

Rochester Animal Services

Masterplan and Facility Assessment Report

May 25, 2023



ANIMAL ARTS

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Creating Inspired Space



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1 Executive Summary

On September 27 and 28, 2022, Heather Lewis and Caty Townsend of Animal Arts, in partnership with Kideney Architects, hosted a Needs Assessment Workshop with Rochester Animal Services (RAS) in Rochester, New York. This included an analysis of the existing facility and informed discussions with staff and leadership around operations and challenges. The following report documents the data analysis conducted prior to the workshop, an overall review of the existing facility, discussions at the workshop, including presentation highlights, and future opportunities for the organization.

The first day of the workshop included a walking tour of the facility, the surrounding park, potential alternate site options, and the remotely located storage containers. The second day was a strategic planning workshop to discuss observations, best practices in animal shelter design, shelter statistics, and interview-style conversations with key staff. All findings were incorporated into a facility program of required spaces that will inform the recommended options. For more detail, see the attached *Plan Options Package*.

- Option 1A – renovate the existing shelter facility.
 - 10,183 sf of renovation with an approximate project cost total of \$6,509,775
- Option 1B – renovate the existing facility including the mounted patrol portion.
 - 13,847 sf of renovation with an approximate project cost total of \$11,608,262
- Option 2A – renovate and expand the existing shelter facility with a single-story addition.
 - 13,847 sf of renovation plus 7,200 sf of new construction with an approximate project cost total of \$20,817,302
- Option 2B – renovate and expand the existing shelter facility with a single-story addition.
 - 13,847 sf of renovation plus 7,915 sf of new construction with an approximate project cost total of \$21,798,420
- Option 2C – renovate and expand the existing shelter facility with a two-story addition.
 - 13,847 sf of renovation plus 14,821 sf of new construction with an approximate project cost total of \$27,871,879
- Option 3 – construction of a new shelter facility
 - Approximately 29,048 sf of new construction on a to be determined site location with an approximate project cost total of \$37,693,170.

Rochester Animal Services opted to pursue a concept floor plan for Option 3 – New Construction as shown in the Recommended Next Steps Section of this report. This was supported by the design team as the best decision, based on the physical conditions of the existing facility and the inability to meet the full, necessary facility program with Options 1A through 2C.



2 Background Information

Rochester Animal Services has long been dedicated to the welfare and protection of animals in the Rochester area and has goals to continue to align with the Human Animal Support Services (HASS) framework for progressive animal sheltering. With a strong team-building connections between pets and people through advocacy and education, RAS provides care to over 2,700 pets annually.

Rochester Animal Services currently provides a wide variety of services for homeless, neglected, and abused pets, while serving the community and achieving a high standard of care. RAS currently offers the following services:

- Supported self-rehoming and owner relinquishment
- In-house medical care
- Spay and neuter services
- Community cat (TNR) programs
- No-cost spay/neuter via support programs
- Vaccination clinics for the Public
- Adoption services
- Foster programs
- Animal field services
- Stray holding
- Pet licensing
- Court ordered holds
- Community outreach and education
- Pet food bank

The Rochester Animal Services's facility does not match the quality of programs, operations, and care provided by the organization. The limitations of the physical spaces to accommodate the proper staffing and support needed for additional programs was the biggest challenge cited. It would be extremely difficult and potentially cost prohibitive to undergo a major renovation project at the existing facility as the physical condition of the building requires extensive rehabilitation.

The need for quality animal care services is a major challenge in the community and better support for pet owners is a continued goal of the organization. Rochester Animal Services would like to continue its transformation into a community animal care center to better serve the needs of people and animals well into the future.



3 Assessment of Existing Facility

Purpose and Method

On August 10, 2022, Kidney Architects visited the current facility at 184 Verona Street to assess the building's condition with respect to a potential renovation and/or expansion. We observed visible building elements associated with building structure, building envelope, interior spaces, and finishes. We also assessed existing heating, ventilating, cooling, plumbing, electrical, and fire protection systems. Additionally, we have endeavored to identify existing code deficiencies and to cite current code requirements that warrant consideration while determining if renovation, renovation and expansion, or construction of a new facility would best serve the goals of RAS. Our on-site observations are as follows:

Building General

Rochester Animal Services is housed within a two-story building that they share with the Rochester Police Department's Mounted Patrol Unit. Building area on the first floor is approximately 12,765 sf, Building area on the second floor is roughly 1,213 sf. Rochester Animal Services occupies approximately 10,354 sf on the first-floor level.



Existing two-story building, shared by Rochester Animal Services and Rochester Mounted Police.





FIRST FLOOR PLAN - EXISTING



First Floor of the existing building. Rochester Animal Services occupies the shaded area.



Building Envelope

General

The exterior walls of the building reveal that the western half was the original construction, and that the eastern half was added afterward. The western half of the building displays ornately detailed loadbearing clay brick masonry walls, over parged rubble foundations. Exterior walls on the eastern half of the building utilize a more economical, in-plane construction of loadbearing, clay-brick masonry, on cast-in-place concrete foundations. The east half of the building also incorporates wainscot-height, glazed-clay-tile masonry at its north and east facades.

First story fenestrations include aluminum-framed storefront systems, operable metal windows, fixed translucent wall systems, hollow metal doors, and an insulated-metal, sectional garage door. Stone sills are present at window openings on the original (west) half of the building. A continuous windowsill/water-table of precast concrete is present at the building addition to the east. Wide fenestrations on the east façade of the building have been infilled with a faux-brick panel system, evident by the visible pattern of rectangular 3 high x 2 wide “brick modules” with sealant-filled “faux-mortar joints” between panels.

The first story flat roof is covered with a rubber membrane system (EPDM) that directs stormwater to internal roof drains. The main entrance vestibule has a gable roof covered by prefinished, standing-seam metal roofing, which directs stormwater to prefinished gutters and downspouts to grade.

Second story exterior walls are covered with prefinished vertical metal panels. The only fenestration is a hollow metal door which provides access to the first story roof surface.

The second story flat roof is covered with a rubber membrane system, which directs stormwater to prefinished metal gutters and downspouts on the south edge, that splash-out to the first story roof surface.



Envelope Condition

The envelope needs general maintenance and restoration including but not limited to:

- North wall:
 - Flash-cap the two-part stone masonry caps atop CMU entry columns.
 - Restore the parging at concrete masonry entry columns.
 - Rehang the gutter and downspout on the west side of the standing seam roof.
 - Replace cracked or spalled clay brick masonry.
 - Repoint clay brick masonry.
 - Replace cracked and/or spalled clay tile masonry.
 - Repoint clay tile masonry.
 - Clean clay tile masonry.
 - Re-seal facings of clay tile masonry with a penetrating weather barrier.
 - Recoat the exposed wood entry trellis.
 - Recoat metal windows.
 - Reseal metal window perimeters.



Wood entry trellis and parged masonry columns.



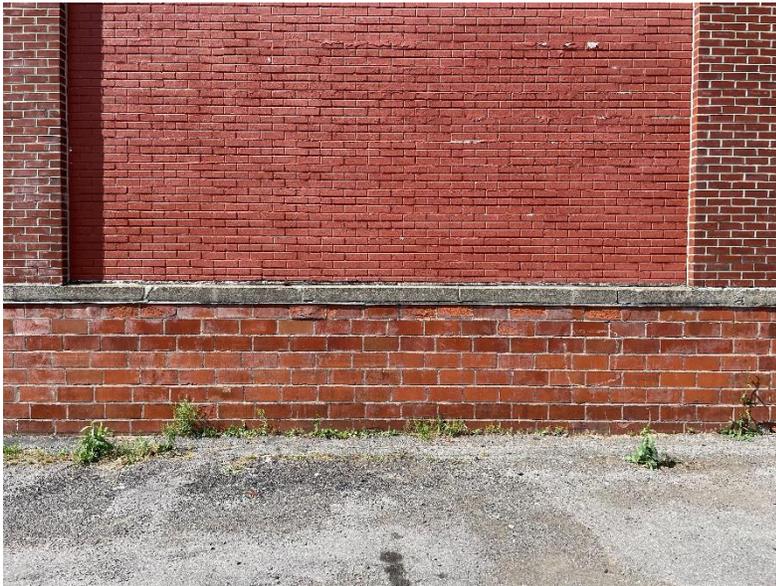
Cracked and spalled clay-tile masonry water-table.

- South wall:
 - Replace cracked and/or spalled clay brick masonry.
 - Repoint the brick masonry.
 - Clean the brick masonry.
 - Repoint/re-charge the stone foundations.
 - Recoat metal frames of translucent wall system.
 - Reseal joints between the translucent wall system and masonry rough openings.



South wall, in need of foundation parging, brick masonry repointing, and re-sealing window perimeters.

- East wall:
 - Correct the backup framing behind faux brick panels that have moved out-of-plane.
 - Reseal perimeter joints around faux-brick panels.
 - Remove and replace cracked and/or spalled clay-brick masonry.
 - Repoint clay-brick masonry.
 - Clean clay-brick masonry.
 - Repoint precast concrete water-table. Reset where required.
 - Reseal vertical joints in the precast concrete water-table.
 - Replace spalled clay-tile masonry below water-table.
 - Repoint clay-tile masonry below water-table.
 - Clean clay-tile masonry below water-table.



East wall with faux-brick panels over precast concrete, over structural clay-tile masonry.

- West wall:
 - Replace sagging metal lintels over windows.
 - Remove and reset/replace brick over new lintels.
 - Repoint clay-brick masonry.
 - Clean clay-brick masonry.
 - Re-parge stone foundation.
 - Recoat metal frames of translucent wall system.
 - Reseal joints between the translucent wall system and masonry rough openings.



West wall, horizontal mortar joints in brick masonry have failed as brick drops with sagging steel lintels.

Building Structure

Structural Systems

The eastern and western halves of the building were constructed at different times, with slightly different structural systems. At the western half, the roof structure is composed of wood plank and joists, over steel or wood girders (running east/west), supported by interior steel columns on an approximate 20 x 20 grid. The eastern half of the building is a building addition, with the roof deck supported by steel beams at roughly 6'-0" on center, bearing onto deeper steel girders that span in the east/west direction. The exterior walls of both constructions are load bearing masonry.



Left: Wood roof framing at original building.



Right: Roof deck over steel framing at building addition.

Structural Condition

Our observations of visible building elements indicate that the building is structurally sound. There are some deficiencies in the load-bearing masonry that will require correction in the very near future.

- Spalled and cracked structural clay tiles make up a portion of the exterior, load-bearing masonry walls. Deteriorating clay tiles will eventually require removal and replacement. Structurally sound clay tile may remain in place. All structural clay tiles should be repointed to ensure that water does not penetrate the mortar bed and enter tile cavities. The structural clay tile is unfaced and not suitable for exposure to the elements. An applied weather barrier covering is recommended. Alternatively, the unfaced clay-tile masonry could be replaced with faced clay-tile masonry or preferably faced brick masonry.
- Steel lintels above wide window openings are sagging. This is an indication that the steel was either undersized or has begun to corrode and fail. At a minimum, these lintels carry the weight of the brick masonry above. At worst, depending on how the roof was framed, these lintels may also be carrying some portion of the roof load. Either way, the failing lintels will eventually require corrective measures.



Building Interior

Poor, Good, and Excellent Condition

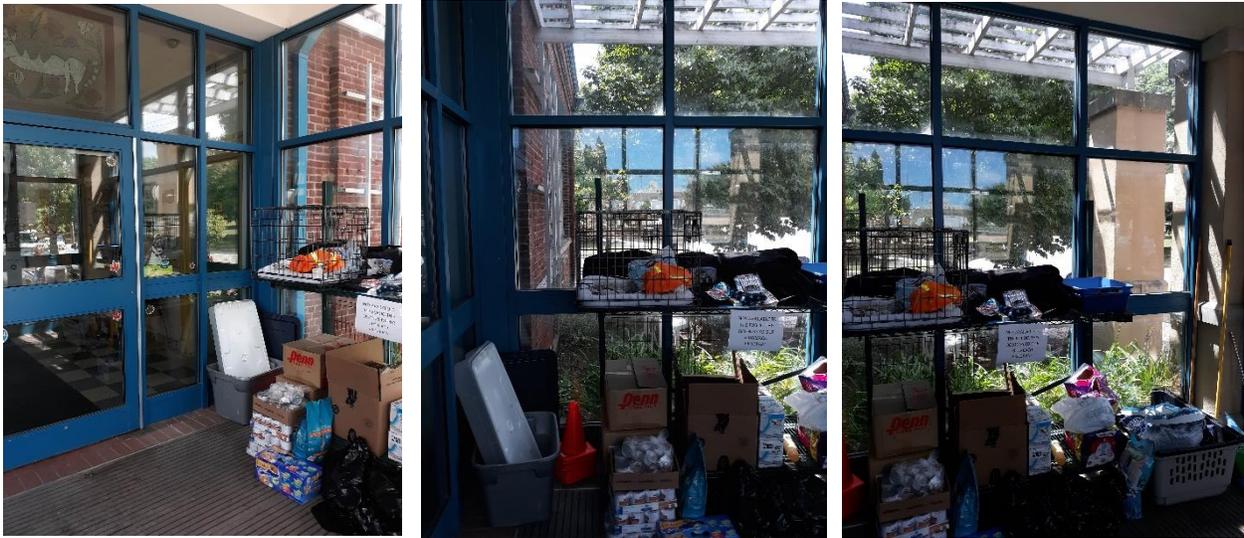
These terms, as defined below, are used in this report to qualify the condition of building elements:

- Poor condition: Ready to be repaired or replaced; soiled, worn, damaged, or not functional.
- Good condition: Not requiring replacement; not perfect, but sound and functional.
- Excellent condition: Nearly new; without apparent damage or noticeable wear.

Vestibule

The vestibule is spacious enough for human and pet traffic. One third of the floor area is consumed by boxes of Outreach Program supplies atop a table and on the floor below, indicating a lack of alternative space for this function within the building.

- Door and frame: Aluminum-framed storefront system w/ insulating glass – good condition.
- Floor: Framed, roll-up walk-off mat w/ brick paver perimeter surround – good condition.
- Walls: Aluminum-framed storefront system w/ insulating glass – good condition.
- Columns: Parged, concrete-masonry units with stone base, banding, and cap – good condition.
- Ceiling: Gypsum wall board on sloped rafters (vaulted) – good condition.



Outreach Program supplies in the entry vestibule indicate a lack of alternative storage space.

Waiting and Reception

This space is rectangular in shape, with a rectangular reception desk on the same axis. Two guest chairs are available. A Pet Tag kiosk, a small, half-round table and chair, and a television monitor are in the corner near the entry door. The door to a single public toilet room opens directly onto this space. Guests are received at the short side of the reception desk which does not immediately offer a low counter for people with disabilities. The public circulation space narrows along the side of the reception desk, where two additional transaction counters (one accessible) are available. Two additional seated transaction counters are available at the far, short end of the reception desk. A recessed, retail display wall opposite the long side of the reception desk has been repurposed to display a mural of shelter animal photos. A TV monitor is mounted here as well. The countertop of this display area is being used as a surface for placing travel crates.

- Door: (Vestibule/Reception) Aluminum-framed storefront, w/ insulating glass – good condition.
- Flooring: 12" x 12" ceramic or porcelain tile – excellent condition.
- Wall base: 6" x 12" ceramic or porcelain tile – excellent condition.
- Walls: CMU wainscot, gypsum wall board – good condition.
- Running trim: Painted, wood chair rail and trim around metal door frames – good condition.
- Ceiling: Suspended acoustical panel, various textures – good condition.
- Plumbing: High/low accessible water cooler – excellent condition.
- Fire extinguisher cabinets: (rusting) – poor condition.



Left: Guests are received at the short side of the reception desk. Right: A recessed retail display wall opposite the long side of the reception desk has been repurposed.

Toilet Room

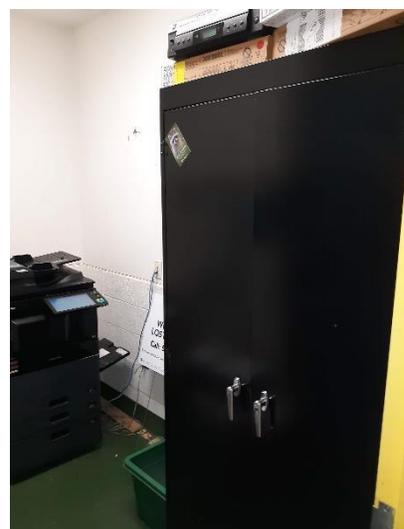
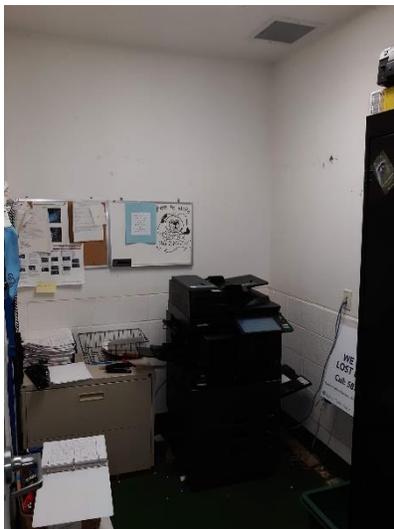
This unisex toilet room is directly accessible from Reception.

- Door: Wood, privacy-lever lock, closer, kick plate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: 12" x 12" ceramic or porcelain tile – good condition.
- Wall base: 6" x 12" ceramic or porcelain tile – good condition.
- Walls: CMU wainscot, gypsum wall board – good condition.
- Ceiling: Suspended acoustical panel – poor condition.

Copy Room

The entrance to this room is not quite behind the reception desk, and its contents are visible to the public lobby. Bins and boxes lay directly on the floor.

- Door: Wood, half lite, lever-handle lock, closer, kick plate – good condition.
- Flooring: Smooth epoxy – good condition.
- Wall base: Integral epoxy – good condition.
- Walls: CMU wainscot, gypsum wall board – good condition.
- Ceiling: Gypsum – good condition.

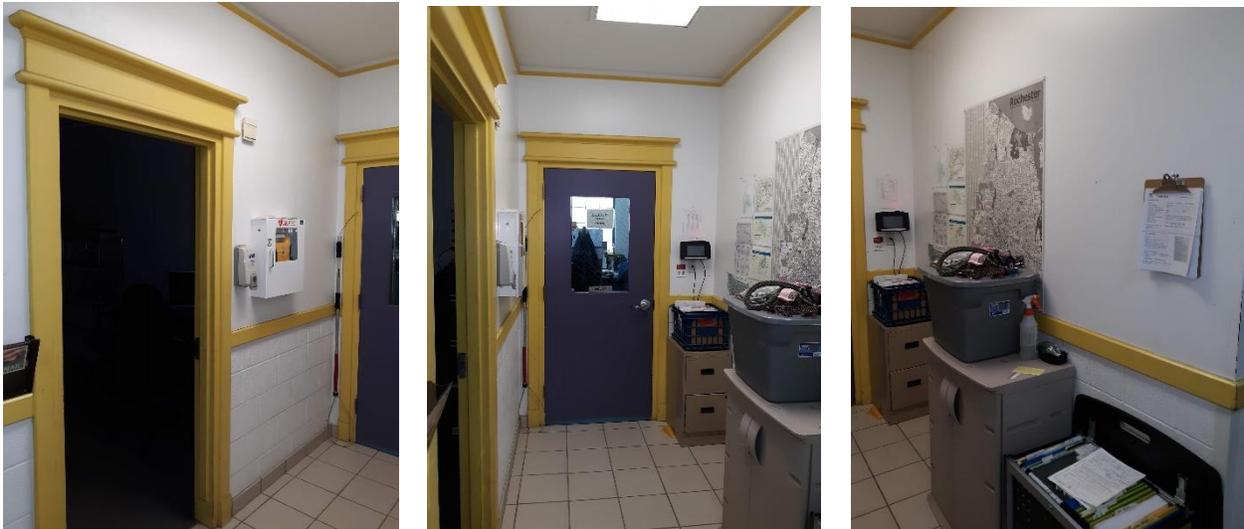


The entrance to this room is not behind the reception desk, and its contents are visible to the public.

