***2. Proposer’s Approach to this Project***

**History of No Kill Louisville**

No Kill Louisville was formed by volunteers in April 2010 in response to the immediate needs of animals at Louisville Metro Animal Services (LMAS) and the surrounding community. Our mission is to increase community involvement in local shelters and rescues, to raise awareness about the No Kill model of sheltering, and to raise funds in support of becoming and maintaining a No Kill city (Louisville).

We believe that animals of any breed, color, or age can and should find permanent, loving homes. The only pets that would be euthanized are those deemed dangerous to the public by a proper behavior assessment and those who are suffering from illness or injury and cannot be helped. We recognize the national standard that defines “No Kill”, which is that less than ten percent of the animals that come to a shelter are true candidates for euthanasia. To euthanize more than ten percent is an indication that the shelter is failing many of its animals. Therefore, it is our goal to see euthanasia at LMAS drop below this ten percent mark.

When we formed No Kill Louisville (“NKL”), all local reputable shelters and rescues were invited to join us in our efforts to save all adoptable pets. Although our organization is a year old, **we are a coalition of groups that have years of experience, expertise, and a passion for pets.** Our Board of Directors is driven by people who have thirty or more years of experience in animal care and welfare to those who have been volunteers for as long as ten or more years to as little as two years. All have the same goal of saving all our adoptable pets.

In addition, our community base has grown from just a few dozen to nearly 15,000. Since April 2010, No Kill Louisville has helped hundreds of pets both directly and indirectly. Over the last year we have worked with dozens of rescues and shelters to help them respond to the incredible need in our community.

**A Summary of Current Services to the Community**

Our current services include, but are not limited to:

* helping shelters and rescues find fosters for individual pets and/or specific programs
* sharing twenty animals weekly through the all-volunteer supported Furry Features publication, begun by NKL’s co-founder and continued through NKL volunteers;
* organizing or paying for spay and neuter events for low-income residents and for feral cats;
* helping to fill transports for animals heading to rescues and/or other shelters so they would not have to be euthanized;
* organizing the Rescue Waggin’ project for LMAS;
* finding new adopters;
* organizing the Angel Tree program to garner thousands of dollars in much-needed items for more than a dozen local shelters and rescues;
* spreading the word about shelter and rescue events, including paying for advertising;
* raising funds and paying for the medical care of pets who suffer from serious injuries or illness;
* currently offer a weekly food bank for pet owners in need.

In addition, we have supported, organized, and funded programs to help the public at large keep their pets. When the largest pet food bank in Louisville was closed in December of 2010, No Kill Louisville responded by opening a pet food bank located at 1031 S. Sixth Street to help people keep their pets and ease the burden on the local shelter from people having to relinquish their pets. With the help of Metro City Council, we also organized the 28 Days of Spay program that began in February of 2011 and worked to reach that so-far untapped group of people who will not pay for their pets’ spay or neuter surgeries.

This also eases the burden on the city resources by preventing more unwanted puppies and kittens from entering the shelter. No Kill Louisville also helped fund the Cat-snip-athon for feral cats (a joint effort between Kentucky Humane Society (KHS), Alley Cat Advocates (ACA), LMAS, and Shamrock Pet Foundation) by paying for a third of the cost for this program, despite NKL being just six weeks old. We also provide a localized resource for pet owners, are currently planning the launch of our centralized lost-and-found-pets website, and have organized local events such as the Million Mutt March. These events are meant to spread knowledge about spay/neuter, microchipping, pet adoption, and bring together local rescues, shelters, and the community. As a result, there is more involvement from residents in the fate of our community’s pets.

**NKL’s Mission and Services in Relation to this RFP**

In the following pages, you will see that No Kill Louisville has prepared a well-thought-out approach to the sheltering of the more than 14,000 pets that currently come through LMAS’ doors in an average year. Our plan also includes targeted efforts at lowering the number of unwanted pets. Our mission and the ultimate goal of this proposal are the same: to better manage the influx of pets at LMAS while following the city’s legal obligations (ordinances) and working toward the ultimate goal of ending the killing of adoptable pets.

No Kill Louisville’s plan for handling sheltering and adoptions at LMAS has two foci: to provide all animal care and sheltering services based on the desired movement of the community toward one in which no adoptable animal is ever euthanized; and to provide services in response to public health and safety issues and concerns.

**Philosophy of Animal Care, Sheltering, Adoptions, Euthanasia, and Cooperating with Rescues**

We believe that prevention of disease and communication among employees are critical when it comes to proper animal care and sheltering. All animals that come through the shelter should be vaccinated upon intake to prevent the spread of disease while those pets that are sick upon intake should be immediately isolated and treated. In addition, employees who are handling intake of pets and those employees handling the care of pets in the general population should be focused on their particular positions rather than doing both in the same shift.

This focus prevents the spread of disease from newly admitted animals to the general population and vice versa. Itensures employees who are handling care of the general population are able to more thoroughly care for, clean, and assess the ongoing behavioral and medical needs of the pets without distraction or cross contamination. The staff’s focus on one area and daily care of animals will allow them to identify medical issues immediately rather than only when they become severe. Also, allowing an employee to focus on the cleanliness of his or her assigned area, such as stray cat transition or the adoptable dog building, lowers the threat and spread of disease and also makes the employee(s) accountable for their area of expertise and focus.

By clearly defining these roles, we also ensure that the intake team is able to focus on the incoming pets and better communicate if each pet is a candidate for rescue organizations, adoptions, or must immediately receive medical care or be placed in a foster home. On this intake team, we would have staff that is not only trained in vaccinations and basic medical evaluations, but at least two certified veterinary technicians that would rotate shifts. The intake team would be able to properly assess the initial health of the pet, thereby reducing the illness and cross contamination at the shelter. This focused team is a missing link to proper communications at the shelter.

Members of our intake team would have several important tasks to complete with each animal [further defined in our Summary of Policies and Procedures (SOP)]:

* vaccinate all pets upon entry into the shelters;
* take several good photos of each pet and enter those pets into the computer database, thereby making pets more accessible to the public and rescue organizations;
* make initial basic behavior observations
* ensure pets are assigned for foster, rescue, and/or adoptions
* follow through with the foster/rescue coordinator as well as adoption counselors.

As part of No Kill Louisville’s plan to reorganize how the shelter facilities are utilized, we will change where adoptions are done at the Manslick location by repurposing the area that is currently used as the business office and individual staff offices. The offices, which were rebuilt/renovated following the flood damage of 2009, will house cage banks for adoptable cats and puppies or will be used as “meet and greet” rooms where potential adopters can get to know the animals. All adoptions will be handled through that area of the facility. All animal intakes will be handled on the opposite side of the building, so we can control the flow of animals into and out of the building. This will help reduce cross-contamination and will keep staff focused on performing their jobs thoroughly.

We believe in working toward finding each pet a permanent and quality home. To do so, we will follow nationally recognized standards in the No Kill movement while adhering to the requirements of the city’s ordinance. In general, our philosophy is to use the American Society for the Prevention of Cruelty to Animal’s “Meet Your Match” guidelines for matching animals to an appropriate home based on the animal’s behavior assessment results and the adopter’s survey results. Adoption screenings will also ensure an animal will be welcome, safe, and properly cared for in their new home.

No Kill Louisville’s goal is to find a home for every adoptable pet. We define adoptable as any pet that is not too injured or ill to be treated or too dangerous for adoption. To expand upon this and explain our stance on euthanasia, we do recognize that there are times a pet is so sick or injured that the humane thing to do is to euthanize that pet so the pet does not continue suffering. In addition, there are times when a pet is deemed dangerous to the public and/or other pets and must be euthanized. In those instances, we believe the pet should be given every dignity in its death and treated with respect, kindness, and gentleness by our staff.

In addition, if the public has a pet that is suffering and needs to be euthanized, we will provide a room for those pet owners to be with their pet(s) in this process. Again, this will ensure a dignified and kind death for the suffering pet. However, the animal will not be euthanized without passing through normal euthanasia protocol as described in Section 5.5.4 of our SOP.

As we have already mentioned, our intake team will assess incoming pets and allow rescue organizations, foster homes, and the public to know which animals are in need of rescue, foster, or adoption. This will be the first step in our cooperative programs with animal rescue groups. Our priority will be getting each pet out of the shelter and placed into a home or with a group that can find the pet a home as swiftly and efficiently as possible. This means working directly with local, regional, and national rescue groups. This is an area where No Kill Louisville excels, given that our organization is already focused on community based efforts (helping local rescues and shelters and connecting with the public) and because our Board of Directors is primarily made up of longtime members of the rescue and sheltering community.

In regards to the feral cat population, No Kill Louisville’s Board of Directors’ agrees with the audit team’s recommendation to make immediate changes to the ordinance and request involvement in the decision-making process for those changes. We agree that to “catch and kill” feral/unowned cats does nothing to address this population of cats in our city. If it were effective, we would already have a decrease in the feral/un-owned cat population in Louisville. The “catch and kill” model does not address the root problem.

We believe that these cats should be spayed or neutered and returned to their colonies whenever possible. If a return is not possible for a cat, every effort will be made to relocate the cat. We will actively work with groups who practice and promote Trap-Neuter-Return (TNR) of feral/un-owned cats. Neighbors will need to be educated about the TNR program and how it affects the cats in their area. A promotional campaign that spreads understanding among the public about the value and effectiveness of this approach will be implemented. Altered feral cats will not only be unable to reproduce, but they will prevent new cats from moving into the area. Therefore, the population will die out rather than continue to grow. In this targeted and intelligent way, we will be able to tackle the population of feral cats and effectively lower the numbers of cats coming into the shelter now and in the future. Members of our Board of Directors have used this approach so effectively over the past several years that in one county they have a shortage of kittens at the shelter this year and have to refer adopters to other areas.

This approach to the feral/un-owned cat population as well as many other steps for adoptions, intake, etc, are each integral in moving toward a community in which no adoptable animal is ever euthanized.

