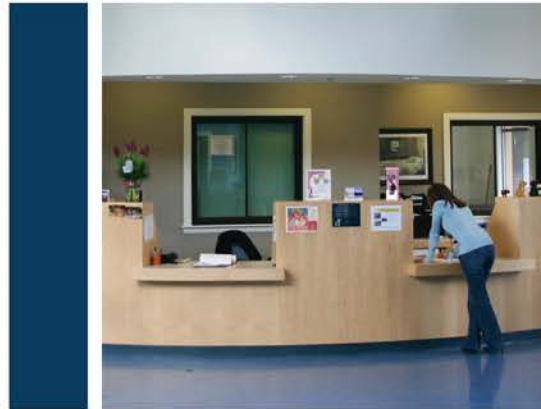


JULY 19, 2017



COUNTY OF SAN LUIS OBISPO ANIMAL SHELTER NEEDS ASSESSMENT AND FACILITY PROGRAM



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(Santa Barbara County)



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1.0 Executive Summary

Swatt|Miers Architects was retained in early 2017 to develop a Building Needs Assessment and Facility Program for the San Luis Obispo County facility. The scope of the study is described in detail in Section 2.0 Study Approach but in summary included **1)** meetings at the existing Facility with Dr. Eric Anderson and his staff to discuss programs, procedures and related needs, **2)** a review of the existing shelter building relative to current operations **3)** A group tour of the new Visalia Animal Control Facility with County Staff and **4)** extensive and ongoing review of the County's Animals Held statistics and other shelter related data provided by the Animal Control Department so that a future Shelter capacity could be determined. A detailed analysis of this information as well as an overview of current State of California Animal Care laws and best practices are outlined in Section 3.0 Program Criteria. Based upon the above studies, we offer the following recommendations. A more thorough discussion of these recommendations is provided in Sections 4.0 and 5.0 with additional supporting data included under 6.0 Appendix.

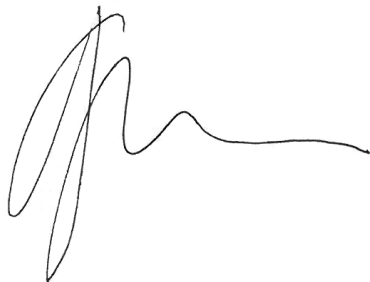
A. San Luis Obispo County Shelter Facility Recommendations

- 1) In order for the Animal Control organization to effectively implement their programs, serve the public's interests and provide humane care for the animals in their trust, they need an appropriately designed new facility that can positively support them in their daily operations.** The existing San Luis Obispo County facility is sorely undersized, its mechanical and plumbing systems as well as building finishes are antiquated and deteriorating, and its overall layout and design are neither consistent with today's requirements for holding animals in a humane manner, nor conducive to the efficient operation of an animal shelter. Perhaps the most telling deficiency of the existing facility is the manner in which the kennels are utilized. These kennels are a front to back, guillotine style enclosure designed for one dog per kennel. However, due to overcrowding, there is one dog on each side of the guillotine – double the intended capacity. Conditions like this must be corrected in any new facility program and/or design. Towards this end, the recommended size, components and general layout of the new shelter are discussed in detail in Sections 5.0 and 6.0 but the general character of the new shelter should incorporate the following criteria outlined in recommendations 2 through 11.
- 2) Create a positive, community oriented facility which not only encourages the public to use the facility for adoption services but also serves as a source of public education relative to responsible animal care practices.** An emerging trend in companion animal facilities, including animal control facilities, is to offer a wide range of services, humane education programs and amenities to the public so that the shelter is seen as a Public Service destination and not just a "depository for unwanted animals". A multi-purpose room that can be used for Animal Control hearings as well as Humane Education classes is highly recommended to assist these programs and is consistent with new shelter designs throughout California.
- 3) Develop a facility plan with adequate capacity for holding animals in a humane manner which promotes good health, prevents the transmission of contagious diseases and**

- provides an adequate opportunity for each adoptable animal to find a home with a responsible individual or family. See Sections 3.1 and 3.3 for further discussion.
- 4) **The new shelter should provide adequate Animal Support as well as Staff Support areas to insure proper care of animals and support for the facility's programs and operations.** See Section 5.0 for further discussion.
 - 5) **Clearly defined public and staff entrances are key program components and design features of a well organized animal care facility.** The new shelter design should provide for both a separate **Public Adoption/Business Entrance** and **Public Intake/Surrender Entrance** as recommended and requested by staff. In addition, if a public **Multi Purpose Hearing Room/Classroom** is included in the new facility (see Base and Reduced program components and discussion is Section 5.2) there should be a separate **"after hours entrance"** During normal business hours, this room should be accessible from the main lobby. However, after hours, it needs to be secured from the rest of the facility and particularly the animal habitat areas. The eventual floor plan layout should organize the public restrooms in a manner to serve the Hearing Room/Classroom both during normal business hours and after hours so as not to duplicate facilities.
 - 6) In addition to the public entrances, there should be separate **Staff and Animal Control Officer Intake Entrances** visually screened and secure from the public arrival areas. The Program Test Plan presented in Section 6.0 illustrate the recommended relationship of these entrances to the overall facility.
 - 7) **The eventual building design should incorporate state-of-the-art cleaning, plumbing and mechanical systems as well as durable materials that will enhance the life of the facility.** A discussion of these systems is provided in Section 4.3 Shelter Design Background as well as in Section 8.3 Outline Specifications.
 - 8) **The new Shelter should be designed to reduce stress levels for animal and humans alike.** Stress has been found to be a key contributor of both disease transfer and ongoing behavioral problems amongst animals not to mention the toll which a stressful environment has on the employees and visitors to a shelter. Far too many animals entering shelters are found to be "unadoptable" due to behavior problems. While behavior issues can be treated by trained staff, it takes both time and a supportive environment to do so. Animals entering most shelters are only required to be held for a relatively short time by law after which animals deemed to be "unadoptable" are generally euthanized. These animals enter the facility for many different reasons but all of them enter under stress. If the facility itself is stressful, their conditions will get worse, not better, and hence, many of these animals never have the opportunity to come out of their shell. The sad reality is that many of these animals could have become adoptable with the appropriate human interaction and a supportive environment. The new San Luis Obispo County facility should provide that support. (See discussion of Volunteer Program under Recommendation #10.
 - 9) **The new shelter should help support SLO's already strong community volunteer program.** A reliable volunteer program is an essential part of most animal care facilities – both public

and private. Companion animals and particularly dogs, need more than just safe and clean housing to become good, adoption candidates. They need human interaction, exercise and programs designed to enhance their socialization characteristics. Such programs require daily, dedicated staffing which generally is not possible within the financial framework of a public animal control staffing budget. Hence, volunteer participation becomes essential. It has been demonstrated repeatedly that new shelters with at least a dedicated volunteer room and related programs are a key ingredient in establishing a successful volunteer program. Our recommended facility program included herein provides a volunteer room for this reason. (See Program Chart 1.0 Public Areas).

- 10) **To the extent possible and practical, the new Shelter should incorporate “Green” building principals and incorporate energy efficient mechanical systems.** Incorporating “green” sustainable features is no longer an option, as the State of California has adopted Cal-Green as part of the State Building Code. Notwithstanding the added costs, the incorporation of “green” principles and design features can have long term operational savings. The County’s decision to be LEED “Silver” equivalent is consistent with public shelters across the State.
- 11) **Consider a form of public/private fundraising campaign for the new shelter.** Over the past 15 years there has been an increase in the number of public/private partnerships for animal control facilities including public animal control shelters in San Diego County, Clovis and Palm Springs. While securing adequate funds for shelters are often a challenge at best, animal care facilities are a unique building type wherein the public often takes a strong interest and is more willing to participate financially than they would with many other public buildings, - and where such partnerships have been successful, there has been a greater sense of community “ownership” which has led to stronger volunteer programs. At the end of this study we have provided several examples of Donor Recognition Plans that were developed at an early schematic design phase for our public clients and which include a tiered system of funding levels for prospective donors.



George T. Miers, Principal
Swatt | Miers Architects

2.0 Study Approach

Study Scope and Objectives

The purpose of the Study is to develop the overall building and site needs including holding/sheltering capacity needed for the future construction of a new Animal Control Facility serving San Luis Obispo County.

While the study covers some operational issues relative to animal control programs, it is not intended to be a thorough performance audit of the Animal Control Unit nor an evaluation or endorsement of their current operational programs.

Program Work Product

In the course of this study, the following work products have been developed;

- Development of facility space requirements on a room by room and departmental basis.
- Recommendation of internal room adjacencies and relationships.
- Recommendation for room finishes, dimensions and preliminary layout.
- Program Test Plan layout.
- Alternative Site Plan Studies based upon the preferred user Test Plan.

Study Approach

In order to address the study objectives described above, the following process was implemented;

- Meeting interviews with San Luis Obispo County Animal Control Officers and Shelter Staff.
- Walkthrough of the existing San Luis Obispo Animal Shelter.
- Review of available documents for the site.
- Review of the County's current and future population growth.
- Review historic animal impound and disposition statistics.

Throughout this process, it was our policy to review findings of the study with County staff in order to increase the accuracy of findings and data used in the report.

Also, it is our experience that civic leaders have widely different knowledge levels relative to public animal shelter requirements. Therefore, we have included a section entitled Shelter Design Background in order to provide a general background for the requirements discussion herein. See Section 3.1.

3.0 Program Criteria



Smell A Friend

Included in this section are the following items;

- 3.1** Shelter Design Background
- 3.2** Meeting Minutes
- 3.3** Animals Held Calculations

3.1 Shelter Design Background



Yesterday's Shelter



Today's Shelter



Get Acquainted Room

Animal Shelter Facility Components and Goals

Notwithstanding recent advancements in shelter design, the public perception of domestic animal shelters in many areas of the United States and Canada generally remains negative, characterized by old, dilapidated, noisy and odor-prone facilities located in industrial and/or out-of-the-way areas - in short, the “pound”. This unfortunate image not only belies the rigorous health requirements and functional, multi-purpose needs of a shelter, but also is in stark contrast to growing public expectations regarding the manner in which domestic animals should be held and treated. These concerns have led not only to recent changes in many states and provinces, but also to significant re-evaluation of existing facilities exemplified by the recent completion of new facilities throughout North America. These facilities, while all different, encompass state-of-the-art mechanical and plumbing systems designed to maximize disease control as well as durable finish materials intended to withstand the rigors of daily chemical cleaning. These systems and materials are most comparable to those required in hospitals and research facilities and, hence, are significantly more complicated and costly than those found in a modern office building. These new animal shelters also include extensive public-oriented components including spay-neuter clinics, education programs (classrooms and children-oriented learning areas) as well as staff lounges and even health oriented rooms so as to improve staff safety and morale - acknowledgement of not only the difficult job requirements but also the economic reality of retaining qualified staff.

Ultimately an animal shelter needs to provide a healthy and appropriate environment for animals and staff which facilitates the goals of the organization. While these goals will vary from one community to another, the following should serve as a baseline common to all:

- 1) **Creation of a safe, healthy environment to house lost or abandoned animals until claimed by their owners or adopted.**
- 2) **Develop a facility plan with adequate capacity for holding animals in a humane manner which promotes good health, prevents the transmission of contagious diseases and provides an adequate opportunity for each adoptable animal to find a home with a responsible individual or family.** There is an important and direct relationship between



Stainless Steel Counters



ACO Report Writing Area



Sacramento County
Adoption Lobby

the nature of a shelter's holding capacity and the well-being and health of the shelter's animal population. While sizing the required holding capacity for dogs, cats, and other small and "exotic" animals is an important first step in programming a facility, designating appropriate areas for protective custody, vicious animals, sick animals as well as young and pregnant animals must also be taken into account. The issue of how long to program an animal's stay is a difficult one and will vary by community and individual shelter. Shelters which are frequently visited will generally have higher and quicker adoptions. For example, California which has been a leader in establishing higher standards and constructing new animal care facilities, tends to average between 10 and 20 holding days for adoptable animals in its newer facilities, although it should be stressed that 4 to 6 days is the minimum requirement which, if implemented only for that number of days, will inevitably result in the euthanasia of many adoptable animals.

- 3) **Create a Positive Environment which minimizes stress levels** for animals, employees, and visitors alike.
- 4) **Provide adequate Animal Support areas to insure proper care of animals and support for the facility's programs and operations.** Required support areas include food prep, laundry, grooming, exam and medical procedure rooms, behavior evaluation areas, food and laundry and equipment storage areas, euthanasia rooms, vehicle maintenance, cleaning areas and storage, etc. In particular, a space often mistakenly left out of shelter facilities is a facility maintenance area or shop for machines, yard tools, cage repair equipment, and a place to maintain the facility's overall support systems
- 5) **Provide adequate Staff Support Areas.** Staff support needs in an animal shelter such as proper break room areas, lockers and restrooms, are of equal if not greater importance than in many other work environments. Caring for incarcerated animals, many of which are ill and/or frightened, can be an extremely stressful experience - particularly when confronted on a daily basis. This problem is exacerbated by the reality that many employees initially seek out employment in animal shelters due to an inherent love for animals, only to be confronted with the stark reality of animal abuse cases, ongoing euthanasia - oftentimes involving high percentages of a shelter's population, etc. In addition, the maintenance of shelters involves the unforgiving tasks of constant cleaning of urine and feces and the sterilization of kennels and cages to prevent disease transfer. Similarly, Animal Control Officers are constantly exposed in

the field to both domestic and wild animals with unknown health conditions and, at times, a hostile public unsympathetic to their job responsibilities. **The net result is that turnover at these shelters is extremely high which not only increases costs but lowers efficiency and effectiveness.** In an effort to help combat this problem, it is imperative that new shelter facilities contain not only adequate locker/shower/restroom areas and hygienic staff lounges located in acoustically isolated areas, but an overall positive ambiance which is supportive of employees as they undertake these difficult tasks. **Implementation of these types of improvement are not only essential today in retaining and recruiting qualified staff, but can be expected to increase in importance over the next twenty years.**

6) **Create a Public “Friendly” Environment which supports:**

- Adoption of companion animals
- Education of animal care issues including responsible pet ownership
- Redemption of lost animals
- Surrender of unwanted animals
- Licensing
- Enforcement

Disease Control in Animal Shelter Environments

In regards to animal health and disease control issues, it is helpful to understand the inherent health problems confronting domestic animal shelters. The primary diseases which are of concern in an animal shelter environment are those that are easily transmitted among members of a species i.e. contagious disease. These may be caused by viruses (parvo with dogs and the feline viral rhinotracheitis which results from the herpes virus) or by bacteria (*Bordetella bronchiseptica* is a component of the kennel cough complex). The following terminology will help in understanding how these diseases are spread:

- 1) **Aerosol transmitted:** spread in the air via coughing or sneezing.
- 2) **Fomite transmitted:** a fomite is an inanimate object on which bacteria or viruses may be transported from a source of infection e.g. your clothes, shoes, food bowls, cages.
- 3) **Vector transmitted:** transmitted by an insect or rodent e.g. rats carrying fleas that carry the plague bacteria.

- 4) **Fecal-oral transmission:** transmitted from the feces to the mouth. This does not mean that visible fecal matter must be present - only that the agent was originally shed in the feces.
- 5) **Incubation period:** the time interval from when an organism is first exposed to an infectious agent to when the first signs of disease appear.

One of the problems presented in a shelter environment is not knowing whether an animal is incubating a disease when that animal enters the facility. Many diseases are contagious during the incubation period and generally one cannot tell if an animal that is not presenting any symptoms is healthy or if it is carrying an infectious agent and will soon come down with a disease.

The primary methods for preventing the spread of transmissible disease include **eliminating the disease** (i.e. vaccinate and test) or **eliminating the routes of transmission** by quarantine and disinfection. However, when quarantining an animal, ideally it needs to be housed only with other animals that have the same disease (e.g. you don't want to place a dog with kennel cough in the same room as one with parvo, even if the room is labeled "isolation"). This can be a problem with upper respiratory diseases as there are many different causative agents and it is extremely difficult to identify exactly which virus or bacteria is responsible. This may be one reason why cats in isolation take such a long time to improve, for just as they are getting over their original disease, they catch a different one from the cat in the next cage. Also, isolation isn't of much help if food and litter pans aren't sterilized (or disposable ones used), if boxes and leashes are shared, or if people fail to wash their hands between handling each animal.



Hydrogen Peroxide "Anivac" Portable Cleaning System



Disinfection helps control the spread of disease. However, the right disinfectant must be used. Current practice today in most modern facilities is to use a number of different disinfectants many of which are bleach derivatives since most of the ones on the market do not kill all types of bacteria or viruses. A result, the storage, application and handling of these chemicals is a key concern in shelters. Very recently, the use of Accelerated Hydrogen Peroxide (H2O2) has offered a significantly more effective, safer and environmentally friendlier method of disinfecting shelters. Developed by VIROX Technologies Inc. in Ontario, Canada one of the first shelters to use this disinfectant was the Edmonton Humane Society designed by Swatt|Miers Architects and which opened in 2009. This product is currently being used with a remote cleaning system designed by Spray Masters Technologies (SMT) of Arkansas. In addition, the use of hydrogen peroxide is highly recommended by the U.C. Davis School of Veterinary Medicine's Shelter



SMT Chemical Cleaning System

Medicine Department. We are recommending these combined, state of the art systems for the Regina Humane Society facility. Additionally, for many disinfectants to work, all organic matter (i.e. fecal matter, dried food, blood, etc.) must be removed first. Disinfectants do not work instantly and hence, they must be left on for the recommended time if they are to be effective. The concentration and water temperature must also be proper for them to be maximally effective.

All surfaces of a cage or kennel must be cleaned - the ceiling, doors and walls as well as the floor. The outside of cages/runs should also be washed down.

Vaccination helps prevent the development of disease. However, vaccines do not work instantly and they do not cure a disease once the disease is incubating. The animal is susceptible to a disease until it has time to develop preventative antibodies, typically at least a week. Vaccines only protect against the organisms for which they were developed.

Overcrowding contributes to the spread of disease by increasing the concentration of infectious organisms in a given environment. Overcrowding also causes stress in an animal, making them more likely to contract a disease.

Facility Design Components to Prevent Disease Transfer

There are several key programming and design components which must be utilized **together** in order to minimize **disease transfer** and **animal stress** while maintaining a healthy environment. These components include those listed below and are valid for both all-indoor facilities as well as those featuring indoor/outdoor kennels.

4.2318
Draft for Review

CITIES OF TRACY AND LATHROP JOINTLY ANIMAL SERVICES FACILITY - OPTION C.1
3.0 ANIMAL HOLDING AREAS
Initial Staff Transfer Assessment

NO	ANIMAL HOLDING AREAS	TYPE	QUANTITY			PROPOSED		SIF	SIF	SIF	SIF	SIF
			Current	Proposed	Change	Area	Cost					
3.1	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.2	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.3	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.4	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.5	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.6	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.7	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.8	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.9	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.10	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
3.11	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
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3.14	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100
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3.50	Animal Holding Area	Animal Holding Area	100	100	0	100	100	100	100	100	100	100

3.0 Animal Holding Program

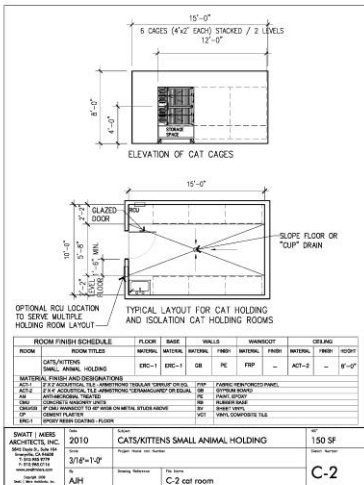
- 1) Sizing the animal holding habitats correctly so as to avoid overcrowding.** Sizing cat and dog holding areas involves many factors beyond the simple calculation of the number of animals multiplied times the agreed-upon holding period divided by the number of days in a year. While this is the first step, other factors such as redemption and adoption rates, population increases, seasonal variations of incoming animals (particularly in the spring) and determinations made by shelter staff of “adoptability”, must all be taken into account. In addition, separate facilities must be designated for sick animals, protective custody cases (which can often result in animals being held from 6 months to a year), and vicious animals.
- 2) Minimizing the number of animals per space or compartment.** Recent studies since 2005 have demonstrated



Typical Dog Ward with prefabricated kennels, epoxy resin floors and wall mounted cleaning system

that “stress” can be a significant factor in disease transfer on shelters due to its effect in lowering both dog’s and cat’s immune systems. While there are no set rules as to number of animals per room, we have found that 6 to 8 healthy dogs per ward works well relative to both disease transfer and noise control, while 6 to 10 healthy cats in a well-ventilated space (see Item # 3 below) and in a properly designed cage that allows the cat to remain inside while cleaning occurs, significantly reduces disease transfer among cats. (see 3B below which discusses U. C. Davis’ research on this subject). Sick animals need to be isolated or quarantined (as do vicious dogs and protective custody animals but for different reasons). Ideally, any sick or suspected to be sick animal would be quarantined within its own space or room, with its own separate air handling unit, in an isolated part of the facility. Since this is generally not economically practical, we try to limit dog quarantine wards to either 3 to 4 kennels or create individual ISO rooms. Cats should be limited to 8 to 10. Relative to indoor facilities, each of these rooms must have their own 100% exhaust system with complete fresh air changes of 12 to 15 per hour depending on various environmental factors.

However, as noted in the discussion of disease transfer above, proper compartmentalization for disease control should also provide a variety of quarantine wards or rooms so that animals suffering from, or exposed to, different diseases are not placed in the same room – thus exposing them to a new disease as they try to recover from the first. Thus, it is recommended that smaller wards/rooms be provided and that they be designated separately (in the case of dogs) for 1) parvo, 2) skin allergies and 3) kennel cough, or (for cats) a variety of smaller rooms for upper respiratory ailments. Similarly, there is a need to isolate Protective Custody animals from both the sick and the general “holding” population, partially for better disease control and partially for security control.



3) Room and Cage/Kennel Configuration.

3A) While compartmentalization and reduction of animals per ward are key components of disease control, so too is the design of the room and kennels/cages. In regard to dog wards, individual kennels should be designed so that a dog in one kennel cannot come into direct contact with another, resulting in the direct transfer of diseases such as parvo. Given the ability of large and small dogs to jump and climb, separating walls between kennels or habitats should be solid up to at least 6’-0” high and constructed of a highly durable and washable material which can withstand daily cleanings. Since some larger dogs

have been known to jump out of 6'-0" high enclosures, consideration should be given to enclosing the tops with mesh for at least a percentage of the kennels. Kennels should also, in our opinion, be organized such that dogs do not face each other. Part of this concern is due to transfer of airborne disease such as kennel cough. However, of equal concern is that dogs, being highly territorial, with "pack" instincts use "eye" contact in close proximity to communicate "dominance" which not only induces stress in many dogs, but also results in more frequent barking which, in turn, tends to create a significantly more stressful environment for all concerned. At the same time, there are other schools of thought on this subject. For example, the Waltham Centre for Pet Nutrition (WCPN) facility, in Leicestershire England and most recently the new Long Beach Animal Shelter facility have developed a circular/kennel concept that operates on the theory that if dogs can see each other in a setting which allows adequate room between habitats, barking and stress will be reduced as the need to establish their territory and their anxiety is reduced. Unfortunately, this concept not only requires significantly larger areas for dogs in order to achieve proper separation and maintain the circular configuration but it is also better suited for dogs who know each other and are not under stress. In addition, it is questionable whether this system has been successful in reducing barking. Notwithstanding the successfulness of the design, it is indicative of recent efforts within shelters to do more than just "hold" animals. While the relationship of health to stress levels for "captive" shelter and zoo animals has only recently been given serious consideration as a major contributing factor to the animals' well being, domestic shelters which feature wards or rooms with fewer dogs and single loaded rather than double kennels, demonstrate lower disease transfer incidences and generally higher adoption rates.

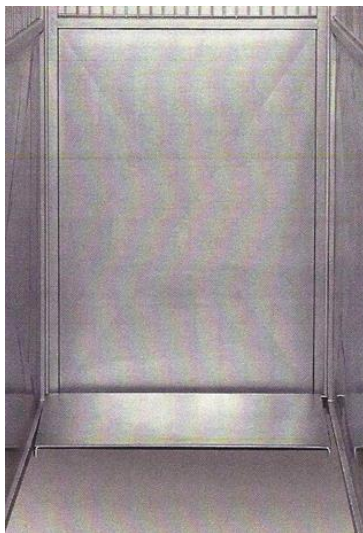


Cat Cages Designed to Minimize Disease Transfer

3B) U. C. Davis Feline Studies - As noted above under item #2, recent clinical studies by the U.C. Davis Shelter Medicine Department have resulted in new cat cage designs which create a separate "hide" space for the cat similar to a guillotine door in dog kennels so that cats do not need to be taken out the cage for cleaning. The reason for this is that cats exert significant energy to "mark their space" and this vital cat activity has been found to be extremely stressful for them. This finding combined with recent studies that have found virtually all shelter cats to possess the "feline herpes virus", results in a situation where the constant removal of cats from their space for cleaning, increases the cat's stress level due to the need to re-mark their space, which in turn activates the herpes virus. This reaction is similar



Older Style Trench Drain
Open in Front of Kennel



Concealed Center Trench
Drain

to herpes in humans wherein the virus tends to manifest itself when the subject is under stress. Once this occurs, the cat's immune system is lowered and they become significantly more susceptible to catching whatever may be in the shelter – such as Upper Respiratory Infection (URI). The new cage designs which address this problem also provide a separate lower compartment for the kitty litter and have increased the cat space to 3'-0" which U.C. Davis studies show is the minimum distance which a cat needs to "stretch out". The net result of these advancements is that cages have increased from 2'-0" x 2'-0" to 4'-0" x 2'-0" which, in essence, doubles the amount of floor space previously allocated to cat holding. Recent installations of the 4'-0" wide double compartment can be seen at the new Ottawa Humane Society which opened in June 2011. The smaller 3'-0" long versions can be seen at the Edmonton Humane Society and the new Merced County and Sacramento County Animal Control facilities each of which opened in 2009. The space program and test plans included herein, reflect the new 4'-0" x 2'-0" cat cage design.

- 4) **Cleaning, disease control and drainage systems** - Careful attention must **also** be given to the use of drains in kennels and other animal holding rooms. Historically, various forms of linear trench drains have been used for cleaning of kennels. In most older facilities, these drains are generally located towards the front of the kennel where those viewing an animal need to stand and are open from kennel to kennel with urine and feces often exposed to the public. Aside from the aesthetic considerations within the animal holding environment, such trench designs allow potential viruses to pass from kennel to kennel, thus, exposing animals to the diseases of others. In addition, the location of these drains force those cleaning the kennel to stand inside the kennel and wash the area towards the hallway. Recent improvements in trench drain designs have resulted in covered trenches located at the center of kennels under the dividing guillotine door. This system allows kennels to drain on either side at a 2% slope into a trench drain which contains a trench cover. The covered trench generally has a central drain with water "flush" jets located at each end. While many new shelters constructed up through 2008 have incorporated this design and are happy with it, many within the Animal Shelter community feel that it poses a significant health risk. Irrespective of these differing opinions, there are several important issues which need to be considered. **First**, this system is ideally designed for a "scoop and bag it" cleaning operation wherein feces are first removed from the kennel. The cleaning procedure which then follows is focused on the



Individual Drain with
Hinged Strainer

removal of urine and feces **residue only** which is easily washed under the trench drain cover into the trench with a chemical wash. **Second**, the trench drain covers are not designed for easy removal particularly since the dog is in the kennel and if you close the guillotine door which sits on the trench cover, you can not lift the cover itself. Hence, the trenches themselves are rarely checked for possible clogging. **Third**, once the urine and feces particulate enters the trench, it can not be seen which means its removal is dependent upon the effectiveness of the “flush jet” within the trench at each side. It is for these reasons that new shelter designs are leaning towards individual drains with removable, or hinged drains which allow staff to deposit feces directly into the drains thus reducing cleaning time and reducing disease transfer issues. However, while there is little question that this is a preferred cleaning system, plumbing costs will be significantly higher. For example a ward of 7 dogs might have only (1) drain in a central trench design. However, with individual drains on either side of each guillotine door, the drains increase to 14.

Cat holding rooms do not have the same cleaning issues as dog kennels since cats are not free to roam the room but rather are confined to cages. Nonetheless, each room does need a drain for periodical washdowns and a hose bib or chemical cleaning station. The room should ideally be designed in a manner which keeps stacked cages on one side only. This concern is partially due to the presence of airborne viruses caused by coughing and sneezing cats (the most common disease problem amongst cats). However, also of concern is the added stress which occurs between aggressive and non-aggressive cats visually exposed to one another. In particular, feral cats should be separated from domestic cats and kept in separate rooms.

- 5) **Use of hot water and disinfectants for thorough cleaning and sterilization.** There are several different cleaning systems which, if properly installed, can significantly help reduce staff cleaning time and improve overall disease control effectiveness. Over the past 15 – 20 years, remote cleaning systems have become popular in new animal care facilities wherein pre-mixed cleaning fluids (chemicals) are pumped via stainless steel tubing to each animal room/ward directly from a central mixing room along with 130° hot water. The chemical fluids and hot water are then directed to a recessed control box room with a simple “quick coupler” hose connection in each location. This system not only reduces staff cleaning time, but also minimizes staff’s exposure to chemicals. While the system pays for itself in a relatively short time, it does result in slightly higher

construction costs over conventional hose systems, ranging from \$4.00 to \$6.00/SF (we normally recommend that this be a direct owner purchased item to avoid the contractor mark up) There are many precedents for “sole sourcing” this particular system. In addition to the central cleaning systems, there have been advances in the type of chemicals being used such Accelerated Hydrogen Peroxide. This product is discussed in greater detail above under Disease Control in Animal Shelter Environments above. Also, see Outline Specifications under 6.0 Budget Considerations for a new shelter.

- 6) **Specialized mechanical systems for animal rooms.** A well ventilated air handling system is essential in an animal care facility and is described in greater detail under 6.3 Outline Specifications. When evaluating the appropriate air handling system, it is important to remember that there are two important issues at play in animal holding areas which, while related, are different issues – 1) ventilation for disease control and 2) ventilation for odor control. Generally speaking, systems which provide 100% outside air at ± 12 air changes per hour satisfy both concerns. However, there are many factors to consider such as;

- Room configuration – walls, length and height
- The nature of the room occupants
- Function of the room including cleaning needs
- Interior rooms versus rooms on exterior walls

For example, the location of supply and exhaust air diffusers for caged animals will be different than those for dogs in a series of kennels which in turn is different for individual dog rooms. Generally speaking, we have found that locating the supply air high (typically in the ceiling) and the exhaust or return air grills lower (below a human’s nose and as close to the ground as possible) tends to be the best way of controlling odor. However, low exhaust grills can be a problem in washdown rooms unless covers are used (which may theoretically work but is generally not practical) and also dogs can and will try to chew and scratch the grills. For the above reason we tend to balance these location criteria by placing them above the most heavily washed down surfaces (above 4’-0”) and we recommend the use of heavy duty “detention quality” grills with the blades running vertically in rooms where dogs are left alone within reach of these grills.

In regards to the use of 100% outside air versus re-circulated air systems, the only practical way to minimize odor is through the

introduction of relatively large volumes of fresh air and to do so without re-circulating portions of it back into the same room – or worse – into other rooms where the generation of odor is not an issue. While 100% air also is an effective way to minimize disease transfer which is why such systems are always used in both human and animal medical areas, there are other systems on the market such as electronic ultraviolet lights which can be set into duct work and which claim to kill 95% of all airborne viruses. These types of systems work with re-circulated air systems (30% outside air) and will significantly reduce energy costs. However, they are not effective in reducing odor. Shelters planning a new facility need to evaluate all of these considerations in order to select the best system for their needs and budget.

3.2 Meeting Minutes



Animal Shelter

A series of meetings with the staff was held in April, 2017 to discuss existing and proposed procedures and needs as they relate to the design of a new facility. The following minutes record those meetings and have served as a working basis for the program components presented under the Program Charts Section. Following each meeting, staff received a copy of the minutes and corrections were incorporated into the final draft.

- 1) Tour Visalia – April 4, 2017
- 2) Tour San Luis Obispo Animal Services – April 5, 2017
- 3) Animal Control Officers – April 5, 2017
- 4) Volunteers – April 5, 2017
- 5) Kennel Workers and Vet Tech - April 5, 2017
- 6) Volunteer Coordinator – April 5, 2017
- 7) Administration – April 5, 2017
- 8) Overall Shelter Issues – April 19, 2017
- 9) Miscellaneous Shelter & Master Plan Issues – April 19, 2017

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #1

DATE: April 04, 2017

LOCATION: Visalia Animal Care Center

PROJECT: County of San Luis Obispo Animal Services

SUBJECT: Tour of Visalia Animal Care Center

ATTENDED: Eric Anderson, (EA) DVM, eanderson@co.slo.ca.us – SLO Animal Services Mgr.
Andrea Liddie, (AL) aliddie@co.slo.ca.us - SLO Shelter Supervisor
Kathy MacNeill, (KM) kmacneill@co.slo.ca.us -
Rachelle Richard, (RR) rjrichard@atascadero.org - Atascadero County City Manager
Matt Bronson, (MB) mbronson@grover.org - Grover Beach City Manager
Mario Cifuentez, (MC) Mario.Cifuentez@Visalia.City - City of Visalia Administration
Deputy City Manager
Ivy Ruiz, (IR) Ivy.Ruiz@Visalia.city - City of Visalia Animal Services Supervisor
Rick Barton,(RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA,(GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell,(MC) Maureen.cornwell@gmail.com - SMA Project Manager

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

Rick Barton arranged a tour of the recently completed Visalia Animal Care Center as part of the programming phase for the new facility planned for San Luis Obispo Animal Services.

- 1.0 The Visalia Animal Care Center was completed in 2015. MC described the project as a balance between the desire for a State of the Art Facility and a prudent cost per square foot, while maintaining a focus on staff safety. The facility is approx. 16,000 SF and total cost was \$4.9m. They have 12 full time staff.
- 2.0 The Visalia center has an intake of approximately 4200 animals, 350 per month. The vast majority are dogs. The average stay is 1 week.
According to MC the facility will phase out cats over the next several months. Only 1 cat adoption was placed in the year since the facility has been in operation. As a result the facility contains large spaces designed for cats that are now unused.
- 3.0 MC noted that the use of epoxy resin coatings on flooring has been very effective allowing the facility to cut back cleaning staff by a third.
- 4.0 The main public entrance is shared by both those visiting for adoptions and business licenses, as well as public surrenders. An adjacent exam room is used for temporary holding and initial exams. Owner surrenders are not frequent (15 last month). The public is encouraged to utilize Animal Control Officers for surrenders. Adoption pick-ups are scheduled in order to avoid conflict with surrendered animals at the front desk.
 - 4.1 The possibility of separate entrances was discussed in reference to the future SLO facility. SLO currently experiences more surrenders per day (minus 3-4).

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- 5.0 **Reception Desk** - The Visalia reception desk has been installed with safety glass between visitor and staff. It creates a visual barrier.
 - 5.1 The SLO team discussed the need to maintain safety which is an issue at SLO. EA felt there were other ways to achieve a reasonable level of safety and noted that a glass barrier tends to inhibit positive human interaction.

- 6.0 **Security Cameras** - The Visalia facility has 22 cameras installed throughout the facility. MC stressed that security was an important consideration during the design.

- 7.0 **HM Steel Frames and Doors** - GM pointed out that "non-wrapped" HM steel frames were used at various CMU openings. This exposes the CMU edges which are then vulnerable to chips that can harbor bacteria. Typically HM frames wrap and protect the entire wall thickness regardless of whether it is dry wall and studs or CMU.

- 8.0 **Solartubes** - KM noted that 22" x 22" solar tubes were installed throughout the facility and provide good illumination, such that overhead lights need not be switched on during the day - particularly in animal rooms.

- 9.0 **Kennels** - The group toured the holding kennels. These kennel wards place quite a few animals in one space (approximately 20 kennels) and are double loaded with a CMU screen wall dividing the space so that dogs don't make eye contact. GM pointed out that while avoiding eye contact is important for "at risk" dogs in holding that have recently entered the facility, the dogs know there are other animals in the room and quite often try to jump up to see over the visual barrier. GM noted that he tries to reduce the number of dogs per room so as to both reduce stress, barking and disease transfer. He noted that he never double loads wards with kennels on each side. GM pointed out several design features that can affect the function and longevity of kennels.
 - 9.1 Kennels were constructed using epoxy painted CMU with SS in-fill kennel caging. CMU while strong and rat proof, is very porous and needs to be protected when epoxy paint is used. Over time, dogs will scratch off the paint and bacteria can harbor in the exposed CMU. Numerous areas of chipped paint were seen. GM typically recommends coating walls with ERC. Over the past 15 years he has moved away from more expensive CMU walls to steel studs with cementitious backerboard covered by ERC.
 - 9.2 The height of CMU between the Visalia kennels is approx.36", allowing dogs to jump up and rub noses which is a significant disease transfer problem. GM recommended 6' high dividers and suggested considering manufactured kennel dividers which are approximately 1" wide and have some acoustical attenuating value.
 - 9.3 The kennels have a self-watering system. All pipes, straps, screws, etc. are exposed which creates a maintenance/cleaning problem and is also vulnerable to dog scratching damage and ultimately breeding grounds for bacteria. All piping should be run below ground, in stud walls or at least outside the animal holding area. While automatic watering saves staff time many animal care staff argue that there is value to the interaction that occurs between staff and animals when water is provided individually by staff.
 - 9.4 Drainage - Trench drains are located at the back of kennels under drop down dog beds. All drains can be cleared remotely with a continuous flushing system. GM pointed out that trench drains vs individual drains is a key animal care/cleaning issue that needs careful discussion and costing.
 - 9.5 Cleaning Systems - Visalia uses a standard industrial style hose that provides hot and cold water at the source. Chemicals are then distributed by hand on the ground, scrubbed around and then washed into the trench drains. The facility appears to use more traditional ammonia, bleach and Potassium Peroxymonosulfate cleaning agents such as Triple-two (ammonia) and Virkon/Trifectant (Potassium Peroxymonosulfate). The facility does not use

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Accelerated Hydrogen peroxide which is currently recommended by UC Davis and used extensively in most newer shelters. (a subject for further discussion). GM discussed with the group the option of going with a manufactured powerwash system such as Spray Masters Technology (SMT) IR noted that the facility had encountered problems with the hoses and that they were constantly needing to be replaced.

- 9.6 Flush Toilet – Feces are deposited in a flush toilet located in a separate room. Feces are scooped prior to wash down.
- 9.7 Sound - It was difficult to evaluate the sound level in the kennels as almost all the dogs were in the exterior portion of the indoor/outdoor kennel. GM pointed out that the ceiling is the only realistic surface in the kennel to effectively mitigate sound transfer. He pointed out that Visalia had used a fairly hard lay-in ceiling that did appear to be washable. He noted that there were many other washable and more absorbent lay in products on the market that were also reasonably economical such as Armstrong’s Ceramagard. He also pointed out that most new shelters use piped in music to help create a soothing back drop sound to mask other more abrupt sounds. Research has shown this to be a very effective method of helping to reduce stress and barking.
- 9.8 Mason kennels are used at Visalia. GM noted they are good quality, but feels that T-Kennel/Shor-line makes a better overall system and in particular a better guillotine mechanism.
- 10.0 **Exterior Canine Exercise Areas** - Fenced areas with real grass are used for potential adoptive parents to meet and greet dogs. Presently there is not much shade in any of the areas and the grass has been worn through with many muddy areas. Discussions commenced about the benefits of shade and the use of shade structures. EA pointed out that he liked the idea of having trees to provide much needed shade. GM noted outdoor spaces can function more effectively with artificial grass drainage. These types of installations allow staff to clean with chemicals and minimize maintenance. In hot climates like Visalia, misters are a good inexpensive amenity for both animals and humans. It was noted that SLO’s mild climate may not warrant misters.
- 11.0 The tour also included the Laundry Room, Food Prep, Storage Deliveries, Grooming, Staff Lounge, Staff Office, Dog Iso and Quarantine and Cat Iso and Quarantine, Euthanasia Room and Crematory. All of these are separate rooms with dedicated functions.
 - 11.1 The facility corridors were noted as overly spacious at 7’-6” wide, 6’ wide would be adequate.
- 12.0 **Livestock** - EA stated SLO needs to have the flexibility to accommodate livestock, sheep, goats, pigs, horses, ducks, rabbits, quail and even koi on occasion. Some type of 3-sided shelter could accommodate livestock. GM advised a pre-fab barn with 10 stalls could be purchased for as low as \$60k (not including slab, utilities or tax).
- 13.0 Discussion re: program elements needed at the future SLO facility.
 - 13.1 Currently 20 full time staff + 1 part-time staff.
 - 13.1.1 Woods Humane Society next door has a staff of approx. 30, many are part-time. Some dedicated to public outreach. They have no field services
 - 13.2 Volunteers; 100 including foster care givers. Most volunteers walk dogs. A Volunteer coordinator was recently hired to channel and focus the volunteer program.
 - 13.2.1 GM described how the Contra Costa facility was designed to facilitate the ability to have volunteers perform all functions to support adoptions and other customer service, freeing staff to other duties.
 - 13.3 Need to accommodate administrative hearings for 15 to 20 people approximately twice a month.

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- 13.3.1 This room need not be dedicated, and should be flexible for other uses. GM suggested possible use as a multi-purpose/classroom/agility training room. It could be designed to be accessible after hours.
- 13.4 Although budget is limited, EA would like the building to have the flexibility to accommodate other potential Community functions.
 - 13.4.1 Spay/neuter procedures are done at Woods Humane Society next door but it would be advantageous to have an ability to perform other surgical and/or dental procedures in house in an effort to make animals more adoptable, treating at a lower cost than sending the animals to local vets.
- 13.5 Animal Control only Clinic vs Public Clinic -. Although both utilize the same equipment, they should be separated to avoid disease transfer which could lead to legal problems for the County. GM noted decisions by Sacramento County and Contra Costa County to construct separate shelter only and public clinics as part of the same project.
 - 13.5.1 Under this scenario the Shelter Medical Area would be located in the center of the facility near the animals whereas a Public Clinic would be accessed from the Public parking area. This would allow the public clinic to be planned as a future addition.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #2

DATE: April 04, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Tour of existing facility

ATTENDED: Eric Anderson, DVM. (EA) eandersn@co.slo.ca.us - Animal Services Manager
George Miers, AIA, (GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, (MC) Maureen.cornwell@gmail.com - SMA Project Manager

ADDITIONAL DISTRIBUTION LIST:

Kathy MacNeill, (KM) kmacneill@co.slo.ca.us – Sr. Projects Capital Coordinator
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

Eric Anderson led the SMA team to see the future building site followed by a tour of the existing facility.

- 1.0 SLO Animal Services existing building was constructed in the 1970's. The site was used as a dumping ground by Camp San Luis soldiers during WWII and active methane release is monitored to this day.
- 2.0 The new building site is triangular shaped and located on the north end of the County owned property on the opposite side of Woods Humane Society. The Woods Humane Society is also leased from the County
- 3.0 Animal Services is a division of the Health Agency, formerly under the Sheriff's Department. EA has been with the Division since 2001.
- 4.0 Tour Comments -
 - 4.1 Lobby and Kennel entrances are adjacent to each other but there is confusion for visitors as to how they surrender animals or view animals. Almost everyone first enters the main lobby.
 - 4.2 Reception - Personal security is critical. The County Jail is across the street. EA prefers not to resort to safety glass but wants to make sure that the desk is designed to provide security. The existing desk functions fairly well. Its depth and height create a passively secure situation.
 - 4.2.1 The reception function provides animal licenses, permits, and assists in reclaiming animals.
 - 4.3 Administrative Staff / Animal Control
 - 4.3.1 3 full time AA's, 1 part-time Admin staff plus 1 accounting personnel.
 - 4.3.1.1 Admin functions: Phones, Bite Officer, Accounting
 - 4.3.2 8 approved positions - 6 Animal Control Officers (4 currently on staff), 1 Sargent, 1 Supervising Officer
 - 4.3.2.1 ACO desks are on the perimeter of the Admin area and spend most of the

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- day in the field.
- 4.3.2.1.1 Per EA – all should have a sense of their own space but have a need for more ability to have quiet concentration time.
- 4.3.3 EA office is directly adjacent to the Admin. Area.
 - 4.3.3.1 View of entrance functions well.
 - 4.3.3.2 Need to have space to meet with 3-4 visitors.
- 4.3.4 Conference room
 - 4.3.4.1 This is a multi-purpose space used for hearings but is much too small for the latter use. Also needs better acoustical separation.
- 4.3.5 Staff Lounge - divided from Dispatch by a curtain - too small and lacks acoustical separation.
- 4.4 Communications closet – Servers are located off-site
- 4.5 Dispatch Room
 - 4.5.1 ACOs and Admin staff rotate in this position.
 - 4.5.2 White board for tally of stats, such as vaccines.
 - 4.5.3 Safe for firearms and evidence
 - 4.5.3.1 Only EA and Supervising ACO have access to the safe.
- 4.6 ACO closet contains Firearms secured for ACOs.
- 4.7 Office Supervisor, Kathryn Thames, responsible for budget development, financial reporting.
- 4.8 Storage Room holds paper, receipts, cash drop
- 4.9 Kennels – physically separated from Administration.
 - 4.9.1 Kennel Office
 - 4.9.1.1 2 ½ Kennel workers. Kennel workers interview public surrendering animals. Their work flow does not contribute to taking cash for fees. EA would like to see the new facility designed so the Kennel workers can have Admin support for the cash function.
 - 4.9.2 Alcove for exotic animals such as snakes, Cockatoo. There is no active ventilation and only some radiant heat.
 - 4.9.3 Clerestories let nice light into the kennels.
 - 4.9.4 Rodent and Bird problem throughout the kennels
 - 4.9.5 Andrea, Shelter Supervisor has a tiny office, former closet.
 - 4.9.6 Volunteer office is also in a former closet.
- 4.10 Night kennels – These are located outside the main facility as a free standing structure and are used for night drop offs by both other law enforcement jurisdictions and the public. This function needs to be discussed in greater detail.
- 4.11 Outside exercise areas are used for socialization and Adoption meet and greets.
 - 4.11.1 Astroturf is used for flooring and has proved long lasting but is a challenge to clean.
 - 4.11.2 Visual barriers are needed between adjacent sections.
 - 4.11.3 CO2 canister used to break up dog fights.
 - 4.11.4 Shade structures work well
- 4.12 Barnyard area - used for livestock. Needs to be part of new facility.
- 4.13 Sally port – Currently used for storage and puppy exercising and not by ACOs as the manual system of gates makes it inefficient to use. Need to integrate the Sally port with intake, holding and quarantine to positively support the workflow.
- 4.14 Vet tech office – this small room provides many functions. It is used as a treatment room, pharmacy, office and to monitor sick animals.
- 4.15 Quarantine – used to observe animals that may have bitten a human
- 4.16 Isolation – used to hold animals suspected of having contagious diseases.
- 4.17 Multi-purpose Room includes;
 - 4.17.1 Euthanasia
 - 4.17.2 Food prep, Dishwasher

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4.17.3 Rabies prep.

4.18 Crematory – 10yrs old, manufactured by Crawford. It is a Freezer and staff indicated that they wish to maintain a freezer rather than a cooler.

4.19 Laundry – Need an appropriately sized room with commercial equipment.

5.0 Also discussed for new facility:

5.1 Staff breakout area, showers, and lockers.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #3

DATE: April 05, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Animal Control Officers Facility Needs

ATTENDEE Greg Campbell, (GC) gcampbell@co.SLO.ca.us - Animal Control Supervisor
Marissa Whitaker, (MW) mwhitaker@co.slo.ca.us - Animal Control Officer
Patrick Karcher, (PK) pkarcher@co.slo.ca.us Animal Control Officer
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA,(GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, (MC) maureencornwell@gmail.com - SMA Project Manager

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Kathy MacNeill, (KM) kmacneill@co.slo.ca.us – Sr. Projects Capital Coordinator
Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email to both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 **Introduction and Methodology** – GM commenced the discussion by explaining the purpose of the programming sessions and how these meetings and subsequent recorded minutes will form the framework of the future facility program upon which the new facility’s design will be based. GM explained that SMA’s approach to the design of Animal Care facilities is for the entire project team to first arrive at an understanding of the various Animal Care user needs through this interview process and ultimately base the design on the eventual workflow requirements described by the different departments. GM then asked the ACO’s to discuss their daily activities and workflow needs both in terms of current procedures and in particular “ideal” procedures in a new facility specifically designed to support the desired workflow activities.
- 2.0 **Workflow Procedures** – MW explained that Animal Control Officers (ACO’s) provide the Field Services component of the Animal Services operation. They start the day by driving to the facility and parking in the staff parking area. She noted that each ACO has a designated County owned vehicle which they occasionally take home at night (when on 24-hour call approximately once per month). It can be expected that this procedure will continue into the future (this means 2 parking spaces are needed for each on duty ACO and shift overlaps). County trucks are also parked in the rear of the facility, employee parking at the side. The employee entrance is currently directly into the Admin/ACO open area. MW went on to explain that after morning paperwork, ACOs then assemble what will be needed for the rest of the day and then load the truck for field work. GC noted that the ACO truck is their “Rolling office”. Because each ACO has their own assigned County Vehicle, they each have their’s set up a bit differently to accommodate their specific needs. Hence, equipment such as poles, nets, etc. tend to stay in the vehicle and are not taken in and out a lot. Thus, storage for these specific components is not that big a priority in the main facility. (Although storage in general is extremely important)
 - 2.1 MW noted that typical components taken into the truck each day include clip board, baton, gun, lunch and pepper spray

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- 2.2 Laptop is mounted in the truck for typing notes.
- 2.3 Obtain paperwork from Dispatch
- 2.4 Field work includes traveling all over the County, picking up lost and injured animals, transporting animals to vet, bring animals back to facility, etc. ASO's cover 3,300 square miles in the County, including all municipalities.
- 2.5 At end of day ACO's return to the Sally port to unload animals.
- 2.6 They then go to Vet tech room to perform assessments and provide vaccinations, and then find an open kennel. GM pointed out that in most other California Animal Control Agencies, the ACO's do not normally exam, vaccinate or place the animals in kennels. Rather they will either hand over to shelter staff or place in temporary kennels.
- 2.7 Process paperwork and label kennel.
- 2.8 They then end their day with completion of written reports of the day's activities and answer voicemail.

3.0 Work Space & Related Issues

- 3.1 MW stated her U-shaped workstation is a good size but some ACO stations are just 4 feet wide and could be a little larger, but still adjacent to each other.
- 3.2 The existing proximity to the activity in Administration often makes it difficult for ACOs to concentrate and have serious phone conversations.
 - 3.1.1 GM suggested acoustically separated space for ACOs could be provided while still having a visual connection via a glass wall.
 - 3.1.2 Another option is to provide a private space for report writing.
 - 3.1.3 All enjoy the current comradery in the office, but it needs to be balanced with the need for quiet for concentration.
- 3.2 Dispatch is an integral part of the Animal control function and occurs within the facility. Currently, the dispatch position is in a small alcove/makeshift office separated from the rest of the Admin area by a curtain. This function must have a separate acoustically private space. The phone rings constantly and calls require concentration. GM noted this was a very stressful job and the room's ambience needed to be "positive" to help staff perform at their best.
- 3.3 Shower and lockers are needed. Because ACO's occasionally stay over due to the large areas needing to be traveled, it would be helpful to have a small "cot room".
- 3.4 MW noted that storage was minimal and lockers for gear and belongings were needed. GM explained that typically locker rooms are provided at Animal Control facilities. Generally ACO's receive a full height double wide locker due to all their gear while other staff receive single door full height access.
- 3.5 ACO Supervisor - Private office is preferred with space to do interviews and performance appraisals.

4.0 Schedule

- 4.1 ACO's work (4) 10-hour days + 24 hour rotating night and weekends on call.

5.0 Inefficiency of the current process – The existing Sallyport is rarely used because it has to be manually unlocked by ACOs upon arrival and often is occupied by staff, or volunteers (sometimes with the public present) and is also full of storage items. There should be no interaction between ACO activities and the public. when bringing animals back to the facility. ACO's can be bringing in diseased animals, feral cats, aggressive animals, etc.; which is both dangerous and presents a poor public image.

- 5.1 The process for admitting animals, examining them and assignment of kennels is inefficient.
- 5.2 On a busy day ACOs could admit 12 dogs and 20-25 cats.

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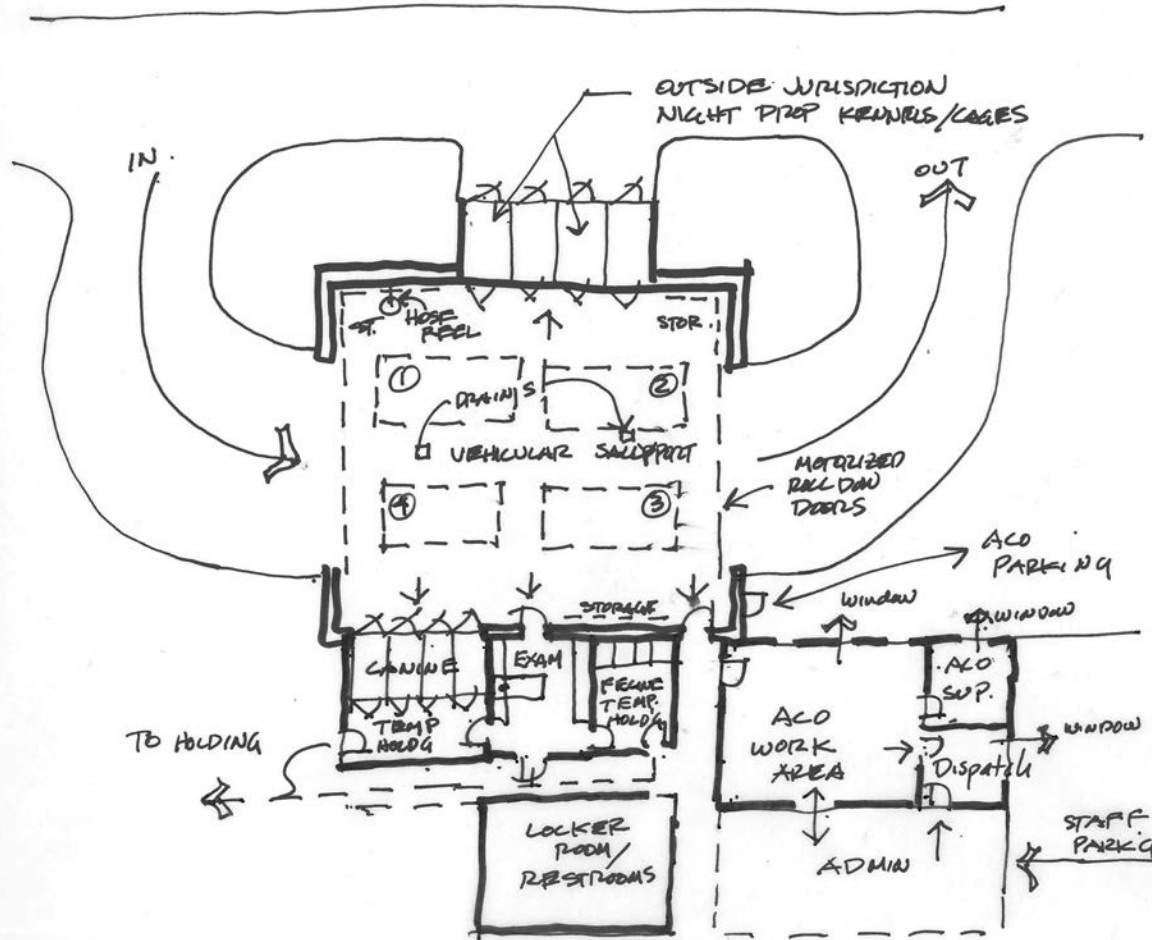
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- 5.3 PK noted that he generally agreed with MW's comments and felt it was important that a more efficient workflow arrangement be developed. He concurred that if temporary holding spaces were provided in a well-designed sallyport area, it would make sense to not place the animals in a designated holding area but rather leave that responsibility to Animal Care staff.
- 6.0 **Possible New Workflow Adjacency Diagram** - GM described and sketched a possible design of the Sally port and surrounding spaces that could improve efficiency and act as a hub for ACO activities.
- 6.1 Sallyport could accommodate from 2 to 4 trucks, depending on size. It would be a drive-thru style with automatic door release so space is secured when animals are unloaded preventing escape.
- 6.2 Adjacent intake and exam room with wet table to clean animals, a vet scale, sink, etc.
- 6.3 Temporary Holding kennels - Rather than have ACO's place animals in their holding space, temporary holding cages could be provided which would create a more efficient process by creating a safe, secure holding place for animals until Shelter Staff are available to complete the intake process. This becomes the point where ACO's pass the animal from their control to Shelter staff. Shelter staff can then place the animals when they are free from their last assignment.
- 6.4 Decontamination shower with towels to take care of situations like skunks.
- 6.5 Wall Storage can be provided in the Sallyport for collars, leashes, muzzles, poles, nets, grooming supplies,
- 6.6 Trucks can be cleaned in the sally port with pressure washer mounted at wall.
- 6.7 MW and GC noted that a night drop is needed for other jurisdictions (municipal police, etc.) to bring an animal after hours. The current practice is to call a designated ACO any time of night to come and retrieve the animal. GM noted that he had provided numerous secure afterhours kennels for other jurisdictions to do exactly that. This can occur either within the sally port or from the exterior. The attached sketch shows a system that could work in either fashion.

