

Manatee County Animal Adoption Center

Facility Needs Assessment

November 2023_Updated December 12th, 2023



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1. Executive Summary

In 2023, HDR, a global architectural firm with a Florida office, and Animal Arts, an architectural firm specializing in the design of animal care projects, worked together to conduct a needs assessment for future facilities to replace the Palmetto Animal Adoption shelter for Manatee County. The new animal adoption center will be placed on the same site as the current Bishop Animal Shelter, which now serves as the animal intake and medical center for Manatee County. This needs assessment considers current animal shelter best practices and trends, programmatic requirements for the new shelter (based on previously identified requirements by the county), and animal capacity requirements.

During the needs assessment, two funding options were developed.

Option 1: A Full Program Option (recommended), which is inclusive of all essential sheltering facilities for the new adoption center and allows for immediate decommissioning of the Palmetto Animal Shelter. This option assumes that the shelter will be built using best practices for animal housing and will be durable enough to last for several decades. This option also assumes that the temporary overflow animal housing purchased by Manatee County to function only as overflow and/or housing for disaster situations such as hurricanes. The new adoption center features:

- 21,359 GSF of interior conditioned space
- 5,360 GSF of exterior covered space
- 33,500 GSF of exterior uncovered yard space
- 110 dog capacity

Option 2: Phased Option, which can be implemented if necessary for funding, utilizing the temporary overflow dog housing facilities that have been purchased separately by Manatee County in an interim period as primary animal housing on the Bishop Animal Shelter site allowing for a full decommissioning of the Palmetto Animal Shelter. This options includes:

- 4,002 GSF of interior conditioned space
- 10,720 GSF of prefabricated dog housing/covered space
- 112 dog capacity

Phasing the project is not recommended because Option 2, by definition, does not include all the essential facilities needed for full and ultimate operations, and therefore will have a detrimental impact on staffing efficiency, as well as the long-term costs of the project. A full discussion of all Options is included in the body of this report, as well as the methodologies of the needs assessment.

2. Background Information

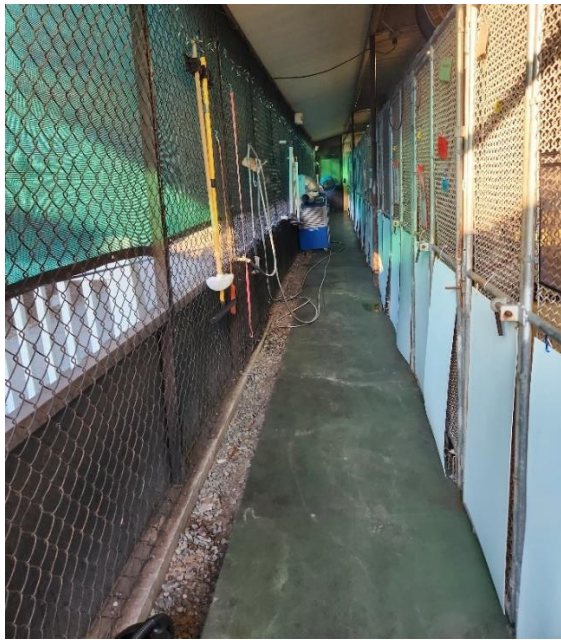
HDR and Animal Arts conducted this study using the following methodology:

- Gathering and reviewing the program of spaces previously identified by Manatee County.
- Gathering and analyzing animal data, including animal intakes and outcomes by category, and length of stay for the animals in the shelter, for the past several years.
- Reviewing projected population growth of Manatee County.
- Briefly reviewing current operations of the Bishop and Palmetto Animal Shelters to understand whether they comply with best practices. In fact, they do, and Manatee County is operating its shelters as effectively and compassionately as possible, given the limitations of current facilities.
- Reviewing the Palmetto Animal Shelter facility, to understand how current deficiencies contribute to inefficiencies that can be solved with the design of a new animal adoption shelter.
- On-site workshop to interview key project stakeholders.
- Development of a recommended program of spaces for the new adoption center. This is a refinement of previously developed criteria.
- Development of future goals for improvements to the Bishop Animal Shelter (not included in this current scope of work).
- Development of program options to allow for different funding limits.
- Recommendations for best-practice facility design, to support current best-practice operations, and allow the county to be as efficient and fiscally responsible as possible with its resources.

One conclusion, made prior to hiring HDR and Animal Arts, was that the Palmetto Animal Shelter needs to be replaced. We strongly agree with this conclusion, especially after touring and meeting with staff, and observing conditions and operations at the shelter. We noted the following severe deficiencies that hamper safety and the provision of best care for the animals, staff, and the public:

- Very poor traffic flow and layout. This leads to confusion, crossing paths, safety concerns, and a disappointing visitor experience.
- Low-quality kennel spaces that do not meet today's best practices. Dogs face each other across narrow aisles, which increases anxiety and aggression.
- Inadequate facilities to support staff in their daily tasks. Therefore, work is not done as efficiently as it could be. For example, dishes take much longer to wash than necessary, and cleaning takes much longer than it should as well. These tasks add up and take away from time that staff members could otherwise have with the animals.
- Loud, stressful, or non-existent break and office spaces.
- Aging materials and building systems that have reached the end of their useful lives.
- A significant lack of storage, which leads to clutter.

Outdoor portion of indoor/outdoor runs at Pametto Adoption Center. This path is too narrow to be safe.



Given that most of the facility is functionally obsolete, there is one reasonable asset at the Palmetto Animal Shelter. This is the outdoor dog play area, which features faux turf and a canopy of shade trees. While the play area could be improved (dogs escape from some yards, and some are not adequately designed), it would benefit the county to place redesigned and improved outdoor areas at the new animal adoption center as well. Staff members have come to rely on the yards to help the dogs relax and to conduct more successful meetings between dogs and adopters.

Outside play yards at the Palmetto Animal Shelter.



A new animal adoption center would be placed on a parcel of ground at the Bishop Animal Shelter site. The Bishop Animal Shelter would continue to function as an intake and medical center. A house on this same property has been converted to offices and a conference room and would continue to function as such. The offsite Cat Town Animal Adoption Center would continue to function as a primary cat adoption area, and the former Palmetto Animal Shelter would be decommissioned.

Additional site layouts and analyses will be conducted in the next preliminary design phase of this project.

3. Workshop Notes

Enclosed are notes from the onsite workshop. Individual staff meeting notes are included in Appendix 3 to this report.

What are your primary priorities for this upcoming project?

- Quality and adequacy of animal housing is the number one priority.
- Easy cleaning, ease of animal transfer to the new adoption facility.
- Ease of performing everyday tasks such as dishes/laundry/cleaning to build efficiency.
- Having proper space for animals. There is concern about a spike of additional behaviorally challenged pets (more than we are received now).
- Fewer animals in a single room.
- Need a proper dog isolation area – the situation at Bishop is inadequate.
- Need reduction of stress for dogs.
- Build something that can be highly useful and meet the needs of animals, staff, and the community.
- There is a vision of the shelter as THE place where people come to adopt dogs. With the visibility and good siting of the Bishop Animal Shelter already, there should be a way to build off the good assets of the location.
- Want to appeal to a sense of community, and that this is the shelter to serve the community.
- Want to continue to foster high school and pre-college programs for those with interests in veterinary medicine, as well as program collaborations with local veterinary centers.
- There is a vision that this shelter should continue to be the primary intake shelter for the county, with other shelter serving as overflow.

What are the concerns or challenges that this project may face?

- It is important to build this shelter right, with best practices. It is essential that those who will support this project understand what this entails.
- Want to keep this project moving without incurring delays, as these could be difficult for morale among county staff at the Palmetto Animal Shelter.
- Building the shelter to be expandable or phased if required for funding or to accommodate future population growth.
- There is a concern about cutting costs and using cheaper materials that do not hold up to cleaning or use by dogs.
- Concerned that investing in a new shelter will unreasonably increase expectations of people in the community that the county shelter can accommodate many more animals.
- Concerned that the project needs a few things that are not in the original program, such as a small amount of cat housing and an isolation area. Manatee County has a great program for cats, and they do well. But cat intakes are growing, and additional housing is needed. We need to be able to explain why these programs need to be included in the new adoption center.

How do you want the shelter to feel (architectural vision)?

- Inclusive of all types of people, so everyone feels welcome (language and communication, socioeconomic status, physical abilities etc.).

- Connected to nature and to the natural environment of Manatee County.
- Fresh and forward thinking.
- Matching the vibe of the community, which is typically laid back, but is increasingly cosmopolitan, with people moving in from places all over the U.S.
- Open and welcoming.

What should the user experience be for visitors at the new building?

- Spaces to make connections with animals and other staff members.
- Site lines between spaces.
- Warm and inviting.
- Big enough for large dogs to navigate.
- Safe for families to visit and navigate.
- Bright light across the facility for good cleaning and safe environment.
- Improvement of quality of life and mood during the work day, given a new and efficient design.
- Currently the building at Palmetto is not user-friendly. Visitors are toured around the facility by staff, because of safety concerns and confusing space circulation. Want to solve this problem with new facility and to build space such that visitors can self-tour safely.
- Safe kennel spaces are not only beneficial for visitor viewing but streamlines staff and volunteer training.
- Major concern with open runs that kids can stick their fingers into, want to minimize danger between visitors and animals.

What should the user experience be for staff and volunteers at the new building?

- More "docking" or workstations available for staff across different spaces, kennels, outside turf areas, etc. and more dedicated area for volunteers in facility to help them to feel appreciated and to provide their own spaces separate from staff.
- Create a small area for donations, keep them from being left outside, also helps to make those donations feel more valuable (also don't want them piled up in the lobby).
- Efficiency in tasks, safety, user-friendly spaces, quality of environment, quality building materials and animal care equipment.

What should the experience be for dogs?

- Spaces to make connections with animals and staff members.
- Site lines between spaces.
- Warm and inviting.
- Real Life dog rooms to simulate home life both for doctor observation/resource, as well as animal enrichment.
- Create spaces that show dogs interacting with other dogs, children, people. This helps to improve the perception of the dogs for adoption for visitors.

What else is needed?

- Catio spaces: two in existing facility, they think four total for new ones, they do not want to forget about this within the budgetary limits.

Desired Improvements to the Bishop Animal Shelter (outside of the funding of this project).

