



1/22/2018
To: Mayor and City Council members
Needs assessment and Feasibility Study for needed new Animal Shelter. Clay

Pearland Animal Shelter

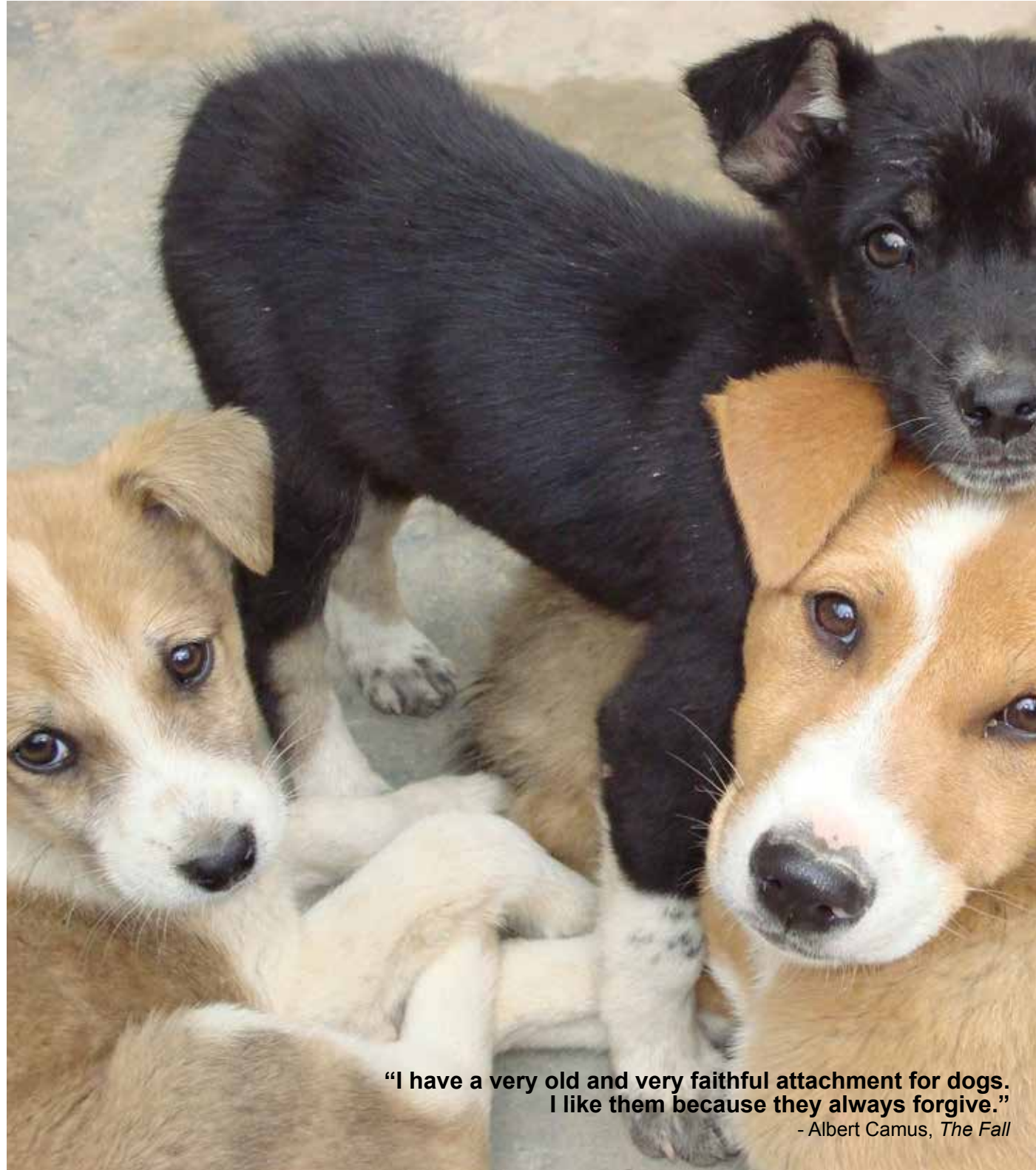
Needs Assessment & Feasibility Study



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Executive Summary



**"I have a very old and very faithful attachment for dogs.
I like them because they always forgive."
- Albert Camus, *The Fall***

Quorum Architects, Inc. was retained by the City of Pearland to perform a feasibility study and needs assessment of their current animal shelter. Quorum was commissioned not only to utilize our extensive experience with similar facilities, but also to meet with staff to gather their input. In addition, because every animal shelter has its own unique needs and issues, the current operations of the existing facility were observed and analyzed. Quorum then addressed ideas and concerns through facilitated meetings with the staff. Operational aspects such as animal intake, processing, care, medical procedures and disposal, as well as public accessibility, safety, comfort, training, and the adoption process were all taken into account.

Existing data was gathered and evaluated to make projections to be included in this needs assessment. Quorum was able to assess current needs and project future needs based on population projections through 2032. Projections were developed from recent animal intake data provided by the shelter and population projections provided by the City of Pearland. Additional information was gathered from industry-respected sources, such as the Humane Society of the United States publication, Guidelines for Housing Animals in Shelter Facilities, and The American Veterinary Medical Association's Statistics of National Pet Ownership. This information was then compared to other recently constructed facilities (with similar populations) to benchmark and confirm the findings.

After the Pearland needs assessment was completed and analyzed, Quorum developed a comprehensive set of conceptual site and floor plans for a new 18,000 square foot Animal Control and Adoption Center with approx 4,100 square foot of outdoor runs for every dog. Design emphasis was placed on:

- A welcoming facility to the public.
- Increase animal capacity to reach population projections of 2032.
- Provide healthier/safer environment for both staff, animals and visitors.
- Improve the overall flow of animals, staff and visitors.
- Improve work efficiency of staff.

The overall construction cost of a new animal shelter described in this Needs Assessment is \$7.66 millions. The total projection cost is \$11.38 million (includes a 20% projection contingency).

Existing Facility

The City of Pearland built its original 6,350 square foot animal shelter in 1997. The Pearland Animal Shelter sits on approximately 1.19 acres on Old Alvin Road. The shelter sets adjacent to Pearland's Service Center. Existing residential single family housing are located nearby the animal shelter. The original animal shelter was designed with tight spaces and animal separations that do not meet today's animal shelter standards. The facility quickly exceeded its limit on its animal capacity. A 3,750 square foot addition was constructed in 2003/2004 to allow more animal housing for Strays, Quarantine and Isolation with outdoor runs, as well as a breezeway, storage and laundry room.

In 2018, it is apparent that the 10,100 square foot animal shelter has met and exceeded its capacity yet again. Quorum Architects has studied the existing building and has observed many deficiencies exist that require the city to bring this facility up to the standards of a modern animal shelter and adoption facility, to meet recommendations for animal housing and to meet state health standards. Staff is doing a good job working with their limited space and keeping the animals as safe and healthy as possible.



Location / Site Arrival:

The Pearland Animal Shelter is tucked in adjacent to The City of Pearland's Public Works Facility. The overall appearance of the pre-engineered metal building does not resemble a modern day animal shelter. Quorum Architects observed a tired pre-

engineered metal building. Parking is very limited with only 10 parking spaces in the front of the building for staff / volunteer's / visitor's personal vehicles. Visitors frequently block each other vehicles during their visits. Animal Control vehicles and trailers are staged on the side of the facility.

Animal Shelter Lobby – Entry:

Upon entering the Animal Control & Adoption Center through the main entry at the Lobby, the public is greeted by staff at the small reception counter. The single lobby space is utilized by staff to guide adoptive families through the process of adopting a pet, to provide registration of micro-chipping services, to take reports of lost pets, to intake animal from owner redemption, as well as volunteer program and school groups. The Lobby has a single bank of cages that are used for adoptable cats, a table and



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Needs Assessment & Concept

Existing Facility

chairs to allow for visitors to complete paperwork. The table was filled with donations at the time of Quorum's visit/tour. The size of the Lobby could comfortably accommodate 4-5 visitors at one time.

The reception area has two work stations for staff, in addition to their administration work area and retail displays



Administration Spaces:

The Administration areas houses an office for the Animal Shelter Manager, and another office for the Animal Control Officers with five workstations/desk and a small conference table. During the times that staff must work 24hr/7 days, they set up the Animal Control Office with cots for staff.

Just outside of the offices, staff created a small break room that will seat one employee at a time.

The facility has a single uni-sex toilet room that is shared with staff and visitors. There is a single uni-sex shower room that doubles up with storage.

Animal Work/Medical Room:

The Animal Work / Medical Room is located directly off the main corridor with access by staff, as well as visitors is an Animal Work / Medical Room. Staff is able to use this space for food prep / cleaning of food bowls, as well as medical procedures.

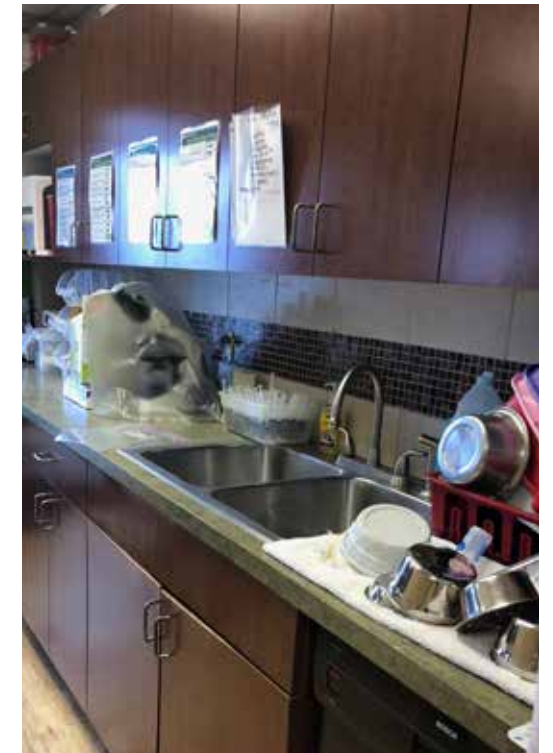
Public Area / Meet and Greet Areas:

Within the facility, there are no dedicated interior spaces for Meet & Greet rooms. The outdoor Meet & Greet play yard is located at the rear of the facility. It's made up of a chain-link fence enclosure, sod, shade tree and a couple of benches. The play yard is used by the visitors, however, located directly off this play area is the outdoor runs for the quarantine dogs. The proximity of these spaces creates concerns for comfort, stress and safety which negatively impacts the positive interaction between and animal and the potential adoptive family.

Animal Housing:

Cats:

Two cat rooms are also located within the facility. The cat cages in both rooms were fully occupied at the time of Quorum's site survey. There are 40 cages in the facility for cats. One room is located directly behind and to the side of the reception counter. The walls are lined with a single stainless steel mobile bank of



Existing Facility



cages. These cages are in good condition with separate litter space and portals for the cats. Adoptable and Stray Cats are housed in this area adjacent to the Lobby/Reception area.

The Quarantine and Isolation cats are housed within the same room near the rear of the facility – beyond the dog kennel rooms. The cages are single compartment stainless steel cages on casters. This room is constructed with painted CMU walls, epoxy painted floors and lay-in ceiling. Finishes through the facility are becoming worn and need maintenance. This cat room have shelving units to house supplies such as linens/towels, newspapers for the cages, food and bowls. There is a sink within this room. Staff is able to wash the towels/linens within this space with a residential grade washer and dryer. The metal on the washer / dryer has begun to rust from being located in these humid environments with chemicals.

There is no natural daylighting through windows, skylights or translucent panels in the cat rooms. It is recommended to have natural daylighting in all animal rooms. This is to reduce the stress levels of animals, as helps the animals maintain their circadian rhythm.

Dogs:

Kennel Rooms:

Pearland Animal Shelter has a total 41 kennels for dogs. Based on the number of animals that are currently be brought into the facility, they



should have enough space to house 70 dogs in 2018. This shortage often causes staff to double up on housing the dogs in the same kennel, if dogs are compatible. Increased euthanasia rates happen for both dogs and cats when the shelter is at full capacity.

The Adoptable Kennel Room is located directly off the central corridor. The public has free access to the kennels for viewing. These kennels have aluminum kennel grill gates/front with painted CMU walls with exposed metal panels above. Painted CMU is not durable and require maintenance of being repainted after a couple of years. All dog kennels have outdoor runs accessed through a guillotine door. These guillotine doors are left open to allow the dogs to have more space to move/exercise and fresh air.