To expand upon the above, we have listed the steps that explain our approach:

1. Trap-Neuter-Release

Offer the above explained approach to TNR for feral/unowned cats.

1. High Volume/Low Cost Spay and Neuter

All pets that come into the shelter will be altered before adoption. We will utilize the SPOT truck for public spays and neuters. We already have established relationships with rescues to handle additional public spay and neuter and will continue these relationships. No Kill Louisville’s current spay and neuter programs, such as the 28 Days of Spay, will also supplement these efforts.

1. Comprehensive Volunteer Program

We have an “army of compassion” that already supports the No Kill model in Louisville. We will continue our efforts to encourage greater community involvement to improve the welfare of shelter pets. On a daily basis, we will target areas of need in the shelter and assign volunteers accordingly.

1. Comprehensive Foster Program

No Kill Louisville recognizes the ability of foster homes to increase the capacity of the shelter. Foster homes will primarily focus on infant, senior, sick or traumatized pets. A staff member will be dedicated to managing this program.

1. Rescue Groups

A full time staff member will be dedicated to facilitating rescue transfers. Working with rescues groups will move a greater number of animals out of the shelter quickly, thereby leaving space for new intakes. Rescues may be breed-specific, local or in another state, specialized by medical needs, etc.

1. Pet Retention Programs

We will continue our efforts to help people in the community keep their pets, thereby keeping pets out of the shelter. We will do this through our Pet Food Bank, which helps low-income residents feed their pets. Also – as part of our intake team – we will counsel pet owners who are attempting to surrender their pets to the shelter and direct them to resources which may help them continue to care for their animal. These resources may be within the No Kill Louisville Animal Shelter or run by other groups.

1. Comprehensive Medical and Behavioral Programs

As part of the intake process, we will provide comprehensive medical evaluations and vaccination. This will allow sick animals to immediately be housed in isolation and will give incoming animals the protection they need to remain healthy. As part of routine care, our handling, cleaning, socialization, and care policies will focus on preventing illness among animals and cross-contamination of animal housing areas. We will also do behavior assessments with each animal. For any animal that requires behavior modification, we will determine the best course of rehabilitation and ensure they receive it. These steps will ensure no adoptable pet is killed when a viable alternative to death exists.

1. Comprehensive Adoption Programs

Adoptable animals will be available at both the Manslick and Newburg locations. Our repurposing of the Manslick location will create an adoption lobby that is separate from intake. Improved hours will allow working individuals to come to the shelter at a more convenient time. Effective promotion of adoptable animals at off-site adoption sites and other community venues, effective use of the internet, increasing partnerships with the media, enlisting the support of volunteers and foster parents, and making the shelter more inviting through improved customer service will all ensure that adoptable animals are placed in good homes rather than euthanized.

1. Proactive Redemptions

No Kill Louisville is establishing a comprehensive/one-stop “Lost and Found” website for the Kentuckiana area. This will ultimately help more pet owners reclaim their pets, both from the shelter and from the community. We will also have a volunteer-based Lost & Found Team that will proactively seek the owners of lost pets at the shelter through use of flyers, posters, the internet, print media, and more. No Kill Louisville would also like to implement an incentive program for Animal Control Officers (ACO) and the city to work at finding owners of lost pets at the time that they are immediately found. This would mean a financial gain for the city and individual ACO’s when they’ve located a pet’s owner rather than simply bringing the pet to the shelter.

1. Public Relations/Community Involvement

No Kill Louisville will continue its strong public relations campaign for positive, proactive change at the shelter and increased community involvement.

All of the above steps seek in some way to prevent animals from entering the shelter, to move the animals out of the shelter quickly, to garner public support, or to provide comprehensive medical and behavioral care to the animals to ensure their future placement in a home. By improving intake and cleaning processes, re-purposing the use of buildings, increasing community involvement through volunteer and foster programs, helping pet owners keep or find their pets, implementing proactive public relations and adoptions efforts, changing the approach to feral/unowned cats through TNR programs, and performing high volume as well as low cost spay and neuter surgeries, we will succeed in saving all adoptable pets while at the same time lowering the numbers entering our community’s shelters.

**3. Narrative Self-Analysis – Strengths, Weaknesses, Impact**

One of No Kill Louisville’s greatest strengths is in its community-based approach to animal sheltering. Our Board of Directors is a coalition of rescue and sheltering organizations and volunteers. We also have strong support among the public at large. In addition, we have a plan to utilize the shelter facilities in new and more efficient ways. This is due to our ability to be flexible and respond quickly and fluidly to change.

Another key strength is our unwavering belief and focus on becoming a No Kill community. We have stayed on this course of action knowing it is both logical and an intelligent business model that will ultimately save all adoptable pets’ lives in our community.

Our weakness is the volunteer-based approach to our organization as a whole. We formed just a little over one year ago and, because of that, we are solely volunteer supported. To run the shelter properly, we must move toward an operating structure that employs a certain number of individuals and offers salaries, benefits and training. Due to Louisville Metro Government’s decision to hire private contractors and our desire to move into a No Kill model for our community, we have had to respond. We are currently restructuring our group to include a staff of paid employees.  
  
 We are currently working with the revenue commission and other groups to establish operating standards that adhere to city and state guidelines for hiring, training, and providing benefits, insurance, and salary for employees so that we will be ready if our bid is accepted. We are now shifting from an “all-volunteer model” to one that utilizes employees effectively and under the proper standards.

The above strengths and our immediate actions to rectify any weakness demonstrates that we will respond to challenges intelligently and effectively carry out the charge of handling the pet sheltering and adoption process for the city of Louisville. Our ability to use a community-based model with a keen understanding of the No Kill movement allows us to not only meet the standards set out in the Request for Proposal, but exceed them.

**4. References**

***Each proposer shall provide at least three (3) references for which the  
proposer has provided the same or similar services during the past three (3)  
years. Each reference shall include name and full address of reference; name  
of contact person; telephone number; date of initiation of contract; and brief  
summary of services. Alternately, each proposer may submit as references at  
least three (3) letters of recommendation from local business owners,  
including humane organizations, local veterinarians, or shelter operators who  
attest, in some detail, to proposer’s knowledge and abilities regarding animal  
care and shelter operations.***

8500 Charing Cross Road

Louisville, KY 40222

502.339.8790

mary@indianahrs.org

May 30, 2011

Dear Mayor Fischer,

I am writing to respectfully request that you take the important first step in moving Louisville towards becoming a more humane and compassionate city by designating No Kill Louisville to run Animal Care and Adoption Services. I truly feel that their dedication and commitment makes them the best candidate.

The problems at Metro Animal Services are complex and will take a serious commitment of both time and funding to correct. I’m very grateful that you are endeavoring to make things better. As Mahatma Gandhi said, “The greatness of a nation and its moral progress can be judged by the way its animals are treated”. My hope is that Louisville’s progress towards becoming a world class city will include showing exemplary treatment of the animals in our care.

Sincerely,

Mary Kalb, Director

Southern Indiana/Kentucky Satellite Chapter

Indiana House Rabbit Society

Ms. Reynolds:

I understand that “No Kill of Louisville” will respond to Metro’s Request for Proposal for the management of animal care and adoption services.

I urge the fullest consideration for that proposal since “No Kill” is a coalition of groups committed to sensitive care and hopefully placement of our city’s abandoned dogs and cats.  As a group of committed organizations, “No Kill” has demonstrated that it is much more than an advocacy group but has applied its resources and time in direct volunteerism.

As you chart the future of Metro Animal Services, I trust that “No Kill’s” proposal will receive very special attention.

Tom Owen

8th District

Louisville Metro Council

To: Mayor Fischer and Council members

Re: Recommendation for No Kill Louisville to run Animal Care and Adoption Services

I am writing to you to recommend that you select No Kill Louisville to run Animal Care and

Adoption Services. As a huge animal lover and supporter of No Kill Louisville and other rescue groups such as Shamrock, it breaks my heart to see how our animals are allowed to be treated.

We witness day after day the neglect, abuse, and unnecessary euthanizing of animals that do not deserve it.

It is time to take a stand and not allow it any longer. We can make no kill a reality. Do you own a pet? Would you want to even think of your family member being put on a list to be put down unnecessarily? It should make your blood boil that it happens and you should ask yourself, what part I could play in preventing this from happening to one more animal. Let No Kill Louisville run

Animal Care and Adoption Services and it will be the best start you can give an animal without a forever home. You will give them a chance to have a loving and happy life as your family pet has.

The reason is simple. No Kill Louisville has the supporters that will step up and do anything needed. From a food bank, transports to other rescue groups to get animals adopted, fundraisers, education programs to spay and neuter and the most important reason of all, heart. On September 28, 2010, a border collie was thrown from a car. A plea was sent to supporters and over $20,000.00 was raised in a matter of days. For one dog. This gave hope that the community was willing to help our animals and step up whenever asked. There have been many instances since then where animals have been fostered and saved, money raised for

surgeries, donation collected, and volunteers stepped up. You will see this happen over and over again if you allow No Kill Louisville to take over. It is not about politics, it is about hope. Hope for our animals. Hope for education of the public when they begin to realize Louisville will not stand by and let our animals be treated without respect. You will be amazed how much will be accomplished, how quickly it will be accomplished, and how the supporters of No Kill Louisville along with other great rescue groups will make us proud to speak about Animal Care and Adoption services.

Please act swiftly to place No Kill Louisville and its dedicated, leader Jessica Reid to run Animal Care and Adoption Services. Look at what they have accomplished and there is no other choice. Give hope to our animals who cannot speak for themselves. Give Louisville hope that together, we can all make a difference. So you know, I have 3 rescue family members and I believe No Kill Louisville is the only answer to our heartbreaking problems. Thank you for your time.

Respectfully,

Anita Dunn

8508 Bucking Trail Court, Louisville. Ky 40291 231-6567

**Vicki Cochran DMD, PSC**

**2022 Brownsboro Road**

**Louisville, KY 40206**

502-897-3898 (Fax) 502-895-7329

June 2, 2011

To Mayor Greg Fisher and Metro City Council:

I am writing this to support the bid of No Kill Louisville to assume adoptions and animal care functions in Louisville.