See Diagram Next Page

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ACO WORKFLOW & ANIMAL ARRIVAL DIAGRAM
 4.5.17 SAN LUIS OBISPO ANIMAL SHELTER
 SWATT | MIERS ARCHITECTS

- 7.0 **Hearings** - GC noted that there were several types of Hearings including "Seizure", "Nuisance" and "Dangerous Dogs". These Hearings currently are held at the Animal Shelter Facility in the conference room which can be problematic as the room is not particularly soundproof (sometimes normal office conversations and chatter can be overheard which can be awkward and disturbing during emotional hearings - which is the norm). These hearings occur fairly regularly and are set up by appointment. The current conference room is generally too small for all the attendees and the entrance into the room is from the main business/adoption lobby which is extremely tight for the functions it serves. Adding the Hearing's attendees to the lobby not only further exacerbates the over crowdedness but introduces two different functions that can often be at cross purposes from one another.
- 7.1 After some discussion it was felt by all that if a separate "after hours" entrance was provided into a Multi-purpose/training/classrooms space, that could be a good location for the Hearings. This "after hours" entrance should be provided directly from the

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exterior and should be clearly visible from the main business/adoption office. GM explained that he normally organizes the public restrooms by the Multi-purpose room in a manner such that the multi-purpose room and restrooms can be closed off and secured from the rest of the facility when needed. This can save adding additional restrooms to serve both areas.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #4

DATE: April 05, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Volunteers

ATTENDED: Shelia Steward, - Volunteer
Dorcy Christenson, - Volunteer
Rick Barton, rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA, gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, Maureen.cornwell@gmail.com - SMA Project Manager/Recorder

ADDITIONAL DISTRIBUTION LIST:

Kathy MacNeill, kmacneill@slo.ca.us - SLO County
Eric Anderson, DVM, eanderson@slo.ca.us - Animal Services Manager

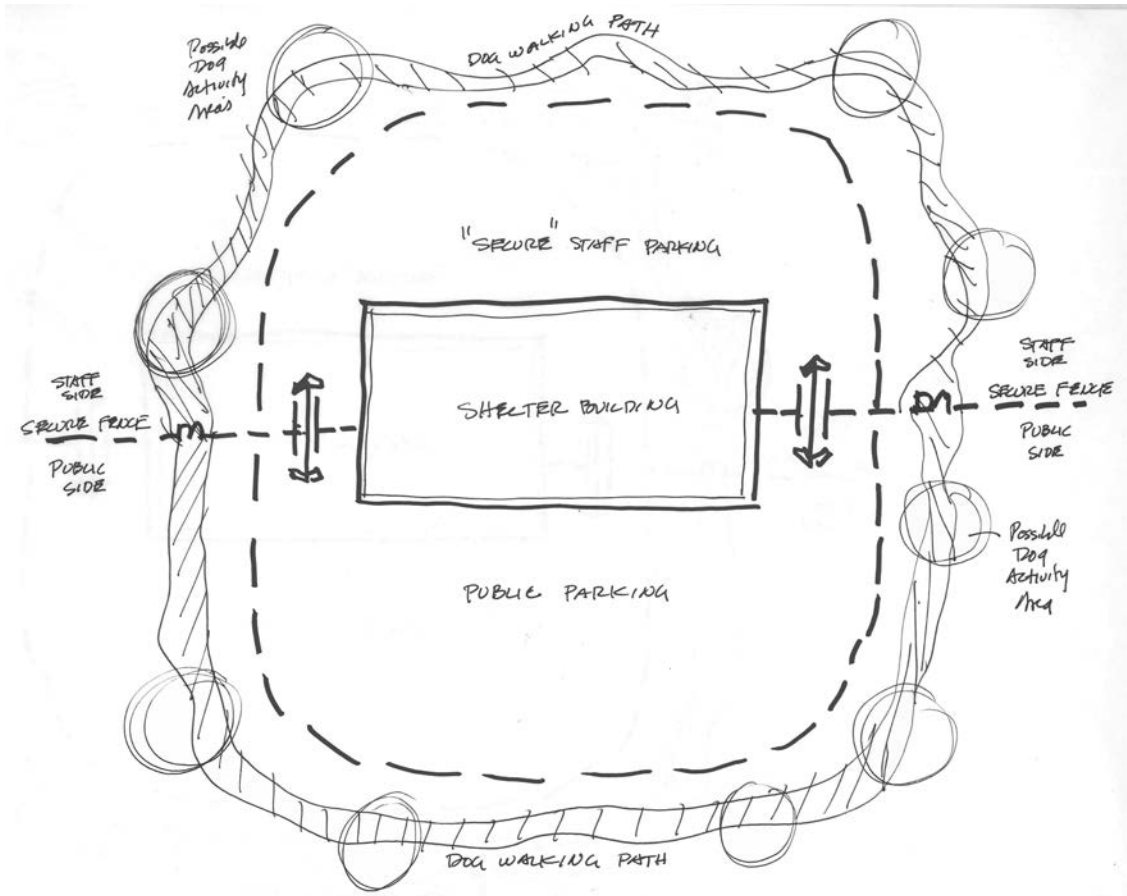
Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 **Introduction and Methodology** – GM commenced the discussion by explaining the purpose of the programming sessions and how these meetings and subsequent recorded minutes will form the framework of the future facility program upon which the new facility’s design will be based. GM explained that SMA’s approach to the design of Animal Care facilities is for the entire project team to first arrive at an understanding of the various Animal Care user needs through this interview process and ultimately base the design on the eventual workflow requirements described by the different departments. GM then urged the Volunteers to discuss their daily activities and workflow needs both in terms of current procedures and in particular “ideal” procedures in a new facility specifically designed to support the desired workflow activities.
- 2.0 **Volunteer Responsibilities** -SS and DC have volunteered approximately for many years (combined 24 years). At present the main function of the volunteers is to walk dogs and socialize them. Their focus is to calm them, let them see the outside world and help with their anxiety and aggressive tendencies.
 - 2.1 Volunteers work at the facility every day. The number ranges between 2 to 10 per day.
 - 2.2 The core volunteers, who are those that have volunteered for years, make every effort to know every dog. SS and DC stressed that every dog is “considered” at the facility. Volunteers operate an on-line chat room to keep each other informed about every animal.
- 3.0 **New Facility Needs** - GM asked them to discuss how a new facility would best assist them in their work. They both agreed that the current Main entrance design is ineffective and, due in part to its tight quarters, creates problems with Public Intake dogs and shelter dogs crossing each other.
 - 3.1 The main public entrance and side intake entry can be chaotic between dog walkers and visitors. A separate entrance for volunteers leaving and entering with animals would be useful. However, there is positive interaction between the public and volunteers as the public can interact with and learn about the available dogs for adoption.

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- 3.2 SS and DC agree that separate clearly marked doors for adoption and surrendering would be an improvement; as it would separate visitors who are happy and excited to adopt an animal as well as those merely trying to renew a license from visitors who are sad or upset at the prospect of surrendering their animal.
 - 3.3 Dogs play in the sally port which, while a good area for dogs to get away from the public, basically renders the sallyport unusable.
- 4.0 **Public First Impression** - GM asked what should be the public's first impression upon visiting the facility. SS and DC noted that;
- 4.1 It should look fresh and new, smell good.
 - 4.2 It should be pleasant and calm, without hearing dogs barking loudly and incessantly.
 - 4.3 Kennels should be larger
 - 4.4 The space should be light and airy.
- 5.0 **Public Arrivals** - GM discussed various main front desk options and asked if perhaps volunteers could act as greeters. He noted Wisconsin Humane Society as an example where this is successfully done. SS and DC were concerned about such a concept as they are already responsible for walking 50 dogs and they currently do not have the proper knowledge, or time to direct visitors. GM commented that if volunteers increased with a new facility, there was the potential to develop a larger more reliable group of volunteers around which such programs could be developed.
- 6.0 **Canine Exercise Areas** - The existing exercise areas were discussed. SS and DC felt that more shaded exercise yards are needed for dogs to interact with adoptive parents. They noted the need for;
- 6.1 More space for dogs to run off leash together and more paths.
 - 6.2 They discussed the desired design of a dog walking path surrounding the entire facility which should be visible to visitors arriving in the parking lot
 - 6.2.1 GM asked if there were other activities like in a "par course" that could benefit the dogs socialization. He then sketched a walking path design in which there could be many activities beneficial to dogs located along the path at different intervals. SS and DC felt this was an interesting idea to pursue.
 - 6.2.2 They noted that exercising dogs is a key part of socialization and should be enjoyable for dogs and humans.

See diagram next page



6.2.3 GM asked about possible dog exercise areas for the public's animals. He pointed out that in the above sketch the public could use the public side of the walking path. SS and DC indicated that they do not think visitors should be able to walk their own dogs during normal shelter hours due to the possible conflict with Shelter animals. However, they thought the idea of having the public feel that the facility was a community asset that could be used during off hours was a good idea.

- 7.0 **Volunteer Room** – GM described the use of Volunteer Rooms at other facilities and whether that would be beneficial at SLO. SS and DC both felt this would be a positive addition. They felt it should contain;
 - 7.1 Coat racks
 - 7.2 Lockable space for personal belongings
 - 7.3 Marker Board for Communication.
 - 7.4 Counter with small refrigerator

- 8.0 GM noted that his experience has been that there will be a spike of volunteers upon the opening of the new building and noted this increase can be taken advantage of to improve the volunteer program and create a sense of professionalism and investment in the engagement of new volunteers.
 - 8.1 GM described the design for a volunteer room at Contra Costa that facilitated volunteers to be able to take full charge of the adoption process, including the administrative work and asked if

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this had merit at SLO. SS and DC noted that presently volunteers manage all of the adoption process except paperwork and money transactions. So this concept has merit.

- 9.0 **Canine Enrichment** –GM discussed his thoughts regarding enrichment opportunities and providing animals choice, stimulation and exercise within their environment. He noted that dogs generally relieve themselves within their kennels in a shelter, but when in a home environment they must do so outside. Most shelter animals were once socialized in a home so traditional indoor kennels have been shown in studies to cause stress with many animals. It's important to develop a system that supports what a dog will be expected to do in their eventual home which is either to be "regularly" taken outside or designate a special area within a kennel. This requirement is just as important for quarantine and protective custody holding (if not more so) than it is for adoption kennels.
 - 9.1 GM described a situation where he designed a movable screen placed within the kennel that allowed the dog to have a place to hide, a space within a space. SS and DC felt this had merit.
 - 9.2 SLO has an advantage of a climate that allows both indoor and outdoor spaces for training and for holding environments
- 10.0 **Cats** – SS and DC noted that the cat population fluctuates but has been low. They felt that it was also positive for cats to have access to outdoor areas and often the sallyport is used for that. It was agreed that the current cat cages were not only old but inconsistent with recent recommendations from the UC Davis Shelter Medicine Department.
- 11.0 **Livestock** - SS and DC noted that a livestock yard is needed.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #5

DATE: April 05, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Kennel Workers, Vet-Tech

ATTENDED: Patrick Martin, (PM) pmartin@co.slo.ca.us - Kennel Worker
Kayla Cordoza, (KC) kcordoza@co.slo.ca.us - Kennel Worker
Vanessa Evans, (VE) vevans@co.slo.ca.us - Vet-Tech
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA, (GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, (MC) Maureen.cornwell@gmail.com - SMA Project Manager

ADDITIONAL DISTRIBUTION LIST:

Kathy MacNeill, (KM) kmacneill@co.slo.ca.us - SLO County
Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 **Introduction and Methodology** – GM commenced the discussion by explaining the purpose of the programming sessions and how these meetings and subsequent recorded minutes will form the framework of the future facility program upon which the new facility’s design will be based. GM explained that SMA’s approach to the design of Animal Care facilities is for the entire project team to first arrive at an understanding of the various Animal Care user needs through this interview process and ultimately base the design on the eventual workflow requirements described by the different departments. GM then asked the staff to discuss their daily activities and workflow needs both in terms of current procedures and in particular “ideal” procedures in a new facility specifically designed to support the desired workflow activities.
- 2.0 **Discussion regarding “hand-off” of animals from ACOs to Kennel Workers**
 - 2.1 Since ACO’s are in the field all day, new animals tend to arrive during the last half hour or hour of the Kennel Worker shifts making it difficult for all animals to be placed. Hence, ACO’s tend to handle the intake process. Currently the activity of checking in, exam, behavior assessment, and assignment to an empty kennel is chaotic because the space does not efficiently support this activity and there are multiple animals who have to be individually checked in. Temporary holding kennels would allow a more organized method of checking animals in – regardless of whether it is done by ACO’s or shelter staff.
 - 2.2 Kennel staff explained that the incoming animal hand-off does not happen in the sallyport because it gets used for other purposes such as puppies exercising, storage. The gates to the sally port are manual, requiring ACOs driving in to get out of their trucks and physically opening gates – risking loss of animals.
 - 2.3 Staff noted that in addition to temporary holding, a dedicated place to assess behavior and examine them as they arrive would be very beneficial.

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3.0 **Holding time prior to availability for adoption**

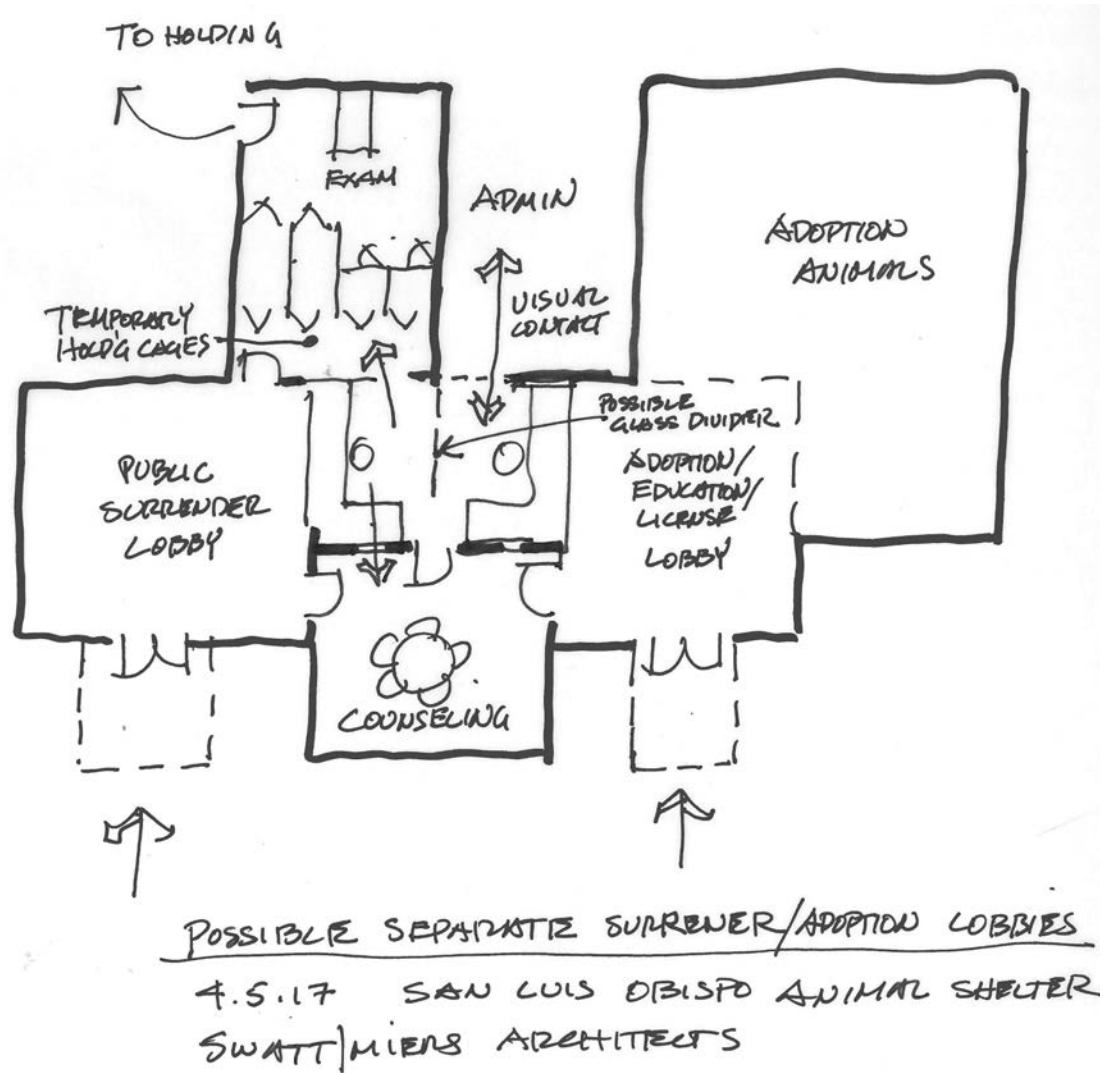
- 3.1 Stray dogs are held for 4 business days and available for adoption on the 5th business day.
- 3.2 Feral cats are held in separate dedicated rooms.
- 3.3 Dogs and cats designated for Isolation are housed in the same room and should be separated.
 - 3.3.1 GM advised it is best to have several smaller rooms to allow for flexible uses.
- 3.4 Most animals spend 10 days at the shelter.
 - 3.4.1 GM pointed out that the gestation period for most viruses is 10-21 days. Hence, an animal might not show any symptoms until they are there for that long. GM noted that projecting required holding kennels and cages is always a difficult part of the animal holding capacity study as staff must arrive at a basis of determining holding times which then translates into kennel and cage availability which in turn affects building size and ultimately building cost. GM's experience has been that organizations differ widely on this with some shelters directing the analysis to be based upon an average holding time of 20 days or greater and others much less. Generally the lowest holding time used is 10 days for holding and adoption. Feral cats are usually calculated differently depending on programs as some are spayed/neutered and released while some are euthanized as soon as the State required holding period ends.
- 3.5 GM requested to review animal holding statistics for the last 5 years. Analyses of these are needed to determine the number of kennels needed in the new facility.

4.0 **Surrender Process**

- 4.1 Staff noted that currently the surrender entrance is not people friendly. Most animals brought in need to be secured immediately and often that is not possible and people have to be asked to hold their animal in their car until there is a place to secure it. This makes an already difficult situation worse for the human and the animal.
- 4.2 Currently there are (3) Kennel workers. They interview the person surrendering the animal, assess the animal and determine placement, but they are not legally permitted to take cash for surrender services. Only AAs can accept cash. It is essential that Kennel workers have AAs immediately adjacent to them, so the surrender process flows quickly without the current practice of making the person surrendering their animal go back and forth between the Kennel workers and office staff desk.
- 4.3 GM responded to these concerns by sketching a layout in which the office staff sits between the adoption lobby and the surrender lobby and can be trained to service the public on both sides. Temporary holding kennels adjacent to the surrender lobby can be used to secure surrendered animals immediately rather than having the public leave them in the car.

See diagram next page.

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- 5.0 PM suggested the following regarding the new Animal Holding areas;
 - 5.1 Floors should be heated (GM questioned the cost benefit of this in such a moderate climate as San Luis Obispo.)
 - 5.2 100% air exchanged by the mechanical system
 - 5.3 Centralized hot and cold water piping with pressure wand to allow movement from one area to another. All chemicals mixed in a separate room.
 - 5.3.1 GM noted that PM was describing the SMT (Spray Masters Technology) cleaning system.
 - 5.4 PM described a plan for dog kennels in which a circular food prep area could be surrounded by sections of indoor kennels each adjacent to an outdoor exercise area.
 - 5.5 PM's vision of cat cages would have a community cat room adjacent to Get Acquainted rooms for cats to meet adoptive parents with cat cages stacked opposite. Cages might have Plexiglas fronts to protect cats from the public touching them. He would prefer water and air exchange piped in from behind the cages, invisible to the public.
 - 5.6 There should be separate food prep rooms for dogs and cats and additionally for isolated dogs and isolated cats.
 - 5.7 Laundry – separate laundry for holding and for isolation.

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- 5.8 14' x 14' maintenance room, with space for a lawn tractor.
 - 5.9 A new crematory is needed, 2" main gas line. The Crematorium is not used every day, but is available to Woods Humane Society, the Wild Life Fund, the public and the police department.
 - 5.9.1 VE would like to include option to do Euthanasia and cremation with owners present – this would affect the model of the equipment.
 - 5.10 Parking needs to be secured – both employee and ACOs' trucks.
 - 5.11 Showers are needed for decontamination. Eyewash equipment is needed to meet OSHA and SLO County codes.
 - 5.11.1 We need to determine the exact county requirement for eyewash equip.
 - 5.12 Volunteers need a break room.
 - 5.13 The Blue Crew, Honor Farm, needs a separate breakroom and restroom. (We need to discuss further their entire range of responsibilities).
- 6.0 Discussion regarding drain types
- 6.1 The facility currently has trench drains located in front of the kennel.
 - 6.2 The current trend is toward individual drains in each room which act as flush toilets. However, the use of trench drains vs individual drains is a user/County decision. This will be discussed in greater detail later in the design process.
- 7.0 VE indicated that the Vet-Tech areas needed;
- 7.1 Vet-tech office with exterior window, if possible.
 - 7.2 Treatment room including;
 - 7.2.1 Blood work machine
 - 7.2.2 Microscope
 - 7.2.3 Centrifuge
 - 7.2.4 Data entry
 - 7.2.5 Pharmacy cabinet, lockable
 - 7.2.6 Refrigerator
 - 7.2.7 Autoclave – not needed, but GM recommended designing in power and location for possible addition in the future.
 - 7.2.8 Possibly in future: Dental x ray machine and digital x-ray machine.
 - 7.2.9 Minimum (1) wet table with exam light
 - 7.2.10 Hydraulic Lift table (would serve the entire facility but reside in this room)
 - 7.2.11 Vet scale
 - 7.2.12 Portable anesthesia tank
 - 7.2.13 Fluid set up, could have tracks in ceiling for easy access (locate in surgery as well).
 - 7.2.14 Area with kennels close by so animals can be monitored after surgery
 - 7.2.15 X-ray viewer
 - 7.2.16 Storage
 - 7.2.16.1 Surgery packs
 - 7.2.16.2 Lab supplies
 - 7.3 Surgery room
 - 7.3.1 Surgery table – with ceiling mounted exam light
 - 7.3.2 Storage for packs and equipment.
 - 7.4 Euthanasia function - Everyone agreed this was an extremely difficult and emotional job for assigned staff.
 - 7.4.1 GM recommended the Euthanasia room should have good natural light, possible access to a court yard or an outdoor area for staff.
 - 7.4.2 Needs proper ventilation.

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- 7.4.3 Sink and work counter with under counter refrigerator
- 7.4.4 Direct access to a ventilated vestibule that leads to a freezer, followed by the crematory.
- 7.4.5 Red bag storage contains evidence for court cases.
- 7.4.6 Rabies prep room should be in separate area adjacent to Euthanasia
 - 7.4.6.1 Needs a 16-20 cubic foot refrigerator, locking cabinet.
 - 7.4.6.2 A separate room is requested because it is a messy process.
- 7.5 Discussion regarding Vet care for shelter animals vs. care for the public's animals.
 - 7.5.1 If provided both functions must be separated.
 - 7.5.2 The Shelter clinic could be centrally located, but away from all public areas.
- 7.6 Other issues concerning the medical function.
 - 7.6.1 Presently the Vet-Tech office is isolated and has no heat or AC. It should be close to all medical facilities and to ACOs. (Does it need to be close to ACO's if in the future facility, shelter staff handles all admitting?)
 - 7.6.2 Staff expressed a need to cut down on interaction with volunteers, who can be disruptive.
 - 7.6.2.1 GM suggested the treatment area could be located off the Vet-tech office, lockable and not accessible to other staff or volunteers. This could be controlled by key or card key.
- 7.7 KC noted that specifically designed spaces for pregnant dogs and puppies are needed.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #6

DATE: April 05, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Volunteer Coordinator

ATTENDED: Holli Hargrove, (HH) hhargrove@co.slo.ca.us - Volunteer Coordinator
Andrea Liddie, (AL) aliddie@co.slo.ca.us - Shelter Supervisor
Rick Barton, (RB) rbarton@kitchell.com -Kitchell Project Director
George Miers, AIA. (GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, (MC) Maureen.cornwell@gmail.com - SMA Project Manager

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Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

Holli is new at SLO Animal Services. She has a list of changes she would like to see implemented.

- 1.0 **Introduction and Methodology** – GM commenced the discussion by explaining the purpose of the programming sessions and how these meetings and subsequent recorded minutes will form the framework of the future facility program upon which the new facility’s design will be based. GM explained that SMA’s approach to the design of Animal Care facilities is for the entire project team to first arrive at an understanding of the various Animal Care user needs through this interview process and ultimately base the design on the eventual workflow requirements described by the different departments. GM then asked the staff to discuss the Volunteer Coordinator activities and workflow needs both in terms of current procedures and in particular “ideal” procedures in a new facility specifically designed to support the desired workflow activities.
- 2.0 The Volunteer program needs to be less focused on “potty walks.”
 - 2.1 Dogs need socialization and petting. 15 minutes of petting per day is very beneficial.
 - 2.2 Desire to have volunteers commit to a shift.
 - 2.3 Add formal adoption counselor training for volunteers.
- 3.0 **Volunteer Room** – Both AL and HH felt that a dedicated Volunteer Room was required. It should contain;
 - 3.1 Day lockers for expected volunteers per day
 - 3.2 Serve as a break room; ref.; microwave – kitchen counter should not be in view of the public
 - 3.3 Clock-in/out
 - 3.4 Volunteer recognition and resource center
 - 3.5 Room should contain an alcove for administrative work
 - 3.5.1 Internet research

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4.0 Main Facility Public Entrance

- 4.1 Use of TV Monitors to provide educational messaging. (requires someone to manage)
- 4.2 A building sends a message – might as well shape into the *right message* for the organization.
- 4.3 Use of greeters in lieu of a reception counter (GM described Wisconsin Humane Society arrangement) – could affect the design of the lobby.
 - 4.3.1 HH liked the idea of volunteers as greeters. Certain volunteers will be very well suited.
 - 4.3.2 GM described the potential increase in volunteers when the facility is new. For other new facilities it has been the time to take advantage of the increase and develop a core of volunteers that can dependably support the organization's programs.
 - 4.3.3 GM described the Contra Costa volunteer desk design that became the building adoption center.
- 4.4 Cat and Dog Café - HH expressed her desire to create a welcoming environment for the public and noted that she had heard of small cafes at other animal shelters. GM described "Rocky's Café" at the San Diego Campus for Animal Care (a donation from Starbucks) and a small one at the Silicon Valley Humane Society but also noted there are Health Department issues that probably want to be avoided. However, the idea of having coffee and premade pastries might be worth considering and is certainly something volunteers could run.
- 4.4 Strong need to create privacy for the surrender process.
- 4.5 Improved signage

5.0 Bathrooms

- 5.1 There should be separate bathrooms for staff and the public; Volunteers can use either.
- 5.2 Separate bathrooms for inmate workers.
- 5.3 GM described a possible design in which public bathrooms could be accessible after hours to serve evening events open to the public - as well as during the day.

6.0 Meet and Greet rooms, Training, Behavior Evaluation

- 6.1 Rooms could be indoors or outdoors – but should be visually and acoustically separated from the public.
- 6.2 They could be 15' x 15' and be multi-purpose.
- 6.3 Possible after hours entrance.

7.0 HH noted the benefits of having a Photography room for professional photos of animals

- 7.1 Family photos at the time of Adoption
- 7.2 GM noted that photo IDs should be done in or adjacent to sallyport upon admittance. But Adoption and Family photos could be in the Lobby or outside

8.0 Discussion regarding public vs. private space

- 8.1 Public accessible spaces should be clearly separated and secure from staff spaces.
- 8.2 The plan should be analyzed to determine what security is needed and where.
- 8.3 Consider the flow of visitors when a tour is taken through.
- 8.4 Volunteers possibly should have access to public areas only.
- 8.5 GM noted that there are ways of securing different parts of the building for various needs, such as the ability to allow an owner to view his dog in quarantine, but not have access. These need,, however, to be defined early on as the design evolves.

9.0 Other needs noted by HH

- 9.1 Lots of storage needed – cat and dog supplies should be stored separately
- 9.2 Insure new building is free from birds and their nests.

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Project: SLO Animal Services

Subject: Volunteer Coordinator

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- 9.3 Separate food prep for cats and dogs
- 9.4 Separate laundry for cats and dogs
- 9.5 Computer screens at entrance to post announcements.
- 9.6 The facility should be wired to play music in animal areas – calming and enriching for animals.
- 9.7 Animal bathing/grooming station.
- 9.8 Volunteer Coordinator's Workspace
 - 9.8.1 Prefers visual access to volunteer room, kennels adoptions.
 - 9.8.2 Needs to be accessible to volunteers, but able to close off from interruptions.
 - 9.8.3 Space for private conversation with 1 or 2.
 - 9.8.4 2nd work space for volunteer admin.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #7

DATE April 05, 2017

LOCATION: County of San Luis Obispo Animal Services

PROJECT: County of San Luis Obispo Animal Services – new facility

SUBJECT: Administration

ATTENDED: Lydia Aguayo, (LA) laguayo@co.slo.ca.us - Administrative Assistant
Amy Webster, (AW) awebster@co.slo.ca.us - Administrative Assistant
Diana Galloway, (DG) dgalloway@co.slo.ca.us - Administrative Assistant
Onie McGurk, (OM) amcgurk@co.SLO.ca.us - Accounting
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA, (GM) gmiers@swattmiers.com - SMA Principal
Maureen Cornwell, (MC) Maureencornwell@gmail.com - SMA Project Manager

ADDITIONAL DISTRIBUTION LIST:

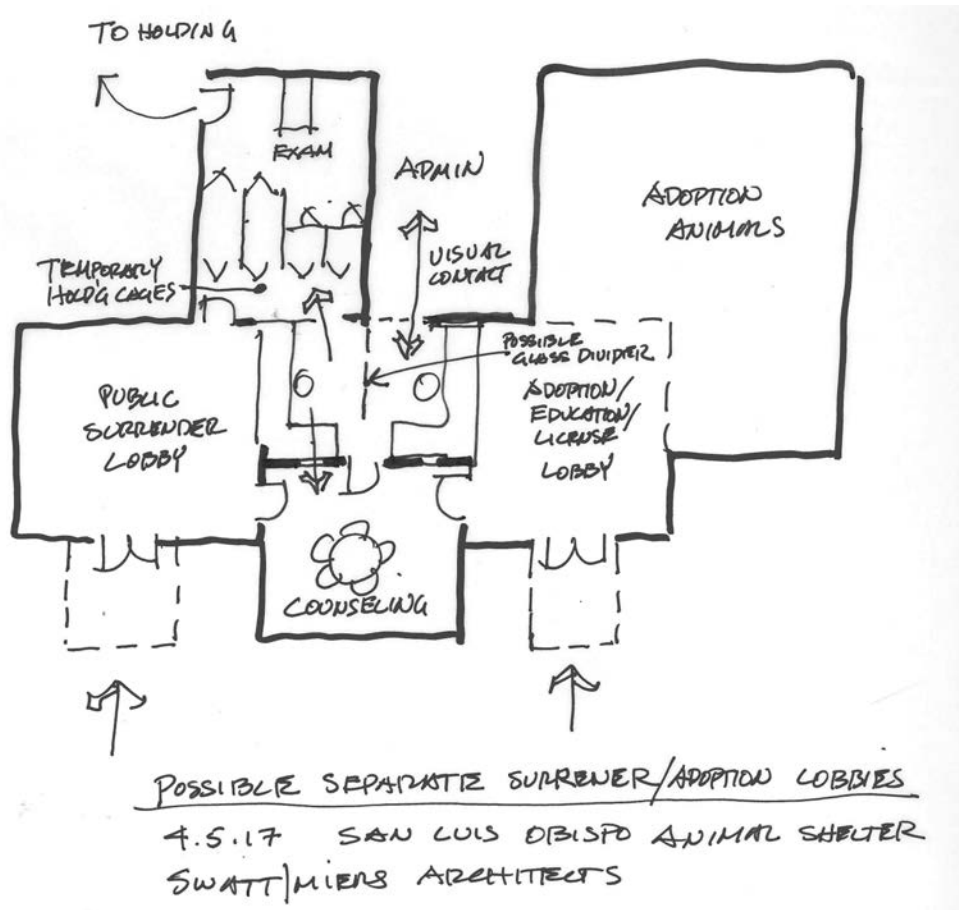
Kathy MacNeill, (KM) kmacneill@co.slo.ca.us - SLO County
Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager

Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify via email both George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 **Introduction and Methodology** – GM commenced the discussion by explaining the purpose of the programming sessions and how these meetings and subsequent recorded minutes will form the framework of the future facility program upon which the new facility’s design will be based. GM explained that SMA’s approach to the design of Animal Care facilities is for the entire project team to first arrive at an understanding of the various Animal Care user needs through this interview process and ultimately base the design on the eventual workflow requirements described by the different departments. GM then asked the ACO’s to discuss their daily activities and workflow needs both in terms of current procedures and in particular “ideal” procedures in a new facility specifically designed to support the desired workflow activities.
- 2.0 **Administration Responsibilities** – Administration includes (1) Accounting Clerk (OM), 3 full time Administrative Assistants and a part time position (4 positions total) as well as the Manager (EA). The (3) full time AAs each have a specialty that contributes to the facility’s administrative needs. 4 workstations are needed.
 - 2.1 LA acts as the Bite Clerk; also likes working the reception counter. She works in Dispatch once per week.
 - 2.2 AW is the Permit Clerk; she takes most incoming phone calls.
 - 2.3 DG mainly works the counter.
 - 2.4 AAs process public licenses.
- 3.0 **Existing Combined Public Reception Business/Adoption Counter and. Public Surrender Process**
 - 3.1 Staff explained that both require fee payments – all of which are handled by Administrative Assistants.

- 3.2 AAs need to determine if the surrendered animal comes from SLO County, only then can it be accepted to the shelter.
- 3.3 In the current set up the visiting public are generally required to stand in line at both reception and surrender counters. Need to avoid this situation in the new building.
- 3.4 AAs are not trained to handle animals, evaluate health issues or behavior.

4.0 **Separate Surrender and Public Adoption/Business Entrances** – Currently, there is one main public entrance that all visitors come. The main lobby and desk handles business licenses and other related business matters as well as adoptions. However, those surrendering animals also enter this small lobby and are then told to go back out the door and turn right towards the kennels. There animal care staff handles the surrender intake process. This current arrangement creates not only an overcrowd bottleneck but there is also a cross contamination issue with surrendered and adoption animals as well as possible safety issues as some of the surrendered animals are potentially dangerous and/or scared which then forces them to react negatively to other people and animals. Gm pointed out that most new facilities across North America, including the Santa Maria facility, have created separate adoption/business and surrender lobbies to deal with this problem. As this discussion progresses, GM then described a possible solution which includes a staff counter located between separate Adoption and Surrender Lobbies – with staff cross-trained to handle both sides.



- 4.1 In this diagram, the public surrendering their animal to the shelter would be asked by AA staff to physically surrender the animal into a temporary holding cage within view of the AA counter. This arrangement would allow the AA to be able to complete the full surrender transaction without the animal disrupting the interaction and allow Kennel workers to access the animal in their own time. The AA's noted that;
 - 4.1.1 The Surrender Lobby should be a calm supportive environment given the level of stress that often accompanies a surrender.
 - 4.1.2 It could contain a video monitor with positive, educational messaging such as animals exercising and socializing. The focus could be on responsible pet ownership but delivered in a positive nonjudgmental manner.
 - 4.1.3 The counter could be divided by a glass wall allowing AAs to be visually open to each other on both sides but acoustically separated.
 - 4.1.4 One staff should be able to effectively handle customers on both sides as needed..
- 4.2 Reception counter
 - 4.2.1 Staff requested that the new counter be longer, to allow more space between visitors, giving them some privacy from other visitors. The AAs often need to obtain personal, sensitive information.
 - 4.2.2 It also should be deep and high enough to give the receptionist a sense of security and ability to back away safely from any potentially dangerous situation.
 - 4.2.3 Glass barrier is not necessary, but the ability to close a sliding glass door – if necessary – could be beneficial. Desk should have a panic button.
 - 4.2.3.1 Camera view of staff entrances is needed at Reception desk.
 - 4.2.4 The adoption lobby should be bright and friendly, welcoming and show pictures of success stories. Video monitors would also be helpful for delivering educational messages.
 - 4.2.5 Communication/Phones/Paging
 - 4.2.5.1 AAs would like to have the ability to switch phones from one line to another.
 - 4.2.5.2 Paging system needed; could be a feature of a new phone system.
 - 4.2.5.3 Radios are currently used to page ACOs.
 - 4.2.5.4 GM explained that piped in music to animal rooms has become the norm in newer facilities to help relieve stress. These speakers along with others in staff areas can be easily zoned to provide paging capability.
 - 4.2.5.4.1 The phone system could be tied into the speaker system.
- 5.0 The current workspace set up with Admin desks facing each other, with one for Accounting nearby, works well.
 - 5.1 Workspace should be adjacent to the reception counter
 - 5.2 Staff needs the ability to stagger breaks between themselves
 - 5.3 All desks need space for 2 to 3 monitors.
 - 5.4 Consider desks with flexibility to stand or sit.
- 6.0 Night Drop Off Kennels.
 - 6.1 It is not clear if after hours public surrender will continue in the new facility. GM noted that many facilities have eliminated this function.
- 7.0 Administrative staff would prefer staff restrooms with separate restrooms for the public.
 - 7.1 Prisoners should have a dedicated restroom.

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- 8.0 Accounting – The accounting workstation is good size, though a privacy panel would be appreciated.
 - 8.1 Adjacency to Admin is good. OM indicated that she will take the phones in an emergency.
 - 8.2 The accounting position pays veterinary bills
 - 8.3 Reviews budget issues
 - 8.4 Take deposits to the bank once per day.

- 9.0 AAs feel that ACOs should have acoustical privacy for calls regarding public animals, but with visual access between them.
 - 9.1 AAs noted that they pick up a lot of valuable information from ACOs by having them in the same space.

- 10.0 Vending machines – should be accessible to the public and volunteers.

- 11.0 Break room – A dedicated break room with counter and refrigerator is needed.
 - 11.1 One room needs a comfortable sofa and chairs and tables.
 - 11.2 Access to the exterior is desirable.
 - 11.3 Adjacency to locker rooms and restrooms with shower is also desirable.

- 12.0 Staff pointed out that Royce, the office cat, loves to climb on his tower to survey the area and the public loves that. The new building should find a way to bring animals and animal care issues into the ambience of the main business/adoption lobby.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #8

DATE: April 19, 2017

LOCATION: County of San Luis Obispo Animal Services
885 Oklahoma Ave.
San Luis Obispo, CA 93406

PROJECT: New County of San Luis Obispo Animal Services

SUBJECT: Overall Shelter Issues

ATTENDED: Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA, (GM) gmiers@swattmiers.com - SMA Principal (Recorder)

ADDITIONAL DISTRIBUTION LIST:

Kathy MacNeill, (KM) kmacneill@co.slo.ca.us - SLO County
Maureen Cornwell, (MC) Maureen.cornwell@gmail.com - SMA Project Manager

George Miers at Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify, via email, George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 EA commenced the meeting by discussing his philosophy relative to public shelter services (as opposed to those providing a private/nonprofit facility such as Woods Humane Society). He noted that for public facilities the internal programs and hence, the facility design should stay within the parameters of the shelter's governmental mandated role and not lose sight of the organization's mission. As an example, he explained that he did not see activities such as Canine Training Classes for the public's animals as part of that mission while training and socialization of Shelter animals to make them more adoptable would be. In short, he sees 3 basic "**perspectives**" which should guide a public shelter's programs and the resultant facility design to support those programs. These include;
 - 1.1 **County "Perspective"** – The County should be performing the services it is mandated to do.
 - 1.2 **Moral "Perspective"** – Beyond the County mandate, there are some things that we are morally bound to do. For example, trying to hold the animals for placement beyond the minimum required by law holding period.
 - 1.3 **Animal & Human Environment "Perspective"** - Making every reasonable effort to provide comfort for both animals and humans within the facility.

EA wants the new facility design to focus on amenities that "provide added value above and beyond what we do now" and which can make the experience better for both the visiting public, the staff and the animals.

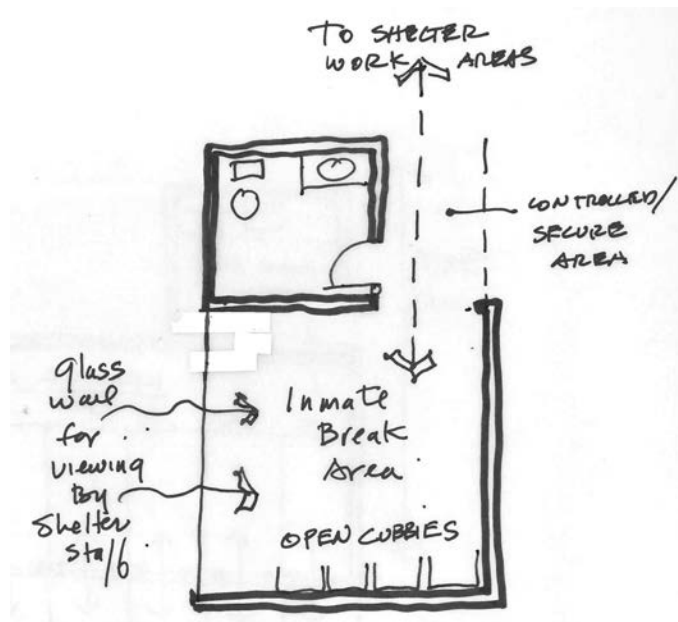
- 2.0 **Shelter Staffing** – He noted that staffing is most likely not going to get larger so we must keep that in mind as we develop workflow diagrams and adjacencies that allow efficient operations with a very small staff.
- 3.0 **Animal length of stay** - EA noted that the average stay tends to be approximately 10.5 days for dogs and 23 days for cats. He felt those averages made sense to use as the basis for the new facility.

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- 4.0 **Animal Holding Capacity and Lease Agreement with Woods HS** - EA explained that the Woods HS is on County land and part of their lease agreement is that each year they will take 120 dogs and 180 cats from the SLO County shelter and place them for adoption. We, therefore, need to subtract that amount per year from our holding capacity analysis. EA also noted that while Woods is technically "no kill", they will not take difficult animals or those with acute medical problems such as a dog with a hyper-thyroid condition. The County shelter is left with those more difficult animals. Woods HS also only deals with cats and dogs - no livestock.
- 5.0 **Honor Farm Inmates** - The inmates work from 7:30 am to 3:30 pm and there are generally 3-4 per day and as many as 6 at a time. Inmates are often referred to by staff as the "Blue Crew" due to the color of their uniforms. Inmates handle a wide variety of tasks but the intention is for them to concentrate on **1) Laundry, 2) Cleaning of kennels and cages and 3) Feeding of the animals.** There is some limited grooming and socialization of the animals depending on the inmate and the shelter need. The shelter staff essentially serve as the inmates' trainers and supervisors. The Sheriff occasionally comes by to check on how things are going but their supervision is limited. Inmates are intended to generally stay within the interior confines of the shelter which means their area of work needs to be secure. Inmates are not supposed to interface with the public. GM noted that given the indoor/outdoor nature of the kennels where the public generally will visit the animal on the exterior portion (although often on the interior as well), and given that the inmates need to access these areas to clean and feed the animals, maintaining secure areas is difficult and will require clear schedules as to when inmates and the public are allowed in these areas. EA also noted the concerns of planned interactions between inmates and their acquaintances and the potential of contraband changing hands (coordinated "drops") - everything from cookies to drugs. Given these concerns, activities such as taking out the trash need to be carefully considered and always within view of shelter staff and security cameras.

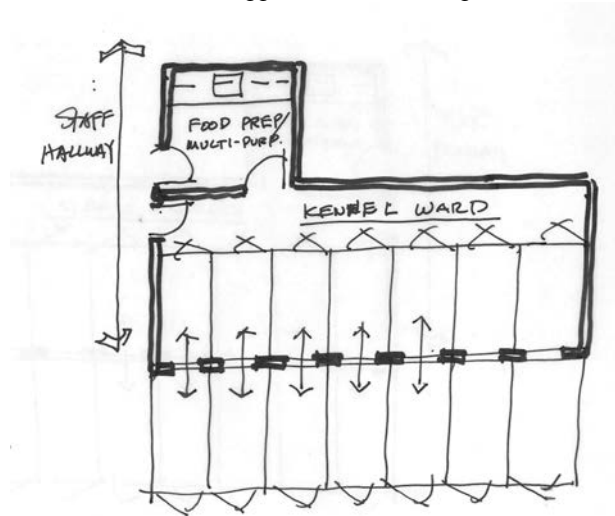
In terms of space needs the inmates require;

- separate break area - small area with table - see sketch provided by EA
- cubbies/lockers - these should be open and not locked
- bathroom access
- all areas except the bathroom need to be entirely within view of shelter staff



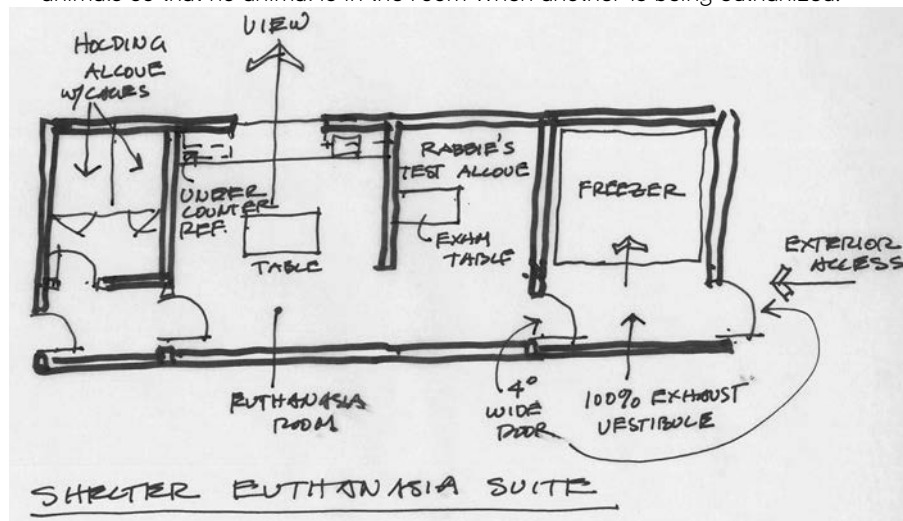
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6.0 **Food Prep** - EA doesn't know if a number of larger food preps are needed as suggested in the staff interviews. Instead he felt that smaller sink/food preps closer to the animal holding by areas might make more sense and be more efficient for staff and inmate labor. Dirty dishes can be carted to a central dishwasher. EA suggested the following sketch.



7.0 **Euthanasia** - EA stressed that the intent of the SLO County Animal Shelter is not to euthanize any animal that is adoptable or treatable. That said, there is always some % of animals that behavioral or medical issues that make adoption /treatment difficult and sometimes not possible. EA pointed out that as a Vet, he has had a lot of personal experience performing euthanasias and is sensitive to the difficulties for staff and the public. He differentiated between two types of euthanasia services that he could see the facility providing;

- **Shelter animal euthanasia** - EA agreed that a separate room was needed. After some discussion about shelter staff's comments about a separate alcove where rabies testing could occur (heads need to be removed for testing), he agreed that the alcove probably made sense. See sketch below. This room should be efficiently laid out with cleanable materials but given the difficult nature of the job, there should be good natural light and a "positive" supporting environment. This might be a view into the hills or onto a courtyard. The room should be close to the freezer and there should be a holding alcove for other animals so that no animal is in the room when another is being euthanized.



- **Public animal euthanasia** - EA feels this is a much needed service to the public that he would like to see continued. As a vet, EA would like to help people get people through that process. Woods HS does not offer this service. He would like to see a separate "home" style room (not sterile feeling) dedicated to this service, located in a more remote part of the facility away from other busy shelter activities. This is the room that the individual would bring their animal and some degree of counseling would occur. He stressed the need to manage the individual and show compassion. The procedure could occur in this room (on the floor or on a pull down exam table), or the animal could be moved to another room and the individual left in this room. While he is not particularly keen on the public being in the room while the procedure occurs, the design of the room should allow both situations to occur. GM asked if this room should have a separate discreet entrance that individuals would show up to by appointment, thus eliminating the need for a dedicated staff person by the door. EA did not feel this was needed. The individual could come to the main desk and then be directed to the remote location - it could be that the remote location requires the individual to get back in the car and drive around the building. (we should discuss whether they come to the adoption or surrender lobby).

- 8.0 **Medical** - EA felt that the medical component for the facility could be a well-designed, multi-purpose Treatment room close to the animal care intake area(s) and to quarantine and isolation. The room should have a pharmacy area, wet table and good lighting. The facility is currently on chameleon and needs to have computer capability right there along with photo ID. He does not feel a separate surgery room is needed because they will not have staff to perform them and Wood HS is convenient next door. There needs to be adequate electrical outlet capacity (GM suggested power strips on the counter). No piped oxygen is necessary. EA did not see the need for an autoclave. GM noted that his recommendation in the Vet Tech meeting minutes was to size the electrical service for it and provide the outlet only. EA noted that if they use oxygen in the future it can be portable. GM suggested that thought should be given to possible expansion of this area if in the future it is decided to perform surgeries.
- 9.0 **Miscellaneous Building Issues** – EA went through his notes on the other staff interview minutes and commented on a number of issues including;
- 9.1 **Natural Lighting** - Preference for natural lighting. He pointed out that the existing building, while old, does a good job of bringing in abundant natural light.
 - 9.2 **Lighting Control** - No fancy lighting control systems needed, prefers to keep it simple.
 - 9.3 **Crematory** does not necessarily need to be new if it has reasonable life remaining. (SMA's recommendation is to have the manufacturer, who we believe is Crawford, come out and evaluate it and also provide **1)** a cost for a replacement and **2)** a specification that would allow both to operate off a new gas installation).
 - 9.4 **Volunteers** - Volunteers do not need a separate breakroom but rather a multi-purpose space that includes a table, day lockers, counter, etc. Volunteer's should not have access to staff areas.
 - 9.5 **Public Lobby** – Would be good to include interactive kiosks.
 - 9.6 **Front Desk** – Needs to be a "positive" public interaction. The proximity of the public counter to the staff admin work areas is problematic due to sound transfer – needs acoustical separation.
 - 9.7 **Multi-purpose room** – Can house Volunteer orientation, serve as a Hearing room and be used for cat testing and other shelter animal needs.
 - 9.8 **Foot Wash** – EA mentioned the desire to have foot wash containers as you entered/exited animal rooms. He asked if these can be built in. GM described several projects where foot washes were built into recessed rectangles in front of doors. Staff then would place a purchased pad that soaked up the disinfectant. This system works well but once the area is recessed it is always there and needs to be maintained.

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- 9.9 EA Wants to make sure that there is visual contact with all nooks and crannies so that it is easy to clean and check all areas of the shelter.

Robert Swatt FAIA
George Miers AIA

MEETING MINUTES #9

DATE: April 19, 2017

LOCATION: County of San Luis Obispo Animal Services
885 Oklahoma Ave.
San Luis Obispo, CA 93406

PROJECT: New County of San Luis Obispo Animal Services

SUBJECT: Miscellaneous Shelter and Masterplan Issues

ATTENDED: Kathy MacNeill, (KM) kmacneill@co.slo.ca.us - SLO County
Eric Anderson, DVM, (EA) eanderson@co.slo.ca.us - Animal Services Manager
Rick Barton, (RB) rbarton@kitchell.com - Kitchell Project Director
George Miers, AIA, (GM) gmiers@swattmiers.com - SMA Principal (Recorder)

ADDITIONAL DISTRIBUTION LIST:

Maureen Cornwell, (MC) Maureen.cornwell@gmail.com - SMA Project Manager

George Miers at Swatt | Miers Architects has prepared the following Meeting Minutes. Please notify, via email, George Miers and Maureen Cornwell for any corrections or clarifications to the information noted below.

- 1.0 The meeting commenced by a general discussion of various systems and whether they would be contractor or owner provided. Items included;
 - 1.1 **Security Systems** – KM noted that this will be provided by the GC. However, the camera systems will be sole sourced. RB thought that 13 month tape storage would be required.
 - 1.2 **Hardware** – KM noted that Schlage is the county designated manufacturer.
 - 1.3 **HVAC – Software systems** – These will be specified by the County. The systems should be simple enough to be controlled by both maintenance personnel and staff.
 - 1.4 The building will be fully sprinklered.
 - 1.5 Emergency Power – After some discussion it was felt that a manual onsite emergency generator would suffice, although we should look at the potential use of higher capacity battery backup for certain functions.
 - 1.6 Air Conditioning & Heated Floors –
- 2.0 **Woods Humane Society Lease** – It was noted that in the new lease agreement, 2 acres were taken back from the County including the triangle behind the Woods H. S. building. The surveyor needs to clearly demarcate all these areas.
- 3.0 **Building Size and Budget** – RB noted that the building budget was \$7,800,000 with an additional \$525,000 for roads and utilities. KM noted that the last SF projection was in the 15 – 16,000 S range not including outdoor areas such as the exterior portion of the indoor/outdoor kennels.

