

MASTER PLAN PROGRAM

long range plan / facilities study

City of Waco Animal Shelter

2032 Circle Rd, Waco, TX 76706

Summer 2024

rbdr PLLC - Architects
Waco Texas



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INTRODUCTION

INTRODUCTION

Due to recent property purchases and increasing needs (specifically the clinic), the City of Waco, referred to as COW for the remainder of this master plan, identified the need for a strategic plan to maximize services to the community. The COW and the Animal Shelter's Stakeholders appointed an architectural firm to conduct the formal study. The stakeholders and key COW staff are the following persons:

The Stakeholders and Key COW Staff:

- City of Waco Management Staff
- Animal Shelter Staff
- Animal Welfare Board
- Local Area Veterinarians
- ABC Clinics
- City Vendor - Humane Society of Central Texas

COW Animal Shelter Staff

- Gary Hiatt, Police Commander, Animal Services Administrator
- Melissa Sheldon, Animal Services Operations Manager
- Dr. Michael T. Vallon, Shelter Veterinarian
- Amber Sewell, LVT
- Mya Vise, LVT, CVA
- Casey Gamble, CVA
- Christina Thane, Animal Control Supervisor
- Catherine Baldwin, ACO
- Stephen Walker, ACO
- Miranda Martinez, ACO
- Mersadie Jones, ACO
- Staff Pending Hire, ACO
- Ashley Brooks, Animal Services Supervisor
- Samantha Green, Senior Animal Shelter Staff
- Mariah Arguelles, Animal Shelter Staff
- Kristin Reed, Senior Animal Shelter Staff
- Ruth Staas, Senior Animal Shelter Staff
- Sabine Ibnez, Animal Shelter Staff
- Alyssa Sheffield, Senior Animal Shelter Staff
- Cassandra Fagan (PT), Animal Shelter Staff
- Sheyenne Hendrix, Animal Shelter Staff
- Brandi Simpson, Senior Animal Shelter Staff
- Alyssa Celeste, Animal Shelter Staff
- Patricia Naranjo, Animal Shelter Staff
- Nicole Thiessen, Animal Shelter Staff

In the winter of 2023, *RBDR PLLC, Architects*, an architectural firm in Waco, Texas, was hired to prepare this study to identify potential growth of the COW Animal Shelter, while assuming no increase to general animal capacity. The following persons comprise the *Master Planning Team* from *RBDR PLLC, Architects*:

Master Planning Team

- Bernadette Hookman, AIA, NCARB, LEED AP BD&C, Partner
- Kristin Rose, AIA NCARB, RID, Partner
- Ryan Taylor, Architect-in-Training
- Ron Epps, MS, DVM, Veterinary Consultant
- Teresa M. Raso, Office Manager

Throughout the course of gathering research for this Master Plan, *RBDR PLLC, Architects* interviewed COW, Animal Shelter, and outcomes staff, management, and other involved members. These interviews were an opportunity to gather specific information regarding the use of the current facility and develop a general understanding of the wants and wishes of the site as a whole.

This wealth of information includes a bound document with drawings, summary charts, and program requirements in what is referred to as a Master Plan.

UNDERSTANDING THE MASTER PLAN

UNDERSTANDING THE MASTER PLAN

This Master Plan contains a proposal for the development/renovation of the physical property (site) and facilities (buildings) for the COW Animal Shelter, located in Waco, Texas, in manageable steps or phases.

PURPOSE

Generally, the purpose of a Master Plan is to convey an understanding of the planning limits and possibilities prior to implementing the design solution. This document serves as a record of the decision-making process and is for agreement and approval.

MISSION

A Master Plan defines and documents the opportunity for meaningful and directed change. The primary objectives of this plan are to find the most efficient way to utilize the existing site and the newly purchased properties, increase clinic capacity and efficiency, and allow space for new services that the shelter has identified needs for internally. Increasing shelter capacity is not considered a goal of this study, but rather to increase the efficiency of existing spaces. It is a physical plan based upon services, programming, participation, and vision. The Master Plan is designed to be flexible and adaptable to easily accommodate future variances. The following Master Plan is a comprehensive analysis that will prepare the design team and the COW to move forward with greater clarity and certainty to the planning and design phases.