Passage 1

Without any door, reception counter, or other physical barrier from the lobby, this passage unfortunately permits unrestricted public access to the ACO Office, and the Open Office. Neither of these office spaces are intended to receive the public. File and storage cabinets have migrated into this narrow circulation space, indicating a lack of storage space elsewhere. Regional maps and charts are pinned to the gypsum board wall.

- Running trim: Painted, wood chair rail, trim around metal door frames, crown – good condition.
- Flooring: 12" x 12" ceramic or porcelain tile – excellent condition.
- Wall base: 6" x 12" ceramic or porcelain tile – excellent condition.
- Walls: CMU wainscot, gypsum wall board – good condition.
- Ceiling: Gypsum wallboard – good condition.

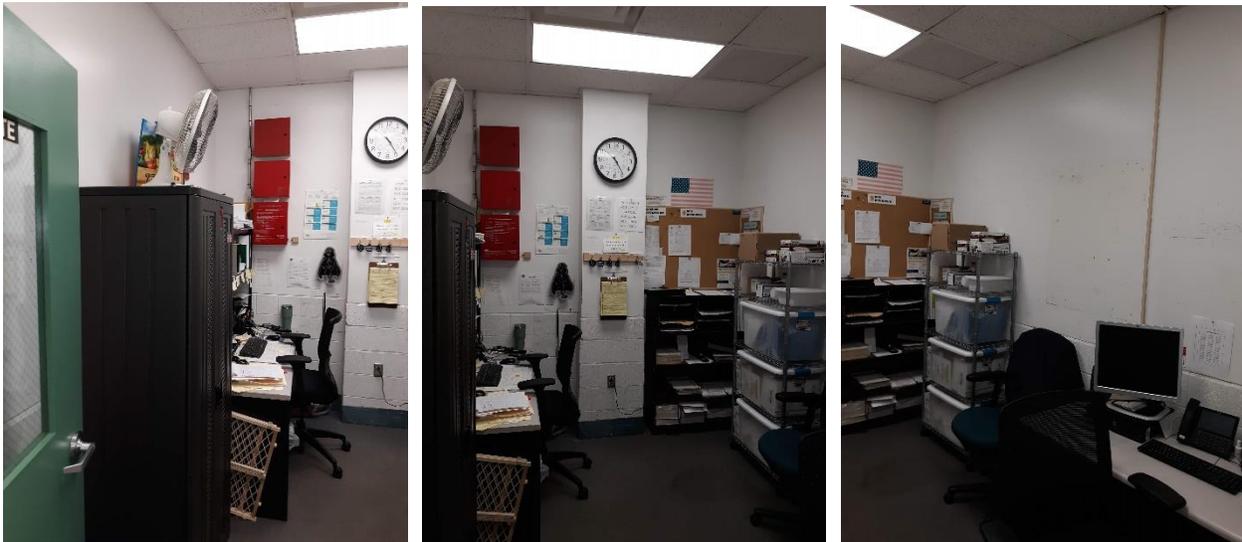


This passage unfortunately permits unrestricted public access to the ACO Office, and the Open Office.

ACO Office

This office is occupied by the Animal Control Officers (ACO's). Each has a countertop style workstation.

- Door: Hollow metal w/ half-lite wire glass, lever-handle lock, closer, kick plate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: Carpet – poor condition.
- Walls: CMU wainscot, gypsum wall board – good condition.
- Wall base: Rubber – good condition.
- Ceiling: Suspended acoustical panel – poor condition.
- Workstations: Laminated countertop – poor condition.
- Equipment: Four-drawer vertical file, wire shelving, bookshelf, tall, two-door, plastic cabinet.



This office is occupied by the Animal Control Officers (ACO's). Each has a countertop style workstation.

Office

This office was partitioned off from the former File Room. Currently this space serves as a private office and contains an L-shaped desk.

- Door: Hollow metal, butt-hinges, lever-handle lock – excellent condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: Vinyl plank (faux wood) – good condition.
- Walls – north and south: gypsum wallboard – good condition.
- Walls – east and west: CMU wainscot, gypsum wall board – good condition.
- Wall base: Rubber – good condition.
- Window treatments: None.
- Ceiling: Suspended acoustical panel – good condition.

Director's Office

This office contains an L-shaped desk, guest chairs, and a bookshelf. Floor space appears sufficient. The entry door opens directly onto the Open Office.

- Door: Hollow metal, butt-hinges, lever-handle lock – good condition.
- Door frame: Hollow metal – good condition.
- Flooring: Carpet – poor condition.
- Walls: Gypsum wall board: good condition.
- Wall base: Rubber – good condition.
- Window treatments: Vertical blinds, west wall – good condition.
- Ceiling: Suspended acoustical panel – poor condition, stains.



Open Office

This back-of-house open-office space contains five U-shaped systems-furniture “cubicle” workstations. The cubicles themselves are efficiently arranged. There is insufficient space for the many storage cabinets, bins, shelving, and filing cabinets. Consequently, these items are poorly placed. In some cases, bins and boxes lay directly on the floor and within circulation paths.

- Door: Hollow metal, butt hinges, ½-lite wired glass, lever-handle lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: Carpet – poor condition.
- Walls – north, south, and east: CMU wainscot, gypsum wall board – good condition.
- Walls – west: Gypsum wallboard - good condition.
- Wall base: Vinyl – good condition.
- Ceiling: Suspended acoustical panel – poor condition.
- Window treatments: None.



Open Office: There is insufficient space for the many storage cabinets, bins, shelving, and filing cabinets.

Break Room

The Break Room itself is in good condition, but its location within the building and the layout of built-ins and furnishings are not ideal. The Break Room is somewhat misplaced, as staff need to traverse the Public Lobby to access this space. Inside, a television sits atop a refrigerator which is not integral to the line of cabinetry. A coat rod and shelf limit circulation around the table and chairs. The table and chairs crowd the base cabinets. Animal supplies and equipment are in boxes on the floor, indicating a lack of storage space elsewhere.

- Door: Wood, ½-lite wired, butt hinges, lever-passage set, closer, kick plate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: 12" x 12" VCT – good condition.
- Walls – north and west: Gypsum wall board – good condition.
- Walls – south and east: CMU wainscot, gypsum wall board – good condition.
- Wall base: Rubber – good condition.
- Ceiling: Suspended acoustical panel – good condition.
- Millwork: Plastic-laminate base cabinetry, countertop, and wall cabinets – good condition.
- Equipment: Table and four chairs, refrigerator, slow cooker, television, wall phone, trash can, vacuum, locked, wall display board, coat hanger rod/shelf, microwave, and toaster oven.



Animal supplies and equipment are in boxes on the floor, indicating a lack of storage space elsewhere.

Passage 2

This passage connects the Break Room and the Conference Room to the Reception Lobby. A card-access-secured cross-corridor door leads to building areas occupied by the Mounted Police. Without a secure door onto the public lobby, this passage unfortunately permits public access into what should be a restricted back-of-house area.

- Flooring: 12" x 12" ceramic or porcelain tile – excellent condition.
- Wall base: 6" x 12" ceramic or porcelain tile – excellent condition.
- Walls – north, south, and east: CMU wainscot, gypsum wall board – good condition.
- Walls – west: NA.
- Running trim: Painted, wood chair rail and trim around metal door frames – good condition.
- Fire protection: Fire extinguisher cabinets (rusting) – poor condition.



This passage unfortunately permits public access into what should be restricted back-of-house areas.

Conference

While intended as a staff meeting room, this large space is inundated with overflow storage that should be located elsewhere. There are four or five chairs, but no conference room table. A U-shaped workstation for outreach volunteers consumes one corner of the space.

- Door: Wood, ½-lite wired glass, lever-handle lock, closer, kickplate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: 12" x 12" VCT – poor condition.
- Wall base: Vinyl – good condition.
- Walls – north, east, west: CMU wainscot, gypsum wall board – good condition.
- Walls – south: Gypsum wallboard – good condition.
- Ceiling: Suspended acoustical panel – poor condition.
- Electrical power and data receptacle quantity – poor.



The Conference Room is inundated with overflow storage that should be located elsewhere.

Server Closet

The Server closet is accessed via the Conference Room. Ideally, this space would have a secure door directly onto a back-of-house corridor so that equipment could be serviced without interrupting Conference Room activities.

- Door: Hollow metal, lever handle lock - good condition.
- Door Frame: Hollow metal with full stops – good condition.

Volunteers' Office

The door to this space opens onto Reception, just beyond the transaction counter area. This space was created from a portion of the original Conference Room. The partition demising this space from the Conference Room and the Serve Closet terminates below the acoustical panel ceiling.

- Door: Hollow metal, ½ lite, butt hinges, lever-handle lock, closer, kickplate – good condition.
- Door frame: Hollow metal with full stops – good condition.
- Floor: 12" x 12" VCT – good condition. Carpet remnants spread about.
- Wall base: Vinyl – good condition.
- Walls – north and east: Gypsum wallboard – good condition.
- Walls – south and west: CMU wainscot, gypsum wall board – good condition.
- Ceiling: Suspended acoustical panel – poor condition.
- Equipment: Metal lockers, short, two-door, plastic cabinet, dry-erase board, tall, two-door, plastic cabinet, table workstation with laptop, armless chair, radios, six-peg coat hook.

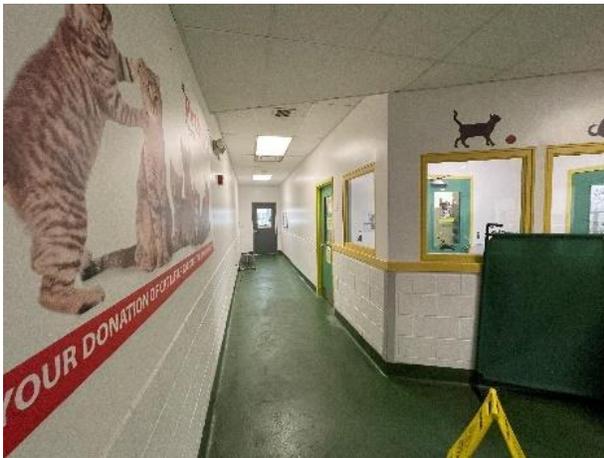


Volunteers' Office

Corridor 1

This non-secured corridor is accessed from the south end of Reception and is the primary back-of-house corridor linking animal housing, adoption, and building utility spaces. View windows provide staff an opportunity for passive observation of dog and cat adoption and acquaintance spaces. We observed the following code deficiency: West end of corridor presents a dead end exceeding 20 feet (BCNYS1020.4).

- Door: Wood, continuous-hinge, ½-lite wired glass, closer, passage set, kickplate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: Smooth epoxy – poor condition.
- Wall base: Integral epoxy – good condition.
- Walls: North: CMU wainscot, gypsum wall board, painted, wood chair rail – good condition.
- Ceiling: Suspended acoustical panel, various textures – good condition.
- Fire extinguisher cabinet, near Mech Room (rusting) – poor condition.



View westward



View northward



View eastward

Cat Adoption

This back-of-house space is accessed from the main back-of-house corridor.

- Door: Hollow metal, continuous-hinge, closer, ½-lite wired glass, lever lock, kickplate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Flooring: Smooth epoxy – good condition.
- Wall base: Integral epoxy – good condition.
- Walls:
 - North, south, east: CMU wainscot, wall-protection panel above – good condition.
 - West: Wall protection panel – good condition.
- Ceiling: Suspended acoustical panel, various textures – poor condition.
- Equipment: Cat housing with portals, tack boards.
- Surveillance: CCTV, west wall, viewing cages.



Views westward



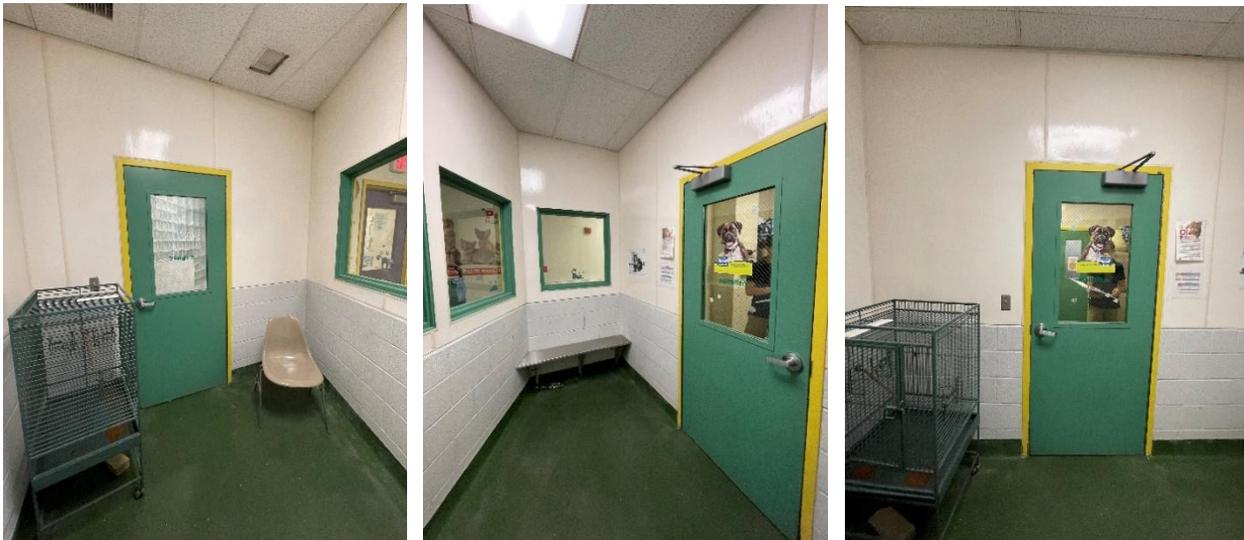
Views eastward



Cat Acquaintance

This small room offers an opportunity for interaction with cats that are available for adoption. The location of this space requires that clients be escorted through the main back-of-house corridor. Interior view windows onto the back-of-house corridor enable passive supervision by staff. This room also provides access to one of two Cat Climb rooms.

- Door: Hollow metal, ½-lite wired glass, continuous hinge, lever lock, closer – good condition.
- Door frame: Hollow metal – good condition.
- Floor: Smooth epoxy – good condition.
- Walls: CMU wainscot, wall protection panel above – good condition.
- Ceiling: Suspended acoustical panel, various textures – poor condition.
- Equipment: Built-in, stainless steel bench seat, armless chair, cage on casters.

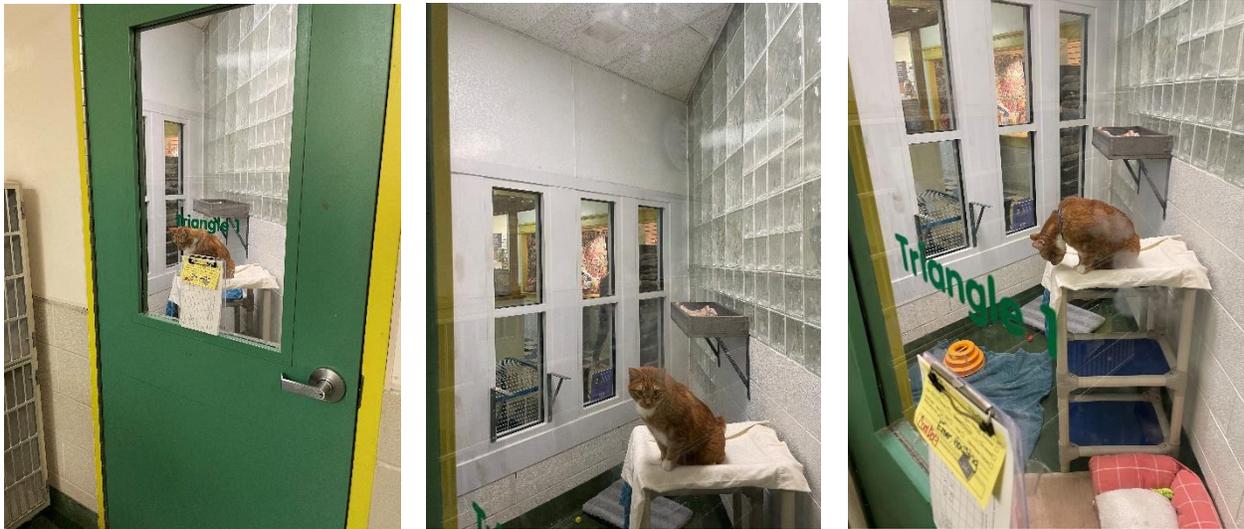


The location of this space requires that clients traverse the main back-of-house corridor.

Cat Climb

This space is accessed via Cat Adoption. Windows onto Waiting and Reception offer the public glimpses of cats that are available for adoption.

- Door: Hollow metal, ½-lite glass, continuous hinge, lever lock – good condition.
- Door frame: Hollow metal – good condition.
- Floor: smooth epoxy – good condition.
- Wall base: Integral smooth epoxy – good condition.
- Walls – north: CMU wainscot, wall protection panel above – good condition.
- Windows: Glass block and insulated glass.
- Ceiling: Suspended acoustical panel, various textures – good condition.
- Equipment: Climbing structures, cat bed, toys.

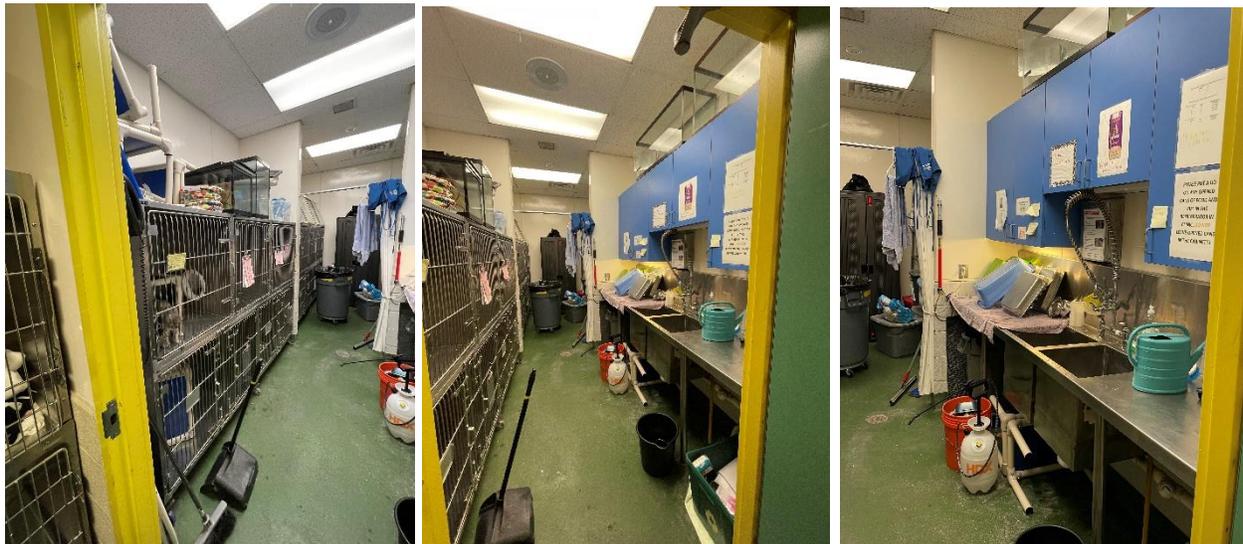


Windows onto Waiting and Reception offer the public glimpses of cats that are available for adoption.