The floors are painted epoxy floors are currently peeling and are in need of repair. The ceiling is open to the pre-engineered metal structure, exposed roof insulation and exposed ductwork. This type of open roof structure tends to create a difficult environment for staff to keep clean. Kennels are cleaned with a hose reel wash down system with cleaning detergents/disinfectants. Each kennel has a single round drain near the rear corner. These drains are difficult to clean, as staff has to remove a dome type cover off each drain. In lieu of going straight to a sanitary line, these kennel drains extend to an open trench located along the exterior gate of the outdoor runs. The open trench drain is approx 10-12" wide and approx 12" deep which is a safety hazard to staff/visitors, as well as



Existing Facility

animals can step/fall into the open trench drain. Staff must step across drain to access outdoor runs in order to clean the outdoor runs or access the dogs. It is recommended to have a grate added to the open trench drains.

The kennels open up to a breezeway area through a large overhead door. This space has standard split system HVAC that does not allow for animals to receive enough air exchanges per hour, based on state recommended standards. The Stray Dog Kennel Room is located across the breezeway from the Adoptable Kennel Room. The space and finishes are very similar to the Adoptable Kennel Room. This space has a lay-in acoustical ceiling, in lieu of opened to the structure above.

The Isolation / Quarantine kennel room is located further in the facility in a secured separate room. The layout of this room is similar from the Adoptable/Stray kennel. It has painted CMU partitions between up to 6'- 0" aff. All of the kennel fronts are aluminum grill fronts and tops to each kennel. Each Isolation/Quarantine kennels have access to outdoor runs.

Limited Storage:



There is a shortage of storage in The Pearland Animal Shelter. During the shelter tour, Quorum noticed staff taking advantage of any spare space to use for storage from the Mechanical/IT Closet to the Shower Room. The large storage room is located at the rear of the building with the only access from the exterior to store food, crates and other equipment. Staff is protecting the food the best they can from by placing in sealed plastic bins and placing the on shelving units – raised off of the floor. Insulation has been sprayed in at the roof, rodents have been chewing the insulation, as well as the plastic bins.

The shelter is using an exterior wood structure storage building to store chemicals, cleaning

supplies and equipment. During the site tour, both doors have fallen off their hinges and were leaning against the building. There was a large pile of traps / crates on the ground adjacent to the storage building.



The covered breezeway was also used for storage of miscellaneous items left in the open.

Freezer:

The animal shelter is currently using four chest freezers for animal disposal. These are located in the covered breezeway. This area is visible to any visitor viewing dogs at the Adoptable / Stray Kennel Rooms.



Existing Facility

Laundry Room:

The Laundry Room is located off of the covered breezeway. It houses a commercial grade set of washer and dryer. There is shelving to store clean towels/blankets/linens. Additional space would be recommended to store the linens. A folding space is needed in this rooms, as well as space for the dirty linen bins.



Grooming:

The shelter has a stainless steel grooming tub located within the covered breezeway. This rea is used to bath dogs upon entering the facility or getting them ready for adoption.

Sallyport:

There is not a true Sallyport at this facility, since the covered breezeway entry is full of freezers and equipment. Trucks can pull up adjacent to the building to off load animals. There is not a fence enclosed area to safely off load animals and prevent the possibility of an animal escaping.

Livestock Areas:

The shelter has multiple livestock fence enclosures made up of temporary fence panels and chainlink fence. These areas can temporarily house a few horses/cattle/goats. Pens for chickens are also available.



HVAC:

Pearland Animal Control has commercial grade split system HVAC units. These units work well to heat and cool the facility. They do not give the facility the proper air exchanges per industry standards for an animal shelter. Staff supplements these units with a portable fans in the dog kennel rooms. A minimum of eight to twelve air-exchanges per hour is required by the Humane Society of the United States. Standards for a modern day facility and require the design of the HVAC to have 10-12 air exchanges per hour for dogs and 16-20 air exchanges per hour for cats. Improved quality of HVAC within the facility would allow for healthier animals and prevent opportunity to spread disease throughout the facility.

NOTE: Additional existing photos are located in the Appendix pages.

Functional Space Requirements

Public Areas



Entry Plaza

The Entry Plaza is where it all begins: An open and inviting space that directs the public into the building.

This large space is a multi-functional area. It can be used to hold outside adoption events, and various public happenings such as fundraiser events and “fun run” gatherings.

The Functional Space Requirements section has been created to show how these specialty spaces work in an Animal Shelter and Adoption Center. These spaces will demonstrate that a modern day facility is not ‘just a shelter’. The spaces provide an inviting, healthy atmosphere that will attract the public to visit more often and increase the adoption rates and allow the public to become more educated about their pets. These well-lit spaces will be designed with durable finishes and equipment that will keep its animals, visitors, and users healthy.



Lobby

The Lobby is located at the main entry and acts as the building’s hub. After being greeted at the receptionist desk, you can immediately begin visually interacting with the animals. The Small Animal Viewing Rooms are inviting, being located immediately off the lobby. In fact, all the public areas, such as the Reception, Training/Meeting Room and Retail Display are easily accessed from this entry point. A kiosk could be provided to assist the public in finding their lost pets, as well as availability of adoptable animals.

Functional Space Requirements

Public Areas



Reception

The Reception Counter has been created to host many daily activities. Its design will facilitate these vital functions in the hub of the adoption center.

- Greet and sign in visitors.
- Assist visitors with viewing animals.
- Adoptions
- Adoption counseling
- Maintaining Shelter Records
- Animal Redemption
- Lost Pets
- License issuing
- Microchipping
- Dispatching
- School Trips

Functional Space Requirements

Administration



Private Office Space

Private Office Space is recommended of management level staff.

Open Office Space

Open Office Concept is recommended for all Animal Control Offices. This space can be located near the reception area to help assist with the public. Another option is to be located near your Sallyport to allow an area for officers to have a touch down space for data entry then quickly return to the street, if needed.



Functional Space Requirements

Administration



Break Room

Located away from animal rooms in order to provide a quiet zone, the Break Room is a refuge where workers can de-stress.

Admin Work Area

Traditional office functions take place in this busy location. A work surface has been provided to facilitate the handling of animal shelter specific needs, such as adoption packets.

File Room

An animal shelter produces a reasonable amount of files which need to be stored for long periods of time. This area will assist in keeping a well-organized facility for years to come.

Reception Desk

The reception desk is in the control center of the facility. This space will allow multiple staff members to work simultaneously - greeting new visitors / groups, as well as processing adoptions, adoption counseling, issuing licenses, answering phones, maintaining shelter records and dispatching.



Functional Space Requirements Dogs

Get -To-Know Room

Get-To-Know Rooms allows staff to bring a dog to meet it's potential adopters. This allows for an interior play space on rainy/cold days. All finishes are durable to allow for spaces to be used to house animals throughout the day. Some research indicates smaller more intimate rooms "force" interaction and are better than large rooms or even outdoor spaces. The research indicated adoptions increased up to 40% more in small rooms.



One of the more popular attractions, the Puppy Play Room has large windows that allow visitors as well as staff to view these energetic puppies playing and exercising.

Functional Space Requirements Dogs

Adoptable/Stay Intake Kennels

Viewing windows to the kennel rooms make for an inviting environmental. Visitors do not have to enter into the large kennel rooms that are loud and smelly at times.



The current trend for dog kennels are stainless steel panels and glazed CMU walls. Staff can select gates materials of stainless steel gills, tempered glass, or colored FRP panels. Features that can be added are resting benches too cover a trench drain to prevent dogs from having access to the drain and prevent cross contaminenation of wash down of any animal waste from kennel to kennel, rotating food/water bowls to allow staff to feed/water each dog without entering the kennel due to an aggressive dog, and guillotine/transfer doors to allow staff to easiliy move an animal out of the kennel during cleaning, as well as allowing access to fresh air at the outdoor runs.

Functional Space Requirements Dogs

Quarantine/Isolation Kennels



All kennels are designed to meet local and state health recommendations. Panels will be continuous from floor to kennel top to prevent fluids from traveling to adjacent kennels or nose-to-nose contact.

Outdoor dog runs (shown below) are typically connected to interior kennels through a guillotine door. Proper drainage and foundation slopes will be designed for an ease of cleaning and disinfecting. Canopies should be provided to shelter animals from the elements. Often, the outdoor dog runs are connected directly to an exercise yard or nearby through a gated area.



Functional Space Requirements

Dogs

Get-To-Know - Outdoor Courtyard



Adoptable animals and their potential owners can meet in two different places to confirm their compatibility. The locations have been purposefully designed to evoke a home-like atmosphere.

- Intimate spaces are located indoors and may be used year round for cats & dogs.
- The outdoor courtyard is the perfect place for assessing a dog's energy level and compatibility to family members and existing pets.
- Heavy duty turf allows for quick and easy disinfection and ease of maintenance.

Functional Space Requirements Cats

Cat Adoption Room

Cats are housed in an Adoption Room which is filled with natural daylight. The spacious cages have glass fronts that allow for public viewing. The cages also include resting platforms and privacy compartments for litter/food. Placing cats in a quiet environment removes much of their stress and thus, makes them more adoptable.



Another popular attraction, the Cat Play Room, utilizes large windows for ease in viewing the cats while they play. Vibrant colors and climbing surface stimulate the cats. Cats will love to lounge in the bright sunlight. These spaces can also allow 1 on 1 time to be spent with the cats to see their compatibility with the family



Functional Space Requirements

Cats

Cat Housing

All cat rooms for adoptions, strays, isolation and quarantine are located in a quiet zone of the shelter to allow the cats to be in a stress free environment. Only staff will have direct access to the cats in order to keep them healthy and prevent injury to visitors, such as scratches and bites, as well as transferring diseases from one cat to the next.

- Spacious cages with raised ledges and separate areas for privacy of eating and litter use
- Glass fronts for public viewing
- Natural daylight in every cat room
- Piped in classical music to create 'white noise' and a peaceful environment for the animals and visitors
- Small work stations in animal rooms will allow for a healthier environment and allow staff to be more efficient



Functional Space Requirements

Volunteer Outreach



Volunteer Office

Volunteers are a vital source to animal shelters, as they enable maximum productivity. Their office is near the entry of the building. This office has been designed for multiple volunteers to share. As such, lockers to secure the volunteer's personal belongings to accommodate the transient nature of their work shifts.

Volunteer duties include:

- Cleaning
- Feeding
- Dishes
- Laundry
- Grooming
- Walking the Animals
- Taking Photos for Adoption
- Customer Service Support
- Off-site Adoption Assistance
- Answering Phones
- Adoption Counseling



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Needs Assessment & Concept

Functional Space Requirements

Back of House Functions

Work Room - Food Prep and Grooming



The work rooms are the heart of the shelters. Food prep and bowl cleanup takes place in the work rooms. A grooming/bathing area is often designed within this room or could be an independent space. Storage areas are designed to dovetail into the layout, maximizing the efficient use of the space.



Laundry Room

A commercial washer and dryer is highly recommended for a facility of this size, along with storage for extra linens. Oversized exterior door would be designed into the floor plan to allow for maintaining the units.

Functional Space Requirements



Intake Room

The Check-In Room has pass-thru cages that will allow Animal Control Officers to pull into the Sallyport and off-load animals. These animals can then be processed and checked-in to the facility from within the same room as the pass-thru cages. The staff will need to check-in all animals efficiently which can include data entry, microchip scanning, weighing, vaccination upon intake, and photograph for record keeping.

Sallyport

This is an enclosed garage-type area/Sallyport which allows Animal Control Officers to pull in and close overhead doors. Animals may then be safely removed without a chance of escaping. An enclosed Sallyport also allows for police officers to access the facility and locate an animal in a secured kennel/cage until staff is on-duty.



Functional Space Requirements Spay/Neuter Clinic



A common trend for an Animal Adoption Center is to provide a Spay/Neuter Clinic. At this time of discussion with staff, the vet clinic would be for spay/neuter of adopted pets only.



Functional Space Requirements



Medical Room

In addition to a Spay/Neuter Clinic, a small medical room located in a quiet zone near the Sallyport is recommended. This space should include a mobile lift table, bi-level sink, safe or secured cabinet for narcotics, surgical light, as well as direct access to a walk- in freezer.



Evaluation

Animal Control Officers find it beneficial to have a Check-In Area near the Sallyport. This allows for officers to complete data entry upon arrival, photograph, weigh, vaccinate the animal and process animal in a nearby kennel or cage.