SCOPE OF WORK

Under City of Waco leadership, the scope of this study involves a site and building analysis, programming phase, schematic design, and pertinent opinions of probable cost. In putting this plan together, the physical characteristics of the site and facilities were studied and documented. This was followed by a thorough investigation of the challenges and opportunities outlined in the meeting of the committees, personal interviews, and on site observations by the Master Planning Team members. Given parameters include, limiting considerations to the provided property boundaries and designing plans to optimize this entire site without increasing shelter capacity. In conclusion, an in-depth study of the past, present, and future needs of the COW Animal Shelter was completed.

CONCLUSION

The final recommendations include expanded public and city staff parking, new facilities for an Animal Care Clinic, renovated Building "D," renovated Administration + Cat Building, and expanded and improved animal enrichment areas on site. Space is also allocated for storage units, transformer relocation, future generator, and water detention. Boundaries are clearly defined with vehicular and pedestrian access points identified. Designs address the need to focus public access on the Adoption Center and maximize the public space within the site to enhance animal care and user experience.

CITY OF WACO ANIMAL SHELTER

CITY OF WACO ANIMAL SHELTER

HISTORY

According to the study conducted by Shelter Planners of America in 2014, an animal shelter has existed on this site since 1895. That same study counted 117 total dog runs on site with total building square footage at approximately 16,372. Following a series of building and renovation projects in 2016, the site currently holds 126 dog runs and occupies approximately 19,204 square feet. The 2016 projects also included additional space for a new clinic (originally intended for the sole purpose of animal well care) public lobby, laundry/dish washing room, sally port, board room, and additional office space. General improvements included conditioned animal runs, stainless runs, covered meet and greet areas, covered pathways, and cat building and administration renovations. All of these improvements have been instrumental in improving the live exit rate from 33% in 2012 to over 90% since 2016.

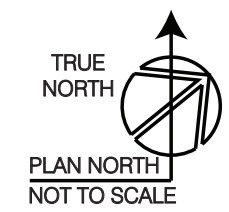
Since 2013, the COW shelter has adopted a “no kill” policy, which means that the shelter must have more than a 90% live exit rate. Live exits can be any of the following: adoptions, rescues, RTO (return to owner), or fosters. In 2023, the live exit rate was 91% with only 304 euthanasias performed in total, 261 of which were dogs or cats. The previous study reports 2,100 dogs and cats were euthanized in 2013. In 2013, the total number of live exits was 4,721. The total number of live exits from October 2022 to October 2023 was approximately 5,433. Total animal intake in 2013 was 7,293, while total animal intake in October 2022 to October 2023 was 6,107.

It is tough to get an exact number for foster outcomes as a single animal may be counted more than once. For example: an animal is fostered out, then for some reason the animal has to change fosters, the animal will be checked back in and fostered out again. Two different fosters, therefore the animal is technically fostered twice. Similarly, say an animal is fostered out, then adopted in the same month. The foster will count as one live exit, and the adoption will count as well. Instances like this only allow the master planning team to give an approximate number for live exits.

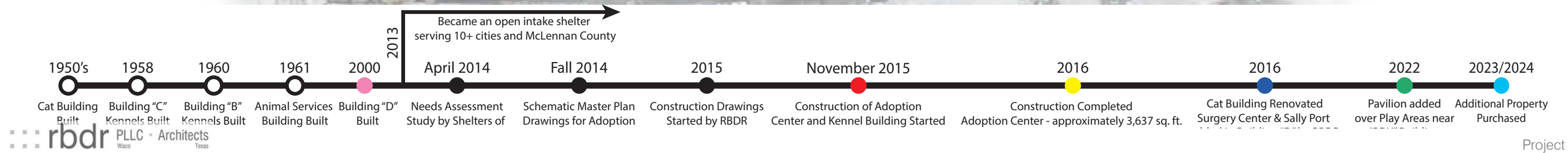
Since 2013, the City of Waco Animal Shelter has been an open intake shelter serving 10+ cities and McLennan County.

SITE HISTORY TIME LINE

The following page shows a time line of major events in the site's recent history, and a diagrammatic site plan to help visualize how the shelter has evolved over time.