I have been an individual doing animal rescue as long as I can remember, but last year when the story of Hope, the border collie, hit the news, I was introduced to No Kill Louisville, and became involved in the organized animal rescue community. The more I saw personally of the conditions at the shelter, the more I knew I had to do something. One person can make a difference to one dog or one cat at a time, but seeing No Kill Louisville pull individuals together has meant making the difference to many animals.

Following all of the news regarding Louisville Metro Animal Control for years has been sometimes very discouraging. I have been at the shelter picking up dogs for transport, or to foster, and cleaning cages, enough to know some of the people that work there. I have worked in an environment that had the same negative culture as is present there, and know that good people can still come out of that and do good work, with the right leadership. I have read the audit report, and found it to be accurate. I want to see positive change at the shelter and I believe No Kill Louisville can be that positive change.

Louisville is a fantastic place to live. We returned after my husband’s transfer then retirement from Philip Morris. But I truly believe that the treatment of animals is a reflection of a community. Everyone says that in theory they want to make Louisville a no kill community, but there are excuses as to why it has not happened or will not happen. No Kill Louisville, as a strictly volunteer organization, has made a difference in only one year. Informing the people of Louisville know what is happening and what can happen, will make it happen.

Thank you

Vicki Cochran

Bluegrass Basset Rescue is a 501C3 organization founded in 2002. We are dedicated exclusively to the welfare of the Basset Hound breed.

We became interested in the "no kill" theory several months ago and began educating ourselves in the steps that make this model successful. Ultimately, we became involved with ***No Kill Louisville*** and are currently avid supporters.  BBR not only believes in the "no kill" model, but uses it daily, and has proof that it works. We have pulled numerous Bassets from LMAS deemed "unadoptable" that are now living happy lives in loving homes.

Can we save all of the dogs? No. Do we make the decision to euthanize? Absolutely.  We discuss, and make the responsible decision to euthanize when a dog poses a danger to the public, or is gravely ill or injured and no longer has quality of life. All others receive whatever services we can provide to make them healthy and adoptable, or allow them to remain in their home. These services range from medical care to socialization,  foster care, or simply providing food to an owner who has fallen upon hard times and cannot to feed their pet.

***No Kill Louisville*** has never failed to support , not only our rescue organization, but any rescue or animal welfare group that seeks their help. We at Bluegrass Basset Rescue fully support the efforts of ***No Kill Louisville*** and are proud to be affiliated with these dedicated people.

Sincerely,

Susan Intessimone, Director, Hopkinsville, KY

Ruth Neunlist-Conn, Assistant Director, Louisville, KY

See Appendix 1 for Fairleigh Pet Center’s recommendation if viewing electronic version.

**5. Description of Services**  
*Proposer shall provide a listing of services, with specific descriptions that will be offered under the agreement (see Scope of Services Section) including:*  
  
***a. Proposed days and times the facilities will be open to the public.***  
Tuesday – Sunday from Noon until 7 p.m.   
Closed at both facilities on Mondays, except to receive strays and owner surrenders at Manslick.   
  
***b. A copy of your proposed written policies and procedures manual for  
staff and volunteers.***   
 Enclosed. See Appendix 2.  
  
***c. An overview of your program from intake to disposal*** *(return to owner, adoption, euthanasia). Be specific as to the handling of animals, evaluation, preventative medicine, quarantine, isolation, and sanitation and the projected scale of the operation, i.e. anticipated number of intakes and services provided.   
  
Policies and procedures should be detailed and should also address any programs to diminish the need for euthanasia, an ongoing cooperative program with animal rescue groups, interaction with and accessibility to the public (especially for the purposes of adoption), and microchipping.*

Our SOP, which was requested in Section 5b, also addresses many of these details thoroughly and should be consulted as an additional reference for this section. Specific sections of the SOP to consult will be listed at the end of each paragraph, wherever appropriate.

All members of the public who wish to bring an animal to the shelter (whether it is their own pet to surrender or a found animal) will be greeted by members of the Intake Team in the intake office. Owners wishing to relinquish their animals will first be counseled by the Intake Team on ways that they might keep their pet. For example, an owner struggling to feed his dog may find assistance at the No Kill Louisville Pet Food Bank. Surrender paperwork will only be supplied after an attempt at counseling is made.

Owners wishing to have their animals euthanized by shelter staff will first be referred to a private veterinarian for this service. If the owner indicates an inability to pay for the euthanasia of their pet, they may surrender the animal to the shelter. An animal will never be euthanized without following the process described in section 5.5.4 of our Summary of Policies and Procedures. We will be flexible in allowing the owners of distressed pets stay with them during the euthanasia process if they wish. We will be prompt in having our vet examine such animals so that the euthanasia can be approved as the best course of action, without prolonging the owner’s grief.

Anyone wishing to surrender a stray animal will be asked to fill out a form that describes, in detail, exactly when and where the animal was found. “Finders” will also be asked if they would like to be contacted if the animal is not claimed after five (5) days, so that they may consider adopting or fostering it. The foster coordinator, supplemented by volunteer efforts, will follow up with these requests at the appropriate time (end of five day stray wait). Animals will be scanned for a microchip twice before it ever goes back into the stray holding areas: once by the front office staff member and once during the medical examination. Anyone surrendering a cat that could possibly be feral will be counseled about feral cats, so that next time they will bring a cat in for TNR services instead of to surrender it as a stray. This can lower feral cat intake while increasing TNR services in the community.

Any owner surrendered or stray animals brought in by Animal Control Officers will pass through the intake office and will be processed by the Intake Team of NKL. Animal Control Officers should pass any information and/or completed paperwork to the Intake Team so that it may be entered into the NKL's system by NKL staff. The only animals that will not pass through NKL's intake office are those that Animal Control Officers have confiscated for court cases. Those animals involved with court cases will be processed by Animal Control Officers in the offices in the quarantine building. Those animals will be housed in the quarantine building set aside for animal control's needs.  NKL will provide basic care, including medical care, for these pets. Because of the low number of cat confiscations and the need to separate populations of dogs from populations of cats for health reasons, cats that need to be held for court cases will be housed in the stray cat area. Cages housing Court Case cats will be clearly marked.

The Intake Team is responsible for giving each animal a medical evaluation, which includes but is not limited to weighing the animal, assessing body condition and checking vital signs. Animals that are determined to be healthy are given vaccinations, dewormer, topical flea/tick prevention, and a heartworm test. Animals with health concerns, who are pregnant, or too young will be immediately moved to a medical area for a veterinarian or veterinarian technician to determine what vaccinations or parasite control, if any, are to be given to the animal. Overall behavior (such as social, shy, scared, etc.) is noted as an initial observation, but does not take the place of a full behavior evaluation. High-quality pictures of the animal will be taken, which will then be used in lost and found, rescue, foster, or adoption lists. The Intake Team will input animal information immediately into the shelter database, print a cage card, and alert appropriate staff members of where the animal should be moved and what the suggested course of action(s) is for the animal (lost & found, adoption, rescue, foster care). Temporary holding cages will be made available for the animals to stay until the appropriate Animal Care staff can move them into their new cage.

The Intake Team will be trained to handle animals gently and with care. If necessary, the intake team will use appropriate safety equipment while following safety procedures. The Intake Team will be advised to never rush with an animal, because the animal’s initial experience at the shelter can set the tone for its entire stay. Frightened animals should not be made more afraid if at all possible. In the case of cats that seem feral, examination may not be possible without harm to the Intake Team. Vaccinations may need to be administered while the cat is still in the cage. All frightened cats must be given a special adjustment period to the shelter to assess if they are feral or frightened. This involves giving every frightened cat a “feral cat den”. The cat dens give the cats a safe place to hide in their cage and keep staff safer during spot cleaning and transport of the cat. Cats that show marked improvement over their initial behavior observation are likely just xenophobic but human-socialized cats and therefore not truly feral.

Stray cats will always be individually housed, with the exception of groups of kittens or nursing mothers. Stray dogs will be individually housed whenever possible, but friendly dogs may need to be grouped when space is limited. Males and females will always be kept separate, unless the male is neutered.

Stray animals must be kept in stray hold for five (5) days. Most animals are kept on-site at the shelter during this time. However, exceptions must be made for infant, ill, or injured animals that will require immediate foster care or off-site medical attention. Information regarding these fostered pets will be made available to the public. All information will also be entered in to the shelter’s database so that it can be cross-referenced with lost reports. A volunteer-based Lost & Found Team will focus on proactive efforts to find the animal’s owners.

The Intake Team will communicate directly with the following staff members: the Foster Coordinator, the Behavior Assessment Team, the Rescue Coordinator, Animal Care staff, and veterinary staff. Placement determinations will be made on stray animals, so that a back-up plan is already in place should the animal not be claimed by its owner. Animal Care staff will ultimately get to know each animal better and can also suggest placement for an animal. For example, an animal that came in social and friendly may quickly become stressed at the shelter. Immediate foster care (with later rescue or adoption) would be an appropriate suggestion for this animal.

Animal Care Specialists will have their own work areas in the shelter in order to reduce cross-contamination in the shelter. Each animal will receive a clean cage, clean bedding, and clean bowls with fresh water and food. Animals will not be grouped if an empty cage is available. If animals must be grouped, care will be taken to properly introduce the animals and supervise them carefully for compatibility once they are sharing the same cage space. Animals can be housed together if they arrive together.

Animal Care Specialists are responsible for the daily cleaning of cages/kennels in their area, feeding and watering all the animals, spot-cleaning cages throughout the day, and socializing and exercising the animals. Animal Care Specialists may also be asked to assist the public throughout the day with lost animal walk-throughs or adoption inquiries.

Animal Care Specialists are ultimately responsible for the health and wellbeing of the animals. First thing every morning, the Animal Care Specialists will perform daily evaluations of each individual animal in their area. This information will be recorded and kept in a binder in this area. This allows any signs of illness or mental deterioration to be noticed quickly so that appropriate action can be taken. Vet staff will be alerted of any animals that appear ill so that the animals may then be examined, moved to an isolation area, and treated. The Foster and Rescue Coordinators may be alerted if any animal’s mental health begins to deteriorate.