- A better enclosed sallyport.
- Construction of kennels that can be used for law enforcement drop off.
- Isolation spaces within the Bishop Animal Shelter.
- Covered connectors between buildings.

Please see Appendix 3 for individual group meeting notes.

4. Overview of Statistics and Animal Capacity Requirements

One of the first steps we take when working with an organization is to review data for intakes and outcomes for animals. We work together with our clients to build on positive trends, and to design around strategic goals. Based on data, we can better anticipate the animal capacity needs of the new facility.

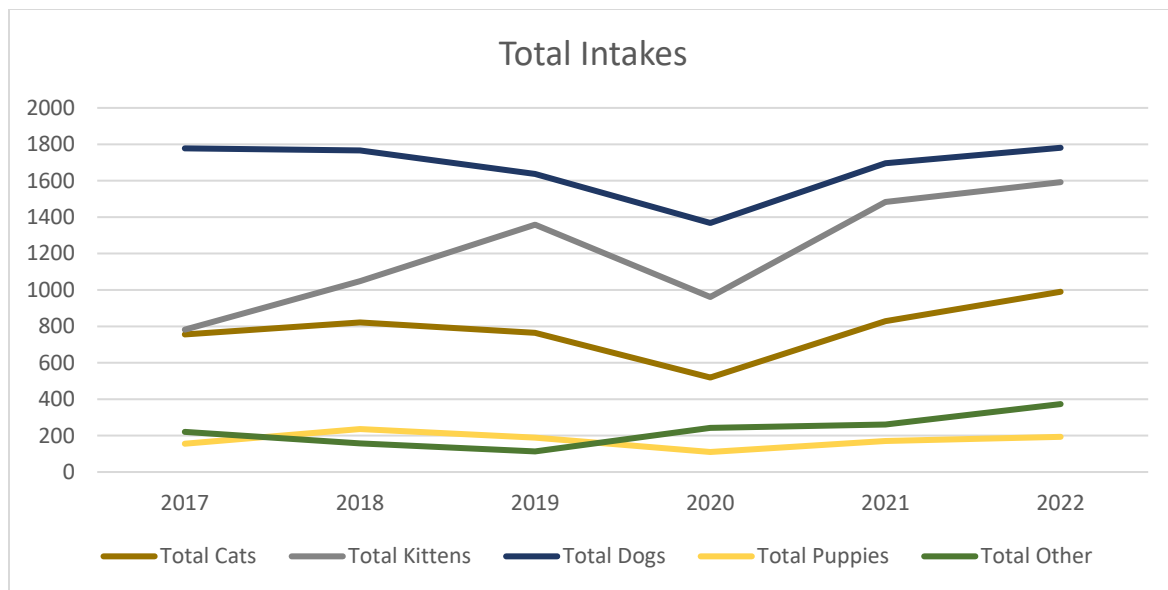
Intake Data

Animal Arts gathered data for all categories of animal intakes for the past several years. This data is illustrated below. We typically do not include data for 2020, as it is abnormal due to the pandemic.

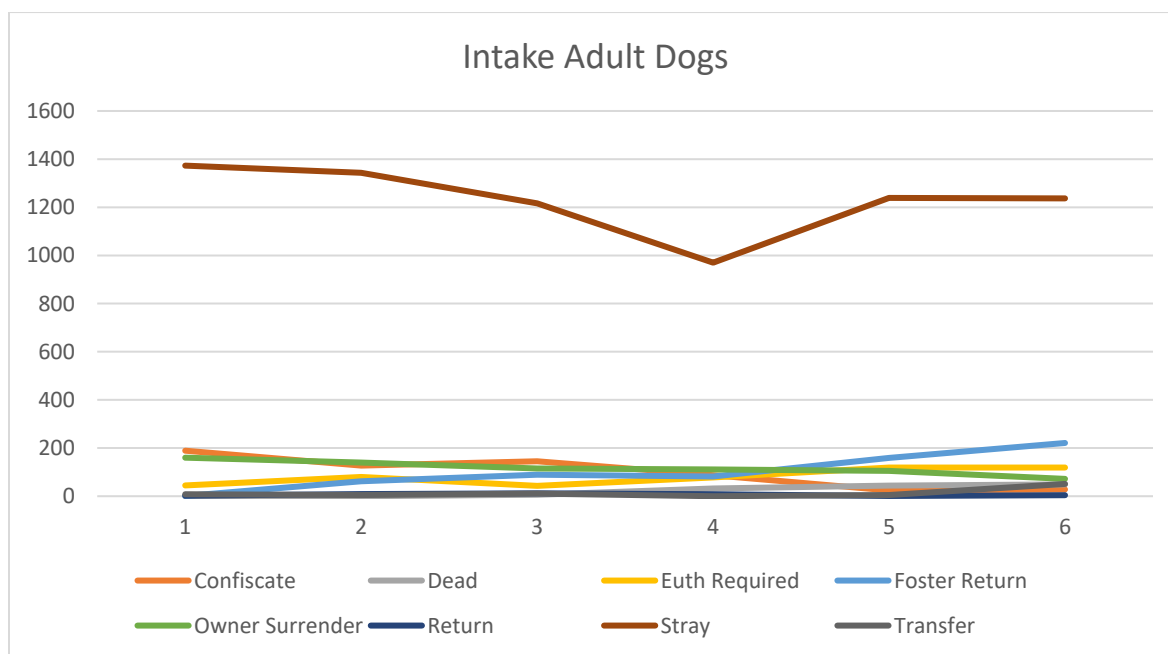
Reviewing the data, we can say that dog intakes are flat across the multi-year period, although they may be slightly increasing following the pandemic. This is what we are seeing in other jurisdictions across the U.S.

It is likely not essential to plan for significantly more dog intakes in the new facility, because the number of dogs entering shelters does not usually track one to one with increases in human populations. This is partially because there are generally fewer dogs per thousand people in urban areas than there are in semi-rural areas, and therefore, as Manatee County rapidly grows and urbanizes, we may not see a corollary increase in intakes. However, animal control calls do often increase with population, as do seizures and cruelty cases, and so we should plan for some additional capacity for dogs.

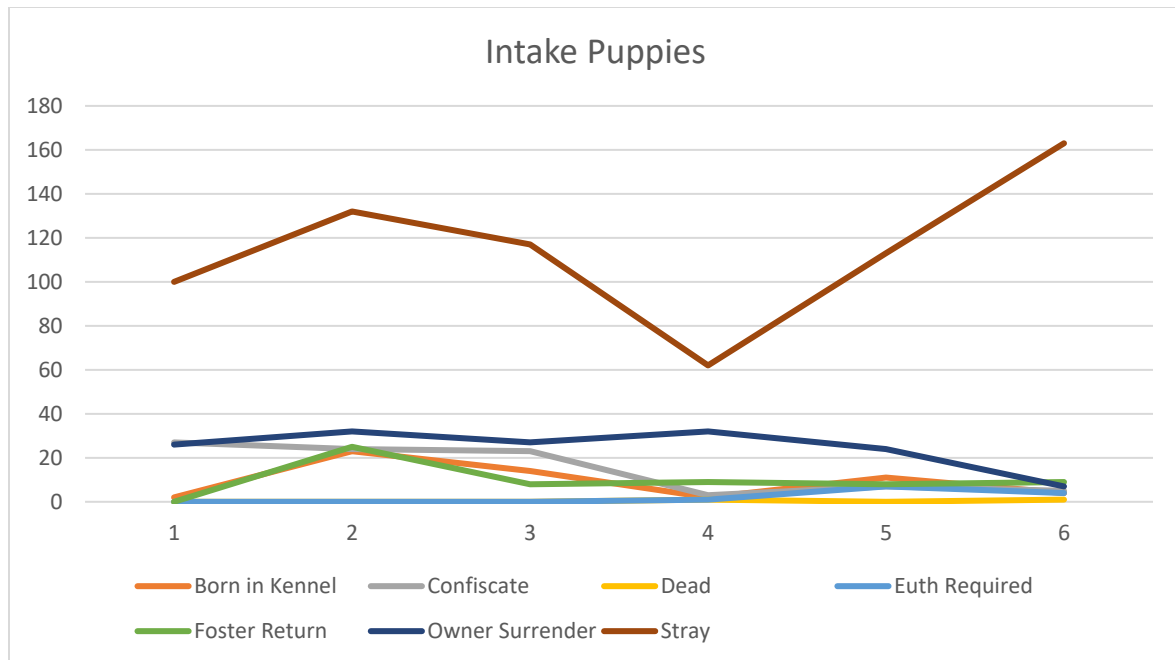
Cats and kittens are definitely increasing, particularly kittens. The number of cats and kittens entering shelters does not correlate with human population much at all—it relates to the number of free-roaming cats in the environment. During and after the pandemic, resources to trap and neuter free-roaming cat populations have been hampered, leading to the increases seen now. This trend is well described in data across the State of Florida, as reported by Shelter Animals Count (www.shelteranimalscount.org).



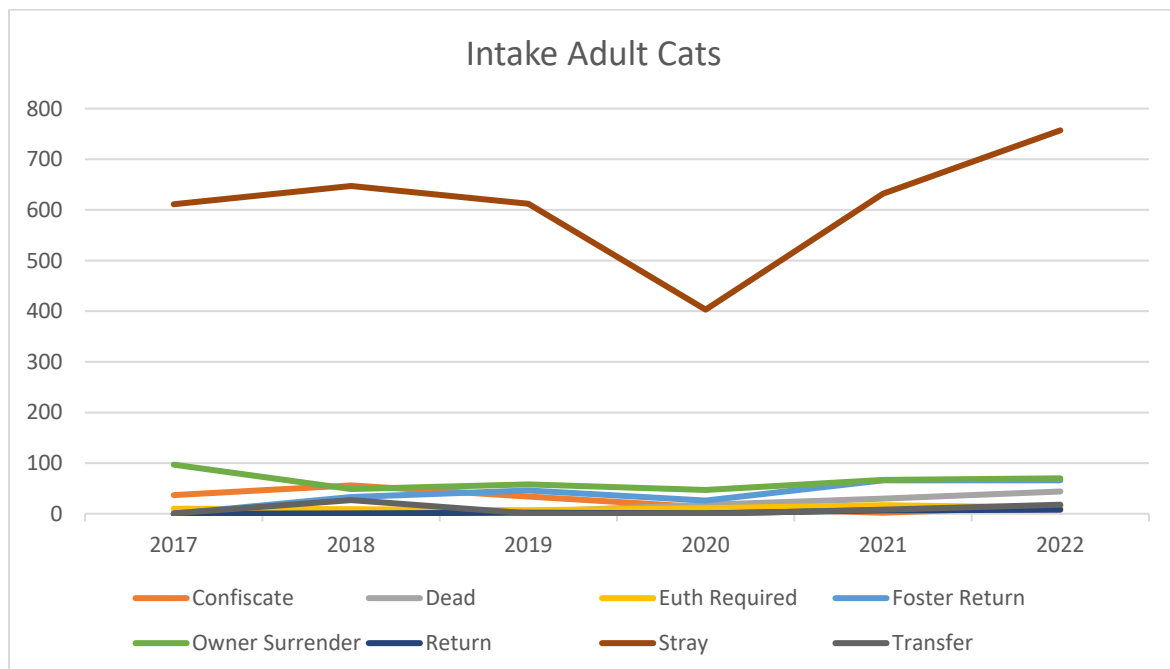
Reviewing adult dog data, we can see that intakes are generally flat. There are more dogs in the shelter, but this relates to lack of ability to adopt or place them, and not to increased intakes. This is true within shelters around the U.S.—the outgoing flow for dogs has slowed, leading to more dogs in the shelter.