Cat Kitchen

This space is accessed directly from Cat Adoption. Due to space constraints within the shelter, over-flow cat housing flanks the south wall, only a few feet opposite from where food is prepared and dishes are washed.

- Door: Hollow metal, continuous hinge, closer, passage levers, kick plate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral epoxy – poor condition.
- Walls – north and south: CMU wainscot, wall protection panel above – good condition.
- Ceiling: Suspended acoustical panel, various textures – good condition.
- Millwork: Plastic-laminate, wall-hung cabinetry over sink area – good condition.
- Equipment: Trash cans, plastic bins, cleaning supplies, cat cages flanking the south wall.
- Plumbing: Floor drain, stainless steel counter and splash with integral deep sink, faucet w/ spray hose – excellent condition.



Views westward, overflow cat housing flanks the south wall, a few feet from food preparation activities.

Cat Isolation

This space is accessed only by traversing the Cat Kitchen and was likely intended to house food and kitchen supplies. Due to space constraints, one wall of this space has been repurposed to house Cat Isolation. The opposite wall holds a variety of supplies. Cat Isolation is atmospherically contiguous to the Cat Kitchen, separated only by a curtain and rod. The housing of animals within the kitchen area indicates that the facility is lacking necessary functional space.

- Door: Curtain only.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral epoxy – poor condition.
- Walls – north, south, east: CMU wainscot, wall protection panel above – good condition.
- Walls – west: Wall protection panel – good condition.
- Ceiling: Suspended acoustical panel, various textures – poor condition.
- Equipment: Cat cages flanking south wall. Wire shelving flanking north wall.
- Plumbing: Floor pitched to drain at Cat Kitchen.

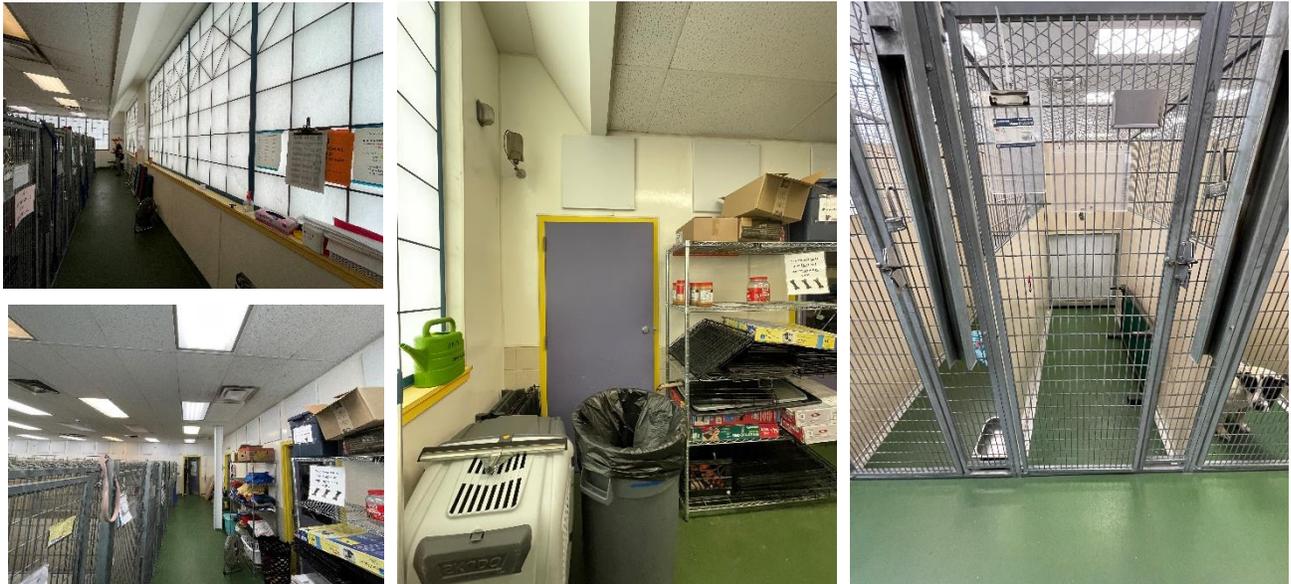


Views westward, Cat Isolation is atmospherically contiguous to the Cat Kitchen, which is not desirable.

Dog Housing

This is a large space with doors at each end, which benefits from substantial natural daylighting via translucent wall panels on two adjacent walls. There are 18 double-compartment runs that are currently utilized as 36 single-compartment runs. Ideally, each double would serve (1) dog, which would be moved from one side of the pairing to the other when runs are cleaned. The runs are in good condition with latch bolts that capture upon closing of the cage door, and hasps for padlocks. A continuous trench drain is positioned in alignment with the cage partitions that demise the runs. Supporting storage space is lacking as evidenced by supplies and equipment in the aisles. *We observed the following code deficiency: Lack of exit signage at each door to the corridor (BCNYS 1013.1). Because the Common Path of Travel exceeds 100 ft, both exit access doors are required. Because the egress path of travel may not be immediately clear, exit signs are required.*

- Doors: Two hollow metal, ½-lite wired glass, cont. hinge, closer, storeroom levers, electric strike, card reader, kickplates, and monitoring contacts – good condition.
- Door frames: Two, hollow metal frame with hospital stops – good condition.
- Floor: Smooth epoxy – good condition.
- Wall base: Integral epoxy – good condition.
- Walls, north and east: CMU wainscot, wall-protection panel above – good condition.
- Walls, south and west: Wall protection panel – good condition.
- Millwork: Plastic-laminate window stools and aprons – poor condition.
- Ceiling: Suspended acoustical panel – poor condition.
- Equipment: Pole-style dog lead, clipboards on walls, corner-view mirrors, plastic shelving, floor fans, elevated beds, mop/broom rack, hose rack, travel crates, stainless steel wire shelving, collapsible wire training crates, dog runs w/ 36"-high opaque wall panels and chain-link tops.
- Surveillance: CCTV, east wall, south end.



Natural daylight via translucent wall panels. Storage space is lacking. Eighteen two-compartment runs.

Dog Kitchen

This space is between Dog Housing and Dog Adoption and may be accessed from either side. For lack of shelving or storage cabinets, some supplies are stored directly on the floor.

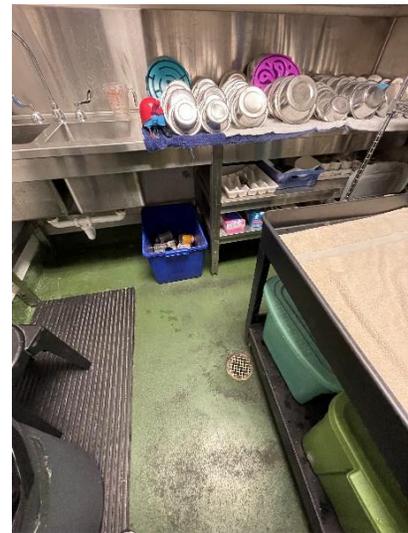
- Door: Hollow metal, wire glass, continuous hinge, closer, privacy lever lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral smooth epoxy – good condition.
- Walls: CMU wainscot, wall protection panel above – good condition.
- Ceiling: Suspended acoustical panel, rusting grid – poor condition.
- Millwork: Plastic-laminate, wall-hung cabinets – good condition.
- Equipment: Trash can, storage cans, dry-erase board, wall-hung paper towel dispensers, small recycle bin, stainless steel, wire shelving unit, plastic food-storage bins, refrigerator, broom rack, and dustpan, mobile, plastic-surface cart.
- Plumbing: Floor drain, stainless steel counter and splash with integral deep sink, faucet w/ spray hose – excellent condition.



View southward



View northward



View northward

Foster Supply

This space is between Dog Housing and Dog Adoption and may be accessed from either side. Additional shelving units might help to de-clutter this space and maximize its potential. Movement is restricted by the number of items sitting directly on the floor.

- Door: Two hollow metal doors, each w/ ½-lite, continuous hinge, closer, lever lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral smooth epoxy – good condition.
- Walls:
 - North, east, west: CMU wainscot, wall-protection panel above – good condition.
 - South: CMU wainscot, wall-protection panel above – poor condition.
- Ceiling: Suspended Acoustical Panel, rusting grid – poor condition.
- Equipment: Plastic-bin storage containers, stainless steel wire shelving unit.



Additional shelving units might help to de-clutter this space and maximize its potential.

Backflow Preventor

This space is where the water service enters the building. There is no finished ceiling to conceal the roof structure at this area, which is wood plank over wood joists. Unrelated supplies obstruct full access to the water service equipment, another indicator that the facility is lacking proper storage space elsewhere.

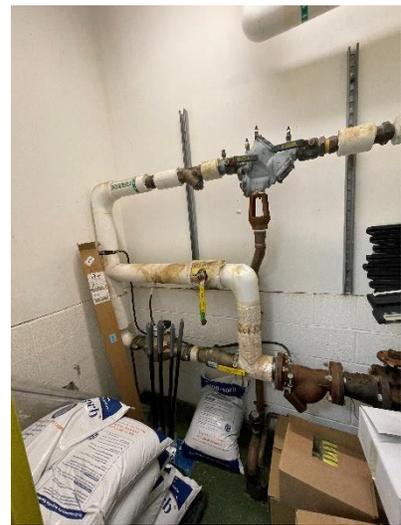
- Door: Hollow metal, butt hinges, deadbolt cylinder lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral smooth epoxy – poor condition.
- Walls:
 - South: Gypsum wall board – good condition.
 - North, east, west: CMU wainscot, gypsum wallboard above – good condition.
- Ceiling: None.
- Equipment: Water service equipment.



Wood roof structure above.



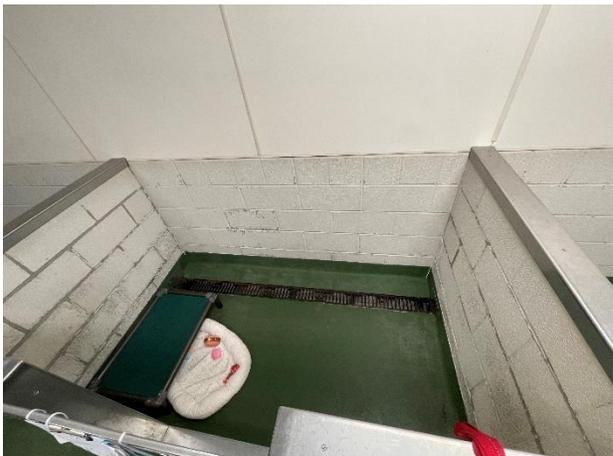
The Backflow Preventor room doubles as a supply storage space.



Puppy Room

This small room is a space for adopted puppies awaiting pickup. Windows provide staff the opportunity for passive supervision from the back-of-house corridor. Four spacious runs are constructed of 42"-high concrete masonry walls with stainless steel caps, jambs, and doors. Each run has its own trench drain. Dog bedding is piled atop travel carriers sitting on the floor, indicating lack of proper storage space.

- Door: Hollow metal, ½ lite, continuous hinge, closer exterior push, interior pull – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – good condition.
- Wall base: Integral smooth epoxy – good condition.
- Walls: North, south, east west: CMU wainscot, wall protection panels above – good condition.
- Ceiling: Suspended acoustical panel, stained, sagging, soiled – poor condition.
- Equipment: Wall-mounted file folder collector, plastic shelving units with treats and toys, travel carriers, squeegee, trash can, soft dog beds, elevated dog beds.
- Plumbing: Hose rack, floor drain (central), trench drain (each run).



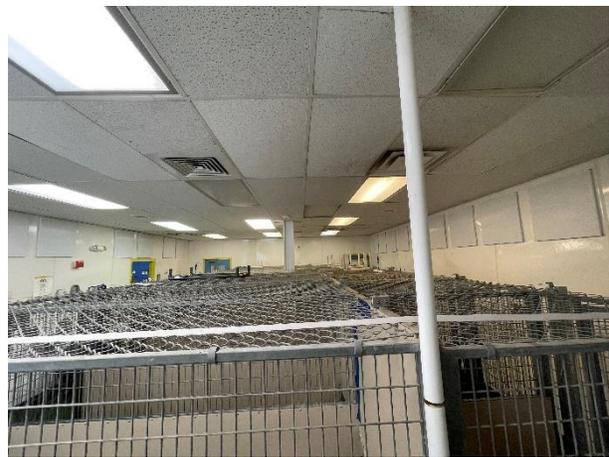
Runs are constructed of 42"-high CMU walls.

Each run has its own trench drain.

Dog Adoption

This large space, with two remotely located doors, benefits from substantial natural daylighting via translucent wall panels on the exterior wall. There are nine double-sided runs with a full and a half-size compartment. Each run serves one dog, which can be moved from one side to the other when runs are cleaned. Runs are in good condition with latch bolts that capture upon closing of the cage door, and hasps for padlocks. A continuous trench drain is positioned in alignment with the cage partition that demises full-size compartments from half-size compartments.

- Door: Two, hollow metal, ½-lite wired glass, lever locks, closer, kick plates – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – good condition.
- Wall base: Integral smooth epoxy – good condition.
- Walls:
 - North, west: CMU wainscot, wall-protection panels above – good condition.
 - South, east: Wall-protection panels – good condition.
- Ceiling: Suspended acoustical panel, sagging, soiled, – poor condition.
- Millwork: Plastic-laminate window stools and aprons – poor condition.
- Equipment: Short, two-door plastic cabinet, floor fan, wall-mounted glove boxes, wall-mounted file folder collectors, pole-type dog leads, trash can, wire shelving unit, squeegee and broom rack, broom and dust bins, hose rack, elevated beds.
- Surveillance: None.

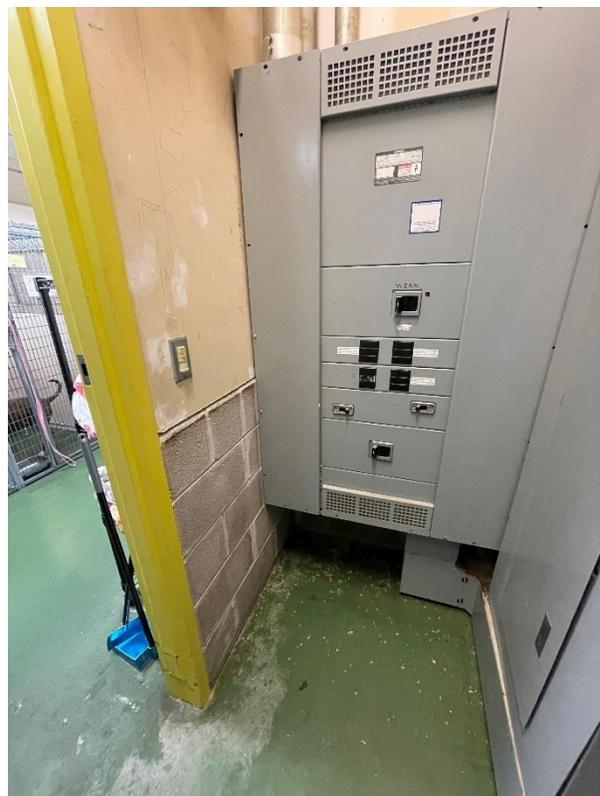


There are nine, double-sided runs with a full-size and a half-size compartment.

Electrical

This space is accessed through Dog Adoption. Mice droppings indicate that a pathway into the building exterior needs to be identified and eliminated.

- Door: Hollow metal, butt hinges, dead-bolt lock with interior thumb turn – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: None.
- Walls:
 - North, east, west: Gypsum board above (unfinished) CMU wainscot – good condition.
 - South: Gypsum wall board – poor condition.
- Ceiling: None.

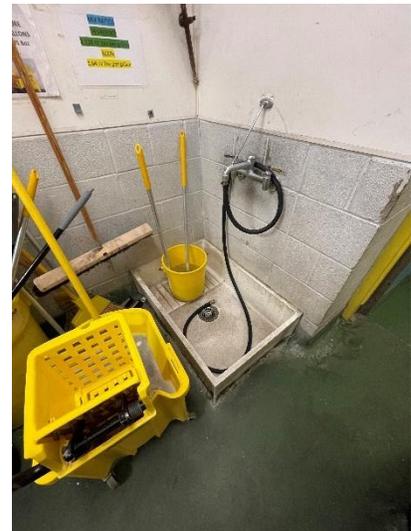


Mice droppings indicate that a pathway into the building exterior needs to be identified and eliminated.

Mechanical

Access to this room is from the main back-of-house corridor. This room is sufficiently sized to not only house typical mechanical and electrical equipment, but also a janitor's mop sink and cleaning carts. Piping on the wall remains from an abandoned plumbing system that has been partially removed.

- Door: Hollow metal, continuous hinge, closer, lever storeroom lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Integral smooth epoxy – poor condition.
- Walls: CMU wainscot, wall protection above – good condition.
- Ceiling: Suspended acoustical panel, sagging, soiled – poor condition.
- Equipment: Cleaning cart, tall, two-door metal cabinet, mop rack and shelf, mobile mop bucket, brooms, drum of cleaning concentrate, three trash cans.



Piping on the wall remains from an abandoned plumbing system that has been partially removed.

Cat Housing

Access to this centrally located space is from the main back-of-house corridor. There is a half-height view window in the door, which enables passive supervision from the corridor. Visitors are not permitted in this room, which strictly serves as an internal cat housing and recovery space. Stainless steel cat cages with portals are in excellent condition.

- Door: Hollow metal, ½-lite wired glass, continuous hinge, closer, lever lock – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls: CMU wainscot, wall protection above – good condition.
- Ceiling: Suspended acoustical panel ceiling – poor condition.
- Equipment: Cat cages w/ portals – excellent condition. Tall, two-door plastic cabinet (beds), tall metal shelving unit, two tables, counter scale, counter-size refrigerator, cat carrier, trash can, wall-mounted glove boxes, hose rack.

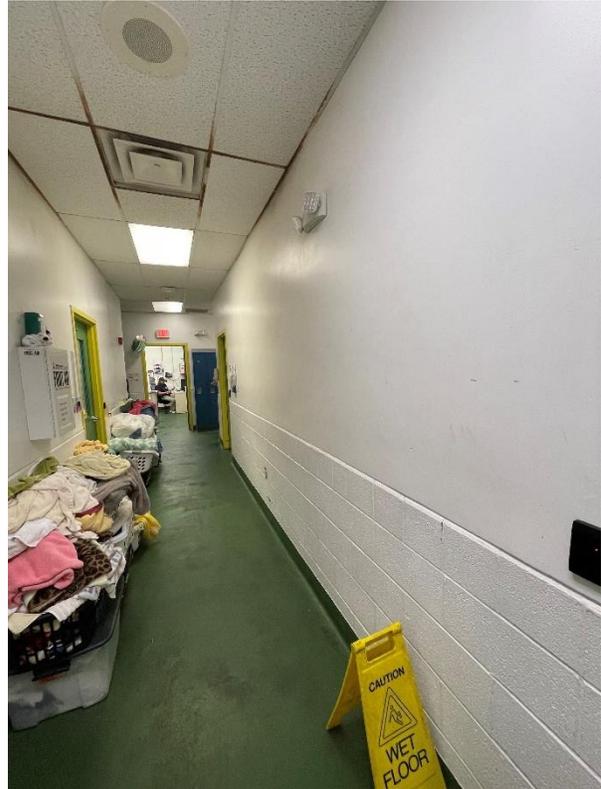


Stainless steel cat cages with portals are in excellent condition.