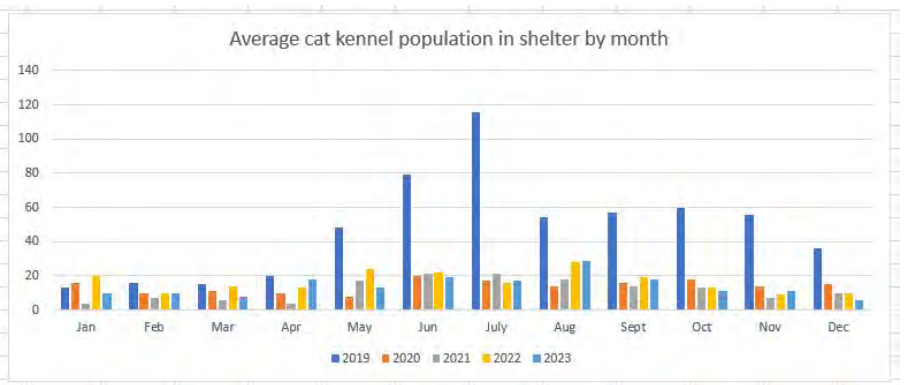
SITE HISTORY TIME LINE



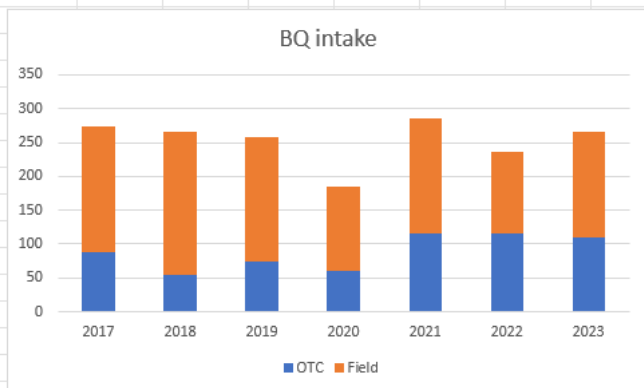
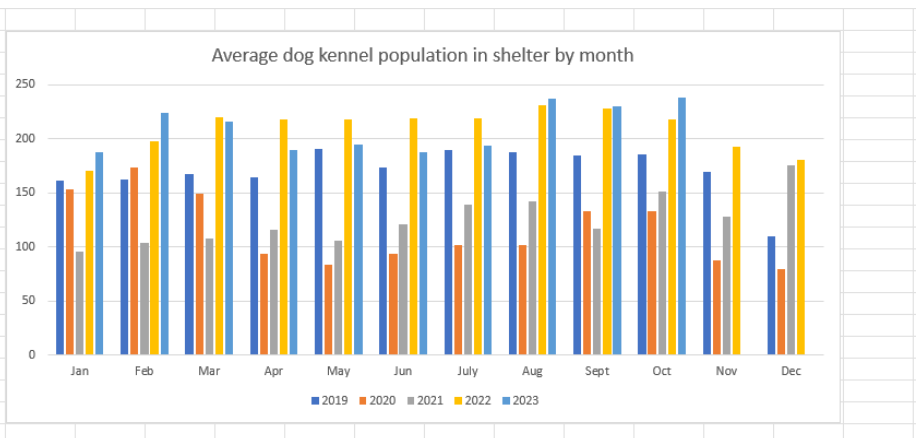
Note:

The following images are taken from shelter stats shared with RBDR during the process of putting together the Master Plan. These stats were used during the process of calculating the square footage per occupant numbers for the non-traditional spaces such as the kennels, quarantine, and isolation.

	2019	2020	2021	2022	2023
Jan	13	16	4	20	10
Feb	16	10	7	10	10
Mar	15	11	6	14	8
Apr	20	10	4	13	18
May	48	8	17	24	13
Jun	79	20	21	22	19
July	116	17	21	16	17
Aug	54	14	18	28	29
Sept	57	16	14	19	18
Oct	60	18	13	13	11
Nov	56	14	7	9	11
Dec	36	15	10	10	6

