



CITY OF SAGINAW
FACILITY STUDY &
NEEDS ASSESSMENT
SAGINAW ANIMAL SHELTER

quorum



JANUARY 15 2026
QAI NO. 25043

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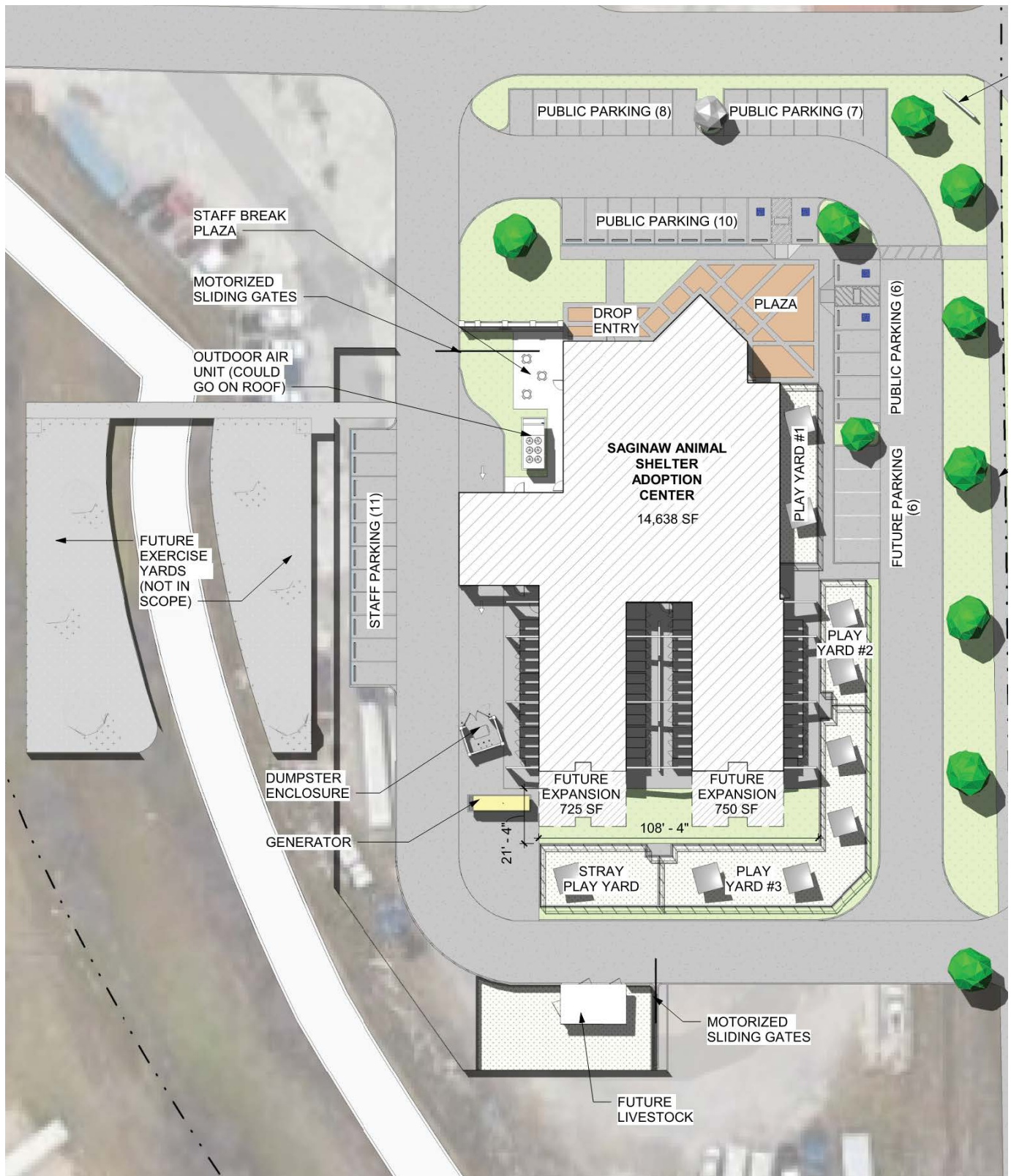


Quorum Architects, inc. was retained by the City of Saginaw to perform a feasibility study and needs assessment of their current animal shelter. Quorum was commissioned not only to utilize our extensive experience with similar facilities, but also to meet with staff to gather their input. Quorum Architects was tasked to provide a conceptual design and cost estimate.

In addition, because every animal shelter has its own unique needs and issues, the current operations of the existing facility were observed and analyzed. Quorum then addressed ideas and concerns through facilitated meetings with the staff. Operational aspects such as animal intake, processing, care, medical procedures and disposal, as well as public accessibility, safety, comfort, training, and the adoption process were all taken into account.

Quorum worked closely with Animal Shelter staff to assemble the needed programming of spaces, as well as animal capacities for a new facility. Additional information was gathered from industry-respected sources, such as the Humane Society of the United States publication, guidelines for housing animals in shelter facilities, and the American Veterinary Medical Association's statistics of national pet ownership. This information was then compared to other recently constructed facilities (with similar populations) to benchmark and confirm the findings.





The Functional Space Requirements section outlines how these specialized spaces function within an Animal Shelter & Adoption Center. Modern shelters are more than just holding facilities—they are inviting, educational environments designed to promote pet adoption and community engagement.

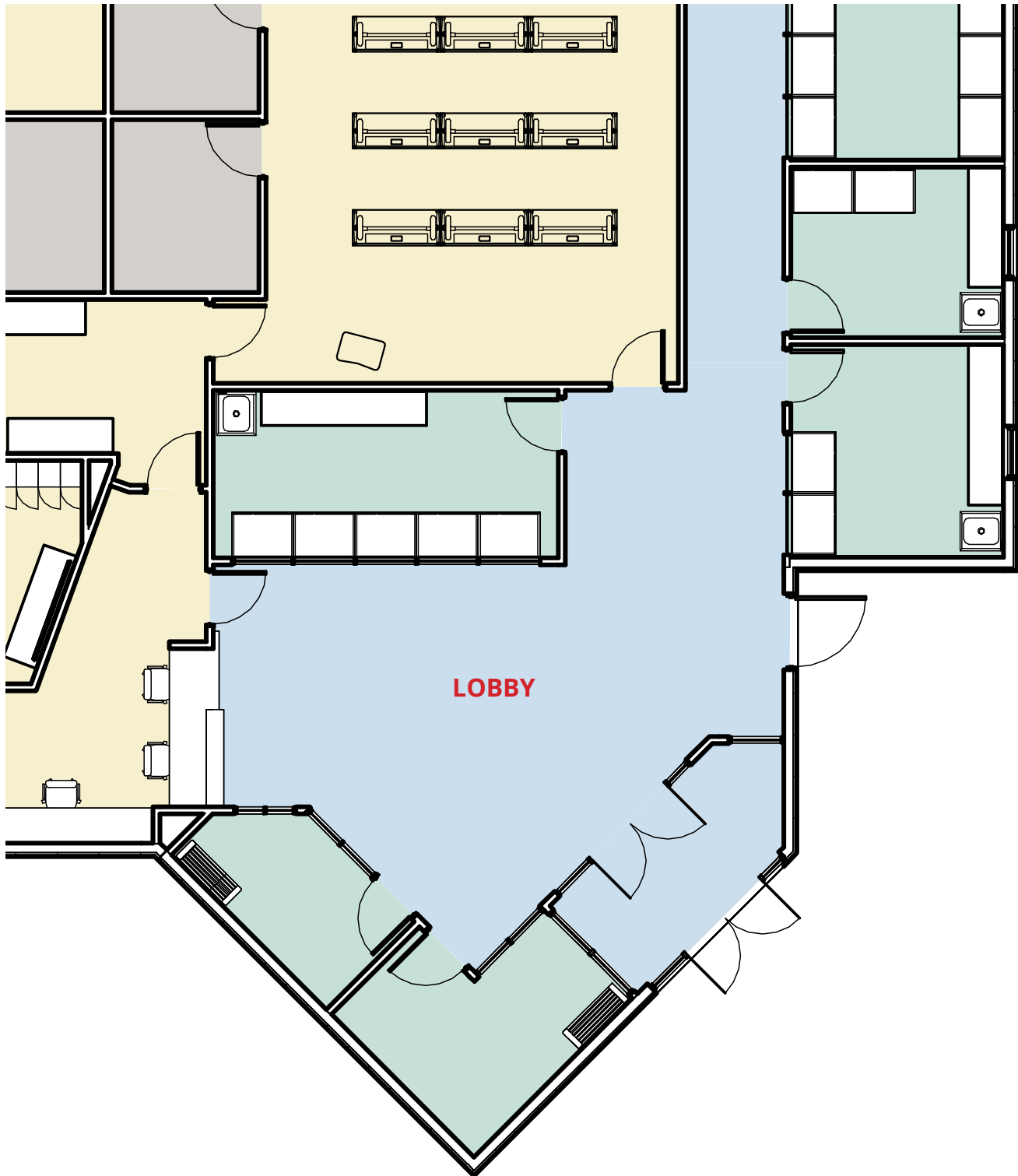
These thoughtfully designed spaces create a welcoming, healthy atmosphere that encourages frequent visits, increases adoption rates, and provides educational opportunities for visitors. Well-lit and equipped with durable finishes and materials, these areas prioritize the well-being of animals, visitors, and staff alike.



ENTRY PLAZA

The **Entry Plaza** serves as the welcoming gateway, guiding visitors into the building with an open and inviting atmosphere.

This spacious, multi-functional area is designed to host a variety of events, including outdoor adoption drives, low-cost vaccination clinics, fundraisers, and community gatherings. It provides a vibrant and versatile space for both public engagement and meaningful interactions.



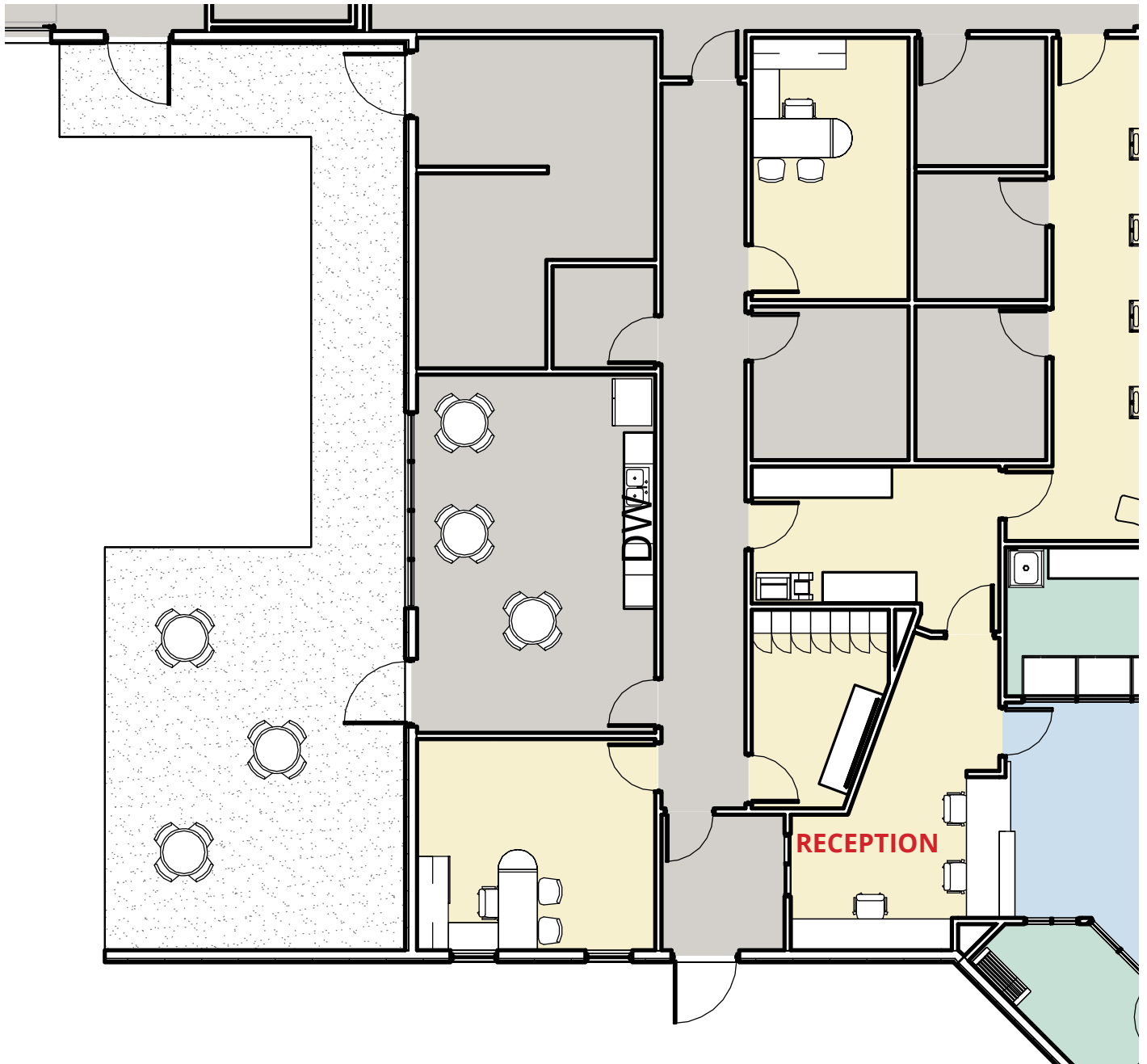


LOBBY

The Adoption Lobby is located at the main entrance and serves as the central hub of the building. Upon arrival, visitors are greeted at the reception desk and can immediately begin viewing the animals. Small Animal Viewing Rooms, often situated just off the lobby, provide an inviting space for interaction. All public areas—including Reception, the Training/Meeting Room, and the Retail Display—are easily accessible from this entry point. Additionally, a kiosk could be provided to help visitors locate lost pets and check the availability of adoptable animals.



Drop-Off/Owner Surrender Lobbies are becoming increasingly common in new facility designs. These areas often share a reception counter, allowing staff to efficiently manage both lobbies from a central location. This design enables individuals to bring in sick, injured, or surrendered pets without crossing paths with healthy animals in the Adoption Lobby. The space is typically designed with an adjacent Exam Room and direct access to back-of-house areas, including Isolation Rooms.





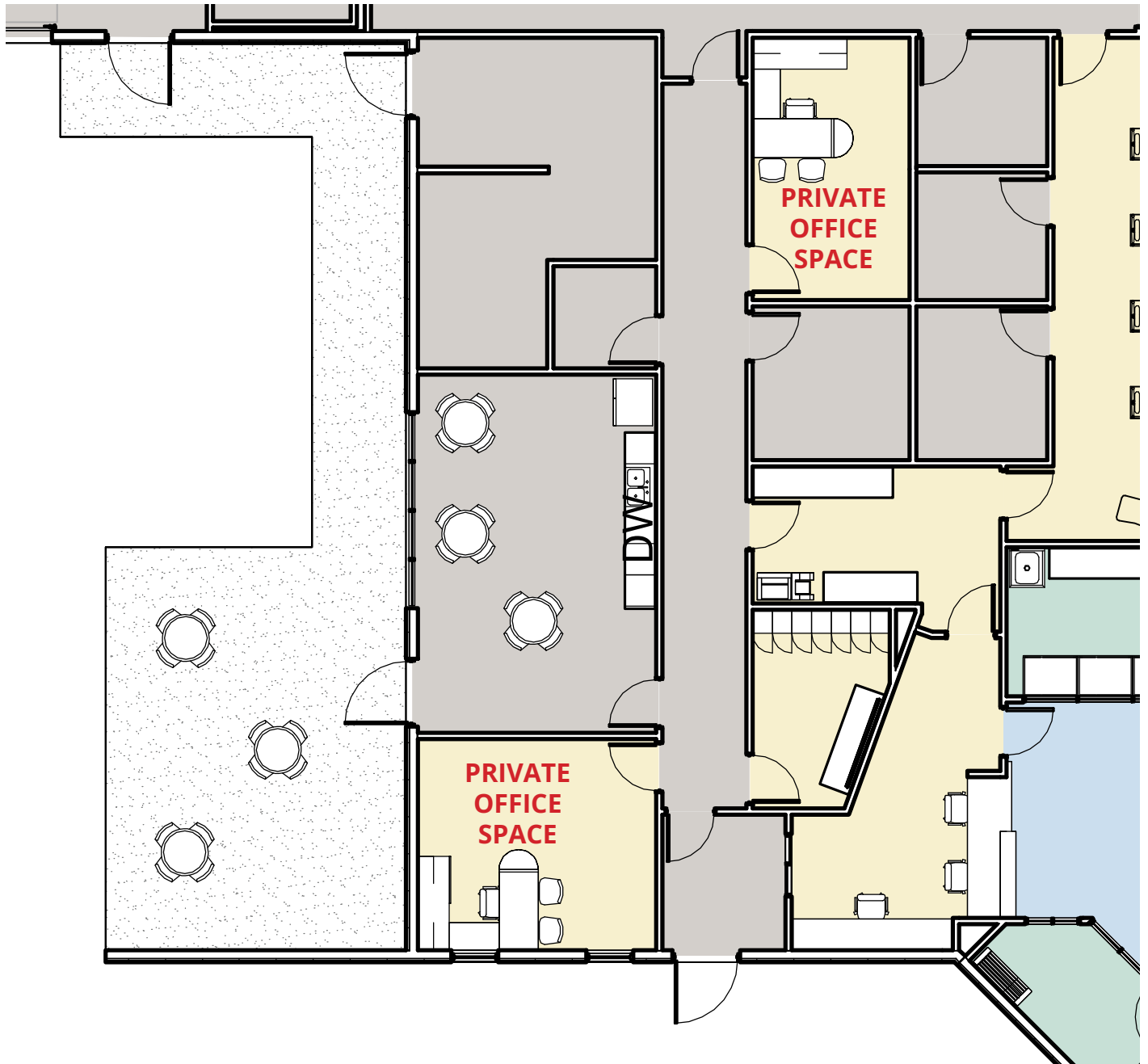
RECEPTION

The Reception Counter is designed as the central hub of the animal shelter and adoption center, facilitating a variety of essential daily functions, including:

- Greeting and signing in visitors
- Assisting visitors with animal viewings
- Processing adoptions
- Providing adoption counseling
- Maintaining shelter records
- Managing animal redemptions
- Assisting with lost pet recovery
- Issuing pet licenses
- Performing microchipping services
- Handling dispatch operations
- Coordinating school trips



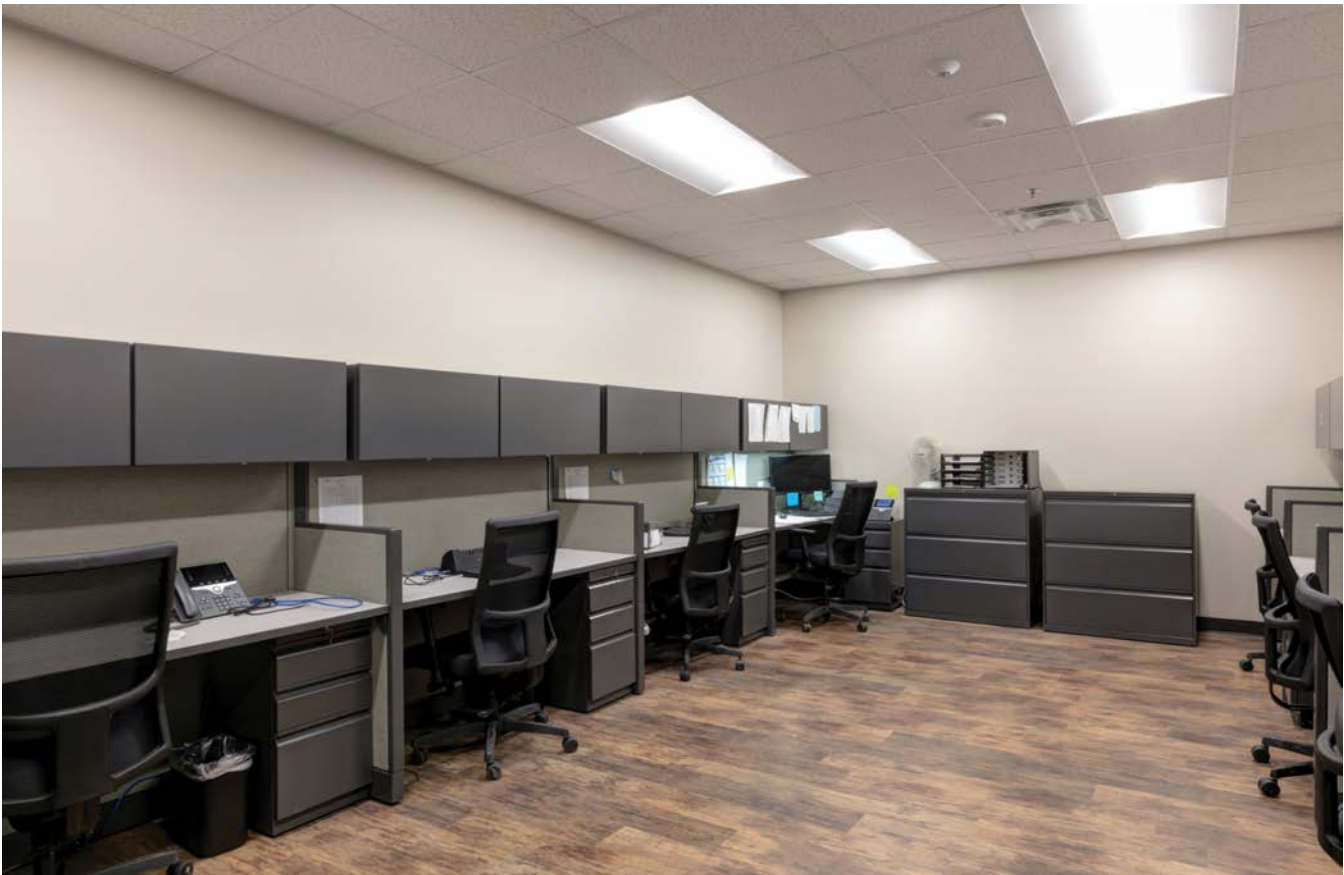
This thoughtfully designed space ensures efficient operations and a welcoming experience for visitors, staff, and the animals in our care.

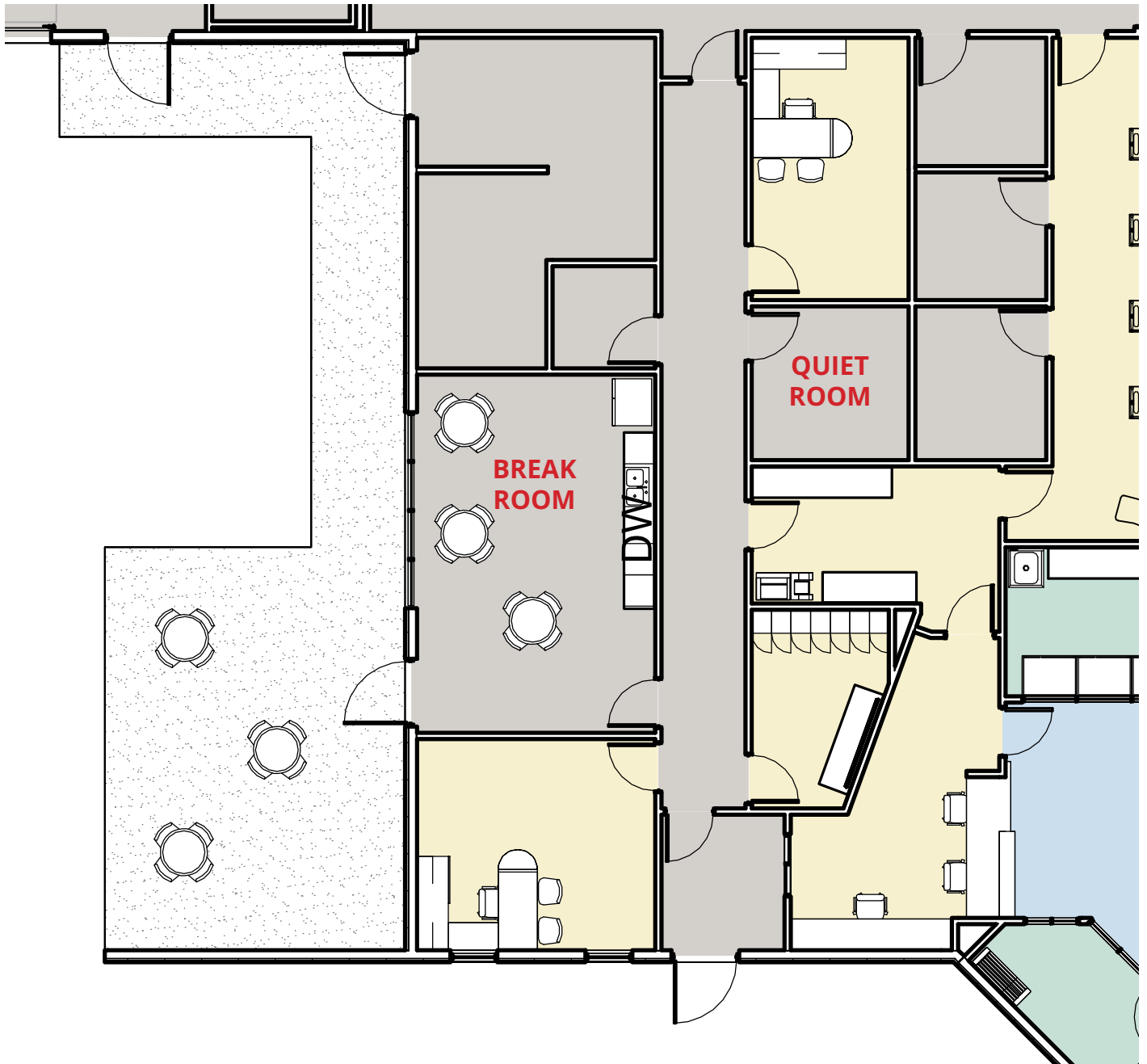




PRIVATE OFFICE SPACE

Private office space is recommended for management level staff.





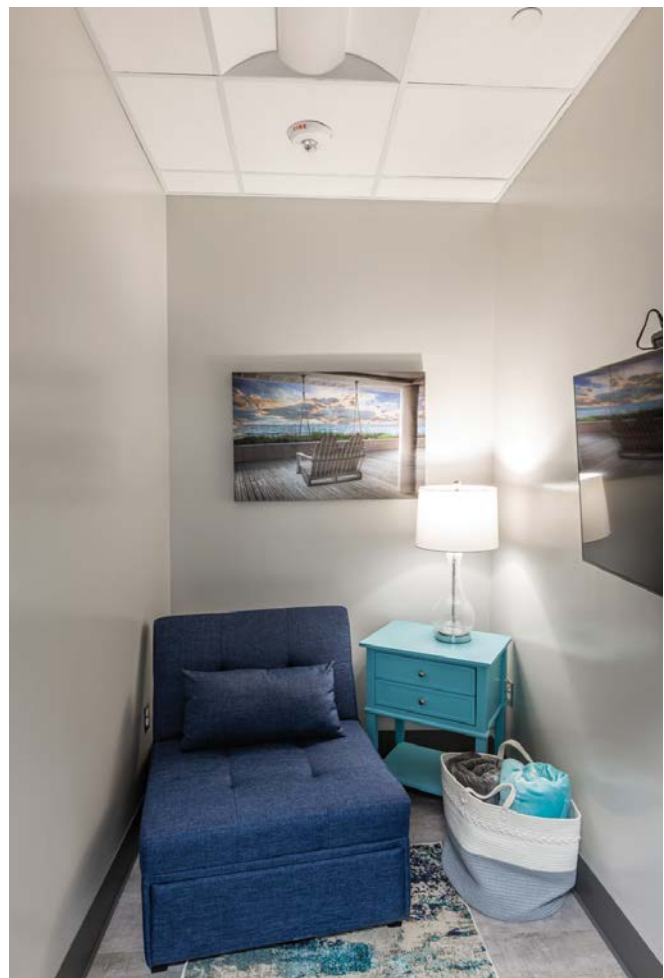


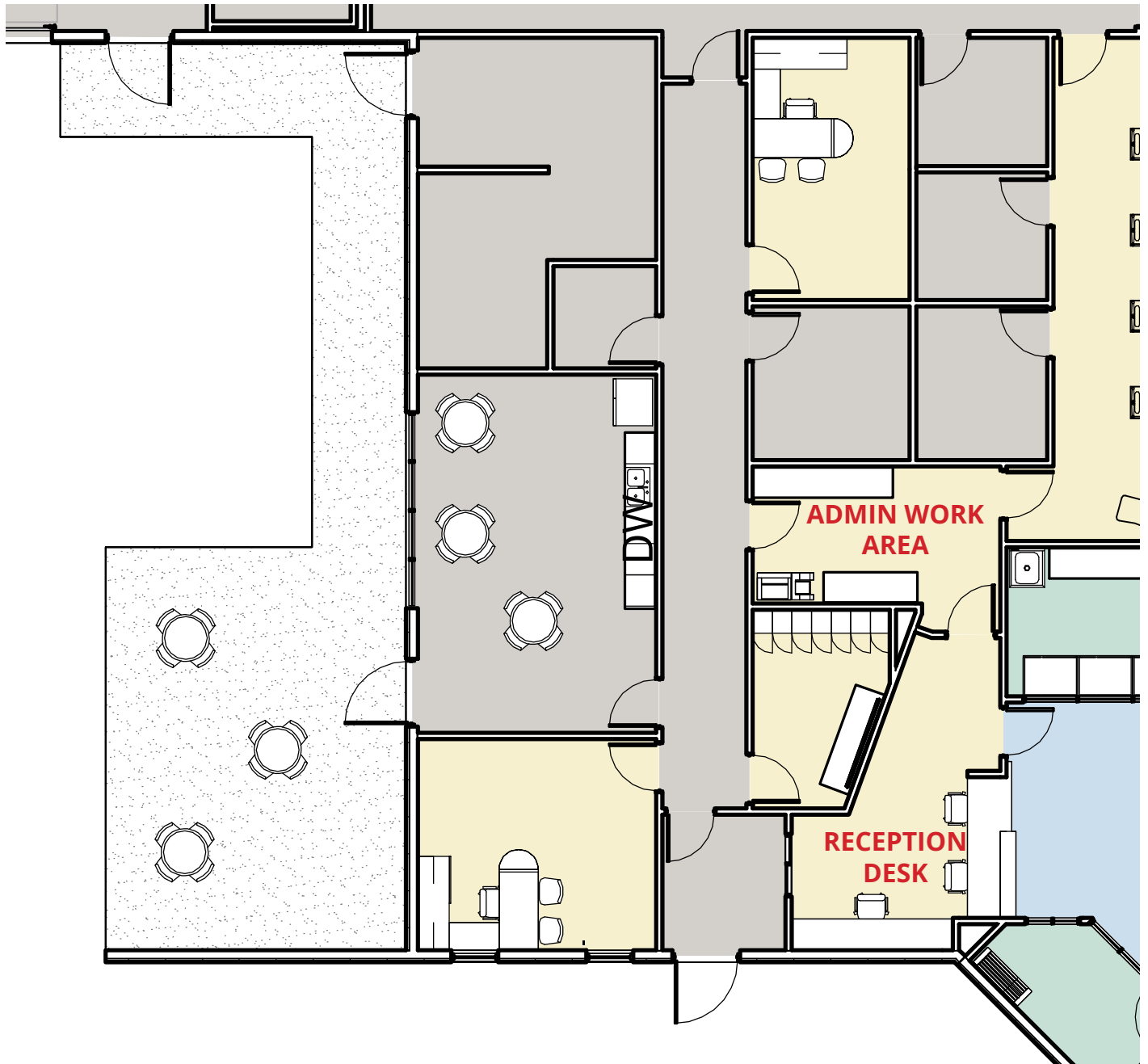
BREAK ROOM

Located away from the animal rooms to ensure a quiet space for staff and volunteers, the **Break Room** serves as a peaceful refuge for relaxation and de-stressing.

QUIET / PRIVATE ROOM

Like the Break Room, the **Quiet / Private Room** is located in a quiet zone of the facility. Working in an animal shelter and adoption center is one of the most stressful jobs in the city. This space provides staff with a place to step away for a few moments during the day to decompress and recharge. It also serves as a Lactation Room for nursing mothers and can be used as an overnight refuge for staff in cases of severe weather or emergency situations.