Individuals looking for their lost animal will go into the intake office, where an intake staff member or trained volunteer will assist them in filling out a lost report and will escort them through the stray holding areas. If they find their animal, they will sign a reclaim form and must pay all redemption fees. Animals that need to be spayed or neutered before going home will immediately be added to the next day’s surgery schedule and will be available for pick-up the following evening.

Animals that will be moved into adoptions will also have a spay/neuter surgery scheduled as quickly as possible. Adoptable animals at the Manslick location will be viewable to the public and applications will be accepted on the animal even if they are not available to go home that same day because they require a spay/neuter surgery first. Foster animals do not have to be spayed or neutered before entering foster care, but the surgery must be tentatively scheduled by the Foster Coordinator once the animal enters foster care (follow-up calls to remind the foster caregiver of their foster animal’s surgery will fall to the Foster Coordinator or trained volunteers to complete). Animals who are being transferred to a rescue group must either be scheduled for their spay/neuter surgery through the shelter or be a pre-approved rescue (by NKL) to perform surgeries post-transfer.

The vet staff will have three main focuses: spay and neuter surgeries, maintaining health of the animal population (including treatment of sick and injured animals) and performing euthanasia.

Two full time vets are required to oversee/perform services in a quality manner. These two veterinarians will perform spay/neuter surgeries, medical examinations, treatment, and make decisions about and perform euthanasia. Veterinary technicians can be assigned some of these duties at the veterinarian’s discretion within their licensing guidelines. Veterinary technicians may also assist with performing euthanasia, but euthanasia decisions are always made between the veterinarian and the shelter director after appropriate medical and behavioral evaluations. Veterinary staff will be responsible for maintaining a clean area with will reduce the spread of disease.

The Rescue Coordinator will work to find rescues for animals. Any and all animals may be transferred to a rescue. A goal of the Rescue Coordinator will be to develop good working relationships with NKL approved rescues so that the transfer of animals can be as quick as possible. For example, when a German Shepherd arrives at the shelter, the Rescue Coordinator should have several rescues on hand that can immediately be contacted about the dog. Rescues must fill out an annual rescue application, which includes references and information about the rescue’s euthanasia policy. We will not transfer animals to any organization that does not have a euthanasia policy similar to our own. The work of the Rescue Coordinator may be supplemented by area-specific volunteers. The Rescue Coordinator will work closely with the Foster Coordinator, because animals may need to stay in a foster home for a couple of weeks before being transported to their rescue.

Adoptable animals will be located at Animal House, the Manslick location, off-site adoption locations such as Petsmart, in foster care, and viewable online. The Adoption Coordinators will assist potential adopters in finding the best match for their lifestyle.

***d. Describe organization’s plan to move our community toward one in  
which no adoptable animal is ever euthanized.***

This was described in our “proposer’s approach” section. However, it’s also listed here:  
To expand and explain this further, we will do the following:

1. Trap-Neuter-Return
   1. In regards to the feral cat population, No Kill Louisville’s Board of Directors’ agrees with the audit team’s recommendation to make immediate changes to the ordinance.  We agree that to “catch and kill” feral/un-owned cats is inhumane and does nothing to stabilize this population. We believe that these cats should be spayed or neutered and returned to their colonies. If a return is not possible for a cat, every effort will be made to relocate the cat. We will actively work with groups who practice and promote Trap-Neuter-Return (TNR) of feral/un-owned cats. Neighbors will need to be educated about the TNR program and how it affects the cats in their area. A promotional campaign that spreads understanding among the public about the value and effectiveness of this approach will be implemented.
2. High Volume/Low Cost Spay and Neuter
   1. All pets that come into the shelter will be altered before adoption. Our goal is to use the SPOT truck for these surgeries in various, targeted neighborhoods. Currently established relationships with rescue organizations to handle additional public spay and neuter will be continued. No Kill Louisville’s current spay and neuter programs, such as the 28 Days of Spay, will also supplement these efforts. Spay/Neuter is further explained in Section 5f.
3. Comprehensive Volunteer Program
   1. We have an “army of compassion” that already supports the No Kill model in Louisville. We will continue our efforts to encourage greater community involvement to improve the welfare of shelter pets. We will have a volunteer program that will supplement the duties of staff.
4. Comprehensive Foster Program
   1. No Kill Louisville recognizes the ability of foster homes to increase the capacity of the shelter. Animals may be sent to foster care for a variety of reasons, but foster homes will primarily focus on infant, senior, sick or traumatized pets. A staff member will be dedicated to managing this program. Sections 5h and 5j have more information on foster programs.
5. Rescue Groups
   1. A full time staff member will be dedicated to facilitating rescue transfers. Working with rescues groups will move a greater number of animals out of the shelter quickly, thereby leaving space for new intakes. Rescues will also be sought for rabbits, birds, reptiles, livestock and other animal species. Wild animals will be transferred to sanctuaries or rehabilitation centers if release is not an option.
6. Pet Retention Programs
   1. We will continue our efforts to help people in the community keep their pets, thereby keeping pets out of the shelter. We already do this through our Pet Food Bank, which helps low-income residents feed their pets. Our Intake Team will counsel pet owners who are attempting to surrender their pets and direct them to resources which may help them continue to care for their animal. These resources may be within the No Kill Louisville Animal Shelter or run by other groups.
7. Comprehensive Medical and Behavioral Programs  
   1. As part of the intake process, we will provide comprehensive medical evaluations and vaccination. This will allow sick animals to immediately be housed in isolation and will give incoming animals the protection they need to remain healthy. As part of routine care, our handling, cleaning, socialization, and care policies will focus on preventing illness among animals and cross-contamination of animal housing areas. We will assess animals that are ill, injured, or requiring behavior modification to determine the best course of rehabilitation and ensure they receive it. These steps will ensure no adoptable pet is killed when a viable alternative to death exists.
8. Comprehensive Adoption Programs
   1. Adoptable animals will be located at Animal House, the Manslick location, off-site adoption locations such as Petsmart, in foster care, and viewable online. The Adoption Coordinators will assist potential adopters in finding the best match for their lifestyle. Our repurposing of the Manslick location will create an adoption lobby that is separate from intake. Improved hours will allow working individuals to come to the shelter at a more convenient time. Effective promotion of adoptable animals at off-site adoption sites and other community venues, effective use of the internet, increasing partnerships with the media, enlisting the support of volunteers and foster parents, and making the shelter more inviting through improved customer service will all ensure that adoptable animals are placed in good homes rather than euthanized.
9. Proactive Redemptions
   1. No Kill Louisville is establishing a comprehensive/one-stop “Lost and Found” website for the Kentuckiana area. This will ultimately help more pet owners reclaim their pets, both from the shelter and from the community. We will also have a volunteer-based Lost & Found Team that will proactively seek the owners of lost pets at the shelter through use of flyers, posters, the internet, print media, and more. No Kill Louisville would like to implement an incentive program for Animal Control Officers (ACO) and the city to work at finding owners of lost pets at the time that they are immediately found. This would mean a financial gain for the city and individual ACO’s when they’ve located a pet’s owner rather than simply bringing the pet to the shelter.
10. Public Relations/Community Involvement
    1. No Kill Louisville will continue its strong public relations campaign for positive, proactive change at the shelter and increased community involvement.

All of the above steps seek in some way to prevent animals from ever having to come to the shelter in the first place, move the animals out of the shelter as quickly as possible, garner public support, and address specific reasons as to why adoptable pets continue to be killed at our city’s shelters. By improving intake and cleaning processes; re-purposing the use of buildings; increasing community involvement through volunteer and foster programs; helping pet owners keep or find their pets; implementing proactive public relations and adoptions efforts; changing the approach to feral/unowned cats through TNR programs; and performing high volume as well as low cost spay and neuter surgeries, we will succeed in saving all adoptable pets while at the same time lowering the numbers entering our community’s shelters.   
  
***e. A paragraph describing your emergency preparedness plan*.**

No Kill Louisville recognizes at least two emergency preparedness approaches.

One plan will focus on how to keep animals and people safe when an emergency directly affects the shelter. Animal evacuation will also be a focus, so that it may be performed quickly, efficiently, and systematically at a moment’s notice to a predetermined location. Staff will be fully trained to handle a variety of scenarios, including but not limited to flooding, fire, tornado, and a violent threat against the shelter.

The other plan will focus on how to respond to a city-wide natural disaster in which pets are displaced. Animals may require assistance while their families get back on their feet, or may become lost during the disaster. Being prepared for this type of event will mean less confusion for the public and more reunions between displaced pets and their owners.

No Kill Louisville will maintain national emergency contact information when significant assistance is required in any long-term emergency. National groups such as the Humane Society of the United States (HSUS) already have emergency and disaster response teams available to assist in major natural disasters. Additional resources and training for shelter staff are available through HSUS as well as the American Society for the Prevention of Cruelty to Animals, the American Humane Association, and the Federal Emergency Management Agency. On a more local level, Northern Kentucky currently has two outstanding programs that may serve as models for similar programs in the Louisville area: Kentucky Volunteers Active in Disaster and the County Animal Response Team. No Kill Louisville will take advantage of these programs and services in order to prepare for emergencies or request assistance during any time of need.

No Kill Louisville will also provide educational materials to the public that will assist animal owners in protecting their pets during an emergency. This may include but is not limited to assembling emergency preparedness kits, creating back-up plans with neighbors, and recognizing when to evacuate. A directory of pet-friendly emergency shelters and hotels will also be compiled and made available.

***f. Describe how you will provide all veterinary care.***

We will have a comprehensive intake medical exam to immediately note the need for further examination by a veterinarian. Most animals, except where further examination by a veterinarian is required, will receive vaccinations and parasite control on intake. The animals will then be placed in quarantine, adoption, or stray wait depending on the pet’s need and intake parameters.  
  