Corridor 2

This corridor connects treatment spaces to recovery spaces. It's located in the eastern half of the building and is demised from the main back-of-house corridor by a cross-corridor partition and door. While signed for entry only by authorized personnel, the cross-corridor door is not secured. Within this corridor, dozens of dirty laundry baskets lay directly on the floor, just outside of the treatment suite, indicating that the facility lacks a proper soiled laundry hold. We observed the following code deficiency: Laundry baskets on the corridor floor impede safe exit access (FC 1031.2).

- Door: Hollow metal, ¼-lite, closer, passage levers, kickplate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls: CMU wainscot, gypsum wallboard above – good condition.
- Ceiling: Suspended acoustical ceiling panels (rusting grid) – poor condition.
- Equipment: Wall-mounted first aid kit, wall-mounted glove boxes.

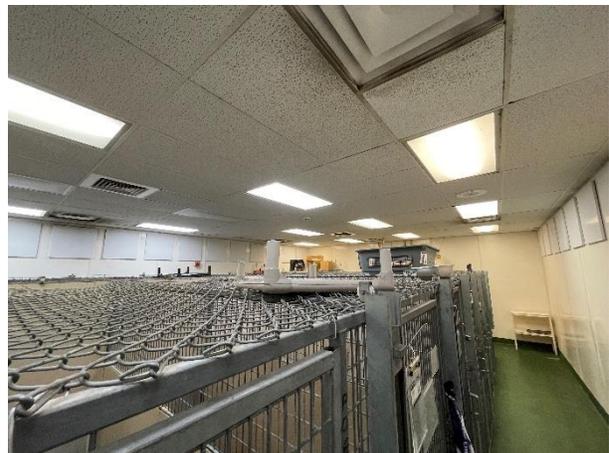


Laundry baskets on the corridor floor indicate that the facility lacks a proper soiled laundry hold.

Dog Bite/Hold

Situated across the corridor from the treatment suite, this is a large space with two remotely located and card-reader-secured doors. There are nine double-sided runs. Each run houses one dog, which can be moved from one side to the other when runs are cleaned. Runs are in good condition with latch bolts that capture upon closing of the cage door, and hasps for padlocks. A continuous trench drain is positioned in alignment with the cage partition that demises the run compartments. The first two runs on the west side are reserved for post-op recovery patients. The balance of runs house more aggressive dogs.

- Door: Hollow metal, ½-lite wired glass, continuous hinge, closer, e-strike and card reader – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy poor condition.
- Walls:
 - North, east: CMU wainscot, wall protection above – good condition.
 - South, west: Wall protection panel – good condition.
- Ceiling: Suspended acoustical panel ceiling – poor condition.
- Equipment: Elevated beds, clipboards hung on walls, small, painted wire shelving unit, stainless steel wire shelving unit, trash can, wall-mounted glove boxes, hose rack, floor fan, watering cans, wall-mounted file folder collector, pole-type dog lead.
- Plumbing: hose rack, trench drain.

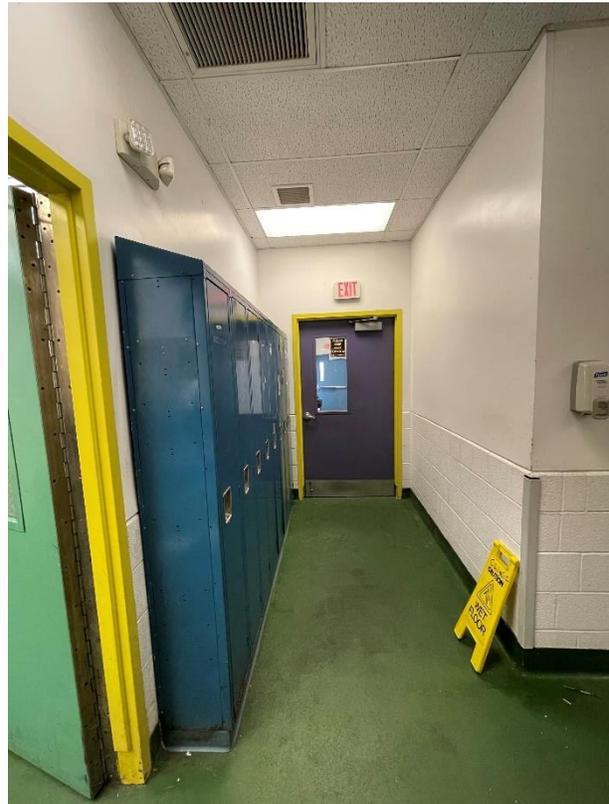


There are nine double-sided runs, each serving one dog.

Corridor 3

This corridor serves Laundry to the north, Technicians to the east, Intake Garage to the south, and is atmospherically contiguous to Corridor 2 to the west. We observed the following code deficiency: Exit access is hindered by laundry baskets on the floor, an open shelving unit on the east wall, and metal lockers that encroach on the minimum clearance at the latch side of the cross-corridor door to the south (FC 1031.2).

- Door(south): Hollow metal, ¼ lite, butt hinges, closer, lever lockset, kick plate – good condition.
- Door frame (south): Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls: CMU wainscot, gypsum wallboard above – good condition.
- Ceiling: Suspended acoustical ceiling panel – poor condition.
- Equipment: Lockers flanking east side of corridor, low, plastic shelving unit holding detergents.
- Surveillance: CCTV dome cam (north).



Exit access is hindered by laundry baskets, an open shelving unit on the east wall, and metal lockers.

Corridor 4

This corridor connects to Corridor 3 at the north, the Intake Garage at the east, and an exterior exit door at the south. Exit access is impacted by pet carriers, training crates, and plastic bins stored on the floor flanking the east wall. We observed the following code deficiency: Exit access impeded (FC 1031.2).

- Door: Hollow metal, narrow lite, panic exit device, closer – good condition.
- Door frame: Hollow metal with full stops – condition good.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls: CMU wainscot, gypsum wallboard above – good condition.
- Ceiling: Suspended acoustical panel ceiling – good condition.
- Equipment: Pet carriers, training crates, and plastic bins.

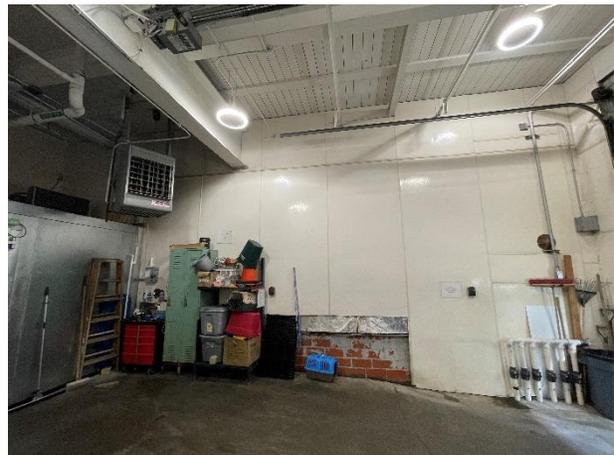


Pet carriers, training crates, and plastic bins indicate a lack of proper storage areas elsewhere.

Intake Garage

An overhead door at the south end of the Intake Garage opens onto Brown Street. When a shelter vehicle pulls in to deliver an animal, staff activate an interlock to prevent the overhead door from opening by normal activation. Once the animal is transported into the shelter, the staff release the interlock. An interior door at the north end of the Intake Garage provides access to the freezer.

- Door: Hollow metal, ¼-lite wired glass, lever lockset, e-strike, card reader – good condition.
- Door frame: Hollow metal – good condition.
- Floor: Unfinished concrete – good condition.
- Wall base: None
- Walls:
 - North, south: Wall-protection panels – good condition.
 - East: Wall-protection panels (missing section, clay tile exposed) – poor condition.
 - West: CMU wainscot, wall-protection panels above – good condition.
- Ceiling: Exposed metal decking – good condition.
- Equipment: Three city-issued trash containers, broom, squeegee, floor cleaner concentrate, stepladder, mobile tool chest, two metal lockers, wire shelving unit with plastic storage bins and pet carriers.
- Plumbing: hose rack, floor drain.
- Fire extinguisher (west wall) is rusting – poor condition.



An overhead door at the south end of the Intake Garage opens onto Brown Street.

Freezer

The freezer sits within the north end of the Intake Garage and has a second door opening onto the Technician's Room. Rochester's Street Maintenance Department shares the freezer with the shelter and accesses it via the Intake Garage. Shelter staff indicated that the freezer may not be maintaining temperature exactly as it should – good condition.



The freezer sits within the Intake Garage and has a second door opening onto the Technicians Room.

Technicians' Room

The Technicians' Room serves as a combination office space, treatment room, and surgical prep room. While not a dedicated morgue space, one of two freezer doors opens onto it, indicating that morgue activities are performed here as well. A shelter manager's workstation indicates lack of proper office space elsewhere in the facility. Throughout the space there is a lack of contained storage, resulting in some items sitting directly on the floor, sections of fully covered countertops, and mixing of office and medical supplies.

- Door: Hollow metal, ½-lite wired glass, continuous hinge, closer, lever lockset – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls:
 - North, east: Wall-protection panels – good condition.
 - West: CMU wainscot, wall-protection panels above – good condition.
- Ceiling: Suspended acoustical panel ceiling – good condition.
- Equipment: Large fixed tub, stainless steel base cabinets and counters, refrigerator, autoclave, scale, sharps disposal, wall-mounted glove boxes, pet carriers.
- Plumbing: Floor drain, stainless steel base cabinets with integral countertop and sink.
- Electrical power receptacle quantity (IE autoclave) – poor.
- Electrical data receptacle quantity – good.



A shelter manager's workstation indicates lack of proper office space elsewhere in the facility. A lack of contained storage results in items sitting directly on the floor and sections of fully covered countertops.

Laundry

The Mounted Police's Stable Storage Room prevents egress northward. The Men's Shower, Women's Shower, and Laundry all use the same exit access route southward. We observed the following code deficiencies: 1) Occupants of the showers are not permitted to exit through an intervening space that is not an accessory to them, such as the Laundry (BC 1016.2.2); 2) The lack of a proper soiled-hold room has resulted in dozens of laundry baskets on the floor, rendering it impossible for the shelter staff to maintain a free and clear exit access route (FC 1031.2); 3) Concerning but correctable, the door to the south was observed to be held in the open position by either a drop-down door holder or a box propped up against the door. The door to the south must always return to a closed position to avoid a dead-end condition greater than 20 ft (BC 1020.4).

- Door: Hollow metal, narrow glass lite, lever set, closer, kick plate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls: CMU wainscot, gypsum wallboard above (damaged gypsum) – poor condition.
- Ceiling: Suspended acoustical panel ceiling (rusting, soiled) – poor condition.
- Equipment: Commercial front-loading electric washing machine, commercial front-loading electric dryer, floor fan, wire shelving unit.



The lack of a proper soiled hold has resulted in laundry baskets on the floor impeding the exit access.

Men's Toilet Shower, Women's Toilet Shower

These are single-occupancy toilet rooms as the toilet is not compartmentalized for privacy. They are the only back-of-house toilet rooms for staff use. A renovation or expansion that increases the total occupant load of the building is likely to require additional toilet facilities. The shower stalls have been installed with open gaps at the sides which cannot be properly cleaned to maintain sanitary conditions. We observed the following code deficiencies: 1) The thumb-turn surface bolt that requires tight grasping and twisting of the wrist to operate is not permitted (BC 1010.1.9.1); 2) Manually operated surface bolts are not permitted (BC 1010.1.9.5); 3) Unlatching of any door or leaf shall not require more than one operation (BCNYS 1010.1.9.6).

- Door: Hollow metal, butt hinges, closer, exterior push plate, interior pull, thumb-turn privacy deadbolt surface bolt with occupancy indicator – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: 12" x 12" ceramic tile – good condition.
- Wall base: 12" x 6" ceramic tile – good condition.
- Walls:
 - North, south: CMU wainscot, wall-protection panels above – good condition.
 - East, west: Wall protection – good condition.
- Ceiling: Gypsum wallboard – good condition.
- Equipment: Five metal lockers, armless chair.
- Millwork: Accessible wood bench (shower area).
- Plumbing:
 - Floor drain (water closet area).
 - Accessible toilet, sink, grab bars, mirror, towel dispenser – good condition.



These are single-occupant toilet rooms. Showers with gaps at the sides present an unsanitary condition.

Pre-Op

Pre-Op appears to function as an office for the veterinarian, with the only visible medical equipment being the floor scale and drug lockers. It's accessed directly from the back-of-house corridor to the south and must be passed through to access the Exam Room to the north.

- Door (south to corridor): Hollow metal, ½-lite wired glass, continuous hinge, closer, lever lock, card reader, electric strike, kickplate – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls:
 - North, south: Wall-protection panels – good condition.
 - East, west: CMU wainscot, wall-protection panels above – good condition.
- Ceiling: Suspended acoustical panel ceiling – good condition.
- Equipment: System furniture desk workstation with integral file base, tackboard, and overhead shelf. Printer, computer workstation, wall-mounted telephone, tall, two-door, plastic storage cabinet, short, two-door, plastic storage cabinet. Wall-mounted medication lockers, squeegee, broom, dust bin hangers, floor scale, wall-mounted glove boxes, and a floor fan.
- Electrical power receptacle quantity (power strip on desk) – poor.
- Surveillance: CCTV dome cam (southwest).



Pre-Op appears to function as an office for the veterinarian.

Exam Room

This space appears to be part lab, part pack-prep. Every surface in this space is covered with various analyzers, autoclaves, and surgical supplies. Despite the room name, no exam table is present. A door to the south opens to Pre-Op. A traffic door to the west opens to Surgery. Mouse traps under the sink base indicate a rodent problem, which is particularly unfortunate in a space that should be a semi-sterile environment. This Exam Room was once contiguous with Pre-Op to its south. An open trench drain extends under the demising partition between the two rooms but is not appropriate or sanitary for either. The Exam Room is undersized for the quantity of supplies and equipment present. The availability of power receptacles is insufficient for the quantity of medical devices that require them.

- Door (south to Pre-Op): Hollow metal, narrow-lite wired glass, lever lockset – good condition.
- Door frame: Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls:
 - South: Wall protection panels – good condition.
 - North, east, west: CMU wainscot, wall-protection panels above – good condition.
- Ceiling: Suspended acoustical panel ceiling – poor condition.
- Millwork: Plastic-laminate adjustable shelves on stanchions – good condition.
- Equipment:
 - Treatment and surgical supplies (adjustable wall shelving).
 - Midmark M11 UltraClave (countertop).
 - Branson 3800 Ultrasonic Cleaner (countertop).
 - Jorvet microscope (countertop).
 - Floor safe (floor).
 - Hamilton Bell V6500 centrifuge (countertop).
 - StatSpin VT Centrifuge (countertop).
 - Steel cart.
 - Idexx Catalyst One chemistry analyzer (countertop).
 - Idexx ProCytte One hematology analyzer (countertop).
 - Two cages.
 - Frigidaire residential refrigerator with freezer.
 - Five five-gallon buckets.
 - Emergency eye wash (south).
 - Stainless steel base cabinet with integral countertop, sink, and faucet.





The Exam Room appears to be part lab and part pack-prep. This space is undersized for the quantity of supplies and equipment present.

Surgery

This space is served by two doors. The traffic door to the east opens onto the Exam Room. The door to the south opens onto Post-Op. There are two surgical tables. Both are served by a single ceiling-supported, dual-head surgical light. Wall-supported wire shelving lines three walls of the space, making supplies available to one side, and the head of each surgical station. This shelving is full. Open shelving, trench drains, porous and friable ceilings, and HVAC supply-to-diffuser air flow are not conducive to infection control. An open trench drain extends under the partition that demises Surgery and Post-Op but is not appropriate or sanitary for either. The presence of an office workstation with typical office supplies and personal effects is also not conducive to infection control. Electrical power receptacle quantity is insufficient. We observed power strips jury rigged to the wall, and extensions cords being used to serve equipment.

- Door (east to Exam): Stainless steel traffic door w/ narrow lite, pivots, armor – good condition.
- Door frame (east to Exam): Hollow metal frame less stops – good condition.
- Door (south to Post-Op): Hollow metal with narrow-lite wired glass, butt hinges, push plate and pull, closer, magnetic lock, electric strike, card reader, kickplate – good condition.
- Door frame (south to Post-Op): Hollow metal – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls:
 - North, east, west: CMU wainscot, wall-protection panel above – good condition.
 - South: wall-protection panel – good condition.
- Ceiling: Suspended acoustical panel ceiling (cracked, soiled, unsealed) – poor condition.
 - Mobile computer cart (east).
 - Wall phone.





Surgery: Open shelving, trench drains, porous and friable ceilings, and HVAC air flow are not conducive to infection control.

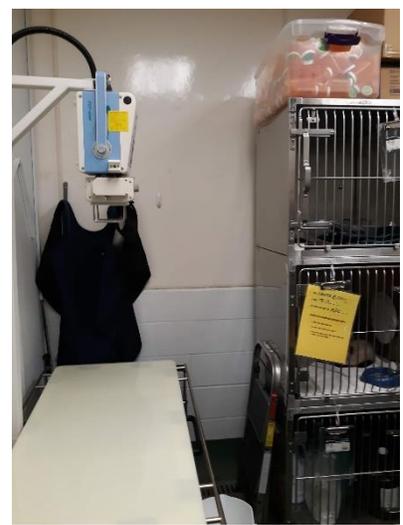
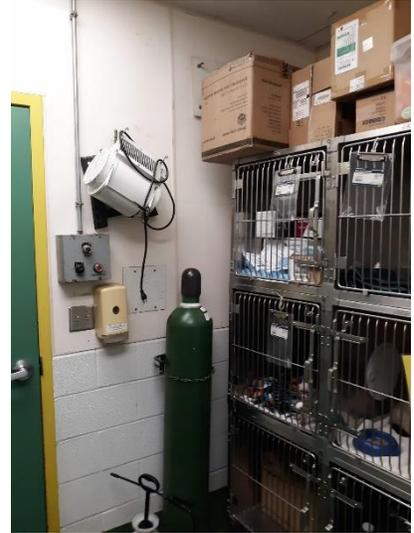
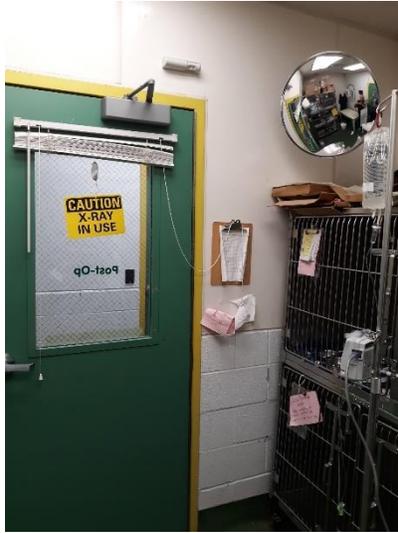
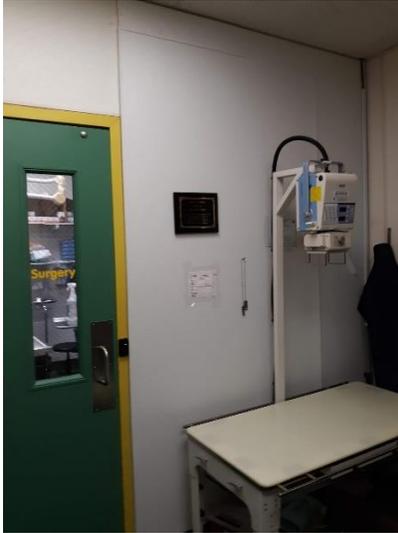


Post-Op

Post-Op is dedicated to cat recovery, and cages are sized accordingly. Dogs recover separately in two dedicated runs within the Bite/Hold Room, which while close to the treatment area, may sometimes get too noisy for a recovery space. Post-Op lacks proper storage space as evidenced by boxes of sponges and other supplies sitting directly atop the cages. The open trench drain extending into this space from Surgery is not conducive to infection control. Electrical power receptacles are not easily accessed should they be needed to drive a pump or a monitor. The X-ray table, which needs to be somewhere near the treatment area, is not ideally located within Post-Op. This indicates a lack of space in the facility for a dedicated X-ray room within the Treatment Suite.