3.3 Animals Held Calculations

Introduction - Accurate records of incoming animals are essential in order to make realistic projections of the required number of animal habitats. San Luis Obispo appears to have kept very good records of animal intakes and their eventual disposition. Our experience has been that obtaining reliable data from animal control agencies is often challenging which makes comparing statistics amongst shelters somewhat difficult. This is due to a number of reasons including; **First**, many organizations, even today, are not using up-to-date computer programs to track animals and are often entering them by hand. Fortunately, the San Luis Obispo County Shelter uses Chameleon which is an extremely good state-of-the-art software for tracking animals. **Second**, lack of staffing often pushes “accounting” procedures onto the “back burner” which then results in errors and ultimately unreliable data. **Third**, incoming animals into any facility are a function of both the available field staff to bring them in and the willingness of the public to select a specific facility into which they wish to bring surrendered animals. In regards to the former, lack of staffing can significantly impact the extent of intake and create a false sense of the real “stray” problem. Similarly, many individuals are unwilling to bring animals to an older, run down facility where they feel the animal will be euthanized. Hence, they often take it to another facility or release it. These situations can significantly impact a facility’s intake numbers.

This does not appear to be a problem at the San Luis Obispo Animal Shelter as euthanasia of animals is kept to a minimum. It should also be noted that most new facilities report a significant increase in public surrendered animals in the first few years after opening! This is a situation that San Luis Obispo County should pay particular attention to as no one wants the bad publicity of spending significant public dollars on a new facility only to have it overcrowded on the day it opens.

Intake Statistics - The following data was received from San Luis Obispo County Animal Control and organized into spread sheet format in order to show intake results over the past six years.

San Luis Obispo County Shelter - Intake Statistics - Live Animals EXHIBIT 1

Animal Intake Category	2011			2012			2013			2014			2015			2016		
	Total	DOA or EUTH	Live	Total	DOA or EUTH	Live	Total	DOA or EUTH	Live	Total	DOA or EUTH	Live	Total	DOA or EUTH	Live	Total	DOA or EUTH	Live
Bird	116	20	96	337	12	325	72	19	53	83	12	71	173	11	162	188	14	174
Cat	3,233	314	2,919	2,636	170	2,466	2,493	120	2,373	2,212	184	2,028	2,505	193	2,312	2,182	137	2,045
Dog	3,427	191	3,236	3,485	164	3,321	3,295	168	3,127	3,265	163	3,102	2,687	142	2,545	2,681	110	2,571
Livestock	21	2	19	14	1	13	10	0	10	25	3	22	14	3	11	21	2	19
Other	261	121	140	333	70	263	209	1	208	166	44	122	243	66	177	230	34	196
Total	7,058	648	6,410	6,805	417	6,388	6,079	308	5,771	5,751	406	5,345	5,622	415	5,207	5,302	297	5,005

San Luis Obispo County Shelter - Over the Counter Activity - Exhibit 2

Over the Counter	2011				2012				2013				2014				2015				2016			
	Bird	Cat	Dog	Other	Bird	Cat	Dog	Other	Bird	Cat	Dog	Other	Bird	Cat	Dog	Other	Bird	Cat	Dog	Other	Bird	Cat	Dog	Other
Disposal Required	0	12	6	7	0	9	6	2	1	4	16	0	0	7	11	3	2	21	11	8	0	3	7	1
Euthanasia Required	0	102	123	2	0	62	116	2	3	58	112	1	0	45	121	5	0	42	93	4	0	22	78	1
Owner Surrender	3	364	278	13	8	233	301	54	4	280	305	33	3	206	246	22	10	194	248	31	3	156	242	12
Quarantine	0	5	5	1	0	4	9	1	0	1	5	0	0	3	12	0	0	3	5	0	0	4	7	0
Return	0	56	122	2	1	68	128	0	0	61	131	0	0	55	132	2	0	48	95	4	1	53	110	2
Stray	5	436	354	4	5	370	401	15	4	389	338	21	5	260	375	17	10	339	298	21	12	433	331	36
Total	8	975	888	29	14	746	961	74	12	793	907	55	8	576	897	49	22	647	750	68	16	671	775	52

Note: Livestock not included in "over the counter" transactions

1.1 Dog Intake Statistics – As can be seen from the above data, “live” dog intakes have decreased over the past 6 years from a high of 3,236 in 2012 to a low of 2,545 in 2015 (reduction of approximately 21.4%). In 2016 the “live” dog intake increased modestly by 26. Based on the above statistics and in

discussions with San Luis Obispo Animal Shelter Staff, it appears that the years 2015 and 2016 represent a “leveling out” which can be anticipated to remain relatively the same into the future. Hence, we are using **2,545 dog intakes as the basis of our analysis.**

Based upon the above statistics and using the State of California mandated holding period (4 days + 1 day of impoundment + 1 day for holidays)* = 6 days we arrive at the following calculation;

2,545 dogs per year/365 days = 6.97 average dogs per day x 6 day’s required holding = 41.82 dog days – say **42 dog days or dog spaces needed.**

During 2015 (95) dogs were returned to their owner or 95/365 = .26 dogs per day. If we assume that 3 days was the average stay (which includes the 1st day of impoundment), then there are 3 days x .26 dogs = .78 dog days which we can subtract from the required holding spaces. Hence, technically we can reduce the required dogs held to 41.82 - .78 = **41.05** required dog holding spaces (assumes 1 dog per kennel).

Realistically, it can be assumed that at least 10% of the animals taken in will be sick and should be kept in Isolation cages. (Note, however, that sick animals may be kept for significantly longer periods of time until healthy. The incubation period for many domestic animal diseases is 7-14 days.) Also a few will be placed into Protective Custody and some into Quarantine. Based upon the above conditions and assumptions, we recommend the following:

Recommended Minimum Dog Holding Kennels/Habitats

- 30 Holding Kennels**
- 4 Sick/Isolation Rooms**
- 4 Quarantine Kennels**
- 4 Protective Custody Kennels**
- 42 Total Kennels plus a room for puppies/small animals**

1.2 Extended Dog Adoption - After 6 days, the available dogs for adoption on a daily basis will be 6.97 dogs per day – <.26 redeemed> = 6.71 dogs per day remaining in the facility. Based upon recent trends in more progressive California public shelters to only **euthanize for severely aggressive and dangerous dogs and those with severe behavior problems** which is consistent with current San Luis Obispo County shelter practice, we have opted to establish only a 10% “unadoptable” rate relative to calculating “extended adoption” holding capacity. This means that we are assuming that after 6 days, 10% of the animals will be euthanized due to conditions which make them unadoptable. Based upon this assumption, 6.71 dogs per day x .9 = 6.04 dogs per day would be remaining and available for adoption. **Recent San Luis Obispo County Animal Shelter practice has been to hold animals approximately 10.5 total days from date of intake.** While typically we use a minimum of an additional 10 dog days beyond the mandated holding period, (10 + 6 = 16 days total) San Luis Obispo County has indicated a desire to

* Note that State law requires a minimum 4 holding days plus the day of impoundment (5 total) for facilities which are open either one night a week or on weekends, (or 6 + 1 days (total) when not opened one night a week or on weekends) When holidays, Sundays and other factors are calculated into the yearly equation, another day is required to calculate actual cage/kennel capacity. Hence, 4 days + 1 day of impoundment + 1 extra day = 6 days. Also note that in addition to these required days, it is not possible to transfer, move or euthanize an animal until after the last mandated day – hence, it needs to remain in its cage/kennel an additional day.

maintain 10.5 days total including the initial 6 mandated days. If we assume an additional 4.5 day average of extended adoption time for these animals ($10.5 < 6 \text{ required days} > = 4.5$), then: $6.04 \text{ dogs per day} \times 4.5 \text{ days} = 27.18 \text{ dog days} = 27 \text{ additional kennels}$.

Again, some percentage of these dogs will remain in Protective Custody and Quarantine some may become sick and be moved to Sick/Isolation. Also, current trends in many facilities are to house several dogs together for socialization purposes. In addition, San Luis Obispo County Shelter has an arrangement to accept a minimum 120 dogs per year for adoption, although that arrangement apparently does not factor into the 10.5 day average. All of these factors have entered into our holding capacity recommendations below.

Based upon the above, we recommend:

21 “Extended” Adoption Kennels (Assumes only a small percentage of the Adoption dogs are either housed together or are small enough to be located in cages in the puppy room.)

Total Recommended Kennels

30 Holding Kennels

4 Sick/Isolation Rooms

4 Quarantine Kennels

4 Protective Custody Kennels

42 Kennels Subtotal

21 “Extended” Adoption Kennels

63 Total Kennels + 1 puppy small/dog room.

2.1 Cat Intake Statistics – Similar to Dog Intake statistics, cat intakes have decreased from a high of 2,919 “live” cats in 2011 to a low of 2,028 in 2014. In 2015 “live” cat intakes increased to 2,312 But then dropped again in 2016 to 2,045. Since both year 2014 and 2016 are quite similar, we will use the 2016 “live” cat totals of 2,045 as the basis of design.

$2,045 \text{ cats per year} / 365 \text{ days} = 5.60 \text{ cats/day average} \times 6 \text{ days holding (4 days + 1 day of impoundment + 1 day for holidays)} = 33.6 \text{ cat days, or } 34 \text{ cats}$.

During 2016 (53) cats were returned to their owner or $53/365 = .1452 \text{ cats per day}$. If we assume that 3 days was the average stay (which includes the 1st day of impoundment), then there are $3 \text{ days} \times .1452 \text{ cats} = .4356 \text{ cat days}$ which we can subtract from the required holding spaces. Hence, technically we can reduce the required cats held to $33.6 - <.4356> = 33.16$ (say 33) required cat holding spaces (assumes 1 cat per cage).

Realistically, it can be assumed that at least 10% of the animals taken in will be sick and should be kept in Isolation cages. (Note, however, that sick animals may be kept for significantly longer periods of time until healthy. The incubation period for many domestic animal diseases is 7-14 days.) Also a number of these cats will be feral and will need to be separated from the general cat population. A few will be placed into Protective Custody and some into Quarantine. Based upon the above conditions and assumptions, we recommend the following:

Recommended Minimum Dog Holding Kennels/Habitats

- 14 Holding Cages (2 rooms)
- 8 Sick/Isolation cages (2 rooms)
- 4 Quarantine Cages (1 room)
- 2 Protective Custody Cages (1 room or due to low quantity use another empty room)
- 8 Feral Cats (1 room)
- 36 Total Cages

2.2 Extended Cat Adoption - After 6 days, the available cats for adoption on a daily basis will be 5.60 cats per day – $\langle .1452 \text{ returned to owner} \rangle = 5.44$ cats per day remaining in the facility. Based upon recent trends in more progressive California public shelters to only **euthanize for severely sick or feral cats or those with severe behavior problems** which is consistent with current San Luis Obispo County shelter practice, we have opted to establish only a 20% “unadoptable” rate relative to calculating “extended adoption” holding capacity. This means that we are assuming that after 6 days, 20% of the animals will be euthanized (or feral cats released if a spay/neuter release program is enacted in the future) due to conditions which make them unadoptable. Based upon this assumption, $5.44 \text{ cats per day} \times .8 = 4.35$ cats per day would be remaining and available for adoption. **Recent San Luis Obispo County Animal Shelter practice has been to hold animals approximately 10.5 total days from date of intake.** As previously noted while typically we use a minimum of an additional 10 dog days beyond the mandated holding period, $(10 + 6 = 16 \text{ days total})$ San Luis Obispo County has indicated a desire to maintain 10.5 days total including the initial 6 mandated days. If we assume an additional 4.5 day average of extended adoption time for these animals $(10.5 - 6 \text{ required days} = 4.5)$, then:

$4.35 \text{ cats per day} \times 4.5 \text{ days} = 19.58 \text{ cat days} = 20 \text{ additional cages}$

Again, some percentage of these dogs will remain in Protective Custody and Quarantine some may become sick and be moved to, or remain in, Sick/Isolation. Also, current trends in many facilities are to house several cats together in socialization rooms. In addition, San Luis Obispo County Shelter has an arrangement to accept a minimum 180 cats per year for adoption, although that arrangement apparently does not factor into the 10.5 day average. All of these factors have entered into our holding capacity recommendations below.

Based upon the above, we recommend:

18 Additional Cat Spares – Since these should be generally healthy cats that are eligible for adoption, we recommend 1 larger Community Cat room housing 10 – 12 cats and one small cat room that can hold either 6 cats in cages or 3 – 4 cats in an open room environment.

* Note that State law requires a minimum 4 holding days plus the day of impoundment (5 total) for facilities which are open either one night a week or on weekends, (or 6 + 1 days (total) when not opened one night a week or on weekends) When holidays, Sundays and other factors are calculated into the yearly equation, another day is required to calculate actual cage/kennel capacity. Hence, 4 days + 1 day of impoundment + 1 extra day = 6 days. Also note that in addition to these required days, it is not possible to transfer, move or euthanize an animal until after the last mandated day – hence, it needs to remain in its cage/kennel an additional day.

Total Recommended Cat Holding Cages/Rooms

- 16 Holding Cages

- 4 Sick/Isolation Cages
- 4 Quarantine Cages
- 4 Protective Custody Cages
- 8 feral cat cages (1 room of cages)
- 36 Cages Subtotal
- 18 "Extended" Adoption Cages
 - 1 Large Community Cat Room (10 – 12 Cats
 - 1 Small Community Cat Room (3 – 6 cats)
- 54 Total Cat Spaces/Cages

SAN LUIS OBISPO COUNTY ANIMAL SHELTER - REDUCED PROGRAM B

1.0 PUBLIC AREAS Preliminary for Review Only		PROPOSED								
		QUANTITY			SIZE					
		ROOM	Kennels/ Cages/ Rm	Animals/ Room	Animal Space		W/Int.	# of	Total	Load
TYPE	Size	SF			Circ.	Rooms	NSF	Factor	GSF	
1.0 PUBLIC ADOPTION										
1.1 Adoption Cages/Kennels/Rooms										
1.1A	Adoption Dog Kennels See 3.1	-	-	-	-	-	-	-	-	-
	1.1A.1 Dog Rooms	-	n/a	8 x 8	64	-	-	-	-	0
1.1B Adoption Cats - See 3.2										
	1.1B.1 Cat Community Room (Large)	C-6 (sim.)	1	10 - 15	12 x 15	150	n/a	1	150	1.3
	1.1B.2 Cat Community Room (Small)		1	6 - 10	12 x 10	120	-	1	120	1.3
	1.1B.2 Food Prep	FP.2	1	-	5 x 8	40	-	1	40	1.5
	1.1C Small Animals - See 3.3A †	-	-	-	-	-	-	-	-	-
Subtotal 1.1			n/a	-	-	-	-	n/a	310	
1.2 Common Areas			Quantity		Rm.Size		NSF/Rm		NSF	L.F.
1.2A	Public Counter/Greeting Desk	PC-1	2		5 x 13+		65 ea		130	1.1
1.2B	Visitor Entrance Lobby	-	1		n/a		600		600	1.1
1.2C	Video Display/Information (use Lobby)	-	-		-		-		-	-
1.2D	Retail/Gifts (not used)	-	-		-		-		-	-
1.2E	Dog Get Acquainted Rooms	GA-1	1		10 x 10		100		100	1.3
1.2F	Cat Get Acquainted Rooms	GA-1	1		8 x 10		80		80	1.4
1.2G	Multi-purpose/Community/Hearing Room	CL-4	1		25 x 25		625		625	1.25
	1.2G.1 Storage Area	-	1		8 x 8		64		64	1.1
1.2H	Public Restrooms (2 Fixtures each room)	TL-4	2		10 x 14		140		280	1.3
1.2I	Counseling Room	INT-1	1		10 x 10		100		100	1.3
1.2J	Volunteer Area	-	1		15 x 15		225		225	1.25
1.2K	Owner Surrender Lobby	NO-3	1		-		-		-	-
	• Public Counter	NO-3	1		5 x 13		65		65	1.10
	• Lobby	NO-3	1		10 x 15		150		150	1.30
	• Surrender Cages w/Exam	NO-3	1		10 x 18		180		180	1.25
Subtotal 1.2			n/a					n/a		
TOTAL 1.0			n/a					n/a		3,576

* These positions are not a commitment to hire full time staff as quite often counter positions - particularly at peak activity times - are staffed by volunteers, the supervisor or one of the technicians.

† May move to Public Lobby

SAN LUIS OBISPO COUNTY ANIMAL SHELTER - *REDUCED PROGRAM B*

2.0 ADMINISTRATION/SHELTER STAFF/ANIMAL CONTROL WORK AREAS

Preliminary for Review Only

2.0	Private/ Open	Type	Size	Qty	Staff	NSF	Load Factor	GSF
2.1 Administration Area								
2.1A Manager	P	OFF-1	14 x 18	1	1	225	1.3	293
2.1B Administrative Assistants	O	OFF-10a	8 x 8 †	4	3+1	256	1.4	358
2.1C Finance (Sr. Account Clerk)	O	OFF-10a	8 x 8 †	1	1	64	1.4	90
2.1D Treasurer (Admin. Service Officer)	P	OFF-3	10 x 10	1	1	100	1.3	130
2.1E Volunteer Coordinator	P	OFF-3	10 x 10	1	1	100	1.3	130
Subtotal 2.1					7+1			1,001
2.2 Animal Control Officers								
2.2A Chief Animal Control Supervisor	P	OFF-3	10 x 10	1	1 *	100	1.3	130
2.2B ACO's	O	OFF-19	5 x 5	7	6+1*	175	1.5	263
2.2C Dispatch	P	OFF-3	10 x 10	1	-**	100	1.3	130
2.2D Storage	-	-	8 x 8	1	-	64	1.4	90
2.2E Evidence Closet	-	-	2 x 6	1	-	12	-	12
2.2F Lockers	-	-	2 x 5	8	-	80	1.1	88
Subtotal 2.2					7 +(1)			713
2.3 Shelter and Medical Staff								
2.3A Shelter Manager - See 4.10.1	-	-	-	-	1	-	-	0
2.3B Shelter Staff - See 4.10.2	-	-	-	-	3	-	-	0
2.3C Vet Tech - See 4.8.4	-	-	-	-	1	-	-	0
Subtotal 2.3					5			0
2.4 Office Support								
2.4A File Room Supplies/Copy Room ††	-	CPY-1	9 x 10	1.0	-	90	1.3	117
2.4B Interview Room (Use 1.2I)	-	-						0
Subtotal 2.4								117
Total 2.1 - 2.3					19+(2)*			1,831

* () Indicates future position.

** Position shared by other staff

† Exact size to be adjusted to meet County standards

†† Could be in an open area and not an enclosed room

April 13, 2017

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SAN LUIS OBISPO COUNTY ANIMAL SHELTER - *REDUCED PROGRAM B*

3.0 ANIMAL HOLDING AREAS

Preliminary for Review Only				PROPOSED									
				TYPE	QUANTITY		SIZE				Load Factor	GSF	
					Kennels/ Cages/Rm	Kennels/ Cages	Animal Space		W/Int. Circ.	Room NSF			Total # Rooms
Size	SF												
3.0 ANIMAL HOLDING AREAS													
3.1 Holding and Adoption Dogs													
3.1A Dog Kennels - Indoor/Outdoor	6 wards	K-9	7	42 **	6 x 4	24	44	341	6	2,046	1.25	2,558	
3.1B Small Dogs & Puppies	1 Room	C2.1	8	16	3 x 3	9	12	100	1	100	1.3	130	
3.2 Holding & Adoption Cats & Kittens Cages													
3.2A Holding Domest. Cats & Kittens *	3 Rooms	C2.1	8	24	2.5 x 4	10	15	120	3	360	1.3	468	
3.2B Holding Feral Cats	1 Room	C2.1	8	8	2.5 x 4	10	15	120	1	120	1.3	156	
3.3 Holding Small Animals / Wildlife													
3.3A Small Animals	1 Room	C2.3	10-15	8	3 x 3	9	12	100	1	100	1.3	130	
3.4 Sick/Isolation													
3.4A Dogs - Indoor Only	4 Rooms	K-8	4	4	5 X 10	50	80	50	4	200	1.5	300	
3.4B Cats & Kittens	2 Rooms	C-2	4	8	2.5 x 4	10	15	60	2	120	1.3	156	
3.5 Protective Custody													
3.5A Dogs - Indoor/Outdoor	1 Ward	K-9 (sim.)	3	3	6 x 4	24	44	132	1	132	1.3	172	
3.5B Cats/Small Animals (use one holding rooms)	0 Rooms	-	-	-	-	-	-	-	-	-	-	0	
3.6 Quarantine - Indoor/Outdoor													
3.6A Dogs (Indoor/Outdoor)	1 Ward	K-9	3	3	6 x 4	24	44	132	1	132	1.3	172	
3.6B Cats	1 Room	C-2	4	8	2.5 x 4	10	15	60	2	120	1.3	156	
3.7 Special Pregnant Dog & Puppies - Indoor/Outdoor	1 Room	K-2	1	1	6 x 6	36	66	66	1	66	1.5	99	
Total	3.0											4,494	

* 7'-6" x 16'-2" room = approx. 120 SF = 8 (4' wide) cages double stacked (or 12 triple stacked) - Rooms can be designated for feral and/or non-feral.

** An additional 8 kennels will be provided as an "Add Alternate". Design to show how these 8 kennels can easily be added to the overall layout - now or in the future.

Animal Holding Summary

Dogs

- 42 Holding Kennels + 8 Future
- 4 Sick isolation
- 3 Protective Custody
- 3 Quarantine
- 1 Special Kennel
- 53 Kennels + 8 Future Expansion = 61 + 1 Small Dog/Puppy Room

Cats - (Includes 1.0 Adoption)

- 24 Holding Cages
- 8 Feral Cats
- 88 Sick/Isolation
- 4 Quarantine
- 16 - 25 Community Cats
- 64 - 73 Cat Capacity

SAN LUIS OBISPO COUNTY ANIMAL SHELTER - **REDUCED PROGRAM B**

4.0 ANIMAL SUPPORT SERVICES

Preliminary for Review Only

4.0	Type	QTY.	SIZE	NSF	Load Factor	GSF
4.1 Grooming	G-1	1	13 x 17	221	1.3	287
4.2 Healthy Animal Food Prep/Dishwashing	FP.1	1	9 x 15	135	1.3	176
4.3 Isolation Food Prep /Dishwashing	FP.2	1	10 x 5 †	45	1.1	50
4.4 Pantry †	-	1	2 x 10 †	20	1.5	30
4.5 Laundry						
4.5.1 Healthy Animals Laundry	L-2	1	15 x 12	180	1.3	234
4.5.2 Isolation Animals Laundry	L-2	1	15 x 12	180	1.3	0
4.6 Laundry Storage †	-	1	2 x 10 †	20	1.5	30
4.7 Animal Control Intake Sallyport/Exam/Photo ID						
4.7.1 Garage/Sallyport	EX-A2	1	40 x 16	640	1.15	736
4.7.2 Temporary Intake Cages						
4.7.2.1 Cats	EX-A2	1	7 x 8	56	1.3	73
4.7.2.2 Dogs	EX-A2	1	10 x 11	110	1.3	143
4.7.3 Exam	EX-A2	1	10 x 12	120	1.3	156
4.7.4 Photo ID	EX-A2	1	7 x 6	42	1.1	46
4.7.5 ACO Storage	-	1	8 x 10	80	1.4	112
4.7.6 "Outside Agency" Night Drop	-	-	-	-	-	-
4.7.6.1 Cats	EX-A2	2	2.5 x 2.5	13	-	13
4.7.6.2 Dogs	EX-A2	2	3.5 x 6	42	-	42
4.8 Shelter Medical Areas						
4.8.1 Medical Room***	MT-1	1	15 x 25	375	1.3	488
4.8.2 Vet's Office (Not Required)	-	-	-	-	-	0
4.8.3 Oxygen Closet (Located on building exterior)	-	-	-	-	-	0
4.8.4 Vet Tech ***	-	-	-	-	-	0
4.9 Behavior Evaluation Rooms**						
4.9.1 Dog	-	1	10 x 10	100	1.25	125
4.9.2 Cat (not used) †††	-	-	-	-	-	0
4.10 Shelter Staff						
4.10.1 Shelter Supervisor	OFF-3	1	10 x 10	100	1.3	130
4.10.2 Shelter Staff*	Off-19	3	3 x 5	45	-	45
4.11 Public Night Drop ††	-	-	-	-	-	0
4.12 General Storage	-	1	15 x 15	225	1.2	270
4.13 Food Storage	-	1	15 x 15	225	1.2	270
4.14 Cage Cleaning Area	-	1	6 x 8	48	1.5	72
TOTAL 4.0						3,528

* Provide report writing type workstations in hallway.

** Temperament Testing

*** Includes treatment/prep area, holding cages and desk for Vet Tech.

† Locate off hallway for circulation

†† "Other Agency" Night Drop will be integrated within the Sallyport. Currently a Public Night Drop is not included

††† Use Cat Get Acquainted in Public Adoption Area

SAN LUIS OBISPO COUNTY ANIMAL SHELTER - *REDUCED PROGRAM B*

5.0 FACILITY SUPPORT SERVICES

Preliminary for Review Only

		PROPOSED					
		TYPE	QUANTITY	SIZE	NSF	Load Factor	GSF
5.0							
5.1	Building & Maintenance Workshop	-		10 x 10	100	1.3	0
5.2	Euthanasia	EF.3					
5.2A	Euthanasia Room	-	1	12 x 12	144	1.3	187
5.2B	Rabies Analysis Alcove	-	1	8 x 10	80	1.3	104
5.2C	Euthanasia Holding Vestibule	-	1	8 x 10	80	1.3	104
5.2D	Freezer Vestibule **	EF.3	1	12 x 5	60	1.15	0**
5.2E	Freezer **	EF.3	-	-	-	-	0
5.2F	Public Animals ††	-	1	12 x 12	144	1.3	0
5.3	Mechanical/Boiler Room *	-	1	10 x 10†*	100	1.3	130
5.4	Telephone Equipment Room (Locate in IT Room)	-	-	-	-	-	0
5.5	Main Electrical Room †	-	1	10 x 10	100	1.3	130
5.6	Crematory (See site areas)	-	-	-	-	-	-
5.7	Water/Fire Protection Riser (locate in sallyport) ***	-	-	-	-	-	-
5.8	2 Vehicle Garage - See 4.7 Animal Control Intake	EX.A2	-	-	-	-	-
5.9	Janitor's Closet	-	1	5 x 6	30	1.5	45
5.1	IT Room	-	1	10 x 12	120	1.3	156
5.10	Staff Restrooms/Lockers/Showers						
5.10.1	Unisex	TL-1	2	8 x 7.5	120	1.3	156
5.10.2	Unisex Locker Alcove	-	1	8 x 10	80	1.4	112
5.10.3	Shower Room	-	1	8 x 6	48	1.5	72
5.11	Staff Lounge w/ Kitchen	LK-1	1	15 x 15	225	1.2	270
5.12	Chemical Cleaning Rooms	-	1	8 x 8	64	1.5	96
5.13	Recycling Area†††	-	-	-	-	-	0
5.14	"Honor Farm" Inmate Support Areas						
5.14.1	Unisex Restroom	-	1	8 x 8	64	1.5	96
5.14.2	Break Area	-	1	10 x 12	120	1.3	156
Total 5.0							1,814

* Assume all roof top units. - Needs to be verified.

** Exterior Space

*** Requires Fire Department Approval

† Assume outdoor main service and switchgear with interior electrical panels located in hallway. Need to verify during Schematic Design

†† Locate away from Shelter Euthanasia Room in area accessible by public from separate door.

††† Locate in covered exterior area

†* To be determined by Mechanical Engineer

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SAN LUIS OBISPO COUNTY ANIMAL SHELTER - REDUCED PROGRAM B

6.0 BARN / FARM ANIMALS

Preliminary for Review Only		PROPOSED				
6.0 BARN/FARM ANIMALS		QTY	SIZE	NSF	LOAD FACTOR	GSF
6.1	Stalls	8	12 x 12	1152	1.1	1,267
6.2	Tack Room	1	12 x 12	144	1.1	158
6.3	Hay Storage	1	12 x 12	144	1.1	158
6.4	Aisle	1	13 x 60	780	-	780
Total 7.0						2,363

For exterior areas, see 7.0 Building Site Areas.

SAN LUIS OBISPO COUNTY ANIMAL SHELTER - *REDUCED PROGRAM B*

7.0 Summary Building Program

7.1 Department Areas (Conditioned SF)			GSF	Total GSF	
1.0	Public Adoption		3576		
2.0	Administration/Work Areas		1831		
3.0	Animal Holding Areas		4494		
4.0	Animal Support Services		3528		
5.0	Facility Support Services		1814		
Subtotal 1.0 - 5.0			15,243		
10% Interdepartmental Load Factor (ILF)			1,524		
Subtotal 1.0 - 5.0 plus 10% ILF			16,767	16,767 SF	
7.2 Site Areas		Space #	SF	GSF	
A. Parking/Roads					
A1. Public Parking					
A1.1	Visitors	25	400	10,000	
A1.2	Volunteers	8	400	3,200	
A2. Staff Parking					
A2.1	Staff Vehicles	20	400/space	8,000	
A2.2	Facility Vehicles ††	8	400/space	3,200	
A2.3	Sallyport Driveway	1	1,200	1,200	
A2.4	Main Bldg. Roads 25 x 300	1	7,500	7,500	
A2.5	Barn Access 20 x 100	1	2,000	2,000	
Parking Subtotal A				35,100	35,100 SF
B.	Outdoor Dog Exercise Areas - Allow 5,000 SF	1	5,000	5,000	
C.	Site Landscaping - 1.5 x Bldg. Footprint	1	25,000	25,000	
D.	Outdoor Public Gathering Space	1	1,600	1,600	
E.	Outdoor Dog Runs ***	61 Runs	2,928	2,928	
F.	Cat Porches	2	200	400	
G.	Barn	1	2,363	2,363	
H.	Paddocks	8	12 x 15	1,440	
I.	Pasture	1	-	10,000	
J.	Alt 1 - 8 Kennel Addition	1	896	896	
K.	Crematory/Freezer	1	600	600	
Subtotal B -K				50,227	50,227 SF
Subtotal Site Areas A -K				85,327	
**TOTAL "Minimum" Site & Building Area - A + B					102,094 SF or 2.34 acres

* Assumes a 1 story building where bldg SF = bldg foot print

** Assumes an efficient square or rectilinear site - all portions of which are buildable

*** 61 runs x 48 SF/exterior area = 2,928 SF (For indoor/outdoor kennels only)

†† 8 ACO Trucks/Vehicles

April 26, 2017

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SAN LUIS OBISPO COUNTY ANIMAL SHELTER

NEEDS ASSESSMENT & FACILITY PROGRAM

4.2 PROGRAM CHARTS

Enclosed in this section are the following Program Charts:

Reduced Program - B

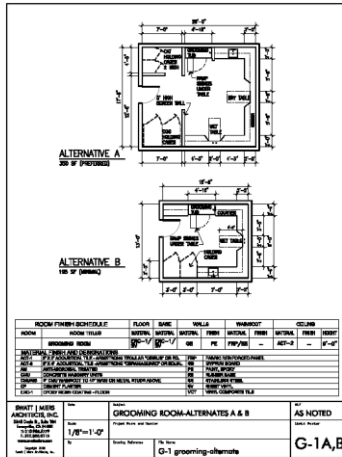
- 1.0 Public Areas
- 2.0 Administration / Animal Control Work Areas
- 3.0 Animal Holding Areas
- 4.0 Animal Support Services
- 5.0 Facility Support Services
- 6.0 Barn / Farm Animals
- 7.0 Summary Building Program

San Luis Obispo Animal Care & Control Facility
2018 Final Program

PROGRAM	Area	Sq. Ft.	PROPOSED		Total	Total
			Area	Sq. Ft.		
1.0 PUBLIC ENTRANCE & LOBBIES						
1.01 Public Entrance		1,000		1,000	1,000	1,000
1.02 Lobby		1,000		1,000	1,000	1,000
1.03 Waiting Area		1,000		1,000	1,000	1,000
1.04 Office		1,000		1,000	1,000	1,000
1.05 Reception		1,000		1,000	1,000	1,000
1.06 Restroom		1,000		1,000	1,000	1,000
1.07 Storage		1,000		1,000	1,000	1,000
1.08 Office		1,000		1,000	1,000	1,000
1.09 Office		1,000		1,000	1,000	1,000
1.10 Office		1,000		1,000	1,000	1,000
1.11 Office		1,000		1,000	1,000	1,000
1.12 Office		1,000		1,000	1,000	1,000
1.13 Office		1,000		1,000	1,000	1,000
1.14 Office		1,000		1,000	1,000	1,000
1.15 Office		1,000		1,000	1,000	1,000
1.16 Office		1,000		1,000	1,000	1,000
1.17 Office		1,000		1,000	1,000	1,000
1.18 Office		1,000		1,000	1,000	1,000
1.19 Office		1,000		1,000	1,000	1,000
1.20 Office		1,000		1,000	1,000	1,000
1.21 Office		1,000		1,000	1,000	1,000
1.22 Office		1,000		1,000	1,000	1,000
1.23 Office		1,000		1,000	1,000	1,000
1.24 Office		1,000		1,000	1,000	1,000
1.25 Office		1,000		1,000	1,000	1,000
1.26 Office		1,000		1,000	1,000	1,000
1.27 Office		1,000		1,000	1,000	1,000
1.28 Office		1,000		1,000	1,000	1,000
1.29 Office		1,000		1,000	1,000	1,000
1.30 Office		1,000		1,000	1,000	1,000
1.31 Office		1,000		1,000	1,000	1,000
1.32 Office		1,000		1,000	1,000	1,000
1.33 Office		1,000		1,000	1,000	1,000
1.34 Office		1,000		1,000	1,000	1,000
1.35 Office		1,000		1,000	1,000	1,000
1.36 Office		1,000		1,000	1,000	1,000
1.37 Office		1,000		1,000	1,000	1,000
1.38 Office		1,000		1,000	1,000	1,000
1.39 Office		1,000		1,000	1,000	1,000
1.40 Office		1,000		1,000	1,000	1,000
1.41 Office		1,000		1,000	1,000	1,000
1.42 Office		1,000		1,000	1,000	1,000
1.43 Office		1,000		1,000	1,000	1,000
1.44 Office		1,000		1,000	1,000	1,000
1.45 Office		1,000		1,000	1,000	1,000
1.46 Office		1,000		1,000	1,000	1,000
1.47 Office		1,000		1,000	1,000	1,000
1.48 Office		1,000		1,000	1,000	1,000
1.49 Office		1,000		1,000	1,000	1,000
1.50 Office		1,000		1,000	1,000	1,000
1.51 Office		1,000		1,000	1,000	1,000
1.52 Office		1,000		1,000	1,000	1,000
1.53 Office		1,000		1,000	1,000	1,000
1.54 Office		1,000		1,000	1,000	1,000
1.55 Office		1,000		1,000	1,000	1,000
1.56 Office		1,000		1,000	1,000	1,000
1.57 Office		1,000		1,000	1,000	1,000
1.58 Office		1,000		1,000	1,000	1,000
1.59 Office		1,000		1,000	1,000	1,000
1.60 Office		1,000		1,000	1,000	1,000
1.61 Office		1,000		1,000	1,000	1,000
1.62 Office		1,000		1,000	1,000	1,000
1.63 Office		1,000		1,000	1,000	1,000
1.64 Office		1,000		1,000	1,000	1,000
1.65 Office		1,000		1,000	1,000	1,000
1.66 Office		1,000		1,000	1,000	1,000
1.67 Office		1,000		1,000	1,000	1,000
1.68 Office		1,000		1,000	1,000	1,000
1.69 Office		1,000		1,000	1,000	1,000
1.70 Office		1,000		1,000	1,000	1,000
1.71 Office		1,000		1,000	1,000	1,000
1.72 Office		1,000		1,000	1,000	1,000
1.73 Office		1,000		1,000	1,000	1,000
1.74 Office		1,000		1,000	1,000	1,000
1.75 Office		1,000		1,000	1,000	1,000
1.76 Office		1,000		1,000	1,000	1,000
1.77 Office		1,000		1,000	1,000	1,000
1.78 Office		1,000		1,000	1,000	1,000
1.79 Office		1,000		1,000	1,000	1,000
1.80 Office		1,000		1,000	1,000	1,000
1.81 Office		1,000		1,000	1,000	1,000
1.82 Office		1,000		1,000	1,000	1,000
1.83 Office		1,000		1,000	1,000	1,000
1.84 Office		1,000		1,000	1,000	1,000
1.85 Office		1,000		1,000	1,000	1,000
1.86 Office		1,000		1,000	1,000	1,000
1.87 Office		1,000		1,000	1,000	1,000
1.88 Office		1,000		1,000	1,000	1,000
1.89 Office		1,000		1,000	1,000	1,000
1.90 Office		1,000		1,000	1,000	1,000
1.91 Office		1,000		1,000	1,000	1,000
1.92 Office		1,000		1,000	1,000	1,000
1.93 Office		1,000		1,000	1,000	1,000
1.94 Office		1,000		1,000	1,000	1,000
1.95 Office		1,000		1,000	1,000	1,000
1.96 Office		1,000		1,000	1,000	1,000
1.97 Office		1,000		1,000	1,000	1,000
1.98 Office		1,000		1,000	1,000	1,000
1.99 Office		1,000		1,000	1,000	1,000
2.00 Office		1,000		1,000	1,000	1,000

Sample Program Chart

4.3 Room Types



The following pages illustrate generic room types for most of the Animal Holding and staff related rooms which have been used to generate both the facility program and the concept drawings included herein. It must be stressed that many of these room types can and will vary during the design process to accommodate the requirements of the site and overall space planning needs. Similarly, recommended finishes and equipment are often included in the room type which also will vary depending upon budget and client preferences. Users and clients should also realize that these generic types are open for discussion and can be adjusted to meet the specific needs of the project.

Animal Habitats in recently planned animal shelters – particularly for those animals which have been deemed adoptable - have changed dramatically over the last 5 years. Large open air rooms with 20 to 30 dogs facing one another (double loaded kennels) have generally been replaced by single loaded kennels within much smaller wards of 6 to 8 dogs in order to improve disease control and noise attenuation – the latter by helping to reduce barking – and also to reduce stress by eliminating eye contact. As new shelter site selection processes opt for more public accessible sites as a means for increasing adoption and education activities, it follows that more indoor shelters have been designed and constructed in order to control noise relative to adjacent properties. However, even where indoor/outdoor kennels have been used, they have taken on more of a garden setting with fewer kennels in one area. In regards to the Medicine Hat SPCA program, a few specific program components are noteworthy including;

Dog Kennel/Holding Arrangement

We have created 3 different Dog Holding habitats which are based upon different operational needs. These habitats include;

- Indoor/Outdoor Kennels** – These kennels place 1/2 the dog area on the inside of the building and the remainder of the run on the outside which is separated by a guillotine door which is a controlled by a pulley/counterweight mechanism which is located on the staff side of the interior portion of the kennel. On indoor/outdoor kennels, the purpose of the guillotine door is twofold as it allows staff to both allow the dog access to the exterior run while also facilitating cleaning of either side so that the dog does not have to be removed or handled. . The guillotine door operates similar to the traditional all indoor kennels described below under ISO Kennels. While an outdoor

4.3 Room Types

environment provides the dog with access to the exterior and fresh air, it also creates a noise issue which often restricts possible shelter sites. See Room Type K-9

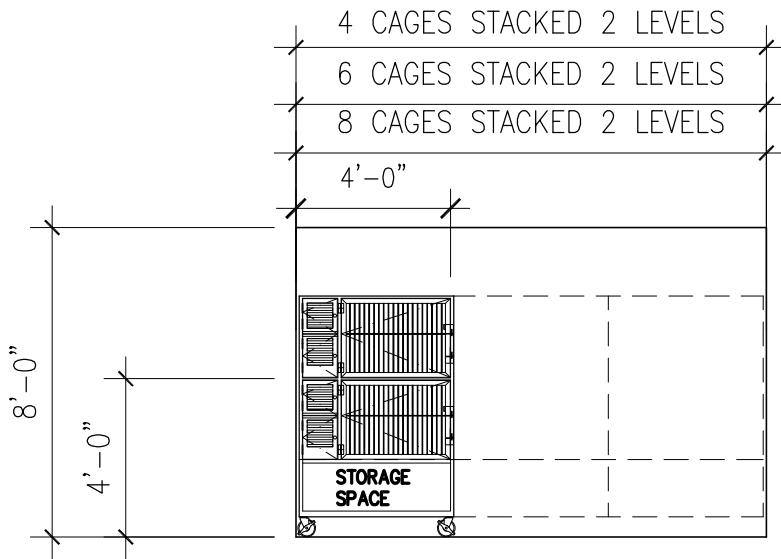
- **Indoor Kennels** – This design is similar in concept to the indoor/outdoor kennel but is located all indoor. Indoor kennels are generally 4' wide by 9' long with the guillotine at the 6'/3' juncture of the 9' long kennel. The operating mechanism is the same as that described under ISI Kennel, except that the pulley counterweight is located on each side of the kennel in the staff area. See Room Type K1
- **ISO Kennels** – This design creates individual indoor ISO kennels within a 5' x 10' overall space. The room contains a guillotine door at the 5'/5' juncture which sits upon either a trench drain cover or a 6" concrete curb with individual drains on each side. This guillotine door is generally left in the up position so that the dog has the full 10' long area. However, it is operated by staff outside the kennel by a pulley/counterweight mechanism for cleaning so that the dog does not have to be removed or handled. Essentially each dog is moved to one end, the door closed and the opposite side cleaned. They then are moved to the cleaned side, door closed and the other side is cleaned. Indoor kennels such as these are the easiest to maintain acoustical control within the facility and provide the greatest protection for animals relative to disease transfer as each room has its own separate air supply and exhaust. See Room Type K-8
- **Indoor Rooms** – Over the past 15 years, indoor adoption rooms (and even holding rooms in some facilities) have gained popularity as they provide each dog with an individualized, non-institutional environment which, depending on its interior design, can appear more home-like to prospective adopters. Additionally, viewing an animal in a home-like setting can bring out the animals best features. These rooms have their own individual drains and are generally grouped around a Socialization Room which provides not only a larger room for socializing activities but also aides in the cleaning of the rooms as the dogs are moved into the Socialization space as their individual room is being cleaned. The Socialization Room also serves as a get acquainted room for larger facilities. See Room Type AS-1 for both Dog Room and Socialization Room.

4.3 Room Types

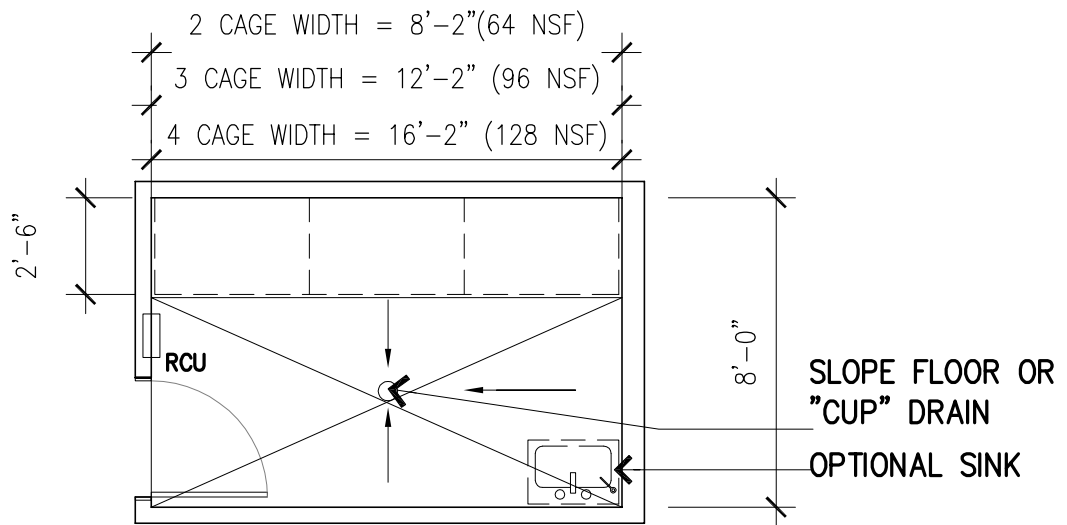
Crematory vs. Rendering Services

Historically, many shelters have relied upon “rendering” companies for the disposal of dead animals, including both those euthanized within the facility and those brought in by Animal Control officers (or the public), via road kill. Typically, these animals are held in freezers or coolers and picked upon once or twice a week. Over the years, the cost of these services has increased and recently, there are predictions that some rendering companies could stop providing these services. This presents a serious potential problem for Animal Care facilities many of whom are looking more closely at the cost benefits and feasibility of crematories. Based upon our experience, we feel it is prudent either to install or plan for a future crematory.

C-2	Cats/Kittens/Small Animal Holding
C-2.1	Cats/Kittens/Small Animal Holding
C-2.3	Holding Small Dogs & Small Animals
C-6	Community Cats w/Food Prep
CL-4	Multi-Purpose Room
CPY.1	Copy Room
EF-3	Euthanasia, Holding & Rabies Alcove
EX-A2	Exam and Registry with Garage/Sallyport
FP-1	Food Prep
FP-2	Food Prep
G-1	Grooming
GA-1	Contact/Get Acquainted Room
INT-1	Interview Room
K-2	Kennel – Pregnant Dogs, Puppies
K-8	ISO Kennels
K-9	Indoor/Outdoor Kennels
L-2	Laundry
LK-1	Staff Lounge & Kitchen
MT-1	Medical Treatment Room
NO-3	Owner Surrender
OFF-1	Professional Office with Conference Table
OFF-3	Professional Office
OFF-10a	Workstation
OFF-19	Report Writing Station
PC-1	Public Counter
TL-1	Unisex Restrooms
TL-4	Public Restrooms



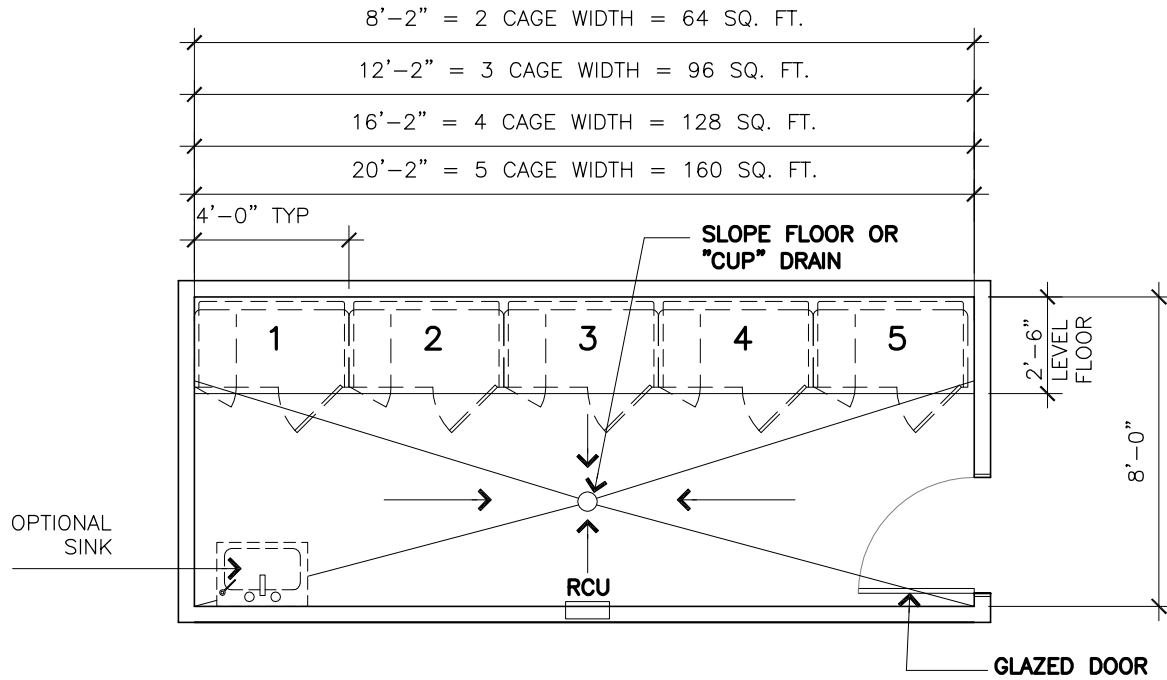
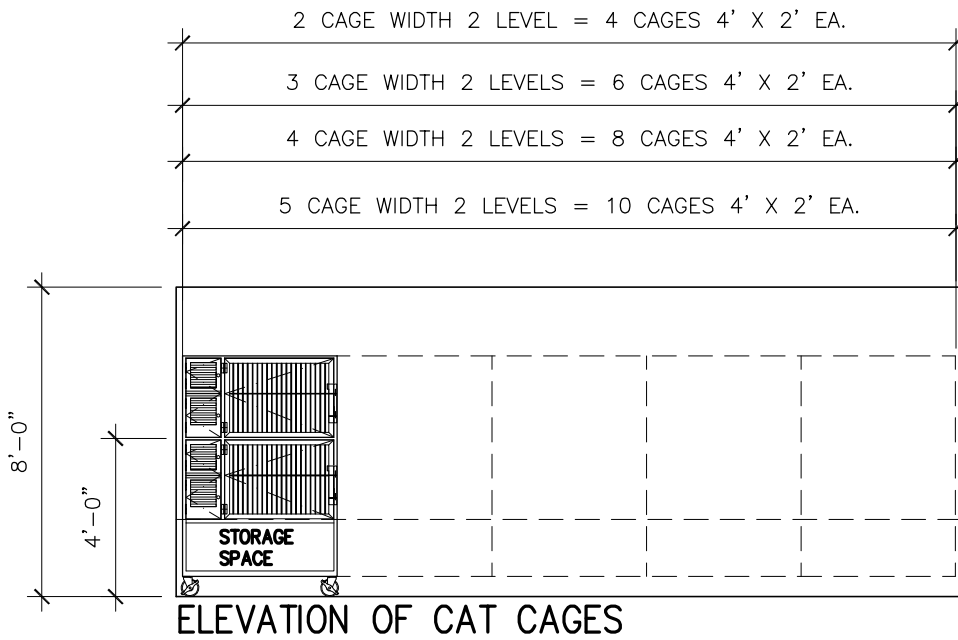
ELEVATION OF CAT CAGES



TYPICAL LAYOUT FOR CAT HOLDING AND ISOLATION CAT HOLDING ROOMS

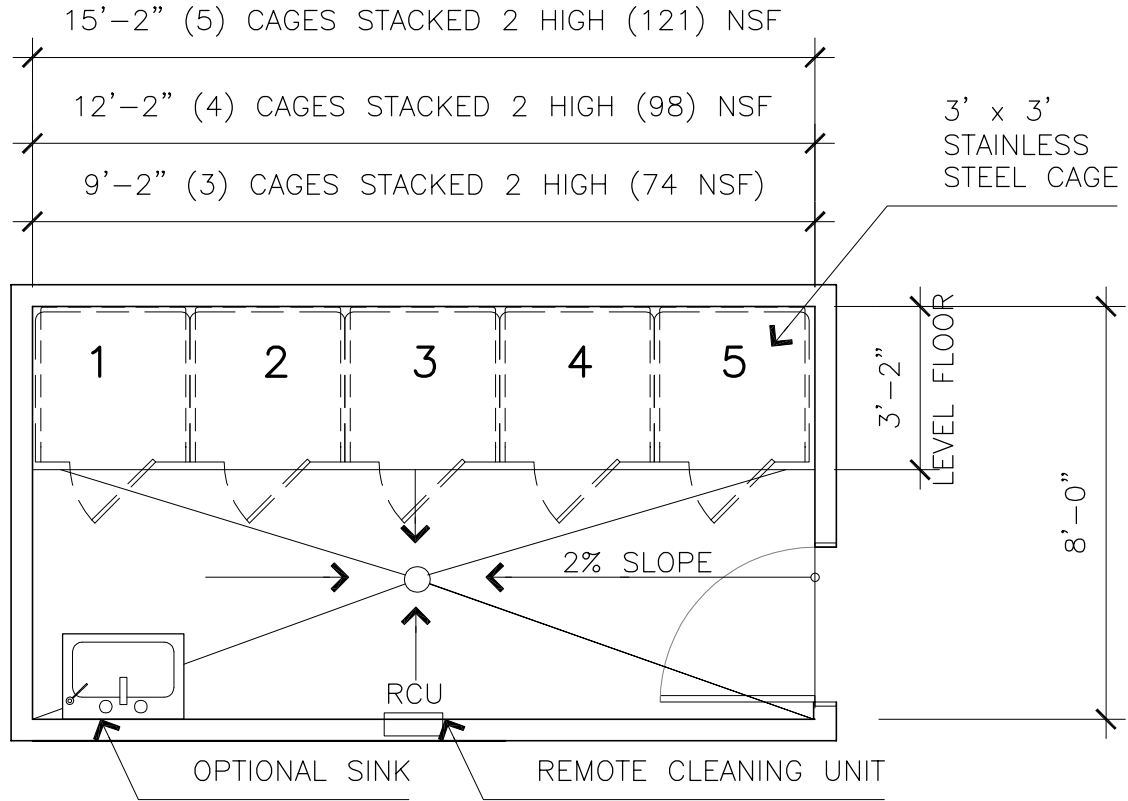
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ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	CATS/KITTENS SMALL ANIMAL HOLDING	ERC-1	ERC-1	GB	PE	FRP/ERC-2	-	ACT-2	-	8'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			ERC-2	EPOXY RESIN COATING - WALL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			FRP	FABRIC REINFORCED PANEL					
AM	ANTI-MICROBIAL TREATED			GB	GYPSUM BOARD					
CMU	CONCRETE MASONRY UNITS			PE	PAINT, EPOXY					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CP	CEMENT PLASTER			SV	SHEET VINYL					
ERC-1	EPOXY RESIN COATING - FLOOR									

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	Scale	3/16" = 1'-0"	Project Name and Number		Sketch Number		
	By	MC	Drawing Reference	File Name	C-2 Cat Holding		C-2



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	CATS/KITTENS SMALL ANIMAL HOLDING	ERC-1	ERC-1	BB/GB	PE	ERC-2	-	ACT-2	-	8'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			ERC-2	EPOXY RESIN COATING - WAINSCOT					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			FRP	FABRIC REINFORCED PANEL					
AM	ANTI-MICROBIAL TREATED			GB	GYPSUM BOARD					
BB	CEMENT FIBER BACKER BOARD			PE	PAINT, EPOXY					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CP	CEMENT PLASTER			SV	SHEET VINYL					
ERC-1	EPOXY RESIN COATING - FLOOR			VCT	VINYL COMPOSITE TILE					

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	Scale	3/16" = 1'-0"	Project Name and Number		Sketch Number		
	By	AJH	Drawing Reference	File Name	C-2.1 cat holding		
							C-2.1



HOLDING SMALL DOGS AND PUPPIES/SMALL ANIMALS

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	HOLDING SMALL DOGS & PUPPIES	ERC-1	ERC-1	BB/GB	ERC2/PE	ERC-2	-	ACT-2	-	8'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			ERC-2	EPOXY RESIN COATING - WAINSCOT					
ACT-2	2' X 4' ACOUSTICAL TILE - ARMSTRONG "CERAMAGUARD" OR EQUAL			FRP	FABRIC REINFORCED PANEL					
AM	ANTI-MICROBIAL TREATED			GB	GYPSUM BOARD					
BB	CEMENT FIBER BACKER BOARD			PE	PAINT, EPOXY					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CP	CEMENT PLASTER			SV	SHEET VINYL					
ERC-1	EPOXY RESIN COATING - FLOOR									