 In addition, we will have two full time veterinarians and a team of at least 2 veterinary technicians staffing the facility. Highly trained volunteers can supplement the veterinary area, and additional veterinary technicians may be hired as funds allow. Following our repurposing and cleaning plan of all veterinary areas, the veterinarian and veterinary technicians will perform vet surgeries from 9am until 2pm (hours will be adjusted per our need). This means we can be equipped to alter up to 250 pets (40 to 50 per day) per week. The remaining time each day will be used for doing “rounds” and responding to requests from staff to medicate, diagnose, or assess a pet.  As previously stated, we will have staff that is focused on his or her area of cleaning and assessment to help quickly identify medical issues. As part of this protocol, there will be a daily assessment sheet so the veterinary staff can track changes in animals’ behavior and address their needs.  
  
 We will also have a veterinarian on call that can help handle issues during the shelter’s off hours.  In addition, we’ll partner with a 24-hour facility to handle major medical issues that arise, such as the need for x-rays or surgeries beyond our scope of services. As No Kill Louisville has done in the past, we will continue to use the Hope Fund to support exceptional medical needs.   
  
***g. Describe any public education programs you intend to utilize if  
awarded the contract.***

We will continue our public relations efforts to educate the community about the No Kill model and will continue to work with the public to raise awareness about foster programs, improving pet care, adoption programs, promoting trap-neuter-return, and more.  
  
 Our shelter will also host a “help desk” which will provide education over the phone or through e-mail to animal owners that have questions about any aspect of pet care and ownership. All owners who come to the shelter to relinquish their pet will receive counseling in case they may find a solution that will allow them to keep their pet. Similarly, there will be counseling services to anyone who files a lost or found report so that they may find their pet (or the animal’s owner) quickly and efficiently.  
  
 Currently, there is no valid statistical evidence supporting going into the classroom to promote animal care as a means for lowering the number of animals entering the shelter or improving their care. However, No Kill Louisville’s leaders do respond to schools’ requests to talk to students about the No Kill model and provide a positive role model on the treatment of animals.

In addition, we will continue to host the Million Mutt March and Dog Days of Derby to educate the public on positive and proactive pet care – including the importance of microchipping, rabies shots, and spay/neuter.   We will also continue with the Angel Tree Program that works to raise awareness for our local rescues and shelters, and we will continue our efforts to educate the most vulnerable among pet owners – economically disadvantaged – at our pet food bank.    
  
***h. Describe any special programs you intend to use, such as Spay/Neuter Programs, Foster Program, Adoption Follow-up Program, Trap/Neuter/Release Programs, etc.***   
  
 We will continue to offer our FREE 28 Days of Spay program to anyone who would like to get his or her pet altered as well as new programs organized and funded by the efforts of our Spay/Neuter and Grant committees.  In addition, we will offer free/amnesty spay and neuter days quarterly throughout the year. We will make the Spot truck more visible by expanding use of the truck so that we can spay and neuter more community pets. All feral cats will be altered, vaccinated for rabies, ear tipped, and available at no adoption/reclaim fee in addition to working with local rescue groups at placing these feral/un-owned cats back into their colonies whenever it is possible.   
  
 If a return is not possible for a cat, every effort will be made to relocate the cat. We will actively work with groups who practice and promote Trap-Neuter-Return (TNR) of feral/un-owned cats. These altered cats will not only be unable to reproduce but they will keep new cats from moving into the area and the population will die out rather than continue to grow. In this targeted and intelligent way, we’ll be able to tackle this population of cats and effectively lower the numbers of cats coming into the shelter in both the immediate and long term future.  A member of our Board of Directors has used this approach so effectively over the past several years that in one county they have no kittens at the shelter this year.   
  
  
***i. Describe organization’s plan to ensure adoption of animals placed in foster care or transferred to rescue groups****.*

Foster caregivers will be able to submit pictures, descriptions, and videos of their foster animals to be put on our adoption websites (such as Petfinder.com). Scheduled adoption events will be available for foster caregivers to attend with their foster animals. A bulletin board of featured foster animals will be displayed at both the Manslick location and Animal House. A detailed list of all animals in foster care will be available at adoption events. Adoption counselors will be familiar with animals currently available in foster care and will be able to direct potential adopters to appropriate foster animals for their consideration. Foster animals may also be featured in “Furry Features”, a weekly online and print publication that promotes adoptable animals to the community. Foster caregivers will receive instructions, with support from Adoption Counselors and the Foster Coordinator, on how to utilize the adoption process and promotions through NKL at their foster orientation. The foster coordinator, with help as needed from volunteers, will perform follow-up calls periodically on all foster animals to ensure that none are “lost in the system”. The shelter database (PetPoint) will be utilized to efficiently track animals in foster care for this purpose. When necessary, a volunteer photographer/videographer may schedule a photo shoot for a foster animal for quality promotion on adoption websites.

No Kill Louisville recognizes the ability of foster homes to increase the capacity of the shelter. Foster adoptions must be processed officially through either location (Manslick or Animal House) or at an off-site adoption event by staff or trained volunteers. The foster caregiver may be a part of the adoption process (such as talking with the potential adopter to give more details about the foster animal to determine if it is a good match) but will not finalize the adoption. Potential adopters may contact the Adoption Counselors to request a meet & greet with a fostered animal that they see online or in print media at the shelter. Adoption Counselors will contact the foster caregivers and schedule a time for the meet & greet.

NKL will require each new rescue to fill out a comprehensive application to ensure their approach to animal care is in line with NKL’s philosophy. No Kill Louisville will require monthly statistics for three months for newly approved rescues. After that probationary period, rescues will be required to submit statistics annually. In addition, any rescue approved by NKL must know that NKL reserves the right for random spot checks. NKL also reserves the right to grandfather in certain rescues. Animals will not be sent to rescue groups or private shelters that do not have a euthanasia policy similar to our own. Rescue partnerships may be terminated at any time at the discretion of No Kill Louisville’s Director and Board of Directors.

NKL will network with agencies that provide ongoing updates on “Do Not Adopt” and “Do Not Rescue” lists.   
  
***j. Describe how your organization will propose handling feral or wild  
animals.***

Although we have offered some description regarding feral/un-owned cats in Section 2 and Section 5h, the following addresses specific handling, spay/neuter, and return of this class of animals within our shelter:

Because owned but xenophobic (to be fearful of new things) cats can act just as frightened or aggressive as a truly un-socialized feral cat upon intake, we feel that all “stray” cats should not be designated as feral upon intake. A feral determination will be made after the 5 day stray holding period. Until then, cats will be given time to slowly adjust to their new surroundings. Cats that are friendly with people may be transferred to rescue or moved into the adoption program (which could include foster care). Cats determined feral will be altered, rabies vaccinated, and ear tipped before being returned or relocated.

In order to keep staff safe during routine cleaning and to give any xenophobic cats a chance to adjust to the shelter, a “feral cat den” will be provided to each frightened cat upon intake.

Any and all stray kittens will be moved immediately into foster care to avoid illness and to begin socialization. Even kittens born in a feral colony can be socialized put up for adoption.

Educational materials (such as door hangers) will be distributed through the area where the feral cat was returned. Neighbors can therefore understand what a feral cat is, the healthcare provided to an ear-tipped cat, and can be encouraged to take advantage of low-cost spay and neuter services for area feral cats instead of turning them into the shelter.

Animal Control will be responsible for handling any rabies cases associated with wild animals. Any injured wildlife that is brought to the shelter will be referred to an appropriate wildlife rehabilitation service. Educational materials will be made available to the public on our website about what to do if they find an injured wild animal or think they have found abandoned babies. This educational material will be compiled in conjunction with wildlife rehabilitators. In any case where a person surrenders a wild animal that was raised as a pet, the animal will be transferred to an appropriate rescue or sanctuary as quickly as possible.

**6. Proposer shall describe its planned use of technology to facilitate operations.**

No Kill Louisville will transition all shelter records from the past several years from the Chameleon database to the PetPoint database. There are several advantages to this database conversion:

* PetPoint is internet-based, which allows for more flexibility in use. For example, Animal Control Officers can access PetPoint on laptops in the field to immediately look up information on a found animal and adoption counselors can immediately input adoption information into the database while at an off-site adoption event.
* PetPoint has an easy-to-use interface that is point-and-click. The logical flow of information in PetPoint requires only basic training for staff to master the use of the program.
* PetPoint is free with exclusive use of 24PetWatch microchips and after a one-year refundable start up cost. Microchips are quickly and easily registered through PetPoint at the time of adoption. The overall cost savings between the database and the microchips is substantial.
* PetPoint is capable of performing tasks for all aspects of animal control sheltering, including licensing and reports. Animal Control will be able to use this software as well.
* The PetPoint company is able to convert the shelter’s data from Chameleon to Petpoint so that data is not lost.

In addition to using PetPoint as an easier and more accessible database, No Kill Louisville will work toward furnishing Animal Control Officers with technology that will allow them to be more efficient “in the field”. NKL will seek funding to provide universal microchip scanners and laptops or netbooks from which to access PetPoint are essential tools that can result in more “in the field returns”. For every pet that is reunited with its owner in the field, one more cage is left open at the shelter. Therefore, in the field returns are a priority and we feel that giving the Animal Control Officers the tools they require to do an exceptional job will be very beneficial.

No Kill Louisville will also maintain adoption websites to showcase adoptable pets to the public. Petfinder.com is the most well-known pet adoption website, with more than 52 million users every month. We feel it is very important to showcase all of our adoptable animals, including those in foster care, on Petfinder.com and other pet adoption websites to maximize our audience. The PetPoint database will automatically upload to some adoption websites but not others. The Intake Team is expected to take high quality pictures of animals during the intake process. These pictures may later be used on the adoption websites. Volunteers can supplement the adoption pages with additional pictures, videos, and descriptive details.