- Door (south to corridor): Hollow metal with ½-lite wired glass, continuous hinge, closer, lever lock, electric strike, card reader, kick plate – good condition.
- Door frame (south to corridor): Hollow metal with hospital stops – good condition.
- Floor: Smooth epoxy – poor condition.
- Wall base: Smooth epoxy – poor condition.
- Walls:
 - North: Wall-protection panels – good condition.
 - South, east, west: CMU wainscot, wall-protection panels above – good condition.
- Ceiling: Suspended acoustical panel ceiling – poor condition.
- Equipment:
 - Wide angle mirror.
 - Six cat cages (west).
 - IV and monitor stand (west).
 - Xray table (north).
 - Step stool (east).
 - Lead aprons on wall hooks (east).
 - Six cages (east).
 - H-tank oxygen cylinder (south).
 - Small floor fan (south wall).





Post-Op lacks proper storage space as evidenced by boxes of sponges and other supplies sitting directly atop the cages. The X-ray table is not ideal to this setting and indicates a lack of space in the facility for a dedicated X-ray room to serve the treatment suite.

Building Heating, Ventilating, and Cooling Systems

Heating/Cooling

Two package rooftop units serve the Rochester Animal Services spaces. The front office/administrative areas are served by an 11-ton, cooling natural-gas-fired heating unit. The animal housing and support spaces are served by a 31-ton, cooling natural-gas-fired heating unit with heat-wheel energy-recovery section. Both units are relatively recent vintage and appear to be in good condition, however unit airflow capacities are unknown and should be verified. A third existing rooftop unit with a rooftop air-cooled condensing unit is dedicated to the Rochester Mounted Police spaces.

Wall-mounted electric heaters are present in Toilet/Locker Rooms but proper unit functionality is questionable. A natural-gas-fired unit heater is suspended in the Intake Garage and appears operational.

A high wall-mounted, ductless split, air conditioning unit is located in Surgery. No supplemental cooling equipment was observed in the Server Room.



Two rooftop units serve the Rochester Animal Shelter.



Suspended unit at Garage.

Ventilation

The front office/administrative rooftop unit appears as mixed-air service with some fraction of outside air intake and return airflow. The unit outside airflow rate is unknown and should be verified as Mechanical Code compliant.

The animal housing and support rooftop unit appears as 100 percent outside air service with corresponding exhaust airflow. The unit outside and exhaust airflow rate are unknown and should be verified as Mechanical Code (or equivalent animal care standard) compliant for animal areas.

There are several roof exhaust fans serving the Rochester Animal Services spaces. Two roof exhausters are relatively recent vintage and appear to be in good condition. Several smaller roof exhausters are older and in fair to poor condition with some not operational.

The Mechanical Room has a gas-fired water heater which is atmospheric flue vented and the room has two inlet ducts for heater combustion air. The inlet duct dampers and the heater flue damper are not operational.

At the roof, there are several round, gooseneck, duct risers with unknown function which could be outlets for small exhaust fans located in the ceiling space.

Air Distribution

Room air distribution is via ceiling-mounted supply diffusers and return and exhaust grilles throughout the facility. It is believed that supply, return, and exhaust systems are fully ducted in the ceiling space.

In the dog housing areas, ceiling discoloration was observed at the supply diffusers and exhaust grilles. This discoloration could be due to dirty filters in the animal housing and support rooftop unit or to particulate matter in the spaces. Consider low, wall-exhaust grilles with filters in animal housing spaces.

The animal housing and support areas had a more pronounced odor than the front office/administrative areas. This odor could potentially be better mitigated with increased room air exchange rates.



Discoloration at diffusers/grilles.

Temperature Controls

The facility has a direct digital control (DDC) system with the main control panel located in the Mechanical Room. No operator workstation was observed. The controls vendor is Johnson Controls.

The front office/administrative area controls consist of multiple, zoned room thermostats believed to control room airflow with variable volume boxes located in the ceiling space.

Limited room temperature controls are present in the animal housing and support rooms. Only a warmer/cooler temperature switch was observed in the dog housing room.

Wall-mounted electric heaters have integral temperature control. The Surgery ductless air conditioner and the Intake Garage unit heater have dedicated temperature controls.



Building Plumbing Systems

Domestic Water Service

The domestic water service is 4" ductile iron into the building and is reduced in size to 2" to serve the building. The building is protected from backflow via a 2" RPZ backflow preventer that discharges into a floor drain. There is also a ¾"-RPZ backflow preventer that serves the washdown system for the kennels. The domestic water piping is type-L copper. The domestic water system appears to be in satisfactory condition.



Domestic water service



Sanitary

The sanitary service consists of no-hub cast iron, hub and spigot cast iron piping, as well as some copper DWV piping and PVC piping. The system appears to be operational and in satisfactory condition.

Stormwater

The storm system is comprised of no-hub cast iron piping and hub and spigot cast iron piping. The system appears to be in satisfactory condition.



Plumbing Fixtures

Plumbing fixtures are clean and functional. The building features a single-occupant toilet room with flush-valve water closet and a lavatory with blade handles. The lavatory is not code compliant as the flow exceeds 0.5 GPM and doesn't have an ASSE 1070 approved mixing valve. There are also some stainless steel sinks and a bathtub in the building. The plumbing fixtures are in satisfactory condition.



Domestic Water Heating

Domestic hot water is produced by a 100-gallon, gas-fired, tank-type water heater. The water heater is 250,000 btus and has a one-hour recovery rate of 242 gallons. The heater was built in 2019 and has a few years of life left. Hot water produced by the heater is regulated with a master mixing valve. The domestic hot water system appears to be in satisfactory condition. Domestic hot water serves both the Rochester Animal Services and the Rochester Mounted Police.



Building Fire Protection Systems

Fire Alarm System – See assessment in Building Electrical Systems below.
The building does not have a fire suppression system.

Building Electrical Systems

Electrical Service & Power Distribution

The existing electric service to the building is an 800 Amp, 120/208 Volt, 3-phase service and is shared by both the Rochester Animal Services and the Rochester Mounted Police. The 800-Amp main distribution panel (MDP) and branch panelboards are 1997 vintage Siemens equipment. While this equipment is still functioning properly, life expectancy is reaching its limit. The typical life expectancy is 30 years. The MDP has three 100-Amp spaces available for future loads.

The two-section panel 'PP-1' is fed from the MDP with a 225-Amp, 3-pole circuit breaker. There is no space available in section one of this panel, but section two has ample space available for future branch circuit loads.

Panel 'PP-2' is fed from the MDP with a 400-Amp, 3-pole circuit breaker. There is ample space available in this panel, but with large electric loads on this panel, such as mechanical unit 'HVAC#1' with a 225-Amp, 3-pole circuit breaker, it is unknown what capacity is available for future loads.

Panel 'LP-1' is fed from the MDP with a 100-Amp, 3-pole circuit breaker. There is limited space available for future loads.

The panel that is located within the Rochester Mounted Police area is also identified as 'PP-2'. This panel is fed from the MDP with a 225-Amp, 3-pole circuit breaker. The panel is also metered with a 'EMON DMON' unit to measure the electrical usage. There is no space available for future loads.



Lighting

The lighting appears to be 1997 vintage. The majority of the lighting throughout the building utilizes T8 lamping. As lamps have failed, they have been replaced with LED lamps. In the main lobby there are pendant mounted 'schoolhouse'-type fixtures that have replacement LED-type lamps in them. The emergency battery operated lighting appears to have adequate coverage. The exit lighting also appeared to provide adequate coverage. In general, the lighting levels appear to be sufficient. Automatic lighting controls were not observed in many of the spaces.

The exterior lighting consists of wall packs that have primarily been re-lamped with LED lamps.



Technology Systems

The existing data system in the facility appears to meet the needs of the occupants. The existing data rack in the server closet is not readily accessible as it is mounted high on the wall with the room is also utilized as storage. There is limited space in the power-over-ethernet (POE) switch for additional devices to be added. The Rochester Mounted Police also use the same data rack with limited connectivity.

There are access controls in the building for designated doors. These were operating as intended with no issues reported.

There is a closed-circuit television (CCTV) system which appears to be antiquated. There are some cameras that were pointing directly to the floor with what appeared to be corrosion on the mounting brackets. There are some cameras that appear to be newer models which tie into the data system.

There is no ductless split unit in this room for temperature control.





Fire Alarm System

The existing fire alarm system is manufactured by Maxsys PC4020CF which is also integrated as part of the security system. The fire alarm system is a conventional type of system and is beyond its life expectancy. The typical life expectancy is 15 to 20 years. The spacing of notification appliances in corridors appeared to provide inadequate coverage. Devices are more than 15 feet from the ends of corridors.

There was no CO detection observed in the intake garage. There was one stand-alone CO detector observed plugged into an outlet in DOG HOUSING. This device is beyond its useful life and should be replaced immediately.



Building Code Considerations

Intent

Code deficiencies within the existing facility have been cited in the preceding text. Additionally, a cursory code investigation was performed to understand big-picture requirements most relative to a future building renovation and / or expansion. This is a summary of our investigation:

Occupancy Classification

Many code requirements are associated to the occupancy type. The stables are a Group U occupancy, the shelter is a Group B occupancy.

- BCNYS 302.1 Occupancy Classification:
 - BCNYS 304.1 Business Group B
 - "...animal hospitals, kennels and pounds."
 - BCNYS 312.1 Utility and Miscellaneous Group U
 - "...stables".

Allowable Building Area

The code limits the building area of any given occupancy on any given floor. When considering an expansion, provided that the building area containing the stables remains unchanged, the building area (footprint) of the shelter could increase by roughly 13,000 square feet, which is slightly more than the buildable area on the privately owned lot (auto shop) to the east.

- BCNYS 506 Building Area
- BCNYS 506.2 Allowable Area Determination
- BCNYS 506.2.4 Mixed Occupancy Multistory Building (per each story)
 - Group B: $A_t = 19,000$
 - $A_a = [A_t + (NS \times I_f)]$
 - $A_a = [19,000 + (19,000 \times 0.53)]$
 - $A_a = [19,000 + (10,070)]$
 - $A_a = 29,070$
 - Group U: $A_t = 8,500$
 - $A_a = [A_t + (NS \times I_f)]$
 - $A_a = [8,500 + (8,500 \times 0.53)]$
 - $A_a = [8,500 + 4,505]$
 - $A_a = 13,005$
- BCNYS 506.3.3 Frontage Increase
 - $I_f = (F/P - 0.25) W/30]$
 - $I_f = (128 + 128 + 98) / (128 + 128 + 98 + 98) - 0.25) 30/30]$
 - $I_f = (354/452 - 0.25) 30/30]$
 - $I_f = (0.78 - 0.25)]$
 - $I_f = 0.53$



- BCNYS 508 Mixed Use and Occupancy
- BCNYS 508.4 Separated Occupancies
- BCNYS 508.4.2 Allowable Building Area
 - In each story, the area shall be such that sum of the ratio of each separated occupancy divided by allowable area of each separated occupancy shall not exceed 1.
 - Area Building (first floor) = 12,765
 - Area Existing Group U (first floor) = 2,411
 - Area Existing Group B (first floor) = 10,354
 - Sum of the Ratios = (Area U / Area U_a) + (Area B / Area B_a) = or < 1
 - Sum of the Ratios = (2,411 / 13,005) + (10,354 / 29,070 < 1
 - Sum of the Ratios = (0.185) + (0.815) = 1 complies.
 - Allowable Area of Group B after Expansion = (0.81) (29,070) = 23,546
 - Allowable Area of Group B Building Addition = 23,546 - 10,354 = 13,192 SF
 - Without provision of a 3 Hour Fire Wall.

Separation of Occupancies

Code requires that the partitions separating the stables from the shelter be constructed of two-hour, fire-resistive rated construction, and that doors in those partitions be constructed of 1.5-hour, fire-resistance rated construction. Renovation work should include that the required fire-rated construction either be verified or upgraded accordingly.

- BCNYS 508.4.4 Separation
 - Separation of 2 hours is required between Group B and Group U, in a non-sprinkled building.

Incidental Uses

Rooms containing certain uses or equipment are either required to have a certain fire-resistance rating or to be sprinkled. Should the existing, non-sprinkled building be renovated, code-required, fire-rated construction within the work area should either be verified for compliance or upgraded accordingly. Some examples of these rooms include:

- BCNYS 509 Incidental Uses
 - Furnace rooms with equipment of 400,000 BTU: Req: 1 hour rating, or sprinkler.
 - Boiler rooms with equipment of 15 PSI and 10 HP: Req: 1 hour rating or sprinkler.
 - Laundry rooms over 100 square feet: Req: 1 hour rating or sprinkler.



Construction Type

The code classifies buildings by construction type. More fire-resistant construction types are permitted to have larger building areas. The existing building is classified as Construction Type IIIB, triggered by the presence of wood plank and joists in portions of the roof structure, the unprotected interior steel columns and beams, and the fire resistance afforded by the exterior masonry bearing walls. Any expansion would need to be constructed of materials that also meet Type IIIB construction, or better. An economically efficient expansion that would satisfy Type IIIB construction might include a steel roof deck over steel joists, supported by steel beams and columns. The exterior wall might be structurally reinforced concrete block with a brick veneer, which could provide a continuity of materials and textures found in the existing building envelope.

- BCNYS 601 Types of Construction
- BCNYS 602.3 Type: IIIB
 - Exterior walls of non-combustible materials.
 - Interior elements of any material permitted by the code.

Automatic Sprinkler System

An automatic sprinkler system is not present at the existing facility and would not be required to renovate or expand the Group-B occupancy animal shelter. Nevertheless, we recommend the addition of a sprinkler system as best practice for any animal shelter.

- BCNYS 903.2 Where Required
 - Sprinkler not required for Group B occupancies.

Fire Alarm and Detection Systems

A manual fire alarm system, while present at the existing facility, is not required for a small Group B or Group U occupancy. However, for any renovation or expansion, we recommend that the existing fire alarm system be extended accordingly.

- BCNYS 907 Fire Alarm and Detection Systems.
- BCNYS 907.2. Where Required.
- BCNYS 907.2.2. Group B with occupant load of 500 or more.



4 Workshop Notes

On September 28, 2022, Animal Arts conducted an on-site needs assessment workshop with Rochester Animal Services, which was attended by staff. During the site visit and conversations, several themes were identified as the biggest barriers to the organization and opportunities for the greatest positive change. Enclosed are notes from the open, facilitated discussion of needs to support the operations and staff of RAS.

Expanded Vet Services

There was an enthusiastic interest in expanding the veterinary services offered to the community in the form of shelter medicine, spay/neuter services, and continued wellness care. Low-cost and easily accessible veterinary care is a barrier in the community right now with a shortage of affordable options. The rooms in a clinic would be built to the best standard for medical sanitation with durable materials and highly cleanable animal housing. There would be adequate recovery spaces for animals after surgery and isolation wards associated with various infectious diseases to be treated. Expanded capacity for veterinary services could include high-quality, high-volume spay and neuter, vaccination clinics more frequently for the public, and appropriate animal housing for each circumstance of medical assistance.

Staff Spaces

There is currently a lack of offices, private conversation/counseling rooms, break rooms, and small and large meeting rooms. As the organization expands its mission and programs, an increased need for staff growth will follow. In order to support a more cohesive and friendly work environment, better and more flexible staff spaces are a must. A well-thought-out facility would help different departments be closer to the facility functions they serve, increase cross-training opportunities, and help reduce feelings of competition for space. Spaces for relief from high-stress shelter environments for staff aid in increasing well-being and staff retention for animal sheltering organizations.

Spaces for Community Engagement

There is a shortage of appropriate rooms in the existing facility to properly engage with community members in an inviting and low-barrier way. Since community education is vital to the growth of helpful programs and community perceptions, a multi-purpose education space is needed. This space could serve for community functions, indoor dog training, classroom-style education sessions, and large meetings. Additional spaces for counseling with members of the public that visit could help staff to better triage the needs of each individual and animal, while also providing further education and social resource connections.



Separation of Services and Species

People come to the shelter for different needs so providing designated areas for different types of interactions would create better outcomes. Adoptions are a happy experience while intake diversion counseling is a more somber experience, so creating ways to separate these emotional experiences for the public can help. Animals similarly experience a variety of emotional responses to entering and exiting a shelter environment. This can be exacerbated by the visual and sensory overwhelm of seeing opposing species, such as dogs regularly walking in front of cat housing areas. This cross of pathways can create fear and stress responses in the animals while they are already experiencing an unfamiliar environment. Ideally, pathways for different species do not cross from the time an animal enters the facility (for veterinary care, admissions, or stray intake) to the time it leaves (through adoption or transport out). This reduces the stimuli overload and creates less fear.

Storage and Warehousing of Supplies

One of the most common issues with shelter facilities is the lack of adequate storage for site-specific needs, general inventory, and larger warehouse storage requirements. By having dedicated storage locations for all the supplies for program and staff needs, less time is wasted on trying to acquire resources to do a job well. Additionally, when organizations are operating a pet food bank, a large amount of stored goods, requiring inventory, need to be located on site. This is a very valuable program to community members and aids in reducing the unnecessary intake of animals due to a lack of resources at home. A well-organized warehouse and storage closets help reduce complexities with large deliveries and streamline funds spent on supplies.

Drains in Animal Housing Areas

Outdated drainage systems consistently make cleaning procedures harder and require additional staff time. Best practice design for drains includes single drains in each dog run on the interior and exterior sides of the runs. Central floor drains are helpful in heavier wash-down spaces or areas where contagious animals are held. The drains in the current facility are continuous trench drains in some locations which clog due to overuse. All of these issues create a better environment for bacteria to grow and disease to spread in a facility.