Materials and Finishes

Natural Daylighting: Studies in Circadian Rhythm indicate that natural daylight is vital to all animals. Animals which are able to sense the changing of time show a minimization of disruptive behaviors. They are happier and healthier, thus more adoptable. Quorum's designs which include exterior windows and Solatubes (skylights) will allow every single animal in the facility to enjoy natural daylight, as well as creating a welcoming environment for the public and staff.



Image: www.solatube.com

Materials and Finishes



Flooring throughout the shelter should include long-lasting flooring which has been tested to withstand scratching from claws and industrial strength cleaning. Examples include:

- Epoxy Flooring
- Vinyl Tile/Planks (in limited areas)
- Porcelain Tile
- Sealed Concrete

Walls should be high endurance wall finishes that are scrubbable and easy to keep clean.

- Glazed CMU Block
- Epoxy paint and grout
- Porcelain and Ceramic Tile with epoxy grout
- Fiberglass Reinforced Panels



Generally, ceiling systems include the following (often with sound attenuation above or below the ceiling):

- Gypsum Board Acoustical
- Lay-In Tile
- Wood Plank Ceilings
- Metal Acoustical Panels in Dog Rooms

Materials and Finishes



Art is often used throughout the shelter since cheerful and stylish decor is inviting and prolongs visits.

- Calming colors such as blue, purple and green are used throughout the building.
- Color creates a cheerful atmosphere and increases empathy.
- Art unites the community by using local artists when possible.



Recommendations

In order to meet the needs of staff and the expectation for services desired by the public, Quorum Architects recommend that the City of Pearland follow the lead of many successful animal shelters and adoption facilities by relocating their facility to a more visible / high traffic area. Staff had Quorum review two city owned sites.

The first site is located at the end of Hillhouse Road, located adjacent to the Pearland Service Center. Quorum has developed a conceptual site plan for this location to include plenty of public and staff parking, outdoor play yards for the visitor to meet-and-greet the animals, as well as other exercise yards. The Pearland Animal Shelter and Adoption Center will be located adjacent to the Houston Memorial Garden Cemetery and a single family neighborhood. The animal shelter has an average 950 visitors a month at their current location. This would increase the traffic at the unprotected intersection of Broadway Street and Hillhouse Road. Hillhouse Road is a two-lane road that is currently seeing some wear from traffic. Signage and possibly a traffic light at the intersection of Broadway St and Hillhouse Road is recommended. This site has area for the facility to expand in the future, as well as temporarily housing livestock

The second is located at Freedom Drive directly adjacent to Fire Station 4 and the Public Safety building. This site is highly visible to traffic along Cullen Blvd. Studies have shown relocating animal shelters & adoption centers to high traffic areas, such as retail, recreational parks, nearby residential areas will increase visitors and adoption rates. This site allows for future facility expansion, outdoor exercise yards for dogs. This location is not recommended for livestock. Separate livestock pen be located off Hillhouse Road at the Pearland Service Center, if the city chose to move forward with the Freedom Drive location.

Based on a needs assessment and program of spaces established by operational and industry standards, Quorum is proposing a new approx 18,000 square foot Animal Shelter and Adoption Center plus approx 4,100 square feet of covered outdoor runs for every dog kennel.

This newly proposed facility will house multiple functions of an Adoption Center, as well as an Animal Shelter. Visitors will approach this Adoption Center through an entry plaza that could be used for many events for this facility such as outdoor adoptions and education. An inviting Adoption Center has been designed to bring the public into a welcoming space and an environment of healthy and playful animals. These animals will all be housed in ventilated spaces filled with natural daylight. A spacious lobby will allow the visitors to be greeted by the receptionist, staff and volunteers. This area will allow large groups to congregate for tours of the facility or individual families to begin the process of searching for their newest family member. The first animals to be viewed at the lobby will be the available adoptable cats. Glass enclosed rooms have been designed to allow cats to play, climb and rest on obstacles and vertical climbing poles/shelves and stairs. Visitors can view the animals through a glass wall and then request to get acquainted with the cat of their choice in a separate Get-to-Know room. This process allows the cats to stay healthier and prevents the visitors from



Recommendations

becoming scratched or bitten. Cats are also housed in cages in an adjacent room. All cats are housed in a quiet zone of the facility away from the dogs. This will allow the cats to have lower stress levels, unlike their existing facility where cats remain stressed due to the direct connection to the dog kennels and loud noise levels.

We were asked by the Staff if there would be any cost savings if a two-story structure were considered in lieu of a single story building. It is our experience that for a facility of this size, there is no savings in construction cost and may even cost more due to the addition of stairs, elevators, lobbies and exit requirements.

All of the animals will be housed in a cage or kennel that meets state requirements and industry health recommendations for proper size and will consist of materials that are easily sanitized. The intent is to provide natural daylighting with windows or Solatubes/skylights in every room housing

animals. Dogs and cats will have extra room to play compared to their existing facility. All dogs will have indoor/outdoor runs to move around as well as get some fresh air. They will also have access to outdoor play yards and courtyard for additional play time and interaction with other dogs. Cats will have cages with multiple compartments to separate living area from the food and litter area. The public will be able to view the cats lounging on shelves within the cage through a tempered glass front.

Adoptable dog rooms have been designed to have multiple smaller rooms to reduce noise levels. Each of these rooms will house different kennel sizes. Kennels will range from 4' x 6' and 4' x 8' with additional 4' x 6' outdoor runs. The dog rooms will have insulated glass, sound batt insulation in the walls and ceiling, wall hung acoustical panels, as well as soft music playing through speakers throughout the animal rooms.

These spaces are set up for a “pet shop” or retail-like experience with viewing windows for the dogs. The public will enjoy the process of looking for a future pet in a quiet, conditioned area.

Animal Control will be located at the opposite end of the building. This will allow the animal control officers to enter the facility through a secured Sallyport. The animals can safely be off-loaded and processed into the facility at the Check-In and Evaluation space. From this point, animals can be checked in to Dog or Cat Stray/Impound rooms, Isolation or Quarantine rooms. All animal control dogs and cats will receive natural daylighting and all dogs will have access to outdoor runs, play yards and fresh air just like the adoptable dogs.

Additional storage has been included in the conceptual design, including a large interior dry food storage room in order to allow easy access to the facility, as well as keeping it rodent-free. Storage has also been scattered throughout the shelter, whether in the form of an entire room, wall lined cabinets, or in the work areas for each kennel pod and cat room.

This facility has been designed with a fully operational Vet Clinic for in-



Projected Cost

This report identifies approximately 18,000 square feet +/- for the animal control and adoption facility, plus approx 4,100 square feet of covered outdoor dog runs for each kennel provided. Buildings such as this require unique HVAC for proper disease and odor control, sound control, extensive and unique plumbing for wash down and disinfection systems, impervious and durable flooring and wall materials constructed for harsh environments, and durable stainless steel cages and kennels designed to withstand years of abuse from aggressive dogs being held for multiple days. They also require large work areas for commercial washers and dryers, outdoor exercise areas and Get-to-Know areas with synthetic turf that can be disinfected for playing with the animals for adoption, commercial dishwashers for disinfecting, and stainless steel counters and cabinets. The combination and expense of such areas, equipment, and materials is generally unmatched in most normal buildings. The level of quality and materials used for our opinion of probable construction cost is the same as is commonly used in many municipal animal control facilities that are expected to last 40 years or longer, including facilities opened in the last 4 years such as those in Seguin, Irving, North Richland Hills, Lewisville, Galveston County, Denton, and Carrollton. The average cost of those facilities two to six years ago was approximately \$310 - 350 per square foot (psf); however, each facility is unique in many different ways including economic conditions at the time they were bid, inflation since construction, the level of materials, finishes and furnishing, amount of site related work, outdoor runs, and overall size and its relative impact on cost psf.

When developing an opinion of probable construction cost for this project we evaluated a number of factors in addition to those listed above, and arrived at approximately \$7.66 million for construction cost which is approximately \$343 psf. This \$7.66 million opinion of probable construction cost includes approximately \$5.28 million or approximately \$240 psf for the building. The remaining cost is for site work such as pavement, utilities, site lighting, fencing, sidewalks, canopies, an outdoor courtyard, landscaping, etc. The construction cost also includes factors such as contractor fees and overhead

costs, profit, and construction contingency allowance. This cost information is based on December 2018.

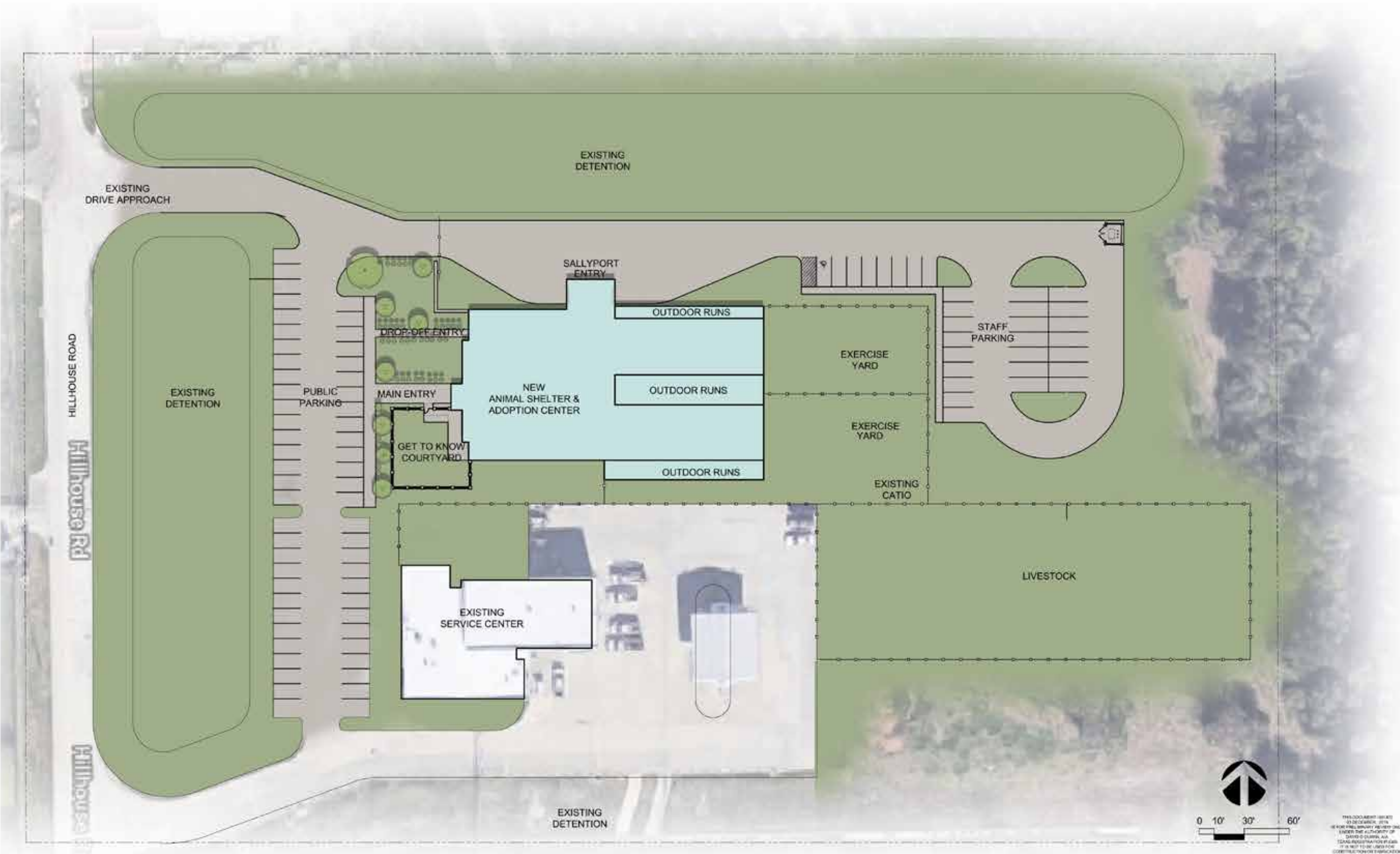
Construction costs have been slowly climbing the past few years, and it appears that in our economy, we expect to continue to see construction prices escalate annually. We anticipate that a 5-12% annual increase would be a reasonable expectation at this point or approximately \$459,770 for each year (based on an anticipated 6% escalation cost). Additionally, when calculating project costs, Owners shall consider soft costs for other items such as professional design fees, geotechnical reports, survey and material testing fees, IT and data, security and access control, electric, gas, fiber services, regulatory fees, and fixtures, furniture, and equipment or FFE. For this project, these soft costs were estimated to be approximately \$1.4 million. When added together for a "Project Cost" with a 20% project contingency, the amount totals \$11.38 million.