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Scale
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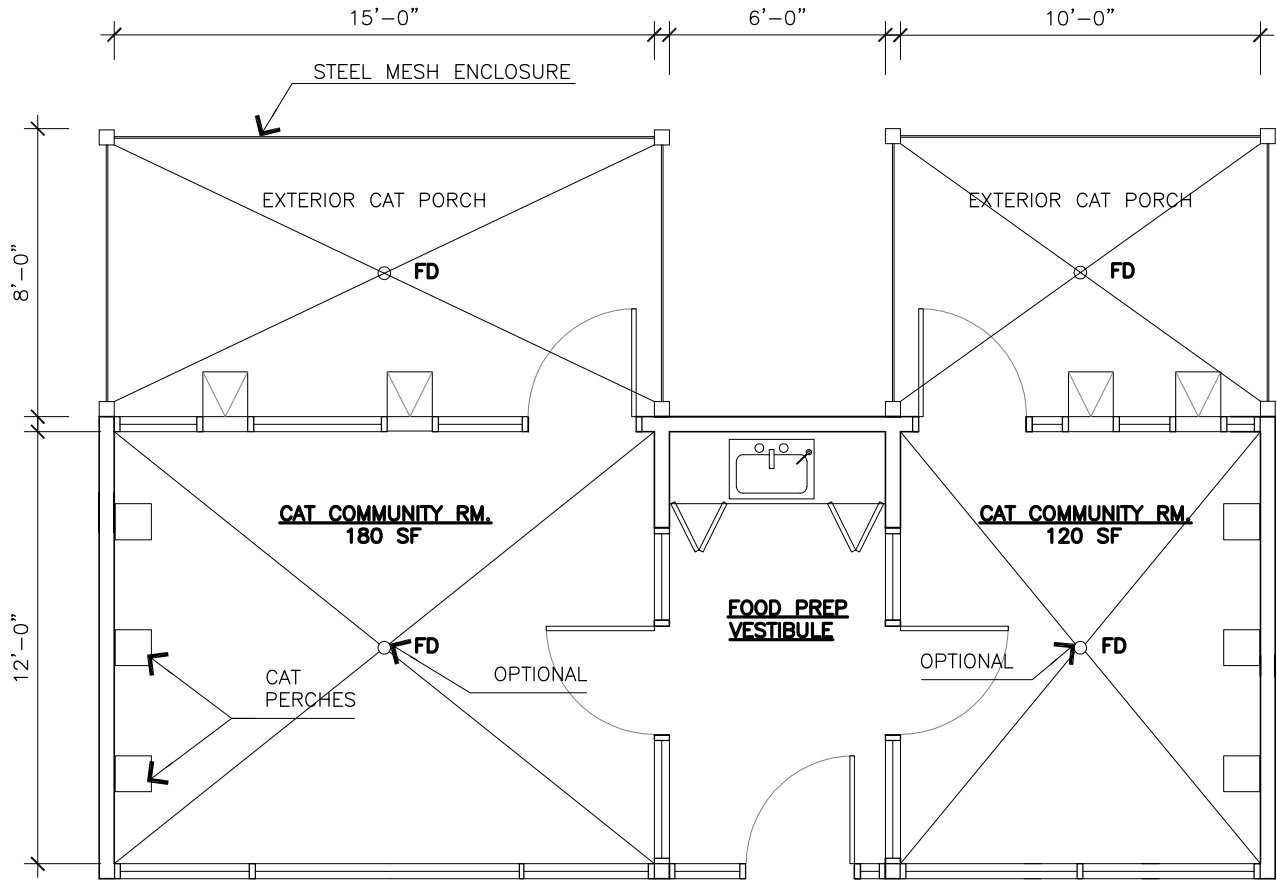
By
MC

Subject
HOLDING SMALL DOGS, SMALL ANIMALS

Drawing Reference
File Name
C-2.3 Small Animals

NSF
AS NOTED

Sketch Number
C-2.3

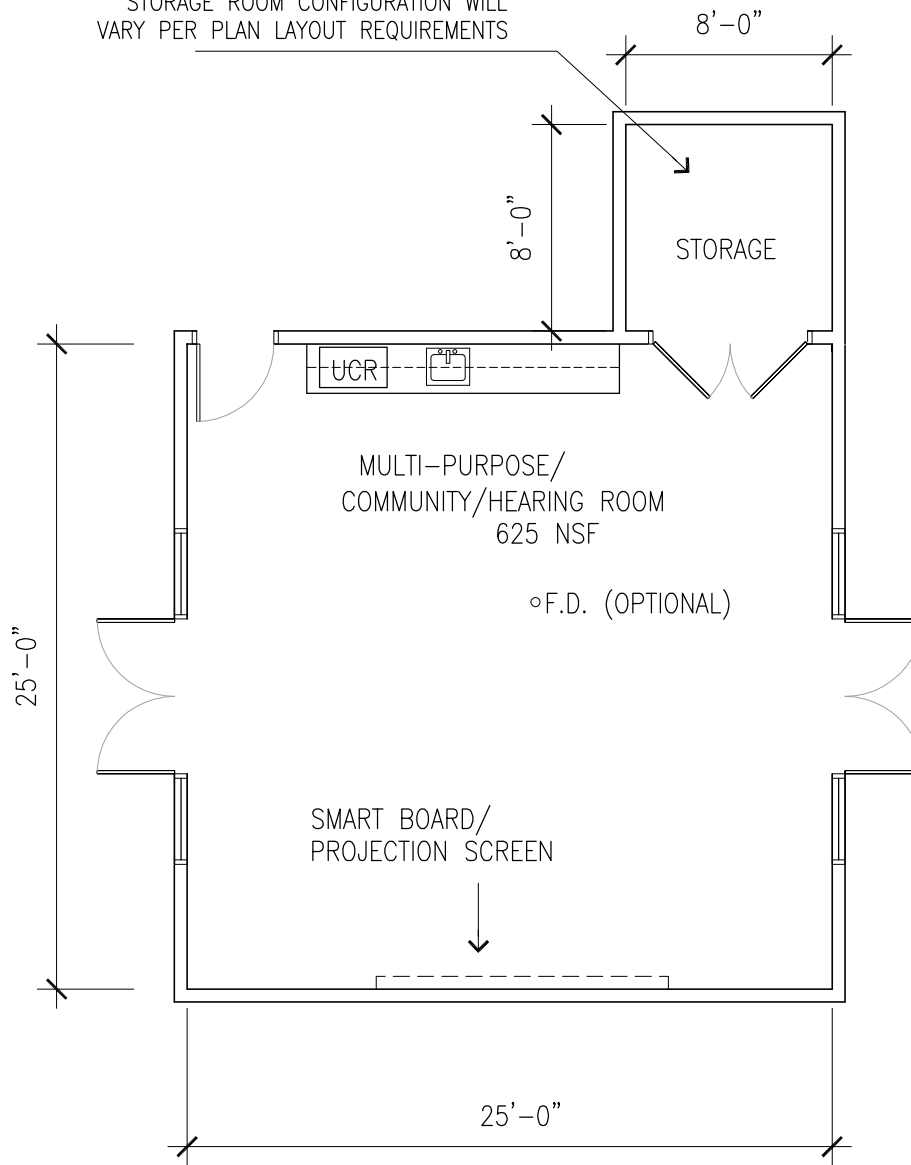


ROOM FINISH SCHEDULE

ROOM		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
C-6	COMMUNITY CAT ROOM INTERIOR	SV	SV	GB	PSG/FRP	FRP	-	GB/ACT-1	-	VARIES
C-6	CAT PORCH	ERC-1	ERC-1	MATCH EXTERIOR		-	-	EXPOSED		
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			FRP	FABRIC REINFORCED PANEL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			GB	GYPSUM BOARD					
AM	ANTI-MICROBIAL TREATED			PE	PAINT, EPOXY					
CMU	CONCRETE MASONRY UNITS			PF	PAINT, FLAT					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CP	CEMENT PLASTER			SV	SHEET VINYL					
CPA	CUSTOM PAINTED - ARTISTIC THEME									

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	Scale	3/16" = 1'-0"	Project Name and Number	VARIES		Sketch Number	
	By	MC	Drawing Reference	File Name	C-6 comm. cat rm		C-6

STORAGE ROOM CONFIGURATION WILL VARY PER PLAN LAYOUT REQUIREMENTS



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	MULTI-PURPOSE TRAINING	RF	RF	GB	PSG	TPS/FRP	—	ACT-1	—	10'-0"
	STORAGE	RF/CONC	RB	GB	PSG	FRP	—	ACT-1	—	9'-0"

MATERIAL FINISH AND DESIGNATIONS

ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	GB	GYPSUM BOARD
ACT-2	2' X 4' ACOUSTICAL TILE - ARMSTRONG "CERAMAGUARD" OR EQUAL	PE	PAINT, EPOXY
AM	ANTI-MICROBIAL TREATED	PSG	PAINT, SEMIGLOSS
CMU	CONCRETE MASONRY UNITS	RB	RUBBER BASE
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	RF	RUBBER FLOOR
CP	CEMENT PLASTER	SS	STAINLESS STEEL
ERC-2	EPOXY RESIN COATING - WALL	SV	SHEET VINYL
FRP	FABRIC REINFORCED PANEL	O	FLOOR DRAIN

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By

MC

Subject

MULTI-PURPOSE ROOM

Drawing Reference

File Name

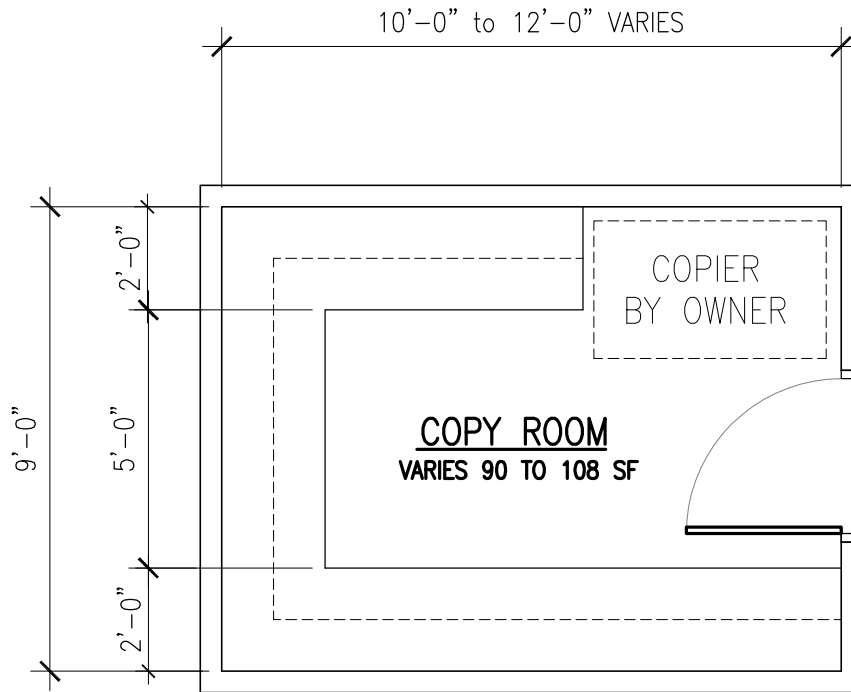
CL-4 Multi-Purpose

NSF

625 NSF

Sketch Number

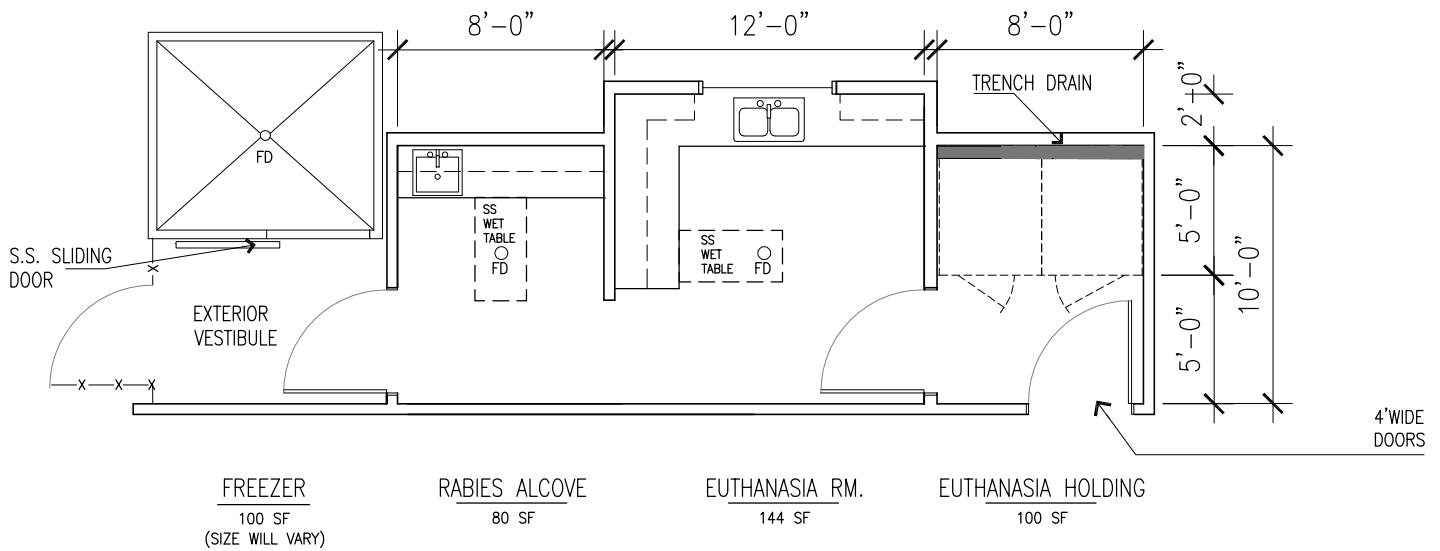
CL-4



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	COPY ROOM	SV	RB	GB	PSG	-	-	ACT-1	-	9'-0"

MATERIAL FINISH AND DESIGNATIONS						
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	GB	GYPSUM BOARD		SF	STORE FRONT
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	GB/AS	GYPSUM BOARD WITH AS.		ST	STAINLESS STEEL
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	AS	ACOUSTICAL SPRAY		SV	SHEET VINYL
CMU	CONCRETE MASONRY UNITS	GBMR	GB; MOISTURE RESISTANT		TPS	THERMOPLASTIC WALL SHEET
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PE	PAINT, EPOXY		TRS	TRANSLUCENT ROOF SYS.
CP	CEMENT PLASTER	PF	PAINT, FLAT		WD	WOOD
ERC-1	EPOXY RESIN COATING-FLOOR	PSG	PAINT, SEMIGLOSS			
FRP	FABRIC REINFORCED PANEL	RB	RUBBER BASE			

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	Scale	1/4" = 1'-0"				Sketch Number	
	By	MC	Drawing Reference	File Name	CPY-1 copy room		

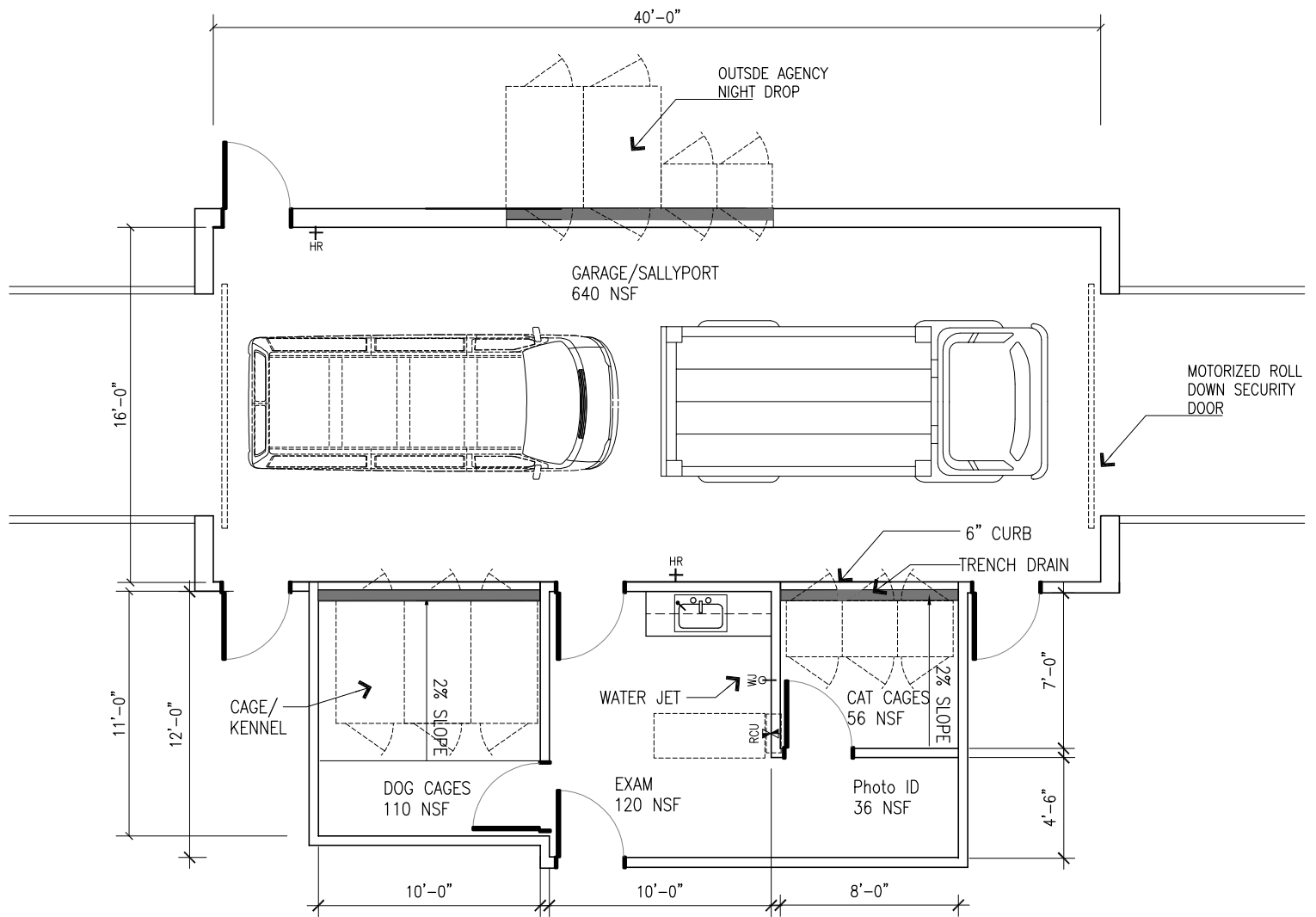


* ALL CABINETS TO BE LOCKED

ROOM FINISH SCHEDULE

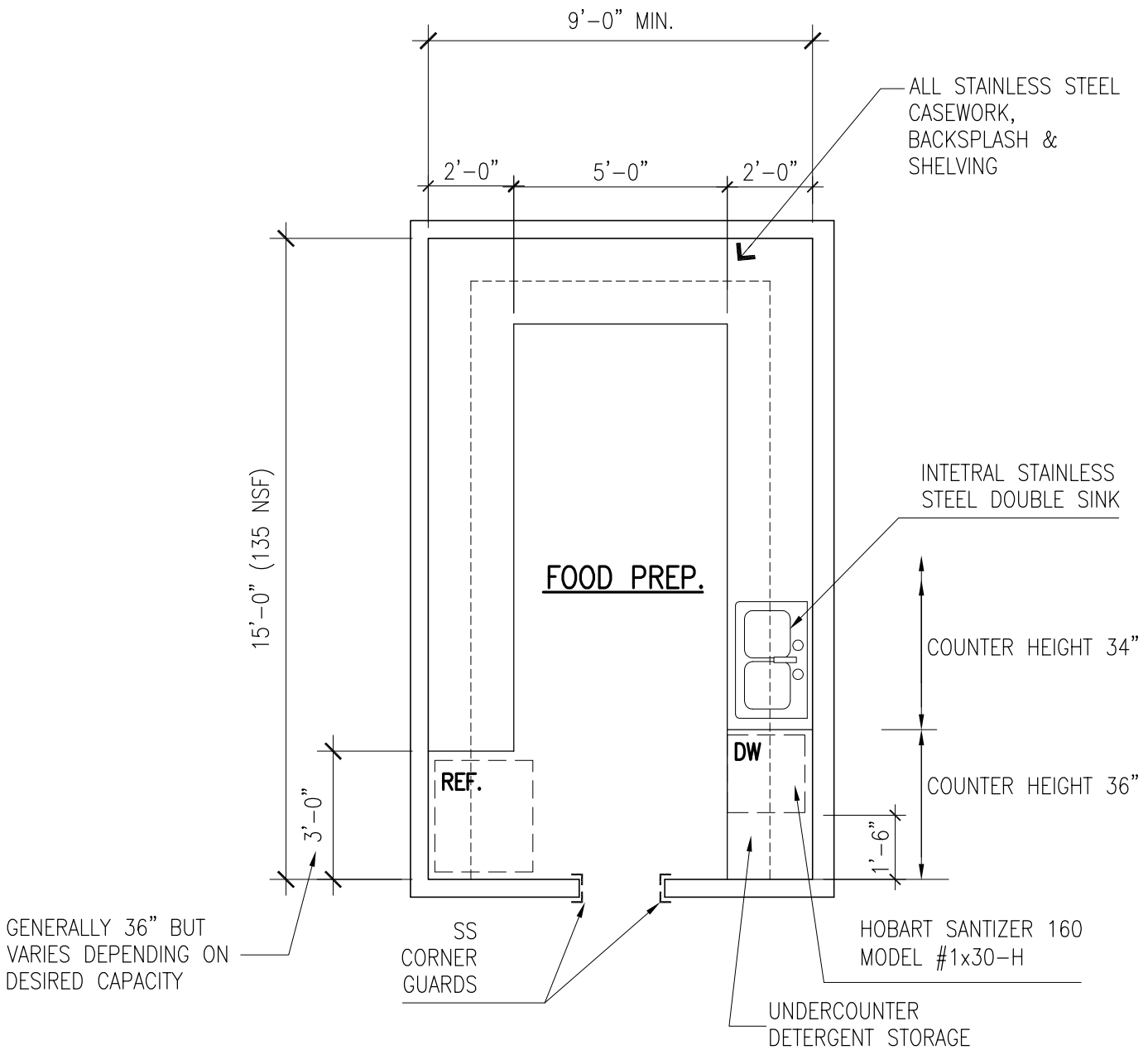
ROOM	ROOM TITLES	FLOOR	BASE	WALLS		WAINSCOT		CEILING		
		MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	EUTHANASIA	ERC-1	ERC-1	GB/BB	PE	ERC-2	-	ACT-2	-	9'-0"
	HOLDING CAGES	ERC-1	ERC-1	GB/BB	PE	ERC-2	-	ACT-2	-	9'-0"
	RABIES ALCOVE	ERC-1	ERC-1	GB/BB	PE	ERC-2	-	ACT-2	-	9'-0"
	FREEZER	ERC-1	ERC-1	SS *	#4	*	*	*	*	8'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL				ERC-2	EPOXY RESIN COATING-WALL				
CMU	CONCRETE MASONRY UNITS				FRP	FABRIC REINFORCED PANEL				
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE				PE	PAINT, EPOXY				
ERC-1	EPOXY RESIN COATING-FLOOR				SV	SHEET VINYL				
SS	STAINLESS STEEL - #4 FINISH									
*	STAINLESS STEEL - #4 FINISH									

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	7-7-17	EUTHANASIA, HOLDING AND RABIES		AS NOTED
	Scale	Project Name and Number		Sketch Number
	1/8"=1'-0"			
By	Drawing Reference	File Name	EF-3	
MC		EF-3 Euthanasia		



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	EXAMINATION & REGISTRY CAGES	ERC-1	ERC-1	BB/GB	PF	ERC-2/FRP	-	ACT-2	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	ERC	EPOXY RESIN COATING	PSG	PAINT, SEMIGLOSS					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	FRP	FABRIC REINFORCED PANEL	RB	RUBBER BASE					
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	GB	GYPSUM BOARD	ST	STAINLESS STEEL					
AM	ANTI-MICROBIAL TREATED	GACS	GYPSUM BOARD WITH SPRAY	SV	SHEET VINYL					
CMU	CONCRETE MASONRY UNITS	GBMR	GB, MOISTURE RESISTANT,L.5	TPS	THERMOPLASTIC WALL SHEET					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PE	PAINT, EPOXY	TRS	TRANSLUCENT ROOF SYS.					
CP	CEMENT PLASTER	PF	PAINT, FLAT							

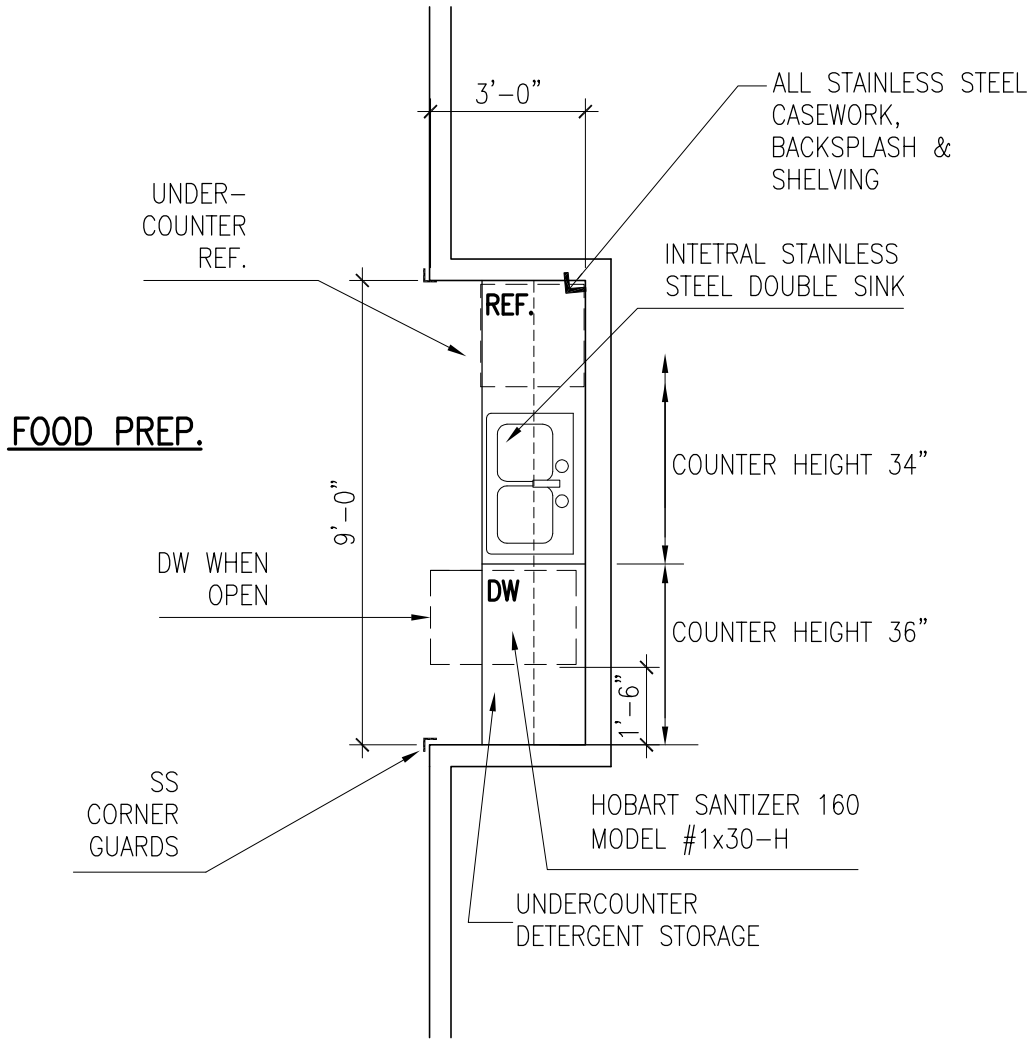
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	Scale	1/8" = 1'-0"	Project Name and Number		Sketch Number		
	By	MC	Drawing Reference	File Name		EX-A2	
				EX-A2 Exam and Registry			



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	FOOD PREP	ERC-1	ERC-1	ERC-2	PSG/ -	FRP/ST	- / #4	ACT-2	-	VARIES

MATERIAL FINISH AND DESIGNATIONS						
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	FRP	FABRIC REINFORCED PANEL	RB	RUBBER BASE	
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	GB	GYPSUM BOARD	SF	STORE FRONT	
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	GB/AS	GYPSUM BOARD WITH AS.	ST	STAINLESS STEEL	
CMU	CONCRETE MASONRY UNITS	AS	ACOUSTICAL SPRAY	SV	SHEET VINYL	
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	GBMR	GB, MOISTURE RESISTANT L.5	TPS	THERMOPLASTIC WALL SHEET	
CP	CEMENT PLASTER	PE	PAINT, EPOXY	TRS	TRANSLUCENT ROOF SYS.	
ERC-1	EPOXY RESIN COATING-FLOOR	PF	PAINT, FLAT	WD	WOOD	
ERC-2	EPOXY RESIN COATING-WALL	PSG	PAINT, SEMIGLOSS			

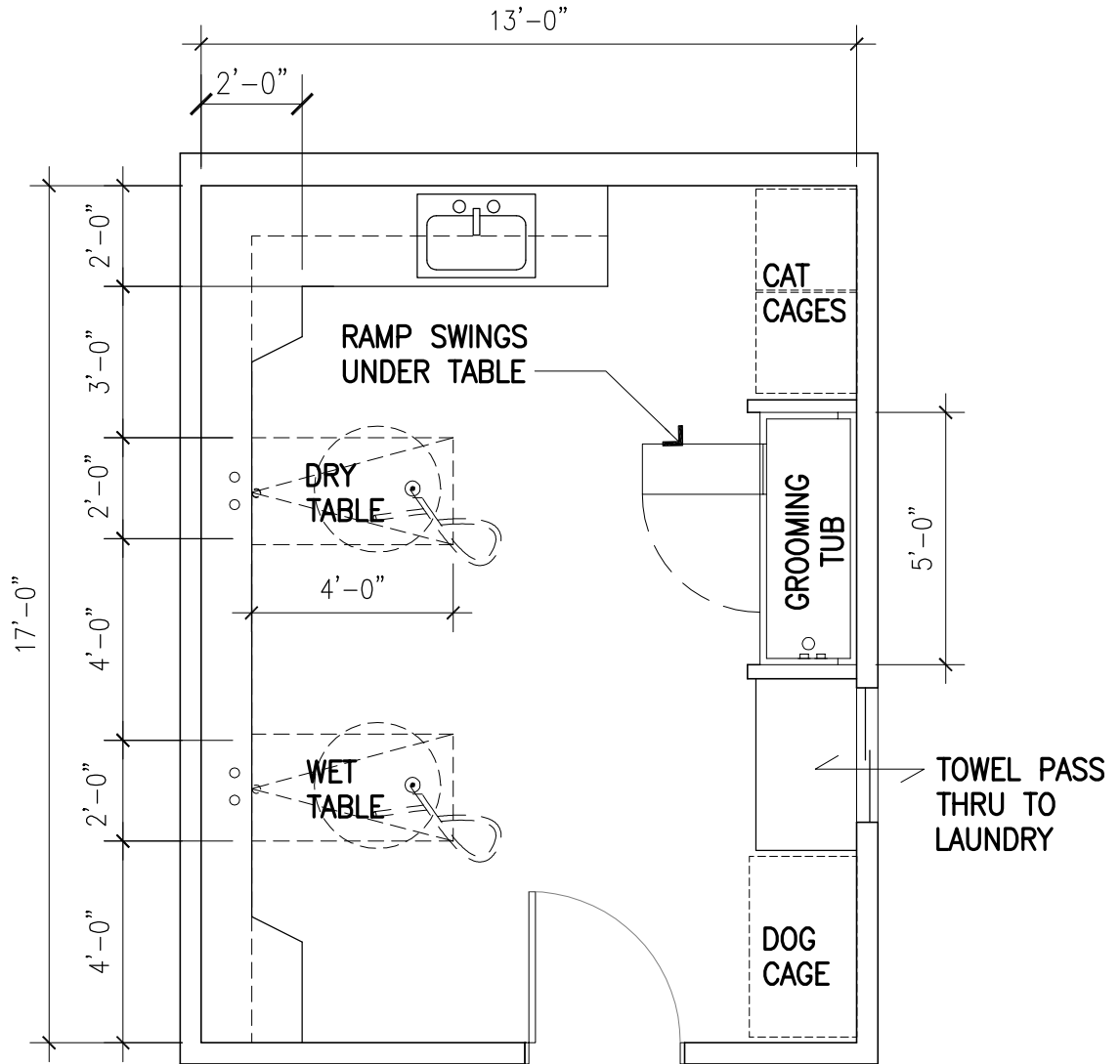
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	7-7-17	FOOD PREP.		135
	Scale	1/4" = 1'-0"		Sketch Number
By	Drawing Reference	File Name		FP-1
MC		FP-1		



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	FOOD PREP	ERC-1	ERC-1	ERC-2	PSG/ -	FRP/ST	- / #4	ACT-2	-	VARIES

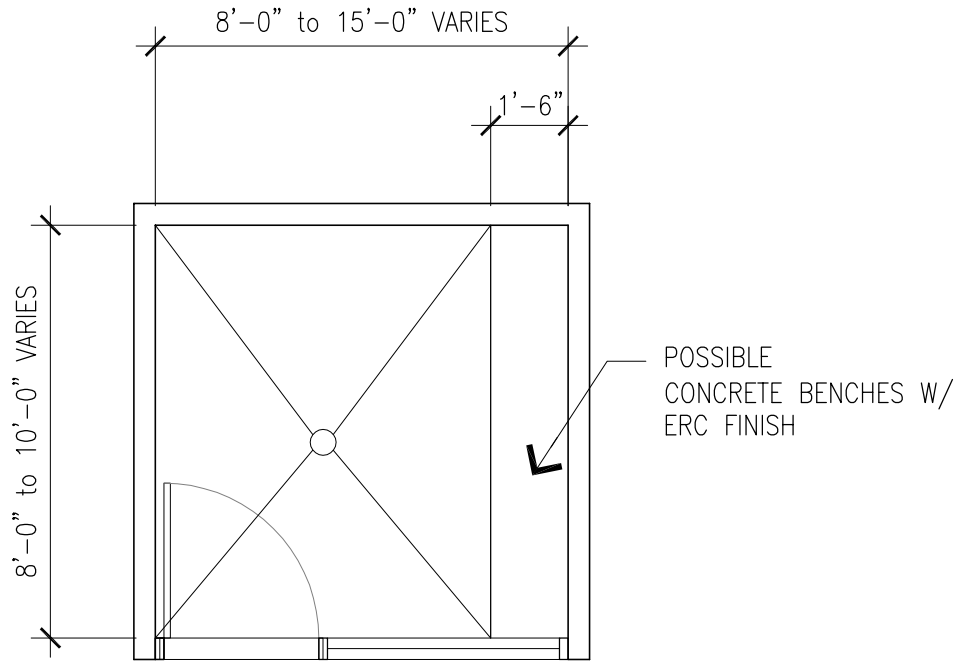
MATERIAL FINISH AND DESIGNATIONS						
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	FRP	FABRIC REINFORCED PANEL	RB	RUBBER BASE	
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	GB	GYPSON BOARD	SF	STORE FRONT	
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	GB/AS	GYPSON BOARD WITH AS.	ST	STAINLESS STEEL	
CMU	CONCRETE MASONRY UNITS	AS	ACOUSTICAL SPRAY	SV	SHEET VINYL	
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	GBMR	GB, MOISTURE RESISTANT L.5	TPS	THERMOPLASTIC WALL SHEET	
CP	CEMENT PLASTER	PE	PAINT, EPOXY	TRS	TRANSLUCENT ROOF SYS.	
ERC-1	EPOXY RESIN COATING-FLOOR	PF	PAINT, FLAT	WD	WOOD	
ERC-2	EPOXY RESIN COATING-WALL	PSG	PAINT, SEMIGLOSS			

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	7-7-17	FOOD PREP.		45
	Scale	1/4" = 1'-0"		Sketch Number
By	Drawing Reference	File Name		FP-2
MC		FP-2		



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	GROOMING ROOM	ERC-1/ SV	ERC-1/ SV	GB	PE	FRP	-	ACT-2	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			FRP	FABRIC REINFORCED PANEL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			GB	GYPSUM BOARD					
AM	ANTI-MICROBIAL TREATED			PE	PAINT, EPOXY					
CMU	CONCRETE MASONRY UNITS			RB	RUBBER BASE					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			SV	SHEET VINYL					
CP	CEMENT PLASTER									
ERC-1	EPOXY RESIN COATING - FLOOR									

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	Scale	1/4" = 1'-0"		Project Name and Number		Sketch Number	
	By	MC	Drawing Reference	File Name		G-1	
				G-1 Grooming			

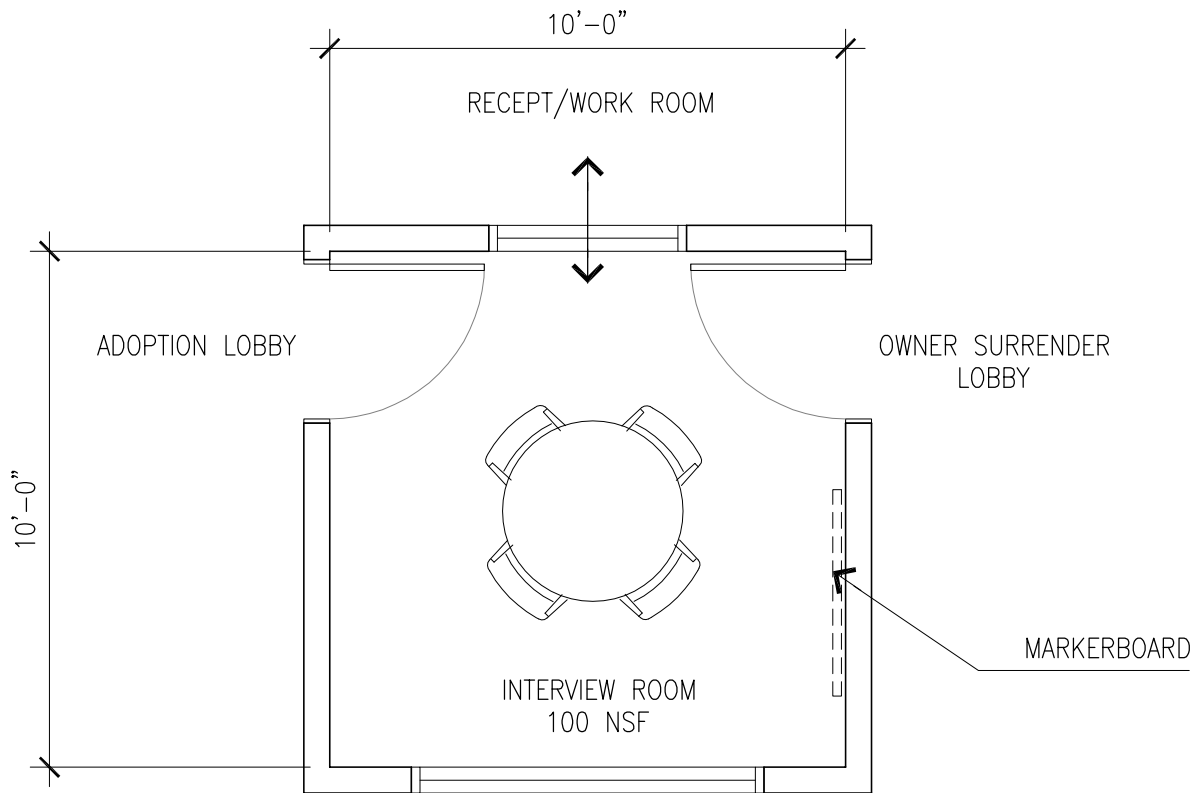


ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	CONTACT / GET ACQUAINTED ROOM	ERC-1/SV	ERC-1/SV	BB/GB	PE	ERC-2/FRP	-	ACT-2/ACT-6	AM	9'-0"

MATERIAL FINISH AND DESIGNATIONS

ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	ERC-1	EPOXY RESIN COATING - FLR	RB	RUBBER BASE
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	ERC-2	EPOXY RESIN COATING WALL	SV	SHEET VINYL
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	FRP	FABRIC REINFORCED PANEL		
AM	ANTI-MICROBIAL TREATED	GB	GYPSTUM BOARD		
BB	CEMENT FIBER BACKER BOARD	GBMR	GB, MOISTURE RESISTANT,L.5		
CMU	CONCRETE MASONRY UNITS	PE	PAINT, EPOXY		
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PF	PAINT, FLAT	GB*	WATER RESISTANT GB
CP	CEMENT PLASTER	PSG	PAINT, SEMIGLOSS	○	FLOOR DRAIN

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	Scale	1/4" = 1'-0"			Sketch Number		GA-1	
	By	MC	Drawing Reference	File Name	GA-1 Get Acquainted Room			

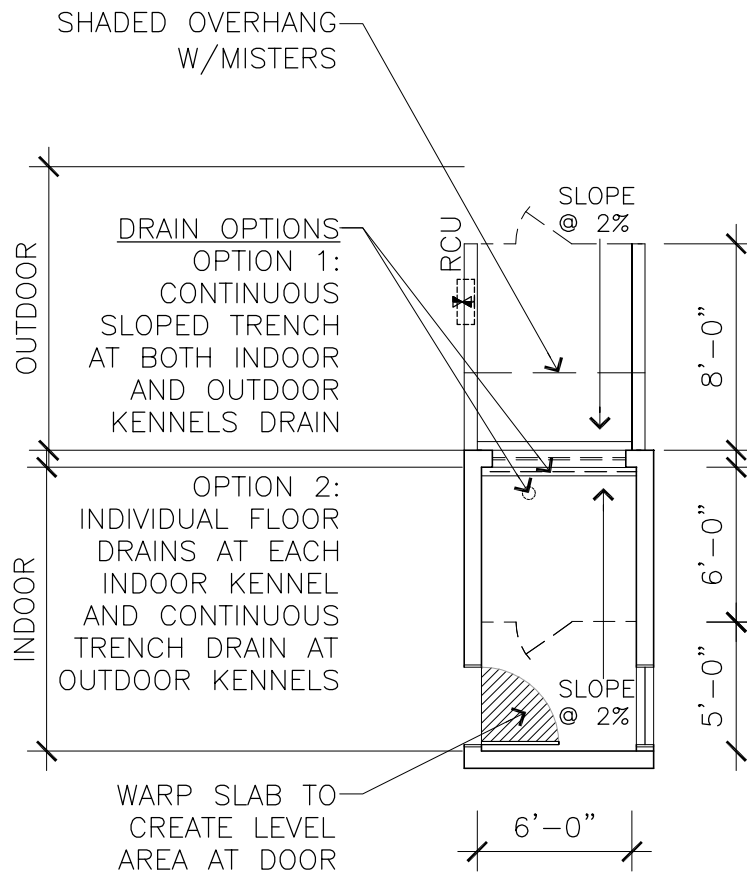


ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	INTERVIEW ROOM	SV	SV	GB	PSG	-	-	ACT-1	-	9'-0"

MATERIAL FINISH AND DESIGNATIONS

ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	ERC-1	EPOXY RESIN COATING - FLR	RB	RUBBER BASE
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	FRP	FABRIC REINFORCED PANEL	SC	STAINED CONCRETE
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	GB	GYPSUM BOARD	SV	SHEET VINYL
AM	ANTI-MICROBIAL TREATED	GACS	GYPSUM BOARD WITH SPRAY		
BB	CEMENT FIBER BACKER BOARD	GBMR	GB, MOISTURE RESISTANT,L5		
CMU	CONCRETE MASONRY UNITS	PE	PAINT, EPOXY		
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PF	PAINT, FLAT		
CP	CEMENT PLASTER	PSG	PAINT, SEMIGLOSS		

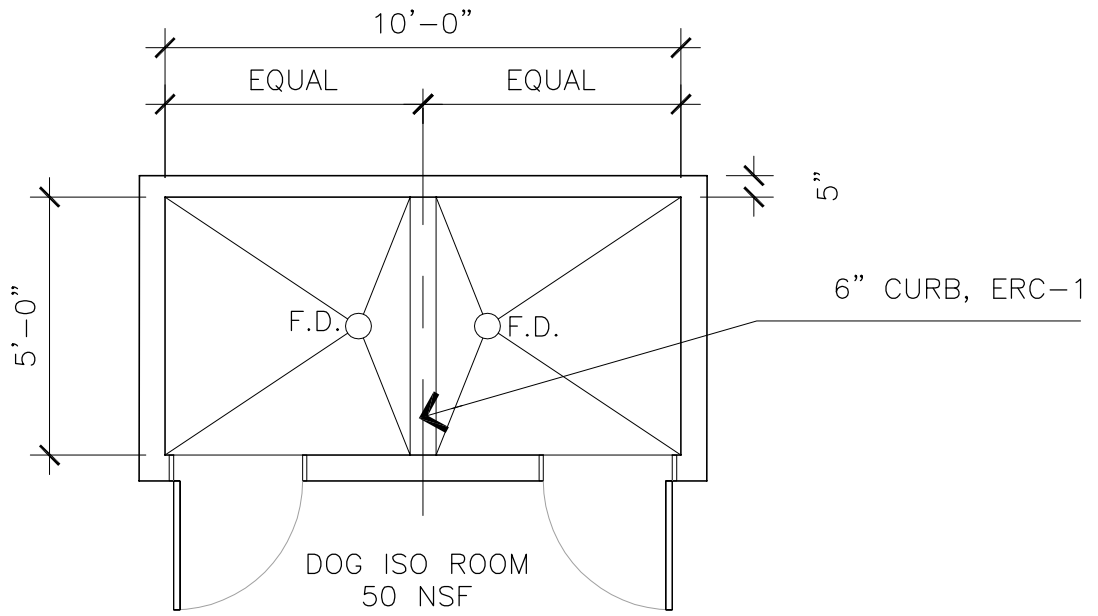
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	Scale	1/4" = 1'-0"	Project Name and Number			Sketch Number	
	By	MC	Drawing Reference	File Name	INT-1 Interview Room		INT-1



* NOTE: EXTERIOR WALLS TO BE CMU WITH ERC-2 FINISH. INTERIOR WALLS TO BE METAL STUDS WITH BACKERBOARD AND ERC-2

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING			
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT	
	PREGNANT DOGS/PUPPIES	ERC	ERC	BB/CMU/GB *	PE	ERC-2	-	ACT-2	-	9'-0"	
MATERIAL FINISH AND DESIGNATIONS				FRP	FABRIC REINFORCED PANEL						
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			GB	GYPSUM BOARD						
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			PE	PAINT, EPOXY						
CMU	CONCRETE MASONRY UNITS			RB	RUBBER BASE						
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			SV	SHEET VINYL						
CP	CEMENT PLASTER										
ERC	EPOXY RESIN COATING										

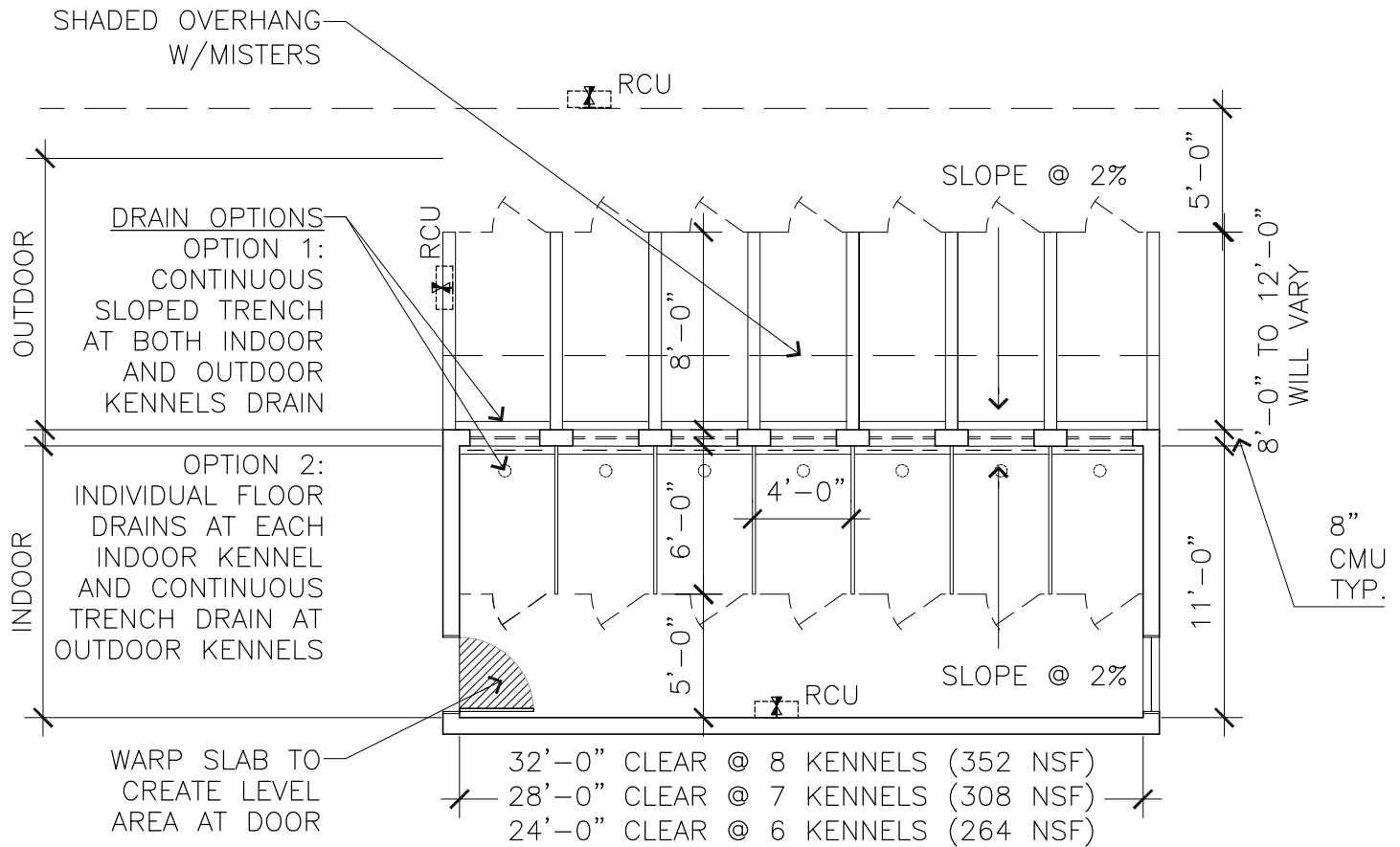
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	7-7-17	PREGNANT DOGS, PUPPIES		66
	Scale	Project Name and Number		Sketch Number
By	Drawing Reference	File Name	K-2	
MC		K-2_Pregnant dogs, puppies		



NOTE: PROGRAM SHOWS INDIVIDUAL DRAINS. THE ROOM ALSO WORKS WITH A TRADITIONAL TRENCH DRAIN WITH COVER. SIMILARILY THE ROOM CAN WORK WITH EITHER METAL SHED CONSTRUCTION OR CMU.