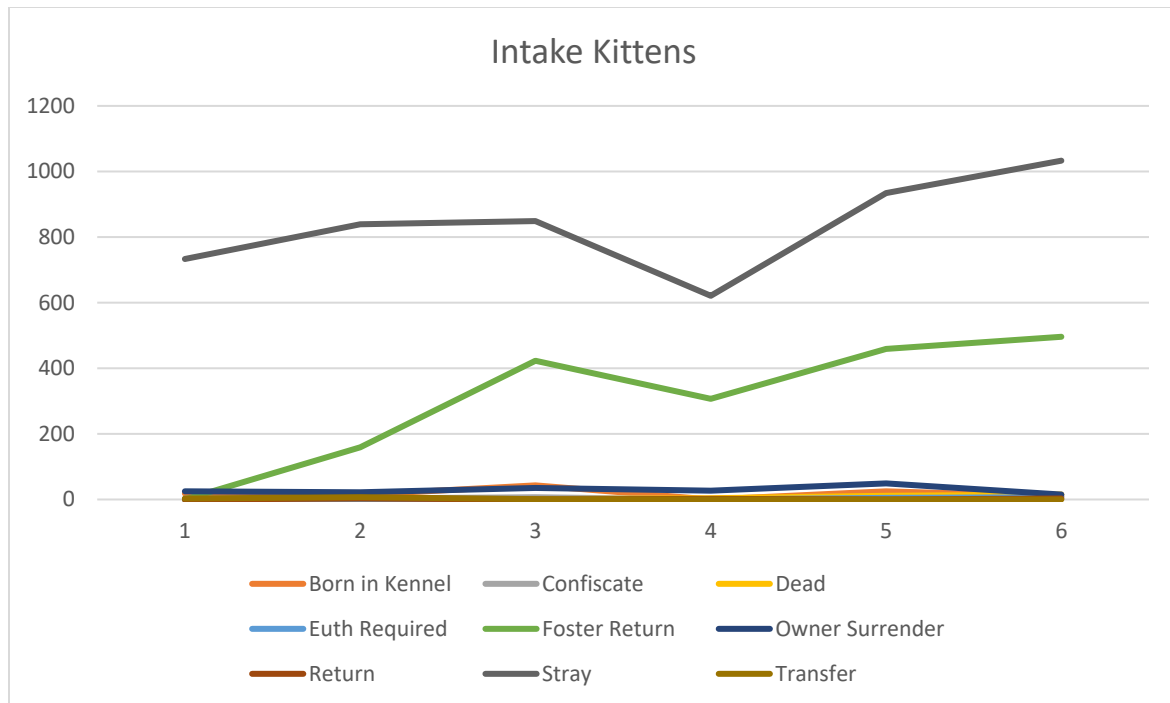


Puppy intakes have increased since the pandemic. This has to do with unfettered breeding and a lack of access to veterinary care for spay/neuter. Unfortunately, due to severe veterinary staffing shortages and increasing poverty for lower income individuals and families, this trend will likely continue for some period of time.



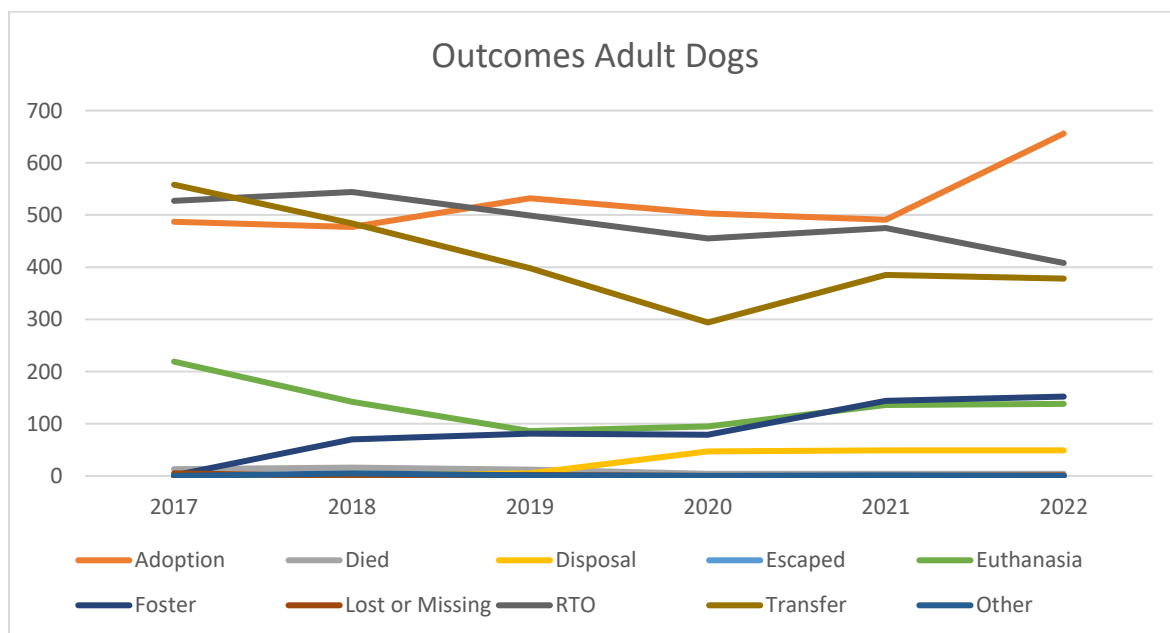
Adult cats and kitten intakes are trending upward for the reasons described at the beginning of this section. The shelter system in Manatee County will need to be able to accommodate more cats and kittens.