ADMIN WORK AREA

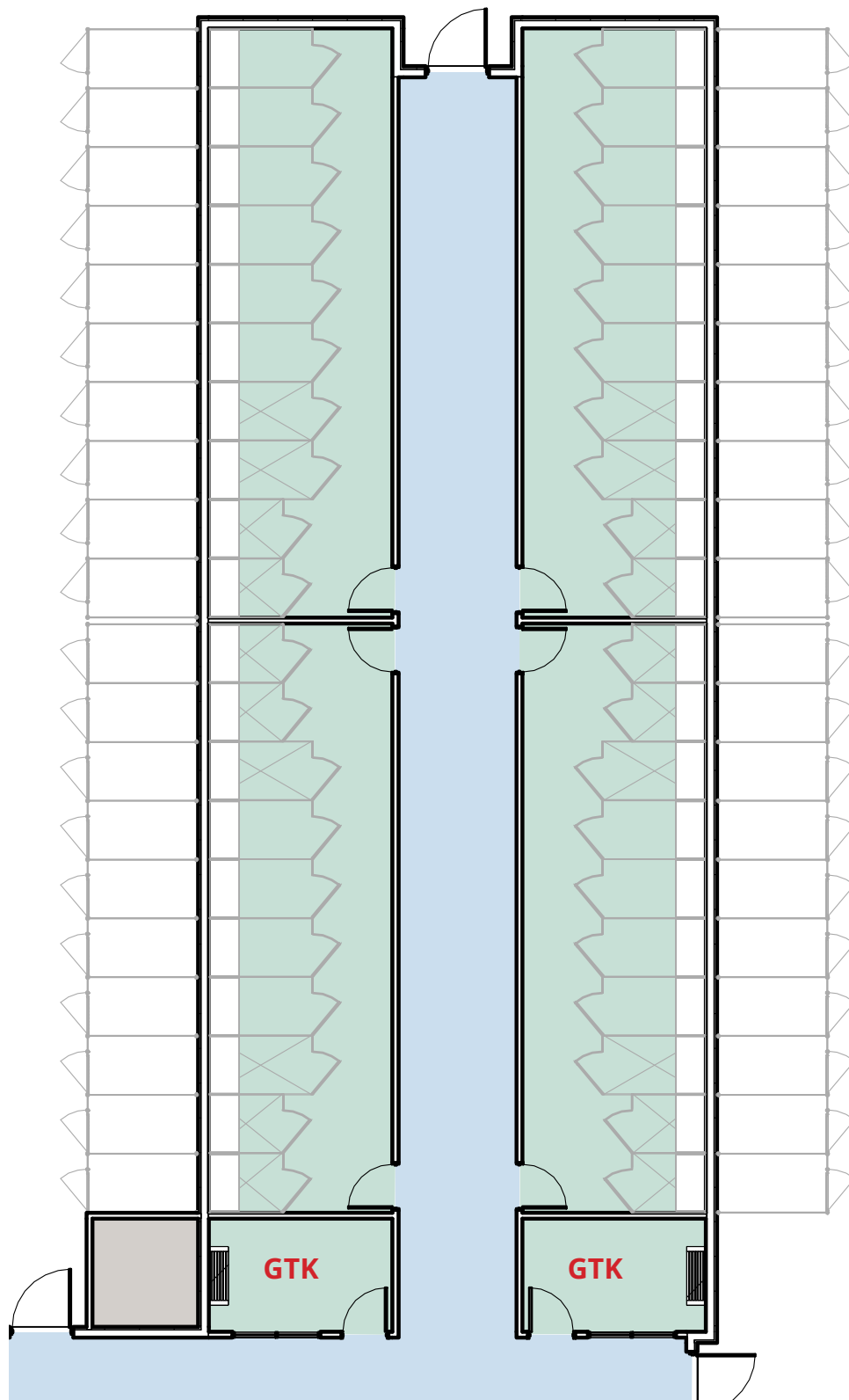
This busy area serves as the hub for traditional office functions. A designated work surface is provided to accommodate tasks specific to the animal shelter, such as preparing adoption packets. Ideally, this space should be located adjacent to the reception area.

FILE ROOM

An animal shelter generates a significant number of files that must be stored for extended periods. This area will help maintain an organized facility for years to come. As most shelters transition to digital record-keeping, the need for physical storage space continues to decrease.

RECEPTION DESK

The **reception desk** is centrally located within the facility's control center. This space is designed to accommodate multiple staff members working simultaneously to greet visitors and groups, process adoptions, provide adoption counseling, issue licenses, answer phones, maintain shelter records, and manage dispatching. Many facilities are adopting a shared reception area model, enabling staff to efficiently serve both the Adoption and Owner Surrender/Drop-Off Lobbies from a single desk.





GET-TO-KNOW ROOM

Get-To-Know Rooms provide a space for staff to introduce potential adopters to dogs or cats in a comfortable, indoor setting. These rooms offer a dedicated play area, particularly useful during rainy or cold days. Designed with durable finishes, they can also serve as temporary housing for animals throughout the day. Research suggests that smaller, more intimate rooms encourage interaction between adopters and pets, leading to higher adoption rates—up to 40% more compared to larger rooms or outdoor spaces.

One of the most popular features, the **Puppy Play Room**, has large windows that allow visitors and staff to watch energetic puppies as they play and exercise. Additionally, these rooms can be adapted as Real-Life Rooms for senior dogs or animals that struggle in kennel environments, providing them with a more home-like setting.





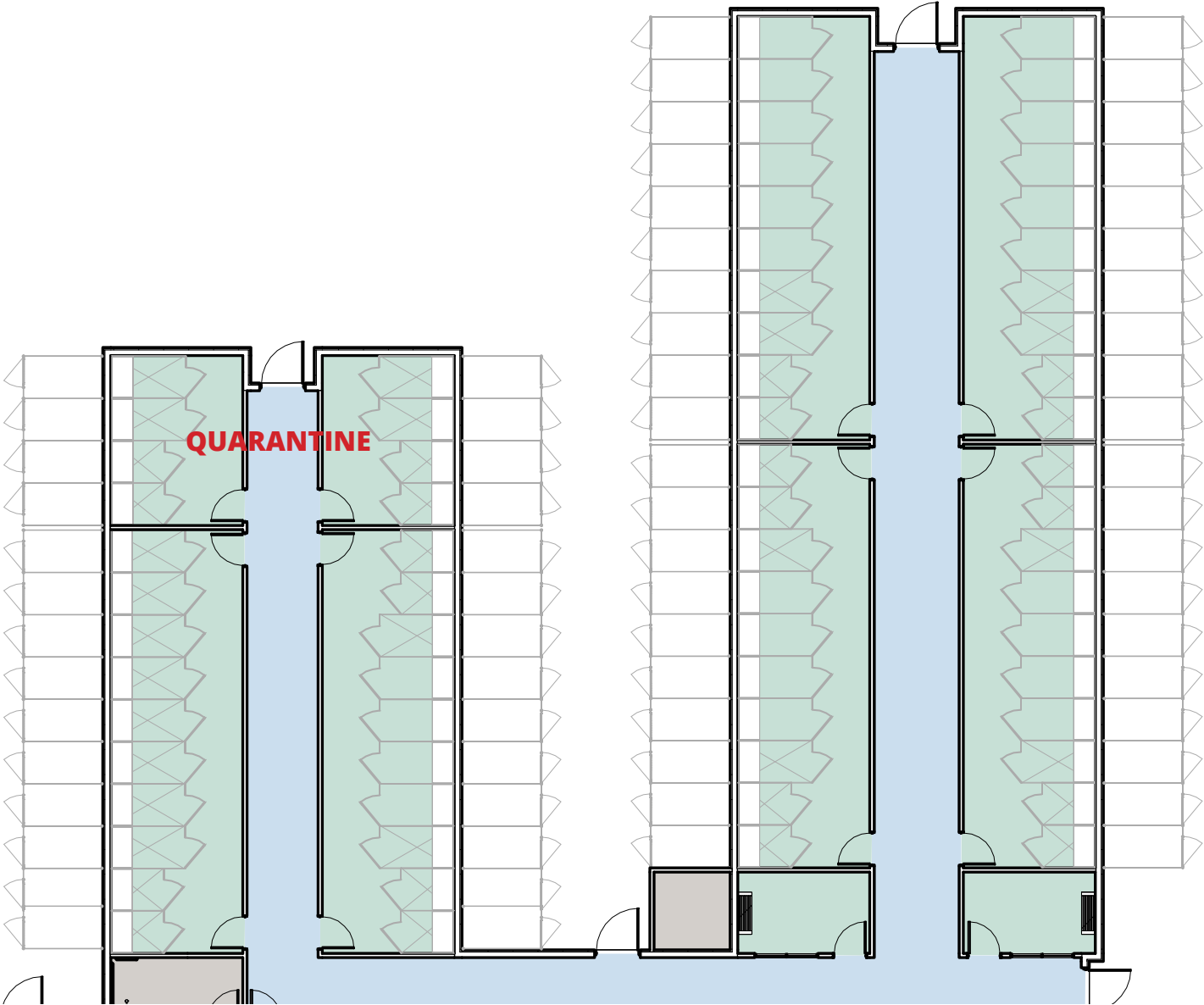
ADOPTABLE / STRAY INTAKE KENNELS

Viewing windows into the kennel rooms create an inviting environment, allowing visitors to observe the space without having to enter. This design helps minimize exposure to loud noises and potential odors.

Modern dog kennels typically feature stainless steel panels with glazed CMU walls. Staff can choose from a variety of gate materials, including stainless steel grills, tempered clear or frosted/textured glass, and colored FRP panels. Additional features can enhance both cleaning/disinfecting and functionality, such as resting benches and trench drain covers to prevent dogs from accessing drains, reducing the risk of cross-contamination during washdowns.

Other beneficial features include rotating food and water bowls, allowing staff to feed and hydrate dogs without entering the kennel—especially useful for managing aggressive animals. Guillotine or transfer doors provide an efficient way to move animals during cleaning while also offering access to fresh air and outdoor runs for exercise.

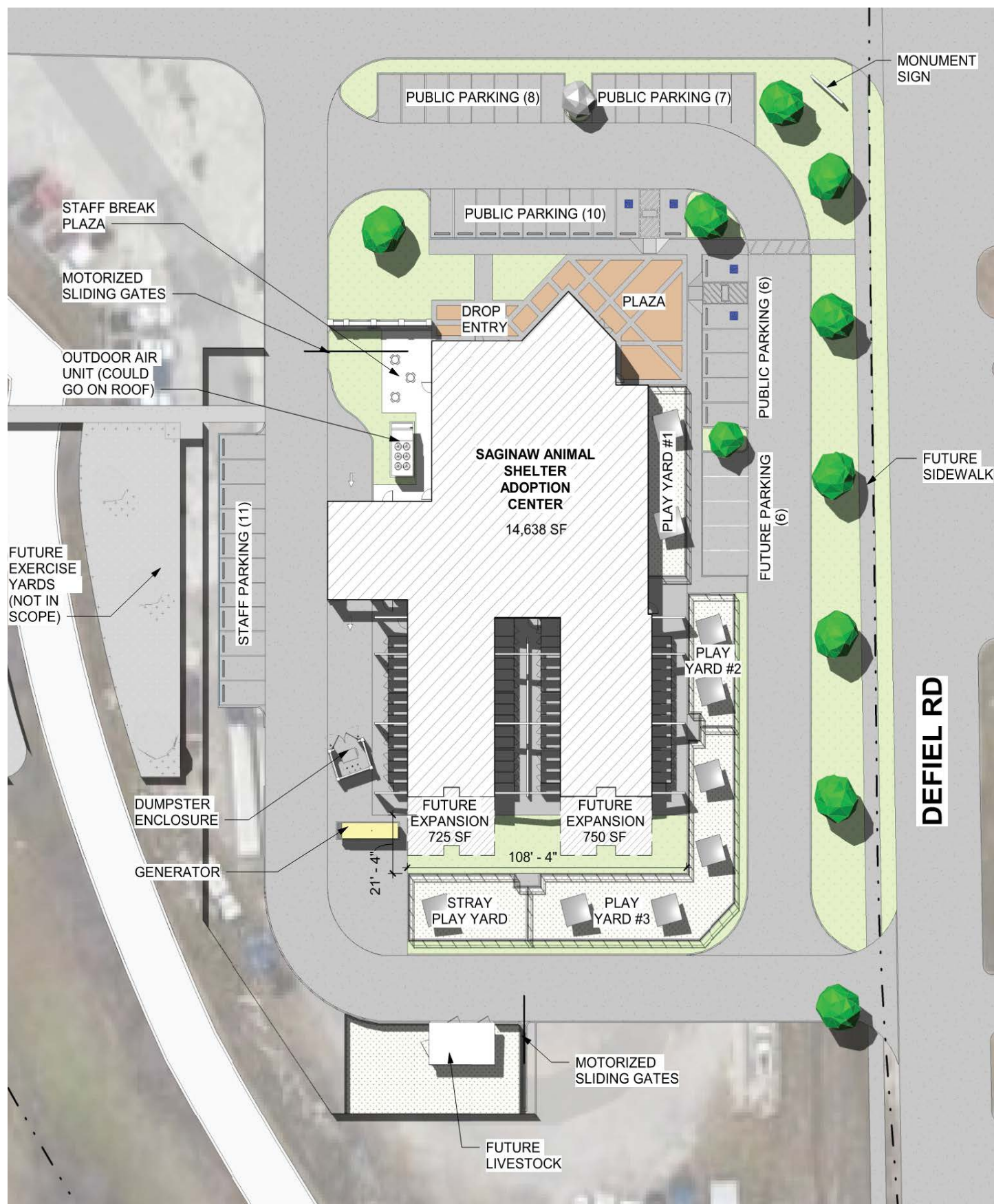
Outdoor dog runs are typically connected to indoor kennels via a guillotine door. Proper drainage and foundation slopes are essential for easy cleaning and disinfection. Canopies should be incorporated to protect animals from the elements. Additionally, outdoor dog runs often have direct access to an exercise or play yard, either through a gated area or a dedicated passageway.





QUARANTINE /ISOLATION KENNELS

All kennels are designed to comply with local and state health regulations. Each kennel features continuous panels extending from the floor to the top, preventing nose to nose contact, fluid transfer between kennels and aiding in noise control.





GET TO KNOW / OUTDOOR PLAY YARDS

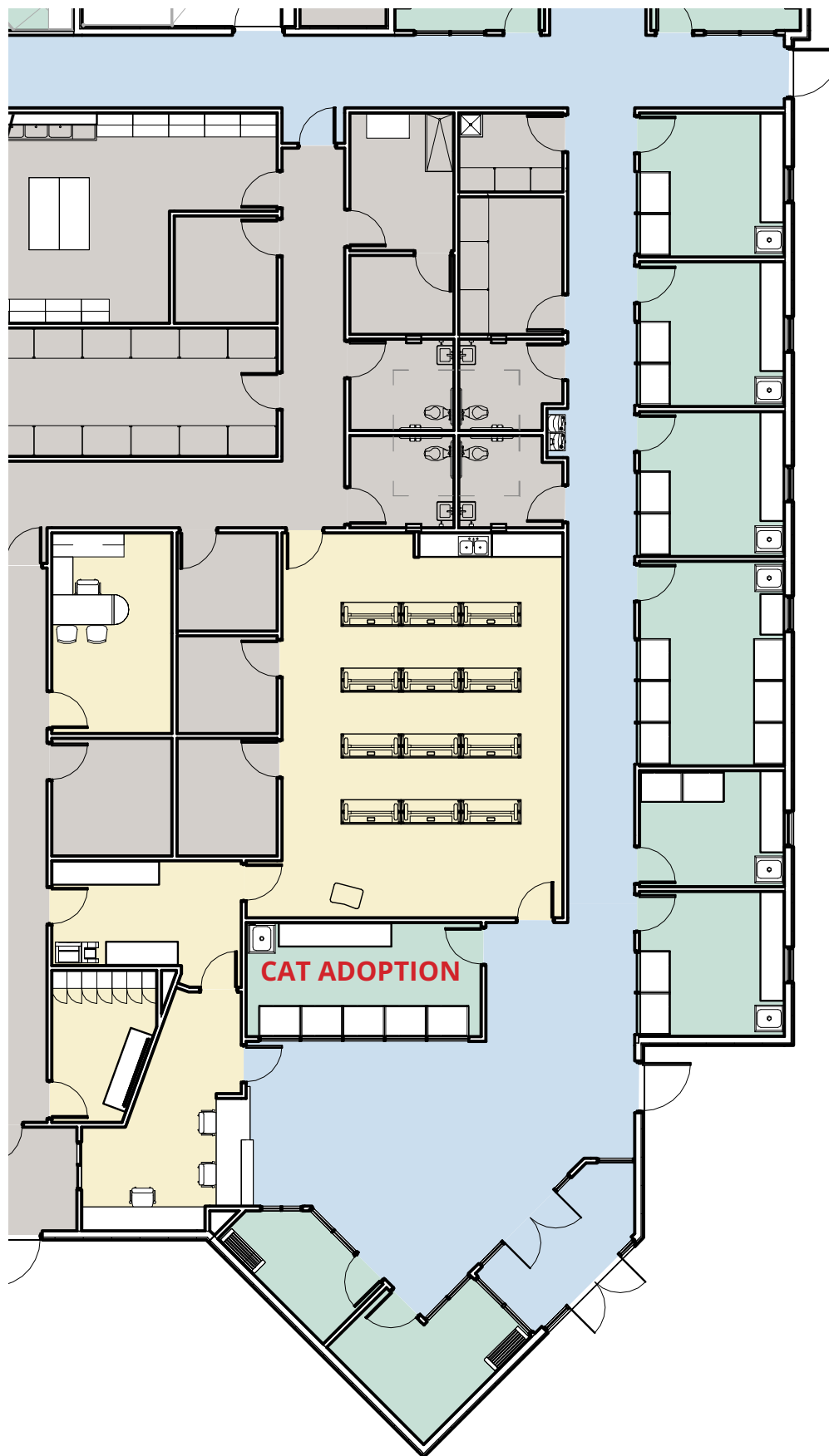
Adoptable animals and potential adopters can meet in two designated spaces to ensure compatibility.

