estimated \$500,000 to \$5.8 million. Options explored adding facilities to the back of the site and different approaches to renovating the main operations building.

Lower cost options included:

- Adding modular dog kennels sized to meet industry standards of care.
- Adding modular staff support facilities to provide adequate office and meeting space.
- Renovating vacated space in the main operations building to accommodate expanded cat receiving, isolation, and holding space or expanded adoption areas.
- Constructing a new dog operations facility adjacent to main building to facilitate phased expansion.

## KEY FINDINGS

1. Dividing operations among multiple buildings requires transferring dogs between buildings for medical services or adoption. Adequate staffing would also be required to ensure safety and coverage in each facility.
2. Adding new modular buildings requires significant extension of infrastructure.
3. Operations would be difficult to maintain during interior renovation of the main operation facility.
4. Construction of new dog operations facility would require a significant upfront investment and may not result in the ideal shelter configuration.
5. Facility modifications would not address the site's security concern.

After considering the interim alternative concepts, the City chose to prioritize construction of a facility at a new location. A new facility at a separate location is the best solution to address safety concerns and meet future service needs.

# RECOMMENDATIONS

All recommendations for Animal Services will need to be adopted by and completed in partnership with JASCOM.

## MAINTAIN EXISTING FACILITY

Perform critical maintenance required to continue operations at the current level of service.

## PURCHASE PROPERTY

JASCOM should target acquiring property by 2024 to build a new animal shelter. If no suitable property is found, it is recommended a new animal shelter is constructed on their current site.

## CONSTRUCT THE NEW ANIMAL SHELTER

The new animal shelter will include:

- An adequately sized administration area with separate intake and adoption spaces for privacy
- Adequately sized kennels to accommodate cats, dogs, and other animals during standard and emergency operations
- Veterinary clinic with treatment and isolation areas
- Shop with laundry facilities and grooming space
- Covered storage and outdoor exercise and adoption space



**Figure 32.** Recommended kennel example that meets industry standards of care

Animal Services recommendations, approximate costs, and phasing suggestions are listed in Figure 33.

RECOMMENDED PROJECT	COST (2023\$)		PHASE			
	City	Grant	1	2	3	4
<b>Maintain existing facility</b> Perform necessary maintenance for continued operations	\$1,000,000					
<b>Purchase property</b> Acquire a roughly 2-acre site for the new animal shelter	\$800,000					
<b>Construct the new animal shelter</b> Build the new animal shelter facility	\$3,400,000	\$17,000,000				

**Figure 33.** Animal Services recommendations