HVAC and Ventilation Systems

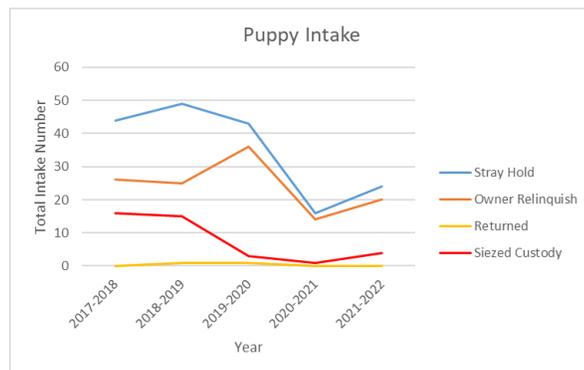
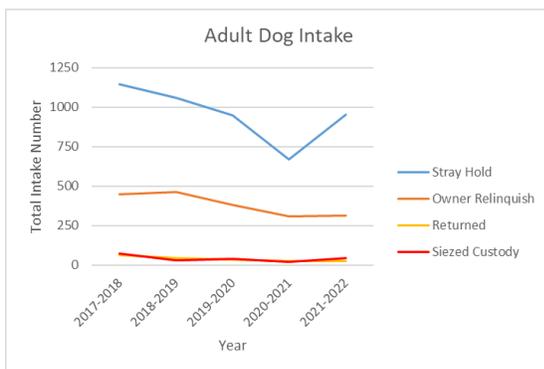
Due to the aging nature of the building, the HVAC is well out of date for best practice design of animal holding spaces. It is important to have proper, high air-change rates to support animal and human health in these heavily used microenvironments. Thermal comfort for people is important to promote the best work environments year-round. Thermal comfort for animals helps reduce stress reactions while in shelter care. More humid environments mean the air is not properly circulating and creating more moisture for bacteria growth and material degradation. A facility with proper ventilation can drastically improve the health of animals, reducing their exposure to disease while in care and decreasing overall length of stay. This is especially important for animals that are immune delicate like puppies and kittens, medically intensive animals, or animals recovering from highly contagious diseases like ringworm or URI. Better indoor air quality also reduces odors in a facility making it more welcoming for visitors.



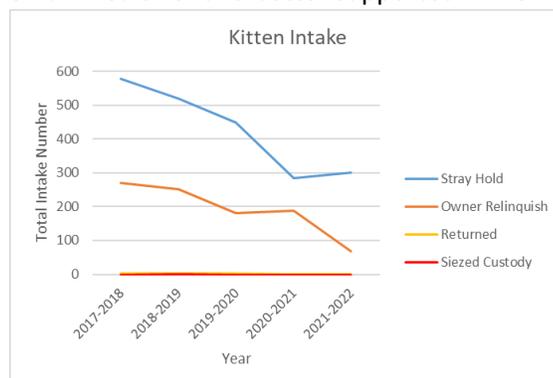
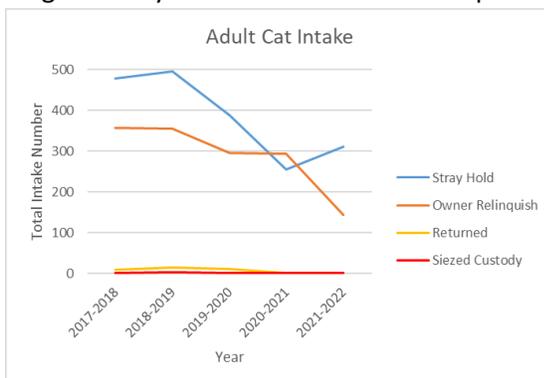
5 Overview of Statistics

One of the first steps we take when working with an organization is to review data to look for trends in intakes and outcomes for animals. We work together with our clients to build on positive trends, and to design around strategic goals. Based on these trend projections, we can design “right-sized” facilities to last an organization several decades into the future.

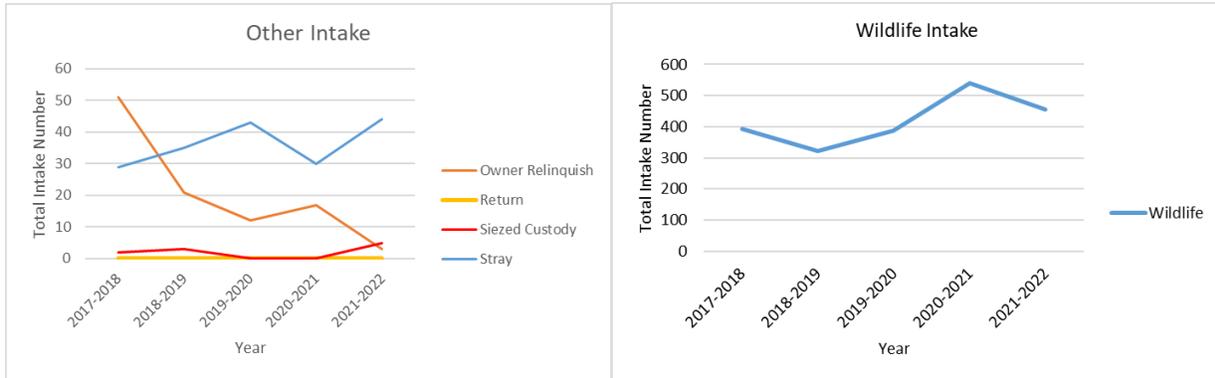
Rochester Animal Services has seen decreasing animal intakes in recent years as more animals are instead served by other shelter programs, such as supported self-rehoming. There has been a slight uptick in intakes coming out of 2021; however, they have not returned to 2019 levels. **As RAS continues to improve and grow lifesaving programs and create more partnerships with other organizations, the total number of animals served may increase, but the total number of animals in-house will continue to decrease over time.**



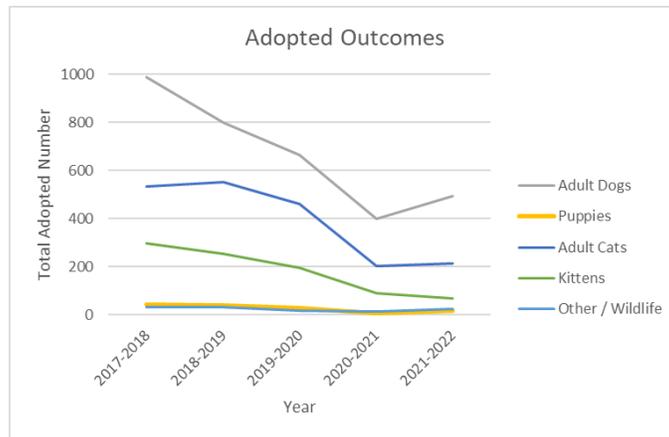
Since RAS serves an urban area and the population of Rochester is staying relatively stable, a further decline of overall intakes in dogs can be expected as more spay and neuter surgeries happen, and the overall potential homeless animal population decreases in the community. For animals that do need to come into the facility, the creation of isolation and need-specific animal housing can reduce their overall length of stay as these solutions will help them remain healthier and better supported while in care.



Similarly to dogs, cat intake trends over the last five years show positive improvement in the total number of stray cats coming into the facility. This is likely due to the positive outcomes of trap neuter release (TNR) programs and/or low-cost veterinary care.

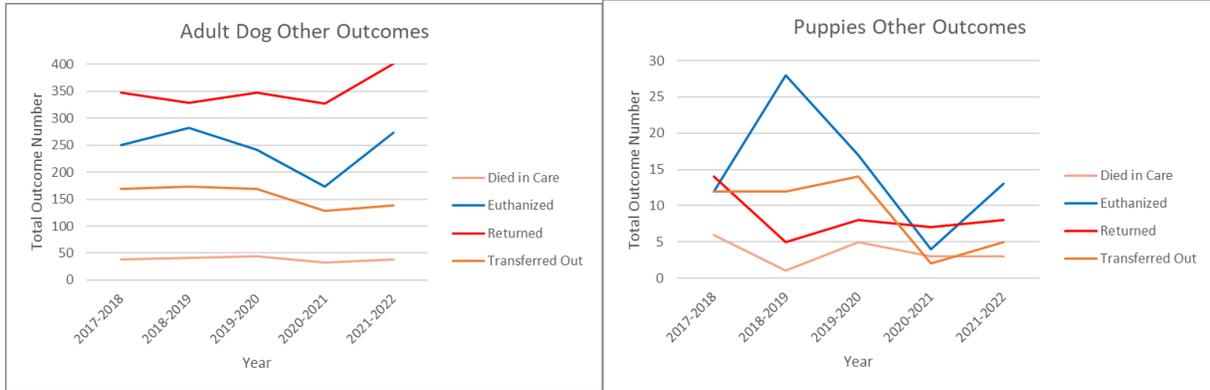


The Other Intake category covers small mammals, reptiles, and birds that have come into RAS’s care in the last several years. These animals, and wildlife, can require more specialized housing and a particular need to separate predator and prey species. Ideally, RAS’s new facility would have dedicated holding spaces for these unique animals and partner with other organizations as needed for the best outcomes.

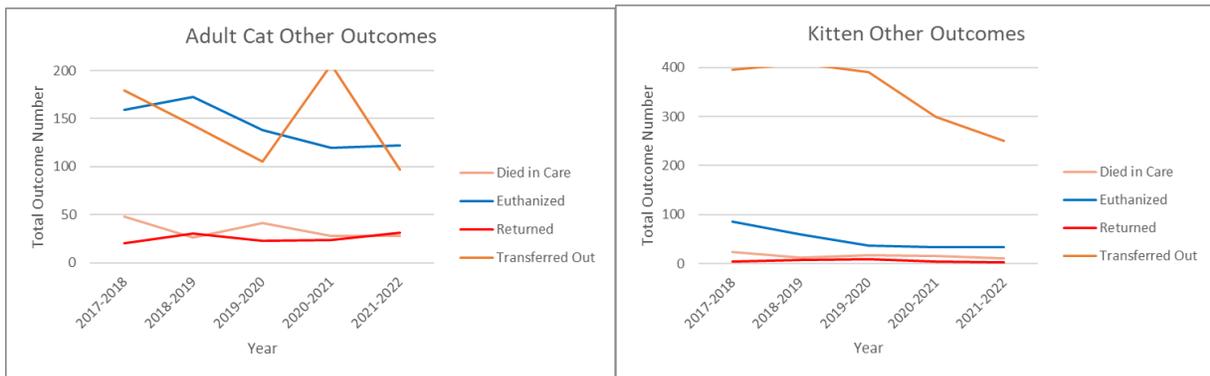


Adopted outcomes are trending similar to intake trends as fewer animals come in for care and fewer animals require adoption. All of the shown adopted outcomes by species track appropriately for the associated intakes and our knowledge of the success of RAS’s efforts with adoptions. With better-designed, flexible housing that provides animals with less stressful experiences while in the shelter, length of stays can continue to drop, and adoptions will occur faster. This is of great benefit to more vulnerable populations in the shelter such as kittens, FIV+ and FELV+, and senior cats.

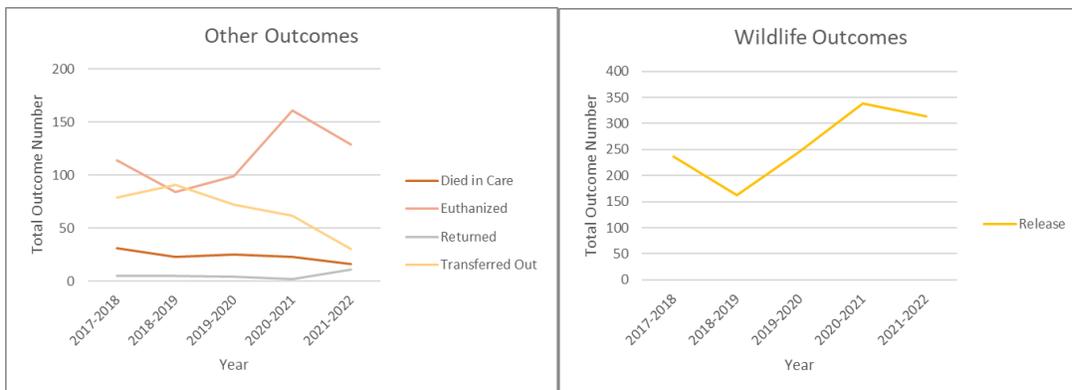




In general, the trends for euthanasia and died in care for dogs have gone down over the last several years. This is a positive outcome and means only unhealthy/untreatable animals have to be euthanized. RAS is also seeing positive effects of lifesaving programs like public education for dog ownership, behavior training, and higher reclaim of animals coming into the shelter.



The prevention of disease, and reducing disease transmission in facilities, can help decrease the number of animals that die in care or must be euthanized, especially for treatable illnesses. One of the focuses of any design for future facilities for RAS would optimize cat housing and isolation holding for more challenging to treat cases and longer-term-care stays. RAS currently does great transport out of cats in partnership with other local organizations.



The other and wildlife categories can be harder to treat for medical issues or be released out. One of the best ways to prevent future small mammals, reptiles, etc. from coming into the facility is to educate pet owners about the complications of owning these specific types of pets and get these animals out to fosters when appropriate.

Each animal has a unique journey while in care at an animal shelter and some of the best ways to improve that experience are to provide adequate medical spaces, flexible housing options, and community education services to create better outcomes.

6 Calculating Animal Capacity Requirements

We examined the animal capacity required at RAS to determine any additional needs for animal housing units. Too much capacity means animals are likely to stay longer, and too little capacity can result in overcrowding. This is why we “right-size” the housing capacity, and the shelter as a whole, through our programming process. A more diverse selection of housing units can help meet the needs of each animal coming into the facility. Animal capacity is calculated using the following:

- Annual intakes
- Current average length of stay
- Peak capacity (ratio of highest month of intake to average month)

Animal shelters should be built with flexible housing options to meet the needs of behavior-modification dogs, bonded pairs, litters, and long-term-stay animals. The number of animal housing units required can be calculated based on the following equation:

$$\text{Average Daily Intakes} \times \text{Average Length of Stay} = \text{Animals in Shelter per Day} \times \text{Peak Capacity} = \text{Animal Housing Required}$$

Average 2019-2022 Animal Housing Requirements								
Animal	YEARLY INTAKES	ADJUSTMENT FACTOR	ADJUSTED	DAILY INTAKE	AVG LOS	BASE CAPACITY	PEAK FACTOR	REQUIRED CAPACITY
Adult Dog	1,250	1	1,250	3	5	18	1.55	27
Puppies	54	1	54	0	12	2	3.56	6
Adult Cats	569	1	569	2	5	8	2.07	17
Kittens	492	1	492	1	5	7	3.68	27
Other	512	1	512	1.4	5	7	2.18	14
TOTAL	2,878							92

*The numbers are based on the averages from 2019-2022 fiscal years.



With over 2,800 animals coming into the organization, averaged between 2019-2022, the required target capacity is calculated to 78 housing units for cats and dogs. There would also need to be additional housing accommodations for the animals in the other category as noted. This number does not account for the percentage of the in-care population in foster housing. We do account for some double-capacity housing units for litters or small animals. It should be noted that during 2019 the highest intake month for each subpopulation included – dogs at 161, puppies at 16, cats at 98, and kittens at 151. Therefore, it is valuable to include a peak factor in order to appropriately house animals during seasonal spikes.

The Capacity for Care of an organization equates to having both the appropriate physical shelter space and the necessary number of staff to care for animals. *Reference the Capacity for Care section in the Maddie’s Million Pet Challenge report completed by Dr. Sara Pizano in April 2022.*

It is important to understand the relationship between total animal housing capacity and the staff and programs required to care for those animals. More animal housing in a new facility is not always the correct answer for an organization when better lifesaving outcomes can be achieved with an emphasis on community-facing programs. These programs would focus on pet retention in the home as part of intake diversion and provide additional education and physical resources for the animal’s care. The majority of new construction square footage would be devoted to the community-facing programs and veterinary services. Community-facing programs include intake diversion and counseling services, low-cost veterinary care, a pet resource pantry, education and community outreach classes, and supporting foster families for the animals. These services help create an outcome where only the neediest animals are coming into the facility for care and where their length of stay is short.

Since RAS is a municipal agency there are certain mandates that require holding animals, such as bite cases. These animals generally have a longer length of stay in the facility and require care beyond that of the adoptable population. The new shelter should offer diverse types of animal housing to meet the needs of different animals in care, while also promoting an appropriate staff to animals in care ratio.

7 Benefits of Good Design

Human Animal Support Services (HASS)

The Human Animal Support Services coalition exists to “reimagine animal sheltering by promoting community involvement and helping people and pets stay together.... The goal is to reduce unnecessary institutionalization of animals by refocusing efforts, resources, and support thorough community-based solutions.” For RAS the implementation of this framework includes the need for additional square footage in the facility to accommodate the staff, community spaces, and operations required to support these program elements.



- Lost pet reunification is about getting pets back home. This includes spaces like temporary stray holding, counseling rooms, and field services operations.
- Supported self-rehoming is connecting community members together. This would include staff and resources for rehoming pets, so they do not have to enter the shelter for care.
- Foster-centric housing requires support spaces for a foster team, supplies for animal care, veterinary spaces for foster animal medical checks, and transfer holding.
- Pet support services provides access to pet supplies (pet pantry), counseling, and training education and services.

Fear Free® Design

This is all about reducing the fear an animal experiences while in the care of a shelter facility. Historically, shelters were loud, scary places where animals were housed in caging that did nothing to alleviate their fear. Through a few key design strategies, fear and anxiety can be drastically reduced for animals while in care. Reference the Fear Free Shelters website, <https://fearfreeselters.com/>, for additional resources.

- Ideally, a facility is designed to limit the crossing of paths and the sensory perception of different species through the entire pathway of an animal in care. From intake through medical services, to adoptions, cats should be sensory separated from dogs. For example, dogs should not continually walk up and down a hallway in front of cat condos.
- The intentional selection of materials, especially those an animal will come into contact with. For example, flooring materials should be durable and easy to clean; however, they should also provide slip resistance for animals walking on them to reduce fear.
- Sound reducing strategies such as acoustic sound panels and ceiling tiles, especially in animal housing spaces will reduce noise in a facility. Separation of species is also key for noise reduction as anxiety can create additional barking in dogs.

Design for Healthy Spaces and Well-Being

The physical design of buildings impacts how animals and people interact with their surroundings. Dimly lit, noisy, and smelly facilities do not promote positive work environments for people or living conditions for animals. Designing healthy spaces to promote the well-being of humans and animals in a new facility should include:

- Access to nature through indoor/outdoor dog runs and exterior patios for staff to take a break.
- Lots of windows for natural light to enter spaces and views out to nature. Humans and animals thrive when they have access to nature and fresh air.
- Interior spaces designed with fun, inviting colors and materials that create a psychologically positive response for staff and people visiting the facility.
- Reducing or eliminating factors that cause stress in animals, such as noise, especially in animal housing spaces, and pathway planning for careful handling of fearful animals. Some animals have spent little time inside so reducing the number of doors they have to go through to get outside helps reduce their fear.
- Exterior dog play yards that promote training and can cross function as meet and greet spaces for the public can help animals exhibit more natural behaviors and personalities.



- Thermal comfort in animal housing and office environments promotes better experiences throughout the day. For example, cat housing that includes options for cats to lay in sun beams.

8 Program of Spaces

The program of spaces listed below defines the requirements for the necessary program for Option 3 – New Construction. This includes all of the different types of spaces required to support the shelter’s programs and animal housing needs.