Indoor meeting areas provide a comfortable, year-round environment for both dogs and cats.

The **outdoor playyards** offer an ideal setting to assess a dog's energy level and compatibility with family members and existing pets.

The playyards feature durable specialty fencing with smaller spacing and Coyote Rollers to prevent escapes. Additionally, the artificial turf is designed for quick and easy disinfection, promoting cleanability/disinfecting and simplifying maintenance.





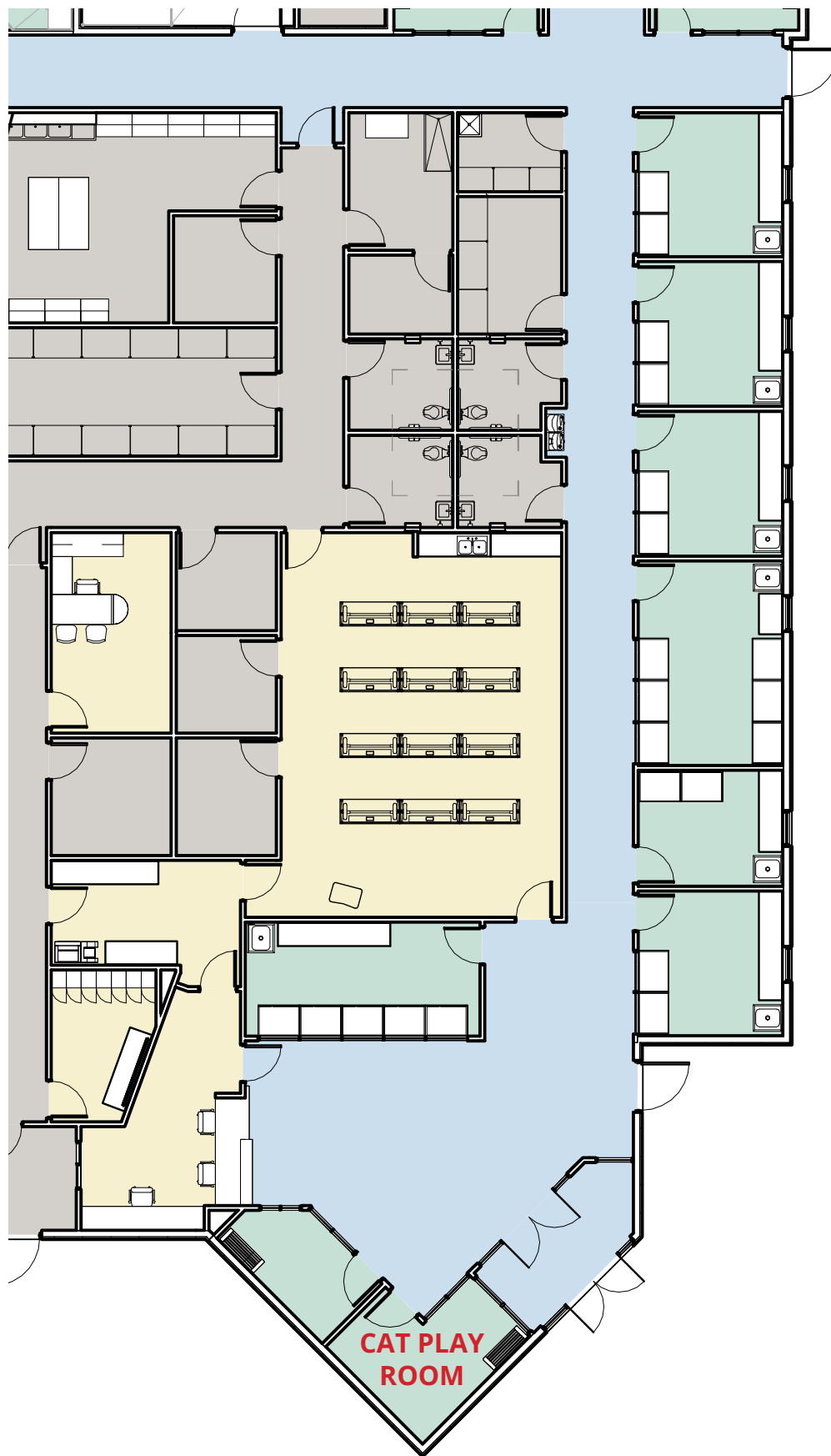


CAT ADOPTION ROOM

Cats are housed in the **Adoption Room**, a space filled with natural daylight. The spacious enclosures feature glass fronts, allowing public viewing while maintaining a healthier environment by reducing the risk of disease transmission between cats.

Each enclosure includes resting platforms, a secure mounting system for food and water bowls, and private compartments for litter. Providing a quiet, low-stress environment helps keep the cats relaxed, increasing their chances of adoption.



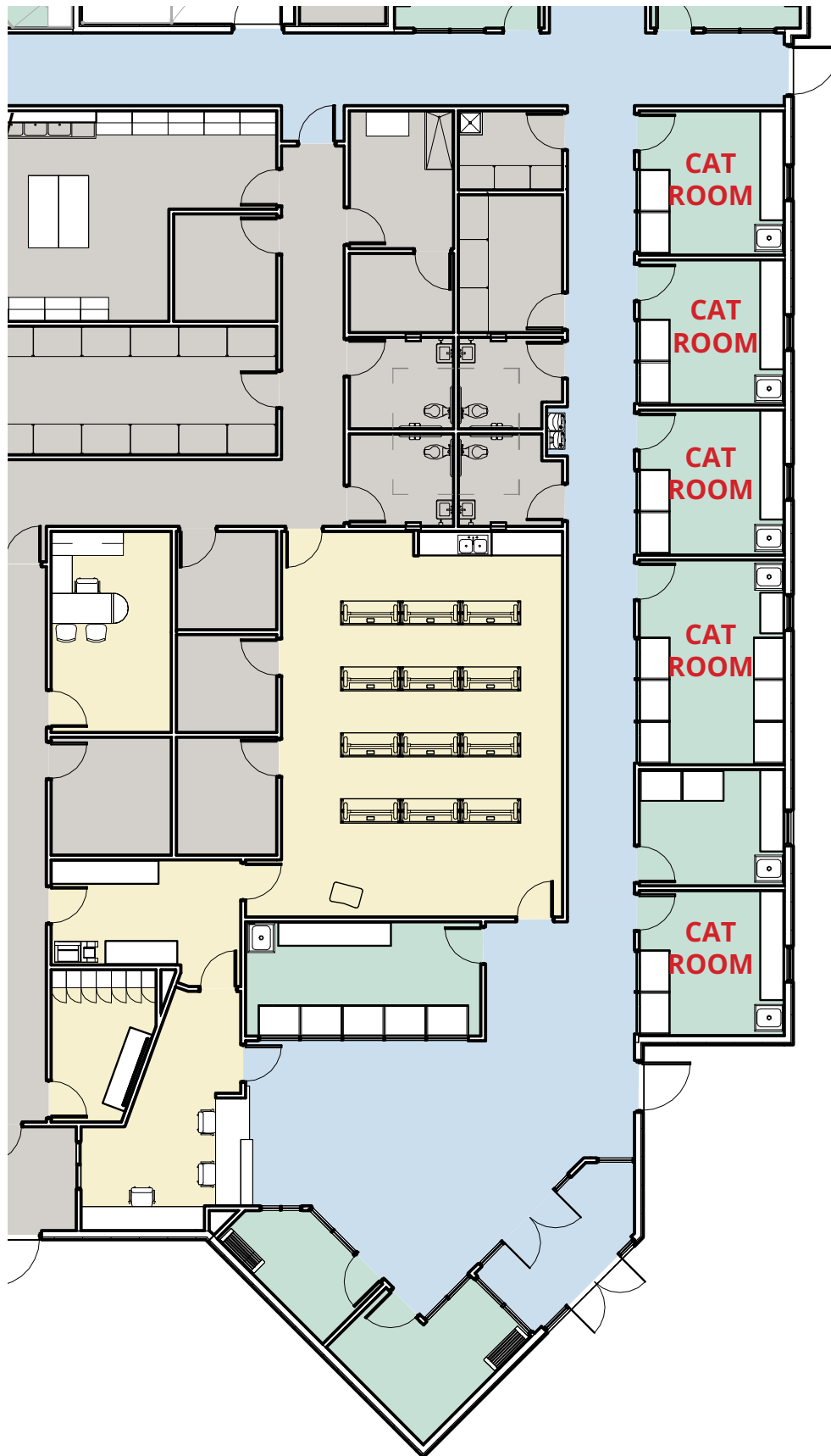




CAT PLAY ROOM

A popular attraction, the **Cat Play/Enrichment Rooms**, features large windows for easy viewing of the cats as they play. Vibrant colors and climbing surfaces provide stimulation, while natural sunlight from windows and Solatubes creates a warm, inviting space for lounging.

These rooms offer opportunities for one-on-one interactions, allowing potential adopters to assess compatibility. They are also spacious enough to accommodate multiple cats, whether from the same litter or for evaluating compatibility with other felines.



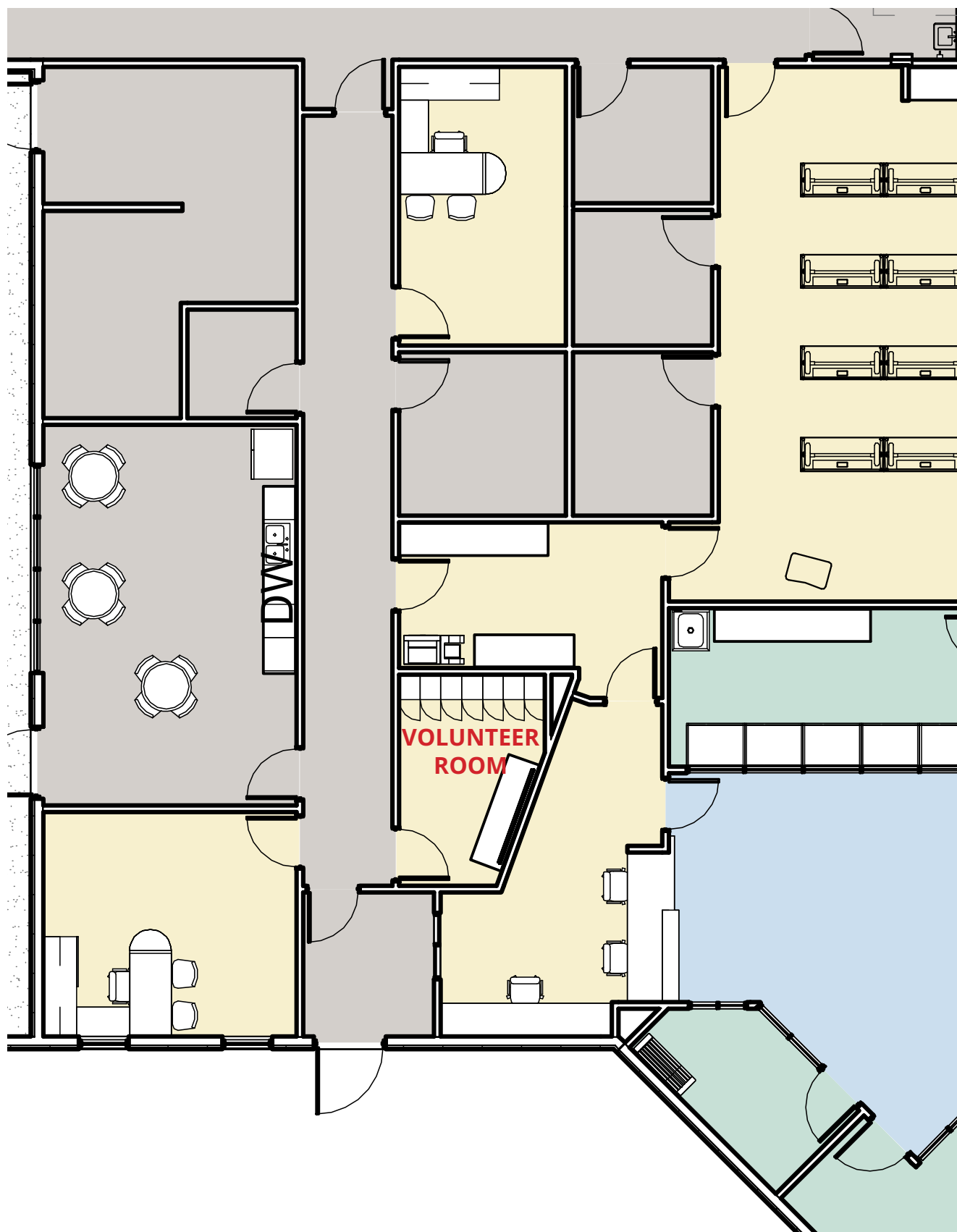


CAT HOUSING

All **cat rooms**—including those for adoption, strays, isolation, and quarantine—should be located in a quiet zone of the facility to provide a Fear Free environment. Access should be limited to staff and volunteers to maintain the cats' health, minimize stress, and prevent potential injuries to visitors, such as scratches or bites, as well as the spread of disease.

Each cat room is designed with:

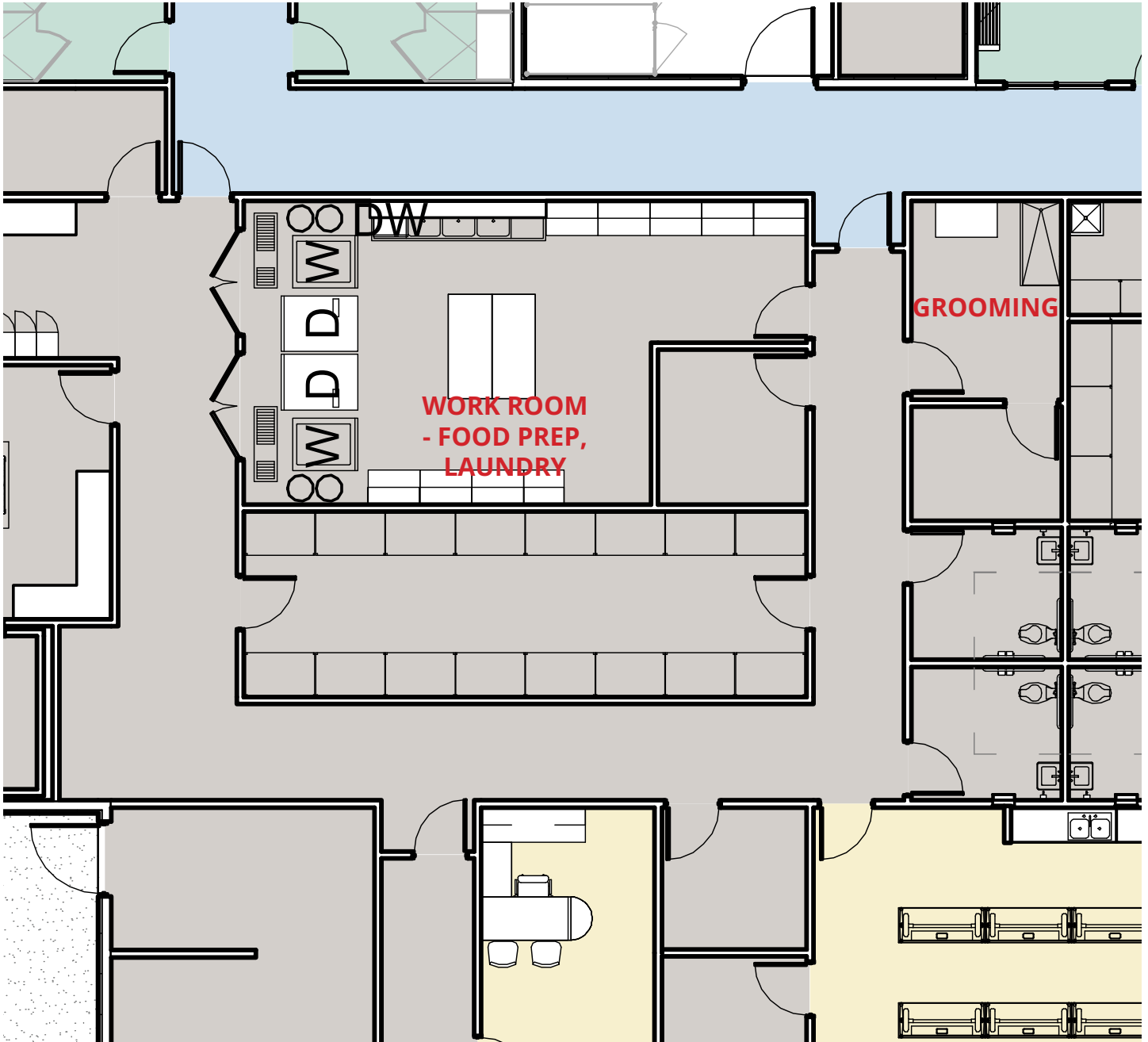
- Spacious enclosures featuring raised ledges and separate areas for eating and litter use to ensure privacy.
- Tempered glass fronts for public viewing.
- Natural daylight to create a comfortable and inviting space.
- Piped-in classical music to provide 'white noise' and promote a peaceful environment for both animals and visitors.
- Small workstations for cleaning, food, and litter storage to enhance efficiency and maintain a healthier environment.