Existing Site - Location: Hillhouse Road



Conceptual Site Plan - Location: Hillhouse Road



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Conceptual Enlarged Site Plan - Location: Hillhouse Road

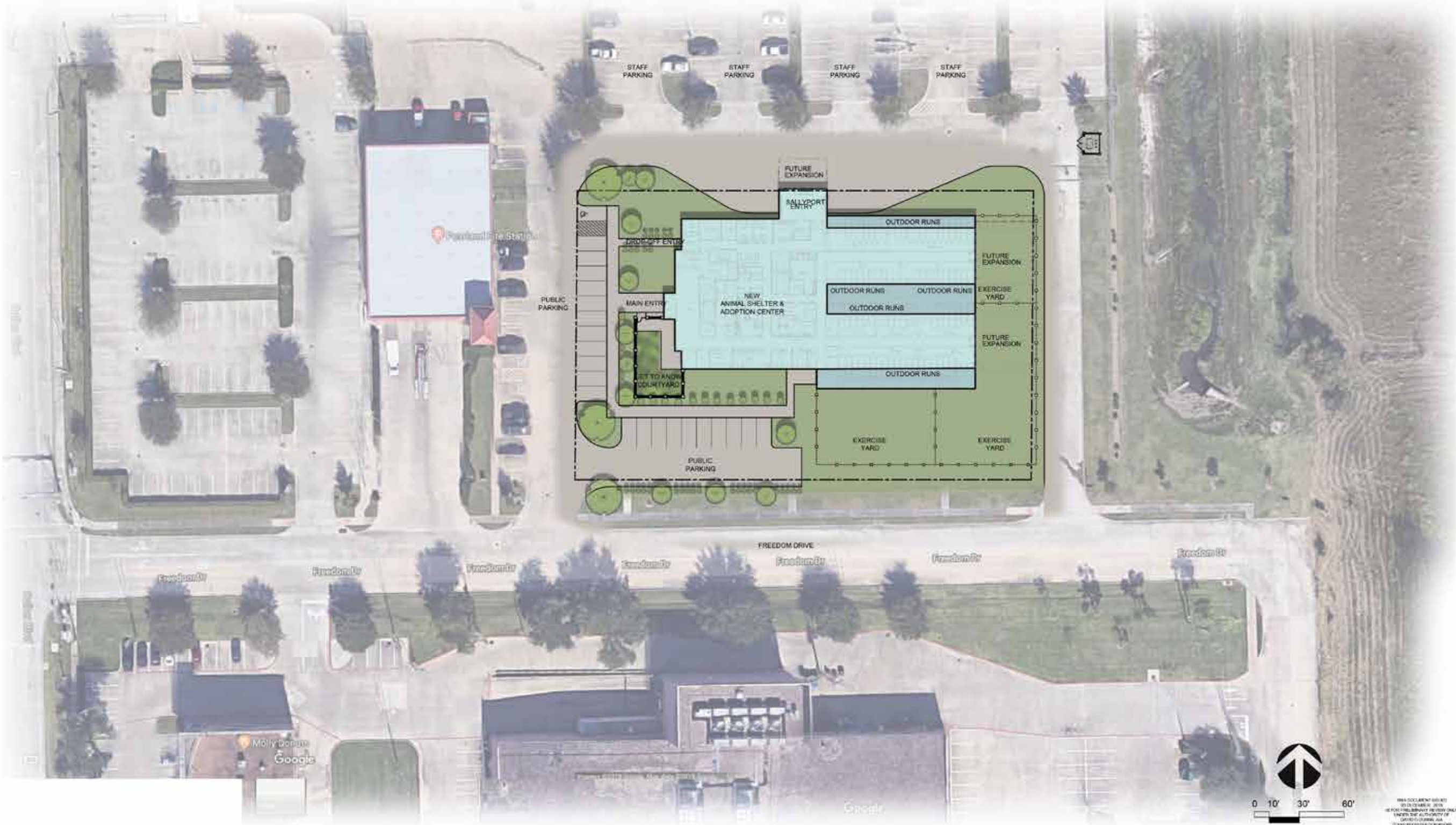


Existing Site - Location: Freedom Drive



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Conceptual Site Plan - Location: Freedom Drive



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Conceptual Enlarged Site Plan - Location: Freedom Drive



Conceptual Exterior Elevation



ENLARGED ENTRY FEATURE





Appendix

<i>Existing Photos</i>	37
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Pearland Animal Control & Adoption Center

Existing Photos - Aerials



Aerial - Google Earth



Google Maps - Aerial - Limited Parking

Pearland Animal Control & Adoption Center

Existing Photos



Animal Control Officer's Office Space



Break Room



Admin - Corridor



Mechanical Room - with Storage

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Design. Spaces. People.



Break Room

December 5, 2018

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Pearland Animal Control & Adoption Center

Existing Photos



Medical / Vet Clinic



Medical / Vet Clinic



Cat - Adoption / Stray Room



Uni-Sex Toilet Room



Uni-Sex Shower Room - w/ Storage



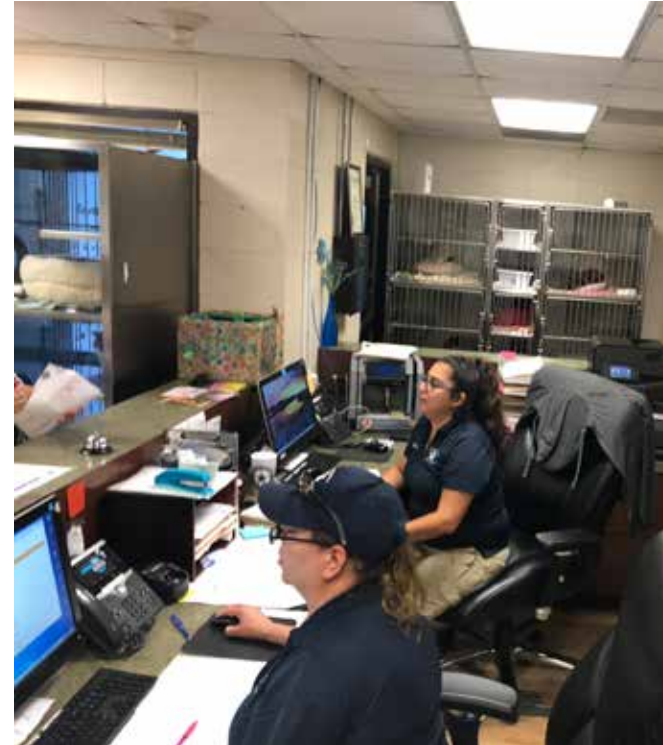
Adoptable / Stray Cat Cages

Pearland Animal Control & Adoption Center

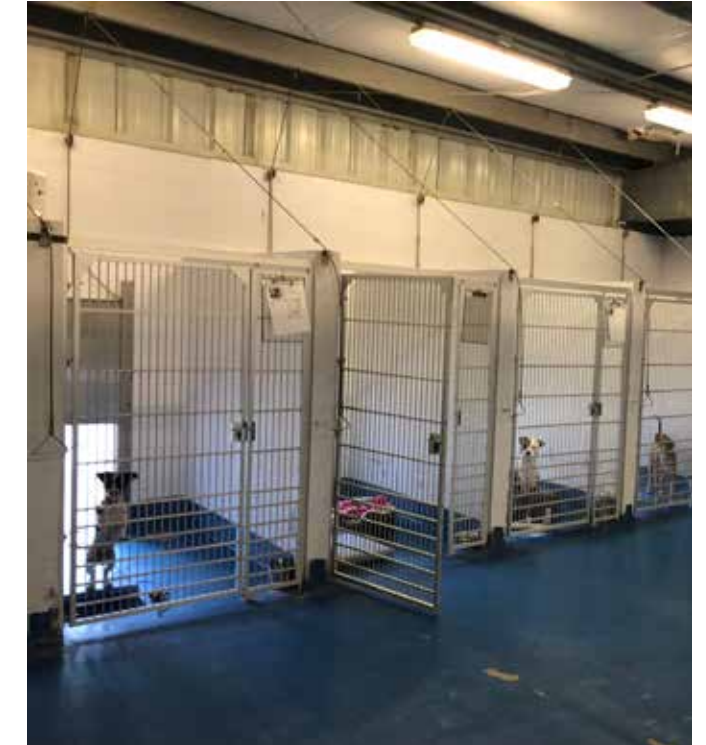
Existing Photos



Existing Ceiling Tile



Reception / Lobby



Dogs - Adoptable Kennels



Lobby

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Dogs - Adoptable Kennels

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Pearland Animal Control & Adoption Center

Existing Photos



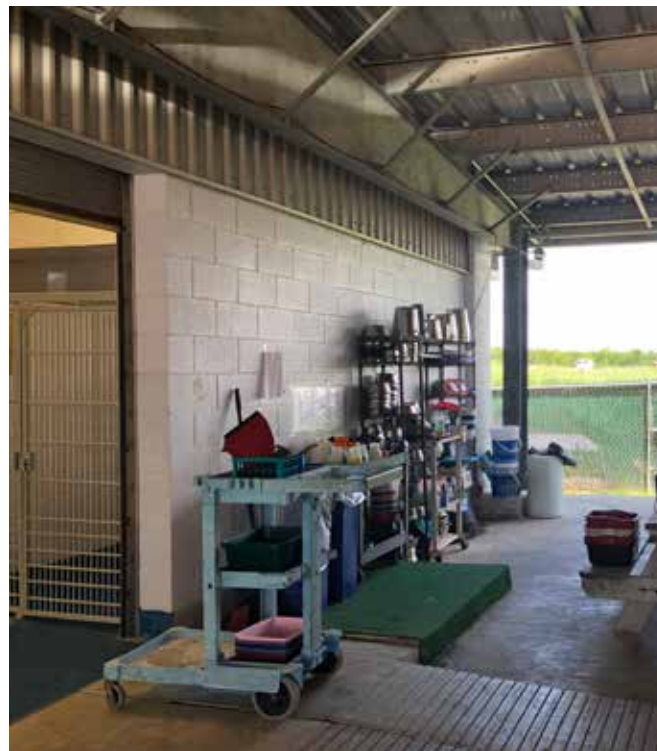
Heating at Dogs - Adoptable Kennel Room



Sallyport / Breezeway



Laundry Room



Sallyport / Breezeway



Laundry Room

Pearland Animal Control & Adoption Center

Existing Photos



Laundry Room



Dogs -Adoptable Kennels



Laundry Room

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Sallyport / Breezeway - Food Stg



Sallyport / Breezeway - Food Stg

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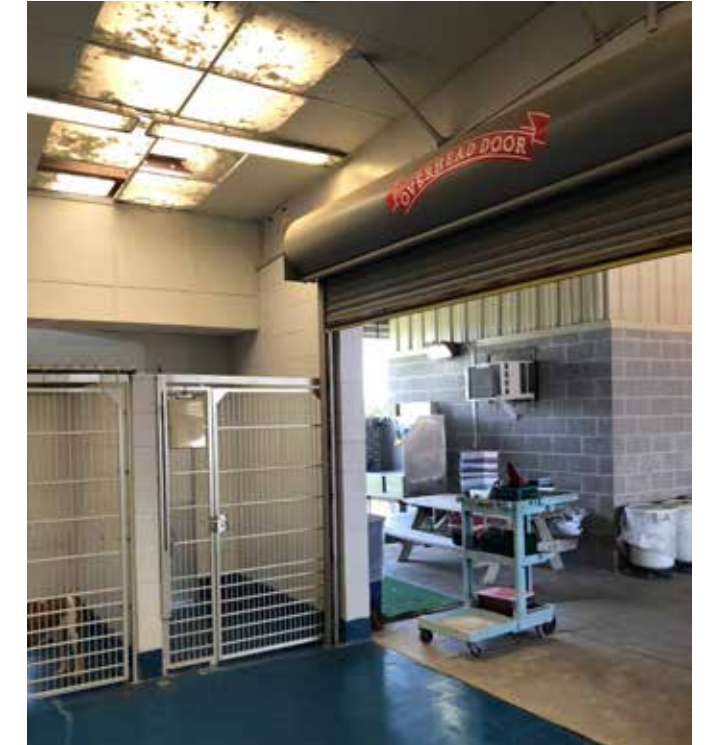
Existing Photos