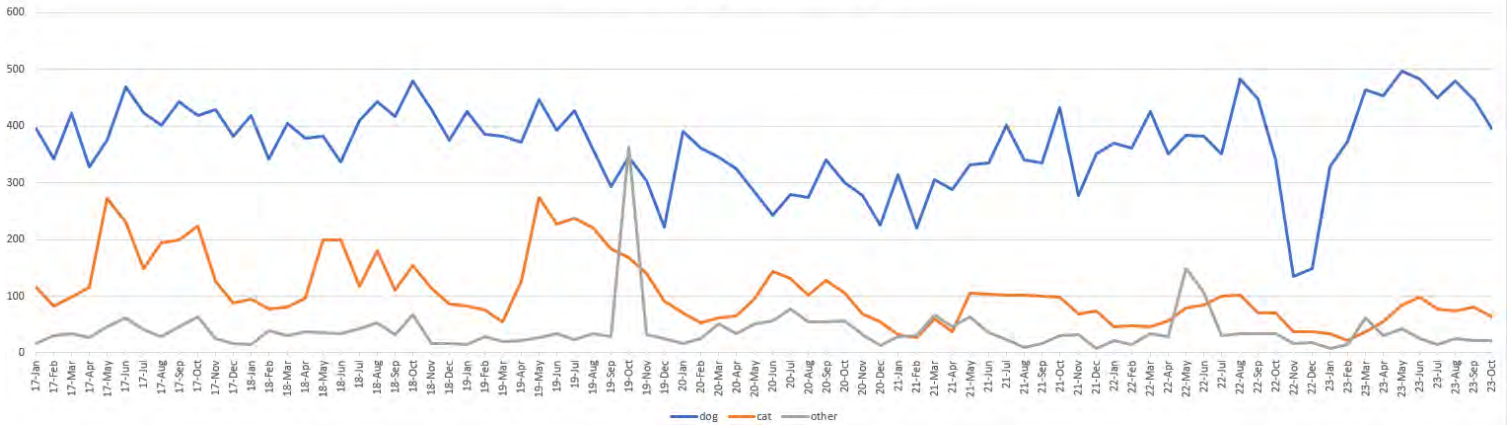


	2019	2020	2021	2022	2023
Jan	161	153	96	171	188
Feb	162	174	104	198	224
Mar	168	149	108	220	216
Apr	164	94	116	218	190
May	191	84	106	218	195
Jun	174	94	121	219	188
July	190	102	139	219	194
Aug	188	102	142	231	237
Sept	185	133	117	228	230
Oct	186	133	151	218	238
Nov	170	88	128	193	
Dec	110	79	176	181	

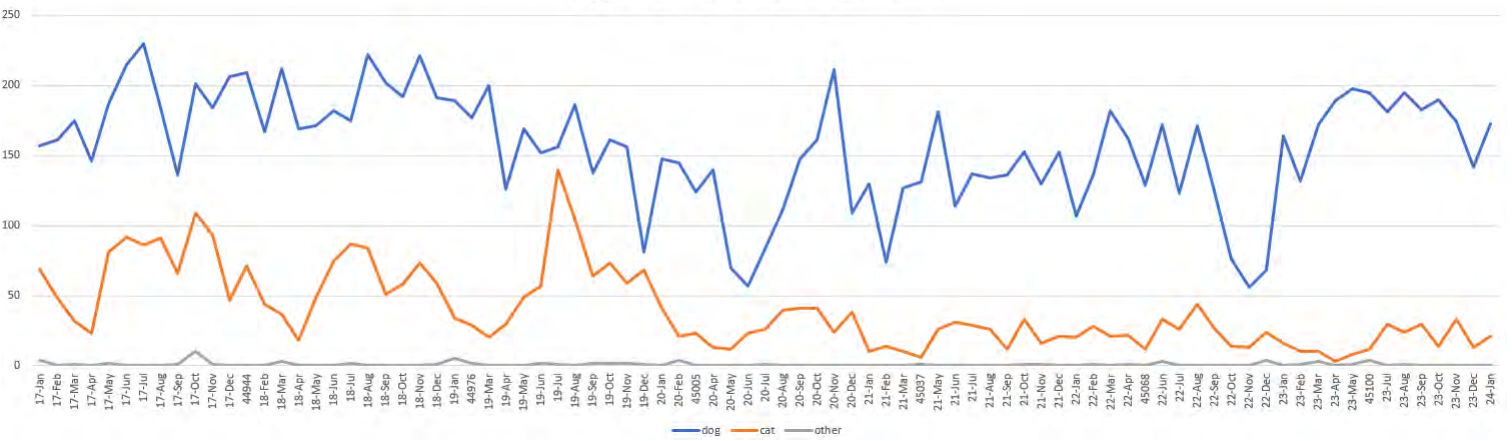


BQ intake	2017	2018	2019	2020	2021	2022	2023
total	275	266	258	184	286	236	266
OTC	88	55	75	60	115	116	110
Field	186	211	183	124	171	120	156