VOLUNTEER SPACES

Volunteers are a vital resource for any animal shelter and adoption center, helping to maximize productivity. To support them, a designated Volunteer Check-In area is recommended, equipped with small lockers for secure storage of personal belongings and a computer for check-in and logging hours.





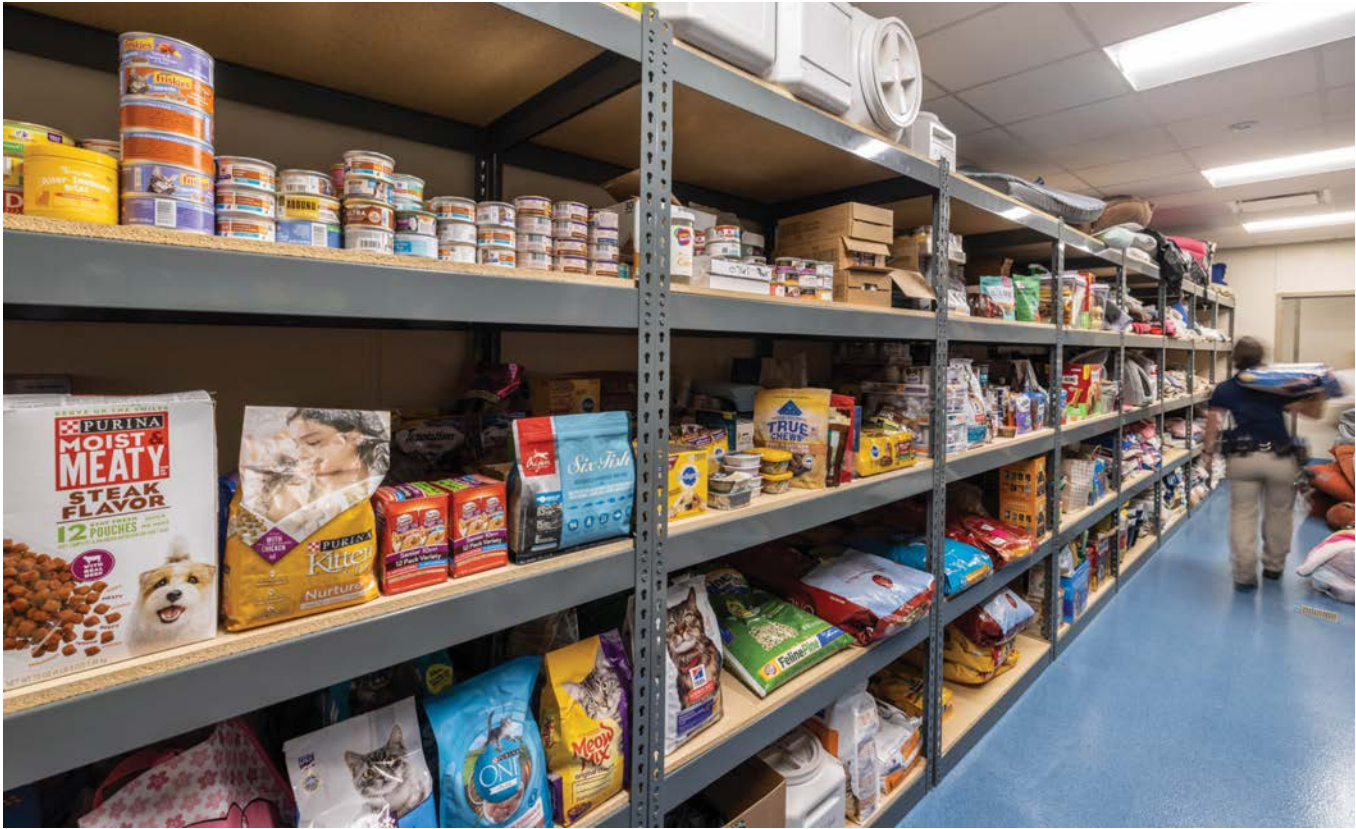
WORK ROOM - FOOD PREP, LAUNDRY & GROOMING

The work rooms serve as the heart of the facility, supporting essential daily operations. These spaces accommodate food preparation and bowl cleaning, ensuring a streamlined workflow. A grooming and bathing area may be integrated within the work room or designed as a separate space. Strategically placed storage areas seamlessly fit into the layout, maximizing efficiency and organization,

For a facility of this size, multiple commercial-grade washers, extractors, and dryers are highly recommended. Ample folding areas and generous storage for linens further enhance efficiency. Additionally, an oversized exterior door should be incorporated into the floor plan to facilitate easy maintenance and replacement of equipment when needed.





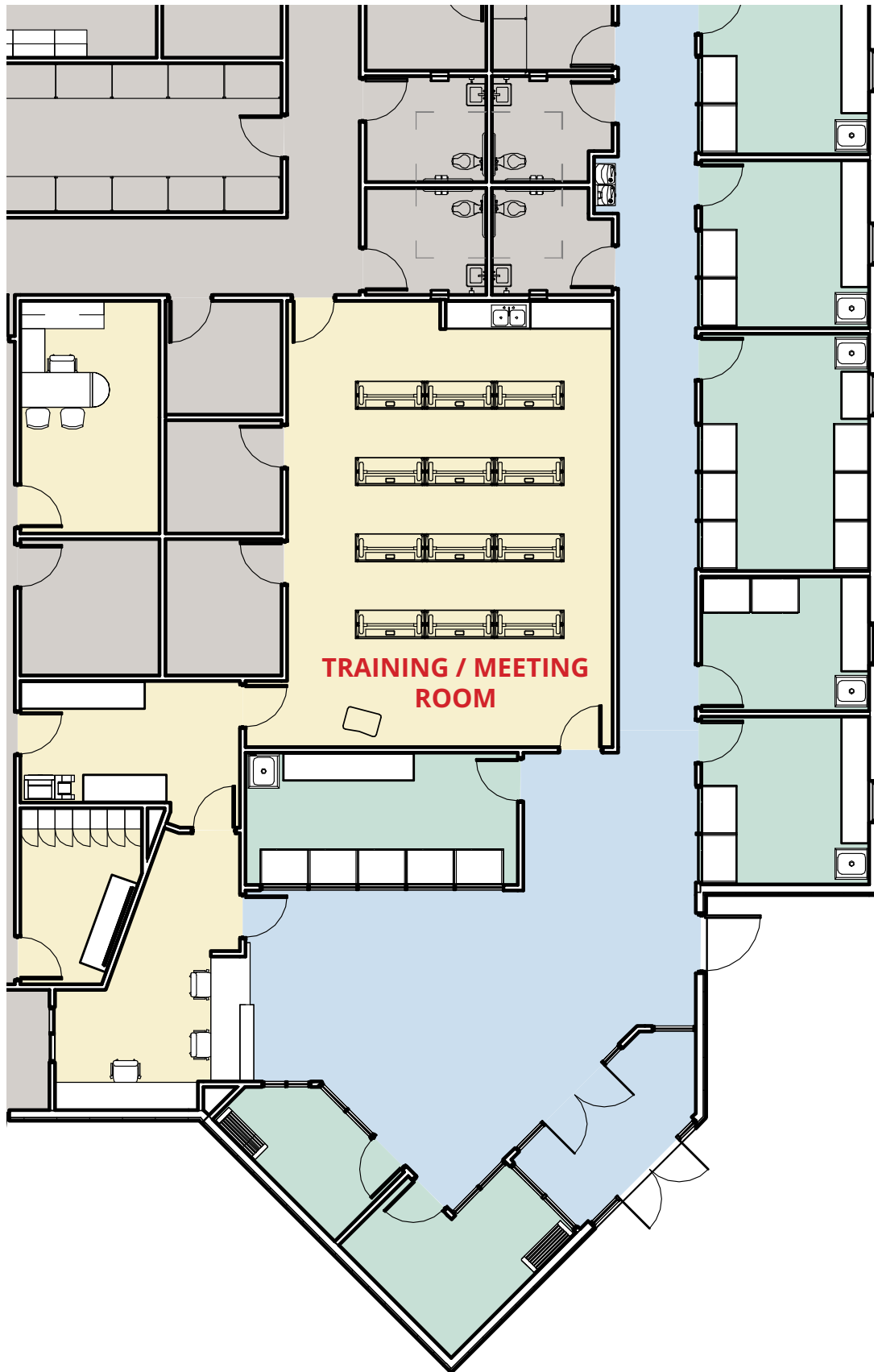


STORAGE

When interviewing animal shelters across the nation, one of the most commonly cited facility shortcomings is inadequate storage. To address this, we recommend incorporating ample **storage space** whenever the budget allows.

Key storage considerations include:

- Conditioned storage for food and equipment to ensure proper preservation and rodent control.
- Integrated storage within animal rooms for food and supplies, improving staff efficiency.
- Dedicated storage for administration and veterinary/medical areas, including secure spaces for controlled substances and cleaning supplies.
- Prioritizing well-planned storage solutions enhances organization, efficiency, and overall facility operations.



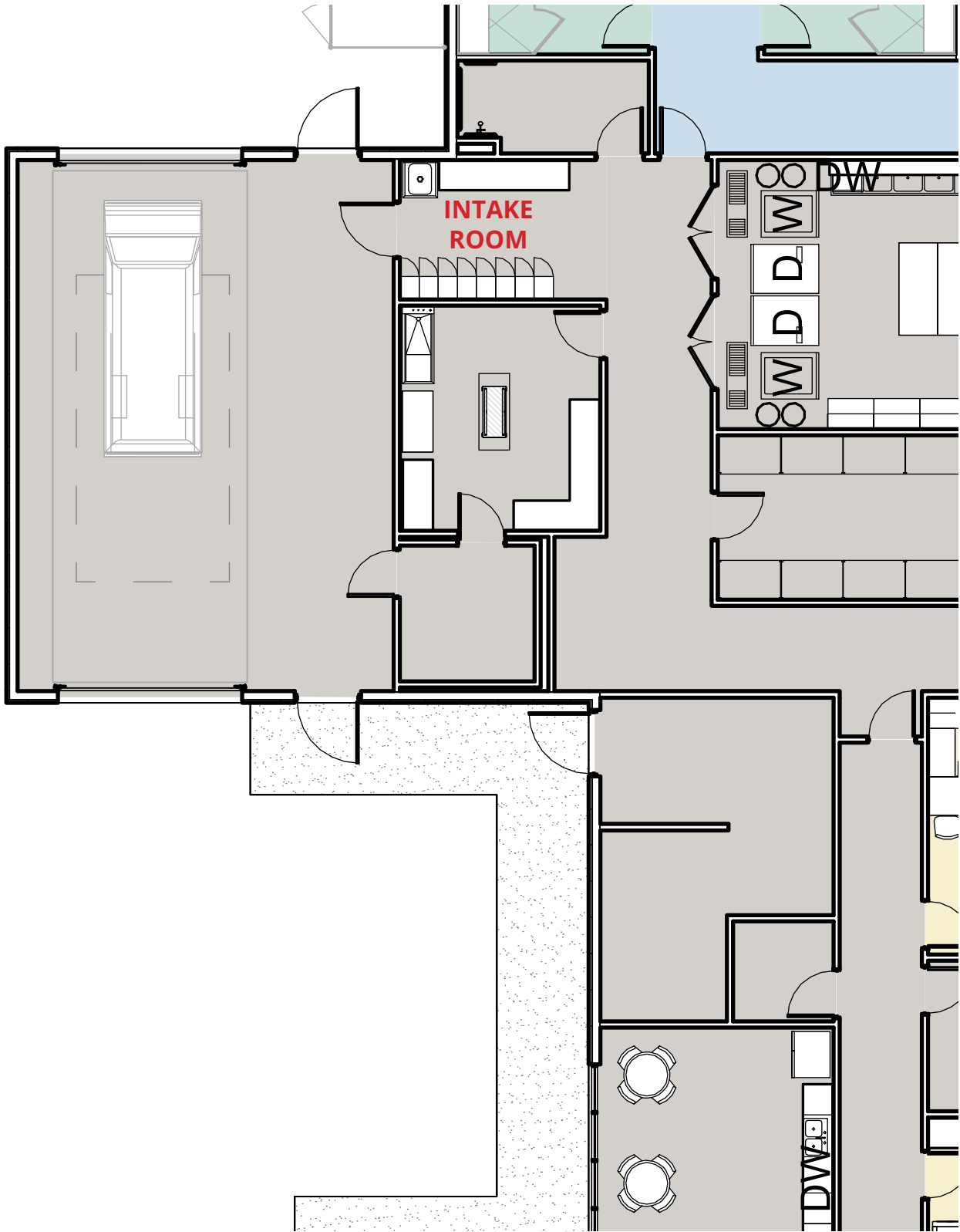


TRAINING / MEETING ROOM

Over the past decade, the demand for dedicated **training and meeting rooms** has significantly increased. These spaces enable staff to conduct in-house training while also accommodating collaborative opportunities with neighboring organizations.

Additionally, they serve as valuable community resources, offering space for public education programs, obedience classes, birthday parties, and other events.



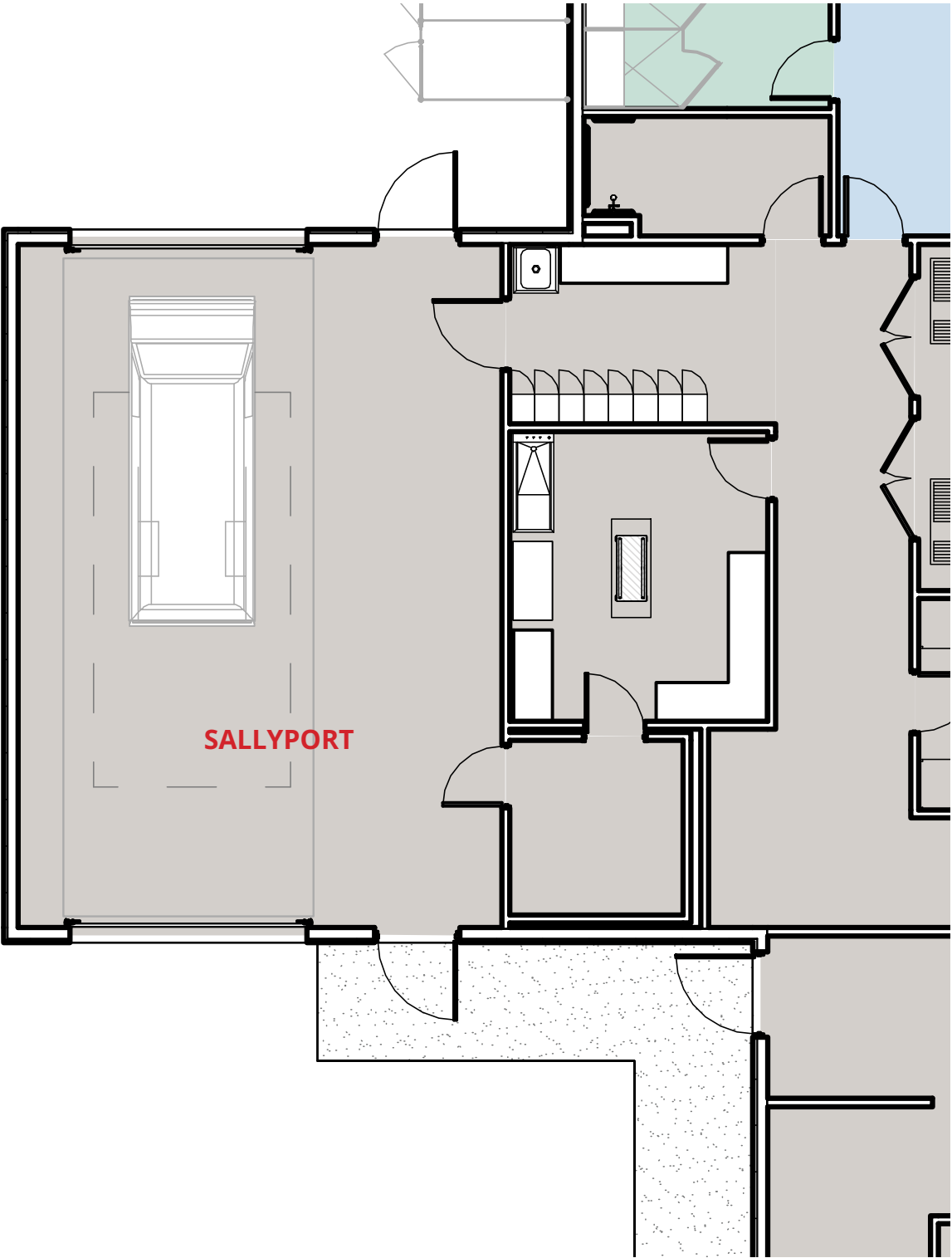




INTAKE ROOM

The **Intake Room** is designed to efficiently accommodate incoming animals. Equipped with cages, this space allows Animal Control Officers to pull into the Sallyport for direct offloading or enables law enforcement to perform after-hours drop-offs without entering the main facility.