Sallyport / Breezeway - Bathing Tub



Dogs - Stray Hold Kennels



Dogs - Stray Hold Kennels



Dogs - Stray Hold Kennels - Ceiling Condition / Natural Daylighting

Pearland Animal Control & Adoption Center

Existing Photos



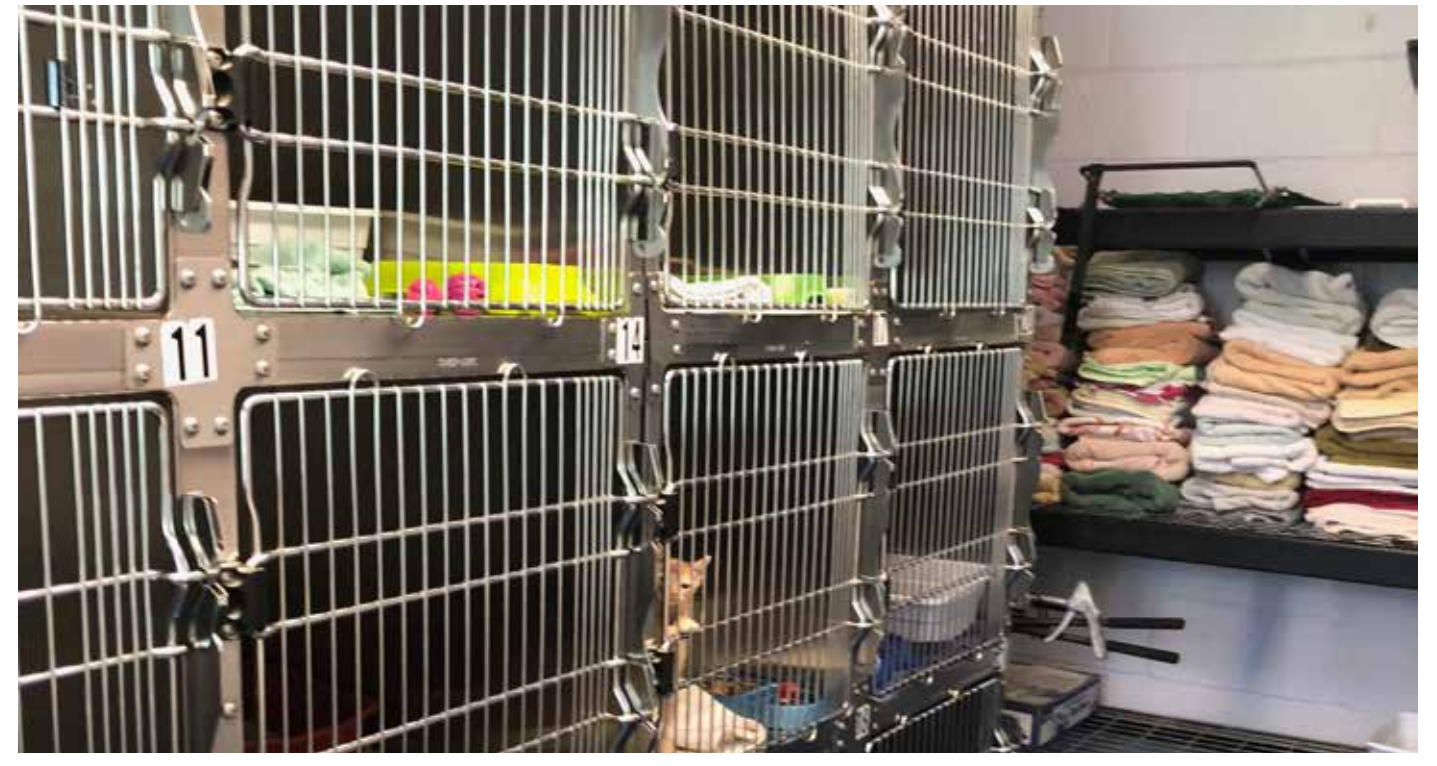
Dog Kennels - Drainage



Dog Kennels - Aluminum Gates/Fronts



Kennel Room- Ceiling



Cat Quarantine Room

Pearland Animal Control & Adoption Center

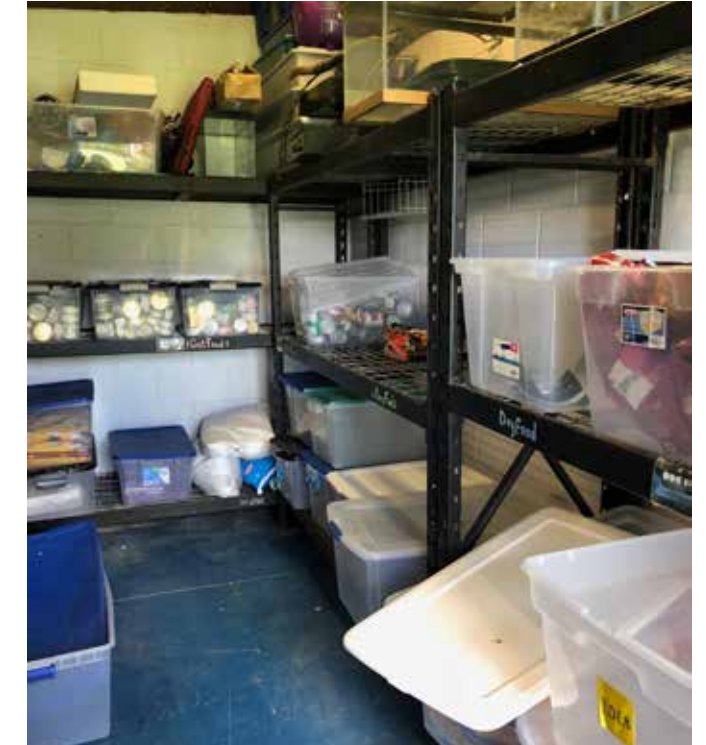
Existing Photos



Cat Quarantine Room



Storage Room



Storage Room

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Storage Room

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Pearland Animal Control & Adoption Center

Existing Photos



Storage Room



Exercise Yards / Livestock Pens



Exercise Yards

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Exercise Yards - Get To Know Play yards

December 5, 2018

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Pearland Animal Control & Adoption Center

Existing Photos



Livestock Pens



Outside Storage Building



Overflow of Trap Storage



Outdoor Dog Runs / Get To Know Play yard

December 5, 2018

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Pearland Animal Control & Adoption Center

Existing Photos



Animal Control - Vehicles / Trailers



Livestock Pen



Outdoor Run - Structure



Outside Storage Building

Pearland Animal Control & Adoption Center

Existing Photos



Exterior Storage Building



Animal Control - Livestock Trailer



Exterior Storage Building



Sallyport/Breezeway

Pearland Animal Control & Adoption Center

Existing Photos



Animal Control Vehicles



Exterior at Medical/Vet Clinic



Exterior - Outdoor Runs



Exterior - Outdoor Runs - Open Trench Drain

Animal Capacity Projection Calculations

HUMAN POPULATION				
	2018 Population	2020 Population Projection	2030 Population Projection	2032 Population Projection
Human Population	126,300	133,600	176,950	187,180

Pearland City Limits provided by City of Pearland / City Planner

NO. OF HOUSEHOLDS (Based on 2.6 people per household)				
	Households 2018	Households 2020	Households 2030	Households 2032
No. of Households	48,577	51,385	68,058	71,992

NO. OF DOG OWNING HOUSEHOLDS (National average of .365 households own dogs)				
	Number of Dogs in Household 2018	Number of Dogs in Household 2020	Number of Dogs in Household 2030	Number of Dogs in Household 2032
	17,731	18,755	24,841	26,277

Source: www.avma.org US Pet Ownership Statistics (Formulas for estimating the number of pet-owning household using national percentage) Number of dog-owning households = .365 x total number of households

NO. OF CAT OWNING HOUSEHOLDS (National average of .304 households own cats)				
	Number of Cats in Household 2018	Number of Cats in Household 2020	Number of Cats in Household 2030	Number of Cats in Household 2032
	14,767	15,621	20,690	21,886

Source: www.avma.org US Pet Ownership Statistics (Formulas for estimating the number of pet-owning household using national percentage) Number of cat owning households = .304 x total number of households

DOG POPULATION (National average number of dogs owned per household = 1.6)				
	Number of Dogs in Household 2018	Number of Dogs in Household 2020	Number of Dogs in Household 2030	Number of Dogs in Household 2032
	28,369	30,009	39,746	42,044

Source: www.avma.org US Pet Ownership Statistics (Formulas for estimating the population using national percentage) Number of dogs per households = 1.6 x total number of dog owning households

CAT POPULATION (National average number of cats owned per household = 2.1)				
	Household 2018	2020	Number of Cats in Household 2030	Number of Cats in Household 2032
	31,012	32,804	43,448	45,960

Source: www.avma.org US Pet Ownership Statistics (Formulas for estimating the population using national percentage) Number of cats per household = 2.1 x total number of cat owning households

	Intake No's	Percentage
Cat Intake	837	43.1%
Dog Intake	1104	56.9%
Total Intake	1941	100.0%

Source: Pearland Animal Services - Kennel Intake / Outcome FY 2016-17 Average .xls

2016-17 AVG. PERCENTAGE OF ANIMALS PER HOUSEHOLD TO SHELTER		
	% of Cats to Shelter 2020	% of Dogs to Shelter 2020
Pearland, TX	2.70%	3.89%

Source: Actual Intake / Pet Population based on national standards

2020 ANIMAL INTAKE (Projected No's)			
	2020 Cat Intake	2020 Dog Intake	2020 Total Animal Intake
2020 Animal Intake			
Total Shelter Intake	885	1,167	2,052

2030 ANIMAL INTAKE (Projected No's)			
	2030 Cat Intake	2030 Dog Intake	2030 Total Animal Intake
2030 Animal Intake			
Total Shelter Intake	1,173	1,546	2,719

2032 ANIMAL INTAKE (Projected No's)			
	2032 Cat Intake	2032 Dog Intake	2032 Total Animal Intake
2032 Animal Intake			
Total Shelter Intake	1,240	1,635	2,875

2016-17 Average Cats (Actual No's)		
	2016-17 Intake No's	Percentage
Total Intake	837	
Still at Shelter		
Adopted:		
Adopted:	159	19.00%
Total Adoption:	159	19.00%
Transferred to Rescue:		
Foster Care	0	0.00%
Rescue Groups	17	2.03%
Transferred	0	0.00%
Total Transferred to Rescue:	17	2.03%
Returned To Owner:	23	2.75%
Euthanized	618	73.84%
Euthanized (Feral Cats that are not held)	0	0.00%
Other:		
Other:	20	2.39%
Total Other:	20	2.39%
Total Intake	837	100%

2016-17 Average Dogs (Actual No's)		
	2016-17 Intake No's	Percentage
Total Intake	1104	
Still At Shelter		
Adopted:		
Adopted:	323	29.26%
Total Adoption:	323	29.26%
Transferred to Rescue:		
Foster Care	0	0.00%
Rescue Groups	47	4.26%
Transferred	0	0.00%
Total Transferred to Rescue:	47	4.26%
Returned To Owner:	461	41.76%
Euthanized	242	21.92%
Other:		
Other:	31	2.81%
Total Other:	31	2.81%
Total Intake	1104	100%

Animal Capacity Projection Calculations

2018 AVG. DAILY ANIMAL INTAKE WITH OVERALL LENGTH OF STAY (Average Reported No's)			
Dogs			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	1104		
Avg Monthly Intake	92		
Avg Daily Intake	4.18		
Adopted (29.26%)	1.22	58.73	48 day avg
Return to Owner (41.76%)	1.75	6.99	4 day avg
Transferred to Rescue (4.26%)	0.18	0.71	4 day avg
Euthanized (21.92%)	0.92	3.67	4 day avg
Other(2.81%)	0.12	0.47	4 day avg
Total Dog Capacity		71	

The average length of stay derived from the total overall number of kennels and the FY 2014 daily dog intake.

** Intake Numbers based on FY 2012-2017 Average Animal Intake & Total # of Kennels/Cages

Cats			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	837		
Avg Monthly Intake	70		
Avg Daily Intake	3		
Adopted (19.00%)	0.60	28.91	48 day avg
Return to Owner (2.75%)	0.09	0.35	4 day avg
Transferred to Rescue (2.03%)	0.06	0.26	4 day avg
Euthanized (73.84%)	2.34	9.36	4 day avg
Other(2.39%)	0.08	0.30	4 day avg
Total Cat Capacity		39	
Total Animal Capacity		110	

The average length of stay derived from the total overall number of cages and the FY 2012-17 average daily cat intake.