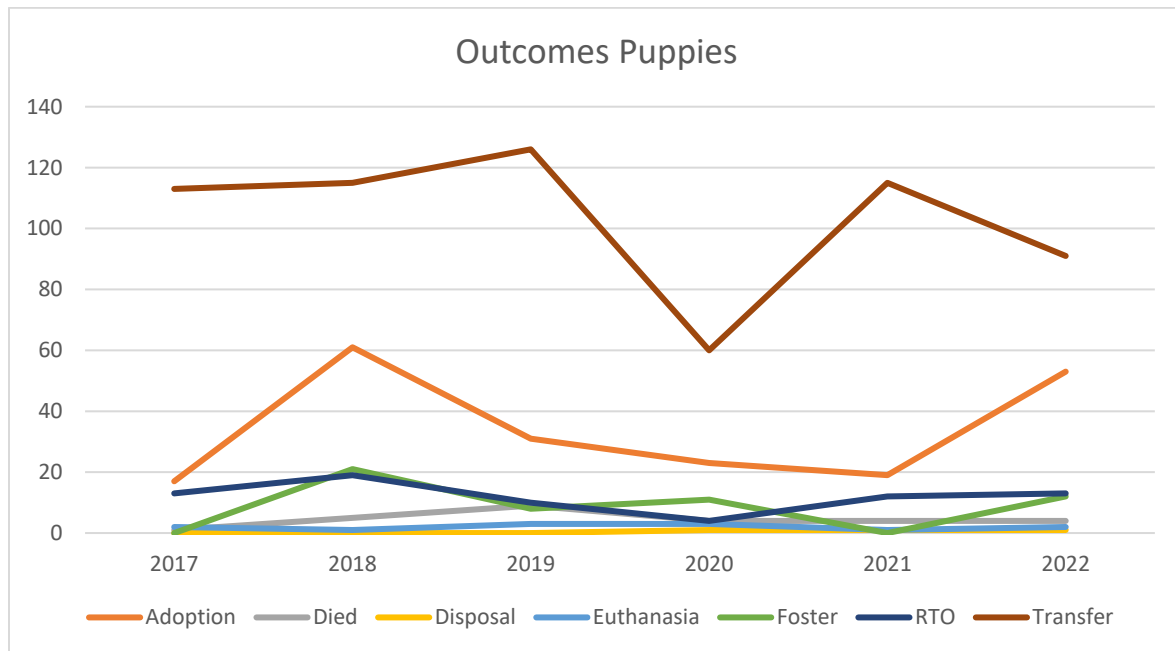


Outcome Data

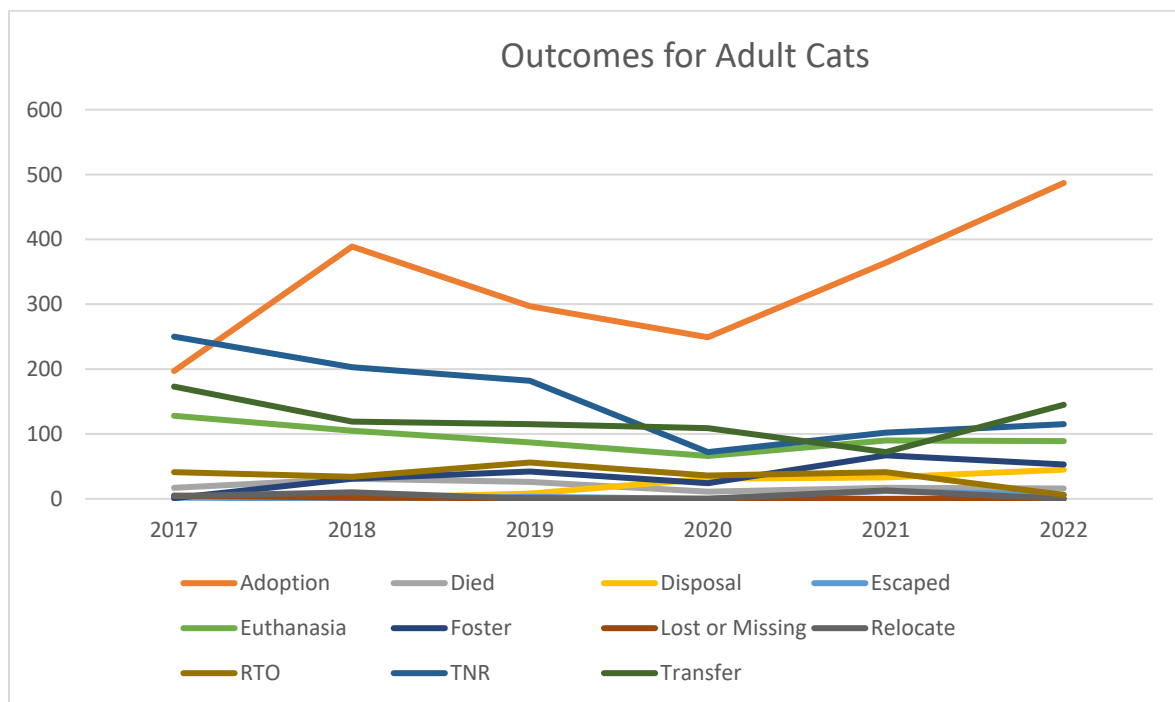
Manatee County has excellent lifesaving programs and has high live-release rates for animals. Live releases are accomplished via several outcome streams, not just adoption. For example, Manatee County has an excellent return-to-owner rate for lost dogs. Many dogs are also transferred to adoption partners.



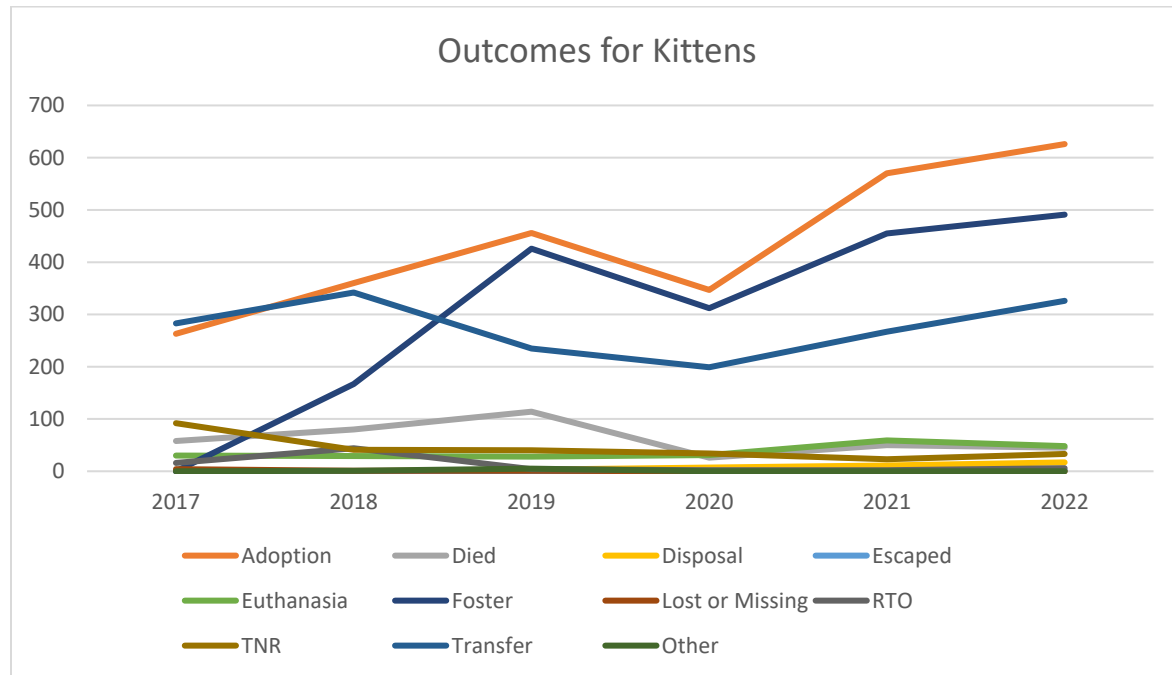
Puppies are less likely to be free roaming as strays, so the outcome data primarily illustrates adoption and transfer live outcomes.



Unlike dogs, there are fewer transferred cats, and most cats achieve live outcomes via adoption from the Cat Town shelter location. Few people claim adult cats (this is typical in data throughout the U.S.), and so the return-to-owner rate is low.



Kittens are often underage and come in without mothers. These are placed in foster care until they are old enough for adoption. The data show this Foster Care placement as one of the outcomes. Kittens are highly adoptable and are more likely to be transferred to adoption partners than adult cats.



Calculating Animal Capacity Requirements

We examined the animal statistics to determine recommended capacity for the new Manatee County adoption shelter. The goal with sizing the animal shelter is right sizing. Too much capacity means animals are likely to stay longer, and too little capacity can result in overcrowding. Animal capacity is calculated using the following:

- Annual intakes
- Adjustments to intakes if warranted based on population growth
- Current average length of stay
- Adjustments to average length of stay if warranted by increased efficiency
- Peak capacity (ratio of highest month of intake to average month)

The recommended capacity can be calculated as follows:

Adj. Average Daily Intakes	X	Adj. Average Length of Stay	=	Animals in Shelter per Day	X	Peak Factor	=	Animal Capacity
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To calculate specific capacity for Manatee County, we agreed that the following inputs would be used:

- No adjusted intake for human population growth. The overflow temporary shelter that is being purchased by Manatee County could be used as overflow for animal control seizures, disaster housing, or other unusual intakes, without increasing the size of the new adoption center.
- We agreed not to use data from 2020, as it is not representative of typical data for the shelter. Thus, data are averaged over the past six years, but excluding 2020.
- We agreed that some increase in efficiency will be gained by having the new Manatee County adoption center on the same site as the Bishop Animal Shelter, and thus, some decreases to length of stay (shown as LOS in chart below) are anticipated.

We have thus calculated the required capacity for dogs at the new adoption center as follows:

Animal Capacity Analysis	Average Yearly Intake (w/out 2020)	Div. by 365	LOS in Days	Adjusted LOS in Days	Adj. Base Cap.	Peak Factor	Proposed Total
Cats	2,085	6	16	14	80	1.25	100
Dogs	1,920	5	28	24	126	1.10	139
Minus Bishop Dogs							38
Reqd. Dogs at Adoption Center							101

Note that there are currently 80 felines in facilities and 138 canines in facilities, and it is noted that some minor additional capacity is also needed for cats, to accommodate the capacity needed based on data.

Please note that these capacity numbers do not include medical isolation housing and medical treatment housing—these should always be provided in addition to and outside of base capacity.

5. Program and Budget Recommendations

After the workshop, HDR and Animal Arts refined the program of required spaces for the animal shelter. Based on analyses, we are confident that the recommended program described below represents Manatee County's needs for the new facility.

Option 1: Full Program of Spaces for New Animal Adoption Center

Zone Room		Notes	#	Size			Net	Load	Gross	Ext. Cov.	Ex. Uncov.	Dogs	Cats
Public													
	Lobby w/ Desk	vestibule, 2 customer service, open concept	1	20	x	26	=	520	1.35	702			
	Public Restrooms		3	8	x	9	=	216	1.35	292			
	Janitor		1	4	x	5	=	20	1.35	27			
	Training Room w/ Storage		1	20	x	30	=	600	1.35	810			
Animal Housing													
	Meet/Greet		4	10	x	15	=	600	1.35	810			
	Small Mammal/Flex Cages	one room	4	2.5	x	5	=	50	1.75	88			4
	Cat Adoption Cages	two rooms	8	2.5	x	5	=	100	1.75	175			8
Cattos		possibly relocate the Palmetto catio structures	4	10	x	16	=	640	2	1,280			
	Dog Housing Runs	indoor/indoor	40	5	x	11	=	2,200	3	6,600		40	
	Dog Housing Runs	indoor/outdoor	40	5	x	6	=	1,200	3	3,600		40	
Outdoor			40	5	x	6	=	1,200	2	2,400			
	Dog Housing Runs (XL)	indoor/outdoor	20	6	x	7	=	840	3	2,520		20	
Outdoor			20	6	x	7	=	840	2	1,680			
	Isolation	split into two	10	5	x	10	=	500	3	1,500		10	
Dog Yards Small			8	20	x	30	=	4,800	1		4,800		
Dog Yards Medium			10	40	x	40	=	16,000	1		16,000		
Dog Yards Large		one for water play	4	40	x	80	=	12,800	1		12,800		
Office, Staff													
	Break Room	phased for later	1	15	x	20	=	300	1.35	405			
	Offices	vol coord, animal adoption man, admin spec, population manager, social media	5	10	x	10	=	500	1.35	675			
	Manager Office		1	10	x	12	=	120	1.35	162			
	Huddle Room		1	10	x	12	=	120	1.35	162			
Support													
	Restrooms		3	8	x	9	=	216	1.35	292			
	Shower/Changing		1	6	x	9	=	54	1.35	73			
	Lockers		1	10	x	10	=	100	1.35	135			
	Bunk Room		1	10	x	12	=	120	1.35	162			
	Laundry	two desired	2	14	x	20	=	560	1.35	756			
	Food Prep		1	10	x	16	=	160	1.35	216			
	Bathing	with dog shower	1	10	x	12	=	120	1.35	162			
	Volunteer Check-In		1	10	x	12	=	120	1.35	162			
	Enrichment Preparation		1	10	x	12	=	120	1.35	162			
Storage		pre-engineered building	1	30	x	50	=	1,500	1	1,500			
	Central Janitorial		1	6	x	8	=	48	1.35	65			
	Electrical/IT		2	10	x	16	=	320	1.35	432			
	Mechanical		1	10	x	16	=	160	1.35	216			
									21,359	5,360	33,600	110	12
									GSF	GSF	GSF	Dogs	Cats

In summary, the recommended shelter building includes:

- 21,359 GSF of interior conditioned space
- 5,360 GSF of exterior covered space
- 33,500 GSF of exterior uncovered yard space
- 110 dog capacity

Understanding that the ballpark project costs (described later in this section) exceed the County's desired funding limit for the project, HDR and Animal Arts also developed an Option 2, which is a phased option that builds only a portion of the program in Phase 1 and *relies on utilizing temporary prefabricated kennel buildings as primary animal housing*, until the balance of the program spaces can be funded and constructed. This Option defers construction of play yards and a storage building and minimizes some other functions in order to meet funding goals. An Option 2 program is outlined below:

Option 2: Phased Program, with First Phase Described Below

Adoption Building													
Zone	Room	Notes	#	Size			Net	Load	Gross	Ext. Cov.	Ex. Uncov.	Dogs	Cats
Public													
	Lobby w/ Desk	vestibule, 2 customer service, open concept	1	14	x	20	=	280	1.35	378			
	Public Restrooms		2	8	x	9	=	144	1.35	194			
Animal Housing													
	Indoor Featured Adoption Dogs	side to side feature rooms	4	5	x	12	=	240	2	480		4	
	Small Mammal/Flex Cages	one room	4	2.5	x	5	=	50	1.75	88			4
	Cat Adoption Cages	two rooms	8	2.5	x	5	=	100	2	200			8
Office, Staff													
	Break Alcove		1	3	x	12	=	36	1.35	49			
	Conference/Break Room		1	14	x	18	=	252	1.35	340			
	Offices	vol coord, animal adoption man, admin spec, population manager, social media	5	10	x	10	=	500	1.35	675			
	Manager Office		1	10	x	12	=	120	1.35	162			
Support													
	Restrooms		2	8	x	9	=	144	1.35	194			
	Laundry/Central Janitor		1	14	x	20	=	280	1.35	378			
	Food Prep		1	10	x	16	=	160	1.35	216			
	Bathing	with dog shower	1	10	x	12	=	120	1.35	162			
	Volunteer Check-In/ Enrichment		1	10	x	12	=	120	1.35	162			
	Electrical/IT		1	10	x	12	=	120	1.35	162			
	Mechanical		1	10	x	12	=	120	1.35	162			
									4,002	0	0	4	12
									GSF	GSF	GSF	Dogs	Cats
Prefabricated Dog Kennels													
Zone	Room	Notes	#	Size			Net	Load	Gross	Prefab.	Ex. Uncov.	Dogs	Cats
	Dog Housing (16) each	includes meet/greet (in portion of	7	24	x	60		10,080	1	10,080		112	
	Dog Yards Medium	funded later	0	40	x	40	=	0	1		0		
	Catios	simply relocate for now	2	10	x	16	=	320	2	640			
	Storage	pre-engineered building	0	30	x	50	=	0	1	0			
									0	10,720	0	112	0
									GSF	GSF	GSF	Dogs	Cats

In summary, Option 2 includes:

- 4,002 GSF of interior conditioned space
- 10,720 GSF of prefabricated kennel housing and exterior covered space
- 112 dog capacity

Please note, in this Option 2, the dog capacity is accommodated, but via prefabricated dog housing, which is not the best quality compared to what would normally be recommended for housing dogs in a municipal animal shelter. The replacement and life cycle costs of the prefabricated kennels will thus need to be accounted for. The shelter will also need an addition in the future for additional storage, and for a training classroom as well as some minor functions that were eliminated due to budgetary limits.

This Option also has identified the 33,600 square feet of essential outdoor yards to be included in the County funding as future phase. These might also be funded via another means, such as philanthropy, if possible.

Rationale for Recommending Option 1

While the full program (Option 1), is a project of significant scope, it is a much better choice for Manatee County, because:

- It meets all program requirements for best practice operations.
- It meets necessary animal capacity requirements, without the use of temporary or overflow facilities. The prefabricated kennels of Option 2 have a short lifespan.
- The county is expected to grow rapidly in population. A partial program construction would be too small on day one, whereas the full program can meet the county's needs, with the overflow shelter assisting during times of crisis such as hurricanes.
- It will cost far less to fully build in the long run because of cost escalations.

Best Practice Recommendations for Design of New Canine Housing

The best practice recommendations, which impact the budget for canine housing for a new adoption shelter for Manatee County, consider the realities of today's animal sheltering in a municipal setting.

Dog Behavior. Unlike a non-profit organization, counties and cities are mandated via animal control programs to protect and serve the public by impounding and holding animals. During impounds and holds, the dogs belong to citizens, and not to the county; therefore, the county is obligated to keep them safe during hold periods.

The average dogs entering municipal animals shelters have become much more challenging in the last decade, for many reasons including unstructured and/or unintentional breeding and inbreeding, which often is tied to lack of access to veterinary care, under-socialization, abuse, and neglect, etc. These challenging dogs are rejected from entry by non-profit organizations, unless the non-profit holds animal control contracts, which is rare. In contrast, challenging dogs regularly occupy kennels in government-funded animal shelters.

The dogs entering animal control shelters such as in Manatee County, can be extraordinarily destructive. It is the county's obligation to keep the dogs and staff safe while holding potentially aggressive or highly anxious animals. Our clients have experienced dogs dismantling drains and flinging the covers around, eating all manner of materials and objects including epoxy flooring, stainless steel water bowls, and kennel materials, bending stainless steel bars, jumping fully out of runs, dismantling lock mechanisms on runs, and showing aggression toward staff members, volunteers, and visitors, escaping the facility, etc.

To keep the dogs safely contained, shelter design architects specify industrial-grade materials, including cementitious-based flooring, heavy duty bars, full enclosures including run tops, vandal-proof drains, and pick-proof sealants (as would be used in human correctional facilities).

To keep staff members safe, we provide for large hallways, panic buttons, and other communication devices in dog housing areas, double compartment runs (where dogs can be shuttled from one side to another without handling), and good visibility with bright lighting into dog housing areas.

Example of a high-quality, durable, and safe dog housing environment.



Dog Health. Just as dogs enter animal control shelters with a variety of behaviors, they may also enter with a wide range of health concerns. Abused or neglected animals may be at higher risk of having infectious diseases. A best practice animal shelter is designed to prevent the spread of infectious disease, as diseases cost the county many dollars in treatments and staffing resources, and cause the animals to stay longer in care, and to potentially have fewer positive outcomes.

Best practices for ventilation, published in *The Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters*, include the following:

- A range of 10-20 air changes per hour of FRESH air. This means that it is not acceptable to house animals in environments that have any less than industrial-quality ventilation equipment. In Florida, this also requires energy recovery equipment, as well a highly insulated exterior walls and roof construction, as cooling and ventilating at this rate can be both expensive and energy intensive.

- A temperature range between 64 and 80 degrees. Un-airconditioned kennels are unacceptable and can be dangerous to the dogs.
- A humidity range not exceeding 60% RH, after which point, mold will grow (EPA.gov).

Best practices for maintaining a sanitary environment include:

- Highly cleanable finishes.
- No cross-contamination potential from enclosure to enclosure (this is one reason why we do not recommend continuous trench drains).
- Finishes that do not promote the growth of biofilms.
- High lighting levels, which allows for better visibility of spaces, which is also associated with better cleaning efficacy.
- Fewer dogs in each housing area, so as to separate dogs with higher risk, and/or to contain outbreaks.
- Places for handwashing.
- Places for proper sanitization of equipment.
- Rodent and pest control.
- Dedicated isolation spaces, as dictated by the needs of the local shelter veterinarian, based on typical disease patterns of animals that are entering the shelter.

In addition to healthy, safe, durable, and sanitary spaces, animal housing must also be designed to withstand hurricanes and to meet the Florida Building Code, as an animal shelter is considered to be commercial “business” occupancy by the building code.

Residential-grade, poorly ventilated, and/or hard to clean environments, and environments that are not durable enough to withstand use, and not resilient enough to withstand hurricanes, are unacceptable. It should also be noted that wood-framed buildings cannot be used for animal housing facilities in Florida unless they are 1) fire sprinklered with quick response sprinklers, and 2) do not exceed 9,000 square feet in area, per NFPA 150, which is a fire protection code for animal care facilities that has been adopted by the Florida Building Code. Therefore, because we need more than 9,000 square feet of animal housing, only non-combustible construction can be used for the Manatee County shelter, without special permission from the local building authority, and / or separation of combustible structures into several fire separated buildings.

On the next page is a photo example of the surfaces on the exterior of an indoor/outdoor best practice dog enclosure, illustrating cleanable and sanitary environmental conditions and non-combustible construction. The purpose of the saloon door is to prevent air-conditioned air from escaping to the outdoor environment (energy efficiency), as well as to prevent the intrusion of mice, rats, and insects.



Positive Outcomes in the Shortest Possible Time. All animal control shelters have a certain reasonable capacity for care. No municipal shelter has unlimited staffing or funding resources to care for pets. Therefore, it is essential that the animals do not stay in the shelter longer than necessary. At the same time, the general public expects and demands that the county does its best to save as many animal lives as possible. While it may at first seem counterintuitive, these two goals support each other. The more quickly an animal moves through the shelter, the fewer total animals are in care, which means that there are more resources available for caring for each animal, which in turn allows each animal to be as healthy and behaviorally sound as possible, which then increases each animal's chance of adoption or placement in a home.

It is essential then that there are physical resources in place to support a short stay, and to improve the speed of return to owner or adoption (or placement into foster homes). This starts with best practice operations, which Manatee County already has, but is supported by the new adoption building in these ways:

- Healthy and behaviorally appropriate housing (as already described).
- High-quality outside play and exercise areas, where the dogs can run and play, and use their energy in a positive way, and can be enriched during their short stay at the shelter.

- Reducing any inefficiencies that cause dogs to stay longer, including being housed at two different sites. This is why having all the dogs on the Bishop Animal Shelter site will be helpful.
- A great experience for the human adopter. The best way to do this is to display dogs in a way that shows them at their best and does not increase fear, anxiety, and stress. Our clients report to us that allowing the public to see animals without walking directly through the kennel is very effective at creating a better experience for the humans and the animals. Below is a photo of an adoption gallery, where a family looks through glass to view adoptable dogs. This design has been effective at creating a calm and positive environment for all.

Photo example of adopters viewing adoptable dogs from a gallery (Nebraska Humane Society, a collaborative HDR/Animal Arts project).