Animals can be processed and checked in within the same room, ensuring a smooth intake procedure. Staff can efficiently handle tasks such as data entry, microchip scanning, weighing, vaccinations, and photographing each animal for record-keeping.





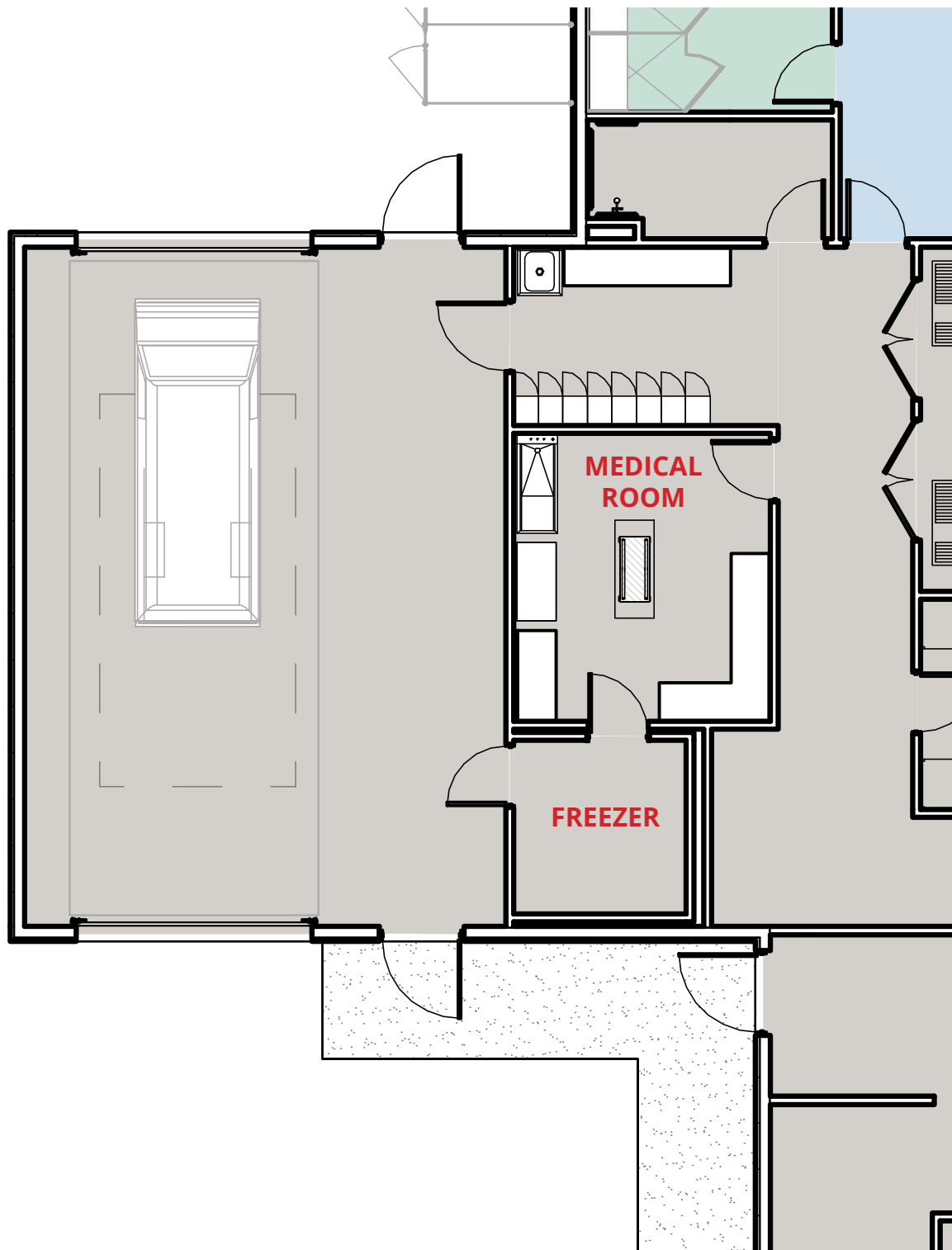
SALLYPORT

The **Sallyport** is an enclosed, garage-style area designed for the secure offloading of animals. Animal Control Officers can pull in, close the overhead doors, and safely transfer animals without the risk of escape.

To maintain a comfortable environment during winter months, Sallyports are equipped with radiant heaters. Some facilities also place additional cages in this space for after-hours drop-offs.

This area includes dedicated storage for traps and equipment, ensuring organization and easy access for staff. Strategically located within the facility, the Sallyport provides direct access to the Dog Isolation/Quarantine room, minimizing cross-contamination between sick/injured and healthy animals.

A hose reel with proper drainage is also installed to allow for the cleaning and disinfection of Animal Control trucks as needed.





MEDICAL

A small **medical room** located in a quiet zone near the Sallyport is recommended. This space should be equipped with:

- A mobile lift table for easy handling of animals.
- A bi-level wet table for medical procedures and treatments.
- Secure narcotic storage for controlled substances.
- Surgical lighting to ensure proper visibility during procedures.
- Direct walk-in access to a freezer for necessary medical storage.

This dedicated medical room enhances efficiency by providing a convenient, well-equipped space for immediate medical care while maintaining a controlled and quiet environment.



NATURAL DAYLIGHTING

Studies on Circadian Rhythm indicate that natural daylight is essential for all animals. Exposure to natural light helps regulate their internal clocks, reducing disruptive behaviors and promoting overall well-being. Happier, healthier animals are also more adoptable.

Quorum's design incorporates exterior windows and Solatubes (skylights) to ensure every animal in the facility benefits from natural daylight. This not only enhances animal welfare but also creates a welcoming environment for the public, staff, and visitors.

Natural daylighting is integrated into all rooms along the building's exterior, with strategically placed Solatubes in the Vet Clinic, Medical Room, and Work Room to bring in additional natural light.





FINISHES

The **flooring** throughout the shelter should be durable and tested to withstand scratching from claws and industrial-strength cleaning. Recommended options include:

- Epoxy (Quartz/Flake) Floors with Cove Base for seamless, easy-to-clean surfaces.
- Vinyl Tile/Plank Flooring for public areas and offices, providing durability with a polished look.
- Porcelain Tile for high-traffic and moisture-prone areas.
- Sealed Concrete for low-maintenance, heavy-duty use.

Walls should feature high-endurance finishes that are scrubbable and resistant to disease, ensuring easy maintenance. Recommended materials include:

- Glazed CMU Block for durability and easy cleaning.
- Epoxy Paint and Grout for a seamless, non-porous surface.
- Porcelain & Ceramic Tile with Epoxy Grout for enhanced hygiene and longevity.
- Fiberglass Reinforced Panels (FRP) for moisture resistance and easy sanitation.

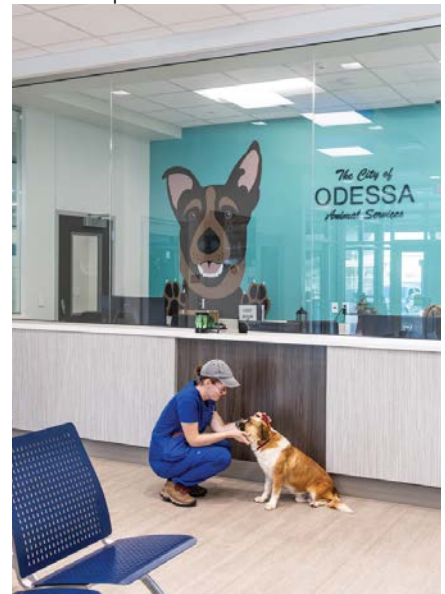
Ceiling systems generally incorporate sound attenuation materials above or below ceilings and within walls to help minimize noise and create a more comfortable environment for animals, staff, and visitors.



ARTWORK

Art plays a vital role in the facility's design, creating a welcoming and uplifting atmosphere that encourages longer visits—ultimately leading to more adoptions. Thoughtfully selected, calming yet cheerful colors will be used throughout the space to foster a positive environment and enhance empathy.

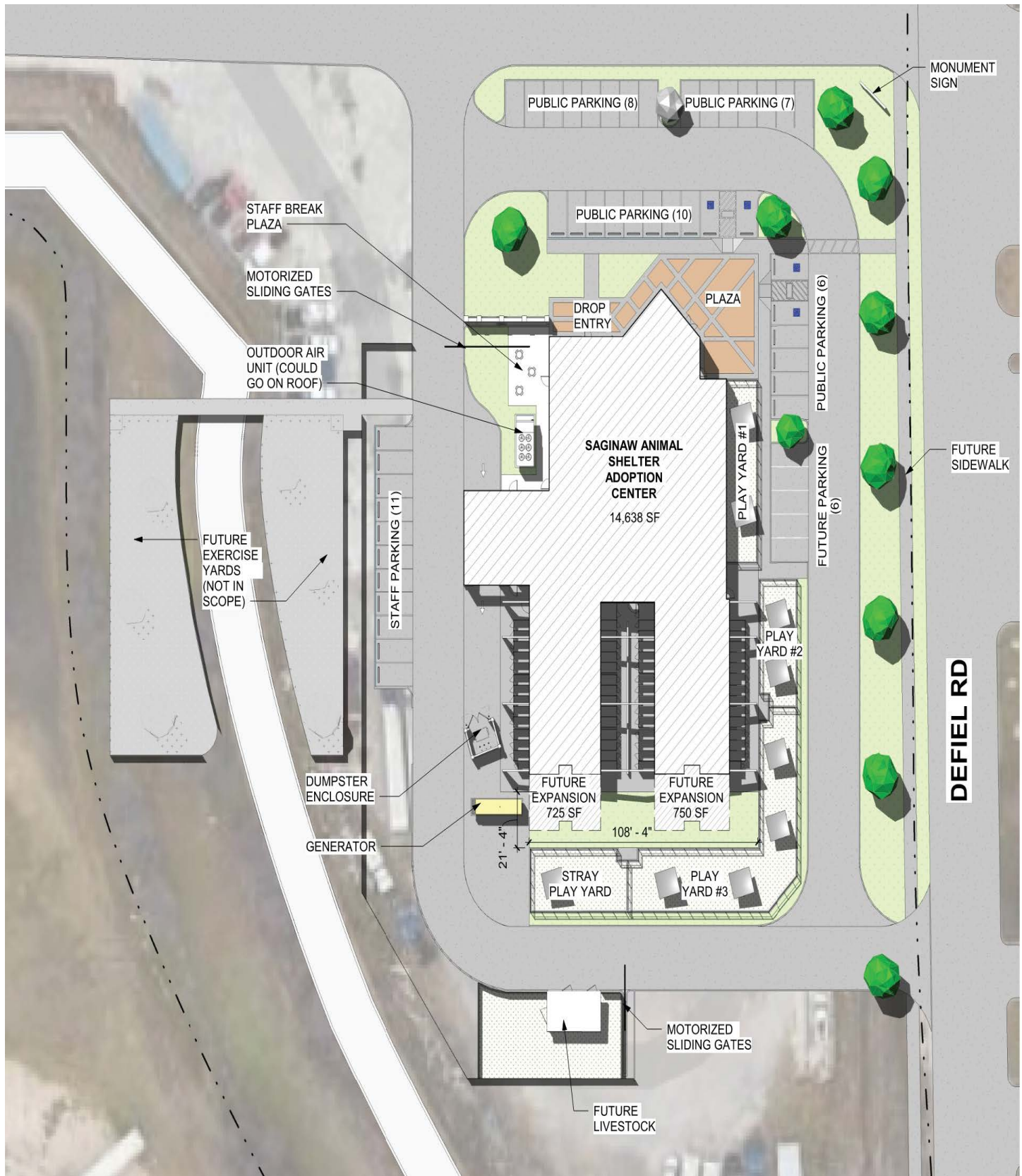
Incorporating local artwork not only adds visual appeal but also strengthens community connections by showcasing public art created by local artists whenever possible.



DESIGN OPTION 1 - CONCEPTUAL FLOOR PLAN



DESIGN OPTION 1 - CONCEPTUAL SITE PLAN



DESIGN OPTION 1 - CONCEPTUAL RENDERINGS



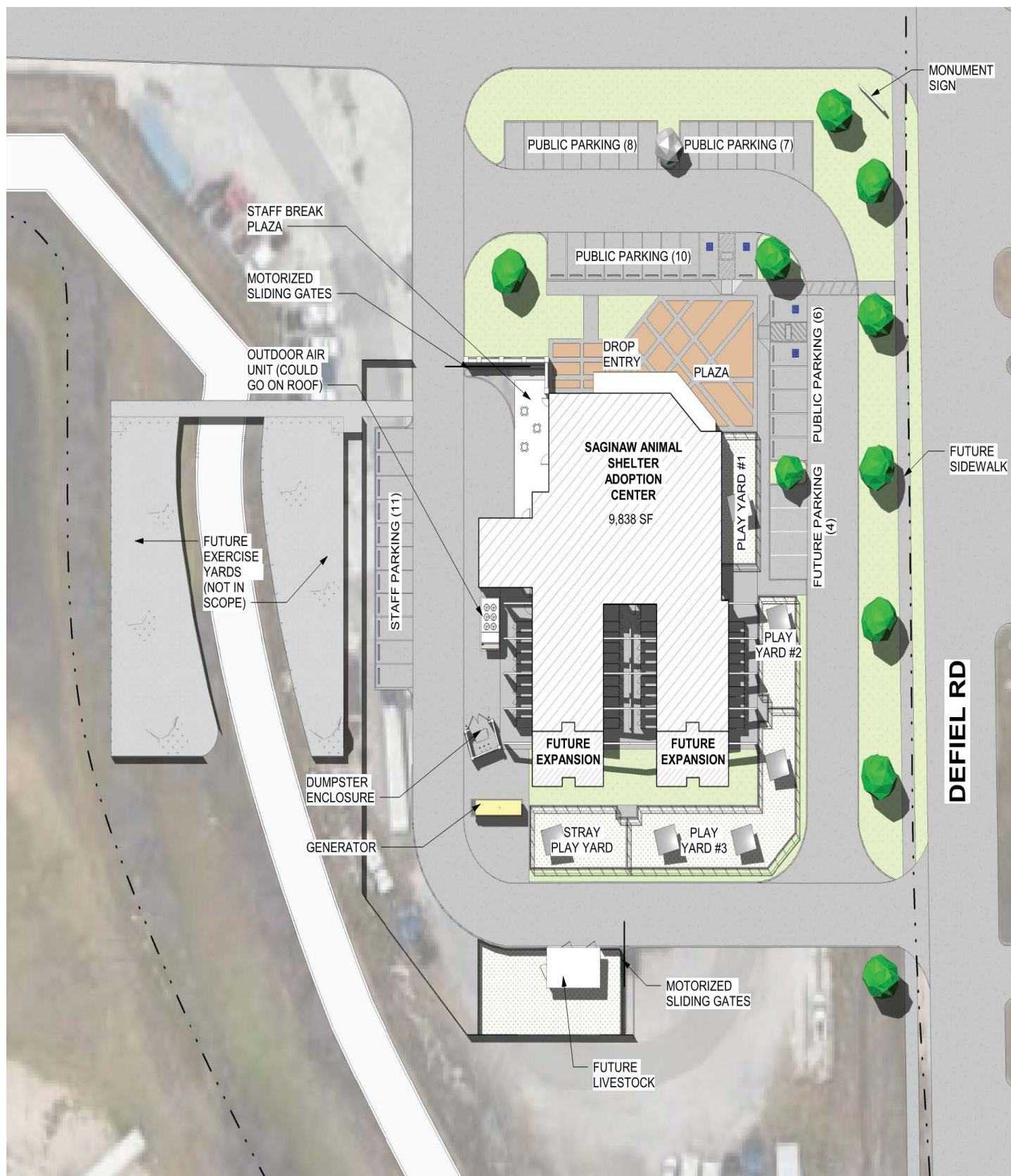
DESIGN OPTION 1 - CONCEPTUAL RENDERINGS



DESIGN OPTION 2 - CONCEPTUAL FLOOR PLAN



DESIGN OPTION 2 - CONCEPTUAL SITE PLAN



DESIGN OPTION 2 - CONCEPTUAL RENDERINGS



Recommendation for a New City of Saginaw Animal Shelter & Adoption Center

A Smart Investment in Public Safety, Animal Welfare, and Community Pride

To meet the needs of staff, ensure public safety, and deliver the level of service today's residents expect, Quorum Architects recommends that the City of Saginaw relocate and construct a modern Animal Shelter and Adoption Center in a more visible, high-traffic location—following the proven model of successful communities across Texas.

The City-owned site between Jarvis Road and Defiel Road provides:

- High visibility to increase adoptions
- Safe and efficient public access
- Adequate space for future growth
- Proper separation of public and animal control



functions

- Ample parking for visitors, volunteers, and staff

A highly visible shelter increases adoption rates, reduces length of stay, and lowers long-term operational costs. Modern shelters are no longer hidden facilities — they are welcoming community assets.