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	DOG ISO ROOM	ERC	ERC	BB/GB*	ERC2/PE	-	-	ACT-2	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS				FRP	FABRIC REINFORCED PANEL					
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			GB	GYPSUM BOARD					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			PE	PAINT, EPOXY					
CMU	CONCRETE MASONRY UNITS			RB	RUBBER BASE					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			SV	SHEET VINYL					
CP	CEMENT PLASTER			GB*	WATER RESISTANT GB					
ERC	EPOXY RESIN COATING			○	FLOOR DRAIN					

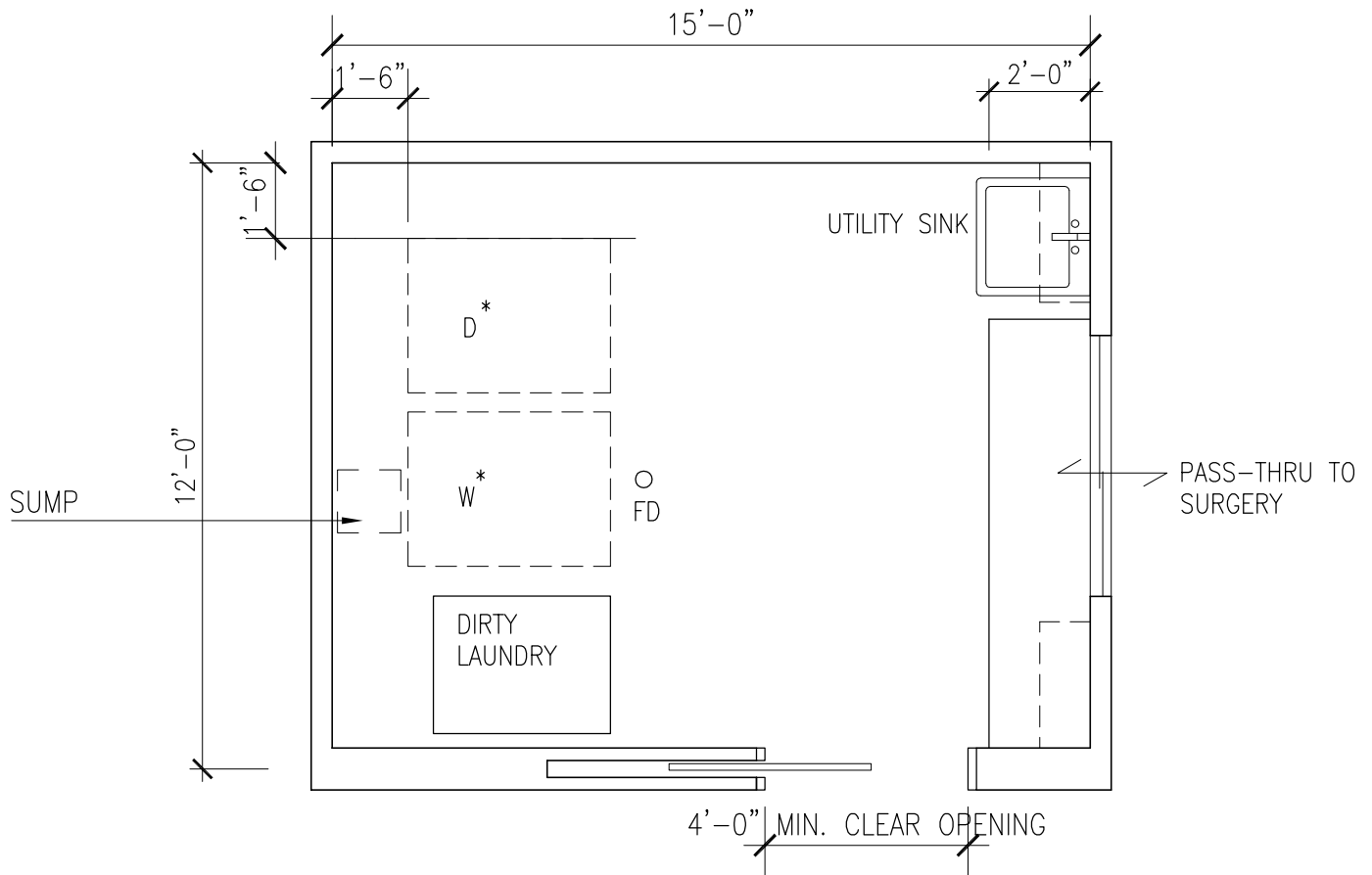
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	Scale	1/4" = 1'-0"		Drawing Reference	File Name	K-8 Dogs, Isolation		Sketch Number
	By	MC						K-8



NOTE: PROGRAM SHOWS PREFABRICATED KENNEL PARTITION/DIVIDER ON THE INDOOR PORTION OF THE ROOM AND 6" CMU COATED WITH ERC-2 ON THE EXTERIOR

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING			
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT	
	INDOOR/ OUTDOOR KENNELS	ERC	ERC	CMU/GB	PE	-	-	ACT-2	-	9'-0"	
MATERIAL FINISH AND DESIGNATIONS				FRP	FABRIC REINFORCED PANEL						
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			GB	GYPSUM BOARD						
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			PE	PAINT, EPOXY						
CMU	CONCRETE MASONRY UNITS			RB	RUBBER BASE						
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			SV	SHEET VINYL						
CP	CEMENT PLASTER										
ERC	EPOXY RESIN COATING										

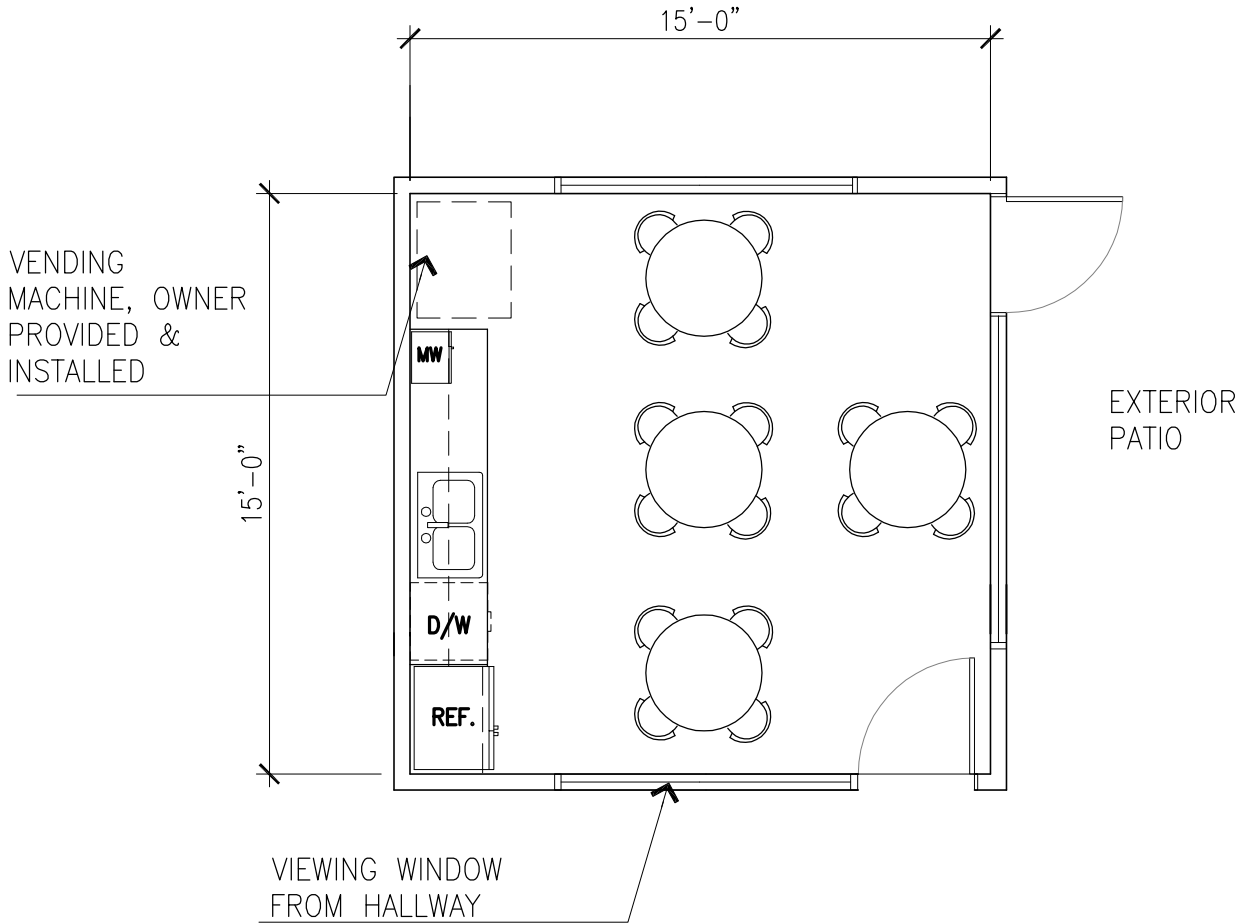
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	Scale	1/8" = 1'-0"	Project Name and Number		Sketch Number		
	By	MC	Drawing Reference	File Name		K-9	
				K-9_indoor_outdoor_kennels			



*COMMERCIAL WASHER AND DRYER
UNITS – SIZE TO BE VERIFIED

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	LAUNDRY ROOM – RESIDENTIAL UNITS	SV/CONC.	SV/RB	GB	PE	FRP	–	ACT-2	–	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			ERC	EPOXY RESIN COATING					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			FRP	FABRIC REINFORCED PANEL					
AM	ANTI-MICROBIAL TREATED			GB	GYPSUM BOARD					
CMU	CONCRETE MASONRY UNITS			PE	PAINT, EPOXY					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CONC	CONCRETE			SV	SHEET VINYL					
CP	CEMENT PLASTER									

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	Scale	1/4" = 1'-0"	Drawing Reference	File Name	L-2 Laundry	Sketch Number	L-2
	By	MC					



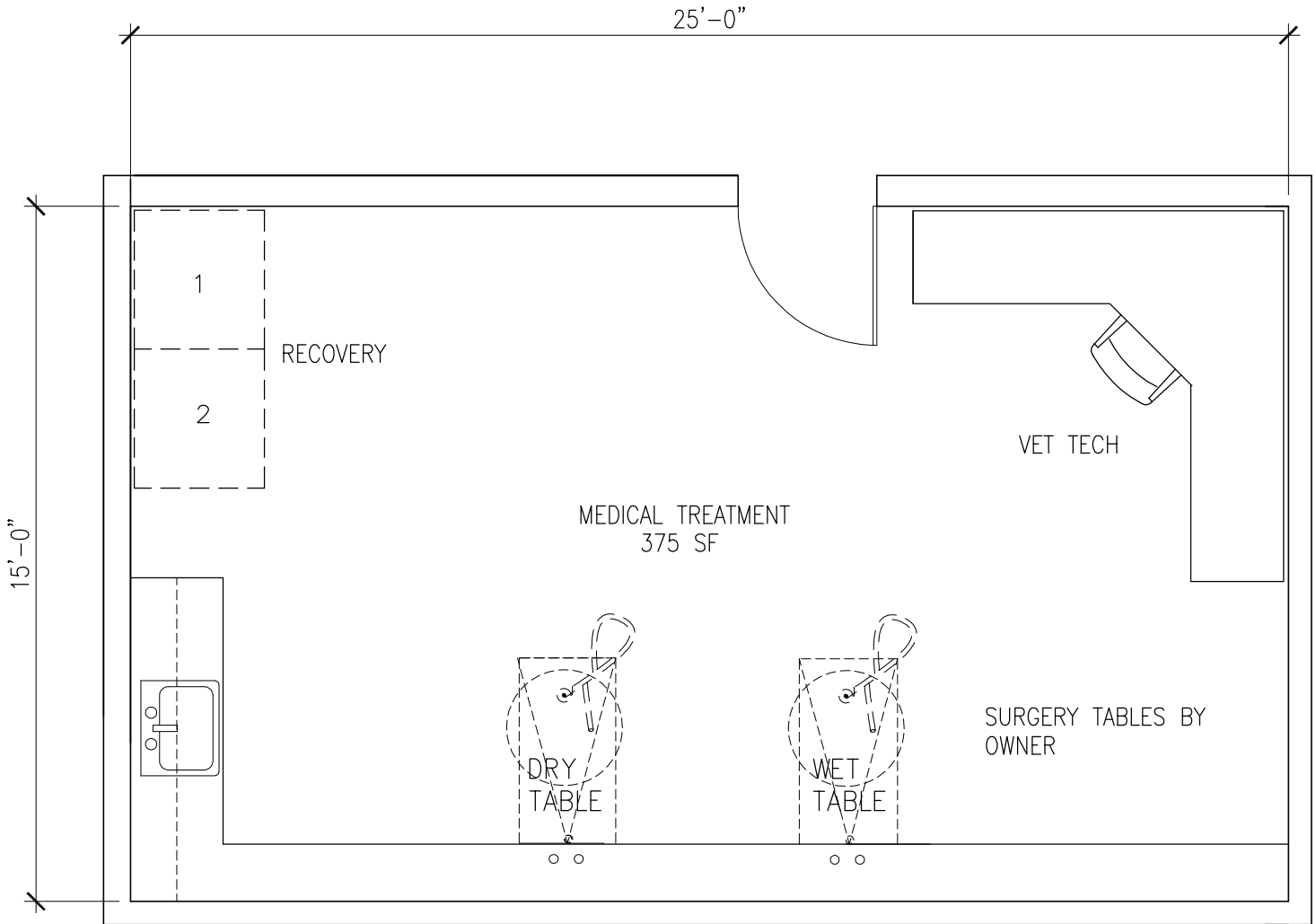
STAFF LOUNGE WITH KITCHEN

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	EMPLOYEE LOUNGE & KITCHEN	RF/SV	SV/RB	GB	PSG	-	-	ACT-1	-	9'-0"

MATERIAL FINISH AND DESIGNATIONS

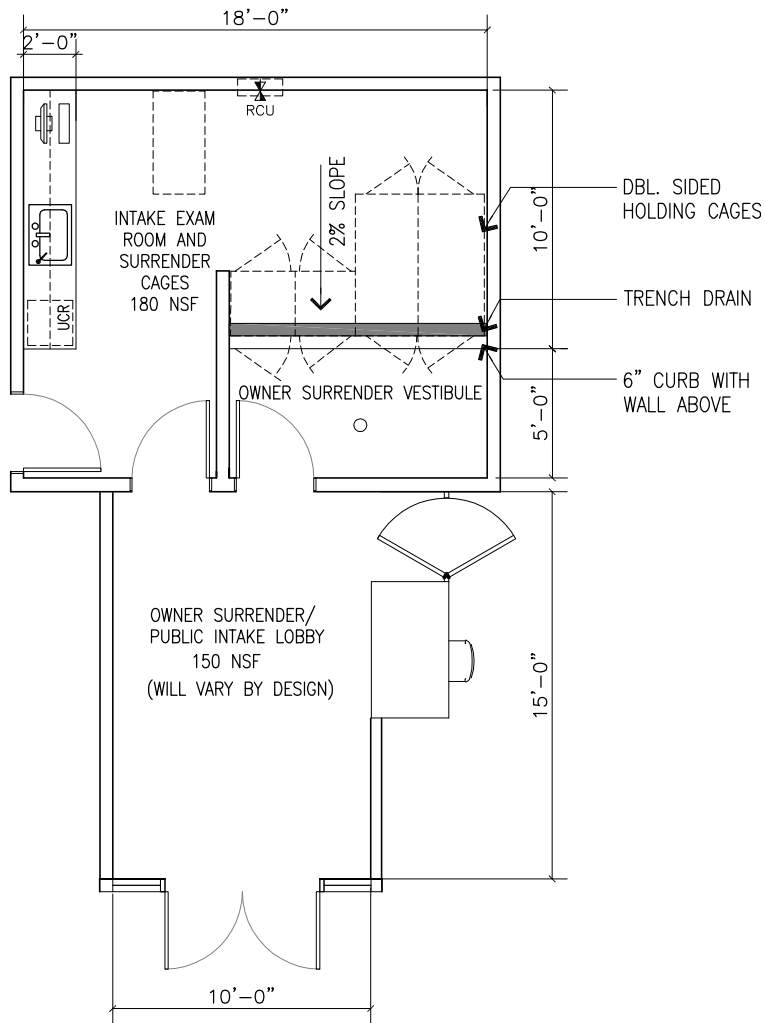
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	FRP	FABRIC REINFORCED PANEL
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	GB	GYP SUM BOARD
AM	ANTI-MICROBIAL TREATED	PE	PAINT, EPOXY
CMU	CONCRETE MASONRY UNITS	PSG	PAINT, SEMIGLOSS
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	RB	RUBBER BASE
CP	CEMENT PLASTER	REF	REFRIGERATOR
D/W	DISHWASHER	SV	SHEET VINYL
ERC	EPOXY RESIN COATING	RF	RUBBER FLOORING

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	Scale	3/16" = 1'-0"				Sketch Number	
	By	MC	Drawing Reference	File Name	LK-1 Lounge Kitchen		LK-1



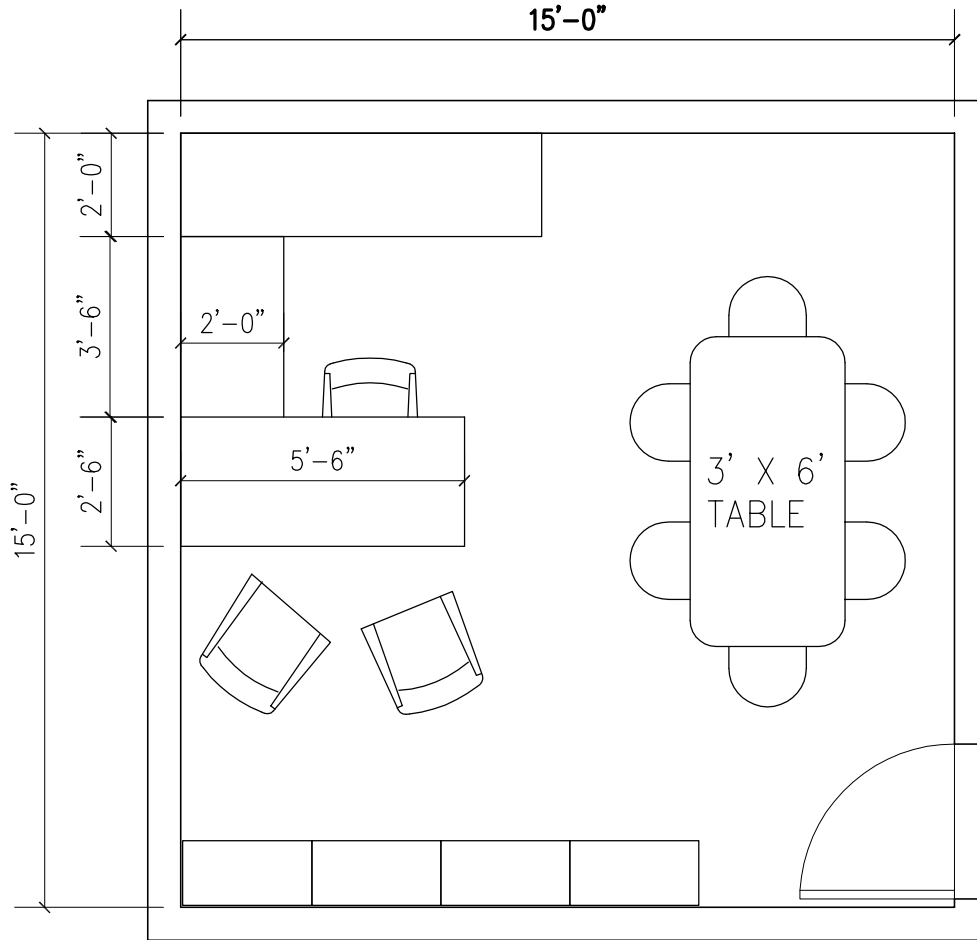
ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	MEDICAL TREATMENT	SV	SV	GB	PSG	TPS/FRP	-	ACT-1	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			FRP	FABRIC REINFORCED PANEL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			GB	GYPSUM BOARD					
AM	ANTI-MICROBIAL TREATED			PE	PAINT, EPOXY					
CMU	CONCRETE MASONRY UNITS			RB	RUBBER BASE					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			SV	SHEET VINYL					
CP	CEMENT PLASTER			VCT	VINYL COMPOSITE TILE					
ERC	EPOXY RESIN COATING									

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	Scale	1/4" = 1'-0"		Project Name and Number			Sketch Number	
	By	MC	Drawing Reference	File Name			MT-1	
				MT-1_Medical Treatment				



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	OWNER SURRENDER/PUBLIC INTAKE	SC/SV	SS/RB	GB	PSG	-	-	ACT-1	-	9'-0"
	EXAM ROOM	ERC	ERC	GB	PSG	ERC	-	ACT-2	AM	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	ERC-1	EPOXY RESIN COATING - FLR	RB	RUBBER BASE					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	FRP	FABRIC REINFORCED PANEL	SC	STAINED CONCRETE					
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	GB	GYPSUM BOARD	SV	SHEET VINYL					
AM	ANTI-MICROBIAL TREATED	GACS	GYPSUM BOARD WITH SPRAY	SS	STAINLESS STEEL					
BB	CEMENT FIBER BACKER BOARD	GBMR	GB, MOISTURE RESISTANT,L.5	GB*	WATER RESISTANT GB					
CMU	CONCRETE MASONRY UNITS	PE	PAINT, EPOXY	○	FLOOR DRAIN					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PF	PAINT, FLAT							
CP	CEMENT PLASTER	PSG	PAINT, SEMIGLOSS							

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	Scale	1/8" = 1'-0"	Drawing Reference	File Name	NO-3		
	By	MC		NO-3_Owner Surrender	Sketch Number		

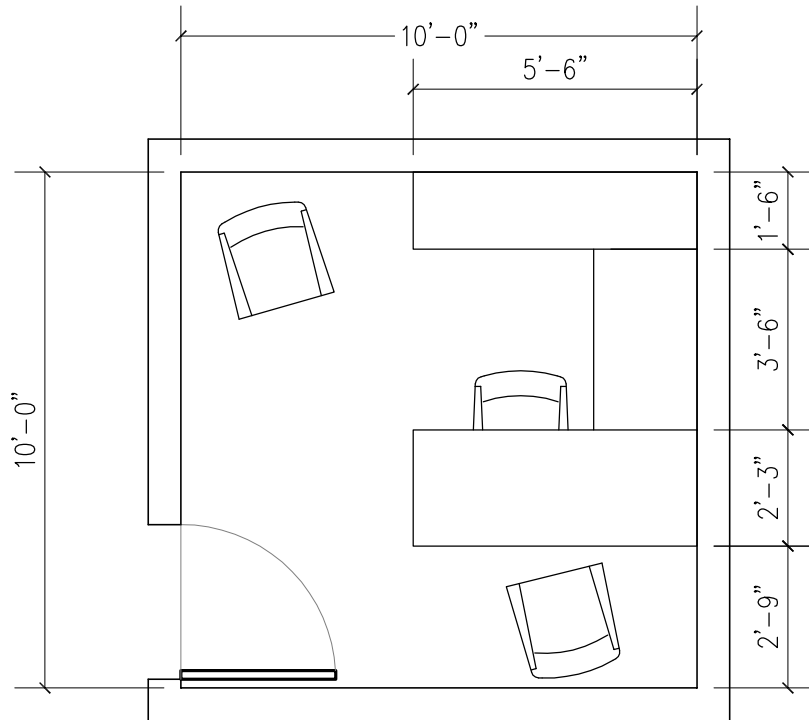


OFF-1
225 SF.

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	OFFICE	SV/RF/SC	RB	GB	PF	-	-	ACT-1	-	9'-0"

MATERIAL FINISH AND DESIGNATIONS			
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	GB	GYPSUM BOARD
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	PE	PAINT, EPOXY
AM	ANTI-MICROBIAL TREATED	RF	RUBBER FLOOR
CMU	CONCRETE MASONRY UNITS	RB	RUBBER BASE
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	SC	STAINED CONCRETE
ERC	EPOXY RESIN COATING	SV	SHEET VINYL
FRP	FABRIC REINFORCED PANEL		

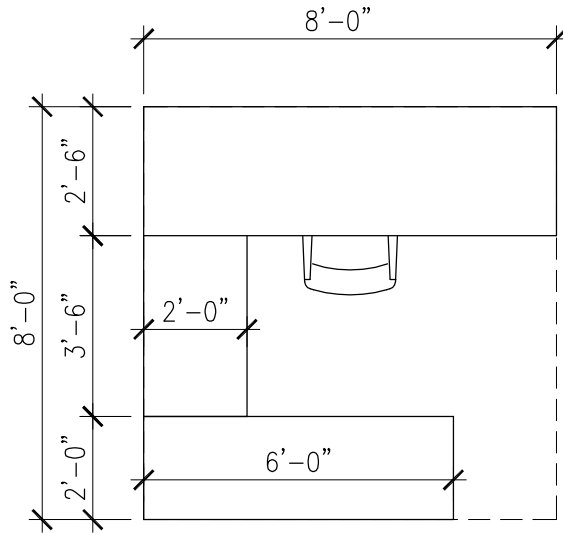
SWATT MIERS ARCHITECTS, INC. 5845 Doyle St., Suite 104 Emeryville, CA 94608 T: 510.985.9779 F: 510.985.0116 www.swattmiers.com <small>Copyright 2009 Swatt Miers Architects, Inc.</small>	Date	7-7-17	Subject	OFFICE W/ SMALL CONFERENCE TABLE	NSF	225 NSF
	Scale	1/4" = 1'-0"		Drawing Reference	OFF-1 Manager Office	Sketch Number
	By	MC	File Name			



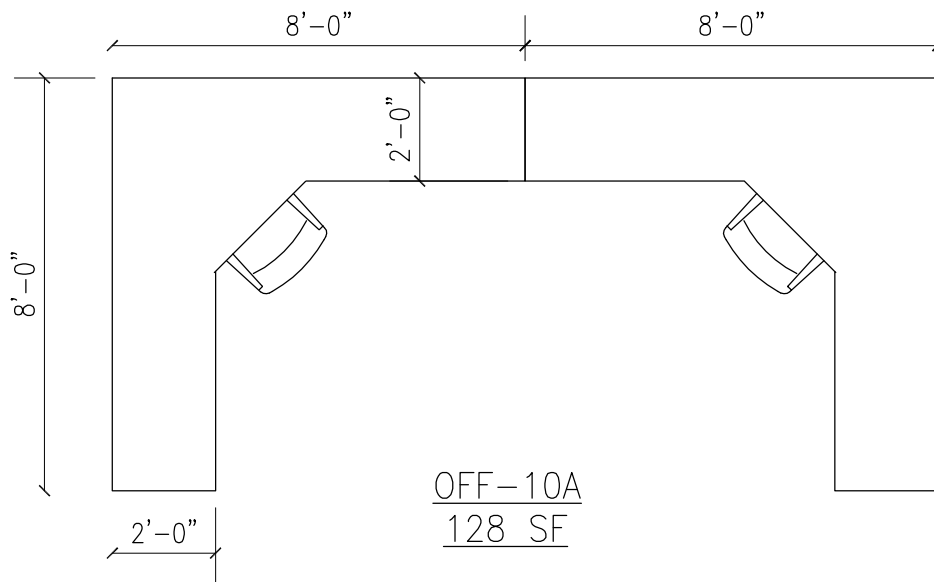
OFF-3
100 SF.

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	OFFICE	SV/RF/SC	RB	GB	PF	-	-	ACT-1	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			FRP	FABRIC REINFORCED PANEL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			GB	GYPSUM BOARD					
AM	ANTI-MICROBIAL TREATED			PE	PAINT, EPOXY					
CMU	CONCRETE MASONRY UNITS			RF	RUBBER FLOOR					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
CP	CEMENT PLASTER			SC	STAINED CONCRETE					
ERC	EPOXY RESIN COATING			SV	SHEET VINYL					

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	By	MC	Drawing Reference	File Name	OFF-3 Professional Office	



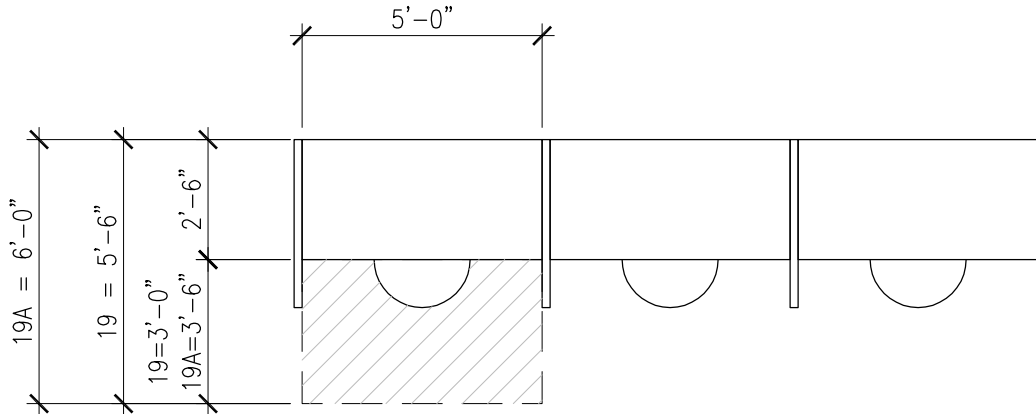
OFF-10
64 SF



OFF-10A
128 SF

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	OFFICES 10, 10A	SV/RF/SC	RB	GB	PF	-	-	ACT-1	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			GB	GYPSUM BOARD					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			PE	PAINT, EPOXY					
AM	ANTI-MICROBIAL TREATED			PF	PAINT, FLAT					
CMU	CONCRETE MASONRY UNITS			RF	RUBBER FLOOR					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
ERC	EPOXY RESIN COATING			SC	STAINED CONCRETE					
FRP	FABRIC REINFORCED PANEL			SV	SHEET VINYL					

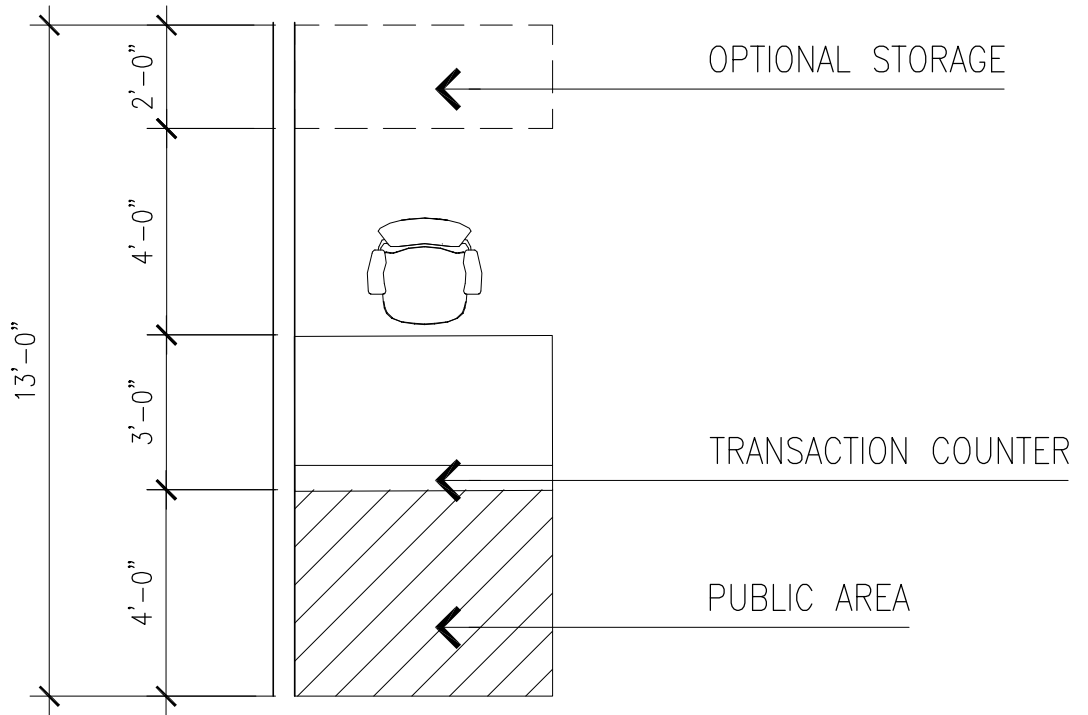
SWATT MIERS ARCHITECTS, INC. 5845 Doyle St., Suite 104 Emeryville, CA 94608 T: 510.985.9779 F: 510.985.0116 www.swattmiers.com Copyright 2009 Swatt Miers Architects, Inc.	Date	7-7-17	Subject	WORKSTATIONS		NSF	64 SF
	Scale	1/4" = 1'-0"		Drawing Reference	File Name	Sketch Number	OFF-
	By	MC				OFF-10-10A_Workstations	



OFF-19 27.5 SF. @ 5'-6" DEPTH
 OFF-19A 30 SF. @ 6'-0" DEPTH

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	OFFICES 19, & 19A	RF	RB	GB	PF	-	-	ACT-1	-	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			GB	GYPSUM BOARD					
ACT-2	2' X 4' ACOUSTICAL TILE - ARMSTRONG "CERAMAGUARD" OR EQUAL			PE	PAINT, EPOXY					
AM	ANTI-MICROBIAL TREATED			PF	PAINT, FLAT					
CMU	CONCRETE MASONRY UNITS			RF	RUBBER FLOOR					
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE			RB	RUBBER BASE					
ERC	EPOXY RESIN COATING			SV	SHEET VINYL					
FRP	FABRIC REINFORCED PANEL									

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	7-7-17	REPORT WRITING STATION		AS NOTED
	Scale	Drawing Reference	File Name	Sketch Number
	1/4" = 1'-0"		OFF-19, 19a	OFF-19, 19A
	By			
	MC			



ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	PUBLIC COUNTER	SC/RF	SS/RB	NA	-	VARIES	-	VARIES	-	VARIES

MATERIAL FINISH AND DESIGNATIONS

ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	ERC-1	EPOXY RESIN COATING - FLR	RB	RUBBER BASE
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	ERC-2	EPOXY RESIN COATING WALL	RF	RUBBER FLOOR
ACT-6	1' X 1' GLUE-ON ACOUSTICAL TILE - ARMSTRONG "CIRRUS" (AM)	FRP	FABRIC REINFORCED PANEL	SC	STAINED CONCRETE
AM	ANTI-MICROBIAL TREATED	GB	GYPSON BOARD	SS	STAINLESS STEEL
BB	CEMENT FIBER BACKER BOARD	GBMR	GB, MOISTURE RESISTANT,L.5	SV	SHEET VINYL
CMU	CONCRETE MASONRY UNITS	PE	PAINT, EPOXY		
CMU/GB	8" CMU WAINSCOT TO 40" W/GB ON METAL STUDS ABOVE	PF	PAINT, FLAT	GB*	WATER RESISTANT GB
CP	CEMENT PLASTER	PSG	PAINT, SEMIGLOSS	○	FLOOR DRAIN

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Date

7-7-17

Scale

1/4" = 1'-0"

By

MC

Subject

PUBLIC COUNTER

Drawing Reference

File Name

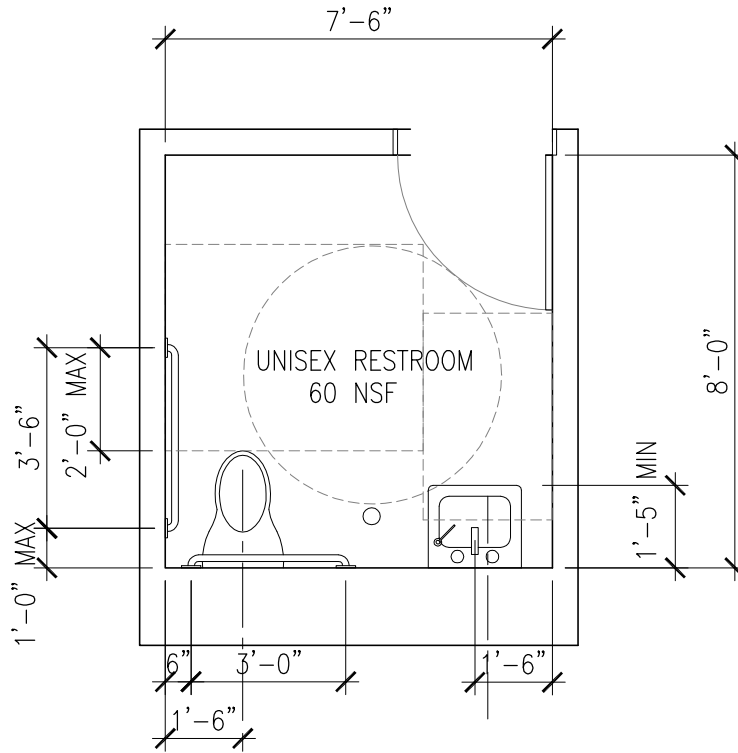
PC-1 Public Counter

NSF

65 SF

Sketch Number

PC-1

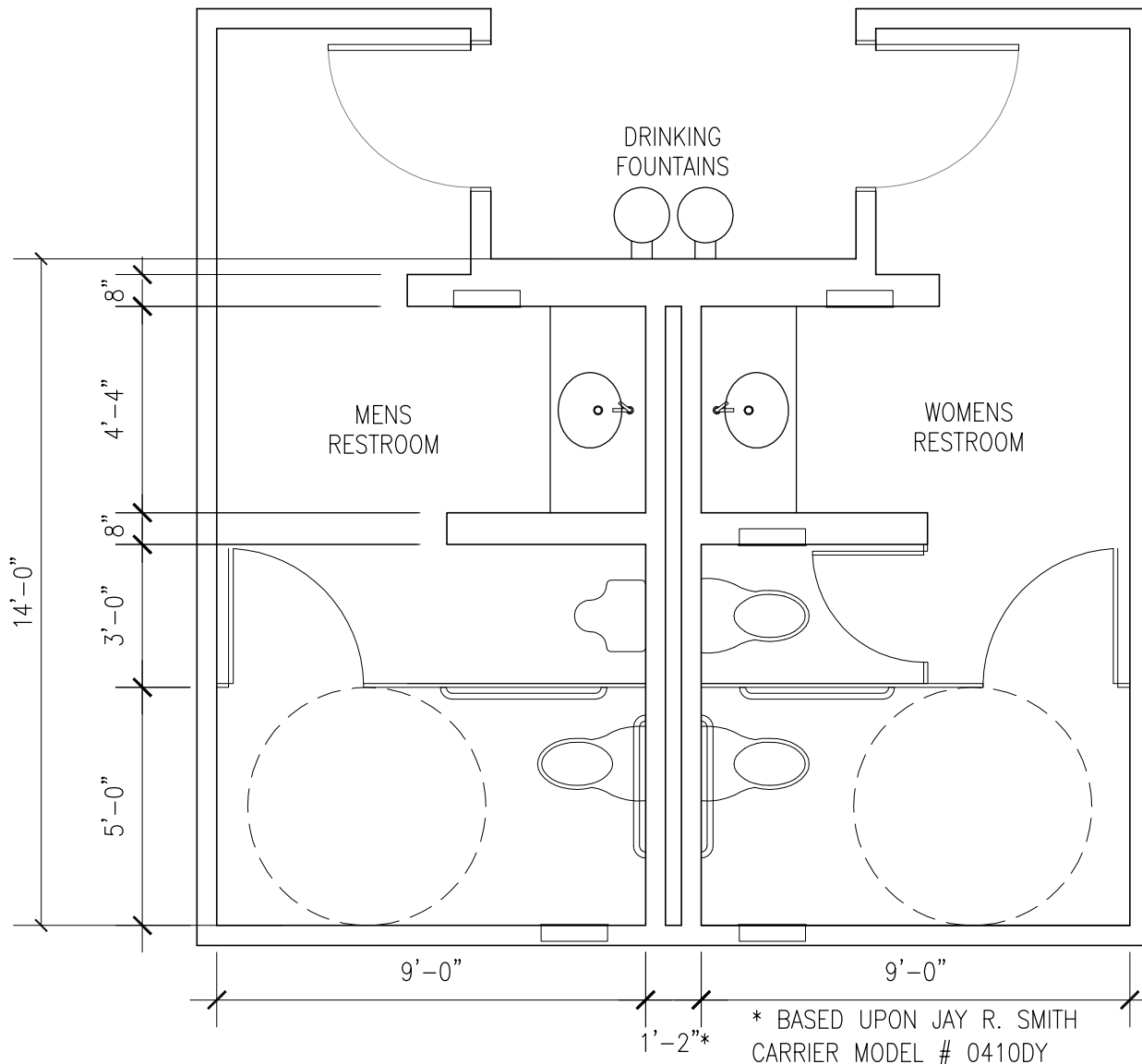


ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	UNISEX RESTROOM	CT/SV	CT/SV	CT/GB	-/PSG	-	-	GB	PSG	9'-0"

MATERIAL FINISH AND DESIGNATIONS

ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.	FRP	FABRIC REINFORCED PANEL
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL	GB	GYPSUM BOARD
AM	ANTI-MICROBIAL TREATED	PSG	PAINT, SEMIGLOSS
CMU	CONCRETE MASONRY UNITS	PF	PAINT, FLAT
SV	SHEET VINYL	RB	RUBBER BASE
CPT	CARPET	SV	SHEET VINYL
ST. CONC.	STAINED CONCRETE	VCT	VINYL COMPOSITE TILE

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	Scale	1/4" = 1'-0"	Project Name and Number		Sketch Number	
	By	MC	Drawing Reference	File Name	TL-1 Unisex Toilet Room	



* BASED UPON JAY R. SMITH
CARRIER MODEL # 0410DY

ROOM FINISH SCHEDULE		FLOOR	BASE	WALLS		WAINSCOT		CEILING		
ROOM	ROOM TITLES	MATERIAL	MATERIAL	MATERIAL	FINISH	MATERIAL	FINISH	MATERIAL	FINISH	HEIGHT
	PUBLIC RESTROOM	CT/SV	CT/SV	CT/GB	-/PSG	-	-	GB	PSG	9'-0"
MATERIAL FINISH AND DESIGNATIONS										
ACT-1	2' X 2' ACOUSTICAL TILE - ARMSTRONG TEGULAR "CIRRUS" OR EQ.			FRP	FABRIC REINFORCED PANEL					
ACT-2	2' X 4' ACOUSTICAL TILE -ARMSTRONG "CERAMAGUARD" OR EQUAL			GB	GYPSUM BOARD					
AM	ANTI-MICROBIAL TREATED			PSG	PAINT, SEMIGLOSS					
CMU	CONCRETE MASONRY UNITS			PF	PAINT, FLAT					
SV	SHEET VINYL			RB	RUBBER BASE					
CT	CERAMIC TILE									

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	Scale	1/4"=1'-0"	Project Name and Number		Sketch Number		
	By	MC	Drawing Reference	File Name	TL-4		
				TL-4			

5.0 Program Test Plans

Included in this section are the following items;

- 5.1 Introduction**
- 5.2 Test Plan and Site Plan Alternatives**
- 5.3 Site Photos**

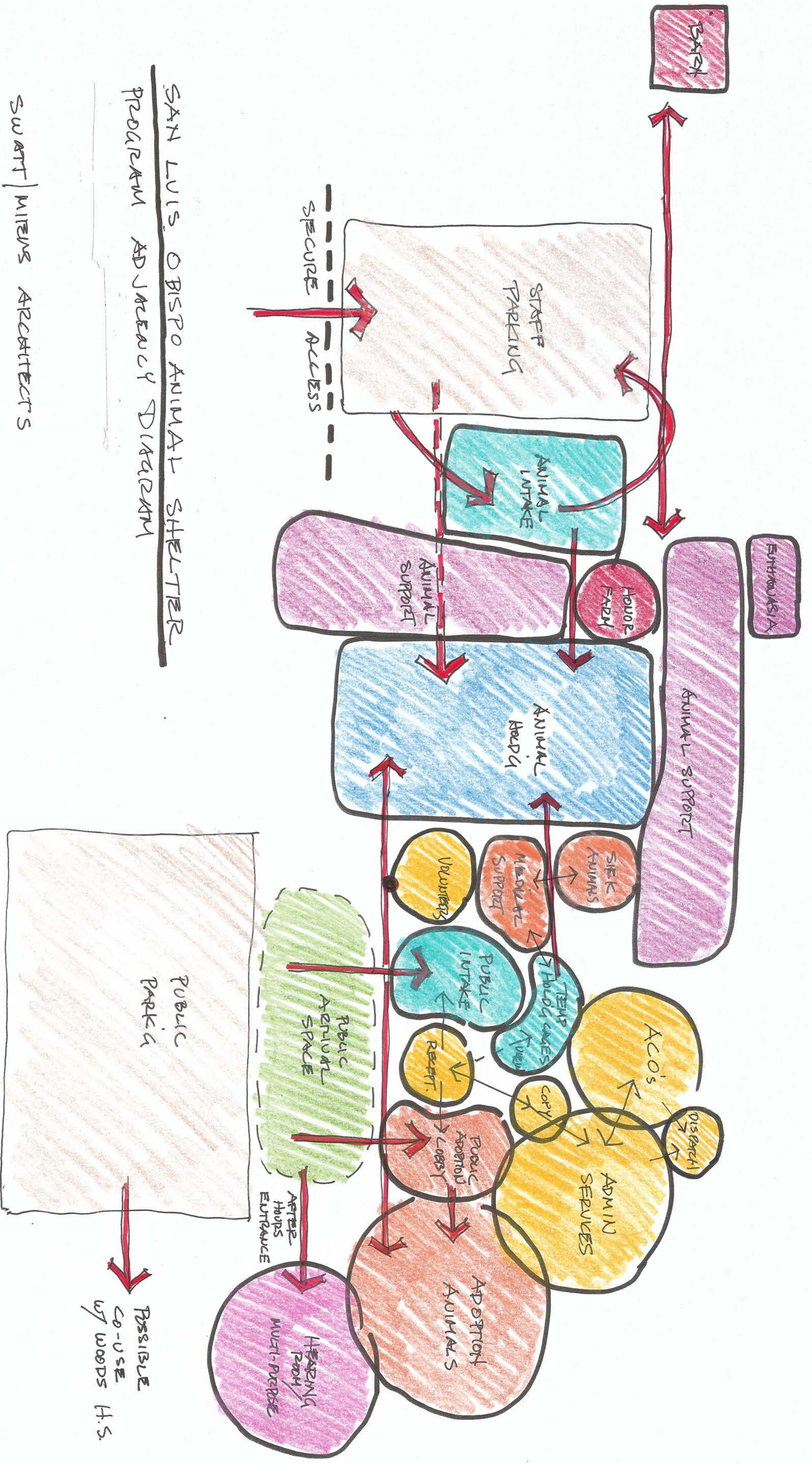
5.1 Introduction



Wisconsin Humane Society

The concept diagram included herein is intended to “test” the proposed facility program which are presented in Section 3.1 Program Charts. These “tests” serve several purposes. **First**, they allow the client/user to see the intended relationship of uses to one another and better evaluate their preferred adjacencies. **Second**, the Test Plans demonstrate whether the “load factors” provided in the program charts for circulation, walls and related building needs are appropriate. We have found that budgets are generally set early in the design process – quite often during the programming or Needs Assessment stages when plans have not been developed and there is only a projected program area to which someone assigns a cost per SF. If the program contains inadequacies, such as not enough square footage to connect all the rooms or departments so as to maintain the desired adjacencies, then the projected budget will be incorrect from the outset. By testing the program areas as illustrated herein, a better sense of the program’s validity can be achieved. **Third**, where a known site has been identified, the “test” plans (which are drawn to scale) can be used to assess whether the future site accommodates the program. In situations, where a site has not been selected, the “test” plan along with the projected Summary Program Chart which includes projected site areas, can demonstrate how large a site is needed in order to accommodate the program and its desired adjacencies and exterior areas. It should also be noted that while the diagrams are drawn accurately to scale, they are **not intended to represent a schematic design** and should only be viewed as a starting point for discussions once the schematic design phase commences.

On the San Luis Obispo County Animal Shelter, the Test Plan became instrumental in staff better understanding the program and the many questions related to preferred adjacencies and efficient staff access to animals and support areas. The initial test program allowed staff to question how minimal staffing could access various areas of the new facility which in turn led to several iterations of test plans. The final test plan presented herein illustrates the preferred relationship of program components. These relationships resulted in a slight increase of the program circulation areas. The concept plan is currently shown at 17,009 SF vs. the program area of 16,767 SF an increase of 242 SF or 1.5%. As the project moves into Schematic Design, every effort should be made to reduce the areas where practical.

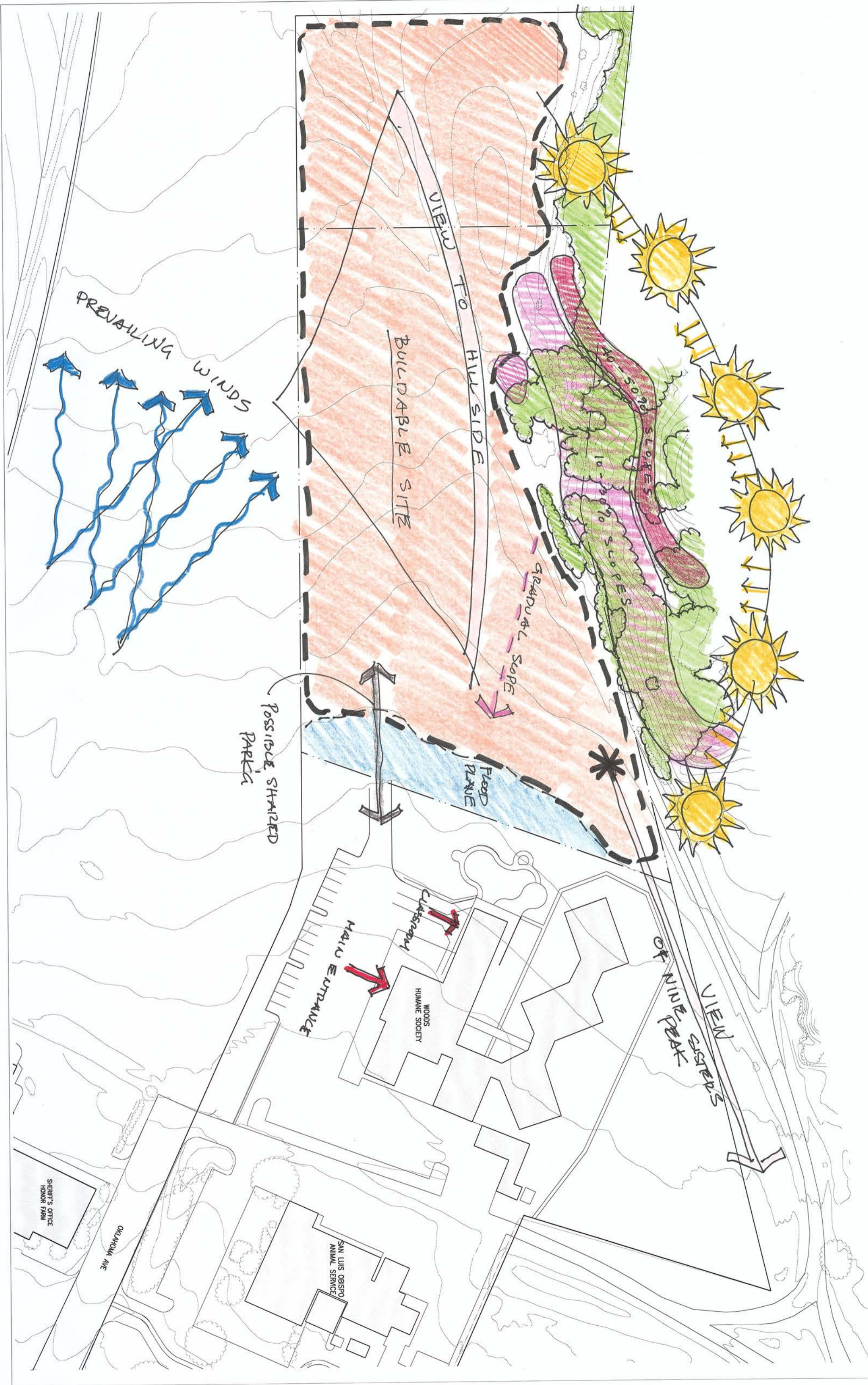


SAN LUIS OBISPO ANIMAL SHELTER
PROGRAM AND JACOBY DIAGRAM

SWART | MILNE ARCHITECTS

POSSIBLE
CO-USE
w/ WOODS H.S.