**Intake Numbers based on FY 2012-17 Average Animal Intake & Total # of Kennels/Cages

2020 AVG. DAILY ANIMAL INTAKE WITH OVERALL LENGTH OF STAY (Average Reported No's)			
Dogs			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	1167		
Avg Monthly Intake	97		
Avg Daily Intake	4.42		
Adopted (29.26%)	1.29	62.08	48 day avg
Return to Owner (41.76%)	1.85	7.38	4 day avg
Transferred to Rescue (4.26%)	0.19	0.75	4 day avg
Euthanized (21.92%)	0.97	3.88	4 day avg
Other(2.81%)	0.12	0.50	4 day avg
Total Dog Capacity		75	

The average length of stay derived from the total overall number of kennels and the FY 2014 daily dog intake.

** Intake Numbers based on FY 2012-2017 Average Animal Intake & Total # of Kennels/Cages

Cats			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	885		
FY 2018 Avg Monthly Intake	74		
FY 2018 Avg Daily Intake	3		
Adopted (19.00%)	0.64	30.57	48 day avg
Return to Owner (2.75%)	0.09	0.37	4 day avg
Transferred to Rescue (2.03%)	0.07	0.27	4 day avg
Euthanized (73.84%)	2.48	9.90	4 day avg
Other(2.39%)	0.08	0.32	4 day avg
Total Cat Capacity		41	
Total Animal Capacity		116	

The average length of stay derived from the total overall number of cages and the FY 2012-17 average daily cat intake.

**Intake Numbers based on FY 2012-17 Average Animal Intake & Total # of Kennels/Cages

Animal Capacity Projection Calculations

2030 AVG. DAILY ANIMAL INTAKE WITH OVERALL LENGTH OF STAY (Average Reported No's)			
Dogs			
	Daily Intake	Daily Intake x Average Length of Stay	
FY 2018 Avg Annual Intake	1546		
FY 2018 Avg Monthly Intake	129		
FY 2018 Avg Daily Intake	5.86		
Adopted (29.26%)	1.71	82.25	48 day avg
Return to Owner (41.76%)	2.45	9.78	4 day avg
Transferred to Rescue (4.26%)	0.25	1.00	4 day avg
Euthanized (21.92%)	1.28	5.13	4 day avg
Other(2.81%)	0.16	0.66	4 day avg
Total Dog Capacity		99	

The average length of stay derived from the total overall number of kennels and the FY 2014 daily dog intake.

** Intake Numbers based on FY 2012-2017 Average Animal Intake & Total # of Kennels/Cages

Cats			
	Daily Intake	Daily Intake x Average Length of Stay	
FY 2018 Avg Annual Intake	1173		
FY 2018 Avg Monthly Intake	98		
FY 2018 Avg Daily Intake	4		
Adopted (19.00%)	0.84	40.52	48 day avg
Return to Owner (2.75%)	0.12	0.49	4 day avg
Transferred to Rescue (2.03%)	0.09	0.36	4 day avg
Euthanized (73.84%)	3.28	13.12	4 day avg
Other(2.39%)	0.11	0.42	4 day avg
Total Cat Capacity		55	
Total Animal Capacity		154	

The average length of stay derived from the total overall number of cages and the FY 2012-17 average daily cat intake.

**Intake Numbers based on FY 2012-17 Average Animal Intake & Total # of Kennels/Cages

2032 AVG. DAILY ANIMAL INTAKE WITH OVERALL LENGTH OF STAY (Average Reported No's)			
Dogs			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	1635		
Avg Monthly Intake	136		
Avg Daily Intake	6.19		
Adopted (29.26%)	1.81	86.98	48 day avg
Return to Owner (41.76%)	2.59	10.35	4 day avg
Transferred to Rescue (4.26%)	0.26	1.06	4 day avg
Euthanized (21.92%)	1.36	5.43	4 day avg
Other(2.81%)	0.17	0.70	4 day avg
Total Dog Capacity		105	

The average length of stay derived from the total overall number of kennels and the FY 2014 daily dog intake.

** Intake Numbers based on FY 2012-2017 Average Animal Intake & Total # of Kennels/Cages

Cats			
	Daily Intake	Daily Intake x Average Length of Stay	
Avg Annual Intake	1240		
Avg Monthly Intake	103		
Avg Daily Intake	5		
Adopted (19.00%)	0.89	42.84	48 day avg
Return to Owner (2.75%)	0.13	0.52	4 day avg
Transferred to Rescue (2.03%)	0.10	0.38	4 day avg
Euthanized (73.84%)	3.47	13.87	4 day avg
Other(2.39%)	0.11	0.45	4 day avg
Total Cat Capacity		58	
Total Animal Capacity		163	

The average length of stay derived from the total overall number of cages and the FY 2012-17 average daily cat intake.

**Intake Numbers based on FY 2012-17 Average Animal Intake & Total # of Kennels/Cages

Cost Projection



Pearland Animal Shelter and Adoption Center

Opinion of Probable Cost - December 5, 2018 - **All New Construction - Reduced Square Footage**

Conceptual Design Only

No design complete most numbers are placeholders only
assumes no stormwater detention since the entire site is mostly paved already and not increasing runoff

Description	Cost	
New Building Phase (18,152 sf)	\$4,538,000	
Outdoor kennel area (4,177sf)	\$751,860	
Site clearing, rough grading (placeholder)	\$50,000	
Site prep, pad prep, and final grading (Placeholder)	\$75,000	
on site water and sewer work (placeholder)	\$75,000	
Pavement-(Placeholder of 3636 sy)	\$199,980	
Sidewalks (placeholder 3200sf)	\$25,600	
Stormwater piping and management just a couple area drains	\$50,000	
Site lighting and associated electrical (placeholder)	\$49,500	
Courtyard masonry fence (assume170LF)	\$68,000	
Courtyard turf and drainage	\$32,400	
Play yards / Exercise yards (turf and drainage)	\$96,000	
Chainlink Fence (placeholder of 1400 LF Playyards / Livestock Area)	\$35,000	
Gates	\$12,000	
Monument signage Dumpster enclosure	\$25,000	
Misc site work - Art, Bollards, gates, signage	\$125,000	
Electrical Distribution Equipment	\$50,000	
Emergency Generator	\$75,000	
Landscape and irrigation allowance	\$90,000	
Contractor General Conditions, OH and fees	\$240,000	
Construction Sub total	\$6,663,340	
Contractor fee and profit (15%)	\$999,501	
CONSTRUCTION TOTAL	\$7,662,841	\$343.18
Minimum Owners' Construction contingency (5% minimum)	\$383,142	
Estimated and currently anticipated Soft Cost (To Be Confirmed)	\$1,440,681	
Project Subtotal	\$9,486,664	\$424.86
Project Contingency (20%)	\$1,897,333	
PROJECT TOTAL 2018 Including Contingncy	\$11,383,997	\$509.83

Assumes utilities are available within 100'
Assumes no more than 2-3' select fill and no retaining wall - will need to see existing topo asap - will likely need retaining wall
Assumes no tap, utility, or permit fees

PRELIMINARY Soft Costs (to be confirmed by Owner):

Permit and Impact Fees	\$0 no city fees
est. Architectural & Engineering (est)	\$613,027 est
est special services (civil, landscape, etc)	\$91,954 est
est CMAR fees at 3.5% (Fees can range from 3-5%)	\$268,199 est
est Geotechnical services	\$15,000 est
est CMT services	\$25,000 est
IT / Data Connectivity	\$115,000 placeholder
Owner's Security / access control syst.	\$130,000 placeholder
FF&E	\$180,000 placeholder
Regulatory (TAS/ADA)	\$2,500 estimated
Gas or Fiber service	\$0 placeholder

Soft Cost Subtotal (placeholder) \$1,440,681

(*) This conceptual information utilizes similar developments as guidelines and placeholders where cost information is not yet available. These are general in nature to assist in planning and shall be refined as more

Cost Escalations through 2023		
	Construction Cost	Est. Total Project Cost
Nov-18	7,662,841	11,383,997
Nov-19	8,122,611	12,067,036
Nov-20	8,609,968	12,791,059
Nov-21	9,126,566	13,558,522
Nov-22	9,674,160	14,372,033
Nov-23	10,254,610	15,234,355

Based on 6% annual escalation

Code Review:

Pearland - Current Codes

- 2015 International Building Code (IBC)
- 2015 International Mechanical Code (IMC)
- 2015 International Plumbing Code (IPC)
- 2017 National Electrical Code (NEC)
- 2015 International Fire Code (IFC)
- 2015 International Energy Conservation Code (IECC)
- 2012 Texas Accessibility Standard (TAS)

HSUS Guidelines

Guidelines for the Operation of an Animal Shelter

Your local animal shelter is the nucleus of your community's animal care and control program. The shelter should be maintained and operated so that it is attractive and convenient to the community. Most importantly, it should be a place of safety and comfort for the animals. If you are building a new facility, these considerations should be included in your plan.

In addition to the guidelines that follow, information on shelter design and construction is available from The HSUS. It includes guidelines for evaluating the facility needs of your community, sample floor plans, and a list of architects who specialize in shelter design and have worked on a wide range of animal shelter projects around the country. The HSUS recommends the standards outlined below for any animal shelter, regardless of its size, years in operation, or budget.

I. Planning Your Facility

A. Housing

1. Stress reduction and disease control are your goals when determining how to separate animals.
2. Separate animals as follows:
 - a. Dogs from cats
 - b. Sick or injured animals from healthy animals
 - c. Puppies and kittens from adult animals (unless they are nursing)
 - d. Males from females (especially those in season)
 - e. Aggressive animals from all others
 - f. Nursing mothers and their young from all others
3. Animals who are stressed or recuperating from injuries or illness must have a quiet place to rest during their recovery period. If kept awake, stressed, or forced to be on guard because of close proximity to barking dogs, their recovery period may be lengthened or otherwise compromised.

B. Floors

1. Floors should slope toward drains to prevent the accumulation of water in the runs.
2. Floors should be made of sealed concrete (making it nonporous) or some

other nonporous material that can be disinfected.

C. Walls

1. Walls between kennels should be at least 4 feet high and should prevent water and waste material from flowing from kennel to kennel.
2. For walls between kennels, use one of the following materials:
 - a. Cinder block sealed and painted with epoxy to make it nonporous
 - b. Metal embedded in a concrete base
 - c. A fiberglass kennel unit, including floor, sides, and gate
 - d. Tile or glass block
3. Chain-link fencing or wire mesh should extend at least 2 feet above kennel walls. Runs should be covered with fence fabric or wire mesh to contain dogs who might jump or climb fences or who are in season, are aggressive, or are quarantined.

D. Drainage

1. The shelter must have drainage and plumbing adequate to handle the heavy load of daily cleaning.
2. Drainage for each run should prevent cross-contamination of other runs by urine or feces.

E. Heating and Cooling

1. Heating elements embedded in kennel floors are ideal. The temperature at floor level for infant, sick, or injured animals should be at least 75°F; for healthy adult animals, 65 -70°F.
2. Heating, cooling, and humidity-control systems should be used for the comfort of the animals, the staff, and the visiting public.
3. A means of circulating the air must be in operation in all kennel areas. Ideally, the air in the building should be exchanged with outside air eight to twelve times per hour.

F. Security

1. Install a security system to protect the building. Some examples are perimeter

HSUS Guidelines

Guidelines for the Operation of an Animal Shelter

fencing, an alarm system, or at a minimum, deadbolt locks for all outside runs in combination with outside lighting.

2. Secure all controlled drugs in a manner that, at a minimum, meets both federal and state laws and regulations.
3. Install a fire-alarm system and institute an emergency plan to prepare your staff for a potential evacuation of animals from the shelter.

G. Dogs

1. Dogs confined in either cages or kennels should have room to move about normally.
2. Stainless-steel or custom-made individual cages for indoor holding should follow these minimum size guidelines:
 - a. Large dogs (more than 50 pounds): at least 4 feet by 6 feet, or 24 square feet
 - b. Medium-sized dogs (36-50 pounds): at least 4 feet by 5 feet, or 20 square feet
 - c. Small dogs (10-35 pounds): at least 3 feet by 4 feet, or 12 square feet
3. Dogs confined in cages should be exercised in runs at least 4 feet by 10 feet twice daily or walked on a leash for at least 20 minutes twice daily.
4. Kennels with runs, whether fully enclosed or indoor/outdoor, should follow these minimum size guidelines:
 - a. Kennels: 4 feet by 6 feet
 - b. Runs: 4 feet by 8 feet
5. Ideally, each dog should have his or her own kennel. Animals who share kennels must be evaluated for compatibility and monitored closely. Each should have ample room to stand, lie down, turn around, and sit normally. This requires a minimum area of 4 feet by 4 feet for each dog. A shared 5-foot by 10-foot kennel should hold no more than two large, two medium, or three small dogs.
6. Enclosures should be equipped as follows:
 - a. Potable water must be available at all times. Water containers should be cleaned and disinfected regularly (and always before a new animal is put

into the cage or run). Water containers should be mounted so that animals cannot tip them over or urinate in them.