Videos are an especially useful way to showcase adoptable animals. Potential adopters can virtually meet the animal without having to leave their home. NKL plans to utilize this technology as much as possible. Videos can help adopters look past physical appearances and focus on the behavior and personality of the animal. This can increase adoptions for hard-to-place animals. Volunteers will be the main source of video footage for adoptable animals. Videos may also be used to serve an educational purpose. A video library can help foster caregivers, as well as the general public, about common behavior problems, basic training, how to care for bottle feeding babies, and more. This can supplement print material. The video library could be a mixture of existing videos (used with permission) or created by shelter staff. A final purpose of videos is for public relations. Videos can be used to recruit more volunteers, foster caregivers, donations, or to address any concerns from the community.

No Kill Louisville is currently funding and overseeing a centralized lost and found website, which should launch this summer. This website is a free service to the community. It allows people in Louisville and surrounding counties to list lost, found, or sighted pets in order to facilitate more reunions before an animal is brought to the shelter. Staff and volunteers will use this site as another resource for reuniting lost pets with their families.

Our presence on Facebook.com is currently at nearly 15,000 supporters and will continue to grow. We will continue to maintain this Facebook page to keep the community aware of current promotional events and needs of the shelter.

We will also incorporate television media as a way to show featured adoptable animals and to present current events and needs of the shelter.

Furry Features, a current electronic and print flyer of adoptable animals, will be continued for the shelter.

In summary, technology will be used to efficiently manage day-to-day operations, promote adoptions, encourage in-the-field returns, allow owners to search for lost pets, and continuously promote shelter services, events, and needs. All of this will ultimately save more animals by keeping them out of the shelter or quickly moving them out of the shelter.

***7. Proposer shall thoroughly describe the transition plan from the current provider to the Proposer if awarded the contract.***

Before the start date of the contract, No Kill Louisville will primarily work on transitioning shelter staff, converting to the PetPoint database, recruiting and training fosters and volunteers, and repurposing the Manslick facility to better suit animal and the public’s needs. Additional tasks will include buying new supplies and/or asking for donations, transitioning business material such as letterhead, and more.

Transitioning Staff

No Kill Louisville will require approximately four to six (4-6) weeks to complete the hiring and training process for all staff. Anyone who does not reapply will be considered to be resigning and will automatically be let go at the start date of our contract. Applications will be made available on-line to the public. For the transition specifically, all potential applicants will have one week to submit their application. One week will be needed for the No Kill Louisville Board of Directors to go over applications and make a decision on whom to interview. Preliminary staff training will take place over the course of two weeks, and employees will be expected to report beginning on the start date of our contract.

No Kill Louisville will call on experienced volunteers to temporarily assist in running day-to-day operations until full staffing is achieved. Current NKL board members are already committed to assisting in this transition as volunteers.

Converting to PetPoint Database

Upon being awarded the contract, No Kill Louisville will immediately begin talks with PetPoint representatives to obtain the database and to implement conversion of the current Chameleon database. Chameleon will be maintained until all staff is trained to PetPoint. Because Animal Control and business office (licensing) staff will need to learn how to use PetPoint as well, they will be included in the training process of PetPoint. Once PetPoint is set up and data is converted, Chameleon will no longer be used.

Recruiting and Training Fosters and Volunteers

We expect to receive an influx of new fosters and volunteers upon being awarded the contract. We will begin recruiting for fosters and volunteers before the contract is awarded and inform everyone that the arrangement is contingent upon No Kill Louisville receiving the contract. We will have mass foster and volunteer orientation dates to ensure a large number of people are trained in the needs of our community’s animals.

Repurposing the Manslick Location

Until a new facility is built, we recognize the need to make the best of the current Manslick location. Contingent upon the business office and dispatch’s move to MetroSafe, we will use the current business office, conference room, and management offices as a mini adoption area. The adoptable dog kennel can be accessed through this area, the conference room can easily be fitted with cat condos, and the current dispatch room can house adoptable puppies. Current offices will be used as meet-n-greet rooms.   
   
 The business desk area can be used as the front desk for adoptions. Public bathrooms are available here. The overall repurposing of this area will mostly require a thorough cleaning and outfitting the rooms with appropriate furniture, supplies, and cages. However, because one of the main goals of our repurposing of Manslick is to reduce cross-contamination by separating populations and redirecting foot traffic, a large sink will need to be installed. There are two pairs of bathrooms in this area and we will utilize one set of bathrooms as a washroom, where dishes may be washed and basic supplies can be stored.

The other side of the building will be used for all animal intake. This area will include a general intake office where paperwork can be processed and counseling can take place. It will also include an exam room where the Intake Team will process all animals (give medical exam, take pictures, and more as described in SOP). This area will also include holding areas for newly admitted animals, separate areas for stray cats, a re-purposed groom room, and a general storage area. A “cat exercise room” will also be made available, so that animal care staff may ensure the health of the cats by giving them a chance to be out of their cage on a daily and individual basis.

The current “volunteer trailer” will have two rooms outfitted for behavior assessments. The trailer as a whole will be general purpose. Dog training, volunteer and foster orientations, staff meetings and more can all take place here. The kitchen inside the volunteer trailer will be used as a staff break room.

The current farm animal paddock will be updated with Diamond fencing placed over the board fencing.

The vet building will be primarily used for spay and neuter surgeries and recovery. The SPOT trailer may also be used for additional recovery and surgery space. Isolation of sick animals will occur in the rooms of the “vet trailer”, with separate rooms for sick cats and sick dogs. A euthanasia room will also be in this trailer.

Animal Control will have full use of the quarantine building, including the unloading garage and office space located in the north wing of quarantine. They will also have full use of the additional office trailer located next to the vet trailer. The city should install wiring for ACO computers in the officer space. The other office can be used as a locker room and/or meeting room for Animal Control. NKL strongly suggests a bathroom is installed in this area as well for the ACO use to prevent cross contamination.

New Supplies

The repurposing of the Manslick facility will also require some new supplies, such as new cage banks for the isolation, new intake, and adoption areas, enough cleaning supplies for each area to be self-sufficient, and more. Once No Kill Louisville is awarded the contract, we will immediately compile and release a “wish list” of items to be donated or monetary donations for “big buck” supplies. This will increase community involvement immediately and allow us to move into the shelter well prepared

Assessing Current Animals

Animals currently housed at the Manslick facility will need to be assessed by our staff. At the start of our contract, our staff will verify that all animals at the current Manslick location are up-to-date on vaccinations, deworming, and other services provided during the intake process. All animals will also be re-scanned for a microchip. All animals will be assessed for appropriate placement (adoption, rescue, foster care, return to feral colony, or euthanasia). As we “play catch up” and ensure placement for these animals, in addition to new animals, we will call on experienced volunteers to help us in our transition.

Cleaning

Initial cleaning of all areas of the shelter will be done top-to-bottom to give as fresh of a start as possible in reducing disease in the shelter.

Transition to a New Shelter

We want to build a new state-of-the-art shelter that promotes a healthy, healing environment for all animals. We have already made initial contact with the architects (Stoiber & Associates) who have designed several animal shelters following the highest of standards (Washington Animal Rescue League, for one). They are ready to work with us in designing and building a new shelter as soon as we are able to begin.   
   
 Once being awarded the contract, we will quickly begin our capital campaign and begin to work full-force towards the design of a new animal shelter. A new shelter will be a healthier environment for animals, which will save time and money trying to treat animals that become ill during their stay. A shelter designed with intake, lost and found, medical care, and adoptions in mind from the very beginning will also serve our purposes well. There is no doubt that a new shelter needs to be built, and we intend to see the best of shelters built here in Louisville. Because the Newburg location is limiting in how much additional building can be done, we will choose a new location for the full animal shelter complex, supplementing the Newburg location with additions as needed. This will be a very positive step for the community and for the animals.

No Kill Louisville Fundraising Plan for New Shelter

The recent audit of Metro Animal Services states that the agency’s Manslick Road facility, which houses the majority of animals in the city’s care, should be “abandoned as swiftly as possible.” The 45-year-old facility is lacking in heating, ventilation, air-conditioning, exhaust and drainage systems. Additionally, air quality is “substandard, causing an unhealthy environment for both animals and staff, and a very unpleasant environment for the visiting public,” the audit indicates, “the facility creates a substantial risk of widespread disease transmission.”

No Kill Louisville proposes a fundraising plan that includes but not limited to a capital campaign to raise five million ($5m) dollars to build new facilities on available land at the current Animal House facility or at a new strategic location. The new state-of-the-art facility will be a “one stop shop” that will include a comprehensive medical wing, adoptions, intake and more, with the ability to house over 350 animals in a safe, secure, and healthy environment. These facilities can serve the citizens well and provide “best practices” for our shelter peers throughout the country.

The Capital Campaign for a permanent shelter and clinic will collectively showcase this community’s willingness to progressively protect and ethically treat the pet population of Metro Louisville.

With input from city leaders, area rescue groups and citizens, No Kill Louisville will lead the effort to construct new facilities that will lay the foundation in regaining the public’s trust. To date, there are more than seventy capital campaigns in Louisville. There are many opportunities for No Kill Louisville to seek private dollars to not only fund construction, but also create a substantial endowment to maintain the facilities with little to no-cost to tax payers.

It is our vision that no healthy, adoptable animal will be euthanized in Louisville due to lack of space. New facilities will:

* increase public confidence
* rescue adoptable animals
* reduce number of unwanted puppies and kittens through affordable spay/neuter programs
* reduce taxpayer cost for animal control
* allow immediate treatment of animals that have been injured or sick with an onsite technologically advanced clinic to diagnose and treat ailing animals
* separate healthy animals from sick animals reducing spread of disease
* provide proper education to members of the general public about responsible pet ownership

This all-in-one facility will serve as a community asset that everyone can take ownership in and support. The No Kill Louisville Animal Shelter will keep taxes down for animal control and will provide an opportunity to maximize a public/private partnership tool that benefits everyone for the greater good.