Necessary Program of Spaces General proposed program of spaces for Options 3.
10/20/2022

	Quantity	Size	Net S.F.	Load	Gross S.F.	Ext Covered	Ext Uncovered	Cat #s	Dogs #s
Adoption / Public Entry									
Vestibule	1	8 x	8	64	135%	86			
Lobby	1	16 x	30	480	135%	648			
Animal Services Client Specialist	4	8 x	8	256	135%	346			
Receptionist / Typist	1	8 x	8	64	135%	86			
Counsel	2	8 x	10	160	135%	216			
Feature Animal	2	8 x	10	160	135%	216			
Cats									
Cat Runs	2	5 x	6	60	200%	120		4	
Cat Condos	4	2.5 x	5	50	250%	125		8	
Kitten Condos	8	2.5 x	5	100	250%	250		20	
Cat Colonies	1	10 x	10	100	135%	135		6	
Catio	1	10 x	10	100	100%		100		
Cat Storage/Prep	1	10 x	14	140	135%	189			
Meet and Greet (cat)	1	8 x	10	80	135%	108			
Janitorial	1	6 x	8	48	135%	65			
Dogs									
Dog Runs (indoor/outdoor)	10	5 x	6	300	300%	900			10
	10	5 x	7	350	225%		788		
Low Stim Runs (indoor/outdoor)	6	6 x	6	216	300%	648			6
	6	6 x	7	252	225%		567		
Puppy Adoption	5	4 x	8	160	250%	400			10
Small Indoor Runs	4	4 x	8	128	250%	320			4
Meet and Greet (dogs)	2	10 x	10	200	135%	270			
Yards	4	20 x	30	2,400				2,400	
Janitorial	2	6 x	8	96	135%	130			
Dog Storage/Prep	1	10 x	14	140	135%	189			
Small Mammal / Reptiles									
Holding Room Prey	1	10 x	14	140	135%	189			
Holding Room Predator	1	10 x	14	140	135%	189			
Adoption / Public Entry						5,825	1,455	2,400	



Community Space											
Multipurpose Room	Patio/ yard	can divide in half	1	30	x	40	1,200	135%	1,620		
			1	30	x	20	600	100%		600	
Table & Chair Storage			1	8	x	15	120	135%	162		
Kitchenette			1	8	x	15	120	135%	162		
Janitor's Closet			1	6	x	8	48	135%	65		
Public Restrooms		Unisex	1	8	x	10	80	135%	108		
Public Restrooms		M/F multistall	2	10	x	18	360	135%	486		
Janitor's Closet			1	4	x	8	32	135%	43		
Community Space									2,646	0	600
Foster / Transfer											
Foster Care & Transfer Coordinator		office	1	8	x	10	80	135%	108		
Foster Storage			1	8	x	10	80	135%	108		
Hold for Exit to Foster		dogs and cats	2	8	x	12	192	135%	259		
Foster / Transfer									475	0	0
Animal Enrichment / Training											
Behavior & Enrichment Coordinator		hoteling workstation	1	6	x	8	48	135%	65		
Behavior & Enrichment Specialists		2 hoteling workstations	1	6	x	8	48	135%	65		
Training Room			1	14	x	20	280	135%	378		
Storage			1	6	x	10	60	135%	81		
Janitorial			1	4	x	6	24	135%	32		
Outdoor Training Yards			1	20	x	20	400			400	
Animal Enrichment / Training									621	0	400
Admissions / Reclaim and Diversion											
Admissions/ Resource Lobby			1	14	x	16	224	135%	302		
Animal Services Client Specialists		3 staff, together but separate (visual divider)	1	12	x	16	192	135%	259		
Restroom		2 between the public-facing spaces; larger is nice for families	2	8	x	9	144	135%	194		
Janitorial			1	4	x	6	24	135%	32		
Counsel			2	6	x	9	108	135%	146		
Intake Exam - Cats			1	8	x	10	80	135%	108		
Intake Exam - Dogs			1	10	x	12	120	135%	162		
Photo Room			1	9	x	10	90	135%	122		
Food Pantry Closet			1	8	x	10	80	135%	108		
Cat Hold			1	8	x	10	80	135%	108	4	
Flex Dog Runs			4	5	x	6	120	300%	360	4	
Outside Portion			4	5	x	6	120	225%	270		
Stray / Owner Surrender Dog Runs			8	5	x	6	240	300%	720	8	
Outside Portion			8	5	x	6	240	225%	540		
Outside Dog Yards			8	10	x	16	1280	100%		1280	
Bite Hold			6	5	x	6	180	300%	540	6	
Outside Portion			6	5	x	6	180	225%	405		
Food Prep/Dishes			1	10	x	10	100	135%	135		
Janitorial/Waste Disposal			2	8	x	8	128	135%	173		
Admissions / Reclaim and Diversion									3,470	1,215	1,280



Veterinary Services									
Wellness Clinic - Community Facing Services									
Vestibule		1	8	x	8	64	135%	86	
Lobby		1	12	x	20	240	135%	324	
Customer Service		2	6	x	8	96	135%	130	
Restroom		1	8	x	9	72	135%	97	
Janitorial		1	4	x	6	24	135%	32	
Exam Room		1	9	x	10	90	135%	122	
Comfort Room/ Exam Room		1	10	x	12	120	135%	162	
Shared Vet Spaces									
Pharmacy		1	8	x	10	80	135%	108	
Lab	Counter zone	1	6	x	10	60	135%	81	
Pack Prep/Laundry		1	10	x	14	140	135%	189	
Clinic Storage		1	8	x	8	64	135%	86	
Work Stations for 4 Vet Technicians	located within the treatment spaces	3	6	x	8	144	135%	194	
Induction	3 induction tables	3	10	x	12	360	165%	594	
Treatment	2 wet tables	2	10	x	12	240	165%	396	
Surgery - Spay/ Neuter	4 tables	2	14	x	18	504	135%	680	
Beach (Dog)	Floor Recovery	4	3	x	3	36	135%	49	
Beach (Cat)	Counter Recovery	1	3	x	8	24	135%	32	
Xray		1	9	x	10	90	135%	122	
Clinic Jan (Main)		1	6	x	8	48	135%	65	
O2 Closet	exterior access	1	6	x	8	48	135%	65	
Vet Office	shared; 2 max at once	1	10	x	12	120	135%	162	
Director of Veterinary Medicine	office	1	8	x	10	80	135%	108	
Clinic Manager	hotel workstation	1	6	x	6	36	135%	49	
Veterinary Assistant	2 hoteling workstations	1	6	x	6	36	135%	49	
Restroom		1	8	x	8	64	135%	86	
Dog Sx Hold - Runs		1	4	x	5	20	165%	33	
Dog Sx Hold - Cages	stacked 2 high	4	2.5	x	5	50	200%	100	
Cat Sx Hold	stacked 2 high	6	2.5	x	3	45	200%	90	
Dog Isolation									
Dog Sick Isolation Runs	Iso Yard	5	5	x	9	225	300%	675	
Dog Isolation Vestibule		1	10	x	15	100		150	
Iso Jan		1	6	x	8	48	135%	65	
Longterm hospitalized Dogs	inside/inside	6	5	x	10	300	300%	900	
Parvo Runs		4	5	x	5	100	250%	250	
Cat Isolation									
Cat Isolation Condos	double stacked (total 8 condos)	4	2.5	x	5	50	200%	100	
Cat Isolation Vestibule	sink; PPE; prep; W/D	1	10	x	10	100	135%	135	
Cat Isolation Condos - Ringworm	double stacked (total 8 condos)	4	2.5	x	5	50	200%	100	
Cat Isolation Vestibule - Ringworm	bathing; W/D	1	10	x	12	120	135%	162	
Veterinary Services							6,786	150	0
Administration / Offices									
Operations and Outreach									
Director of Animal Services	office	1	10	x	12	120	133%	160	
Director of Operations	office	1	8	x	10	80	133%	106	
Shelter Manager	currently cubicle/ future office	1	8	x	10	80	133%	106	
Assistant Shelter Manager	hoteling workstation	1	6	x	6	36	133%	48	
Community Relations Coordinator	currently cubicle	1	6	x	8	48	133%	64	
Community Outreach Coordinator	hoteling workstation	1	6	x	6	36	133%	48	
Animal Care Technicians	hoteling workstations for 5 full time and 6 part-time	8	6	x	6	288	133%	383	
Animal Care Technician II	hoteling workstation for 4 people	2	6	x	6	72	133%	96	
Animal Service Program Specialists	hoteling workstations for 8 people	2	6	x	6	72	133%	96	
Open Workstations	hoteling workstations	4	6	x	6	144	133%	192	
Animal Services Program Coordinators	cubicles	2	6	x	8	96	133%	128	
Outreach & Support Coordinator	hoteling workstation	1	6	x	6	36	133%	48	
Outreach & Support Specialists	4 total in a room	1	12	x	14	168	133%	223	
Admin Assistant	cubicle	1	6	x	8	48	133%	64	
Case Management Supervisor	office	1	8	x	10	80	133%	106	
Case Manager	cubicle	1	6	x	8	48	133%	64	
Animal Services Officer	hoteling workstation	1	6	x	6	36	133%	48	
Deputy Director	office	1	8	x	10	80	133%	106	
Clerk III	hoteling workstations for 2 people	1	6	x	6	36	133%	48	
Pet Support Coordinator	hoteling workstation	1	6	x	6	36	133%	48	
Copy/Supply	Nook	1	6	x	8	48	133%	64	
Volunteers / Community Partnerships									
Volunteer Coordinator	office	1	8	x	10	80	133%	106	
Volunteer Office		1	12	x	14	168	133%	223	
Verona Street AS Office		1	8	x	10	80	133%	106	
Staff Support Spaces									
Conference Room		1	14	x	18	252	133%	335	



Huddle Room	Glass small meeting	2	8	x	8	128	133%	170				
Staff Break Room		1	14	x	16	224	133%	298				
	Patio	1	14	x	16	224	133%	298				
Staff Quiet / Nursing Room	UC fridge and sink ideal	1	8	x	8	64	133%	85				
Locker Rooms		1	10	x	14	140	133%	186				
Restrooms		2	8	x	8	128	133%	170				
Unisex RR w/ shower		2	8	x	10	160	133%	213				
Staff Support Spaces								4,437	0	0		
Field Services												
Supervisor of Animal Control	currently cubicle	1	8	x	10	80	135%	108				
Asst. Supervisor of AC		1	8	x	10	80	135%	108				
Animal Control Officer	Hoteling Workstations	3	6	x	8	144	135%	194				
Secure/ Evidence Storage		1	8	x	10	80	135%	108				
Field Team Room		1	14	x	18	252	135%	340				
Field Services								859	0	0		
Support Spaces												
Grooming	1 tub room	1	12	x	14	168	135%	227				
Photo		1	8	x	10	80	135%	108				
Freezer		1	8	x	10	80	135%	108	108			
Central Food Prep Room		1	14	x	16	224	135%	302				
Central Dishwashing		1	14	x	16	224	135%	302				
Food Pantry Warehouse		1	16	x	20	320	115%	368				
Food Storage		1	20	x	30	600	115%	690				
General Storage		1	20	x	30	600	115%	690				
Laundry		1	18	x	24	432	115%	497				
Mechanical		1	14	x	16	224	115%	258				
Electrical		1	10	x	12	120	135%	162				
Fire Riser Room		1	8	x	8	64	135%	86				
IT Room		1	8	x	10	80	135%	108				
Sallyport	multi-bay drive thru	1	36	x	40	1,440	110%	1584				
Facilities		1	10	x	12	120	110%	132				
Loading Dock		1	10	x	10	100	110%	110				
Support Spaces								3,930	1,802	0		
Totals								29,048	4,622	4,680	Cats 42	Dogs 48

9 Budget Recommendations

Budget Considerations

Below are some reasons why animal shelters are more expensive than other types of projects.

Designing for Sanitation

Shelters must provide a clean and sanitary environment for the health of animals. Unlike human hospitals where patients are protected by footwear, animals are in direct contact with the floors and walls of housing and circulation spaces. Sanitation systems are expensive because they involve skilled trades and significant infrastructure. A well-designed shelter has:

- Floor drains in every animal housing enclosure, as well as in the aisles outside the enclosures.
- Thickened concrete slabs to incorporate drainage systems.
- Hoses and disinfectant mixing stations throughout housing areas.
- Waterproof floor and wall systems. This is extremely important to prevent degradation of finishes and to extend the lifespan of the shelter.
- Commercial-grade dishwashers for sanitizing bowls and equipment.
- Commercial-grade washing machines for sanitizing laundry.
- Sag-resistant ceilings to withstand humid conditions during cleaning.



- Doors and interior window openings that are durable enough to be cleaned with water and disinfected.

Designing for Healthy Air

Just as floors, walls, and equipment must be sanitary, the air that the animals breathe must be clean and free of pathogens and odors. Odors are indicative of unhealthy air quality, and so animal shelters are typically designed to prevent noticeable odor in the air. An odor-free environment also creates a more positive experience for visitors and staff. Animal shelters employ these strategies to maintain healthy and odor-free environments:

- Enhanced air changes.
- Greater dilution with outside air.
- Air pressurization strategies to prevent contaminated air from flowing through the shelter from one space to another.
- Energy recovery strategies to recover the energy lost by moving more air.
- Greater levels of filtration to catch dust and animal hair.

Designing for Lighting and Power

Buildings such as shelters that have larger mechanical systems also need more electrical capacity to run these systems. Shelters contain equipment such as commercial laundry machines that require dedicated power. Shelters also must be lit brightly and evenly for good cleaning, the safety of the animals and staff, and to promote adoptions. Given current energy codes, shelters must be designed with highly efficient lighting systems to afford the illumination levels that are needed. This equates to more expensive lighting selections.

Durability and Use

The only building type that receives more daily, difficult use than an animal shelter is a correctional facility. Unlike schools, shelters are used 24 hours per day by the animals. Unlike hospitals, shelters are cleaned with a hose and water. Shelters are used daily by staff, volunteers, the public, and animals, and therefore they must be durable enough to withstand the unpredictable use patterns of this combined group. To last for years, shelters typically have:

- Specialized doors and hardware.
- Wall protection to prevent damage from carts and leashes.
- Tempered glass in interior openings to prevent breakage.
- Flooring that holds up to cart traffic and dog claws.
- Higher performance paints and finishes for easy cleaning.

Importance of Well-Built Shelters

Animal shelter organizations do not have many opportunities to build buildings. Therefore, shelters should be designed to protect important investments and to maintain functional, efficient, and healthy operations for decades to come. Good shelter buildings may cost more money in the short term, but they reduce long-term operational expenses. A great shelter building supports the work that staff and



volunteers do to provide humane and compassionate care for the animals, to control disease, and to keep the public safe.

Cost Breakdown for Option 3 New Construction Facility

During the concept plan development, several options were considered for different levels of renovation or new construction for a facility to best serve RAS’s future needs. At present the cost of renovation construction can be almost comparable to the cost of new construction. A detailed breakdown of the pros and cons and the cost analysis was included for each option listed in the RAS Plan Options Package (*see attached*). Since RAS has opted to pursue a concept floor plan for Option 3 – New Construction, the cost breakdown below is for the new, approximately 29,048 gross-square-foot facility.

This chart is broken into sections for hard costs, including escalation to 2027, and soft costs. Hard costs are directly related to the physical construction project. Soft costs are all the other expenses associated with the total project that do not deal directly with the physical construction. The approximate cost would need to be updated once an official site is determined.

	SF		Cost per SF	Cost
Total Gross SF	29,048	x	\$600	\$17,428,908
Total Exterior Covered SF	4,622	x	\$350	\$1,617,525
Total Exterior Uncovered SF	4,680	x	\$50	\$234,000
Hard Cost Total				\$19,280,433
		%		
Site Costs		12%	\$2,313,652	
Building Structure		16%	\$2,988,467	
Shell		12%	\$2,217,250	
Interiors		19%	\$3,663,282	
MEP		31%	\$5,976,934	
Div 1, Markups		11%	\$2,120,848	
Mounted Police Barn			\$2,700,000	
Hard Costs Total			\$21,980,433	
Adjusted Hard Costs (escalation to 2027 at 5% per year)			\$28,053,221	
Generator			\$150,000	
Low Voltage		\$8	\$232,385	
Furniture, Fixtures & Equipment (FF&E)		12%	\$3,366,387	
Professional		10%	\$2,805,322	
Contingencies		10%	\$2,805,322	
Permitting / Misc.		1%	\$280,532	
Soft Costs Total			\$9,639,948	
Approximate Project Cost Total			\$37,693,170	



Case Study Projects for Cost Comparison

As part of the ongoing design discussions, a cost comparison analysis was created to show comparable cost per square foot numbers of regionally similar and recent projects. General information related to inflation percentages over the last several years was also included to help predict potential future cost escalations.

General Information:

Location factor for an average project in the US and Canada is 3.00

Inflation of Construction Cost, Turner Construction**

2018	2019	2020	2021	2022	2023
5.60%	5.50%	1.80%	1.90%	8.00%	2.70%

***Note this does not account for localized issues such as labor availability, which might push up the costs of projects significantly on a case-by-case basis.*

Rochester Animal Services

Location Factor	2.98
Adjustment Needed to Move Costs to Average	101%
Cost per s.f. of Project for New Construction, Adjusted for Location	\$668

Brampton Animal Services, Canada

Project Information: 26,889 GSF Building	
Inflation Needed? No - Currently Budgeting with Strong Cost Estimating	
Location Factor	3.04
Adjustment Needed to Move Costs to Average	99%
Cost per s.f. of Project, Adjusted for Location	\$668

Animal Shelter Project in Upstate NY (undisclosed for confidentiality)

Project Information: 33,661 GSF Building	
Inflation Needed? No - Currently Bidding	
Location Factor	2.82
Adjustment Needed to Move Costs to Average	106%
Cost per s.f. of Project, Adjusted for Location	\$780

**high cost/sf number partially due to site extremes.*

Cleveland APL Renovation and Expansion, OH

Project Information: 9,193 s.f. of Expansion and 15,737 of Renovation	
Inflation Needed? Yes, Bid in 2020	14.4%
Location Factor	3.34
Adjustment Needed to Move Costs to Average	90%
Cost per s.f. of Project Renovation, Adjusted for Location and Inflated to 2023	\$307
Cost per s.f. of Project Addition, Adjusted for Location and Inflated to 2023	\$667



10 Recommendations and Next Steps

After the needs assessment workshop, programming exercises, and options/cost analyses, Rochester Animal Services opted to pursue the development of Option 3 – New Construction for a detailed concept floor plan. The test-fit site location on W. Broad Street was used to determine the general relationship for the size of the facility, exterior amenities, and potential size for future site selection. Once a site is selected in the next phases of the project, an updated evaluation of cost and programming needs should be undertaken to appropriately match the information to the new site's specifics.