Longevity. It is important to recognize that most counties get a chance to fund a new animal shelter only about every thirty to forty years. A short-term building is never a good idea, as it costs much more in the long run. An animal shelter should be designed for this thirty-to-forty-year lifespan from its inception. It should be resilient, energy efficient, industrial in quality, highly durable, sanitary, and welcoming. It must be able to withstand 24-7 use by highly destructive dogs, numerous staff members, volunteers, and the general public. It must meet or exceed building code requirements. It must meet today's standards for animal housing in order to avoid becoming obsolete the moment it is opened. It must be forward thinking about the problems faced by the shelter today, in order to be prepared for the future.

Cost Models for Options 1 and 2

Option 1: Full Program

Ballpark Cost Analysis	
Covered Conditioned s.f.	Ballpark Costs \$630 per s.f. = \$13,456,422
Covered Unconditioned s.f.	Ballpark Costs \$400 per s.f. = \$2,142,500
Uncovered Yards	Ballpark Costs \$75 per s.f. = \$2,520,000
	\$18,118,922 Subtotal
Equipment Allowance	Based on other similar projects \$2,200,000
Storage Building Allowance	\$250,000
	\$20,568,922 Total Project Costs

We recommend a range of between \$20.3 to \$20.7 million.

Option 2: Phase 1 Program

Ballpark Cost Analysis	
Adoption Building & Site Costs	
Overall Site Work for Project	2 acres developed (assumed) \$30 per s.f. = \$1,306,800
Covered Conditioned s.f.	Pre-Engineered Metal Building \$630 per s.f. = \$2,521,323
	\$3,828,123 Subtotal
Equipment Allowance	10% of building itself \$252,132
	\$4,080,255 Total Adoption Building
Prefabricated Kennel Hard Costs	
Prefabricated Kennel Turnkey	\$83 per s.f. = \$836,640
Kennel Foundation Work	\$30 per s.f. = \$321,600
Kennel HVAC	10 air changes fresh air, energy recov. \$50 per s.f. = \$536,000
	\$1,694,240 Subtotal
Equipment /Noise Control Upgrades	10% \$169,424
	\$1,863,664 Total Kennel Buildings
Total Calculated Budget Recommendation	\$5,943,919

We recommend a range of between \$5.85 to \$6.1 million.

6. Next Steps

Animal shelters can be difficult projects to plan because they are expensive compared to other building types. With budget in mind, we recommend these next steps in the process of planning the Manatee County Animal Adoption Center.

1. **Confirm program direction** based on the recommendations in this report.
2. **Preliminary Design on the project site.** After developing a preliminary design, budgets can be re-validated using confirmed square footages of building elements.
3. **Confirm a project timeline based on funding.** This will confirm the required escalation costs within the project budget.
4. **Manage the budget during Design Development.** As the project develops, utilize the expertise of HDR to continue to manage the budget throughout the remainder of the development of the documents, and review at major milestones.

We look forward to assisting Manatee County with the successful implementation of an Adoption Center that will supplement the Bishop Animal Shelter and Cat Town Adoption Center, and will serve this growing county, in support of its people and animals for decades to come.

7. Appendix 1: Workshop Presentation



1



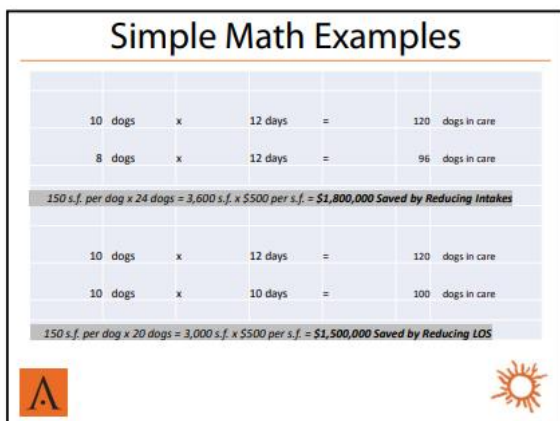
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Community Cat Programs



7

Cat Housing Basics

- ASV appropriate 4' to 5' long cat caging
- Double Compartment for easy operations and cleaning
- Enrichments in the housing
- Cats housed away from dogs
- Cats housed to fast track through the shelter

8

The Basics - Dbl. Compartment



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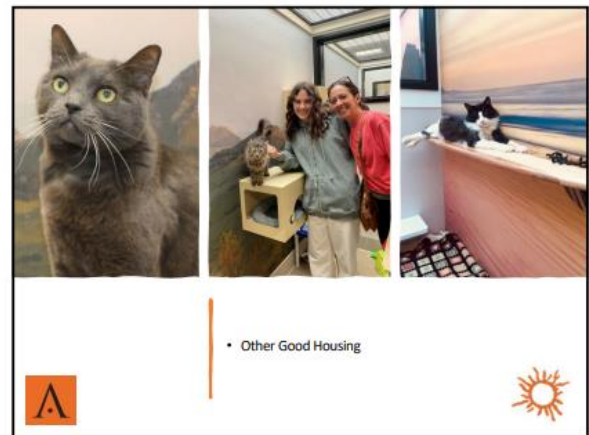
The Basics - Dbl. Compartment



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12



13



14

Rules of Thumb

- Dogs staying longer need larger housing.
- Dogs in indoor/outdoor runs need larger housing.
- Larger dogs need larger housing.
- 10' is the shortest reasonable length for a double-compartment kennel. 11' might be preferred in some cases.
- Wider is better. 4' is an absolute minimum for a medium-sized dog, and 5' or 6' is better for larger dogs, or dogs staying for longer periods.
- Small dogs also need double-compartment housing, although smaller kennels or cages may be okay when they have a short length of stay.

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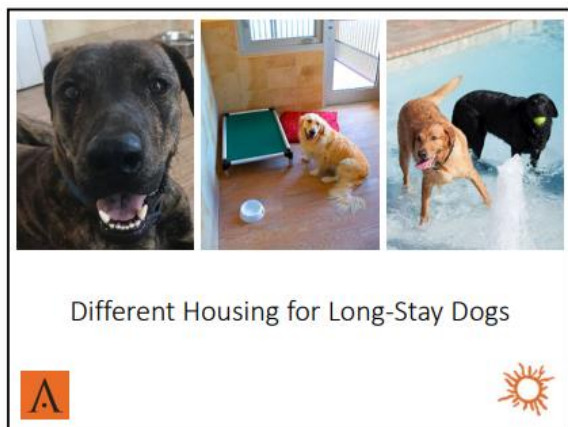
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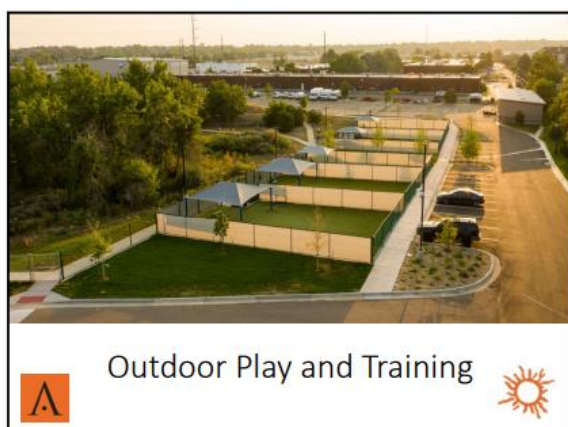
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Enrichment via Play



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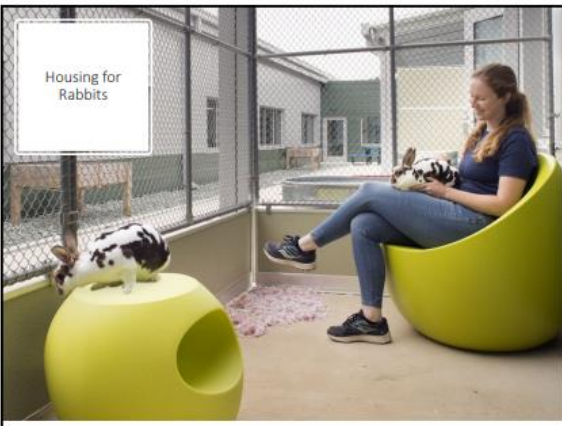


Other – Traffic Flow



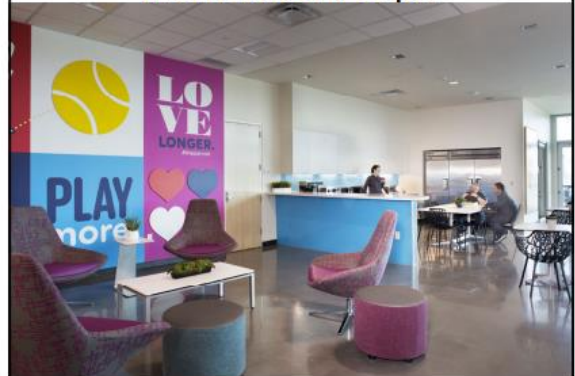
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Housing for Rabbits



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Wellness for People



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Wellness for People



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Wellness for People



30

Wellness for People



31

Efficiency of Use of Facility



32

Efficiency with Dish Cleaning



33

Efficiency with Laundry



34

Efficiency of Staffing



35

Efficiency of Storage and Staging



36

Efficiency of Storage and Staging



37

Flexible Housing



38

Working with Community Most Effectively



39

Triaged Intake



40

Veterinary Services



41

Classrooms



42

Training and Events Rooms



43

Summary of Priorities

- Operations *Before* Construction
- Right Sized, not Oversized
- Build for Best Practices
- Think Ahead About Future Services



44

8. Appendix 2: Shelter Best Practices

Best-practice industry standards are important to analyze and incorporate when designing a new shelter building. By considering these standards, a new shelter can be right sized and not overbuilt. An overbuilt shelter costs more to build and operate than necessary. The basics for best practices for animal care are:

- Hold only when essential, reduce time in care.
 - Reduction of mandated holds, if possible.
 - Provide in-house medical care to reduce the burden of illness and disease.
 - Create a public-friendly building so people want to come to adopt animals.
 - Utilize foster care to the greatest extent possible.
 - Utilize resources to prevent relinquishments.
- Provide a healthy and sanitary environment:
 - For staff.
 - For animals.
- Design for easy operations.