Option 1: 14,638 SF Animal Shelter & Adoption Center

Designed for Health. Efficiency. Community Engagement.



This proposed facility is carefully planned to serve two critical functions:

1. A welcoming Adoption Center for the public
2. A secure and efficient Animal Shelter for intake, evaluation, and care

A Community-Focused Adoption Experience

Visitors will approach through a landscaped entry plaza designed to support:

- Outdoor adoption events
- Educational programs
- Community engagement activities
- Fundraising and volunteer events

This facility is intentionally designed to feel inviting, transparent, and positive — showcasing healthy, adoptable animals in bright, naturally lit spaces.

The spacious lobby accommodates:

- Individual families
- School tours
- Volunteer groups
- Adoption counseling

The first impression is adoptable cats in glass-enclosed community rooms where they can climb, play, and rest naturally. This reduces stress, improves immune health, and creates a safer, more enjoyable experience for visitors.

The new facility corrects major stress and disease concerns of the current building.

Cats

- Located in a quiet zone away from dogs
- Multi-compartment housing separating food, litter, and resting areas
- Natural daylighting



- Reduced noise and stress

Lower stress directly reduces illness and veterinary expenses.

Dogs

- Indoor/outdoor kennel runs for fresh air and movement
- Access to outdoor play yards and courtyards
- Smaller kennel pods to reduce noise and disease spread
- Insulated construction and acoustical treatment
- Soft background music to further reduce stress

Each kennel meets state and industry size standards and is constructed of highly durable, easily sanitized materials to reduce long-term maintenance costs.



Designed for Public Safety & Operational Efficiency

Animal Control functions are strategically separated at the opposite end of the building and include:

- Secured Sallyport entry
- Safe animal offloading
- Dedicated Check-In and Evaluation space
- Stray/Impound housing
- Isolation and Quarantine rooms to meet state health recommendations

This separation protects the public, staff, volunteers, and adoptable animals while improving workflow and biosecurity.

A Retail-Like Adoption Model That Works

Modern shelters across Texas have adopted a “pet shop” style viewing experience because it works.

- Visitors view animals through clean glass panels
- Quiet, conditioned environment
- Reduced barking and stress
- More meaningful meet-and-greet interactions

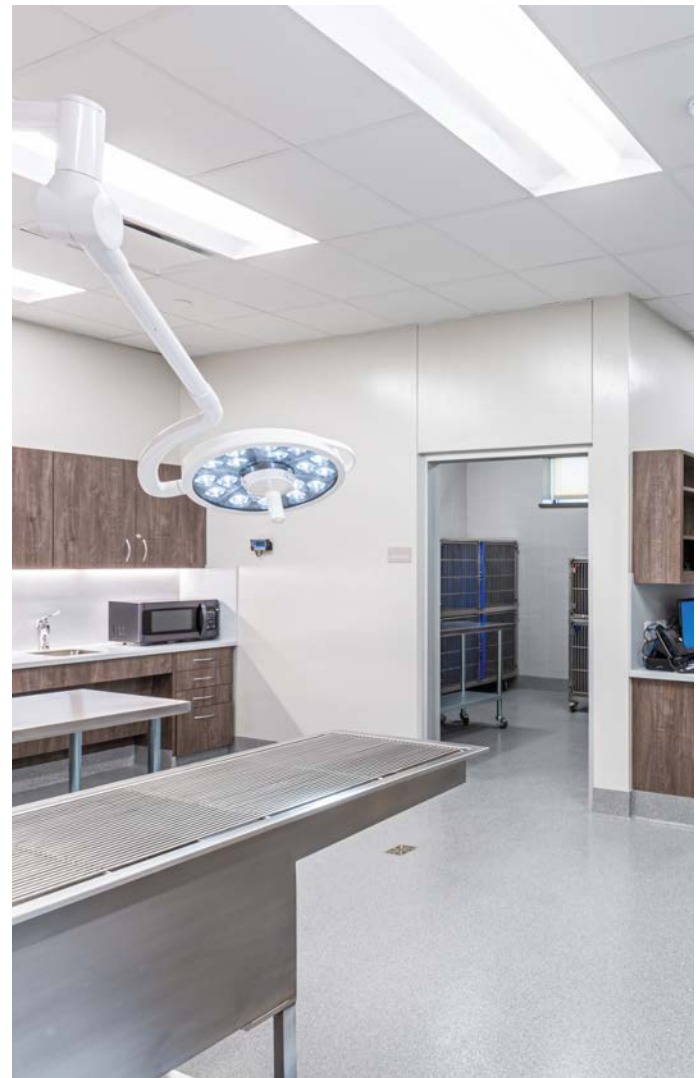
This design model consistently increases adoption success and reduces euthanasia rates.

Built for Long-Term Value

The conceptual design includes:

- Covered outdoor runs for every dog kennel
- Abundant interior and distributed storage
- Large rodent-free dry food storage room
- Daylight in every animal housing space
- Durable, low-maintenance materials
- Efficient mechanical systems

The goal is not just a new building — it is a facility that will serve the City responsibly for decades.



Needs Assessment Recommendation Animal Control and Adoption Facility

This Needs Assessment identifies **Option 1** as an approximately **14,638 square foot (+/-)** enclosed animal control and adoption facility, plus covered outdoor dog runs provided at each kennel.

Animal shelters are highly specialized facilities that require significantly more robust building systems than conventional commercial buildings.

Key components include:

- **Specialized HVAC systems** designed for disease control, odor mitigation, and pressure relationships between clean and isolation zones
- **Acoustical control measures** to manage high sound levels associated with barking
- **Extensive trench and wash-down plumbing systems** for sanitation and disinfection
- **Impervious, durable floor and wall materials** capable of withstanding harsh cleaning agents
- **Heavy-duty stainless-steel cages and kennels** designed for long-term use and aggressive animal behavior



- **Commercial-grade washers, dryers, and dishwashers**
- **Large food preparation and sanitation areas** with stainless-steel counters and cabinetry
- **Outdoor exercise yards and “Get-to-Know” areas** with disinfectable synthetic turf

The combination of specialized infrastructure, durable materials, and equipment results in construction costs that are substantially higher than typical municipal buildings.

The quality level assumed in our Opinion of Probable Construction Cost reflects standards commonly used in long-term municipal facilities designed for **40+ year service life**, consistent with facilities completed within



the past six years in municipalities such as Mansfield, Grapevine, Pearland, Baytown, Odessa, and Midland.

When escalated to 2027 construction pricing, comparable facilities have averaged \$700–\$1,000 per square foot, depending on:

- Market conditions at time of bid
- Inflationary pressures
- Material and finish selections
- Extent of site development
- Amount of covered outdoor runs
- Overall building size and economies of scale

Option 1 – Cost Summary

After evaluating current market conditions and project-specific requirements, we estimate:

2027 Construction Cost: approximately **\$15.5 million**

This estimate includes:

- Building construction
- Covered outdoor runs



- Site development (paving, utilities, lighting, fencing, sidewalks, landscaping, stormwater detention, courtyard areas, canopies, etc.)

- Contractor overhead, profit, and construction contingency

Escalation

Construction costs have continued to rise over the past several years and are expected to escalate further. A conservative escalation **range of 6–10% annually** is recommended for planning purposes.

At a **6% annual escalation rate**, this equates to approximately **\$830,000 per year** in additional cost.

Soft Costs

Owners should also account for soft costs, including:

- Professional design and engineering fees
- Geotechnical investigations
- Surveying and material testing
- IT/data infrastructure
- Security and access control systems
- Utility service extensions (electric, gas, fiber)
- Regulatory and permitting fees
- Fixtures, Furniture & Equipment (FF&E)

For this project, soft costs are estimated at approximately \$3.5 million.

Total Project Cost – Option 1 (2027 Construction)
Including:

- Soft costs
- 20% overall project contingency

Estimated Total Project Cost: \$19 million (if constructed in 2027).

Option 2 – Reduced Facility

Option 2 **reduces the enclosed building area from 14,638 SF to 9,838 SF**, plus approximately 1,300 SF of covered outdoor runs.

This reduction decreases the estimated **Total Project Cost to approximately \$14 million** (2027 construction).

Program Adjustments to achieve this reduction, the following modifications were made:

- Dog capacity reduced from 56 to 40
- Cat capacity reduced from 57 to 51
- Reduction in interior storage areas
- Reduction in administrative/office space
- Removal of the multi-purpose training/community room

It is recommended that required storage functions be accommodated in a separate pre-engineered metal building to reduce costs while preserving operational functionality.

Facility Quality

Although reduced in size, **Option 2 maintains many characteristics of a modern, state-of-the-art animal shelter and adoption center**, including:

- Proper HVAC zoning and disease control strategies
- Durable, cleanable finishes
- Commercial-grade equipment
- Appropriate animal housing standards



HSUS Guidelines	64
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- Guidelines for Operations of an Animal Shelter
- Your local animal shelter is the nucleus of your community's animal care and control program. The shelter should be maintained and operated so that it is attractive and convenient to the community. Most importantly, it should be a place of safety and comfort for the animals. If you are building a new facility, these considerations should be included in your plan.
- In addition to the guidelines that follow, information on shelter design and construction is available from The HSUS. It includes guidelines for evaluating the facility needs of your community, sample floor plans, and a list of architects who specialize in shelter design and have worked on a wide range of animal shelter projects around the country. The HSUS recommends the standards outlined below for any animal shelter, regardless of its size, years in operation, or budget.
 - I. Planning Your Facility
 - A. Housing
 - 1. Stress reduction and disease control are your goals when determining how to separate animals.
 - 2. Separate animals as follows:
 - a. Dogs from cats
 - b. Sick or injured animals from healthy animals
 - c. Puppies and kittens from adult animals (unless they are nursing)
 - d. Males from females (especially those in season)
 - e. Aggressive animals from all others
 - f. Nursing mothers and their young from all others
 - 3. Animals who are stressed or recuperating from injuries or illness must have a quiet place to rest during their recovery period. If kept awake, stressed, or forced to be on guard because of close proximity to barking dogs, their recovery period may be lengthened or otherwise compromised.
 - B. Floors
 - 1. Floors should slope toward drains to prevent the accumulation of water in the runs.
 - 2. Floors should be made of sealed concrete (making it nonporous) or some other nonporous material that can be disinfected.
 - C. Walls
 - 1. Walls between kennels should be at least 4 feet high and should prevent water and waste material from flowing from kennel to kennel.
 - 2. For walls between kennels, use one of the following materials:
 - a. Cinder block sealed and painted with epoxy to make it nonporous
 - b. Metal embedded in a concrete base
 - c. A fiberglass kennel unit, including floor, sides, and gate
 - d. Tile or glass block
 - 3. Chain-link fencing or wire mesh should extend at least 2 feet above kennel walls. Runs should be covered with fence fabric or wire mesh to contain dogs who might jump or climb fences or who are in season, are aggressive, or are quarantined.
 - D. Drainage
 - 1. The shelter must have drainage and plumbing adequate to manage the heavy load of daily cleaning.
 - 2. Drainage for each run should prevent cross-contamination of other runs by urine or feces.
 - E. Heating and Cooling
 - 1. Heating elements embedded in kennel floors are ideal. The temperature at floor level for infant, sick, or injured animals should be at least 75°F; for healthy adult animals, 65 -70°F.
 - 2. Heating, cooling, and humidity-control systems should be used for the comfort of the animals, the staff, and the visiting public.
 - 3. A means of circulating the air must be in operation in all kennel areas. Ideally, the air in the building should be exchanged with outside air eight to twelve times per hour.
 - F. Security
 - 1. Install a security system to protect the building. Some examples are perimeter fencing, an alarm system, or at a minimum, deadbolt locks for all outside runs in combination with outside lighting.
 - 2. Secure all controlled drugs in a manner that, at a minimum, meets both federal and state laws and regulations.

- 3. Install a fire-alarm system and institute an emergency plan to prepare your staff for a potential evacuation of animals from the shelter.
- G. Dogs
 - 1. Dogs confined in either cages or kennels should have room to move about normally.
 - 2. Stainless-steel or custom-made individual cages for indoor holding should follow these minimum size guidelines:
 - a. Large dogs (more than 50 pounds): at least 4 feet by 6 feet, or 24 square feet
 - b. Medium-sized dogs (36-50 pounds): at least 4 feet by 5 feet, or 20 square feet
 - c. Small dogs (10-35 pounds): at least 3 feet by 4 feet, or 12 square feet
 - 3. Dogs confined in cages should be exercised in runs at least 4 feet by 10 feet twice daily or walked on a leash for at least 20 minutes twice daily.
 - 4. Kennels with runs, whether fully enclosed or indoor/outdoor, should follow these minimum size guidelines:
 - a. Kennels: 4 feet by 6 feet
 - b. Runs: 4 feet by 8 feet
 - 5. Ideally, each dog should have his or her own kennel. Animals who share kennels must be evaluated for compatibility and monitored closely. Each should have ample room to stand, lie down, turn around, and sit normally. This requires a minimum area of 4 feet by 4 feet for each dog. A shared 5-foot by 10-foot kennel should hold no more than two large, two medium, or three small dogs.
 - 6. Enclosures should be equipped as follows:
 - a. Potable water must be available at all times. Water containers should be cleaned and disinfected regularly (and always before a new animal is put into the cage or run). Water containers should be mounted so that animals cannot tip them over or urinate in them.
 - b. If self-feeders are used, they should be cleaned daily and disinfected regularly (particularly before a new animal is put into the cage or run). In addition, they must be mounted so that dogs cannot urinate or defecate in them. Food should be clean and dry at all times.
 - c. If kennel floors are not heated, provide resting boards or beds. Even with heated floors, beds should be provided for nursing mothers, injured animals, sick animals, and animals being held for an unusually long time (for example, in cruelty cases). Cardboard boxes and other enclosures or platforms that can be disposed of, changed, or easily disinfected may be used, and blankets or towels that can be disinfected may be used for bedding.
- H. Cats
 - 1. Individual cages should be made of stainless steel, fiberglass, or other impervious material and should follow these guidelines:
 - a. Provide an area of at least 9 square feet (usually 3 feet by 3 feet) for each cat.
 - b. Supply each cage with a cat litter pan.
 - c. Ensure that each cat has constant access to water and dry food.
 - d. House no more than one cat in a cage, except for nursing mothers, young litters of kittens, or pairs of adult cats who have been admitted to the shelter from the same household.
 - 2. If colony cages are used to house cats, follow the guidelines listed below.
 - a. Cats whose vaccination history is unknown should be evaluated for health and behavior, vaccinated, and isolated for at least 24 hours for observation before being placed in cat-colony cage rooms.
 - b. Separate unsterilized males from females.
 - c. Separate nursing mothers from all others.
 - d. Separate young kittens from adult cats (except for their mothers).
 - e. House no more than fifteen adult cats or twenty kittens in a 10-by-15-foot room.
 - f. Include one 12-inch by 18-inch cat litter pan for every three cats or five kittens.
 - g. Have water and dry food available at all times (when giving fresh food, use one dish per cat).
 - h. Equip colony rooms with shelves or resting boxes; provide cages with open doors for animals who prefer to be isolated.
 - I. Human Traffic Control
 - 1. Provide adequate space for staff to work comfortably and for equipment and records to be stored properly.
 - 2. Make the receiving area large enough for

- the public to bring, reclaim, or adopt animals comfortably and to keep the animals separated from one another. Ideally, incoming animals should be received in an area separate from the adoption area. The traffic flow pattern should be designed so that animals can be moved quickly, safely, and easily from one place to another.
- 3. Keep newly arrived animals in a receiving room separate from the rest of the shelter population until they have been evaluated for health and temperament. To maintain high standards of safety for the staff and public and to decrease the possibility of the spread of disease, newly arrived animals should be routed to the appropriate holding area as soon as possible: move dangerous dogs to an area away from public access, sick animals to an isolation area, and injured animals to a veterinarian.
- 4. The euthanasia room and dead-animal storage area should be easily accessible from the kennel area; however, this area should be away from public view. Animal control vehicles should have access to the back of the kennel area for bringing in animals and removing dead animals.
- 5. The facility should be accessible to disabled persons. The HSUS recommends that all shelters comply with the federal Americans with Disabilities Act (ADA), regardless of whether they are mandated to do so under the law.
- II. Caring for the Animals
- A. Diet and Feeding
- All shelter animals, regardless of their term of residence, should receive a good-quality, balanced diet that is appropriate for their life stage. Select a food produced by a company that guarantees complete and balanced nutrition. To meet animals' needs, The HSUS recommends the following:
 - 1. The shelter should have a sufficient number of adequately sized stainless steel food and water bowls to accommodate all animals. Feed puppies and kittens who are six to twelve weeks of age three times a day. Feed puppies and kittens who are twelve weeks to twelve months of age twice a day, and adults at least once a day.
 - 2. Dry food can be made palatable to the greatest number of dogs as follows: Mix one-half can of wet food with one pound of dry dog food for each adult dog, add enough warm water to mix well, mix, and feed. If animals are fed between 1 p.m. and 3 p.m., their stools can be removed before closing and the dogs will be in clean runs overnight. Dry puppy food must be moistened for young pups.
 - 3. Dry puppy chow and adult dog food may be left in self-feeders.
 - 4. Feed dogs and puppies enough food to meet their nutritional needs (based on such factors as body weight and label instructions). Check food bowls after approximately 20 minutes. If an animal has eaten all her food, place an additional small amount of food in the run or cage.
 - 5. Feed cats and kittens dry or canned cat food. Do not feed dog food to cats (or vice versa).
 - 6. Generic pet foods are not recommended. Often, the nutrients in generic pet foods are not readily available for digestion and absorption by an animal. Recent tests have shown that puppies and kittens that were fed generic pet foods had a greater incidence of illness, improper growth, and other physical abnormalities and required one-and-one-third times as much food per pound of weight gained. Use only products that are made by major national pet-food companies and are 100 percent nutritionally complete.
 - 7. Store all food in air-tight plastic containers to prevent spoilage and to avoid attracting rodents and insects.
- B. Disease Control
- Follow these guidelines to minimize disease:
 - 1. Evaluate all animals shortly after they come in to the shelter and observe them during their entire stay. Here are some common signs of illness in dogs and cats that may warrant veterinary care:
 - a. Eyes are watery, appear swollen, or show discharge.
 - b. Ears appear red or inflamed, show discharge, or have a foul odor.
 - c. Nose shows discharge (mucous, blood, or pus), or is crusty, congested, or blocked.
 - d. Gums are swollen or inflamed, teeth are loose or brown, or mouth has a foul odor.
 - e. Animal is sneezing, coughing, or wheezing.
 - f. Animal has fleas or ticks, skin shows swelling or lesions, animal limps, or animal is thin or obese.