Capital Campaign will concentrate mostly on Brick and Mortar (over 50%), Site Prep (5%), Planning and Design Work (5%), Equipment (15%) and Endowment/Maintenance (25%)

Within thirty to sixty (30-60) days of assuming operations and gaining the public’s trust, No Kill Louisville will:

* Make the case for support
* Recruit and enlist campaign leaders from the community
* Identify major donors
* Strategically plan campaign goals and timelines
* Begin silent phase of campaign

In addition to a capital campaign, No Kill Louisville already has in place funds and fundraising activities to generate support.

* Million Mutt March
* Pet Angel Tree Program
* Gift of Love
* Hogs for Dogs Poker Run

***8. Staffing***

***a. Proposer shall include a list of proposed staff positions if awarded the  
contract.***   
  
Board of Directors – for oversight and guidance; all volunteer

Director – 1  
  
Business manager – 1 part time   
  
Administrative assistant (assists Director and Business Manager) – 1 part time or volunteer  
  
Intake Team – 7 members   
 4 – full time employees (preferably 2 will be vet techs)  
 2 – part time employees   
 1 – team leader

Animal Care – 11 full time staffers   
(focused only on cleaning/socializing/medical)  
 2 – managers (1 coordinator, 1 assistant coordinator)  
 5 – animal care specialists at Manslick  
 2 – animal care specialists at Newburg

2 – overnight animal care specialists  
  
Adoption Coordinators – 6 (4 full time, 2 part time) – one person will identified as a lead   
 3 – at Manslick   
 3 – at Newburg   
  
Rescue Coordinator – 1

Foster/Volunteer Coordinator – 1   
  
Behaviorist – volunteer supported until funds allow full time staffer

Vets – 2 full time vets, one to handle “herd health” and the other to perform spay/neuter surgeries. These vets will rotate duties every 3 months.

Vet Technicians – 4 total. One vet tech (rotates) helps with intakes and the others help with herd health/surgeries. We will also actively accept internships from Brown Mackie students, or students in similar veterinary technician programs.

***b.******List the total number of staff.******If particular staff with certifications and  
qualifications directly related to this proposal are to be used in the  
performance of services under the contract, specify the proposed job  
titles and qualifications of said personnel.***

**33** Staff Members

Director – 1

* + Bachelor’s degree
  + Experience in running an animal shelter or rescue
  + Excellent communication skills with staff, public, and volunteers
  + Strong desire to operate a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Administrative assistant – 1 part time or volunteer

* + High School education
  + Have a working knowledge of computer programs, including but not limited to Word and Excel.
  + Good communication skills
  + Good follow-through and organization
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Business Account – 1 part time

* + Bachelor’s degree
  + Previous experience as an accountant in a small business or non-profit setting
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Intake Team Leader – 1

* + High School education
  + Previous supervisory or leadership experience
  + Good communication skills – with public and staff
  + Good working knowledge of dogs and cats
  + Ability to be objective
  + Ability to delegate
  + Organized
  + Good problem solving skills
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Intake Team – 6

* + High School education or GED
  + Good communication skills with public and staff
  + Good working knowledge of dogs and cats
  + Comfortable in working with dogs and cats with varying behavior, including but not limited to fractious, frightened, feral, and friendly animals.
  + Open to handling a variety of “other” animals
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Animal Care Team Leader – 1

* + High School Graduate
  + Previous supervisory or leadership experience
  + Comfortable working with animals
  + Ability to be objective
  + Ability to delegate
  + Good communication skills with staff
  + Ability to do physical labor, work on feet during majority of shift, and lift up to fifty (50) pounds
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Animal Care Team Leader Assistant - 1

* + High School Education
  + Comfortable working with animals
  + Ability to be objective
  + Ability to do physical labor, work on feet during majority of shift, and lift up to fifty (50) pounds
  + Ability to temporarily fill in for Animal Care Team Leader
  + Good communication skills with staff
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Animal Care Team – 9

* + High School Education or GED
  + Comfortable working with animals
  + Ability to do physical labor, work on feet during majority of shift, and lift up to fifty (50) pounds
  + Good communication skills with staff and public
  + Good working knowledge of dogs and cats
  + Good observational skills
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Adoption Coordinators – 6

* + High School Education or GED
  + Comfortable working with animals
  + Excellent working knowledge of dogs and cats
  + Excellent communication skills with staff and public
  + Ability to delegate tasks to volunteers
  + Organized
  + Ability to work independently and as a team
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Rescue Coordinator - 1

* + High School Education or GED
  + Excellent communication skills with staff, volunteers, and rescue organizations
  + Very organized
  + Ability to work independently
  + Ability to delegate tasks to volunteers
  + Working knowledge of computers
  + Good working knowledge of dogs and cats
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Volunteer/Foster Coordinator – 1

* + High School Education or GED
  + Excellent communication skills with staff, volunteers, and public
  + Organized
  + Excellent working knowledge of dogs and cats
  + Comfortable speaking in front of groups
  + Ability to delegate tasks to volunteers
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Veterinarian – 2

* + Doctorate of Veterinary Medicine
  + Licensed to practice in Kentucky
  + Ability to supervise veterinary technician staff
  + Ability to stand for majority of shift
  + “Herd Health” knowledge
  + Knowledge of best practices in cleaning protocols
  + Excellent communication skills
  + At least 5 years of experience as a practicing veterinarian
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

Veterinary Technicians – 4 (this includes 2 for the intake team – listed in the number above)

* + Certified Veterinary Technician
  + Ability to stand for majority of shift
  + Ability to lift up to fifty (50) pounds
  + Good communication skills
  + Strong desire to create a shelter in which no adoptable pet is killed, and an understanding of the “No Kill Equation”

***c.******If any of the staff shall be comprised of volunteers, specify the number  
and duties and the plan to assure that sufficient staff will be available  
daily to fulfill all responsibilities of the Contractor.***   
  
 We will not use volunteers as the foundation of our shelter operations but rather as a supplement to further improve and grow our shelter. Volunteers will be used to expand the abilities of our staff. They will check in with adoption staff and will be assigned to a project based on the needs of that particular day. By assigning volunteers to staff, we will empower employees so they can get more of the help they need. This will also create an atmosphere that seeks to unite employees and volunteers for a common cause.

There is one exception to the above. The one, key position that will be solely volunteer supported is the behavior assessment position. If and when funds allow, this position will be transitioned to a paid position. Because four volunteers have already been trained by a national group to do behavior assessments for the Rescue Waggin’ program, and considering the willingness of other volunteers to become trained in evaluations, we feel that this task will be well-supported by volunteers. Future plans include getting adoption staff trained to do behavior assessments as well so that they can help when needed.

In addition, No Kill Louisville has several volunteer committees already in place to assist the Board of Directors, shelter director, and shelter staff in achieving its goals. They are:

**Grant Writing Committee** – to fund projects for shelter/No Kill Louisville; including funding for a behaviorist, plans to buy laptops and scanners for all Animal Control Officers, to fund additional spay/neuter surgeries for the public, to fund and supplement the pet food bank, and any other shelter improvements.

**Spay/Neuter Committee** – this group’s focus is on increasing the number of pets, both owned and unowned, that are spay/neutered. This includes the 28 Days of Spay and other programs.

**Volunteer/Foster Committee** – this group will continue their efforts to recruit and organize volunteers and fosters for all rescues and shelters in need and will work directly with the volunteer/foster coordinator at the shelter to improve this effort

**Major Events Committee** – organizes the Million Mutt March and Dog Days of Derby in an effort to raise community involvement and awareness while adopting out more pets

**Special Projects and Booth Committee** – this team works on our yearly fundraising calendar as well as our Angel Tree program which provides much needed items for all our area shelters and rescues; the committee also handles our No Kill Louisville booth at events

**Pet Food Bank Committee** – this group, run by two of our board members, helps people keep their pets by making it possible for those who have hit hard times to utilize the food bank. We also reach a population who either cannot afford to spay/neuter their pets or don’t know where to go to do so. To use the food bank, residents must spay/neuter their pet within a certain period of time. We also work with the Shamrock Foundation and our own spay/neuter committee to provide free or low cost surgeries to those pet owners who cannot afford to spay/neuter their pets.

***d.******Describe the prerequisites to any staff, employee or volunteer, actually  
performing duties, i.e. training, education, and experience for each  
type of position.***

Please see above Section 8b for education and experience required for staff.

Specialized staff training will include but is not limited to:

* + All staff will be trained in emergency/disaster preparedness.
  + The Intake Team will be trained to perform basic medical examinations and to report any potential indications of illness to a certified veterinary technician or a veterinarian (two “vet techs” are on the intake team).
  + The Animal Care Team will be thoroughly trained in appropriate cleaning protocols by No Kill Louisville. (See SOP)
  + All staff will go through a basic animal handling training for dogs and cats to ensure staff safety.
  + All staff (including Animal Control Officers and any Business Office personnel) will be trained in the use of the PetPoint database.
  + All staff will be trained in appropriate customer service.
  + Adoption Coordinators will receive training in approving or denying applicants.
  + Adoption Coordinators may later be trained to perform “Canine-ality” and “Feline-ality” assessments for the Meet Your Match program.
  + A copy of the shelter’s Summary of Policies and Procedures (SOPs) will be given to all staff members.

Volunteers will receive general information about the policies and practices of the shelter at an orientation. Volunteers will receive a copy of the volunteer handbook. Volunteer hands-on training will take place in small groups at the shelter with the volunteer coordinator. Volunteers may be trained to handle adoptable animals, assist with cleaning, assist with adoptions, and more.

Fosters will receive general information about the policies and practices (foster-related especially) of the shelter at an orientation. Specialized foster training classes may be held, such as how to care for infant puppies and kittens, how to care for a contagious animal, and more. Fosters will receive a copy of the volunteer handbook.

***e. If it is necessary for Proposer to hire staff in order to fulfill the terms of this agreement, proposer shall interview and thoroughly consider qualified LMAS employees for the positions.***

Yes, we agree to include current LMAS staff as part of our pool of potential employees giving those who want to apply thorough consideration.

**P9. Cost and Revenue Sharing  
(added section by NKL)**

NKL would like to negotiate the following cost in order to bring our proposed budget into alignment with the City of Louisville’s planned budget. The below is a listing of specific areas followed by a summary overview of cost and revenue for the city and cost and revenue for NKL.