Hold Only When Essential, Reduce Time in Care

A shelter is a stressful place for a pet. Therefore, reducing time in care is one of the most important goals for best-practice animal sheltering. Animal behavior experts explain that two weeks is about the length of time a dog can stay before it begins to deteriorate behaviorally. Both dogs and cats are more likely to become ill in the shelter environment the longer they stay. More information on this topic can be found at www.sheltermedicine.com.

Creating an adoption-friendly facility should be of high priority. This includes having a friendly, welcoming space for adopters to view adoptable pets. After viewing, one-on-one meet and greet spaces can be utilized to introduce shelter pets and potential adopters. The Humane Society of the United States published a manual to help animal shelters design their adoption programs called *Adopters Welcome* (<https://humanepro.org/page/adopters-welcome-manual>). *Adopters Welcome* is a research-based set of guidelines that can be very helpful when considering operational goals for renovations or new builds.

Utilize a foster care program to the greatest extent possible. More pets in foster care means fewer pets in the shelter; therefore, less housing is needed, and a smaller capacity facility can be designed.

Utilize resources to prevent relinquishments, such as public spay/neuter programs.

Provide a Healthy and Sanitary Environment

The most important aspect of providing well-being for shelter pets is to operate the facility in such a way as to be able to provide humane care for each animal. This includes strategies to reduce the number of pets in care, but also means constructing and staffing the shelter such that each animal is housed in an environment that supports its well-being. For more information about capacity for care, refer to [Overview of Capacity for Care \(C4C\) | Resources | Koret Shelter Medicine Program](#).

A healthy and sanitary environment is directly beneficial to shelter pets while supporting staff during their day-to-day tasks. Laundry rooms, dishwashing, and food prep areas, along with kennels that are well draining and easy to clean are all crucial infrastructure components for staff to reduce the time they spend on essential tasks. This then provides more staff time for animal enrichment and helps meet the goals of capacity for care.

A new animal shelter would typically have better areas for isolation of infectious disease. Infectious disease increases the risk of euthanasia for the animals in the shelter. Isolation areas should be dedicated to housing infectious animals and should not be used as overflow healthy housing. Isolation areas can be designed for proper protocols such as the donning of personal protective equipment and should be separated by species and type of disease, for safety and the well-being of dogs and cats.

Create a Fear Free® environment. Fear Free is a movement that provides guidelines to reduce fear, anxiety, and stress for pets in veterinary hospitals and shelters. Fear Free Sheltering training is specific to animal shelters, is self-paced, and available online, at no charge (<https://fearfreeshelters.com/>).

Design for Easy Operations

As described in the previous section, easy-to-operate laundry, dishwashing, and food prep areas, as well as easy-to-clean kennels, will free up hours per day of staff time. This time can be better spent on customer service, animal enrichment, and animal placement efforts.

Best practice animal facilities are designed with efficient and safe intake areas. An enclosed area for unloading transfers prevents animal escapes and increases staff and animal safety. From the unloading area, animals should be able to be moved safely into intake examination areas and housing.

Another task that can be very time-consuming for staff is moving dogs from housing into yards for play. Flow from dog housing areas to yards should be short. Yards can be designed to separate groups of dogs, or individual dogs depending on the dogs' behavior and the staffing or volunteers available to run play group programs. Yards should be partially covered for use during hot weather and rain. Industry experts recommend daily play for shelter dogs.

On the customer service side of the building, safety and security should be considered in the design. Public areas should be separated from staff areas with secure doors.

Feline Housing, Husbandry and Enrichment

The best practice standards for feline housing are as follows:

- Per the Association of Shelter Veterinarians (ASV), a cage that is appropriately four-to-five-feet long.
- Double compartment for safe handling and cleaning.
- With a variety of enrichment items in the housing.
- Cats housed away from dogs.
- Cats housed to fast track through the shelter.



Cat Portal

The above image shows a cat walking through a portal within their cat cage. This portal connects two stainless steel cat cages together, which transforms inadequately sized cat cages to fulfill the four-to-five-foot size requirement and the double-compartment requirement. These requirements are extremely important to cats because to be happy and healthy they need at least a three-foot separation between their litter box and their food. Double-compartment cages allow for food to be on one side, and a litter box to be on the other side. Additionally, while a staff member cleans one side of the housing, the cat can be on the other side which allows for a minimally stressful cleaning experience for all parties involved. Stress is directly related to the incidence of upper respiratory infections in cats, so by providing appropriate housing spaces and short lengths of stay, the rate will be reduced or mitigated altogether.



Feline Housing

Another important factor for socialized felines in animal shelters is their ability to socialize with either staff members, volunteers, or potential adoptees. The above image shows an example of housing spaces large enough for people to socialize with the cats. The lower portion is frosted glass which allows for privacy without promoting claustrophobia, while the upper portion is metal grating which promotes air flow. These rooms are large enough for people and cats to be together comfortably which can help the

cats' mental well-being, along with giving adopters a comfortable space to socialize and get to know different felines.

Appropriate double-compartment cages are a requirement for cats in confinement. Ample space not only reduces stress for the cats and lowers rates of upper respiratory infections as a result, but compartments with a door between them can be closed so the staff can spot clean one side of the compartment safely. Spot cleaning is imperative as removing cats from their enclosure to do a deep disinfection is contraindicated as it is stressful for the cats, removes familiar scents, and increases risk for the staff. Full sanitation can be done once the cat leaves the enclosure permanently.

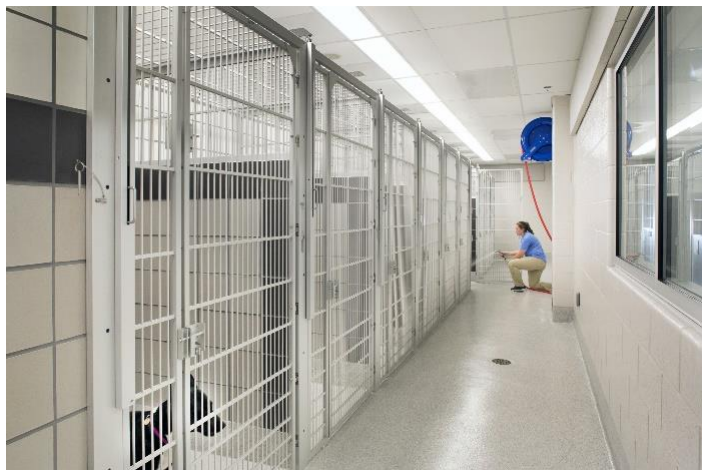
Cats, like people, have a variety of preferences. Some cats may enjoy a free-roam room in the company of other cats, while others prefer their own double-compartment housing. Options to behave normally are crucial, so perching options in a free-roam room and hiding spots in both types of housing are imperative. Some experts recommend only using free-roam rooms for bonded cats as it may take up to three weeks for the cats to assimilate to one another (and the industry standard recommendation is less than 14 days in the shelter to their live outcome opportunity).

All animals in confinement need appropriate enrichment in their environment where they can behave normally. For cats this includes scratching, interactive toys, and a soft bed. Since cats are grazers, they should always have access to dry food and the option of canned food twice daily.

Canine Housing, Husbandry, and Enrichment

The best practice standards for canine housing are as follows:

- Most importantly, durable housing.
- Sized appropriately for the dog.
- Double compartment for easy, safe handling and cleaning.
- Access to the out of doors.
- In-kennel enrichments.
- Strategies to reduce length of stay.



Canine Kennel

The above photo shows the interior portion of a double-compartment canine kennel. The fronts of the kennels have metal grates, which allow the dogs to have ventilation and be aware of what is going on outside of their kennel. This also allows staff members a view of the canines, potentially even from another room through an interior window. Another important aspect of interior housing for canines is cleanability, which involves flooring material, drains, and a means to clean. Ideally, non-slip, wet-application flooring is installed, with drains within the kennels, as well as the hallways (so that each space can be cleaned independently), and ceiling-mounted hoses for washing down and the application of disinfectant. The ability to clean is especially important for canines because they are housed on the floor.



Outdoor runs, canine kennel

Indoor/outdoor runs are beneficial to canines' mental well-being and physical health. The outdoor portions of kennels should ideally be covered by an overhang to protect the canine from harsh sunlight and rain. There are visual barriers between each dog, but the fronts of the runs have metal grids which help the dog not feel trapped and promotes quality air flow.



Canine Enrichment

Enrichment can be woven in with architecture as seen here. This is a designed, interactive play yard, but something as simple as a kiddie pool filled with water can bring much joy into a shelter dog's stay.

Double-compartment kennels benefit both dogs and people. To easily sanitize the kennel, which should be done each morning, the staff can sequester the dog on one side and close the divider door. This is the safest and most efficient for the staff. Fresh food and water can be provided after the kennel is cleaned, then the dog moves over so the opposite side of the kennel can be sanitized. Dogs should be fed a mixture of consistent quality dry and canned food twice daily. Food puzzles are another excellent way to provide added enrichment and treats to occupy dogs while in confinement.

Play groups are an important part of the enrichment program for shelter dogs. Every dog, every day should have play group time with the exception of those who do not enjoy play groups. Dogs Playing for Life (dogsplayingforlife.com) and Shelter Playgroup Alliance (shelterdogsplay.org) are the two organizations offering onsite training. When designing a new shelter facility, appropriate play yard spaces should always be included.

Natural, free play and exercise are imperative for dogs in confinement. These programs have proven to lower stress hormones, decrease the length of stay, and increase adoptions (<https://pubmed.ncbi.nlm.nih.gov/21862471/>, <https://dogsplayingforlife.com/2021-impact-report/>). Many of these programs are run 100 percent by volunteers and they offer the added benefit of endless opportunities to get social media content of dogs at their best.

Human and canine companionship, in and out of kennel enrichment, and a comfortable, soft bed to rest are key components of a Fear Free shelter environment for dogs.

9. Appendix 3: Meeting Notes

Staff Meeting Notes

What do you like about the current Palmetto Animal Shelter (if anything?)

- Multiple exits
- Like the sound barriers where we have them, but they get dirty
- Like the trees but they are hard to clean up
- Like the turf yards with hose access and sun shades
 - Bigger turf yards are nice
 - Like them better than small yards
- Like that break room is separated from adoption facility, but it is not large enough
- Double kennel is essential

What problems do you face at the current facilities?