- g. Animal has wounds or abscesses, or body temperature is abnormal.
- Have a trained and experienced staff member, a veterinary technician, or a veterinarian available to check animals and to provide care. Instruct every staff member to note and record all symptoms of possible illness and to bring them to a supervisor's attention.
- C. Cleaning
 - 1. All kennels, cages, and runs must be cleaned daily with hot water and a broad-spectrum disinfectant proven to be effective against various bacteria and viruses common in a shelter environment (including distemper and parvovirus). Each enclosure should be cleaned, scrubbed, and disinfected BEFORE a new animal enters. As an alternative, chlorine bleach (mixed with water in a 1:32 dilution) can be used.
 - 2. Mix disinfectants according to specific manufacturer instructions. After application, allow the disinfectant to remain in contact with the surface for the length of time recommended by the manufacturer before rinsing.
 - 3. Do not expose animals to water or disinfectant. During cleaning, place all animals in separate holding areas or in carriers; animals should never be left in the cage or kennel. Make sure enclosures are completely dry before animals are returned to them.
 - 4. Clean the kennels and cages from floor to ceiling, and scrub cage doors and similar surfaces manually. It is false economy—and a potential source of infection—to clean the walls of a run only to the height of the dog inhabiting the run. If any one section of the shelter is left unsanitized, disease can be easily transmitted.
 - 5. The recommended daily cleaning routine is as follows:
 - a. Remove the animal from the run or cage and place him in a separate holding area or carrier, then remove bedding, toys, and all food and water containers.
 - b. Remove all solid waste such as feces and hair. Do not hose solid waste into the drainage system; rinse away only urine with water.
 - c. Wash enclosures using a high pressure sprayer, steam-cleaning machine, or long-handled, stiff-bristled scrub brush.
 - d. Using a scrub brush and a solution of detergent/disinfectant, scrub all surfaces within the enclosure including the floor, sides, resting board, top, and gate, according to specific manufacturer instructions.
 - e. Allow the solution to stand for at least 20 minutes (or the length of time recommended by the manufacturer).
 - f. Thoroughly rinse all surfaces with a steady stream of water (preferably hot).
 - g. Dry the run or cage as completely as possible using a squeegee or rag. If possible, ventilate the area prior to returning animals to it.
 - h. Clean and disinfect beds, toys, food dishes, and water bowls.
 - i. Clean and disinfect cat litter boxes.
 - j. Clean and disinfect the holding area or carrier after each animal has been removed.
 - k. Clean and disinfect the euthanasia room.
 - l. Clean and disinfect other areas used by animals.
 - m. Clean all areas used by the staff and public. Because bacteria can accumulate and lead to disease and odor problems, be sure to regularly clean and disinfect other areas, including the aisles, walls, and ceilings.
- D. Euthanasia of Surplus Animals
 - The HSUS is committed to recommending only those methods of euthanasia that are painless and rapid and—to the fullest extent possible—that minimize fear and apprehension in the animal.
 - 1. Euthanasia should be performed by the best-qualified and most-compassionate staff members, because no method is any better than the people who administer it. The facility should do the following:
 - a. Provide training for staff and regularly review and evaluate staff proficiency and attitude; and
 - b. Demonstrate awareness of the extreme stress of the task on those who perform it and make provisions to decrease this stress by all possible means.
 - 2. Euthanasia guidelines are as follows:
 - a. The HSUS recommends the injection of sodium pentobarbital, prepared specifically for

- use as a euthanasia product, as the preferred agent for the euthanasia of companion animals. This method, when properly performed, has been found to be the most humane, safest, least stressful, and most professional choice by The HSUS, American Humane Association, National Animal Control Association, and American Veterinary Medical Association. The use of sodium pentobarbital is carefully controlled by federal and state laws and regulations.
- b. Carbon monoxide (CO), when in the form of compressed cylinder gas and delivered in a properly manufactured and equipped chamber is a conditionally acceptable method of euthanasia for some animals. It is unacceptable to use CO for the euthanasia of dogs and cats who are under four months of age, or who are old, sick, or injured.
- c. Carbon dioxide (CO₂) is not acceptable for routine use in animal care and control facilities for euthanasia. However, a commercially manufactured chamber using compressed CO₂ may be acceptable for certain wildlife species.
- d. The methods that The HSUS considers inhumane, disapproves of, and campaigns against include decompression, nitrous oxide, drowning, decapitation, cervical dislocation, pithing, exsanguination, electrocution, gunshot (excluding properly performed field euthanasia), air embolism, nitrogen flushing, strychnine, chloral hydrate, caffeine, nicotine, magnesium sulphate, potassium chloride, succinylcholine chloride (Sucostrin, U-Tha-Sol, Anectine, Quelicin Chloride, Scoline Chloride), and any combination of pentobarbital with a neuromuscular blocking agent.
- 3. Animals should be checked carefully.
- a. Animals who have been euthanized should be checked to make certain that their vital signs—breathing, heartbeat, and eye reflex—have stopped or that rigor mortis has set in.
- b. Dead animals may be disposed of by incineration, burial in a landfill, or another method approved by the community.
- III. Record Keeping and Motor Vehicles
 - A. Record Keeping
 - 1. Paperwork should be prepared for every animal that enters the shelter. Paperwork should include the animal's description and any available information about his background. The records also should include notes on any veterinary or other special care the animal has received and a record of the animal's final disposition.
 - 2. Each record should be numbered and filed so that shelter staff can easily retrieve the information and easily identify animals for adoption, reclamation, or euthanasia.
 - 3. A cage card should accompany each animal throughout her stay at the shelter. The cage card should include the animal's record number, description, and other relevant information such as behavioral characteristics, and observations about health and temperament. Each animal should wear a collar or a collar-tag combination which includes the record number.
 - 4. All animals should be counted at the start and at the end of each day, with the numbers recorded by species in a permanent journal. Each day, these totals should be balanced against the card records. A daily log should be kept to record animals received, adopted, euthanized, or returned to owner. In the records, animals should be classified according to species, sex, and age. (For example, separate adults from those under four months of age.)
 - 5. Receipts for all fees (such as donations, impoundment fees, and adoption fees) should be kept by number and recorded daily, to be balanced against weekly bank deposits. (An inexpensive cash register that can be locked is a good investment.) Daily balances (including incoming and outgoing transactions) should be maintained.
 - B. Motor Vehicles
 - 1. Each shelter should have an adequate number of vehicles for picking up animals, depending on the size of the community.
 - 2. The vehicle(s) should provide the animals with safety, security, protection from the elements, adequate ventilation, and temperature control. Each animal must have a separate enclosure. Special enclosures should be available for sick or injured animals; these animals require special care and handling as well. There should

- be a separate compartment for dead animals if a separate vehicle is not available.
- 3. The vehicles serve as the agency's "field representation" and therefore should be a) clean and well-marked with the agency's name and phone number; b) operated safely at all times; and c) driven courteously.
- 4. Vehicles should be designed to make it as easy and humane as possible for animals to be loaded and unloaded.
- 5. Vehicles should be equipped with at least the following animal rescue equipment: dog and cat control poles; a net; leashes; a ladder; wire or fiberglass cages; portable cat carriers; a halter; head-and-tie ropes and slings for livestock; a stretcher; a tool kit; an axe; a shovel; a hammer; a crowbar; a flashlight; dog and cat food; muzzles; humane dog and cat traps; and first aid kits for both people and animals.
- 6. Vehicle drivers should be trained and prepared to give emergency care to injured or ill animals. Euthanasia should not be administered in the field unless an animal is suffering to such a degree that she is in need of immediate relief by euthanasia. In these cases, the vehicle driver should call a veterinarian to the scene when necessary. The HSUS considers killing by gunshot to be inhumane, except when it is performed properly as a method of field euthanasia in an emergency situation where safe, humane transport of the animal is not possible. A complete report to document the need for euthanasia should be prepared. As part of their job training, drivers should be guided by shelter policies, including guidelines from a veterinarian on how to make field euthanasia decisions.
- Prepared by The HSUS's Animal Sheltering Issues staff.
- The Humane Society of the United States (HSUS) was founded in 1954 to promote the humane treatment of animals and to foster respect, understanding, and compassion for all creatures. Today its message of care and protection embraces not only the animal kingdom but also Earth and its environment. To achieve its goals, The HSUS works through legal, educational, legislative, and investigative means. The HSUS's efforts in the United States are facilitated by its nine regional offices; its worldwide outreach is supported by its global humane family of organization.
- The HSUS is not an umbrella organization for local humane societies, animal shelters, or other animal care and control agencies, nor does it have any legal or contractual relationships with such organizations. The HSUS publishes guidelines and recommendations for these organizations. For more information on shelter policies and procedures, please contact The HSUS's Animal Sheltering Issues staff.
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Texas Administrative Code:

TITLE 25 Health Services

PART 1 Department of State Health Services

CHAPTER 169 Zoonosis Control

SUBCHAPTER A Rabies Control and Eradication

RULE 169.26 Facilities for the Quarantining or Impounding of Animals

A. Generally

1. Structural Strength

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

2. Wind and Electric Power

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

3. Storage

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

4. Waste Disposal

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

5. Washrooms and Sinks

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

6. Management

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

7. Records

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

8. Heating

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

9. Cooling and Ventilation

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

10. Lighting

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

11. Construction

Housing facilities must be constructed in such a manner that they will protect the animal and not create a health risk or public nuisance. The building surfaces shall be constructed and maintained so that they are impervious to

moisture and may be readily sanitized. Floors shall be made of durable, nonabsorbent material.

12. Primary Enclosures

Primary enclosures shall:

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

B. Feeding

All food shall be free from contamination, wholesome, palatable, and of sufficient quality and nutritive value to meet the normal daily requirements for the condition, size, and age of the animal.

Dogs and cats shall be fed at least once a day, except as directed by a veterinarian.

Domestic ferrets shall have continuous access to food.

All other animals shall be fed appropriately as described on the packaging of a commercial, species-specific food or as directed by a veterinarian.

Food receptacles shall be accessible to all animals and shall be located so as to minimize contamination by excreta. Food receptacles shall be durable, kept clean and sanitary. Disposable food receptacles may be used but must be discarded after each feeding or, for domestic ferrets, after 24 hours of use. Self feeders may be used for feeding dry foods to animals acclimated to their use.

C. Watering

If potable water is not accessible to all animals at all times, it shall be offered to them at least twice daily for periods of not less than one hour, except as directed by a veterinarian. Drinking bottles may be used for animals acclimated to their use. Domestic ferrets shall have potable water accessible at all

times, provided in drinking bottles of appropriate size to maintain a fresh supply. Water receptacles shall be kept clean and sanitary.

D. Sanitation

Cleaning of primary enclosures. Excreta shall be removed from primary enclosures as often as necessary to prevent contamination of the inhabitants, but not less than daily.

Sanitation of primary enclosures. Cages, rooms, and pens shall be maintained in a sanitary condition.

Building and premises. Building and premises shall be kept clean.

E. Pest Control

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

F. Outdoor Facilities

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

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

Source Note:

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



Kim Dowdy-Hickman

Principal, Director of Animal Care Design, Quorum

Kim successfully serves as Principal -in-Charge for all animal care design projects at Quorum. She will be the primary contact throughout the project. She is a trusted advisor with 26 years of experience in the industry, consulting with clients, vendors, organizations and veterinarians. As a Principal-in-Charge, Kim is responsible for the direction and scheduling of the team as well as keeping the project within the authorized budget.

PROJECT ROLE

Principal-in-Charge

EDUCATION

Bachelor of Science, Architecture
University of Texas at Arlington

EXPERIENCE

30 Years

20 Years with Quorum

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ANIMAL SHELTER PROJECT EXPERIENCE

- Baytown Animal Services & Adoption Center
- Benbrook Animal Shelter
- Carrollton Animal Shelter & Adoption Center
- Farmers Branch Animal Adoption Center
- Grand Prairie Animal Shelter & Adoption Center Addition
- Grapevine Animal Shelter & Adoption Center
- Kaufman County Pet Adoption Center
- Midland Animal Services Facility
- North Richland Hills Animal Adoption & Rescue Center
- Pearland Shari D. Coleman Animal Shelter & Adoption Center
- Seguin Animal Services Facility
- Weatherford Animal Shelter Spay/Neuter Clinic



Mario Valdez

Project Manager & Designer, Quorum

Mario is a trusted Project Manager and Designer at Quorum. He has extensive experience with public works and animal care design projects since joining the firm more than 12 years ago. Married to a Veterinarian, he designed his wife's clinic in Fort Worth and is highly regarded for his creativity and management skills.

PROJECT ROLE

Project Manager, Designer

EDUCATION

California Polytechnic State
University, Pomona College of
Environmental Design

EXPERIENCE

22 Years

14 Years with Quorum

SIMILAR PROJECT EXPERIENCE

- Allen Animal Shelter
- Baytown Animal Shelter & Adoption Center
- Benbrook Animal Shelter
- Burleson Service Center
- Ennis Animal Shelter
- Farmers Branch Keenan Service Center
- Fort Worth Park & Recreation Department Service Center
- Fredericksburg Animal Shelter
- Grapevine Animal Shelter & Adoption Center
- Midland Animal Shelter & Adoption Center
- Odessa Animal Shelter
- Pearland Shari D. Coleman Animal Shelter & Adoption Center

EXPERIENCE WITH ANIMAL CARE PROJECTS (PARTIAL LIST)

City of Allen Animal Shelter
 City of Baytown Animal Shelter
 Belton Small Animal Clinic
 City of Benbrook Animal Shelter
 City of Bentonville, AR Animal Shelter
 City of Burleson Animal Shelter
 City of Carrollton Animal Shelter
 City of Dallas, The Bridge Homeless Shelter - Kennel Renovations & Additions
 City of Farmers Branch Animal Shelter Master Plan
 City of Fort Worth Animal Shelter Improvements
 City of Fredericksburg Animal Shelter
 City of Grand Prairie Animal Shelter Addition
 City of Grapevine Animal Shelter
 City of Greenville Animal Shelter
 Kaufman County Pet Adoption Center
 City of Lake Worth Animal Shelter
 City of League City Animal Shelter
 City of Lewisville Animal Adoption Center
 City of Mesquite Animal Shelter
 City of Midland Animal Shelter & Adoption Center
 City of Mont Belvieu Animal Shelter
 City of Murphy Animal Shelter
 City of North Richland Hills Animal Shelter
 City of Odessa Animal Shelter & Adoption Center
 Patriot PAWS - Service Dogs
 City of Pearland Animal Shelter & Adoption Center



Grand Prairie Animal Shelter Expansion

City of Pflugerville Animal Shelter Intake Kennels
 City of Richardson Animal Shelter Expansions
 City of Rockwall Animal Shelter
 City of San Marcos Animal Shelter
 City of Seguin Animal Shelter
 City of Stephenville Service Center
 City of Sugarland Animal Shelter
 St. Francis Veterinary Clinic, Fort Worth
 City of Sugar Land Service Center Master Plan
 Tri City Animal Shelter & Adoption Center, Cedar Hill
 City of Weatherford Animal Shelter Medical Building
 City of White Settlement Animal Shelter
 City of Wichita Falls Animal Reclaim Facility



Odessa Animal Shelter

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