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SLO COUNTY ANIMAL CARE FACILITY - PROGRAM TEST PLAN - OPTION 1B

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JULY 19, 2017





- LEGEND:**
- MULTI-PURPOSE/
COMMUNITY/HEARING ROOM
 - STAFF SUPPORT SPACES
AND ADMINISTRATION
 - MEDICAL CENTER
 - PUBLIC GALLERY
 - SURRENDER
 - ADOPTION HABITATS
 - ANIMAL SUPPORT AREAS
 - HOLDING HABITAT
 - HOLDING HABITAT
FUTURE EXPANSION
 - ADOPTION EXTERIOR
EXERCISE AREA
 - LANDSCAPE
 - PAVING

SHERIFF'S OFFICE
HONOR FARM

OKLAHOMA AVE

NEW ROAD

NEW ROAD

WOODS
HUMANE SOCIETY

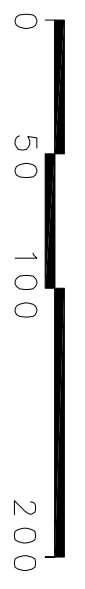
SAN LUIS OBISPO
ANIMAL SERVICE

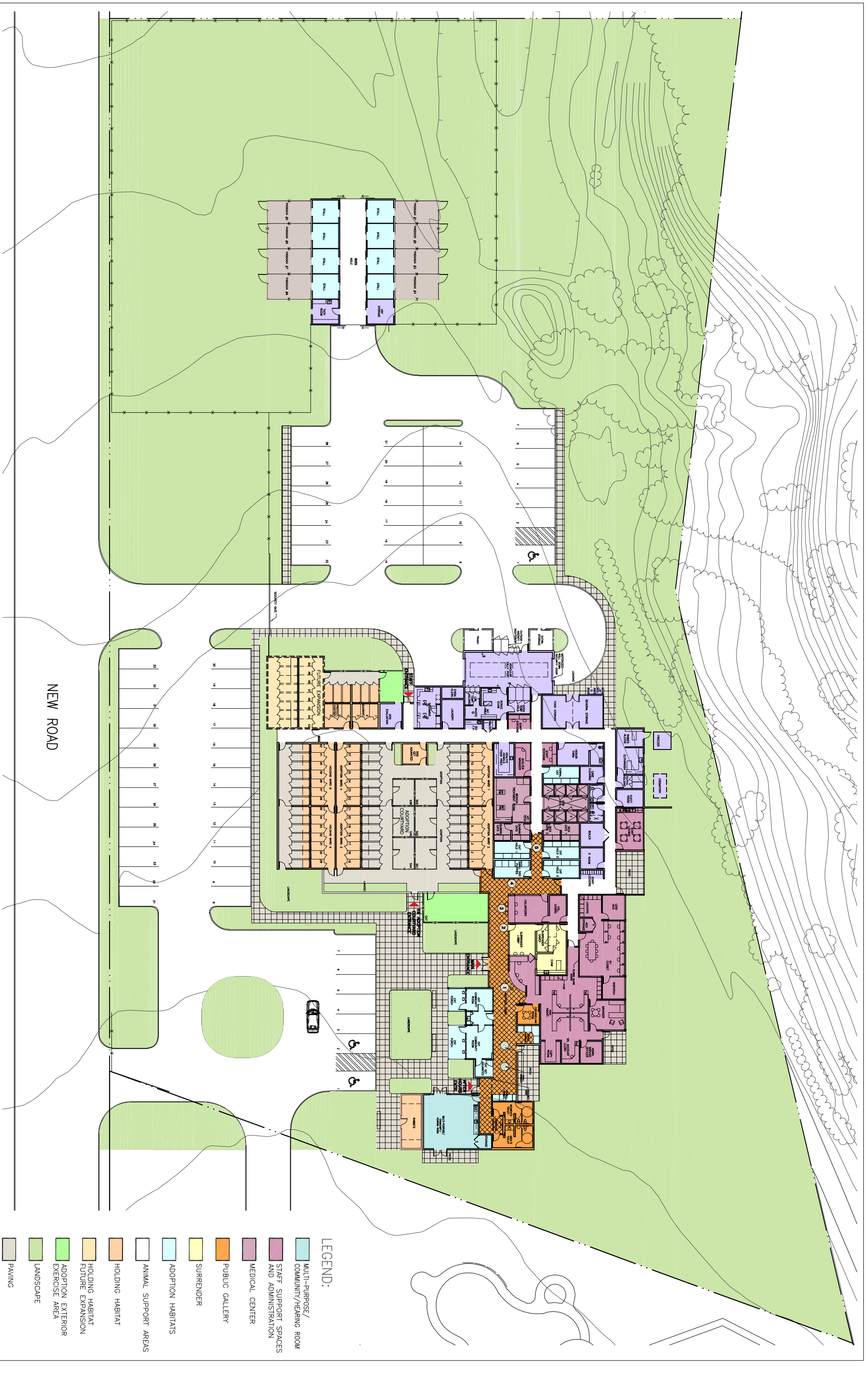
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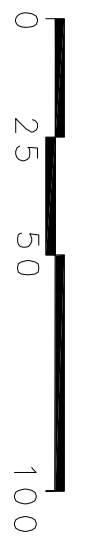
- LEGEND:
- Multi-Purpose/Community/Hearing Room
 - Staff Support Spaces and Administration
 - Medical Center
 - Public Gallery
 - Surrender
 - Adoption Habitats
 - Animal Support Areas
 - Holding Habitat
 - Future Habitat Future Expansion
 - Adoption Exterior Exercise Area
 - Landscape
 - Paving

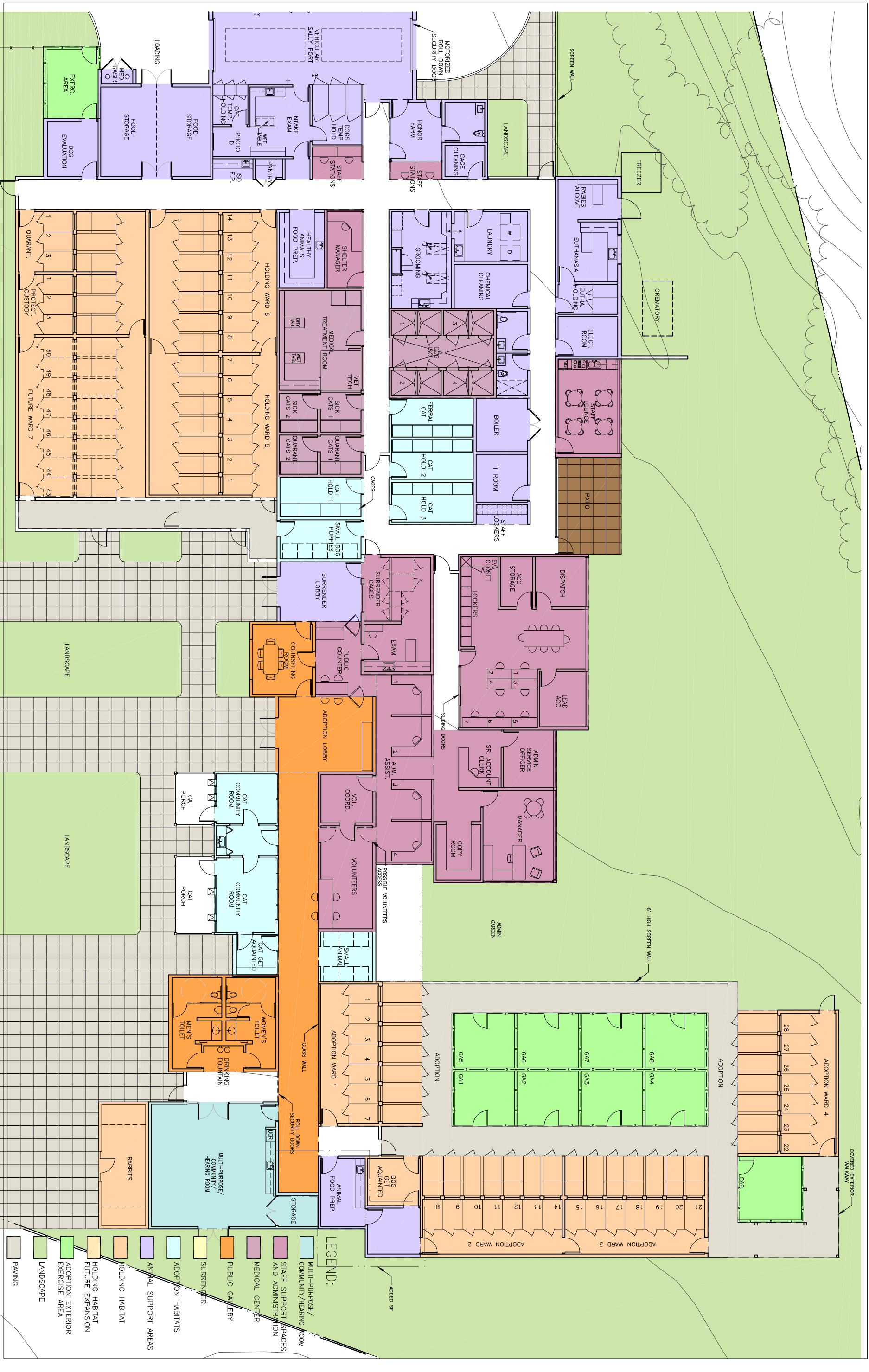
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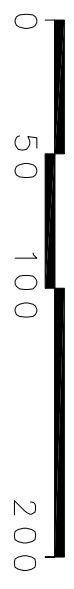
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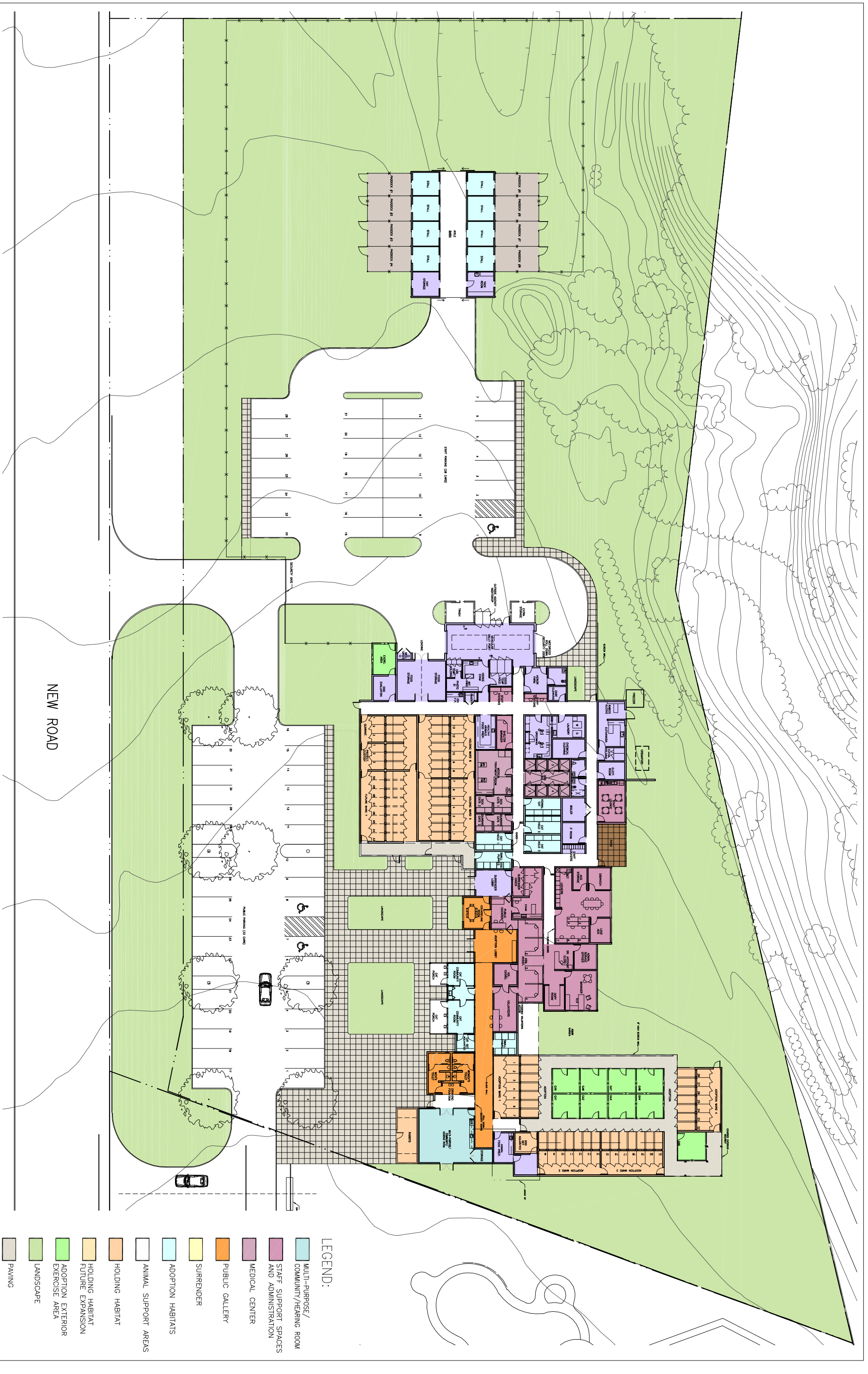
SLO COUNTY ANIMAL CARE FACILITY – SITE PLAN – OPTION 2

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- LEGEND:**
- MULTI-PURPOSE/
COMMUNITY/HEARING ROOM
 - STAFF SUPPORT SPACES
AND ADMINISTRATION
 - MEDICAL CENTER
 - PUBLIC GALLERY
 - SURRENDER
 - ADOPTION HABITATS
 - ANIMAL SUPPORT AREAS
 - HOLDING HABITAT
 - HOLDING HABITAT
FUTURE EXPANSION
 - ADOPTION EXTERIOR
EXERCISE AREA
 - LANDSCAPE
 - PAVING





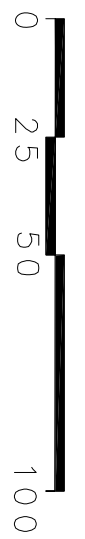
- LEGEND:**
- Multi-Purpose/Community/Hearing Room
 - Staff Support Spaces and Administration
 - Medical Center
 - Public Gallery
 - Surrender
 - Adoption Habitats
 - Animal Support Areas
 - Holding Habitat
 - Holding Habitat Future Expansion
 - Adoption Exterior Exercise Area
 - Landscape
 - Paving

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SLO COUNTY ANIMAL CARE FACILITY – SITE PLAN – OPTION 2













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LEGEND:

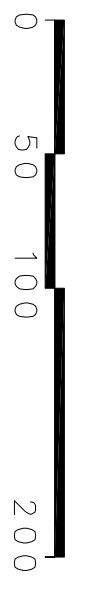
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	STAFF SUPPORT SPACES AND ADMINISTRATION
	MEDICAL CENTER
	PUBLIC GALLERY
	SURRENDER
	ADOPTION HABITATS
	ANIMAL SUPPORT AREAS
	HOLDING HABITAT
	HOLDING HABITAT FUTURE EXPANSION
	ADOPTION EXTERIOR EXERCISE AREA
	LANDSCAPE
	PAVING

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SLO COUNTY ANIMAL CARE FACILITY – SITE PLAN – OPTION 3A

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JULY 19, 2017





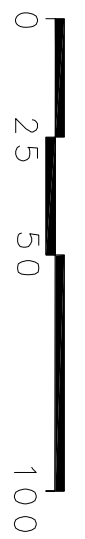
- LEGEND:**
- MULTI-PURPOSE/
COMMUNITY/HEARING ROOM
 - STAFF SUPPORT SPACES
AND ADMINISTRATION
 - MEDICAL CENTER
 - PUBLIC GALLERY
 - SURRENDER
 - ADOPTION HABITATS
 - ANIMAL SUPPORT AREAS
 - HOLDING HABITAT
 - HOLDING HABITAT
FUTURE EXPANSION
 - ADOPTION EXTERIOR
EXERCISE AREA
 - LANDSCAPE
 - PAVING

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SLO COUNTY ANIMAL CARE FACILITY – SITE PLAN – OPTION 3A

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JULY 19, 2017





LEGEND:

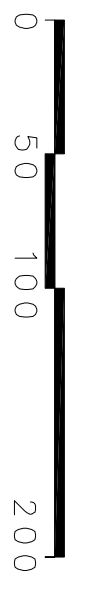
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	STAFF SUPPORT SPACES AND ADMINISTRATION
	MEDICAL CENTER
	PUBLIC GALLERY
	SURRENDER
	ADOPTION HABITATS
	ANIMAL SUPPORT AREAS
	HOLDING HABITAT
	HOLDING HABITAT FUTURE EXPANSION
	ADOPTION EXTERIOR EXERCISE AREA
	LANDSCAPE
	PAVING

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JULY 19, 2017





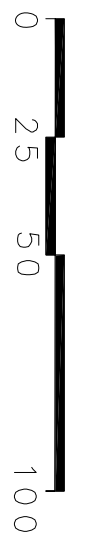
- LEGEND:**
- MULTI-PURPOSE/
COMMUNITY/HEARING ROOM
 - STAFF SUPPORT SPACES
AND ADMINISTRATION
 - MEDICAL CENTER
 - PUBLIC GALLERY
 - SURRENDER
 - ADOPTION HABITATS
 - ANIMAL SUPPORT AREAS
 - HOLDING HABITAT
 - HOLDING HABITAT
FUTURE EXPANSION
 - ADOPTION EXTERIOR
EXERCISE AREA
 - LANDSCAPE
 - PAVING

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JULY 19, 2017



5.3 Site Photos – Existing Facility



Reception Area



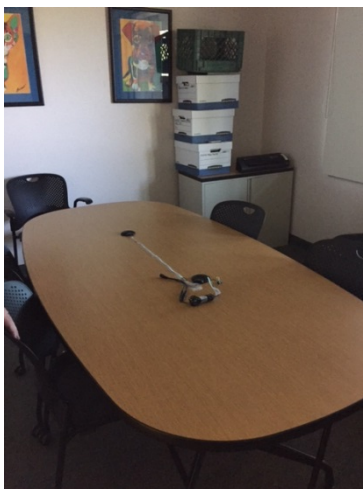
Administrative Area



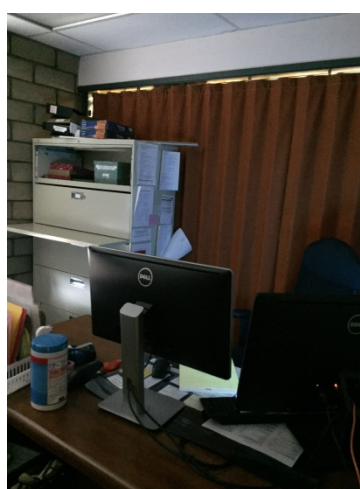
ACO Desks



ACO Vehicle Washdown



Hearing, Conference Room

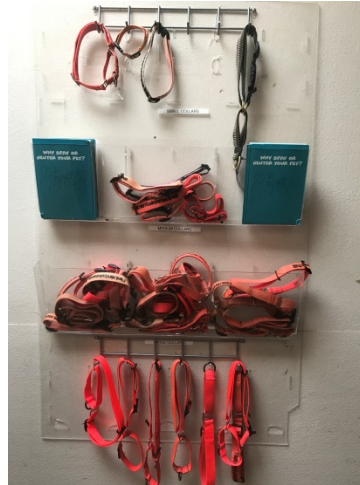


Dispatch

5.3 Site Photos – Existing Facility



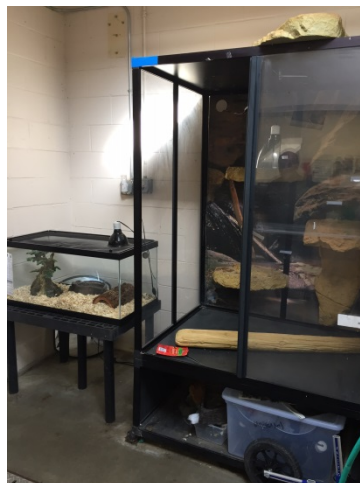
Volunteer Area



Volunteer Supplies



Surrender Office



Exotic Animals



Outdoor Kennels



Outdoor Exercise

5.3 Site Photos – Existing Facility



Indoor Kennels



Office



Cat Holding



Medical Treatment



Crematorium



Laundry

5.3 Site Photos – Existing Facility



After Hours Surrender



Cooler



Freezer



Exterior Storage and Parking

5.3 Site Photos - New Site



1. Looking west at south end of Woods H. S.



2. Looking west towards Woods H. S.



3. Looking east at south end of site



4. Looking west at south end of site



5. Looking southeast from proposed Oklahoma Road extension



6. Close up of photo 4 above.

5.3 Site Photos - New Site



7. Existing path at south end of site looking west



8. West fence of Woods H. S.



9. Woods Humane Society

6.0 Appendix



Wisconsin Humane Society

Enclosed herein are the following articles and graphics;

6.1 Articles

- Building the 21st Century Shelter Efficiently
- Doing More with Less
- Noise Related Issues in Animal Care Facilities
- Acoustical Control
- Odor Control

6.2 Sample Donor Recognition Plans

- Palm Springs Animal Care Facility
- Clovis Animal Services Facility

6.3 Staff Questionnaires

BUILDING THE 21ST CENTURY SHELTER EFFICIENTLY

A Response to the Question

“We located it at the Sewage Treatment Plant, so how could it possibly cost this much?”

By George Thomas Miers

I have been designing public Animal Care facilities for the past 15 years and I believe it fair to say there seems to be a general pattern during the initial development of a new public shelter design. It goes something like this.

The Setting

- 1) **Location** – The existing shelter is on the outskirts of town, away from daily public view and generally next to a landfill, sewage treatment plant, freeway, airport or other surplus property.
- 2) **Status within Local Government** – If it's a public operated facility, it is quite often under the auspices of the Police Department. While occasionally the shelter is under a different civilian department – rarely is the Director of Animal Control a department head within the local government. As a result, come budget time, there is no department head directly arguing for the Animal Control budget. Given the difficult economic constraints of most state, county and municipal budgets – particularly in California where most government agencies are financially strapped– Animal Control generally ends up last on the list.
- 3) **Staff Stability** – As a result of both Animal Control's relatively low status within local government, its meager budget and the difficult and often never win nature of the work, Animal Services Directors and staff tend to be more transitory than other departments which further weakens the voice of the organization within local government.
- 4) **Existing Shelter Design** – Most older shelters are generally poorly designed (if designed at all) and the

materials used at the time they were constructed were rarely intended to withstand the rigors of every day, 24-hour use. Nor were they designed with disease control in mind, let alone today's air handling criteria, ADA requirements or structural standards. Animal support functions such as food prep, laundry, grooming and even euthanasia often occur in one room – aptly referred to as the “multi-purpose room”. Hence, facility maintenance and the daily cleaning and feeding needs of the animals become the primary focus of everyone's efforts and resources. As a result, issues like animal socialization, Humane Education, People-Connect social programs and even Spay/Neuter programs often take a backseat even when they are stated priorities.

- 5) **Budget Requests** – Over the years the agency makes budget requests for either a new facility or significant improvements to the existing one. However, due to budget limitations, the budget requests are generally not funded.

The Breakthrough

Then something dramatic happens which thrusts the shelter into the public limelight and reminds elected officials that the **voting** public actually cares about domestic animals more than many of the elected officials' other sponsored programs. A newspaper article is published which documents the squalid conditions of the animals in the local shelter and mentions the euthanasia rate which arouses public awareness and ire; a sensational cruelty case captures the public's imagination and focuses attention on local shelters; or a grassroots' movement results in legislation like California's Hayden Bill which forces elected officials to abide by new holding requirements which most existing shelters cannot accommodate. Not long afterwards

everyone starts agreeing that a new shelter is needed. A supervisor or council member calls the CAO or City Manager who in turn calls the Planning Department or Real Estate office. The first questions are generally 1) can we renovate the existing facility and maintain services while doing so? 2) if not, where can we locate a new one? and of course, 3) what will it cost? In deference to the old adage “**the first price quoted is never forgiven and never forgotten**”, these questions should logically represent the most critical juncture in planning a new public facility. Unfortunately, the initial response to “**where**” and “**how much**” generally does not come from someone experienced with animal shelters, but rather from in-house staff who may never have stepped into a shelter facility. This occurs partly because it is the way things often happen in local government, but also because the mental image of a animal shelters is still the dog pound of “Lady and the Tramp” – a building type which seems like it can't possibly require any particular expertise. The net result is that an “in-house” planning/real estate study concludes that due to noise and odor concerns, a similar remote location is the obvious site selection choice and while it is agreed that a better environment than the current one is needed, such a facility couldn't be more expensive than a **typical office building**. Hence a quick budget is prepared and submitted to the Board of Supervisors or City Council based upon the theory that if the old building is crowded, doubling the square footage should take care of things – (when, in fact, most new public facilities for animal shelters, police facilities, libraries, and other special use facilities generally result in a new building program which is 4 to 5 times the original building's size). Unaware of this discrepancy, and much akin to

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April 2005

(Rev. April 2009)

Ceaser's crossing of the Rubicon – the budget's "die is cast", the budget report is accepted and the real estate department goes looking for a site (generally in the same location as the existing facility). Finally, after all the key decisions are made, a resolution is passed to hire a consultant to prepare a formal study – this is, of course, where I

usually come in – unaware that I've just inherited a difficult to build on site and a budget which is based on too small a building and calculated at a cost/SF which is **inappropriate** for the type of facility which needs to be constructed.

domestic Animal Care Facility is physically closer to a hospital, jail or laboratory than it is to an office building and, thus, it follows that their costs are generally more than an office structure – approximately 30% more as noted in the chart below.

Reality

As most of today's Animal Care professionals know, a well designed

Approximate Construction Cost Comparison between Office Buildings and Animal Care Facilities

Building Type	SF Bay Area	Los Angeles Area	San Diego & Central Valley Areas
1.0 Mid-Level Office Building			
1.1 Building Shell & Concrete Areas*	\$100-\$120/SF	\$90-\$110/SF	\$80-\$100/SF
1.2 Tenant Build Out Allowance "Vanilla"	\$50-\$70/SF	\$45-\$60/SF	\$40-\$50/SF
Subtotal	\$150-\$190/SF	\$135-\$170/SF	\$120-\$150/SF
2.0 Public Animal Care Facility			
2.1 Building Shell & Landscape Areas	\$190-\$210/SF	\$180-\$200/SF	\$170-\$180/SF
2.2 Interior Build Out	\$100-\$110/SF	\$90-\$100/SF	\$80-\$90/SF
Subtotal	\$290-\$320/SF	\$270-\$300/SF	\$250-\$270/SF
3.0 Approximate Building Cost Difference	± \$130/SF	± \$130/SF	± \$120/SF

* Building shell in this instance is what many developers call a "warm shell" which includes complete exterior enclosures, roof, site work, landscape, and major building systems such as restrooms, stairs, elevator, HVAC units (but no distribution) electrical service and switch gear (no distribution).

As indicated by the above figures, the most significant cost differences between a "typical" mid-level office structure and an Animal Care Facility is primarily in the interior and mechanical/plumbing systems' build-out categories. A quick comparison of some of the major interior finishes and mechanical/plumbing distribution systems and their related line item costs illustrates these differences.

The reasons for these cost differences are fairly obvious; most animal care facility surfaces need to be both non-absorbent and durable to withstand 24 hour, 7 day a week cleaning; rooms need to be designed to minimize sound transfer from barking dogs; air handling systems need to be designed to prevent disease transfer between animals, and a reliable security system is needed to prevent break-ins from those trying to illegally reclaim their confiscated animals. Add to this the need for

medical treatment, euthanasia and the temporary storage of animal remains and you have a very complicated, multi-use facility with extensive plumbing, HVAC and durable building finishes. While construction costs for these facilities will vary due to a wide number of site, climate and program criteria, a comparison of typical, mid-level office building costs versus those for typical Animal Care facilities illustrates the relative differences.

Typical Construction Unit Cost Differences

Finish/Assembly	Typical Mid-Level Office		Typical New Animal Care Facility	
	Material	Installed Cost/SF	Material	Installed Cost/SF
Floor Coverings	Carpet	\$2.25-\$3.00	Sheet-Vinyl	\$3.00-\$3.50
			Epoxy-Resin coating (ERC)	\$6.00-\$8.00
Walls – includes framing, drywall and taping	Stud Wall/Gyp Bd	\$7.00-\$9.00	CMU & Stud Wall & Gyp Bd	\$12.00-\$15.00
Wall Finish	Drywall/Flat Paint	\$2.50	Drywall w/epoxy paint, fiberglass wall panels	\$3.75-\$5.00
Cabinetry	Limited P-lam	\$1.00-\$1.50	P-lam & Extensive Stainless Steel	\$8.00-\$14.00
Ceiling	Acoustical Lay-in	\$2.75-\$3.50	Anti-microbial, acoustical & washable	\$2.50-\$3.50
Plumbing	Restrooms and A few extra sinks	±\$1.00-\$1.50	Extensive Plumbing	\$12.00-\$15.00
HVAC Distribution (only)	Roof-top System w/make-up air	\$5.00-\$6.00	Specialized systems w/100% exhaust	\$10.00-\$12.00
Lighting	Traditional Lay-in Lighting	\$4.00-\$5.00	Smaller rooms with more specialized lighting & Emergency Power	\$8.00-\$10.00
Chemical Cleaning System	None	None	SMT	\$2.50-\$3.00
Doors (total installed cost w/hardware)	Wood door w/aluminum knockdown frame	\$1,500/Door	Painted/Galvanized hollow metal door & frame	\$2,500/Door

Plan Configuration and the Curse of narrow, irregular sites

– While interior finishes and construction assemblies such as wall types, floor finishes, cabinetry, plumbing, and doors and frames account for the greatest cost differences compared to typical office buildings (as well as to other similar building types) the building’s **plan configuration** also has a significant impact on overall cost. As evidenced by the plans below, an office building generally requires simple, flexible floor plans which maximize window offices. As a result, plans with central service cores (restrooms, elevators and stairs) are the most common layout with “lease depths” ranging from a minimum 25’ (for small tenants) to a maximum 45’-50’ (for larger tenants) as measured from elevator core to window wall. Such a layout generally results in a standardized structural bay (column to column spans) with a minimum perimeter wall area to interior floor area ratio. As a result, the inherent program requirements of most office buildings suggest that they be designed as flexible, efficient boxes which future office tenants can adjust into. By contrast, plan configurations for Animal Care facilities are driven by a much wider array of very specific program criteria including:

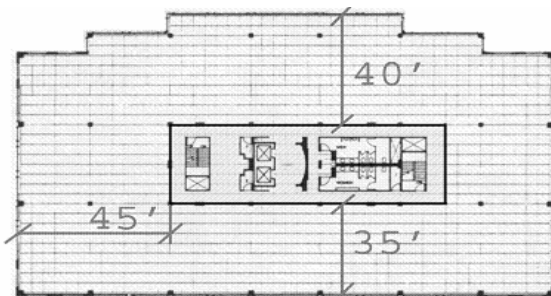
- 1) **The Appropriate Arrangement of multiple exterior public and staff entrances** – including Adoption/Retrieval, Public Receiving, Public Clinic, Animal Control Officer Receiving, Staff Entrance, Deliveries and possible after hour public access to Education/ Classroom facilities.
- 2) **Internal Plan Adjacencies** – Once the relationship of exterior entrances are

established, virtually all animal care facility spaces have a distinct, desired relationship to one another including a) the location of animal holding areas relative to public access and security, b) the relationship of animal support functions such as laundry, kitchen, grooming, etc. to animal holding habitats, c) the location of medical services to holding areas, etc.

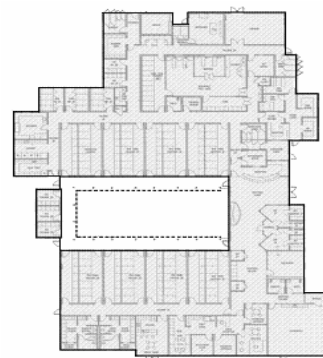
- 3) **Relationship of the above noted Exterior Entrances and Internal Plan Adjacencies to the site** – Commonly referred to in my office as the **Curse of the Animal Shelter Site**, the challenge of effectively organizing Animal Care Facility program components in an efficient manner, is significantly compounded when the selected site is so small, so narrow or so irregular that it becomes a major constraint for the eventual design. A brief overview of some of our most recently completed animal care facilities illustrates the problem. Depicted on the following pages are the plans for our new City of San Jose, Contra Costa County, Oakland, San Diego and Santa Maria (Santa Barbara County) Animal Control Facilities. All of these sites, except for Santa Maria’s, contained significant physical constraints which affected the overall design and cost of the facility due to either their narrow configuration (San Jose), sloping site plus narrow configuration (Contra Costa), required setbacks from both housing (to the south) and railroad track vibration (to the north) combined with a narrow site in the east/west direction (Oakland) and phasing requirements plus setbacks from adjacent residential

developments (San Diego). As a result, the inherent physical attributes of each of the above four sites contributed to additional construction costs. Such costs included a) added circulation area needed to connect the elongated uses within the confines of the site b) greater perimeter wall to floor area ratio due to both elongated/irregular sites and the need to adjust internal program components to the varying site constraints, c) steps and retaining walls to handle grade changes and d) resultant, irregular structural grid layouts which created erection inefficiencies and contributed to the added cost of both structural members and roof framing. By contrast, the Santa Maria facility was located on a relatively flat, square site without imposing adjacent uses which could have affected the layout. The result was that when the inevitable cost cutting measures took place to reduce the original 27,000 SF program to 18,500 SF the site at least allowed us to develop efficient solutions for doing so.

The moral to the site selection story is that if construction cost is a major criteria, selecting a site with difficult development characteristics will further exacerbate the cost problem. Sites should be carefully studied relative to their intended program uses before they are selected, and if it is absolutely necessary to select a site which has difficult development issues, the budget should be increased to compensate for the site’s problems. For purposes of accounting, these added construction costs should be looked on as additional site purchase costs – not construction cost. Unfortunately, this acknowledgement rarely takes place.



TYPICAL OFFICE BUILDING FLOOR PLAN
20,000 SF / FLOOR



SANTA MARIA ANIMAL SERVICES SHELTER
18,500 SF

Learning from Experience

The ongoing budget dilemma confronted by both public and private animal care organizations, combined with the sharp rise in construction costs during 2004 (approximately 10% according to most construction indexes) and the specter of continuing increases in 2005 as oil and related petroleum products escalate, has led me to search for a more efficient way of meeting my client's building needs. In the last few months alone, three very different clients who shared the common problem of a minimal reconstruction budget, the City of El Cajon Animal Services Agency, Shasta County Animal Services and Valley Oak SPCA of Visalia – have each articulated a similar new construction design challenge – namely, they would like the same level of internal state-of-the-art adjacencies, building systems and finishes as some of the most recently completed facilities, but they need them developed in a less expensive and, to a certain extent, more “unassuming” manner. The latter point was particularly driven home by Shasta County's CAO who made it clear that the image (and cost) of a “high style” urban shelter (like our San Diego or Contra Costa facilities) was not going to be well received in Shasta County! Having clearly heard the message, I have been developing a building type approach to the design of both Animal Control as well as private “Humane Society” facilities which combine the following lessons learned from many of our previous projects.

A. Exterior “Shell” Related

- 1) **Simplify the building's overall form** while maintaining over internal adjacencies.
- 2) **Standardize structural components.**
- 3) **Simplify roof framing and roof penetrations.**
- 4) **Develop an overall framing system which allows the building envelope to be weather-tight in a shorter time frame** – thus, reducing construction time, overhead costs and the impact of weather delays.

B. Interior Build-Out

- 1) **Maintain the same level of durable materials.** This is not an area worth compromising if long range maintenance costs are taken into account.
- 2) **Maintain the same level of HVAC, plumbing and cleaning systems** but organize them (particularly HVAC) in a more systematic manner which minimizes added cost to the structural frame.
- 3) **Simplify electrical systems** and carefully evaluate emergency power needs. An emergency generator can add \$1.50 to \$3.00/SF depending on the size of the building and the extent of power sources connected to it.
- 4) **Simplify compartmentalization of dog holding rooms relative to sound attenuation.**

C. Program Adjacencies

- 1) **Maintain separation of key public entrances** – such as Adoption, Public Receiving and, where appropriate, Public Clinic entrances, but do so within the context of a simpler building footprint/structural grid.
- 2) **Provide secure public access to all adoption and stray animals.** Organize all Adoption and Stray holding cages and kennels in a manner which allows public access to occur without the need for staff escorts and without having to enter any secure, behind-the-scenes areas. Again, do so while maintaining a simpler floor plan and structural grid.

A More Economical System's Approach

Using the above design criteria, we have developed a model plan which illustrates a general planning approach for animal care facilities which are providing animal control services or, at a minimum, receives public strays and surrenders and holds them for public identification. This plan approach is not intended to be the least expensive way to build a building – as the use of a central public access courtyard which allows the public to view all holding animals is certainly more complex and, therefore, more costly than a simple “office building” box or pre-fabricated modular barn. Rather, the exercise is intended to take the important programmatic elements of an animal control oriented shelter facility and to organize them in the most efficient and least expensive manner possible. As noted by the diagrams on the following pages, there are two variations of the same plan. **Option 1** is based upon a flat roof design where roof mounted HVAC units are systematically organized in concentrated areas so that only those portions of the roof need to be strengthened. **Option 2** illustrates the same plan, but with a sloped roof. Under this scenario HVAC units are located on the ground, thus freeing the roof of the added HVAC unit weight, the required roof penetrations and the need for roof screens. **Option 1** will have somewhat lower HVAC duct distribution costs since units can be centered over the areas they serve. However, the price to be paid is the added cost of roof penetrations, flashing, structural loading and potential extended construction time. **Option 2** will result in somewhat higher duct distribution costs because the average length of duct runs will be greater. However, framing and roof systems will be less and the time needed to weatherize the building will be reduced. This latter point has significant cost repercussions as it will help reduce the contractor's general conditions and overhead costs, (every day of construction equals approximately \$1,000 to \$2,000 of overhead general condition costs on most animal care projects) as well as minimizing time delays due to weather.

Minimum Site Area

The ability to implement the above described system's approach is obviously dependent on many factors not the least of which is the client's agreement that their internal program can be satisfactorily implemented in this manner. However, it also is highly dependent upon the configuration of

the site which ideally should be large enough to allow the building's form to be driven by program and engineering criteria and not the physical limitations of the site. Based upon the diagrams depicted in Options 1 and 2 as well as the experience gained from our many other animal care facility designs, we recommend the following minimum

site areas and widths be maintained when considering future sites. Note that the site areas listed assume relatively flat, buildable areas with good soil conditions and supplied with adequate utilities including power, sanitary sewer, domestic water and preferably natural gas.

Animal Care Facility Minimal Site Area Criteria

Building Size	Approximate Related Site Areas (parking, landscape, exercise areas)	Minimum Recommended Site Area	Minimum "Buildable" Width
15,000 SF Program Area	* 45,000 SF	<u>60,000 SF</u> ±1.4 acres	200'
25,000 SF Program Area	* 60,000 SF	<u>85,000 SF</u> ±2 acres	225'
40,000 SF Program Area	* 90,000 SF	<u>130,000 SF</u> ±3 acres	250'

* Note that facilities which contain an outdoor wildlife area need to add this area to the above analysis. Outdoor wildlife habitat areas can vary considerably, but a "rule of thumb" would recommend a minimum dedicated area of 8,000 to 10,000 SF for caging and walkways including aviaries for large, medium and small raptors. Also, if a barn and livestock area with paddocks and small pasture is needed, an additional minimum area of approximately 15,000 SF should be added to the total of which ±1,800-2,400 SF would be for the barn itself.

George Miers is a licensed California Architect and Principal of Swatt/Miers Architects (formerly George Miers and Associates, Architects and Planners). The firm specializes in a wide variety of buildings with a special expertise in the program and design of animal care facilities as well as other public buildings. Mr. Miers is also a former Board Member of the East Bay SPCA.

AUTOMOBILE REPAIR/ MISC. USES

MONTEREY ROAD



CITY OF SAN JOSE ANIMAL CARE CENTER
2750 MONTEREY ROAD, SAN JOSE CA 95111



CONTRA COSTA COUNTY ANIMAL SERVICES FACILITY
4800 IMHOFF PLACE, MARTINEZ, CALIFORNIA 94553



SUPPORT AREAS

- PUBLIC ADOPTION / RETRIEVAL
- SURRENDER AREA
- CLINIC/MEDICAL AREA
- CLASSROOM
- ADMINISTRATION/LOUNGE RESTROOMS/LOCKERS
- ANIMAL & BLDG. SUPPORT AREAS

DOGS

- DOG ISO
- DOG HOLDING
- DOG ADOPTION

CATS & SMALL ANIMALS

- CAT ISO
- CAT & SMALL ANIMALS HOLDING
- CAT & SMALL ANIMALS ADOPTION



CITY OF OAKLAND ANIMAL SHELTER
1125 29TH AVENUE, OAKLAND CA.



SWATT | MIERS ARCHITECTS

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SITE AND FLOOR PLANS

SCALE: 1"=100'-0"
0 25' 50' 75' 100'



SAN DIEGO CAMPUS FOR ANIMAL CARE
 SAN DIEGO ANIMAL CONTROL & SAN DIEGO HUMANE SOCIETY & SPCA
 5500 GAINES STREET, SAN DIEGO CA.



SUPPORT AREAS

- PUBLIC ADOPTION / RETRIEVAL
- SURRENDER AREA
- CLINIC/MEDICAL AREA
- CLASSROOM
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- DOG ISO
- DOG HOLDING
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CATS & SMALL ANIMALS

- CAT ISO
- CAT & SMALL ANIMALS HOLDING
- CAT & SMALL ANIMALS ADOPTION



SANTA MARIA ANIMAL SERVICES SHELTER
 SANTA BARBARA COUNTY, CALIFORNIA

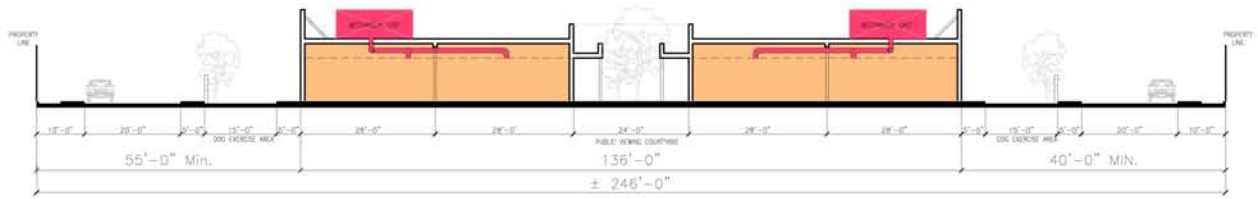


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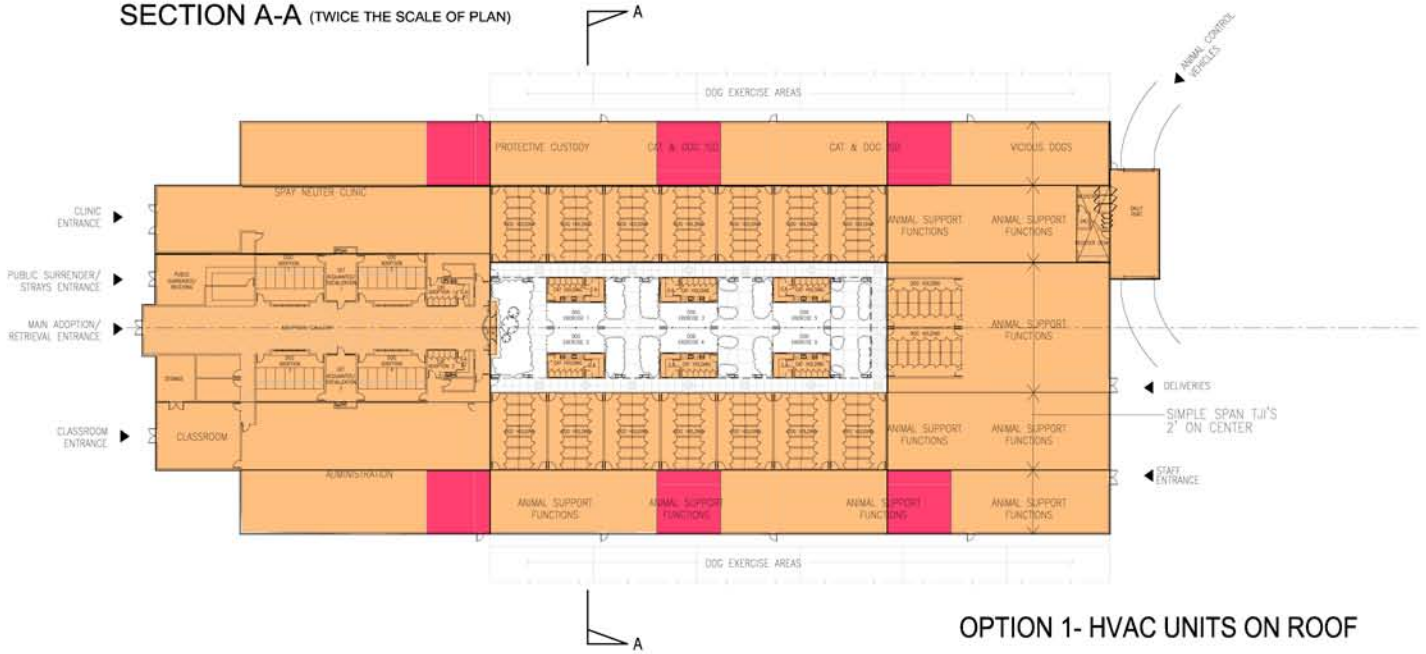
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SITE AND FLOOR PLANS

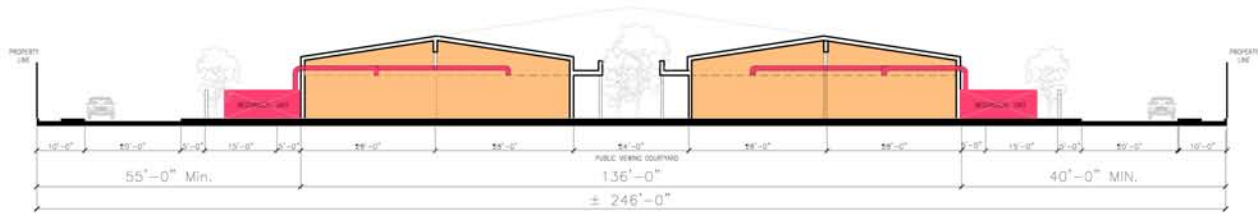
SCALE: 1"=100'-0"
 0 25' 50' 75' 100'



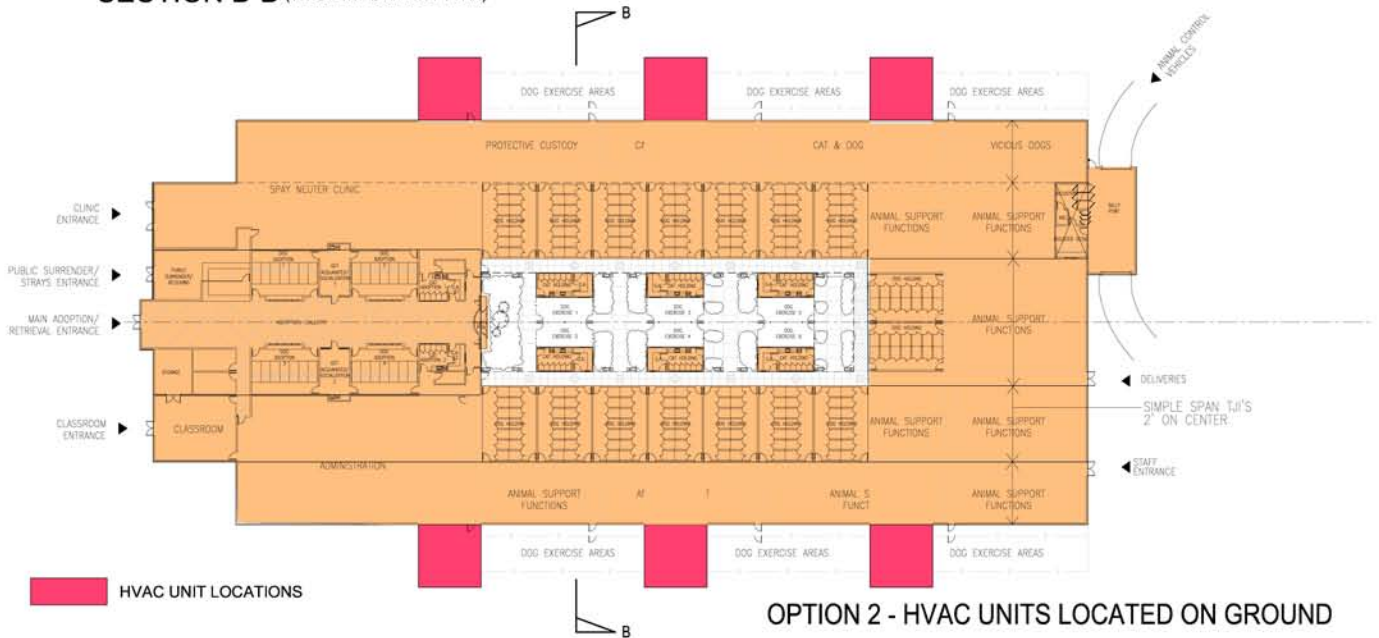
SECTION A-A (TWICE THE SCALE OF PLAN)



OPTION 1- HVAC UNITS ON ROOF



SECTION B-B (TWICE THE SCALE OF PLAN)



OPTION 2 - HVAC UNITS LOCATED ON GROUND

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PROTOTYPICAL ANIMAL SHELTER PLAN OPTIONS

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Doing More With Less

Improving Existing Shelters on a Modest Budget

By: George Thomas Miers

When it comes to existing Animal Shelters, and the limited funds on which most shelters operate, “doing more with less” sounds like a good deal. This is probably why many of my clients and fellow Board members have asked me to address the issue assuming, I suppose, that if I could come up with such interesting and innovative designs for new facilities, then certainly I should be able to do something creative with existing ones. Having heard this enough times, I decided to give it a try and the ideas presented herein are a result of that effort. However, before starting off on this path, several warnings are in order.

Warning #1 – Most older shelters require so much renovation work to meet current building and ADA codes – let alone upgrading the plumbing, HVAC and electrical systems to those found in newer facilities – that they are rarely good candidates for “full renovation upgrades.” Much of the reason for this is because they were constructed so poorly in the first place as well as the fact that domestic animal care “support systems” and public expectations have changed so dramatically over the past ten years. In addition, many older shelters were located in such remote, undesirable and out of the way locations (next to the sewer plant, corp yard or airport), that maintaining the facility in the same location also begs the question “is this a really good use of public or donor money?” or a case of “placing good money (and lots of effort) on top of bad?”

Warning #2 – “Don’t shoot yourself in the foot.” As an architect who works extensively with both the public sector and non

profit groups, I have all too often seen situations wherein a facility needing, and even designated, to be replaced was granted a small budget for minor “mandatory” repairs only to find that the repairs – (actually the expenditure of repairs) – became the reason not to proceed with a new replacement facility. As a point in case, several years ago during a walk-through of the Redondo Beach Police Facility (one of the more undersized urban police facilities in California!), one councilman turned to another and stated, “I can’t believe we’re considering a new facility – we just painted the rooms two years ago, and they still look good!”

RETROFIT CANDIDATES

Having issued the above warnings, the following are a few thoughts for consideration.

Kennels – Older kennels come in a variety of sizes and configurations but generally they are of an indoor/outdoor variety as depicted in figures #1 and #2. These kennels generally are double loaded with dogs facing one another and have exposed concrete floors, concrete masonry CMU side walls (often only up to 4’-0” with galvanized chain link above), exposed trench drains along the aisle, an open ceiling structure, hanging industrial style fluorescent lights and possibly a hanging space heater. The



Typical “older style” Kennels

construction of the overall structure is generally wood frame, much of which is exposed and there is generally little, if any, exhaust system. While there are a myriad of problems associated with this generic design, not the least of which is harboring bacteria in the exposed wood structure, some of the more significant ones include;

1) Open trench drains on the aisle side which, in addition to being unsanitary, serve as a poor threshold over which the public is introduced to and interacts with a dog. Drains in this location also require staff to enter the kennel in order to clean it as they must hose down toward the trench which in turn hoses down the aisle.

2) Exposed concrete and CMU Concrete and CMU are porous! They absorb not only water but harbor bacteria and odors and are a significant source of disease transmission and odor in kennels. Furthermore, once cleaned, it takes longer to dry as the water (and chemicals) remain absorbed in the concrete and the dog, upon being returned to the kennel, generally is forced to sit in a wet kennel.

3) 4’-0” high CMU walls. Many kennels employ partial height CMU walls with chain link above allowing dogs to go “nose to nose” which is both a serious disease transfer problem and an animal comfort, safety and socialization concern.

4) Dogs facing dogs (and only 6’ to 8’ away!) enhance anxiety, noise levels and stress which in turn contribute to a lower

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Doing More With Less

Improving Existing Shelters on a Modest Budget

resistance to disease and, hence, disease transfer issues (although not to the same extent as cats). It should be noted that while habitats which allow dogs to face and interact with each other may offer benefits for certain select, and better socialized dogs such as those at MasterFoods' nutritional research facility in Waltham, England (most of whom are raised together at the facility as puppies), this arrangement generally does not work for abandoned or lost Animal Control dogs who are most often stressed, sick and if not anti-social, then too scared to interact with people or other dogs in a positive manner.

5) Absence of proper ventilation is a disease transfer issue largely attributed to the spread of both kennel cough in dogs and upper respiratory ailments with cats, (although these problems are more complicated than just poor ventilation).

6) Higher ceilings. While of some benefit when minimal ventilation is provided, higher ceilings increase the volume of air needing to be removed, and hence, can become a significant operating cost burden when proper air changes (10 to 12 per hour for dogs) are provided.

7) Cleaning systems usually include a typical garden hose, cold water (only) and chemicals which are carted into the room by kennel staff resulting in poorer cleaning procedures, extensive water usage and excessive exposure of staff to chemical cleaning agents.

8) Too noisy and too many dogs in one room – If you have ever been in one of these, you know what this is about.

SO WHAT CAN BE DONE?

Keeping in mind **Warnings #1 & #2** above, the following ideas can be incorporated on a relatively modest budget although obviously the more of them implemented, the greater the undertaking and the higher the cost. Also, each improvement presented can be implemented on its own without the others, although certain improvements such as the hung ceiling are of greater value if combined with other work such as installing a proper air handling unit.

A.1) Trench drain covers or grates come in different widths and can be cut to fit most trenches. They are generally inexpensive items costing about \$15-\$25 per linear foot or about \$60-\$100 per 4 foot wide kennel depending on the type of grate (metal or plastic) and the design of the trench it needs to cover (are there insets to support the grate or do they need to be added?). See Fig. 3. ZURN is one of the leading manufacturers of grates their website is: www.zurn.com.

A.2) Concrete Sealers and Coatings. Despite advertisements to the contrary, most heavy duty concrete sealers do **not** work well in shelters and have a limited life span of 6 months to a year before absorption once again occurs. Epoxy paint is not a good solution for floors as it is too easily scratched and the epoxy membrane compromised. The best solution is to install an Epoxy Resin Coating (ERC) such as manufactured by Stonhard, Selby and a few other companies which include a troweled, multi-layered application of epoxy resins finished with a sand grit (which can be adjusted to the user's liking). This product not only holds up well to the daily application of hot water and chemicals, (we can attest to as long as 12 to 15 years on several of our

projects), but the sand application also creates a slip resistant surface which is safe for staff and animals alike. These products range in price from \$4 to \$6 installed and are designed to be troweled up the wall to create a 6" integral cove. Assuming a 4' x 6' kennel, a 4' x 4' area in front of the kennel, integral base and coating of the trench drain, each interior kennel would run about \$300-\$400 to cover. Vertical CMU surfaces can be coated with a similar ERC product although this begins to get quite expensive. We have found that for those areas, a higher quality epoxy paint tends to hold up quite well with minimal maintenance.

A.3) "Opaque" Side Kennel Walls should be extended up to 6'-0". The simplest and least expensive way of doing this is to introduce a durable, non-absorbent panel such as T-Kennels' Acrylic PVC panels. Alternatively the CMU can be extended but this will most likely result in a higher cost. A T-Kennel 2x6 "Flag" panel runs \$295 plus installation.

A.4) Eye to Eye Contact Changing the orientation of dogs in most double loaded kennels is a difficult challenge. If the aisle is wide enough (8'-0" or greater), a solid wall can be constructed between the two. However, most of these aisles are only around 6' to 7' wide, which if divided in half, does not meet minimum ADA width (3'-8" aisle and 5'-0" turn-around space) or adequate staff cleaning area – minimum of 4 feet. A solution to this problem is illustrated in figures #6 and #7. In this retrofit solution one row of kennels is left "as is" while

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the other side is changed to a side access arrangement wherein 3 (4') wide kennels are converted into a "flexible" kennel which can hold 1 to 2 dogs (if the dogs are socially compatible), several smaller, compatible dogs or a mother with puppies. In addition to eliminating the eye to eye contact, this arrangement allows staff opportunities to better socialize dogs and also allows the flexibility to introduce some "complexity" into the kennel such as the use of a fixed or hinged panel (see Fig. 8) which creates an "L" or "U" shaped configuration which noted dog behaviorist, Ray Coppinger has found to significantly help dogs cope with captivity and fend off the approach of "Kennel Craze". The hinged wall panel can be constructed fairly simply from a T-Kennel Acrylic PVC panel attached to the wall with stainless steel hinges and a push button locking mechanism. If a raised concrete dog bed is added at this time, then the panel should be raised above it a few inches to aid in cleaning. This solution is difficult to cost without knowing more about the specific shelter as it involves several trades and will vary from area to area due in large part to the demolition work involved.

A.5) Ventilation upgrades:

Modifying existing shelters to provide proper air changes (ideally 10 to 12 per hour) is a difficult and generally more expensive retrofit task. In most California locations where indoor/outdoor kennels are provided, temperature fluctuations generally allow year round use of the outdoor portion of the kennel. In these situations the ability to provide for air movement during summer nights by way of electric and gravity fans and heat from space heaters may be a reasonable, inexpensive solution, which allows

limited funds to be spent elsewhere. However, in harsher climates and where conditioned air is desired, there are a number of energy efficient and reasonably priced air handling units on the market which can be located on the ground and ducted into the space (locating these on the roof may be unpractical due to sloped roofs and structural loading). For an average kennel "ward" of +/- 30 kennels which might measure 18' to 20' x 60' or 1200 SF, a 5 to 6 ton HVAC unit such as made by Carrier or Trane would be needed. This unit would provide heating and cooling with up to 10-12 air changes per hour but should include a heat recovery mechanism for energy efficiency (the pay back for the heat recovery unit is under 5 years). At approx. \$600/ton the base unit would run about \$2500 to \$3000 with an additional \$2000 for the heat recovery unit. Adding installation costs of approximately \$4-\$5000 and electrical upgrades of \$1-\$2000, the total installed cost should be in an \$11 to \$12,000 range, which at 1200 SF would come to approx. \$10/SF which is less than 1/2 the cost of HVAC in a new facility. By contrast a new ventilation system with the capacity to provide a similar 10-12 air changes per hour combined with a gas fired space heater would run approximately 1/2 this amount or +/- \$5/SF.

A.6) Acoustical Ceilings

As discussed earlier many older shelter kennels have higher exposed structural ceilings. While higher ceilings can often have an aesthetically positive appeal for humans, most dogs don't seem to care! A higher ceiling results in greater cubic footage of air and, thus, if conditioned air exchanges are desired, there will be a greater amount of air being moved and conditioned. Over the course of a

year for a 550 SF dog ward, the difference of 1 foot in height or volume can result in an added energy cost of \$1,000. A solution to this problem is to install a water resistant acoustical ceiling such as Armstrong's Ceramaguard 2x4 anti-microbial lay-in panel which also provides for excellent sound attenuation, (which is significantly better than hanging sound panels!). Introduction of a ceiling will most likely require a new lighting system which also can be a positive addition for both animals and people alike. The acoustical ceiling can be expected to run in the \$3-\$4/SF range while 2x4 lay-in fluorescent lights with warm lamps and a gasket lens will run \$5-\$6/SF. Thus, a 1200 SF kennel space might cost \$8-\$10/SF or \$9600 to \$12,000 installed.

A.7) Pressurized Chemical Cleaning Systems

– More and more newer facilities are utilizing a centralized chemical cleaning system which pumps pre-mixed chemicals from a designated mixing room (controlled by limited, authorized staff). These systems, such as Spray Masters Technology (SMT), delivers both hot water and the chemical mixture to a Remote Cleaning Unit (RCU) located in each Dog and/or Cat Room. The RCU contains a quick-coupler hose connection and operable dials which allow staff to select from either a clean water rinse, full chemical wash or partial chemical wash. This system can be fairly easily retrofitted into existing shelters as it utilizes 1" stainless steel tubing rather than conventional copper piping. We have found these systems to cost

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less than conventional hot and cold water hose systems and the pressurized hoses save approximately 75% of the amount of water used in conventional “garden” hose systems. A relatively small SMT system with 5 stations (2 pumps and a portable hose reel, hose and nozzle and supplies) will run approximately \$15-\$16,000 installed. The cost per station however, goes down as the size of the project increases.

Essentially, each pump runs around \$5000 and a wall mounted RCU runs approximately \$400/station. The hose reel assembly and supplies run approximately \$1500.

A.8) Compartmentalization – Generically, these older kennels place far too many dogs in one space. Typically in our new facilities we place only 6 to 8 dogs per ward which is beneficial for both disease transfer and lowering the acoustical stress levels of all involved. Figs. 5 and 7 illustrate one way to help mitigate this problem in these older style kennels.

CAT ENVIRONMENTS

Cat environments are much easier to retrofit than dog kennels. Cats occupy significantly less square footage – approximately 7 to 15 SF per cat (including circulation space depending on the habitat) as opposed to dogs who occupy 80 to



Before: PHS Cat Habitats (Cages)

100 SF (36 to 40 SF for the kennel itself and the rest is circulation on either side). In addition, cats do not instill as much damage on their environment. Hence, issues of trench drains, epoxy resin floors and chemical cleaning systems need not be incorporated. As a result, it is much more frequent to see a relatively inexpensive cat room modification in an existing shelter such as Peninsula Humane Society’s Community Cat Room which was designed and constructed by shelter staff within a large room primarily occupied by cages (too many cages for a single room!). See photos.

Notwithstanding, the “easier to deal with” aspects of a cat room, there are, however, a number of important issues to keep in mind when designing cat room environments.