- Flow hurts – having to go in from one side
 - Difficult and not well designed
 - Blind spots
- Safety and workman's compensation concerns considering condition, flow, and configuration of the existing building
- Need efficiency for cleaning
- Moving animals around – is super time consuming – that will get solved in a new facility
- Drains – connect to each other and they clog
 - Labor intensive to clean
 - Flies breed in the drains
- Hallways get humid when cleaning
- Not adequate ventilation
 - Worse in summer
 - Get more skin infections
- Walls are hard to clean – and paint comes off walls
 - PVC between kennels is easier to clean but dogs chew on them
- Having chain link between kennels is hard to clean – hair, rust, etc.
- Outside hallways are not wide enough
- Inadequate storage leads to obstructed hallways
- Problems at Bishop Animal Shelter:
 - Doors of kennels open in – dangerous – would like to have fixed
 - No dog isolation area here – leads to persistent respiratory disease
 - Therefore, will need isolation at new adoption center
 - Not enough kennels for bite quarantine
 - No tops on kennels (tops are needed)
 - Need covers for the kennel fronts
 - Some minor mods to clinic spaces – light fixtures do not work well, need X-ray room certification

What is needed in the new Adoption Center?

- Would like to have doors with windows
- Like outside kennels that do not face other dogs
- Would like fewer dogs facing each other and fewer groups of dogs – groups of 10
- Dog turf play yards
 - Shading for dog yards
 - Would like the sun shades to be longer instead of squares
 - Water feature for dog enrichment
 - Need better division in the yard areas
 - Roll bars on yard fencing to prevent escape
 - Have a lot of yards for the dogs even if they are not very big
 - Visual barriers between yards
 - Sensory garden for dogs
- Hallways that are easier to clean
- Multiple exits so as not to get stuck meeting another dog
- Drains in kennels and in the hallways in kennel areas
- Bathing room – have a dog shower
- Dishwashers break down – need better multi-bay sink
- Counter space is needed
- Food room – storage is important
- Need more ergonomic ways to store items
 - More organized storage
 - Double doors on storage
- Better water pressure
- A shower for use by staff
- Behavior dog area and/or low-stimulation rooms
- Rely a lot on volunteer and community service help – this is difficult especially on weekends – so need to design around this help with the layout of this facility
- Better staffing needed
- Noise control
- Place for volunteers to meet – where they can access volunteer check-in, lockers
- Adequate office space
- Place to house materials and uniforms, instructional materials
- Enrichment space
- Laundry room
- Dog walking areas
- Foster family supply storage
- Place for photos of newly adopted pets and pet families
- Place for additional adoptable cats (do not have enough capacity at Cat Town)
- Need four catios
- Need better practices for rabbit adoption space – with a better floor set-up – they often get Bumblefoot
- Bigger kennels are required for the population of dogs being housed

- Solid barriers between kennels
- Kennels that are not all glass
- No buddy housing for dogs – only individual housing
- For any new cat housing – no cats at floor level
- Meet and greet areas inside the building
- More privacy in the adoption lobby for adoption counseling
- Staffing area with lockers and restrooms – half-height locker size is adequate

10.Appendix 4: Alternate Options Considered

HDR and Animal Arts have developed multiple alternatives for consideration in case funding for future phases becomes available while we are designing phase 1 and future expansion and/or upgrades to the animal housing can be achieved. Below are few of the alternatives for consideration:

Alternate 1: Best Practice Construction, but Reduced in Size

This Alternate maintains longevity and best practice construction for animal housing but is half the size. In this scenario, the temporary facilities at the jail would also need to be used in order to decommission the Palmetto Animal Shelter, as this alternate does not have enough housing.

Zone	Room	Notes	#	Size	Net	Load	Gross	Ext. Cov.	Ex. Uncov.	Dogs	Cats
Public											
	Lobby w/ Desk	vestibule, 2 customer service, open concept	1	20 x 26 =	520	1.35	702				
	Public Restrooms		2	8 x 9 =	144	1.35	194				
	Janitor		1	4 x 5 =	20	1.35	27				
	Training Room w/ Storage		0	20 x 30 =	0	1.35	0				
Animal Housing											
	Meet/ Greet		2	10 x 12 =	240	1.35	324				
	Small Mammal/Flex Cages	one room	0	2.5 x 5 =	0	1.75	0				0
	Cat Adoption Cages	two rooms	6	2.5 x 5 =	75	1.75	131				6
	Catios	possibly relocate the Palmetto catio structures	4	10 x 16 =	640	2		1,280			
	Dog Housing Runs	indoor/indoor	20	5 x 10 =	1,000	3	3,000			20	
	Dog Housing Runs	indoor/outdoor	20	5 x 6 =	600	3	1,800			20	
	Outdoor		20	5 x 6 =	600	2		1,200			
	Dog Housing Runs (XL)	indoor/outdoor	20	6 x 7 =	840	3	2,520			20	
	Outdoor		20	6 x 7 =	840	2		1,680			
	Isolation		5	5 x 10 =	250	3	750			5	
	Dog Yards Small	needed but funded via philanthropy?	8	20 x 30 =	4,800	1			4,800		
	Dog Yards Medium	needed but funded via philanthropy?	10	40 x 40 =	16,000	1			16,000		
	Dog Yards Large	needed but funded via philanthropy?	4	40 x 80 =	12,800	1			12,800		
Office, Staff											
	Break Room		1	15 x 15 =	225	1.35	304				
	Offices	vol coord, animal adoption man, admin spec, population manager, social media	3	10 x 10 =	300	1.35	405				
	Manager Office		1	10 x 12 =	120	1.35	162				
	Huddle Room	phase 2	0	10 x 12 =	0	1.35	0				
Support											
	Restrooms		3	8 x 9 =	216	1.35	292				
	Shower/Changing		1	6 x 9 =	54	1.35	73				
	Lockers		1	10 x 10 =	100	1.35	135				
	Bunk Room	in bishop and phase 2	0	10 x 12 =	0	1.35	0				
	Laundry	two desired but 2nd in phase 2	1	14 x 20 =	280	1.35	378				
	Food Prep		1	10 x 16 =	160	1.35	216				
	Bathing	with dog shower	1	10 x 9 =	90	1.35	122				
	Volunteer Check-In	suggest check in in enrichment for phase 1	0	10 x 12 =	0	1.35	0				
Ballpark Cost Analysis											
	Covered Conditioned s.f.	Ballpark Costs		\$630 per s.f. =			\$7,698,726				
	Covered Unconditioned s.f.	Ballpark Costs		\$400 per s.f. =			\$1,664,000				
	Uncovered Yards	Ballpark Costs		\$75 per s.f. =			\$0			Funded Separately	
							\$9,362,726			Subtotal	
	Equipment Allowance	Based on other similar projects					\$1,100,000				
	Storage Building Allowance						\$0			Relocate	
							\$10,462,726			Total Project Costs	

In summary, Alternate 1 includes:

12,220 GSF of interior conditioned space

4,160 GSF of exterior covered space

65 dog capacity

Please note, in this Alternate, we have not identified the 33,600 square feet of essential outdoor yards to be included in the County funding; we propose that these can be funded via philanthropy.

Alternate 2: Best Practice Dog Housing, All Other Programs Minimized

This alternate explores the construction of best practice permanent dog housing as the primary project goal. Other programs would have to be constructed in later phases. This alternate does not include enough housing to meet program goals.

Zone	Room	Notes	#	Size	Net	Load	Gross	Ext. Cov.	Dogs
Public									
	Lobby w/ Desk	<i>made much smaller</i>	1	14 x 18 =	252	1.35	340		
	Meet/ Greet		2	10 x 10 =	200	1.35	270		
	Dog Housing Runs	<i>indoor/outdoor</i>	40	5 x 6 =	1,200	3	3,600		40
	<i>Outdoor</i>		40	5 x 6 =	1,200	2		2,400	
Office, Staff									
	Manager Office		1	10 x 10 =	100	1.35	135		
	Restrooms		2	8 x 9 =	144	1.35	194		
	Laundry/ Food Prep		1	14 x 20 =	280	1.35	378		
	Central Janitorial		1	6 x 8 =	48	1.35	65		
							4,982	2,400	40
Ballpark Cost Analysis									
	Covered Conditioned s.f.	<i>Ballpark Costs</i>	\$630	per s.f. =			\$3,138,912		
	Covered Unconditioned s.f.	<i>Ballpark Costs</i>	\$400	per s.f. =			\$960,000		
							\$4,098,912	Subtotal	
	Equipment Allowance	<i>Based on other similar projects</i>					\$440,000		
							\$4,538,912	Total Project Costs	

In summary, Alternate 2 includes:

4,982 GSF of interior conditioned space

2,400 GSF of exterior covered space

40 dog capacity

Please note, in this Alternate, we have significant amount of phasing to achieve full decommissioning of the Palmetto Facility.

Alternate 3: Best Practice Dog Housing (reduced), All Other Programs Minimized

This alternate is a variation of Alternate 2, with even fewer dog housing units constructed, to meet a lower budget limit.

Zone	Room	Notes	#	Size	Net	Load	Gross	Ext. Cov.	Dogs
Public									
	Lobby w/ Desk	<i>made much smaller</i>	1	14 x 18 =	252	1.35	340		
	Meet/ Greet		2	10 x 10 =	200	1.35	270		
	Dog Housing Runs	<i>indoor/outdoor</i>	20	5 x 6 =	600	3	1,800		20
	<i>Outdoor</i>		20	5 x 6 =	600	2		1,200	
Office, Staff									
	Manager Office		1	10 x 10 =	100	1.35	135		
	Restrooms		2	8 x 9 =	144	1.35	194		
	Laundry/ Food Prep		1	14 x 20 =	280	1.35	378		
	Central Janitorial		1	6 x 8 =	48	1.35	65		
							3,182	1,200	20
Ballpark Cost Analysis									
	Covered Conditioned s.f.	<i>Ballpark Costs</i>	\$630	per s.f.	=		\$2,004,912		
	Covered Unconditioned s.f.	<i>Ballpark Costs</i>	\$400	per s.f.	=		\$480,000		
							\$2,484,912	Subtotal	
	Equipment Allowance	<i>Based on other similar projects</i>					\$366,667		
							\$2,851,579	Total Project Costs	

In summary, Alternate 3 includes:

- 3,182 GSF of interior conditioned space
- 1,200 GSF of exterior covered space
- 20 dog capacity

Please note, in this Alternate, we have significant amount of phasing to achieve full decommissioning of the Palmetto Facility.