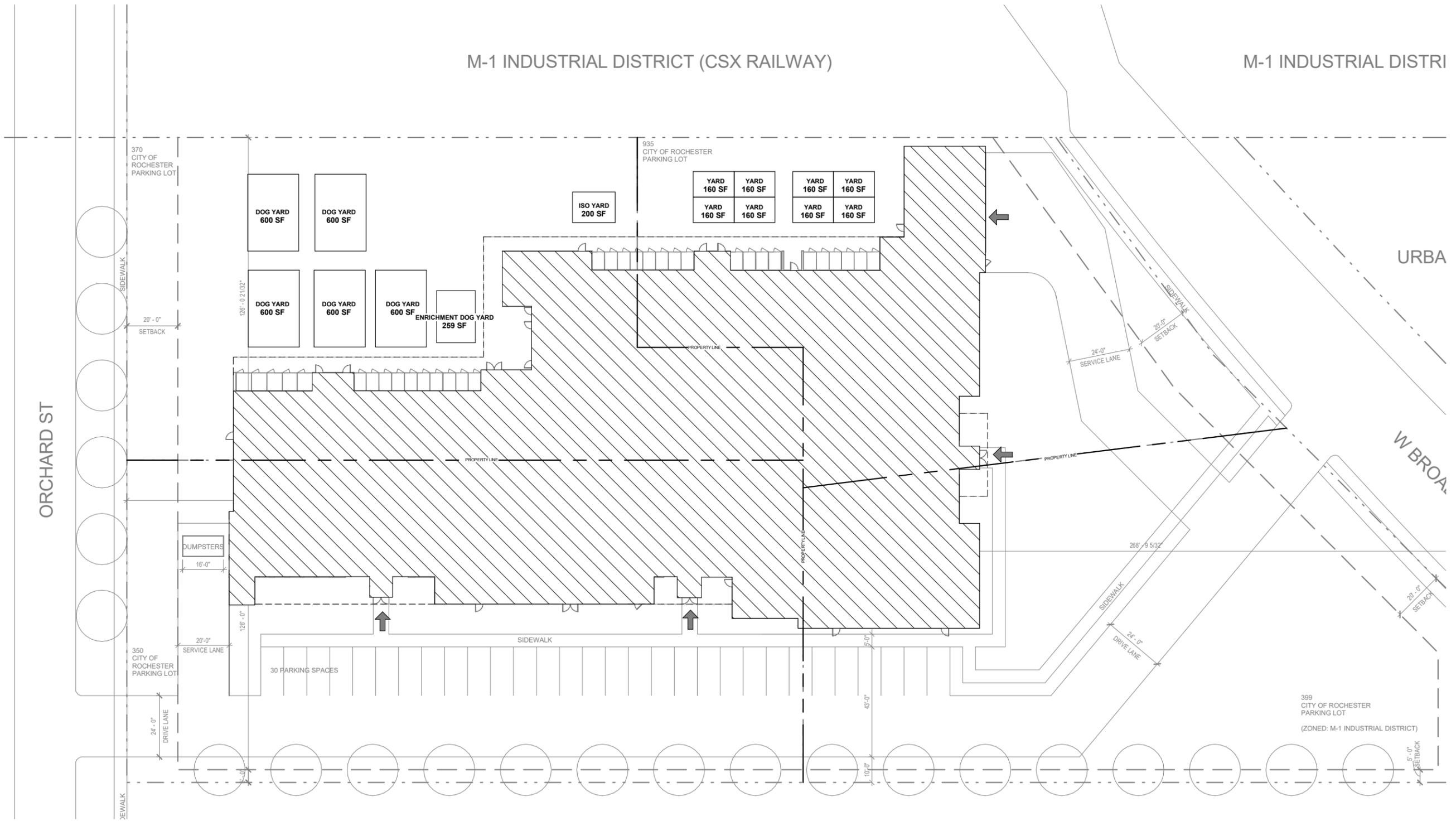
On the next page is the concept floor plan for Option 3 that shows the spatial relationships of all the program elements listed in section 8 of this report. The plan would be the basis for the project continuing into schematic design through full construction documents and construction.

In the interim it was requested of Animal Arts to provide some recommendations for the short-term upgrade of the existing facility. These would help address some of the challenges listed in the analysis of existing conditions, detailed in sections 3 and 4 of this report.

Short-Term Existing Facility Improvement Recommendations

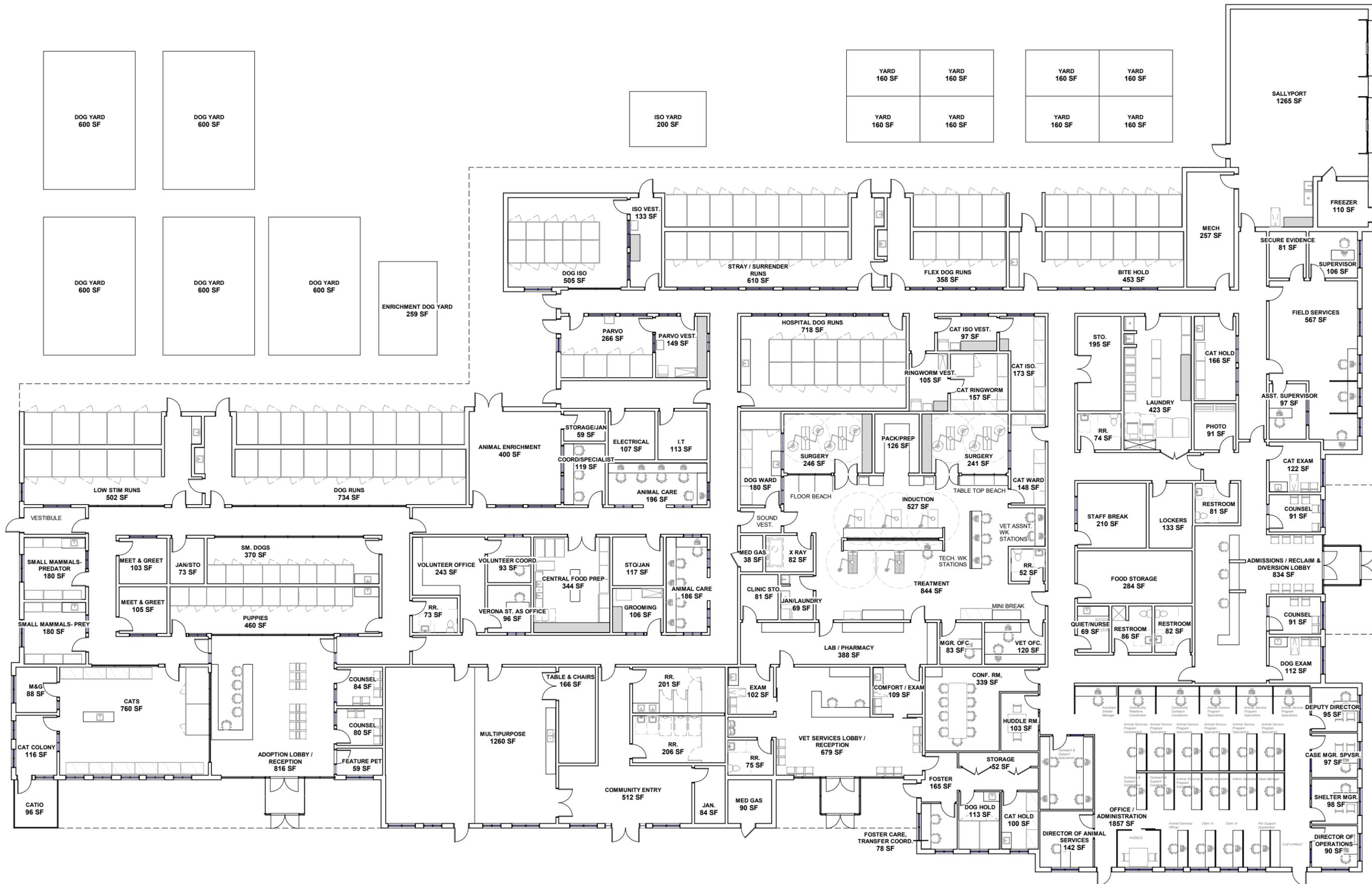
- Better storage cabinets/closed-door solutions in the surgery and vet treatment rooms. For example, Tristar Manufacturing stainless-steel upper/lower cabinets that could be reused in the new facility are one option. Another possibility is Midmark's pre-manufactured cabinets with glass fronts. Either option would help create a more aseptic environment within the clinic and organize the supplies.
- Remove the soffit over the existing cat housing condos and install Midmark cabinets that could be relocated to the new facility and also upgrade the cat housing products.
- Major equipment needs that could also be relocated include:
 - A new bathing tub with ramp.
 - A new veterinary table with storage below, we call these wet tables, from manufacturers like Shor-Line.
 - A new autoclave since both existing units seem to be out of commission.
- Other light renovations like repainting walls or replacing flooring that is degrading can help with aesthetics and cleanability in the facility. Recommended flooring would be cementitious resinous flooring or a porcelain tile with an epoxy grout.
- The small dog kennels could become a nice laundry room with laundry machines that could be relocated in the future, for example, stackable Speed Queen 30lbs machines. Include a dish cleaning area with a double-basin sink and stainless steel storage racks. The existing laundry location is a significant fire hazard, especially for the animals and horses housed in locking condos or stables.
- Doors into heavy use and wet spaces, such as the dog kennel rooms could be upgraded to FRP (fiberglass reinforced plastic) doors with aluminum frames to show less wear but be more durable. These doors come with a variety of window options.





Rochester Animal Services
04-12-2023

1 CONCEPT SITE PLAN
SCALE: 1" = 40'-0"



1 CONCEPT FLOOR PLAN
 SCALE: 1" = 20'-0"

11 Appendix A: Workshop Presentations

Design Your Best Practice Animal Shelter

Heather E. Lewis, AIA, NCARB, AAA




1

Challenges the Building will Face

- Maintaining Health and Wellness
- Long Lifespan, with Maximum Abuse
- Flexibility of Use
- Serving the Community
- Sustainability and Energy Use Reduction



2

Health and Wellness



3

Maintaining a Right-Sized Shelter!

- Healthier for Animals
- Better Use of Donor or Public Funding
- Easier to Operate
- Fewer \$ to Maintain
- Costs Less to Build



4

Simple Math Examples

10 dogs	x	12 days	=	120 dogs in care
8 dogs	x	12 days	=	96 dogs in care
150 \$/f. per dog x 24 dogs = 3,600 \$/f. x \$500 per \$/f. = \$1,800,000 Saved by Reducing Intakes				
10 dogs	x	12 days	=	120 dogs in care
10 dogs	x	10 days	=	100 dogs in care
150 \$/f. per dog x 20 dogs = 3,000 \$/f. x \$500 per \$/f. = \$1,500,000 Saved by Reducing LOS				



5

Triaged Intake



6



Community Cat Programs



7

Foster Care



8

High Volume Spay/Neuter



9

Best Animal Care Practices



10

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

11

The Basics - Dbl. Compartment



12



13



14



15



16



17



18



19



20



21



22



23



24



25



26



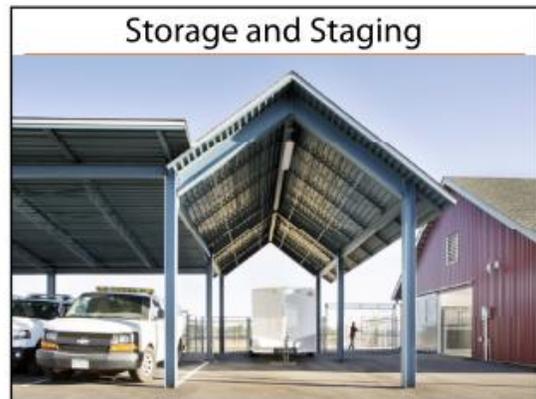
27



28



29



30



Flexible Housing



31

Serving the Community



32

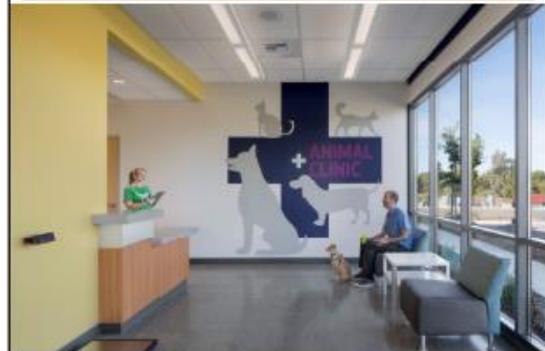
How to Serve Community Better

- Treat All Services and Customers with Care
- Reduce Barriers
 - (physical, language, gender, socioeconomic, operational)
- Architecture that Respects Privacy



33

Veterinary Services



34

Classrooms



35

Pet Food Banks



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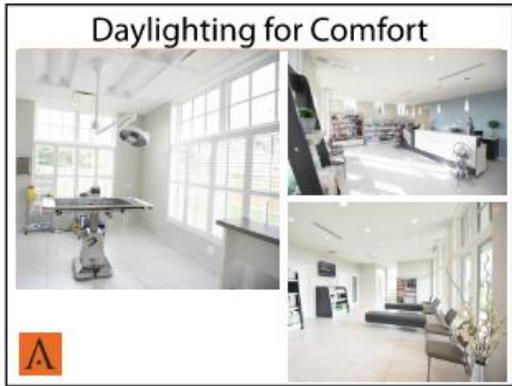


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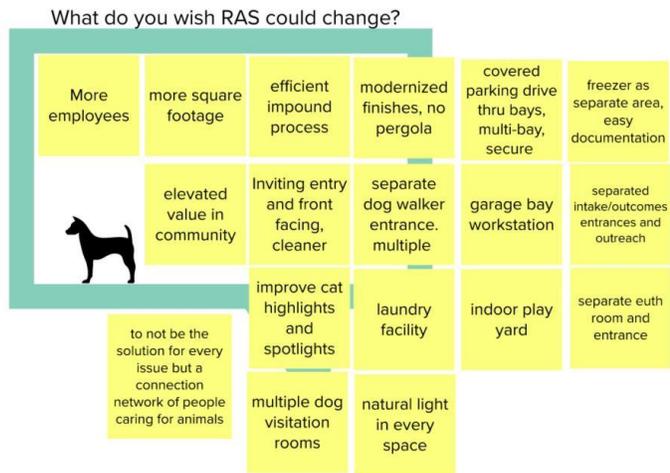
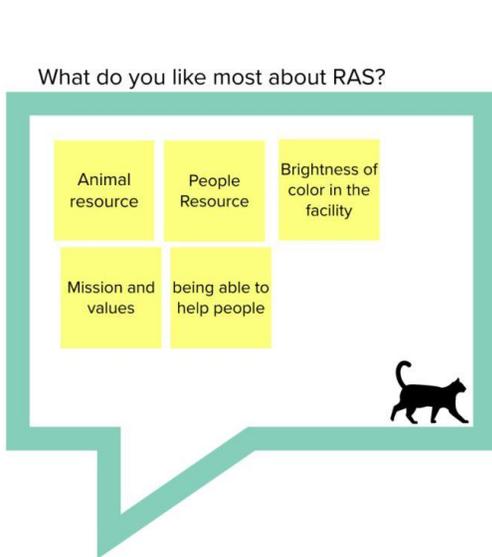


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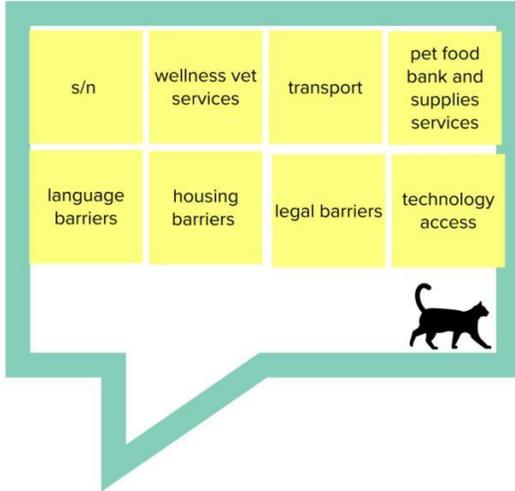


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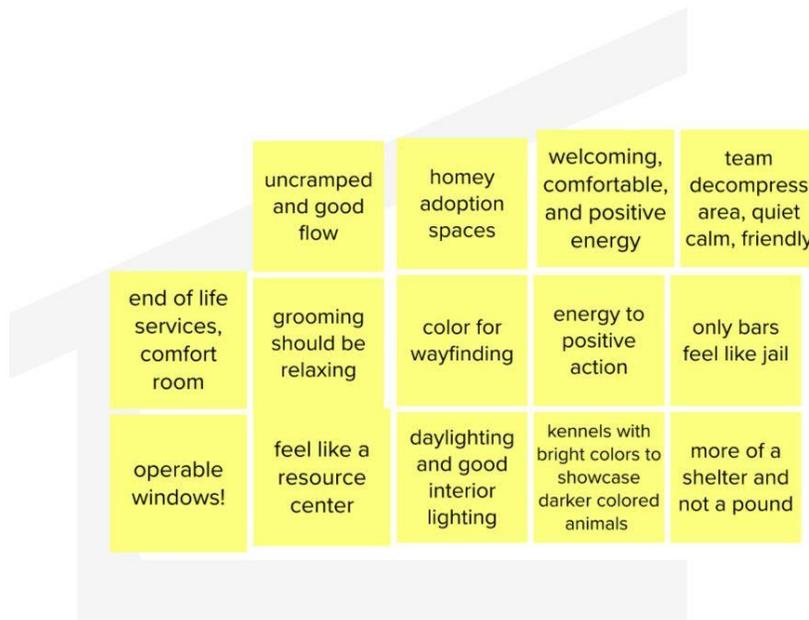
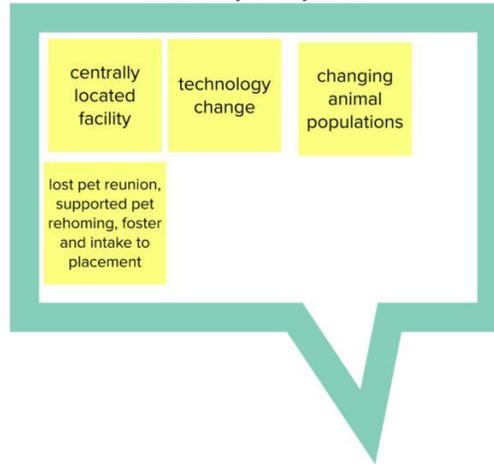
12 Appendix B: Mural Boards



What barriers are there to serving people who need service, and how can RAS help?



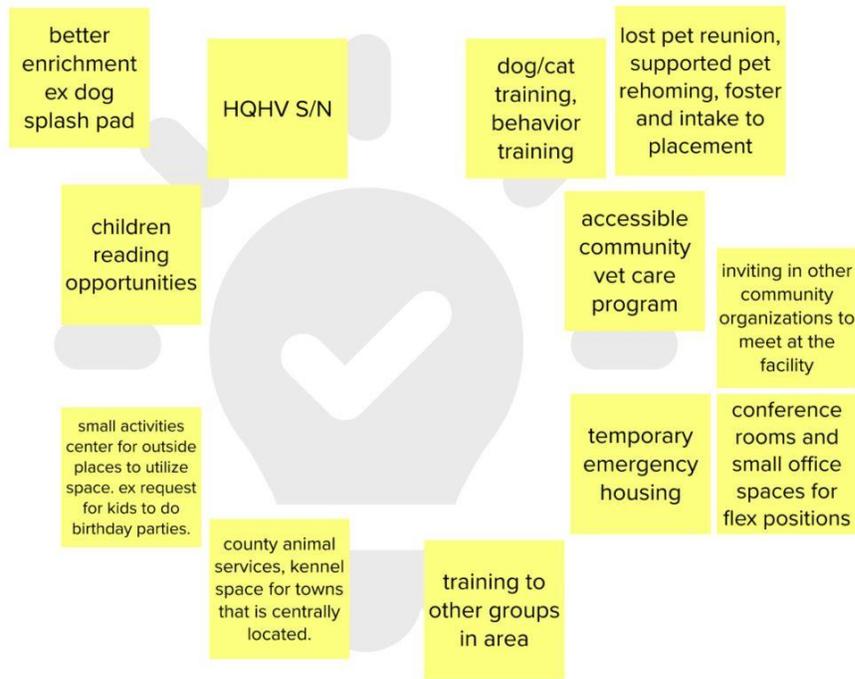
What new challenges will you face in serving your community in 10 years?



What do you want the building to FEEL like in order to best serve the community?



Big Picture Program Discussion



What is the desired experience for staff and field services, volunteers and visitors, and dogs and cats?



Final Comments
what didn't we cover today?

		counters at the right height for front entry.	positive or negative experiences
retail maybe	positive what people see come in the front door	flow at front for people to know what to do.	welcoming entry that promotes wayfinding
partnerships to engage further with the community	security for staff	traffic flow for people with animals, staff, volunteers	safe walking with animals moving