**Animal Control**

* City of Louisville assumes cost of all animal control functions
  + NKL will seek outside funding to provide laptops and scanners to all ACO’s for their vehicles
* As part of the animal control function, the City of Louisville assumes the cost of long term or extensive vet care for pets involved with **court cases, an animal control related expense**
  + Insurance coverage for handling of these pets
  + Long term stay in the facility
    - NKL will bill the city $5 per day “boarding fee” to cover ongoing cost for feeding, cleaning, and basic vet care such as vaccinations and skin treatments for any animal involved in a court case or animal control related issue at the facility that is there longer than one month
    - The cost will only be incurred after that one month
    - The first month will be free and at the cost of NKL
  + The city is responsible for long term vet care cost beyond initial vaccinations and medical exam
  + The city is responsible for extensive vet care cost such as surgeries (other than spay/neuter surgeries), x-rays needed, etc.
    - These can be done by NKL and billed to the city
    - Or, the city can choose to contract outside services
* NKL will provide the following for pets’ involved in **court cases** at no cost to the city:
  + Basic care
    - cost for feeding, bedding, behavioral help, and other basic needs
    - cost of vaccinations and initial medical exam
    - spay/neuter for pet when allowable such as the following:
      * when put up for adoption and transferred to NKL
      * Or, if pet owner would like the pet spay/neutered
      * Or, if it is determined the pet will be returned but only if spay/neutered

**Please Note:** NKL requests input and involvement in all changes to ordinances regarding animal control and oversight. This includes but should not be limited to having a NKL representative at all meetings regarding ordinance updates and changes.

**Vehicles**   
  
NKL would like the use of four of the current animal control trucks, the truck that pulls the SPOT, and the SPOT truck - at no cost to No Kill Louisville other than gas, with the City of Louisville covering the cost of maintenance, repairs, regular safety inspections, tires, regular tune ups, licensing, and insurance. With the City of Louisville’s large vehicle pool, these vehicles can be maintained at a lower cost than NKL could negotiate.   
The vehicles would be housed at the shelter during off hours and would not be used for personal transport.

**Updates to the Current Facilities**

Through creation of a new flow pattern to the intake process and physical area, NKL will decrease the stress on the animals coming into the shelter. A unisex bathroom will be created for use by Intake and Animal Care staff to decrease potential for cross contamination that would otherwise occur if they were to use the bathrooms in the opposite end of the building. A grooming area will be established in order to increase the care and comfort of each animal.

* + Initial requested improvements to both sites are the following.
    - Bathrooms updated and/or installed
    - Additional fencing at both facilities s
    - Two doorways added at Manslick
    - Breakroom added at Animal House per federal requirements
    - Wiring added to the ACO office in quarantine
    - Update to the current men’s locker room at Manslick
    - Update to the meet and great room at Manslick for plumbing
    - Update to access area in building 100 at Manslick
    - All plumbing and wiring must be working
    - Finish cleaning and sealing the floors using current grant monies that were awarded for this use and/or city funds

**Please note:** NKL recognizes that these are a one-time cost to the city to bring the facility up to code and improve the flow of pets. NKL must incur any additional costs that are not structural or major system’s repair issues as we move forward.

**Utilities**

Water and sewer expenses should be paid by City of Louisville. Since the City of Louisville is not charged by MSD or the Louisville Water Company, there would be not added costs to the city’s budget. The shelter will be used to house court case animals, will be a base for animal control officers who have two eight hour shifts, and the incinerator will be used by four different groups (the Zoo, Solid Waste, the Highway crew, and the police department). These costs should be incurred by the city and then billed out to these departments as necessary.

In addition, a portion of the LG&E cost should be paid by the City of Louisville because of the usage of the facilities by Animal Control. All of these expenses should not be incurred by NKL by default but should be incurred by the City of Louisville for their cost of doing business.

**Items that should remain at LMAS for NKL’s use**

Per the RFP, items at the facilities will remain. However, NKL wants to ensure the following are included in that listing:

* Computers and current files on all pets, foster families and volunteers
* Phone system (to be updated at a later date by NKL)
* SPOT Truck and 5 transport vehicles – one can be the van if fixed and must include the truck that pulls SPOT
* Current Website
* Maintenance tools and equipment
* Pet food and care items
* Medical supplies
* Grant transferring and SPOT funds as they apply to needs at the shelter
* Crates, cages, cat carriers, and other general pet-related items
* Office supplies and furniture
* Lawn maintenance and janitorial equipment

**Summary Overview of Cost and Revenue Sharing**

* NKL pays
  + Salaries and benefits
  + Ongoing supplies (vet, food, cleaning, etc)
  + Ongoing general/minor maintenance
  + Cover cost of all spay/neuter clinics and medical issues (not to include anything above basic vet care in quarantine)
  + Cover cost of liability insurance at Manslick, Animal House, and offsite adoptions
  + Cover cost of training and licensing for employees
  + ACO incentive program for lost pets – (benefits ACO’s and the city)
  + Provide adoption and pet counseling services to public
  + Provide Pet Food Bank to help residents keep their pets
  + Hope Fund to help medically injured pets
  + All public relations’ cost
  + Community involvement costs
  + Event costs
  + Transport (transporting of animals) cost – Rescue Costs
  + Help desk cost
  + Eventual upgrading of pet tracking system – at no cost to city
  + Cost and maintenance of separate “Lost and Found” website
  + Rescue Waggin’ Cost
  + Food and vaccinations/medical cost for pets in quarantine area (These are the pets associated with court cases that are under Animal Control)
  + Oversight of pets in quarantine
  + Grounds maintenance at Animal House and Manslick facilities
  + We’ll pay FREE spay/neuter of all feral cats that come in
    - Returned to area with counseling to neighbors
    - OR put into barn cat/relocation program
  + Miscellaneous needs as they rise
* City Pays
  + $2 million yearly contract to NKL with annual updates for inflation
  + Transfer of grants monies not yet used
  + Cost of maintenance for 5 vehicles and the SPOT Truck
  + Utilities for Animal House and Manslick facilities
  + Major repairs to structure and repairs to major systems – such as ac, furnace, ventilation, cracks to building, sewer drains, major electrical issues
  + Cost of insurance for pets involved with court cases (quarantine area)
  + Insurance and maintenance on all vehicles – (5 vehicles and SPOT truck)
  + Boarding fee for court case that run longer than a month
  + Extensive or long-term vet care for court cases
  + Initial improvements to both sites – this is a one-time cost
    - Bathrooms
    - Additional fencing
    - Doorways, etc. (please see above section)
* **Revenue and promotion** 
  + City receives
    - all licensing for new adoptions
    - Financial reward for returning animals in the field to owners – half to city; half to ACO – amount and program to be determined
      * NKL will work with city to come up with system for tracking this
      * Added benefit: we could advertise this partnership for the animals
      * In 2010 only .5 of all Returned to Owners were done in the field, we would like to increase this rate of return
    - NKL will highlight the service of ACO’s
      * Tell stories about the officers
      * Including good stories about their efforts
      * The atrocities they see to educate the public and more
    - any license renewals that come to Manslick or Animal House we will process at no cost to city and pay the funds to the city
    - receives license fees for any rabies clinics that NKL sponsors
  + No Kill Louisville receives
    - $2 million contract from city to be adjusted annually for inflation
    - Adoption and rescue fee to go directly into shelter improvements or towards vet and pet supplies
    - All donations earmarked for the shelter
    - Any grants or sponsorships for the shelter or pets
    - Any grants monies for shelter not yet used
      * Or applied for and not yet received

***9. Budget   
Proposer shall submit a proposed budget as well as indicate the total annual  
cost to provide the services contemplated.***

Please see attached Appendix 3 if viewing electronic version.

***10.Nationally Recognized Standards  
a. Describe the use of which you make of any protocols, operational  
guides, training guides, etc. which are promulgated by a nationally  
recognized organization.***

* Our SOPs are modeled (with permission) from a sample SOP written for a Texas animal control shelter by Nathan Winograd, the foremost expert in building No Kill communities.
* Our approach to animal sheltering is nationally recognized as the “No Kill Equation”, which cities and communities across the country have successfully implemented to achieve No Kill and save every adoptable animal.
* Our emergency/disaster preparedness training will be in accordance with (or given directly by) the Humane Society of the United States (HSUS), a national organization that is recognized for its disaster preparedness training and services.
* Our adoption application follows a model supported by the American Society for the Prevention of Cruelty to Animals (ASPCA). The “Meet Your Match” program, which helps adopters find pets that best match their lifestyle through behavior assessments and adopter surveys, was designed by this national organization. The conversation-based adoption application model we have chosen is also a model that the ASPCA encourages.
* The ASPCA’s “SAFER” behavior assessment is our primary model. This “graded scale” assessment (not a pass/fail test) serves as a way to better match an animal to a new home.
* Our stance on trap-neuter-return as a humane method of population control for feral cats is nationally endorsed by the ASPCA, HSUS, the No Kill Advocacy Center, the American Humane Association, Alley Cat Allies, and Best Friends Animal Society.
* Our cleaning protocols and repurposing of the Manslick location are based on research articles through the UC Davis Koret Shelter Medicine Program. Future plans include consultation with this program to ensure we are not overlooking any aspect of sanitation in our shelter.
* The use of “feral cat dens”(from Animal Control Equipment and Services) to reduce stress in feral or extremely frightened cats is encouraged by the UC Davis Koret Shelter Medicine Program and prominent feral cat groups, such as the national organization Ally Cat Allies.

***b. Indicate your willingness to participate in a biennial inspection program conducted by a nationally recognized humane organization. Has your organization previously participated in such an inspection?***

No Kill Louisville agrees to participate in a biennial inspection program but asks that it is conducted by a group that is a friend to the No Kill model. We have not participated in this type of inspection before because we are just a little over a year old.

1. ***Pending Litigation***

***(section added by NKL)***

No Kill Louisville has no pending litigation.