1) Stress – Based on research by Kate Hurley DVM and the U.C. Davis Shelter Medicine Program which she heads, cats are much more susceptible than dogs to illnesses brought on by stress due to the high percentage of cats who enter shelters with feline herpes. Dr. Hurley points out that not only are cats stressed by room environments which include cages facing each other but in particular by daily cleaning procedures which require removing the cat from its habitat (cage) in order to clean because the cage has no alternative area for the cat to reside while



After: PHS Cat Habitats (Rooms)

cleaning takes place. (This is also a safety issue for staff).

While this is a problem that relates to cages specifically, there are a variety of solutions offered by different cage manufacturers. (Note that individual rooms or community rooms have alternative areas for cats to go and are cleaned differently.) One system offered by T-Kennel (a subsidiary of Shor-line) is their new cat condo units with and without the side “private quarters” (see photo). These units allow enough room for a cat to move while cleaning occurs. The “private quarters,” in particular, accommodates this in a manner similar to a feral cat guillotine cage. The unit shown runs around \$2600 or \$500 per condo and \$300 per “private quarters”. If a base with shelves is included add \$500 per cabinet.



T-Kennel Cat Condo

Isolation And Overcrowded Rooms

While developing fun, people oriented environments for cats has become more popular, as discussed above the co-housing of the cats (not unlike dogs) should only occur amongst healthy cats who get along with one another. Most shelter cats enter with limited information available as to their background and, hence, they need to be held and observed in isolation. One

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of the biggest problems in shelters is that Isolation Rooms either do not exist or there are not enough of them and, hence, too many cats end up being placed in one room mixing healthy and ill cats together. This problem is further exacerbated by orienting cages such that cats are facing towards each other resulting in both an increased level of stress (as discussed above) and airborne disease transfer via sneezing cats and kittens.

While the problems presented by overcrowded rooms is difficult to solve without building more space, there are a number of relatively simple solutions worth considering relative to changing the orientation, number and generic nature of the cage design in a specific room. Figures 9 thru 12 below illustrate a typical cat room and a variety of approaches to reorienting cages/habitats.

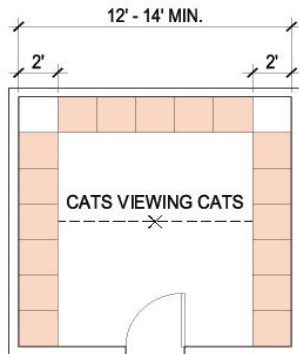


Figure 9 Typical Cat Room

The most important messages conveyed by these diagrams are:
 1) In order to minimize stress, do not orient your newly arrived and isolation cats towards each other so that they can make eye contact and
 2) limit the number of these new and "isolation" cats to no more than 10 to 14 per room, if at all possible.
 The dimensions of your existing rooms will generally dictate the changes which are possible. In the diagrams we are showing that a minimum 12-14 foot wide room is needed to either back up cages with aisles on each side (fig 10) or divide into two rooms which is the more preferable solution (fig. 11). Fig 12 meanwhile illustrates the ability to install built-in Cat Rooms or "Condos," similar to the Peninsula Humane Society Condos shown earlier. (Note that we have illustrated an "L" configuration which maximizes the number of spaces but allows cats the ability

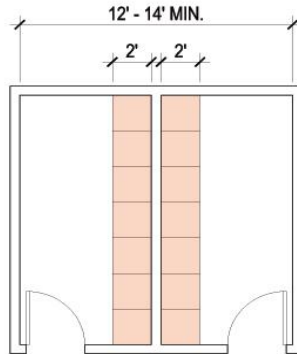


Figure 11 Single Loaded Rooms

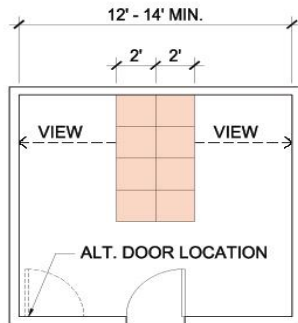


Figure 10 Back to Back Cages

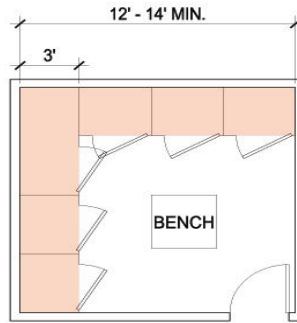


Figure 12 Cat Condos

to avoid eye contact). For rooms that have a width less than 12 feet, only one row of cages should be installed. As the width begins to exceed 14 feet, many other options become possible including the creation of Cat Community Rooms in the center or corner of rooms.

Another fairly inexpensive, albeit "make-shift," solution which is workable in more benign climates is to purchase a small prefabricated modular storage container designed for exterior use and install a few operable windows. While it will not win an architectural award, it does provide a healthier environment for the animals.

Ventilation

Cats are prone to upper respiratory ailments and hence, ventilation is a significant concern. Once again, air changes using outside air (and no interior "make-up" air) at a minimum 10 to 12 air changes/hour are especially important. However, to accomplish this, either an HVAC system or an exhaust only system with space heaters is needed similar to that described earlier in the Kennel section. However, this becomes more complicated as additional rooms and interior spaces need to be served.

In addition, many shelters continue to change kitty litter within the cat room itself by dumping it into a waste can – resulting in a plume of kitty litter dust complete with viruses which spreads across every cat in the room. When this occurs, a good ventilation system may actually further aggravate the problem by spreading the dust over each cat. A simple, no cost

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procedure which can significantly improve air quality is to carefully deposit kitty litter outside the room in a manner which minimizes dust entering the air.

Room Materials

Since cages are cleaned individually, rooms usually are mopped and only occasionally washed down. While the use of Epoxy Resin Coatings (ERC) for floors and either ERC or epoxy paint for walls would be ideal, even in newer shelters, less expensive materials such as sheet vinyl floors with coved bases (+/- \$3.50 to 4.50/SF installed) and FRP walls or wainscots (Fiberglass Reinforced Panels) which run \$2.50 to \$3.00/SF of wall surface installed are acceptable alternatives. Changing light fixtures to warmer, incandescent fixtures or existing "cool" fluorescents to warmer lamps can also help improve the rooms appearance at a relatively small cost.

The above ideas have been presented as "**general**" solutions to "**typical**" problems. Obviously, every shelter is different relative to both its physical facility and its operations and goals. As a result, any solution to a particular problem should be evaluated in relationship to these criteria. Expenditures of public and donor money on facility improvements should always be viewed as a **means to a desired "program" end** and not the end itself. Thus, notwithstanding my two earlier **warnings**, if the "end" result of improvements can be clearly defined such as to reduce the number of unwanted companion animals by increasing adoptions or to improve the condition of the animals held while at the shelter, then the decision as to whether the expenditure is worthwhile and cost effective can be made more easily.

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TYPICAL "OLD STYLE" INDOOR/OUTDOOR DOG HOLDING WARD

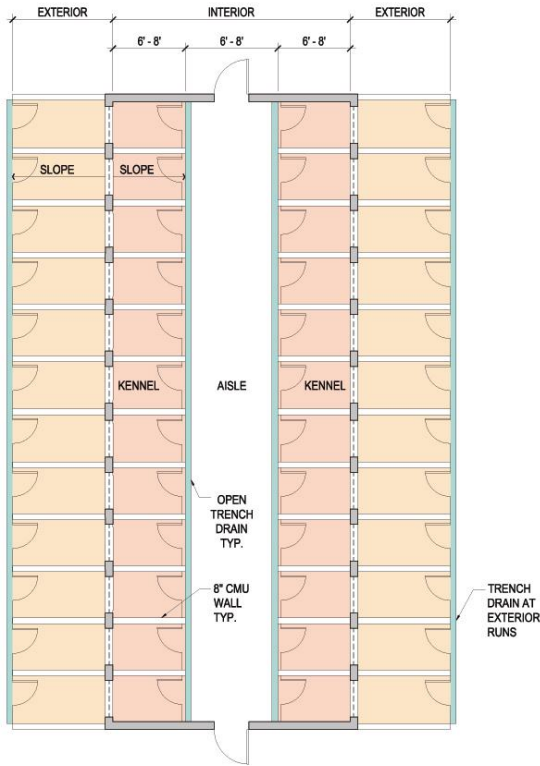


Figure 1-Existing Plan Layout

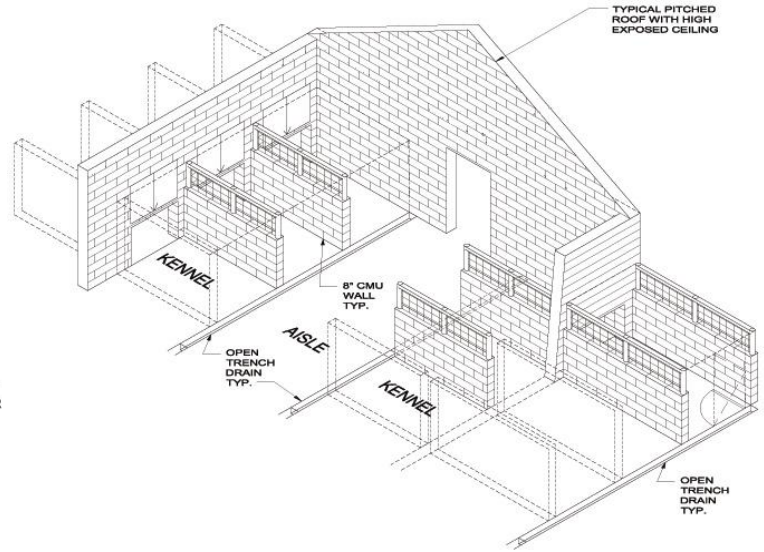


Figure 2-Existing Plan Isometric

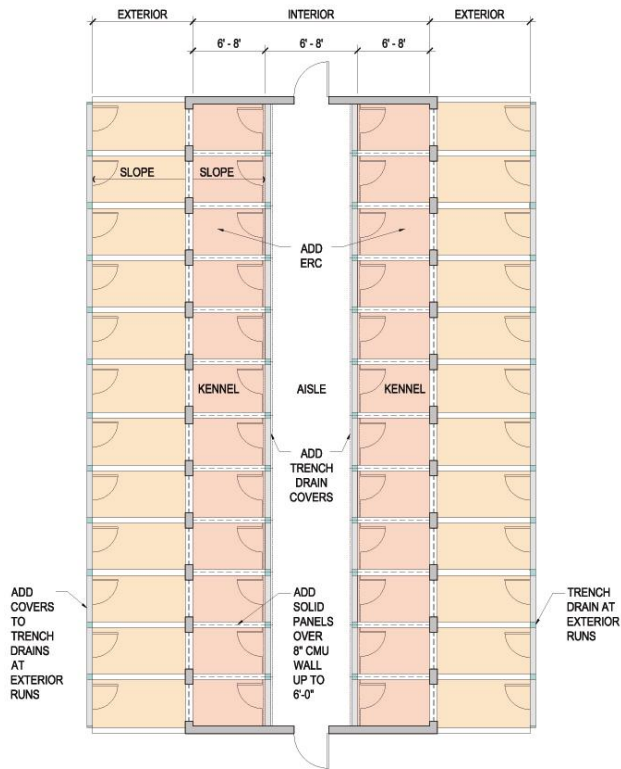


Figure 3-Trench Drains & Side panels

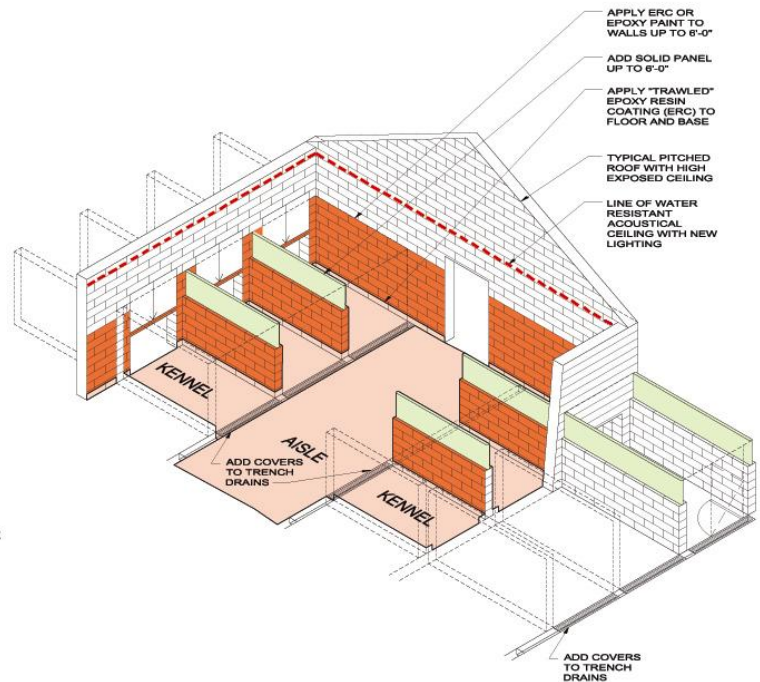


Figure 4-Retrofitted Isometric

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TYPICAL "OLD STYLE" INDOOR/OUTDOOR DOG HOLDING WARD

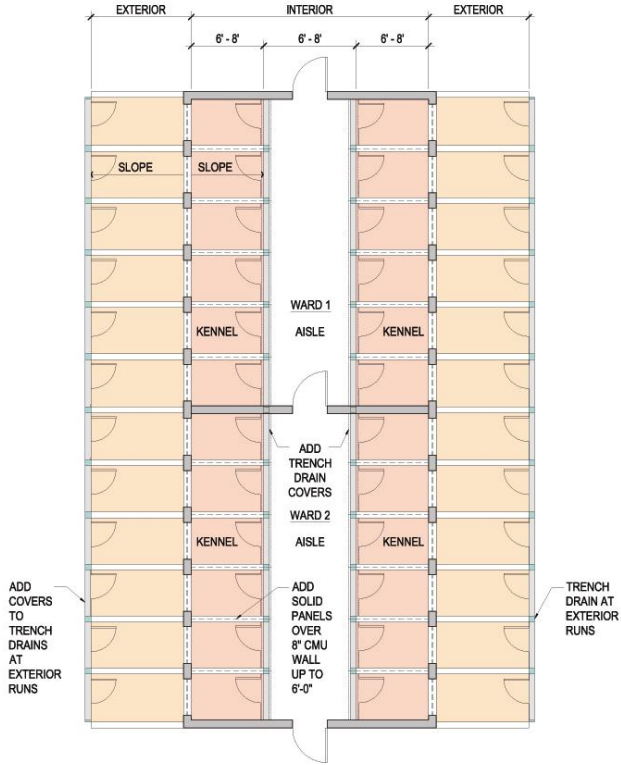


Figure 5-Divide Into Smaller Wards

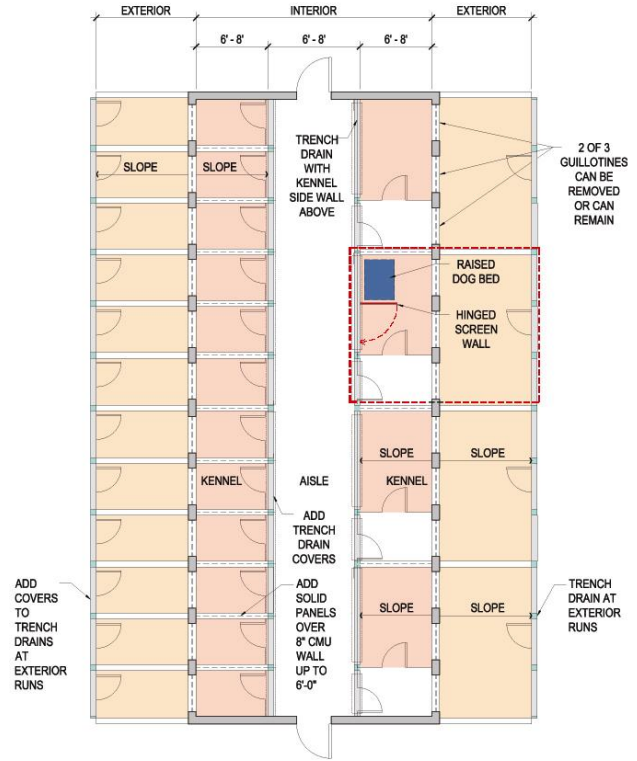


Figure 6-Multi-purpose Side Access Kennels

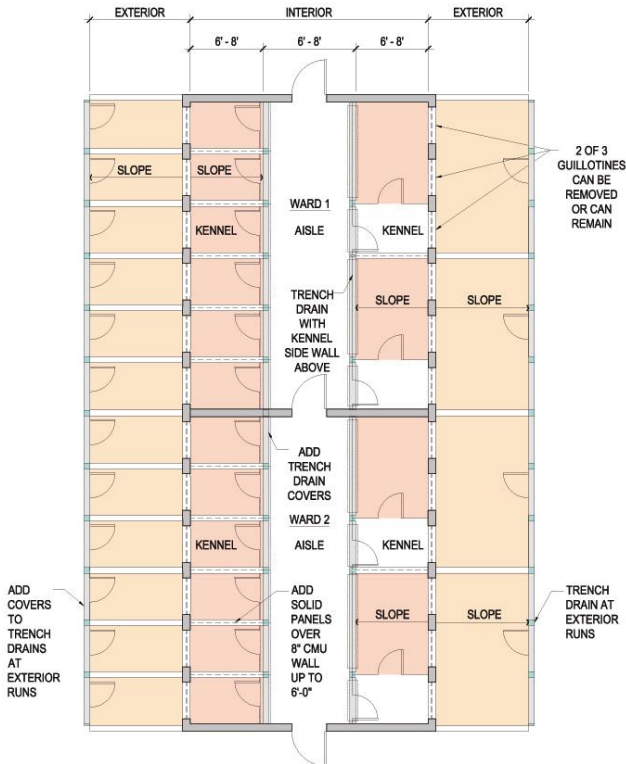


Figure 7-Smaller Wards & Multi-purpose Side Access Kennels

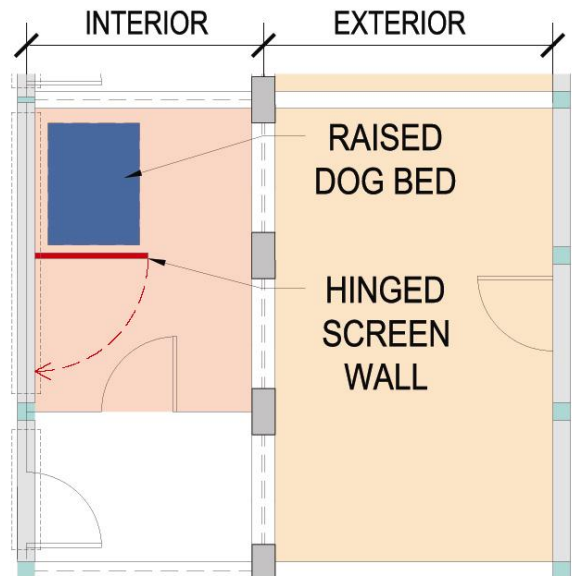


Figure 8-Flexible Kennel Habitats

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Noise Related Issues in Animal Care Facilities

By: George T. Miers

Controlling noise generated by the barking of Dogs within domestic Animal Care facilities is a major design criteria in the construction of all of our new buildings. While, historically, “noise control” in animal shelters has been a concern raised largely by neighbors and building regulatory agencies, in today’s newer, state of the art facilities, it is an important program requirement set forth by the Client – not just to limit noise transfer from the building, but for the well-being of animals and staff alike within the building. As discussed by C. Scott Learned in a recent Animal Sheltering magazine article;

There are three typical noise problems in animal care facilities: direct kennel noise, internal room-to-room noise transmission, and external noise transmission to neighboring properties. Treating the direct noise produced by dogs is difficult; in buildings designed for purposes other than animal care, the primary problem is the reverberation of noise – but, in kennels, each dog creates a source of direct noise physically close to the ears of kennel technicians.

Dogs are pack animals and love to be heard, and will frequently begin vocalizing when they hear the sounds of other dogs. Unfortunately, acoustic sound panels have no effect for those in the direct path of the barking. And since kennels are usually made of hard, sound-reflective materials, they create a substantial amount of echoed noise. So what kennel techs face every day amounts to multiple sources of direct noise and an unbearable – and potentially ear-damaging – level of reverberation.

As a result of the above noted staff concerns (as well as the Dog socialization training procedures noted below), an emerging focus of animal care facilities has been to both minimize and attenuate noise **at the source** before it has a chance to escape to the exterior.

For years the primary function of most animal shelters had (has) been the “holding” of animals until an owner retrieved the animal or it was adopted. Little effort or cost went into the design of the animal holding environment, let alone its acoustical qualities, as the habitat was seen as very temporary. However, after years of dealing with the problem of animals returned by owners due (amongst other issues) to lack of social training, shelters have placed a greater emphasis on socializing animals before they are adopted. While this requires attention to a wide range of behavior issues, control of barking is one of the highest priorities. In order to deal effectively with this problem, dogs must be kept in as low-stress an environment as possible and they must receive “people attention” and training. In an effort to accomplish this, new Animal Care facilities (and in particular, the design of the Humane Society of Silicon Valley - HSSV) include the following characteristics;

- 1) Dogs are kept in smaller groups or compartments, thus, minimizing their “pack animal” tendencies of barking “to be heard”. In our HSSV facility, all of the holding and adoption Dogs will be held in individual “indoor” rooms – more akin to a home than a kennel – and each Dog will receive ample exercise and human attention.
- 2) Walls around these compartments or rooms are each designed with full-height, insulated, “sound walls” capable of reducing the high-pitch or low-growl of a bark from $\pm 75 - 80\text{Db}$ down to $\pm 45\text{Db}$. 45Db is a common “ambient” noise level required in residential areas. In addition, all doors and windows are carefully sealed all around. Doors will all receive drop-bottoms at the sill, and windows will all be double-glazed.
- 3) Music is piped into each Dog habitat to help create a background sound or “white noise” which has been shown to help calm dogs who tend to react to isolated sounds.

- 4) Behavior Training and Socialization rooms are provided where Dogs are taught proper “home” behavior which includes not engaging in prolonged barking.
- 5) When shelter Dogs are exercised outside, it is always with a human and the procedure is to bring the animal inside if prolonged barking occurs.
- 6) Each Dog habitat will receive an acoustical treatment on at least one plane (the ceiling). On the HSSV facility, we will use an anti-microbial treated, acoustical tile to help minimize reverberation.
- 7) HVAC duct work will be designed with duct-lining and bends to “muffle” noise so that barking sounds do not pass out of the building.

As indicated by the above measures, the first emphasis is to prevent barking at the source. If you visit a recently constructed animal shelter facility which incorporates these components such as the new Tri-Valley SPCA, Tony LaRussa’s Animal Rescue Facility, the SFSPCA or the new San Diego Humane Society and SPCA, you will generally not hear dogs barking within the building and you most definitely will not hear barking pass from inside to the outside of the facility. This criteria is not only important for staff’s well-being, but for the socialization of the Dogs as well. In addition, cats and other small animals account for over half the animal population and their stress level is of equal importance to the dogs – hence, noise reduction takes on an even greater role within the facility. The design of the new Humane Society of Silicon Valley will incorporate similar building design and training procedures to minimize the transfer of noise from Dog’s barking.

Acoustical Control

Similar to Energy Design, Acoustical Control in Animal Care facilities can be broken into two major categories i.e. “Passive” and “Active” Design Approaches. Passive design, like its counterpart in the “energy conservation area,” involves the incorporation of measures which inherently reduce the generation of noise which in this case means reducing the barking of dogs. This approach is quite simple; if a dog doesn’t bark, there is no noise generated and, hence, there is no noise problem. Dogs bark for a reason which typically is a result of stress, agitation and provocation. Most dogs in home settings where the dog receives adequate human attention and a suitable living environment, do not bark. When they do, it is generally momentary and if it is in the home, they are usually quickly reprimanded and it stops. Historically, this has not been the pattern of behavior at older animal shelters where large numbers of frightened, agitated dogs some of which are sick and many of whom have been living in difficult, non-supportive home environments, are kenneled in the same room – often facing each other which further exacerbates anxieties and, hence, barking.

At our proposed Center for Compassion, we are designing a very different environment for dogs which includes the following features;

- 1) Virtually all dogs held at the facility will be housed in Residential “Room” settings – not in kennels.
- 2) The 2 Kennel Holding Rooms in the facility only have 3 kennels per room and none of the kennels face each other.
- 3) An extensive Behavior Evaluation process will take place with each dog and based upon these evaluations, they may be paired with another dog/dogs to enhance socialization skills and companionship. This system has been found to be a more supportive setting for many animals which helps reduce stress and agitation which in turn reduces barking.
- 4) A rigorous indoor training program will be in place wherein dogs will come into frequent contact with trainers/staff. Recently constructed facilities with similar well run, rigorous programs have shown a significant decline in barking as many dogs are so tired that they sleep when brought back to their habitat.
- 5) Each Dog Habitat will have a piped music system providing background sound. A soothing, steady-state sound source has been found to calm dogs as it tends to “mask out” other more abrupt noise sources to which dogs often overreact.

We believe that the above “passive” design program features will create a significantly quieter, user friendly facility for humans and dogs alike that is more reminiscent of a “home” than the traditional kennel. However, in addition to these “passive” programs, the following “active” design features will also be incorporated;

1) “Sound Retardant” wall and ceiling systems will be incorporated around each dog habitat area. These walls will include acoustical batt insulation in all walls and ceilings. Where windows occur, glass will be either double glazed and tempered or they will be ½” heat-strengthened, laminated. At doors “drop bottoms” will be used at the sill with neoprene seals all around the jamb and head.

2) Resilient Clips will be used between drywall and studs at all dog habitat rooms which are on an exterior wall. Resilient clips minimize sound transfer by creating a “break” between the finish wall and framing members. This is particularly important in reducing high frequency sounds which tend to penetrate low frequency absorbing materials which rely on “mass” such as concrete, insulation etc.

3) An **Indoor Training Room** has been designed into the facility so that daily exercise and socialization activities can occur indoors, all year round. While dogs exhibiting “prolonged” barking will be removed from the activities of this space and returned to their habitat, the room will be designed to significantly reduce sound transfer as per the methods described above under items 1 and 2. It should be noted that the skylight in this room will be double glazed to further reduce sound transfer.

Odors in animal shelters are generated by two primary sources. **First**, and most common, are the odors generated by animal feces and by its decomposition. Odor causing gases are primarily ammonia and hydrogen sulphide. In order for such odors to be detected down-wind, odorous compounds must first be formed, then released to the atmosphere and finally transported in sufficient concentration to be discernable to the human nose. During each phase, steps can be taken to diminish odor. Well designed, modern animal shelters incorporate these steps in the design and operation of such facilities as discussed herein.

The **second**, and possibly most often detected but least acknowledged odors, are those which have been absorbed into the structure itself and are almost impossible to remove. Most older shelters are constructed of wood studs (a fibrous cellulose material which not only absorbs moisture but can also harbor living organisms) and concrete and concrete block - two materials which while hard and durable are also extremely porous. While sealers(which are only partially effective) may have at one time been applied to the concrete surfaces, they are usually effective only for about 6 months at which time they need to be applied again which rarely ever happens. The net result is that over time these buildings begin to absorb urine, fecal material, cleaning products and just about everything else and the materials themselves become a prime breeding ground for bacteria and mold not to mention an ongoing source of odor. The only alternative solution to this problem is to provide durable surfaces which are non-absorbent as described below.

1. Housekeeping and Flooring

- a. Each animal holding room is generally cleaned twice daily whereby floors are chemically sanitized by high and/or pressure chemical cleaning and rinse. This allows less time for the formation of gaseous odors.
- b. Properly designed floors and walls are epoxy coated, non porous and smooth which minimizes the harboring of odor causing organisms.

2. Plumbing System

- a. Each animal holding room or kennel should have a drain. Dog waste is scooped or hosed into the drain. The waste is then forced into the sanitary sewer system by a second flushing system, similar to a flush toilet.
- b. Such procedures for disposal of the waste do not allow enough time for the formation of odorous ammonia and hydrogen sulphide gases.
- c. Through the use of flush valves rather than typical, gravity forced drainage systems, odors caused by standing water in the “p” trap of the drainage system is eliminated.

3. Air Conditioning and Ventilation Systems

- a. A well conceived ventilation system provides 12 air changes of outdoor air per hour. Such large amounts of air-flow dilute the concentration of odorous gases in the room and in the exhaust air stream.
- b. Air conditioning systems maintain animal holding rooms at optimum temperature and humidity to further reduce generation of hydrogen sulphide and ammonia.
- c. The above measures should result in a virtually odorless interior environment which in turn should result in an odorless exhaust without the need for filters. Should any odors be detected carbon filters can be easily added.

4. Building Construction

- a. Metal studs should be used instead of wood studs. While proper room finishes and drainage systems should not result in moisture penetration into the wall, given the imperfections of construction, this is a safer way to proceed.
- b. All concrete in animal holding and support rooms should be covered with a 3-part epoxy resin coating that will create a seamless, non absorbent surface.
- c. Wall materials in animal holding/support rooms should also receive either a 3 part epoxy resin coating, (up to 3'-6") and/or epoxy paint (above 3'-6") or fiberglass reinforced panels.

By incorporating the above methods for mitigating odors, exhausts from animal shelters will be virtually odor free. A first hand look at recently constructed shelters will go a long way to assuage concerns of concerned individuals unfamiliar with new animal care facility design standards. Recently constructed Bay Area Shelters recommended for visiting include San Jose Animal Care Center, Tony LaRussa's Animal Rescue Foundation, Tri-Valley SPCA, Contra Costa County Animal Control Facility and San Francisco SPCA.

- Tier 1 Activity Centers** \$500,000
 - Adoption Center
- Tier 1 Activity Centers** \$250,000
 - Medical Center
 - Education/Training Room
- Tier 2 Adoption Gardens** \$100,000
 - Exterior Courtyards 1 - 4
 - Education/Training Courtyard
 - Dog of the Week Courtyard
- Tier 3 Animal Centers** \$100,000
 - Education/Training Gallery
 - Cat Adoption Gallery
 - Canine Street (Name of Donor)
 - Community Cat Rooms 1 - 3
- Tier 4 Adoption Habitats** \$50,000
 - Doggie Viewing 1 - 3
 - Dog Rooms 1 - 4
 - Dog Wards 1 - 7
 - Stray Cats 1 - 4
 - Puppy Rooms 1 - 3
- Tier 5 Animal Support Areas** \$25,000
 - Food Prep Rooms
 - Laundry Rooms
 - Grooming
 - Public Intake Lobby
 - Intake Exam Rooms
 - Surgery Room
 - Surgery Prep Room
 - Retail/Gifts
 - Volunteer Room
- Tier 6 Holding Habitats** \$10,000
 - Outdoor Dog Rooms 1 - 4
 - Cat Porchs 1 - 4
 - Get Acquainted Rooms
 - Cat Iso Rooms 1 and 2
 - Dog Iso Rooms 1 - 8
 - Feral Cat Room
 - Dog Recovery/Hold
 - Cat Recovery/Hold
- Tier 7 Holding Habitats** \$5,000
 - Individual Animal Habitats
 - Individual Dog Runs - 34 Total
 - Individual Cat/Small Animal Cages - 24 Total
 - Exterior Get Acquainted 1 - 4
- Tier 8 Donor Tiles** \$500 - \$100



CLOVIS ANIMAL SERVICES FACILITY

SWATT | MIERS ARCHITECTS

DONOR RECOGNITION PROGRAM

Tier 1 Activity Centers \$500,000

- Adoption Center
- Medical Center
- Education/Training Room

Tier 2 Adoption Gardens \$250,000

- Adoption Courtyard
- Palm Springs Adoption Gardens

Tier 3 Animal Centers \$100,000

- Canine Socialization Room
- Community Cats
- Canine Street (Name of Donor)
- Education Gallery 1 and 2

Tier 4 Adoption Habitats \$50,000

- Canine Rooms 1 through 4
- Adoption Cats 1 and 2
- Puppies and Small Dogs
- Dog Wards 1 through 8
- Exotics and Small Animals

Tier 5 Animal Support Areas \$25,000

- Retail
- Grooming
- Dog Evaluation
- Cat Evaluation
- Food Prep.
- Public Intake
- Laundry
- Volunteer Room
- Consulting Room

Tier 6 Holding Habitats \$10,000

- Large Animals
- Cats 1 through 4
- Small Animals 1 through 3
- Interior Get Acquainted
- Adoption Gardens 1 and 2
- Adoption Courtyard 1 through 6

Tier 7 Holding Habitats \$5,000

- Individual Animal Habitats
- Individual Dog Runs - 56 Total
- Individual Cat/Small Animal Cages - 30 Total
- Puppies - 10 Total
- Dog Exercise 1 through 8

Tier 8 Donor Tiles \$500 - \$100



PALM SPRINGS ANIMAL CARE FACILITY

SWATT | MIERS ARCHITECTS

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

The following questionnaire is intended to begin the process of identifying key facility design issues from staff and other user groups. Swatt | Miers Architects will be utilizing this information and interviewing as needed to identify the critical needs and the relationships between and within work areas for the New Shelter.

Following the interview, minutes will be sent to each attendee who will then have the opportunity to review the minutes and add comments as needed. As such, the questions below do not need every single detail.

Name ADRIENNE HUNT

Position/Title ACO

Years w/Organization 2 YRS

Area of Responsibility (What do you do?) FIELD SERVICES

How many hours and days of week are you at the facility? 40+ HRS (4-10HR SHIFTS)
M, T, FRI, SAT

If applicable: Staff/volunteers you supervise (what staff and how many?)

N/A

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

FIELD SERVICES IN MY TRUCK, REPORT WRITING | FOLLOW-UPS |
DISPATCH IN DISPATCH OFFICE
INVESTIGATIONS AT MY DESK.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions? TRUCK IS APPX. 9AM-4:30PM

DESK USAGE ~ 2.5-3HRS DAILY - FOR REPORTS ECT. USUALLY AT DESK
~ 8A-9A & ~ 4:30P - 6PM

What furniture and equipment do you need in your primary work areas?

MORE PRIVACY FOR SENSITIVE INVESTIGATIONS. POSS. CUBICLES. NOT HAVING
OFFICER DESKS IN VIEW OF PUBLIC. HAVING MORE SECURE
FILING CABINETS (MORE OF THEM TOO)

Describe other functions and tasks you perform, and what areas and space this is used for.

- PTS | TEST & PREP - WOULD BE NICE TO HAVE A WET TABLE OR DRAINAGE FOR THIS.
- IMPOUNDING - HAVE AN AUTOMATIC GATE FOR SALLEY PORT AREA | SECURITY LIGHTS

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas? WE HAVE OUR OWN DESKS | COMPUTERS, IT WOULD BE NICE IF THEY WERE SPACED A BIT FURTHER APART AS WORKSPACE IS LIMITED.

Do you Share/work together with other on specific tasks and functions?

WE WORK TOGETHER ON MANY TASKS (BITES | PERMITS)

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items) NOT OPEN @ FRONT LOBBY BUT WILL INTERACT W | PUBLIC @ COUNTER TO EDUCATE, HELP VACCINATE | CHIP IN LOBBY

I USE THE CONFERENCE ROOM OFTEN WHEN PEOPLE ARE "MAKING A SCENE" @ THE COUNTER OR TO DISCUSS PRIVATE INFORMATION OR EDUCATE WHEN LOBBY IS FULL.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

LITTLE PRIVACY FOR SENSITIVE REPORTS | INVESTIGATIONS, PUBLIC CAN SEE MY COMPUTER & OFFICE STAFF THAT MAYBE SHOULD NOT BE PRIVY TO AN INVESTIGATION, LOUD. NO WHERE BUT CONFERENCE ROOM TO MAKE PRIVATE CALLS. OFFICER DESK ALMOST "ON TOP OF EACH OTHER"
Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

AN AREA NEAR DISPATCH SO WE CAN HEAR CALLS OR THEY CAN EASILY COME OUT TO SPEAK W | AN OFFICER. STILL CLOSE TO FRONT OFFICE BUT SEPERATE OFFICERS FROM PUBLIC AREAS MORE. WE NEED TO BE ACCESSIBLE (VISAVERSA) TO FRONT OFFICE AS WE DO COMMUNICATE ON IMPOUNDS | CASES ETC.

What spaces do you NOT need or want to be near (name several - if applies)?

FRONT COUNTER

Do you need to readily see other areas from your work zone? visual control of other areas?

IT WOULD BE NICE TO BE ABLE TO SEE THE FRONT COUNTER AREA FROM OFFICER DESKS TO ASSIST IF NEEDED BUT HAVING US A BIT OBSCURED ESPECIALLY OUR COMPUTER SCREENS.

Do you need to be able to hear discourse or issues?

YES.

If you work adjacent to others is there a need for privacy in your work and communications?

YES TO A DEGREE. WE WORK ON SENSITIVE MATERIAL AT TIMES SO HAVING A MORE SECURE AREA MAYBE OUR BACKS CLOSE TO A WALL SO WE CAN SEE AHEAD BUT NO ONE CAN "SNEAK" BEHIND & READ YOUR WORK.

Does your work space need to be readily accessed by others? Who needs access?

YES TO A DEGREE.

Does your space or items in your space need to be secured? Monitored?

YES. MORE LOCKING FILE CABINETS. IT WOULD BE VERY NICE TO HAVE A SMALL LOCKER ROOM FOR EXTRA GEAR / RAIN GEAR / UNIFORM CHANGES. ATTACHED TO THIS ROOM WOULD BE A SMALL SHOWER FOR INCIDENTS AND NEED TO SHOWER DUE TO CONTAMINATION.

What challenges are encountered in the work that you perform or volunteer for?

I LIKE THE OPEN FEEL OF IT BUT AT THE SAME TIME DESIRE A WAY FOR MORE PRIVACY OR AT LEAST A QUIET ROOM OR REPORT WRITING ROOM.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to better serve the animals, public, visitors, volunteers, inmates, and staff? MORE WELCOMING LOBBY W/ PICTURES OF STAFF / VOLUNTEERS TO HELP HUMANIZE US MORE. A BETTER CAT ROOM W/ SOME OUTDOOR CATTERY AREAS. AN AREA TO SOCIALIZE & GET TO KNOW A CAT. A LARGER CONFERENCE / EDUCATION ROOM TO HAVE MEETING / SEMINARS. COVERED PARKING W/ SOLAR. RUNS THAT OUR BUILT FOR THE DOGS TO MINIMIZE STRESS. AN IMPROVED QUARANTINE AND MEDICAL AREA.

What are your most time consuming tasks? What could be done to improve efficiency in performing these tasks? VARIES. ~~RESEARCH~~.

What is needed, in your opinion, to provide a more welcoming work environment?, Place for the Public? A WARMER FIRST IMPRESSION OF THE FACILITY FOR THE PUBLIC. A

LOBBY THAT IS WELCOMING AND ALSO HAS AN **ENTRANCE** TO THE KENNEL ATTACHED THAT WAY YOU GET TO INTERACT W/ THE PUBLIC MORE. WORK ENVIRONMENT - WOULD BE NICE TO HAVE AN EMPLOYEE LOUNGE TO RELAX IN A BIT REMOVED FROM THE OFFICE SO YOU CAN "DE-STRESS" OR RELAX. A DISHWASHER. "

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

HAVING AN ENVIRONMENT THAT REDUCES ANIMAL STRESS (KENNELS/OUTDOOR AREAS) WILL RESULT IN MORE COMPASSION. IT WILL HELP REDUCE THE SOMETIMES "BAD" PERCEPTION WE RECEIVE BASED ON JUST HOW OUR KENNEL LOOKS AND SOUNDS, WITH A MORE COMPASSIONATE ENVIRONMENT, PEOPLE WILL WANT TO SPEND MORE TIME HERE WITH A FACILITY THAT HELPS REDUCE STRESS.

HAVING AN AREA TO EDUCATE AND INFORM THE PUBLIC WHERE WE CAN HAVE SEMINARS ABOUT WELFARE, ANIMAL HEALTH, HOW WE DO OUR DAY TO DAY HERE ETC. WILL AGAIN, INSTILL COMPASSION AS THEY WILL UNDERSTAND THE OVERALL PROCESS AND OUR ABILITIES AND LIMITATIONS AS ANIMAL SERVICES.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Marissa Whitaker

Position/Title ACO

Years w/Organization 11 years

Area of Responsibility (What do you do?) Respond to communities calls/concerns w/ animal related calls, public safety, plus stray animals

How many hours and days of week are you at the facility?

40 hours

If applicable: Staff/volunteers you supervise (what staff and how many?)

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

- Assigned cases in the office and out in the field (office/wk Truck)
- Take reports (bite, loose/aggressive, etc) in the office
- Intake stray/towned animals (exam room, animal kennel)

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions? OFFICE DESK AREA (2.5 hours each day)

Exam room - 15 minutes

Kennel - 30 minutes per day

What furniture and equipment do you need in your primary work areas?

- desk, phone, computer, truck parking area.
- quiet area to make calls or work on reports w/out distractions

Describe other functions and tasks you perform, and what areas and space this is used for.

- ~~Euthasia~~ - ~~need~~ euthanasia - a quiet private exam room
- Dispatch (dispatch room)

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas? Sometimes people use my computer if their computer is down and I'm not using it.

Do you Share/work together with other on specific tasks and functions?

~~I~~ I share the

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

I do assist public at front counter from time to time to answer questions or assist

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

- loud and distracting, No privacy to speak on the phone

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)? Space is adequate in my office area but walls or a privacy barrier would be nice when needed

What spaces do you NOT need or want to be near (name several - if applies)?

^{animal}
^{food}
I don't need to be by the storage area, or dog training/Run (Kennel) area.

Do you need to readily see other areas from your work zone? visual control of other areas?

I would like to see or be near dispatch, and front office (bite clerk, permit clerk)

Do you need to be able to hear discourse or issues?

yes, with a barrier

If you work adjacent to others is there a need for privacy in your work and communications?

yes, I have to generate reports (aggressive, welfare) and make calls regarding reports (bite, negligence) and privacy is a must.

Does your work space need to be readily accessed by others? Who needs access?

No, the only access would be if a computer is down and I am off, or to pull a citation being held on my desk.

Does your space or items in your space need to be secured? Monitored?

One area to lock up my gun, baton, pepper spray

What challenges are encountered in the work that you perform or volunteer for?

- distracting area w/ a lot of talking and action going on. I constantly get pulled away from what I am doing to help w/ something else.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to better serve the animals, public, visitors, volunteers, inmates, and staff?

- Better flow of officer intake of animals. And have a better set up of the exam room when an animal is initially brought in. Preferably quiet and less stressful, with minimal public/volunteer interaction.

What are your most time consuming tasks? What could be done to improve efficiency in performing these tasks?

Reports, phone calls. A quiet room or wall ~~the~~ would make these tasks less time consuming

What is needed, in your opinion, to provide a more welcoming work environment?, Place for the Public?

More windows, less painted cinder blocks.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

- A quiet intake area would help tremendously. Some animals are feral or unsocial and having a smooth flow, and quiet area can help minimize potential injury to staff, and to the animal.
- I think having a room for both dog introduction and cat introductions would be great as well. Animal Services currently doesn't have a cat visiting room where potential adopters can have time to visit alone w/ the animal.
- I think a room designated for rabies prep and euthanasia should be designated. We currently have to share the exam table area w/ inmates and kennel staff and it is awkward having to put up "do not enter signs" or kick the inmates out so we can put an animal down.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name NINA MOODY

Position/Title ACO

Years w/Organization < 1

Area of Responsibility (What do you do?) FIELD OFFICER

How many hours and days of week are you at the facility? 40 hrs

If applicable: Staff/volunteers you supervise (what staff and how many?) N/A

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

REPORT WRITING, DAILY PREP FOR FIELD WORK - @ DESK

FIELD CALLS OPERATE FROM OWN TRUCK.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions? DESK - ANYWHERE BETWEEN 1 AND 5 HOURS DEPENDING ON CASE LOAD.

TRUCK - FROM 4-7 HOURS.

What furniture and equipment do you need in your primary work areas?

DESK, AT LEAST ONE FILE DRAWER, CHAIR, STORAGE CABINET, PAPERWORK ORGANIZER BIN/TRAYS, PHONE?

Describe other functions and tasks you perform, and what areas and space this is used for.

REPORT WRITING - DESK SPACE USED.

DISPATCH - DEDICATED OFFICE WITH OWN DESK/COMPUTER

PHONE CALLS - USUALLY FROM OFFICE BACK LINE AT MY OWN DESK OR IN CONFERENCE ROOM

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

NO, ONLY SHARED SPACE IS BREAK ROOM

Do you Share/work together with other on specific tasks and functions?

NOT REGULARLY

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

- 1) NO INTERFACE WITH PUBLIC, STAFF AND VOLUNTEERS.
- 2) YES ACCESS TO LOBBY / RECEPTION MOSTLY IN CIRCUMSTANCES INVOLVING PUBLIC. ACCESS VARIOUS OFFICE ITEMS (PRINTER, HOLE PUNCH ETC)
- 3) YES
- 4) YES ACCESS PREP ITEMS IN KENNEL, EUTHANASIA ROOM, SET UP KENNEL ON INTAKE, VACCINATE ON INTAKE

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

IT CAN BE DIFFICULT TO CONCENTRATE ON WORK IN A COMMUNAL AREA. ALSO FEEL IT IS HARD TO KEEP EVERYTHING CONFINED TO SMALL DESK AREA -

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

WOULD PREFER SEMI-PRIVATE AREA ADJACENT TO OTHER OFFICERS AND FRONT OFFICE / STAFF.

WORK SPACE ~ 3 x 4, LARGER THAN CURRENT.

What spaces do you NOT need or want to be near (name several – if applies)?

N/A

Do you need to readily see other areas from your work zone? visual control of other areas?

NOT PARTICULARLY.

Do you need to be able to hear discourse or issues?

YES, IT IS PREFERABLE

If you work adjacent to others is there a need for privacy in your work and communications?

MODERATE PRIVACY IS NICE, HOWEVER NOT ESSENTIAL

Does your work space need to be readily accessed by others? Who needs access?

POSSIBLY BY OTHER OFFICERS + STAFF.

Does your space or items in your space need to be secured? Monitored?

POSS. MONITORED. NEUTRAL ON SPECIFIED SECURITY.

A LOCKER FOR PERSONAL

What challenges are encountered in the work that you perform or volunteer for?

MAINTAINING CONCENTRATION ON TASKS IN A SOMETIMES
LOUD ENVIRONMENT

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to better serve the animals, public, visitors, volunteers, inmates, and staff?

MORE INVITING + NEW LIT KENNEL WITH LARGER VISITATION FOR CATS.
MORE INVITING BREAK ROOM. LARGE SPACE FOR ORIENTATIONS,
MEETINGS, EDUCATIONAL OPPORTUNITIES WITH PUBLIC.

What are your most time consuming tasks? What could be done to improve efficiency in performing these tasks?

REPORT WRITING- MORE SECLUDED AREA TO BETTER FOCUS.

What is needed, in your opinion, to provide a more welcoming work environment?, Place for the Public?

MORE INVITING GROUNDS FOR PUBLIC, MORE WINDOWS
TO OPEN UP OFFICE SPACE.

What is needed, in your opinion, to provide a more compassionate environment for animal care?

MORE EDUCATION OPPORTUNITIES FOR VOLUNTEERS TO
BETTER HANDLE ANIMALS

(EX. MARIN HUMANES COLOR CODES VOLUNTEERS AND DOGS
TO BETTER ^{THEM} MATCH UP)

LARGER AREAS FOR CATS TO "GET OUT" AND MOVE / VISIT
WITH ADOPTERS.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Greg Campbell

Position/Title Animal Control Supervising Officer

Years w/Organization 15+

Area of Responsibility (What do you do?) Supervise Field Services

How many hours and days of week are you at the facility? 40+

If applicable: Staff/volunteers you supervise (what staff and how many?)

7 Animal Control Officers

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Mostly in office, either in dispatch or my desk.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

About 9 to 10 hrs a day

What furniture and equipment do you need in your primary work areas?

Desk. Filing cabinet - Big Window

Describe other functions and tasks you perform, and what areas and space this is used for.

Dispatch Take, create, and dispatch calls to officers

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

Generally not

Do you Share/work together with other on specific tasks and functions?

Rarely

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

Most interaction is with staff only.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

Lack of privacy

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

Private office if possible, large as space allows. Within office.

What spaces do you NOT need or want to be near (name several – if applies)?

Do not need kennel area

Do you need to readily see other areas from your work zone? visual control of other areas?

Not necessarily

Do you need to be able to hear discourse or issues?

Sometimes

If you work adjacent to others is there a need for privacy in your work and communications?

Sometimes privacy is a must.
Other times general communication is OK

Does your work space need to be readily accessed by others? Who needs access?

Generally no. Officers would need some access

Does your space or items in your space need to be secured? Monitored?

Yes

What challenges are encountered in the work that you perform or volunteer for?

Plenty

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

More separation from public to staff work areas

What are your most time consuming tasks? What could be done to **improve efficiency** in performing these tasks?

Data Entry - Phone Calls

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

Plenty of windows. Natural light

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

Nothing. Staff very compassionate

FOR MANAGEMENT AND SUPERVISORS

1.) What are the daily facility functions for your work unit? Provide times for separate functions.

Provide all field services relating to animal law. 8am-6pm On call nightly

2.) For what reasons do the public come to the facility? (List by most common to least common.)

1. Adopt or view animals
2. Administration functions

3.) What areas of the facility do the public need access to? (List by most common areas to least common.)

1. Front Lobby
2. Kennel

4.) Describe your work unit/functional area's current staffing by position:

Position Name

Task Description

Animal Control Officer
ACU

Field Services - some dispatch

Animal Control
Supervising Officer
ACSO

Supervise all field services.
Maintain Dispatch Functions

5.) Describe workstation needs for each staff position, (i.e., private office, open workstations, shared office, etc.)

Position

Workstation Needs

ACU

open work station - computer
- phone

ACSO

Private Office - computer
- phone
- file cabinet

6.) If possible, describe projected staffing – say 20 years from now. Normally we will break into 5-year increments. (We realize this may be a guess but it is still important to have some basis for projection).

Maybe 40+

7.) Describe specific, specialized equipment needed within your department. (For Example, Clinic "prep" technicians might list - battery operated clippers, ceiling mounted vacuum hoses, oxygen units, autoclaves, etc)

*Parking for ACO trucks
Storage for equipment*

8.) Describe specific storage needs, other than files, which would normally fit within an office or workstation. Additional files which do not fit within a workstation need to be documented. Food, linens, cages, educational material, auction items, etc. are all storage issues which need to be quantified.

9.) Describe specific exterior entrance/public lobby issues (i.e., separate entrances for public surrenders, adoptions, night drop, clinic, nighttime use of classrooms, deliveries, etc.)

Clear and obvious signage, regarding where to go upon approaching building.

10.) Describe and or provide a diagram indicating the current and preferred methods of bringing strays, surrenders and protective custody animals into the facility. For example, we generally provide a sallyport or garage into which strays and protective custody animals enter the facility. From there, animals are placed in what we call Registry Cage/Kennels, which are accessed from both the sallyport side and then, on the shelter side, from a Registry Room. This room includes a table and computer station for registering the animals. Adjacent to this room is an Exam Room. From there the animal is taken to the appropriate cage/kennel. Surrenders are generally handled from a separate exterior accessed lobby area so as to not mix potentially diseased animals with the adoption animals. A staff counter may back up with the adoption or clinic counters so that a full time staff person is not needed. Off of this Lobby a

two-way cage/kennel holding area is provided. The public then places the animal on one side and staff removes them from the other side. This design will vary from facility to facility.

(Diagram optional – use backside of this page)

11.) List your department's normal working hours

8 am - 6 pm

12.) Describe the method for cleaning dog habitats (kennels), cat areas (cages, condos, etc.) and any other types of animal cages such as rabbits, exotics, etc. For example, what do you do with feces (wash into drain, pick up and place into a drain with a removable lid, scoop into bags, etc.?) and what type of chemicals do you use? How would you prefer handling this task? For example, do you want to deposit dog feces in a drain? Do you wish to mix chemicals in a central mixing room and bring them to each room for cleaning or would you prefer a central chemical pumping system where pre-mixed chemicals are pumped to each room – either to stationary hoses or to recessed hose bib connections where portable hoses are used? We are installing this latter system now in many of our new facilities.

Kennel Function

13.) Describe both the current and future proposed Adoption process between staff and the public

not applicable

14.) Describe both the current and future proposed Public Surrender and Public Retrieval process.

not applicable

15.) Describe the organization's process for spay/neutering of shelter animals.

Kennel Function

16.) Describe the organization's current and proposed methods for socializing and training dogs for future adoption.

—

17.) Describe your parking needs including facility vehicles.

Private and separate staff parking

18.) Anything else which would be helpful in planning your new facility.

Private and secure parking area for ACC Trucks
Easy, natural flow from office to kennel staffing area.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Onie McGurk

Position/Title Senior Account Clerk

Years w/Organization 2

Area of Responsibility (What do you do?) Accounting

How many hours and days of week are you at the facility? 8 hours, M-F

If applicable: Staff/volunteers you supervise (what staff and how many?) 0

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Prepare daily deposits by reconciling reports to money taken in, Supply change to AA's, Pay invoices, Bill customers, Prepare collections, Order everything for office staff, officers, kennel employees. My job is done at my desk, other than going to the printer. I do have to retrieve the money for deposit from the safe in the other room twice a day. I also need to open the safe for petty cash, the check book and credit cards kept in the other room. I am the only one who accesses the safe on a daily, weekly, or even monthly basis.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

Daily: 95% at desk, 3% at safe, 2% at printer

What furniture and equipment do you need in your primary work areas?

Desk, locking file cabinet locking, 2 monitors, monitor stand, ergo keyboard, hanging cabinet, locking cabinet where I keep accounting reports, 10-key calculator, phone, rolodex of necessary numbers, chair, 5 inboxes stacked for daily duties, 1 desktop file sorter, desktop page holder, automatic stapler, tape & shipping tape dispenser.

Describe other functions and tasks you perform, and what areas and space this is used for.

Keep hard copies of signed payment agreements; keep info for bad checks and bad checks not paid and sent to District Attorney. The paperwork for restitution granted. Probation files for large amounts of money owed due to seizure etc.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

Currently there are hanging cabinets for large envelopes, empty binders, pain reliever, office supplies and certified mail supplies in 3 hanging cabinets and one floor cabinet the size of two file cabinets at my desk.

Do you Share/work together with others on specific tasks and functions?

No. With the exception of my Supervisor Catherine who oversees my work.

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

No. My desk is closest to the back door which is only for employees. I do not deal with public.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

None involving me unless I run out of candy for the candy dish.

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

My window makes me extremely happy! Natural lighting! Looking out always makes me feel great. My desk is pretty spread out and the space allows me to organize. I use almost every bit of my desk. I do not want to be too secluded however not near the public as I deal with financial info. Close enough to the AA's so I can easily get answers about deposits, payment agreements etc. Near the officers for no other reason than I like them all.

What spaces do you NOT need or want to be near (name several – if applies)?

I do not want to be near the front desk or the volunteers or anything stinky like the kennel in the morning.

Do you need to readily see other areas from your work zone? visual control of other areas?

No.

Do you need to be able to hear discourse or issues?

No.

If you work adjacent to others is there a need for privacy in your work and communications?

No however I have a privacy wall that softens the noise from the phone calls taken by the AA's.

Does your work space need to be readily accessed by others? Who needs access?

Everyone comes to my desk. They ask to order things, ask when their items will be in. They ask which Supervisor is coming in or any other employee. Officially, only my Supervisor Catherine needs to access my area except for the Tylenol etc. I do not mind people coming by to sign the order list or to ask questions.

Does your space or items in your space need to be secured? Monitored?