- b. If self-feeders are used, they should be cleaned daily and disinfected regularly (particularly before a new animal is put into the cage or run). In addition, they must be mounted so that dogs cannot urinate or defecate in them. Food should be clean and dry at all times.
- c. If kennel floors are not heated, provide resting boards or beds. Even with heated floors, beds should be provided for nursing mothers, injured animals, sick animals, and animals being held for an unusually long time (for example, in cruelty cases). Cardboard boxes and other enclosures or platforms that can be disposed of, changed, or easily disinfected may be used, and blankets or towels that can be disinfected may be used for bedding.

H. Cats

1. Individual cages should be made of stainless steel, fiberglass, or other impervious material and should follow these guidelines:
 - a. Provide an area of at least 9 square feet (usually 3 feet by 3 feet) for each cat.
 - b. Supply each cage with a cat litter pan.
 - c. Ensure that each cat has constant access to water and dry food.
 - d. House no more than one cat in a cage, except for nursing mothers, young litters of kittens, or pairs of adult cats who have been admitted to the shelter from the same household.
2. If colony cages are used to house cats, follow the guidelines listed below.
 - a. Cats whose vaccination history is unknown should be evaluated for health and behavior, vaccinated, and isolated for at least 24 hours for observation before being placed in cat-colony cage rooms.
 - b. Separate unsterilized males from females.
 - c. Separate nursing mothers from all others.
 - d. Separate young kittens from adult cats (except for their mothers).
 - e. House no more than fifteen adult cats or twenty kittens in a 10-by-15-foot room.

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- f. Include one 12-inch by 18-inch cat litter pan for every three cats or five kittens.
- g. Have water and dry food available at all times (when giving fresh food, use one dish per cat).
- h. Equip colony rooms with shelves or resting boxes; provide cages with open doors for animals who prefer to be isolated.

I. Human Traffic Control

1. Provide adequate space for staff to work comfortably and for equipment and records to be stored properly.
2. Make the receiving area large enough for the public to bring, reclaim, or adopt animals comfortably and to keep the animals separated from one another. Ideally, incoming animals should be received in an area separate from the adoption area. The traffic flow pattern should be designed so that animals can be moved quickly, safely, and easily from one place to another.
3. Keep newly arrived animals in a receiving room separate from the rest of the shelter population until they have been evaluated for health and temperament. To maintain high standards of safety for the staff and public and to decrease the possibility of the spread of disease, newly arrived animals should be routed to the appropriate holding area as soon as possible: move dangerous dogs to an area away from public access, sick animals to an isolation area, and injured animals to a veterinarian.
4. The euthanasia room and dead-animal storage area should be easily accessible from the kennel area; however, this area should be away from public view. Animal control vehicles should have access to the back of the kennel area for bringing in animals and removing dead animals.
5. The facility should be accessible to disabled persons. The HSUS recommends that all shelters comply with the federal Americans with Disabilities Act (ADA), regardless of whether they are mandated to do so under the law.

II. Caring for the Animals

A. Diet and Feeding

All shelter animals, regardless of their term of residence, should receive a good-quality, balanced diet that is appropriate for their life stage. Select a food

produced by a company that guarantees complete and balanced nutrition. To meet animals' needs, The HSUS recommends the following:

1. The shelter should have a sufficient number of adequately sized stainless steel food and water bowls to accommodate all animals. Feed puppies and kittens who are six to twelve weeks of age three times a day. Feed puppies and kittens who are twelve weeks to twelve months of age twice a day, and adults at least once a day.
2. Dry food can be made palatable to the greatest number of dogs as follows: Mix one-half can of wet food with one pound of dry dog food for each adult dog, add enough warm water to mix well, mix, and feed. If animals are fed between 1 p.m. and 3 p.m., their stools can be removed before closing and the dogs will be in clean runs overnight. Dry puppy food must be moistened for young pups.
3. Dry puppy chow and adult dog food may be left in self-feeders.
4. Feed dogs and puppies enough food to meet their nutritional needs (based on such factors as body weight and label instructions). Check food bowls after approximately 20 minutes. If an animal has eaten all her food, place an additional small amount of food in the run or cage.
5. Feed cats and kittens dry or canned cat food. Do not feed dog food to cats (or vice versa).
6. Generic pet foods are not recommended. Often, the nutrients in generic pet foods are not readily available for digestion and absorption by an animal. Recent tests have shown that puppies and kittens that were fed generic pet foods had a greater incidence of illness, improper growth, and other physical abnormalities and required one-and-one-third times as much food per pound of weight gained. Use only products that are made by major national pet-food companies and are 100 percent nutritionally complete.
7. Store all food in air-tight plastic containers to prevent spoilage and to avoid attracting rodents and insects.

B. Disease Control

Follow these guidelines to minimize disease:

1. Evaluate all animals shortly after they come in to the shelter and observe

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them during their entire stay. Here are some common signs of illness in dogs and cats that may warrant veterinary care:

- a. Eyes are watery, appear swollen, or show discharge.
- b. Ears appear red or inflamed, show discharge, or have a foul odor.
- c. Nose shows discharge (mucous, blood, or pus), or is crusty, congested, or blocked.
- d. Gums are swollen or inflamed, teeth are loose or brown, or mouth has a foul odor.
- e. Animal is sneezing, coughing, or wheezing.
- f. Animal has fleas or ticks, skin shows swelling or lesions, animal limps, or animal is thin or obese.
- g. Animal has wounds or abscesses, or body temperature is abnormal.

Have a trained and experienced staff member, a veterinary technician, or a veterinarian available to check animals and to provide care. Instruct every staff member to note and record all symptoms of possible illness and to bring them to a supervisor's attention.

C. Cleaning

1. All kennels, cages, and runs must be cleaned daily with hot water and a broad-spectrum disinfectant proven to be effective against various bacteria and viruses common in a shelter environment (including distemper and parvovirus). Each enclosure should be cleaned, scrubbed, and disinfected BEFORE a new animal enters. As an alternative, chlorine bleach (mixed with water in a 1:32 dilution) can be used.
2. Mix disinfectants according to specific manufacturer instructions. After application, allow the disinfectant to remain in contact with the surface for the length of time recommended by the manufacturer before rinsing.
3. Do not expose animals to water or disinfectant. During cleaning, place all animals in separate holding areas or in carriers; animals should never be left in the cage or kennel. Make sure enclosures are completely dry before animals are returned to them.
4. Clean the kennels and cages from floor to ceiling, and scrub cage doors

and similar surfaces manually. It is false economy—and a potential source of infection—to clean the walls of a run only to the height of the dog inhabiting the run. If any one section of the shelter is left unsanitized, disease can be easily transmitted.

5. The recommended daily cleaning routine is as follows:

- a. Remove the animal from the run or cage and place him in a separate holding area or carrier, then remove bedding, toys, and all food and water containers.
- b. Remove all solid waste such as feces and hair. Do not hose solid waste into the drainage system; rinse away only urine with water.
- c. Wash enclosures using a high pressure sprayer, steam-cleaning machine, or long-handled, stiff-bristled scrub brush.
- d. Using a scrub brush and a solution of detergent/disinfectant, scrub all surfaces within the enclosure including the floor, sides, resting board, top, and gate, according to specific manufacturer instructions.
- e. Allow the solution to stand for at least 20 minutes (or the length of time recommended by the manufacturer).
- f. Thoroughly rinse all surfaces with a steady stream of water (preferably hot).
- g. Dry the run or cage as completely as possible using a squeegee or rag. If possible, ventilate the area prior to returning animals to it.
- h. Clean and disinfect beds, toys, food dishes, and water bowls.
 - i. Clean and disinfect cat litter boxes.
 - j. Clean and disinfect the holding area or carrier after each animal has been removed.
 - k. Clean and disinfect the euthanasia room.
 - l. Clean and disinfect other areas used by animals.
 - m. Clean all areas used by the staff and public. Because bacteria can

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accumulate and lead to disease and odor problems, be sure to regularly clean and disinfect other areas, including the aisles, walls, and ceilings.

D. Euthanasia of Surplus Animals

The HSUS is committed to recommending only those methods of euthanasia that are painless and rapid and—to the fullest extent possible—that minimize fear and apprehension in the animal.

1. Euthanasia should be performed by the best-qualified and most-compassionate staff members, because no method is any better than the people who administer it. The facility should do the following:
 - a. Provide training for staff and regularly review and evaluate staff proficiency and attitude; and
 - b. Demonstrate awareness of the extreme stress of the task on those who perform it and make provisions to decrease this stress by all possible means.
2. Euthanasia guidelines are as follows:
 - a. The HSUS recommends the injection of sodium pentobarbital, prepared specifically for use as a euthanasia product, as the preferred agent for the euthanasia of companion animals. This method, when properly performed, has been found to be the most humane, safest, least stressful, and most professional choice by The HSUS, American Humane Association, National Animal Control Association, and American Veterinary Medical Association. The use of sodium pentobarbital is carefully controlled by federal and state laws and regulations.
 - b. Carbon monoxide (CO), when in the form of compressed cylinder gas and delivered in a properly manufactured and equipped chamber is a conditionally acceptable method of euthanasia for some animals. It is unacceptable to use CO for the euthanasia of dogs and cats who are under four months of age, or who are old, sick, or injured.
 - c. Carbon dioxide (CO₂) is not acceptable for routine use in animal care and control facilities for euthanasia. However, a commercially manufactured chamber using compressed CO₂ may be acceptable for certain wildlife species.

- d. The methods that The HSUS considers inhumane, disapproves of, and campaigns against include decompression, nitrous oxide, drowning, decapitation, cervical dislocation, pithing, exsanguination, electrocution, gunshot (excluding properly performed field euthanasia), air embolism, nitrogen flushing, strychnine, chloral hydrate, caffeine, nicotine, magnesium sulphate, potassium chloride, succinylcholine chloride (Sucostrin, U-Tha-Sol, Anectine, Quelicin Chloride, Scoline Chloride), and any combination of pentobarbital with a neuromuscular blocking agent.

3. Animals should be checked carefully.

- a. Animals who have been euthanized should be checked to make certain that their vital signs—breathing, heartbeat, and eye reflex—have stopped or that rigor mortis has set in.
- b. Dead animals may be disposed of by incineration, burial in a landfill, or another method approved by the community.

III. Record Keeping and Motor Vehicles

A. Record Keeping

1. Paperwork should be prepared for every animal that enters the shelter. Paperwork should include the animal's description and any available information about his background. The records also should include notes on any veterinary or other special care the animal has received and a record of the animal's final disposition.
2. Each record should be numbered and filed so that shelter staff can easily retrieve the information and easily identify animals for adoption, reclamation, or euthanasia.
3. A cage card should accompany each animal throughout her stay at the shelter. The cage card should include the animal's record number, description, and other relevant information such as behavioral characteristics, and observations about health and temperament. Each animal should wear a collar or a collar-tag combination which includes the record number.
4. All animals should be counted at the start and at the end of each day, with the numbers recorded by species in a permanent journal. Each day, these totals

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should be balanced against the card records. A daily log should be kept to record animals received, adopted, euthanized, or returned to owner. In the records, animals should be classified according to species, sex, and age. (For example, separate adults from those under four months of age.)

5. Receipts for all fees (such as donations, impoundment fees, and adoption fees) should be kept by number and recorded daily, to be balanced against weekly bank deposits. (An inexpensive cash register that can be locked is a good investment.) Daily balances (including incoming and outgoing transactions) should be maintained.