Yes. I have a locked hanging cabinet and a locked file cabinet. I have keys & passwords etc locked up each night. Having the safe in my immediate work area would be easier as out of 3 authorized employees, I'm the only one who accesses daily. Taking the deposit bags from the safe to my desk for processing can be problematic.

What challenges are encountered in the work that you perform or volunteer for?

Getting the deposit ready for the officers to take downtown. If an officer doesn't take the deposit downtown, it takes 30-45 minutes out of my day to take it myself.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to better serve the animals, public, visitors, volunteers, inmates, and staff?

Completely enclosed areas for animals so birds do not make the kennel more unsanitary. Separate isolation rooms for sick animals. Separate areas for animals not yet available for adoption and only approved volunteers allowed in those areas. Cat rooms closer together. Better signage telling public where to see cats, dogs, etc. vs where to do paperwork; a starting point like at the DMV or a map like at the mall. More parking for public. Comfortable breakroom

for employees. Vending Machines with Donations going to ARF. Separate Men's & Women's employee restrooms. Separate employee parking, maybe fenced, so the public won't access restricted areas and we won't have the continued problem of people making "drops" for inmates in custody. If we can't have real security cameras then fake ones since the kennel has been broken into several times. Volunteer breakroom/office larger than the small, stinky closet they now have.

What are your most time consuming tasks? What could be done to improve efficiency in performing these tasks?

Scanning every invoice and backup into the common area printer/copy machine/scanner. If I had a desktop scanner it would save at least 30 minutes from time of approval to sending invoices off to Auditors.

What is needed, in your opinion, to provide a more welcoming work environment? Place for the Public?

Less cluttered, reader friendly signage for the public to explain where to go. Less random things like a TV hooked up in the lobby that I have never seen used in the 2 years here. More public friendly/owner self-help literature like our Barking Brochures or easy training suggestions displayed in appealing yet non-congested ways. Friendly pictures of Shelter Pets. Maybe shelter statistics like live outcomes etc. vs euth. or our SNR program or just public education in general as to who we are. More chairs, comfortable chairs, for the public. No fabric because no one cleans it. Reading material like above. Softer, more welcoming entrance making Office public entrance obvious and Kennel public entrance even more obvious. Hours clearly posted on both Kennel door and Office door.

What is needed, in your opinion, to provide a more compassionate environment for animal care?

Completely closed kennel to insure no birds are able to poop on dogs, beds, food, people. A cattery that is more inviting and heated properly with area for cats to move around and be stimulated. Less cold, cinderblock, jail like look to the dog kennels. Sick dogs kept in Isolation, not with the dangerous dogs on Q.

**Programming/Needs Assessment Sessions
Swatt | Miers Architects**

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name

Lydia Aguayo

Position/Title

Administrative Assistant III

Years w/Organization

1.5 years

Area of Responsibility (What do you do?)

Front counter, dispatch, bites

How many hours and days of week are you at the facility?

40

If applicable: Staff/volunteers you supervise (what staff and how many?)

N/A

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

I work at my desk in the front office, I sit in the dispatch room, and stand at the front desk.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

Depends on the day, some days I sit at my desk all day, 8 hours. Other days I'm standing at the front desk for a total of 6 hours. On the days we dispatch, I sit in the dispatch room for 8 hours

What furniture and equipment do you need in your primary work areas?

Two computer monitors, one computer tower, a phone, and an adjustable chair. It would be nice to have my own small printer too.

Describe other functions and tasks you perform, and what areas and space this is used for.

My desk: two monitors and a phone.

The front desk, two computers, a phone, and a computer printer.

Dispatch: fax machine, computer, and a phone

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces?

(include shared equipment, storage, counter space, etc.) Or do you need to work with others in their work areas?

I am the only one who uses my desk. The shared work spaces are at the front desk and dispatch.

Do you Share/work together with other on specific tasks and functions?

We share half sheets and surgery sheets and adoption hold paperwork.

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

I work at the front desk, I do all the tasks required of me: adoptions, redemptions, euthanasia requests, licensing, stray animal turn in's, and owned animal turn in's.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

Our work area is too open, customers can hear what we are saying and our work area is too

loud when trying to talk on the phone.

It's is hard to tell if dispatch is available for transferring calls, because it is in another room and there is no indicator stating if the dispatcher is available. Having a light indicator would be very helpful.

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

I like the size of our desks, they are large enough. I like being around other administrative assistants because we need to communicate with each other throughout the day. Being near the account clerk is important as well for questions pertaining to payments

What spaces do you NOT need or want to be near (name several – if applies)?

We do not need to be near the kennel, it's loud and a radio can be used if communication is needed.

Do you need to readily see other areas from your work zone? visual control of other areas?

We need to see our surroundings for security reasons. Our back door needs a peep hole

Do you need to be able to hear discourse or issues?

Yes, it is essential I hear issues because I need to hear the newest developments in a case because that may be the next person that walks in the door or calls on the phone.

If you work adjacent to others is there a need for privacy in your work and communications?

No need for privacy from other employees, there is a need to be away from the public.

Does your work space need to be readily accessed by others? Who needs access?

Sometimes officers need access to bite reports. Having a clear fling system located on my desk that is understood by all would be helpful.

Does your space or items in your space need to be secured? Monitored?

no

What challenges are encountered in the work that you perform or volunteer for?

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

A rabies vaccine/micro chipping room or at least a specific area in the lobby designated for those tasks.

What are your most time consuming tasks? What could be done to **improve efficiency** in performing these tasks?

I print a lot, walking back and forth to the printer is time consuming. It would helpful to have a printer at my desk

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

Our front lobby looks outdated and not welcoming. We have the right idea by hanging animal portraits on our walls, we need more of that positive and bright feel. Possible adoption success stories? Employees and their animals?

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

Chain link fencing does not look welcoming.

More play yards

An outdoor cat enclosure

Programming/Needs Assessment Sessions
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STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Michael Vasquez

Position/Title Admin. Asst. II

Years w/Organization 9 Months

Area of Responsibility (What do you do?) Providing customer service, data entry, and filing.

How many hours and days of week are you at the facility? 30 hrs per week

If applicable: Staff/volunteers you supervise (what staff and how many?)

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Answering phones providing policies/procedures, keeping all info on customers up to date, doing adoptions on all animals in the shelter, filing on paperwork on animals.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions? I spend most of my time at desk doing all data entry, I'd say half of the day I'm at the front desk handling adoptions/refunds.

What furniture and equipment do you need in your primary work areas?

Describe other functions and tasks you perform, and what areas and space this is used for.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

The only shared equipment we use would be the radio to communicate to the kennel when needed. When filing needs to be done only one person can be doing it because there is only one filing structure.

Do you Share/work together with other on specific tasks and functions?

When the lobby is busy with customers we help each other out by answering customers questions or concerns whether it be refunds, adoptions or policies.

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

Yes the front counter is an everyday task for adoptions, refunds, explaining policies and procedures. We interact with the public, staff, and volunteers daily.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

Where would you prefer your work space to be? How large a space do you prefer?
Adjacent to or near to (name several if applies)?

I feel sitting adjacent from each other is best for communication. I don't prefer a bigger space than I already have I feel it is perfect at this time.

What spaces do you NOT need or want to be near (name several – if applies)?

Do you need to readily see other areas from your work zone? visual control of other areas?

I believe it would be a great idea to have some type surveillance to where we are able to see who is about to arrive in the lobby so we are able to plan ahead of time.

Do you need to be able to hear discourse or issues?

Yes because it can be pieces to a story or problem that needs to be resolved.

If you work adjacent to others is there a need for privacy in your work and communications?

I feel the open area we have now is perfect, whereas if we had tall cubicle walls blocking each other's views communication wouldn't be as efficient.

Does your work space need to be readily accessed by others? Who needs access?

For the most part no but in some cases yes.

Does your space or items in your space need to be secured? Monitored?

What challenges are encountered in the work that you perform or volunteer for?

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

Maybe two separate restrooms for females and males, maybe they could be walk in bathrooms as well.

What are your most time consuming tasks? What could be done **to improve efficiency** in performing these tasks?

Filing would be the most time consuming task by far. Electronic paperless records would be ideal and would improve the efficiency tremendously.

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

I'd say maybe some type of refreshments for when people are waiting in line. A TV showing animals in the play yard they might like to possibly adopt.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

Maybe structure's where the animals can climb on, a more enclosed kennel so they're not cold at night.

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Name Amy Webster

Position/Title Administrative Assistant

Years w/Organization 1year

Area of Responsibility (What do you do?) General clerical work (answer phones, front desk, lost reports, animal redemptions, licensing, record keeping, animal/owner research, data entry, Animal Permits (commercial, multiple animal & hobby breeder), dispatch for officers as needed.

How many hours and days of week are you at the facility? 40hrs- 5 days a week 8 hr days

If applicable: Staff/volunteers you supervise (what staff and how many?) N/A

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

I mostly work from my desk/computer, the front desk/cash register, and from the officers dispatch room.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

It depends, but I would say primarily 85% of my day is spent on my computer at my desk on my phone. If I am dispatching I am in the officers dispatch room all day unless I am relieved for a break.

What furniture and equipment do you need in your primary work areas?

Desk, chair, filing cabinets, phone, computer, printer, scanner, and general office supplies (notepads, stapler, 2 whole punches etc.)

Describe other functions and tasks you perform, and what areas and space this is used for.

I complete cash handling at the front counter for over the counter transactions of licensing, permit fees, redemptions, adoptions, rabies vaccinations etc. There are 2 computers, 2 slots for cash drawers, a cordless phone, basic office supplies, and a wireless printer, shelves for frequently used paper forms & adoption packets, license tags, filing cabinets.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (Include shared equipment, storage, counter space, etc.) Or do you need to work with others in their work areas?

The front desk and officer dispatch room are shared spaces. My desk is not used unless by a supervisor as needed. There are 3 shared office printers (1 close to the front desk, 1 primarily used for making copies & scanning, and 1 for printing from my desk computer).

Do you Share/work together with other on specific tasks and functions?

Yes, all admin staff shares work tasks listed above (licensing, adoptions, redemptions, filing, record keeping, data entry, research, lost & found reports, etc.). I am designated as the permit clerk; help the bite clerk as needed (when on vacations or if she has a high number of bite reports to enter/lift). We do have "stations" such as first at front desk, first on phones etc. I am primarily first on phones.

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, what do you do there? Who do you interface with? (Public, staff, volunteers? Or access to equipment of other items)

Yes, my work does involve front counter and occasionally the lobby if extra assistance is needed. It is a locked door that requires a key in order to enter, or to be buzzed in from the office.

Volunteers as well as staff often request to be buzzed in. There are two buttons (one at the front counter and one between two of the administrative assistant desks). When both of the administrative assistance are off duty I have to leave my computer and walk between their desks to buzz someone in. I would greatly appreciate if each desk had their own access button, or if the door lock had an access button programed onto each administrative computer.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

Access to the unlock button of the lobby/office door.

Limited view of lobby (if line is forming) from my desk (would like to see lobby camera that could be viewed from desk to monitor lobby while at desk).

Safety while at front desk (some sort of barrier from public).

Limited storage area within administrative office & kennel.

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

I enjoy having 2 monitors so multiple windows can be open at once (our job requires a lot of multi-tasking so typically I have at least 3 Chameleon windows open, 2 work emails open, SLO animal services website, Facebook, craigslist, and pet data windows open for reunification purposes and licensing research.

I would enjoy seeing 1 more monitor that had camera views of the lobby, kennel, parking lot etc. so if there were problems arising in other areas of the shelter (lose animal, disgruntled animal owner, or large line forming) I can be aware and offer assistance to ASD staff as needed.

What spaces do you NOT need or want to be near (name several – if applies)?

Front desk/lobby. I would like to know how many people are waiting in the lobby area without being in view of the public in the lobby.

Do you need to readily see other areas from your work zone? visual control of other areas?

I would very much like to be able to have visual access of other animals to proactively offer assistance if needed.

Do you need to be able to hear discourse or issues?

We currently use radios, but it would be great to have some sort of internal alarm to sound if there were urgent issues (escalated customer yelling/becoming physical with staff, lose animal in kennel or parking lot, dog fight in lobby/in front of building).

If you work adjacent to others is there a need for privacy in your work and communications?

I do not need any privacy from co-workers, during work hours and like the current set up of being close to other administrative assistance and within hearing distance of the front desk & officer dispatch because a lot of what we do has overlap and it is nice to hear if officers are working on something we have prior knowledge of etc. It is distracting for the officers who are trying to write their reports, so I think it would be a great benefit to have a report writing room somewhere the officers could go to get privacy when needed.

I do however think there is a need for a separated break room. The one we currently have is in very close proximity to our work areas and there is only room for 1 our 2 chairs. It is not relaxing at all and hard to get a break away from work. Sometimes I eat lunch in my car or go sit in my car for peace and quiet on a stressful day. Because of our remote work location I think it is important to have a clearly established break room that truly allows us to remove ourselves from work while on break or work.

Does your work space need to be readily accessed by others? Who needs access?

My desk/computer area does not need access, but frequently kennel staff and officers are in the main office area. I enjoy they are able to access and they are a great resource for things that come up that are out of the scope of my knowledge. I would like to continue to see them have ease of access into the administrative offices, as a lot of what we do has overlap with the kennel and officers.

Does your space or items in your space need to be secured? Monitored?

I log out of my computer and keep my cash drawer locked. Other than that nothing in my work area needs to be secured.

What challenges are encountered in the work that you perform or volunteer for?

Mostly when technology inhibits policies and procedures, or when policies change due to technology issues.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

Ease of access in updating the website, re-vamp phone system & options for callers. Also a more comfortable lobby area for customers who are waiting, a more comfortable area for breaks & meals for employees/volunteers.

What are your most time consuming tasks? What could be done to **improve efficiency** in

performing these tasks?

Filing and lost and found reports typically take the most time. I would love to see us be able to microchip dogs on intake for those that don't already have in to cut down on duplicate animal ID's, dogs abandoned as owner surrenders in the night kennel, and trying to prove proof of ownership. If all animals are microchipped when they leave our shelter (weather its for an adoption or a redemption) hopefully it would help alleviate such problems in the future.

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

As far as a nicer work environment, I think improving the break room would make a significant difference. Also more storage areas for files and storage of supplies not needed on a day to day basis.

As far as more welcoming for the public, a nicer lobby area, with items that "humanize" the shelter. Possibly a fun play area for dogs that can be viewed by public either through a viewing window or by a camera that plays on a display screen in the lobby.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

An updated kennel with temperature regulation, maybe some sound proofing or dampening. The kennel can get pretty loud when dogs are barking and can be stressful to some animals.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Andrea Liddie

Position/Title Shelter Supervisor

Years w/Organization almost 8

Area of Responsibility (What do you do?) animal shelter, animal care, working with public adopting/redeeming/surrendering animals, moving animals thru

How many hours and days of week are you at the facility? James - M-F 9-5:30
Some Sat. and/or Sundays. the shelter process

If applicable: Staff/volunteers you supervise (what staff and how many?)

- 3 full time kennel workers
- 23-4 Honor Farm inmates
- 1 full time Vet Tech.

from stay to adoptable or rescue euthanasia; caring for custodial impounds/quarantine animals/inflicted animals

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

superioring the work of kennel staff/inmates, working with rescue groups, ensuring false thru with custodial impacts - paperwork, time requirements; authorizing medical care when necessary. A lot of phone/computer work.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

most of my day to day work is done from my office - phone calls, emails,

and walking thru the shelter.

What furniture and equipment do you need in your primary work areas?

phone, printer, computer, desk, storage, file cabinets, area to chip/VAX animals coming/going,

Describe other functions and tasks you perform, and what areas and space this is used for.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas? my office is private & too

small to accommodate more than 1 person! I often help kennel staff in their office; fairly frequent visits to the main office area to submit paperwork, send taxes

Do you share/work together with other on specific tasks and functions?

assist kennel staff with initiating animals or releasing animals to owner/adopter; assist field offices with housing animals @ the end of the day.

Does your work involve the lobby and/or front counter? Do you access the front lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other

items) yes - occasionally to assist the public or deal with an

angry customer. I may assist someone turning in a stray or leaving with a new adopted animal. occasionally I need to question and adopter privately regarding some concerns.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space?

not enough storage space; kennel ~~design~~ design that is difficult to clean well & some features prone to causing injury → kennel latches; noise, ~~lack~~ lack of real temperature control, old style building which feels more like a jail. ~~than~~ my office is too small

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)? I like how my office

is located amongst the animal areas - both so I can double check on their cleanliness but also check on how the animals are being handled/cared for/watch for illness, etc.

I just need a bigger office with more storage space!

FOR MANAGEMENT AND SUPERVISORS

1.) What are the daily facility functions for your work unit? Provide times for separate functions.

2.) For what reasons do the public come to the facility? (List by most common to least common.)

bring in strays, surrender owned pets; adoption, ^{redem} strays, euthanasia, nuisance abatement hearings, custodial / confiscated animal issues, buying license / rabies vaccine, microchipping.

3.) What areas of the facility do the public need access to? (List by most common areas to least common.)

front office / reception; kennel office; ~~stray~~ adoptable dogs / cats; stray dogs / cats; small animal area; get acquainted yards / rooms; restrooms; meeting room (hearings / vol. orientations);

4.) Describe your work unit/functional area's current staffing by position:

Position Name

Task Description

5.) Describe workstation needs for each staff position, (i.e., private office, open workstations, shared office, etc.)

Position

Workstation Needs

kennel worker

shared office, individual computers, animal intake area

vet tech

private office / exam room / special animal housing area for critical animals; computer; easy / close access to iso areas

6.) If possible, describe projected staffing – say 20 years from now. Normally we will break into 5-year increments. (We realize this may be a guess but it is still important to have some basis for projection).

more ~~low~~ paid kennel staff for cleaning/feeding; vds trained in adoption counseling → need office space; vds trained to help welcome/direct public; vds trained in presentations/education - need office + classroom space

7.) Describe specific, specialized equipment needed within your department. (For Example, Clinic "prep" technicians might list - battery operated clippers, ceiling mounted vacuum hoses, oxygen units, autoclaves, etc)

retractable hose reels, adequate drainage systems placement; workable; air filtration systems - to cut down smell, disease transmission; movable bedding storage system; computers; scanners, exam tables, small refrigerators (vax's)

8.) Describe specific storage needs, other than files, which would normally fit within an office or workstation. Additional files which do not fit within a workstation need to be documented.

Food, linens, cages, educational material, auction items, etc. are all storage issues which need to be quantified.

Food, dishes, cleaning chemicals, bathing station supplies, leashes/collars to be given to adopters; leash/collars used for shelter animals; small animal housing cages; water bottles; bedding; food dishes; large animal supplies

9.) Describe specific exterior entrance/public lobby issues (i.e., separate entrances for public surrenders, adoptions, night drop, clinic, nighttime use of classrooms, deliveries, etc.)

Separate entry/exit for volunteer dog walkers versus incoming public; Separate area for dog intros - i.e. public person's dog meets shelter dog;

hay bales, halti bedding, grooming supplies

10.) Describe and or provide a diagram indicating the current and preferred methods of bringing strays, surrenders and protective custody animals into the facility. For example, we generally provide a sallyport or garage into which strays and protective custody animals enter the facility. From there, animals are placed in what we call Registry Cage/Kennels, which are accessed from both the sallyport side and then, on the shelter side, from a Registry Room. This room includes a table and computer station for registering the animals. Adjacent to this room is an Exam Room. From there the animal is taken to the appropriate cage/kennel. Surrenders are generally handled from a separate exterior accessed lobby area so as to not mix potentially diseased animals with the adoption animals. A staff counter may back up with the adoption or clinic counters so that a full time staff person is not needed. Off of this Lobby a

two-way cage/kennel holding area is provided. The public then places the animal on one side and staff removes them from the other side. This design will vary from facility to facility.

(Diagram optional – use backside of this page)

11.) List your department's normal working hours *Staff works 7:30-5:30 - M, T, TH, F, S
Wed. - 7:30-7:30; Sun - 8-12:00; public hours - 11-5:00 - M, T, TH, F; Wed
11-7:00; Sun - closed to public.*

12.) Describe the method for cleaning dog habitats (kennels), cat areas (cages, condos, etc.) and any other types of animal cages such as rabbits, exotics, etc. For example, what do you do with feces (wash into drain, pick up and place into a drain with a removable lid, scoop into bags, etc.?) and what type of chemicals do you use? How would you prefer handling this task? For example, do you want to deposit dog feces in a drain? Do you wish to mix chemicals in a central mixing room and bring them to each room for cleaning or would you prefer a central chemical pumping system where pre-mixed chemicals are pumped to each room – either to stationary hoses or to recessed hose bib connections where portable hoses are used? We are installing this latter system now in many of our new facilities.

to eliminate the piles of poop we have; right now dogs are moved out of kennel for cleaning; cats are moved to 1 side for cleaning. rabbits / small animals are placed in another cage/area for cleaning.

13.) Describe both the current and future proposed Adoption process between staff and the public. *Volunteers interact most of the public regarding adoptions until money is ready to be exchanged.*

14.) Describe both the current and future proposed Public Surrender and Public Retrieval process. *Public surrender → they are directed to kennel office who talks with them + gives them paperwork to fill out; then they go to main office to pay & then they get animal from vehicle to bring in. public retrieval → they walk thru kennel →*

15.) Describe the organization's process for spay/neutering of shelter animals. *generally adoptable animals are spayed/neutered on their available date @ woods H.S. next door. Animals can be go home the day of surgery. surgeries are done Mon, Wed - Fri.*

16.) Describe the organization's current and proposed methods for socializing and training dogs for future adoption. *most animal interaction/socialization is performed by volunteers; very little time is allowed for staff interaction since we have such a small dog; would prefer to have trained adoption counselors - either paid or volunteer.*

17.) Describe your parking needs including facility vehicles. *would prefer to have staff only areas w/ gated entrance; ~10 spaces for field trucks, disaster trailers, horse trailer, vol. + public parking.*

18.) Anything else which would be helpful in planning your new facility.

*Storage for food supplies
Storage for equipment
Storage for special events*

would also prefer to have an established training program to teach ecology basic manners.

to identify their pet, then they take kennel card off
page & go to main office to pay/discuss fees.

enough space in my office to allow me to bring in a scared dog to sit/relax and get used to shelter.

What is needed, in your opinion, to provide a more compassionate environment for animal care?

better cat housing - away from noise of barking dogs. be able to move freely and/or hide. temperature control. appropriate housing and exercise areas for small animals such as rabbits, guinea pigs.

outdoor access type catios - for fresh air/sunshine, better dog isolation areas/kennel.

~~isolation of dogs~~

areas to keep multiple dogs (ie. that came in together) as part of a custody impaired/confiscate. - ie. ability to open guillotine between kennels as well as indoor/outdoor access.

private areas for quarantine/custody ~~on~~ dogs that doesn't require us to "lock down" animal when no ~~staff~~ staff is present.

bigger cat caging even for ferals, perhaps free roaming cat areas for custody cats.

ability to provide soothing music to all animals at least when closed to the public.

indoor/outdoor areas where vols can take dogs and just sit and relax in quiet/comfortable setting.

maintain dog walking \pm exercise areas.

What spaces do you NOT need or want to be near (name several - if applies)?

walk in freezer, crematorium, euthanasia area
Administrative areas = bite clerk, permits, conference rooms.

Do you need to readily see other areas from your work zone? visual control of other areas?

dog exercise yards, would prefer to be able to see the larger dog play yards (livestock yards); cat areas → public areas, kennel office

Do you need to be able to hear discourse or issues?

Yes!!

If you work adjacent to others is there a need for privacy in your work and communications?

Yes since I may be dealing with an unhappy public person; problem issues, management discussions,

Does your work space need to be readily accessed by others? Who needs access?

my kennel staff, volunteers, volunteer coordinator, public

Does your space or items in your space need to be secured? Monitored?

only my computer

What challenges are encountered in the work that you perform or volunteer for?

unreliable source of cleaning/feeding help; lack of assigned areas for storage/tools/equipment, no way to have public comfortably interact with cats; bird poop everywhere; no storage space;

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to better serve the animals, public, visitors, volunteers, inmates, and staff?

a friendlier, welcoming, bright shelter, cage free housing areas for cats; separate yards for dog exercise/play groups versus public visitation. more professional signage = educational areas/signage → spay/neuter, ~~and~~ boarding issues, set acquainted areas for cats/public.

What are your most time consuming tasks? What could be done to improve efficiency in performing these tasks?

What is needed, in your opinion, to provide a more welcoming work environment?, Place for the Public?

more open feeling → especially cat rooms. more natural light, better signage of where to go or not go!! graphics/photos/murals that make it feel like a positive place rather than a jail. seating for people in dog/cat areas; better housing of small animals in habitats/children to make them more viewable. natural enhance features that

welcoming
↑
comfort in the environment

Programming/Needs Assessment Sessions

Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

The following questionnaire is intended to begin the process of identifying key facility design issues from staff and other user groups. Swatt | Miers Architects will be utilizing this information and interviewing as needed to identify the critical needs and the relationships between and within work areas for the New Shelter.

Following the interview, minutes will be sent to each attendee who will then have the opportunity to review the minutes and add comments as needed. As such, the questions below do not need every single detail.

Name Kayla Cardoza

Position/Title Kennel Staff

Years w/Organization 1 ½ years

Area of Responsibility (What do you do?) I am responsible for everything that has to do with the kennel. For instance general maintenance, cleaning, feeding in the kennel and surrounding areas(besides the main office office), managing the people who clean and feed, maintain the health and safety of the animals, the public and the volunteers, and much more.

How many hours and days of week are you at the facility? At least 10 hours a day 4 days a week

If applicable: Staff/volunteers you supervise (what staff and how many?) I supervise the Inmate crew and work alts and help supervise the volunteers.

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

My primary job is to maintain the kennel, get the animals out for regular activity and potty breaks, help the public that is looking to find and / or adopt an animal, do all intakes of stray animals, owner surrenders, euthanasia requests and owned animal request for vaccinations and microchipping. While also assisting the vet tech, volunteers, front office and cleaning crew with their needs.

Where: Kennel Office, Kennel, Exercise Yards, Livestock yards, PTS Room, Laundry Room, Incinerator Yard and on occasion in the field.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

I could not answer this every day is so different and it just depends on what that day calls for.

What furniture and equipment do you need in your primary work areas?

I need my computer set up and table to vaccinate and/or look over animals on intake. Kennels with beds and bowls, exercise areas for the dogs, a quiet area for assessments/intake, separate area for assessment and/or animals that need more evaluation, a separate area for introducing animals (public to shelter), leashes, collars (intake and outtake ones), and syringes, vaccinations, fridge to hold vaccinations, and a printer.

Describe other functions and tasks you perform, and what areas and space this is used for.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

We share everything between staff, volunteers and cleaning crew but our primary computer space we are in the process to have each staff getting their own.

Do you Share/work together with other on specific tasks and functions?

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

After I finish the intake I will go to front office with paperwork and they process fees and /or finalize paperwork. Also I go to office for owner request vaccinations and checking neuter status on animals for licensing. Our Kennel office is small and when we have several people coming at once we will sometimes have to work out of the front office lobby to intake animals. I work in the kennel office so I am at the kennel entry point when I am doing paperwork or ther stuff that requires my computer and / or desk.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

We all share an office so if there is multiple intakes it becomes very difficult. There is a lot of big bulky furniture and wasted space. The dog kennels being perfectly across from eachother make it very noisy. For cleaning the kennels could be set up better but I believe that is something you are already planning to address. For cleaning we need more dog exercise and or play yards. We need separate area for recently intake animal. We need better quarantine set up and climate control in all parts of the shelter. We need a more private space for surrenders and/or euth

requests. We need a safer night kennel set up and if it could be more covered so everything was not exposed to the elements. We need a better set up we intake reptiles, roosters and bunnies. We need places to exercise the cats and view the cats easier. We need a lot more that is just what I could think of on the top of my head.

Where would you prefer your work space to be? How large a space do you prefer?
Adjacent to or near to (name several if applies)?

It would be acceptable for the 3 kennel staff to still share an office if we had a few intake rooms so we would be able to get to know the animal a little better and we could each be doing an intake. I want to still be very involved in the kennel and kennel functions it being the kennel would be a given in my mind. Also I do believe the shelter supervisor should be close so when we have questions they could be address easily. To Do the assessment a 10'x 15' room would be plenty and it would depend on if we are sharing an office or have our own on the size.

What spaces do you NOT need or want to be near (name several – if applies)?

I need to be near everywhere because I will be going between all parts of the office and kennel.

Do you need to readily see other areas from your work zone? visual control of other areas?

I need visual control of the kennel entrances and the kennel

Do you need to be able to hear discourse or issues?

Yes

If you work adjacent to others is there a need for privacy in your work and communications?

When we are in taking animals for euth and/or surrender it would be nice to have privacy

Does your work space need to be readily accessed by others? Who needs access?

It depends on how we decide to do things. Sharing an office and having intake areas or having our own offices.

Does your space or items in your space need to be secured? Monitored?

We do need to have euth box, syringes, microchips and medications secure.

What challenges are encountered in the work that you perform or volunteer for?

We do not know the animals we are in taking and we do not have the most safe setup for intake and/or vaccinating animals. We also do not have control over which animals the volunteers and public get to see.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

Improvement that I think would be essential to the new shelter are:

- Intake/ outtake processing rooms (storage for collars and vaccinations)
- Evaluation rooms
- Evaluation Kennels (no access by volunteers or public)
- Better veterinary/ vet tech office (space for equipment and medical supply storage)
- Meet and greet areas (for cat and dog)
- Designated Cat and Dog Isolation rooms
- Designated whelping mom and/ or puppy area (as far away from iso as possible)
- Introduction area (for public to bring their animal to meet shelter animals)
- Cat and dog recovery kennels (with no access for volunteers and public)
- Reptile cages on small (10 gal), med (20 gal.b) and large tall.
- Rooster cages
- Rabbit cages
- Food storage
- Food back storage
- Designated PTS room
- Laundry room (big enough to hold two industrial washers and dryers) and dish washer area
- Food prep area (central in the kennel)
- Toy/ behavioral enrichment supplies storage
- Designated Kitten/ Mom cat room (with no access by public)
- Blanket and bed storage that is easily accessible in the kennel

Improvements that would be nice to have:

- More exercise areas
- Better night kennels set up
- Better quarantine set up
- Better Kennel set up
- More spacious cat cages'
- Kennel breakroom (for inmates and volunteers)
- Electronic Kennel Card displays

What are your most time consuming tasks? What could be done to **improve efficiency** in performing these tasks?

-The amount of time changing and/or adding info to the kennels/ kennel cards would be drastically more efficient with electronic kennel cards and also would make the intake processing time much faster.

-All of the essential improvements of the shelter that I stated above will improve the efficiency of the shelter. There is more that I think could be addressed but after the shelter is built we can

work on efficiency of protocols.

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

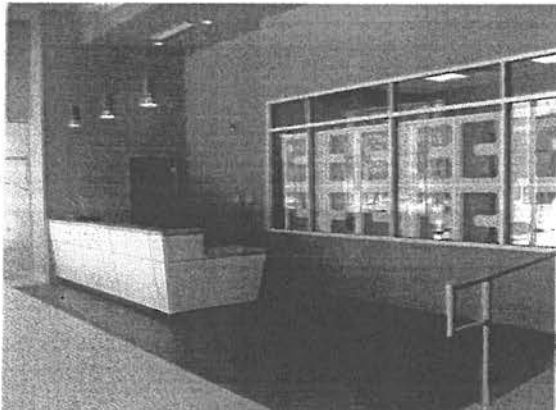
I think fixing the little time consuming processes will free up more of the kennel staffs time to do more public relations and maintenance of the kennel which would make it more welcoming to the public.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

Here at our shelter we already have hard working, compassionate and dedicated set of people (staff and volunteers) that strive to do the best with what we have.

So providing a cleaner (not birds everywhere), climate controlled, and better working (layout and physically) shelter will automatically make it a more compassionate environment.

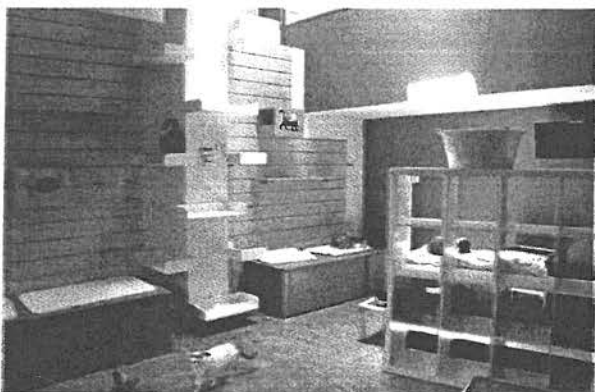
Adoption Center Entrance

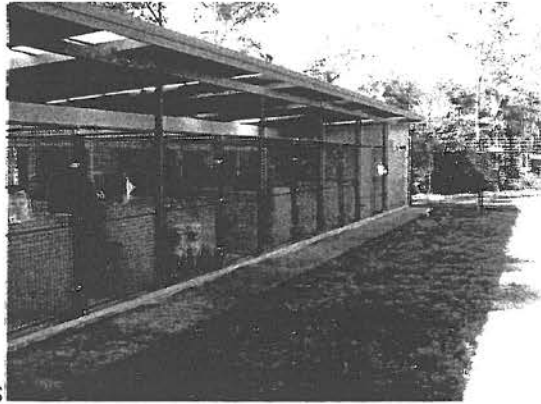


Puppy area

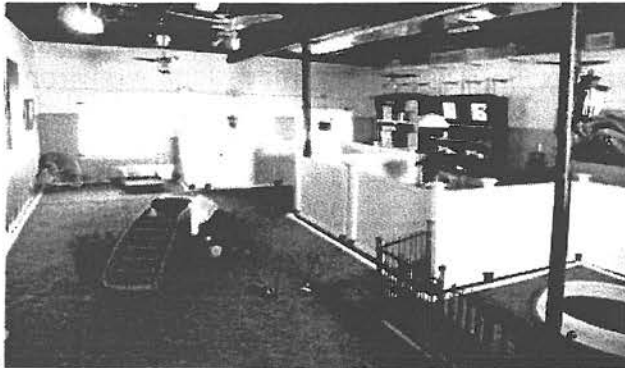


Cat play room





Outdoor areas



Dog play room



High ceilings and good ventilation

Like this would be nice (we do not have to have the pool though)



Programming/Needs Assessment Sessions
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STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

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Name Dena Strauss

Position/Title Kennel Worker

Years w/Organization 11 Months

Area of Responsibility (What do you do?) Kennel Worker

How many hours and days of week are you at the facility? 40hrs-4 days a week

If applicable: Staff/volunteers you supervise (what staff and how many?) Supervise inmates, work alts and community services workers.

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Primary functions include and are not limited to all kennel activity. This is intaking strays, custodial impounds, owner surrenders and euthanasia requests. Monitoring inmates/ work alts while they are cleaning and feeding. Sometimes even cleaning the kennel/ feeding along with other staff or inmates. I help the public with any questions they might have or concerns. Vaccinate animals on intake as well as requests for rabies vaccines or microchips on owner pets. Medicating/ treatments animals on the weekends are also another duty, typically twice a day. Scheduling surgeries of animals. Assessing dog behavior and how they interact together.

The spaces where this takes place would be pretty much everywhere. Kennel, kennel office, vet tech office, yards, pts room, laundry room, agility yards, quarantine, etc.

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

It really depends on the day. Most of my time is spent in the actual kennel. The kennel office is also used quite frequently throughout the day.

What furniture and equipment do you need in your primary work areas?

Computer, desk, printer, chair, table for putting cages or small animals on.

Describe other functions and tasks you perform, and what areas and space this is used for.

Vaccinating and microchipping usually is done in the kennel office or in the lobby.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (Include shared equipment, storage, counter space, etc.) Or do you need to work with others in their work areas?

I have to use other staff member's computers/ desk. I do not have one of my own. We all share a small office so it gets pretty crowded, especially when you have 2 staff member plus public and a pets in a tiny space for intake. We have very little counter space and the office gets very cluttered quickly.

Do you Share/work together with other on specific tasks and functions?

Yes we often work together on in taking animals especially if it is more than one animal. We also work together on socializing the dogs. We work together on issues between animals and the public.

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

Yes I often speak to the public in the front lobby and front counter. I give owned animal rabies in

the front lobby. I interact with the receptionists and volunteers.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

The kennel office is very small and not designed properly for the amount of people in the office. In taking an animal with the owner or reporting party in the office with the animal often becomes a problem of space. I bounce between computers because I don't have my own so I have to adjust my seat, keyboard and desk to fit my needs every day. The kennel office often gets very warm and we only have a reused fan to circulate air. The actual kennel is very dirty and old. There are birds everywhere and with the birds come lots of bird feces everywhere as well. The kennel doors do not keep warm air in and they have huge gaps. When it rains the rain will drip down from the ceiling in many areas, this make the kennel very damp and cold. In the summer there is no way of cooling the kennel so we have had to put ice packs in the kennels. The cat room leaks and is either very cold or very hot. We also only have 4 yards to put the dogs in. This makes it very difficult to get dogs out for necessary exercise. Plus these yards are not covered well from the elements.

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

I would prefer my work space to be near the front of the building so we could see what or who is coming into the shelter. I would prefer an office where we could intake animals and speak to the public without being wide open to everyone. I believe people would feel more comfortable if the office was more private. I feel it would be a little less stressful for the animals if the office for intake wasn't like a "fish bowl".

What spaces do you NOT need or want to be near (name several – if applies)?

I feel as a kennel worker we do need to be nearby everything. To be able to maintain the kennel we need to have everything close by.

Do you need to readily see other areas from your work zone? visual control of other areas?

Yes I believe it is very important to see all other areas. I feel we defiantly need a better visual of the kennels and public from the office. This would help monitor inmates and the public coming in and out of the building.

Do you need to be able to hear discourse or issues?

Yes defiantly need to be able to hear everything. If a dog fight breaks out, we need to be able to hear it so we can attend to it. Also if there is an issue with the public we need to be able to hear what is going on.

If you work adjacent to others is there a need for privacy in your work and communications?

Not always do we need privacy but occasionally we do. I feel when dealing with the public or owners we need to have a more private office for in taking. People often are very emotional and feel uncomfortable being right in the view of all that's going on. I feel if there was a more private office owners would possible be more comfortable and release more information than they would before.

Does your work space need to be readily accessed by others? Who needs access?

If the kennel office is shared between kennel workers then yes the office does need to readily accessible.

Does your space or items in your space need to be secured? Monitored?

Yes I believe certain items in my space should be secured. My personal items like personal belonging need to be secured especially with inmates and public walking around. Currently I just keep my purse and cellphone in a file cabinet which doesn't even lock. Computer and public's personal info should be secured and not just out for all to see.

What challenges are encountered in the work that you perform or volunteer for?

I find challenges in the building design and layout. There are many blind corners, which often has led to unexpected dog fights or injuries. The cat kennels are not designed properly and it is very hard to move feral cats around or to clean their cages. When the cats escape they hid up near the ceiling and it is very difficult to get them down.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

We need a more inviting building where people and pets feel comfortable.

Better designed kennels for both cats and dogs.

We need bigger and more play yards for dogs and customer to interact with the dogs.

We defiantly need a room for socializing cat, or for people to interact with cats they might adopt.

We need a behavior assessment room.

Area for sick or injured animals.

Area for other animals such as rabbits, reptiles, hamsters, etc.

Area for introducing animals to others in the household.

Bathing area

Nursery for mothers and babies

Break room for volunteers and inmates

More storage areas out of view of public

Several agility yards for the dogs to run in. A small wading pool would be nice too!

Comfortable quiet isolation/ quarantine room

What are your most time consuming tasks? What could be done **to improve efficiency** in performing these tasks?

One consuming task is in taking animals. This is very important and I feel with the current building the process is a lot harder on both people and pet. To improve this I suggest a room dedicated to just in taking animals. Also a room to do vaccines and microchipping.

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

A more open floor plan with more windows to allow light in. Better kennels for visualizing the animals. More benches and places for people to sit. Easy to read kennel cards.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

Better large/small dog kennels and bed for the dogs. We need a better treatment area. More bright colors and pictures to provide less of a depressing environment. Allow the animal to look at something else other than just each other. More area for public to interact with animal in a comfortable environment.

Programming/Needs Assessment Sessions
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Name Vanessa Evans

Position/Title Registered Veterinary Technician

Years w/Organization 4

Area of Responsibility (What do you do?) Managing the day to day health of the animals. Making sure all medical supplies are stocked. Data entry for health records.

How many hours and days of week are you at the facility? 5 days/40 hours

If applicable: Staff/volunteers you supervise (what staff and how many?)

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Data entry

Coordinating with outside vets and fosters

Day to day oversight of treating and maintaining animal health

Keeping medical supplies stocked

In-house lab work

I'm sure there's more, but that's the basics

All done in my office

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

Majority of my day

What furniture and equipment do you need in your primary work areas?

Something like this



But more space, pharmacy cabinets, room for cages, and lab equipment

Also a recliner to nap in
would be nice. 😊

Describe other functions and tasks you perform, and what areas and space this is used for.
I assist officers with vaccinating animals when they come in.

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

Yes and sometimes

Do you Share/work together with other on specific tasks and functions?

Yes

Does your work involve the lobby and/or front counter? Do you access the front Lobby? Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

Yes. I will go to speak with customers about the health of animals and other issues that may arise.

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

Where would you prefer your work space to be? How large a space do you prefer?
Adjacent to or near to (name several if applies)?

What spaces do you NOT need or want to be near (name several – if applies)?

I would not like to be near the washer/dryer out vent or incinerator. Otherwise, I'm away from everyone, makes seeing staff regularly a little difficult.

Do you need to readily see other areas from your work zone? visual control of other areas?

No

Do you need to be able to hear discourse or issues?

Only if there is a dog fight or public person causing a problem in the kennel.

If you work adjacent to others is there a need for privacy in your work and communications?

Just in the sense I need quiet to communicate with vet offices or the public on phone calls. Also, I work better with entering data in quiet.

Does your work space need to be readily accessed by others? Who needs access?

Yes, kennel staff and officers. To get vaccines, supplies, or to give medications.

Does your space or items in your space need to be secured? Monitored?

Yes, I have medications and syringes that need to be kept under wraps. I would also like to have locked cabinet for pain medications and my euthanasia kit.

What challenges are encountered in the work that you perform or volunteer for?

Not being in close contact with coworkers, not being able to have a sterile work area. Examples, non-porous floors/surfaces, dry rot ceilings with leaks, bugs, leaky doors. Not having a sink with eye wash station which makes it unable to make meds, clean instruments, wash hands in my work space. Not having kennels to be able to monitor more critical patients in my space. Not having medical/pharmacy style cabinets for storage and functionality. Not having heat/air. Not having a good design flow, basic functionality to my area. Not having a window. It's very isolating and just not a comfortable environment to work in.

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

Isolation areas specific to treat sick/injured animals

Areas to keep animals away from public/volunteers until they are adoptable

A feral cat area separate from other cats to not spread disease and to limit their stress

Kitten/puppy areas, nursing areas

Areas specific for custody impounds/bite quarantines for cat and dogs

Areas for exotics/livestock

More inviting décor

Space for the volunteers, inmates

What are your most time consuming tasks? What could be done **to improve efficiency** in

performing these tasks?

Walking around trying to coordinate with everyone on surgeries, transfers to vets, trying to figure out what's going on with things. Being closer to coworkers?

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

Honestly this place is literally sinking into the ground and rotting away. Also, not designed for this many employees or what we are trying to do. Being structurally sound at this point would be more welcoming. I would also shoot for: soothing colors, noise reduction design, clean as in without birds and nests. A room for people to interact with the cats.

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

A design with the animals mental/emotional well being taken into consideration. Also, being able to treat them medical in a better environment.

Programming/Needs Assessment Sessions
Swatt | Miers Architects

STAFF QUESTIONNAIRE - ANIMAL CARE ISSUES

The following questionnaire is intended to begin the process of identifying key facility design issues from staff and other user groups. Swatt | Miers Architects will be utilizing this information and interviewing as needed to identify the critical needs and the relationships between and within work areas for the New Shelter.

Following the interview, minutes will be sent to each attendee who will then have the opportunity to review the minutes and add comments as needed. As such, the questions below do not need every single detail.

Name Holli Hargrove

Position/Title Volunteer Coordinator

Years w/Organization <1

Area of Responsibility (What do you do?) I coordinate the recruitment, training, and scheduling of the Animal Services volunteers

How many hours and days of week are you at the facility? 40 hours/week and anywhere from 5-6 days

If applicable: Staff/volunteers you supervise (what staff and how many?) Currently there are 110 active volunteers in our database

1.) YOUR WORK:

Describe your primary functions and places/space where these take place.

Give new volunteer orientations and conduct volunteer (either in small AS conference room or across the street in the Honor Farm APS room)

Conduct volunteer trainings (AS conference room)

Volunteer meetings (Honor Farm APS room)

Answer daily volunteer questions or address volunteer needs (my office, volunteer room, volunteer kitchen or other kennel area)

Develop, create, and maintain volunteer information, procedures, database, etc. (my office)

General customer service regarding adoptions and services (kennel area)

How much time do you spend in each space or area? Is it infrequent use, certain times of the day, just for certain functions?

Mostly in my office or out in the kennel area throughout the day - several times each month I will use the AS conference room or Honor Farm APS room for meetings/training

We also have a volunteer room for the volunteers to use throughout the day but it is very small

What furniture and equipment do you need in your primary work areas?

Desk, computer, one or two chairs, printer, phone, shelving or cabinetry to store things

The Volunteer room needs a computer, sign in station, phone, and a space to work to return calls or do research on the computer

Describe other functions and tasks you perform, and what areas and space this is used for.

Sometimes I help with laundry, dishes, and animal photos, or anything else needed in the kennel area

2. SHARED AREAS, WORK, AND ACCESS

Do others use your work spaces? (include shared equipment, storage, counter space, etc) Or do you need to work with others in their work areas?

No one uses my work space but I share printers/copier in other areas

Do you Share/work together with other on specific tasks and functions?

I participate in some kennel staff meetings in their office to discuss animals in our care

Does your work involve the lobby and/or front counter? Do you access the front Lobby?

Reception desk? Public entry points (to lobby and kennels, parking lot etc.) If so, What do you do there? Who do you interface with? (public, staff, volunteers? Or access to equipment of other items)

No, at this time in regards to the lobby or reception desk, but possibly these areas to check out volunteer teas to volunteers in the future

I do interace with public, staff, and volunteers in the kennel area daily

3.) PROBLEMS AND SOLUTIONS

What are some of the conflicts/problems within and around your work space ?

Noise

My office - space size (no room for a volunteer to even sit down to talk)

Volunteer room (barely room for two volunteers at any one time or a good space to post notices)

Privacy (no good way to isolate when you need to get work completed without interruptions)

Where would you prefer your work space to be? How large a space do you prefer?

Adjacent to or near to (name several if applies)?

I would like to be in a central area to where volunteers spend the majority of their time and where I can see what takes place outside when walking dogs

I would also like a space larger enough where I could meet with a volunteer or two and possibly have an extra work station for an admin volutneer to work

It would be nice to have a larger volunteer room where volunteers could sit down and have space to work and move around to see and read notices and news

What spaces do you NOT need or want to be near (name several – if applies)?

Medical, Quarantine, Iso, Laundry, Kitchen, Bathrooms (NOT need)

Do you need to readily see other areas from your work zone? visual control of other areas?

It would be nice to see what volunteers are doing although I know a view of everything isn't feasible

Do you need to be able to hear discourse or issues?

Maybe not a need but sometimes it's nice to know about situations, especially when volunteers are involved or ask or seem to know more than I know

If you work adjacent to others is there a need for privacy in your work and communications?

n/a

Does your work space need to be readily accessed by others? Who needs access?
yes, volunteers

Does your space or items in your space need to be secured? Monitored?
It would be nice to have an area to keep and secure volunteers wear and supplies

What challenges are encountered in the work that you perform or volunteer for?

Noise, privacy when needed, and space for a few people to have a discussion

There is also the challenge that dogs can not be separated for specific reasons, so the volunteers have access to some dogs that they really shouldn't

With the cats, there isn't a good area for the volunteers to spend time with them, doors lead directly outside or no door at all

4. VOICE YOUR RECOMMENDATIONS

What improvements can you recommend to **better serve** the animals, public, visitors, volunteers, inmates, and staff?

A more inviting and less confusing entrance and flow to view adoptable animals

An area to sit down with adopters to answer questions and have proper adoption counseling and meet and greets

A building free of birds

Nicer kennel conditions so that dogs are not facing one another and can be walked without working up the entire population

Larger spaces for the cats so they can really stretch their legs and both volunteers and adopters can visit

Separate small animal area

Separate dog training area

Intake exam area

Photography room

Evaluation room

A community room/classroom for meetings, trainings, etc.

More storage

Storage for bedding, blankets, and towels

A larger quieter volunteer room/office with a small storage area for personal items

A nice dog wash/grooming area

An intake area with privacy

Shelter/intake area separate from animals who are ready to adopt

Sick room/iso area for animals

laundry room with at least two washers and dryers and space for folding and stacking and other supplies

Separate dog and cat kitchen

→ possibly
a cat laundry/kitchen
and separate
Dog laundry/kitchen

What are your most time consuming tasks? What could be done to **improve efficiency** in performing these tasks?

I don't have any one task but it's difficult to work on procedures/training materials and return phone calls with the noise and interruptions-I feel like it sometimes takes me longer than it should to finish some tasks

What is needed, in your opinion, to provide a more **welcoming** work environment?, Place for the Public?

less noise

more inviting entrance and building flow

better signage that is helpful to the public

a screen or area post announcements or scroll pictures for the public

help desk area to answer questions and provide better customer service

What is needed, in your opinion, to provide a more **compassionate environment** for animal care?

better kennel/cage design

built in speakers to play music and books for the animals

TVs for the cat areas to plays videos for enrichment

a covered area for animal exercise when the weather is bad

FOR MANAGEMENT AND SUPERVISORS

1.) What are the daily facility functions for your work unit? Provide times for separate functions.

prior to 11am "Dog" morning potty walks

11am until closing -Volunteers provide animal care, animal enrichment, socialization, dog walks, rotate dogs in/out of play yards, and help the public with adoptions and dog meet and greets

2.) For what reasons do the public come to the facility? (List by most common to least common.)

To look at animals

To adopt an animal

Redeem an animal

Animal licensing

Animal surrendering

To volunteer or attend a volunteer orientation/training

Rabies shots and microchips

3.) What areas of the facility do the public need access to? (List by most common areas to least common.)

Adoptable animals

Animal meet and greet areas

Administrative area for questions, customer services, licenses, etc.

Intake area for found strays and owner surrenders

Community room for meetings, orientations, trainings, etc.

Bathrooms

4.) Describe your work unit/functional area's current staffing by position:

<u>Position Name</u>	<u>Task Description</u>
Volunteer Coordinator	coordinate the recruitment, training, and scheduling of the Animal Services volunteers
Volunteers	Walk dogs, socialize dogs, provide visits and enrichment to the cats, assist with adoptions, give dog baths when needed, prep kennels for incoming animals

5.) Describe workstation needs for each staff position, (i.e., private office, open workstations, shared office, etc.)

Position

Workstation Needs

Volunteer Coordinator
Volunteers

Office - private if possible
Volunteer Room -private

6.) If possible, describe projected staffing – say 20 years from now. Normally we will break into 5-year increments. (We realize this may be a guess but it is still important to have some basis for projection).

I have no idea but over 20 years possibly 2 or maybe 3

(in a perfect world 5 if you had someone for each: volunteer, outreach, foster, marketing, humane education)

7.) Describe specific, specialized equipment needed within your department. (For Example, Clinic "prep" technicians might list - battery operated clippers, ceiling mounted vacuum hoses, oxygen units, autoclaves, etc)

Volunteer sign in station

Dog bathing/grooming station

Dish/Toy washer

8.) Describe specific storage needs, other than files, which would normally fit within an office or workstation. Additional files which do not fit within a workstation need to be documented. Food, linens, cages, educational material, auction items, etc. are all storage issues which need to be quantified.

Volunteer wear (tees, sweatshirts, badges, lanyards, etc) storage

Volunteer supplies used when working with the animals such as toys, leashes, harnesses, aprons, etc.

Entertaining supplies used for volunteer recognition

Foster animal supplies

Humane education materials

Outreach materials such as large totes with supplies and popup tents

9.) Describe specific exterior entrance/public lobby issues (i.e., separate entrances for public surrenders, adoptions, night drop, clinic, nighttime use of classrooms, deliveries, etc.)

I don't know enough to provide a good answer

10.) Describe and or provide a diagram indicating the current and preferred methods of bringing strays, surrenders and protective custody animals into the facility. For example, we generally provide a sallyport or garage into which strays and protective custody animals enter the facility. From there, animals are placed in what we call Registry Cage/Kennels, which are accessed from both the sallyport side and then, on the shelter side, from a Registry Room. This room includes a table and computer station for registering the animals. Adjacent to this room is an Exam Room. From there the animal is taken to the appropriate cage/kennel. Surrenders are generally handled from a separate exterior accessed lobby area so as to not mix potentially diseased animals with the adoption animals. A staff counter may back up with the adoption or clinic counters so that a full time staff person is not needed. Off of this Lobby a two-way cage/kennel holding area is provided. The public then places the animal on one side and staff removes them from the other side. This design will vary from facility to facility.

I don't know enough to provide a good answer

(Diagram optional – use backside of this page)

11.) List your department's normal working hours

Monday, Tuesday, Thursday, Friday, Saturday 7:30am -5pm

Wednesday 7:30am - 7pm

Sunday and holidays 8am - 12noon

12.) Describe the method for cleaning dog habitats (kennels), cat areas (cages, condos, etc.) and any other types of animal cages such as rabbits, exotics, etc. For example, what do you do with feces (wash into drain, pick up and place into a drain with a removable lid, scoop into bags, etc.?) and what type of chemicals do you use? How would you prefer handling this task? For example, do you want to deposit dog feces in a drain? Do you wish to mix chemicals in a central mixing room and bring them to each room for cleaning or would you prefer a central

chemical pumping system where pre-mixed chemicals are pumped to each room – either to stationary hoses or to recessed hose bib connections where portable hoses are used? We are installing this latter system now in many of our new facilities.

I don't know enough to provide a good answer

13.) Describe both the current and future proposed Adoption process between staff and the public

Currently the public walks around the kennel or cat area and if they would like to see an animal, a volunteer will help them...if no volunteer then someone on staff will help...if an adoption is made the adopter takes the kennel card to the lobby for staff to process the adoption.

In the future it would be nice to have a separate dog and cat area each with a counter or a common central adoption counter to share staff or volunteers would work to help answer questions, show animals, provide adoption counseling and process the adoption

14.) Describe both the current and future proposed Public Surrender and Public Retrieval process.

I don't know enough to provide a good answer

15.) Describe the organization's process for spay/neutering of shelter animals.

I don't know enough to provide a good answer

16.) Describe the organization's current and proposed methods for socializing and training dogs for future adoption.

Currently volunteers do the best they can by walking and spending time in our play yards and agility fields but there really isn't a training program

In the future it would be nice to have a small training area where volunteers could go to spend time working with dogs who need extra attention.

A few more play yard would be nice in addition to a smaller agility type field with artificial grass and no fox tails!

17.) Describe your parking needs including facility vehicles.

As far as volunteers go I don't think there is a time when I would have more than 15-20 people here at one time.

18.) Anything else which would be helpful in planning your new facility.

I think we will all be thrilled with anything new...thank you