B. Motor Vehicles

1. Each shelter should have an adequate number of vehicles for picking up animals, depending on the size of the community.
2. The vehicle(s) should provide the animals with safety, security, protection from the elements, adequate ventilation, and temperature control. Each animal must have a separate enclosure. Special enclosures should be available for sick or injured animals; these animals require special care and handling as well. There should be a separate compartment for dead animals if a separate vehicle is not available.
3. The vehicles serve as the agency's "field representation" and therefore should be a) clean and well-marked with the agency's name and phone number; b) operated safely at all times; and c) driven courteously.
4. Vehicles should be designed to make it as easy and humane as possible for animals to be loaded and unloaded.
5. Vehicles should be equipped with at least the following animal rescue equipment: dog and cat control poles; a net; leashes; a ladder; wire or fiberglass cages; portable cat carriers; a halter; head-and-tie ropes and slings for livestock; a stretcher; a tool kit; an axe; a shovel; a hammer; a crowbar; a flashlight; dog and cat food; muzzles; humane dog and cat traps; and first aid kits for both people and animals.
6. Vehicle drivers should be trained and prepared to give emergency care to

injured or ill animals. Euthanasia should not be administered in the field unless an animal is suffering to such a degree that she is in need of immediate relief by euthanasia. In these cases, the vehicle driver should call a veterinarian to the scene when necessary. The HSUS considers killing by gunshot to be inhumane, except when it is performed properly as a method of field euthanasia in an emergency situation where safe, humane transport of the animal is not possible. A complete report to document the need for euthanasia should be prepared. As part of their job training, drivers should be guided by shelter policies, including guidelines from a veterinarian on how to make field euthanasia decisions.

Prepared by The HSUS's Animal Sheltering Issues staff.

The Humane Society of the United States (HSUS) was founded in 1954 to promote the humane treatment of animals and to foster respect, understanding, and compassion for all creatures. Today its message of care and protection embraces not only the animal kingdom but also Earth and its environment. To achieve its goals, The HSUS works through legal, educational, legislative, and investigative means. The HSUS's efforts in the United States are facilitated by its nine regional offices; its worldwide outreach is supported by its global humane family of organization.

The HSUS is not an umbrella organization for local humane societies, animal shelters, or other animal care and control agencies, nor does it have any legal or contractual relationships with such organizations. The HSUS publishes guidelines and recommendations for these organizations. For more information on shelter policies and procedures, please contact The HSUS's Animal Sheltering Issues staff.

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Texas Administrative Code

TITLE 25 Health Services

PART 1 Department of State Health Services

CHAPTER 169 Zoonosis Control

SUBCHAPTER A Rabies Control and Eradication

RULE 169.26 Facilities for the Quarantining or Impounding of Animals

A. Generally

1. Structural Strength

Housing facilities shall be structurally sound and shall be maintained in good repair in order to protect the animals from injury, to contain them, and to prevent transmission of diseases.

2. Wind and Electric Power

Reliable and adequate electric power, if required to comply with other provisions of these sections, and adequate potable water shall be available.

3. Storage

Supplies of food and bedding shall be stored in facilities which adequately protect such supplies against infestation or contamination by vermin. Refrigeration shall be provided for supplies of perishable food. Non-perishable foods, such as dry food, do not require refrigeration. For example, open bags of non-perishable dry food may be stored in sealed cans, and unopened bags may be stacked on pallets or shelves with at least 12 inches of clearance between the floor and the first level.

4. Waste Disposal

Provision shall be made for the removal and disposal of animal and food wastes, bedding, dead animals, and debris. Disposal facilities shall be so provided and operated as to minimize vermin infestations, odors, and disease hazards. A suitable method shall be provided to rapidly and safely remove water and other liquid waste from housing facilities. Housing facilities should be designed to have animal excreta removed through sanitary sewers, septic systems, or garbage. All closed drainage systems should be equipped with traps, vents, and acceptable drain covers to exclude rodents and prevent any backup of sewer gas and odors into the facility.

5. Washrooms and Sinks

Facilities for personal hygiene, such as washrooms, basins, or sinks, shall be provided for employees.

6. Management

The manager of a facility should be either an individual who has satisfactorily completed an appropriate department training course or a veterinarian.

7. Records

Records shall be kept on each animal processed through the housing facility. At a minimum, the records shall document the animal's description, impoundment date, disposition date, and method of disposition. Records shall be available for inspection by the department.

8. Heating

Adequate shelter shall be provided to protect animals from any form of cold or inclement weather and direct effects of wind, rain, or snow. Auxiliary heat or clean, dry bedding material shall be provided any time the ambient temperature falls below 50 degrees Fahrenheit (10 degrees Celsius) for more than four consecutive hours when animals are present. If bedding material is used, larger quantities should be used as temperatures drop.

9. Cooling and Ventilation

Adequate shelter shall be provided to protect animals from any form of overheating and direct rays of the sun. Facilities shall be provided with fresh air either by means of windows, doors, vents, fans, or air conditioning and shall be ventilated so as to minimize drafts, odors, and moisture condensation. Auxiliary ventilation, such as fans or air conditioning, shall be provided in indoor facilities when the ambient temperature is 85 degrees Fahrenheit (29.5 degrees Celsius) or higher.

10. Lighting

Housing facilities shall have ample light of sufficient intensity to permit routine inspection and cleaning. Primary enclosures shall be situated to protect the animals from excessive illumination.

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11. Construction

Housing facilities must be constructed in such a manner that they will protect the animal and not create a health risk or public nuisance. The building surfaces shall be constructed and maintained so that they are impervious to moisture and may be readily sanitized. Floors shall be made of durable, nonabsorbent material.

12. Primary Enclosures

Primary enclosures shall:

- a. Be structurally sound and maintained in good repair;
- b. Provide convenient access to clean food and water;
- c. Enable the animal to remain dry and clean;
- d. Be constructed and maintained so that the surfaces are impervious to moisture and may be readily sanitized;
- e. Be constructed so as to protect the animal's feet and legs from injury;
- f. Provide sufficient space to allow each animal to turn around fully, stand, sit, and lie in a comfortable position.

B. Feeding

1. All food shall be free from contamination, wholesome, palatable, and of sufficient quality and nutritive value to meet the normal daily requirements for the condition, size, and age of the animal.
2. Dogs and cats shall be fed at least once a day, except as directed by a veterinarian.
3. Domestic ferrets shall have continuous access to food.
4. All other animals shall be fed appropriately as described on the packaging of a commercial, species-specific food or as directed by a veterinarian.
5. Food receptacles shall be accessible to all animals and shall be located so as to minimize contamination by excreta. Food receptacles shall be durable, kept clean and sanitary. Disposable food receptacles may be used but must be discarded after each feeding or, for domestic ferrets, after 24 hours of use. Self feeders may be used for feeding dry foods to animals acclimated to their use.

C. Watering

If potable water is not accessible to all animals at all times, it shall be offered to them at least twice daily for periods of not less than one hour, except as directed by a veterinarian. Drinking bottles may be used for animals acclimated to their use. Domestic ferrets shall have potable water accessible at all times, provided in drinking bottles of appropriate size to maintain a fresh supply. Water receptacles shall be kept clean and sanitary.

D. Sanitation

1. Cleaning of primary enclosures. Excreta shall be removed from primary enclosures as often as necessary to prevent contamination of the inhabitants, but not less than daily.
2. Sanitation of primary enclosures. Cages, rooms, and pens shall be maintained in a sanitary condition.
3. Building and premises. Building and premises shall be kept clean.

E. Pest Control

A regular program for the control of insects, ectoparasites, and other pests shall be established and maintained. The facility shall be free of visible signs of insects, rodents, and other vermin infestations at all times.

F. Outdoor Facilities

Outdoor facilities are acceptable under this section provided those facilities meet all the requirements of this section.

G. This section applies to all animal shelters located in counties with a population of 75,000 or greater as required by the Texas Health and Safety Code, Chapter 823, and to all quarantine or impoundment facilities regardless of county population.

Source Note:

The provisions of this 169.26 adopted to be effective April 1, 1980, 5 TexReg 812; amended to be effective February 22, 1993, 18 TexReg 845; amended to be effective February 21, 1996, 21 TexReg 963; amended to be effective August 21, 1996, 21 TexReg 7660; amended to be effective July 12, 1998, 23 TexReg 7224; amended to be effective February 18, 2003, 28 TexReg 1389; amended to be effective July 21, 2004, 29 TexReg 6936; amended to be effective December 20, 2007, 32 TexReg 9341

About Us

Our Design Team



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Mr. Duman is a principal of Quorum Architects, Inc. He has served as Principal-in-Charge / Project Manager on over 40 animal shelter and related projects. Over his 30 years of municipal architectural experience, Mr. Duman has become proficient in animal shelter design and is sought after by animal shelter and city personnel to advise them on their facility needs. His animal shelter knowledge is being sought by clients not only in the D/FW Metroplex and surrounding areas but throughout the state.

Mr. Duman is the primary liaison between the client, Quorum, the public, and various regulatory agencies. He is responsible for the direction and scheduling of the team as well as keeping the project within the authorized budget. Mr. Duman also assists the client in developing public awareness for the new facility.



Kim Dowdy
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Since joining Quorum Architect, Inc. in 2006, Ms. Dowdy's work has focused primarily on animal care design projects. She is a trusted advisor in this industry, consulting with clients, vendors, organizations and veterinarians. Kim has successfully served in the role of Project Manager in all animal care design projects since joining Quorum.

As a Project Manager, Kim works closely with our clients from programming and budget needs throughout design, construction and beyond. Kim understands the importance of listening to our clients ideas so that the team can work together in providing an efficient floor plan to meet the shelter's current needs as well as thinking forward to a functional facility 20 plus years from now with room to expand.

Kim's passion for animals developed early in life from growing up on her family's farm. Her family has rescued many dogs and cats over the years. Paisley, a Collie/Sheltie mix and Pandy, a Great Pyrenees are their latest additions to the family farm. Kim and her daughters have been involved in the FFA program throughout high school. Her daughters plan to make a career in agricultural/animal education.

About Us

Our Animal Shelter Projects

- Belton Small Animal Clinic-
Concept Design
- League City Animal Shelter-
Needs Assessment / Concept
Design
- Prairie Paws Animal Shelter &
Adoption Center-
Master Planning
Expansion & Renovation
- Farmers Branch Animal
Adoption Center-
New Construction
Master Planning (Expansion)
- Tri-City Animal Shelter &
Adoption Center-
Needs Assessment/Master
Planning
New Construction
Addition of Sally Port
- North Richland Hills Animal
Adoption & Rescue Center-
New Construction
- Deer Park Animal Shelter-
New Construction
- WAG Rescue-
Master Planning/Concept Design
- City of Lewisville Gene Carey
Animal Shelter & Adoption
Center-
Needs Assessment / Master
Plan
New Construction
- Carrollton Animal Shelter &
Adoption Center-
New Construction
- City of Fort Worth North Sevice
Center-
Animal Care Facility
- Fort Worth Chuck Silcox Animal
Shelter-
Master Plan
Expansion & Renovation
- Humane Tomorrow-
Master Planning/Concept
Design
New Construction
- Benbrook Animal Shelter-
New Construction
- Patriot Paws Service Dogs-
New Construction & Renovation
- Rockwall Animal Shelter-
New Construction
- Hickory Creek Animal Shelter-
New Construction
- Richardson Animal Shelter-
New Construcion
Get-to-know Rooms
Cat Rooms
Work Room / Clinic - Expansion
Feasibility Study - Kennels
- Murphy Animal Shelter-
Needs Assessment / Master
Plan
New Construction
- The Bridge - Homeless Shelter-
Kennel & Play Yard Renovation
- Mesquite Animal Shelter-
New Construction
- Lake Worth Animal Shelter-
New Construction
- White Settlement Animal
Shelter-
New Construction
- Greenville Animal Shelter-
Addition & Renovation
- Allen Animal Shelter-
Renovation & Expansion
- Wichita Falls Animal Shelter-
New Construction
- Seguin Animal Services Facility-
Needs Assessment
Concept Planning & Design
- Fredericksburg Animal Shelter-
Needs Assessment
Concept Planning
New Construction
- Mont Belvieu-
New Construction
- Pflugerville Animal Shelter-
Needs Assessment / Concept
Design
Master Planning
New Construction & Renovation
- Burleson Animal Shelter-
New Construction
- Apollo Support & Rescue-
Master Planning / Concept
Design
- Haltom City Animal Shelter-
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- St. Francis Veterinary Clinic-
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Master Planning/Concept Design
- Mrs. Doolittle's Pet Stay n Play
(Oklahoma)-
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- Sugarland Animal Shelter-
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- San Marcos Regional Animal
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Plan
Concept Design
- P.E.T.S. Spay Neuter Clinic-
Needs Assessment / Master
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Conceptual Plans
- Midland Animal Shelter-
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Construction
- Barkle Hills Luxury Pet Resort -
Conceptual Design



Proposed Site Location - Aerial