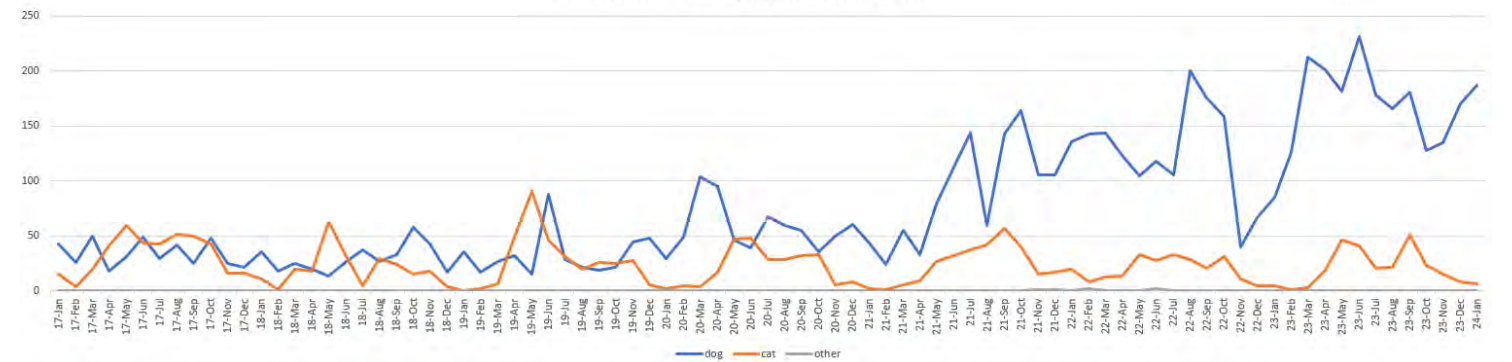
Intake January 1st, 2017-October 31st, 2023



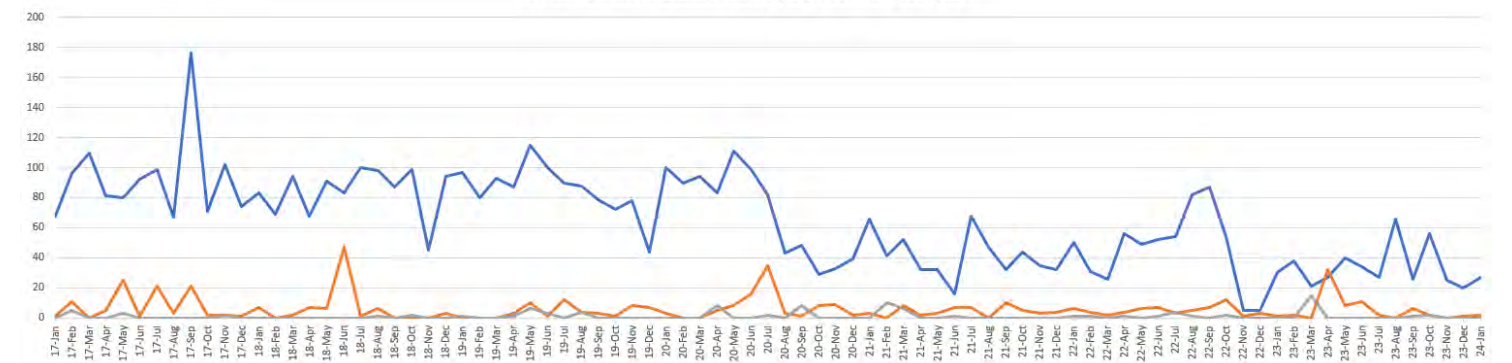
Adoption Outcomes Jan 1st, 2017-Dec 31st, 2023

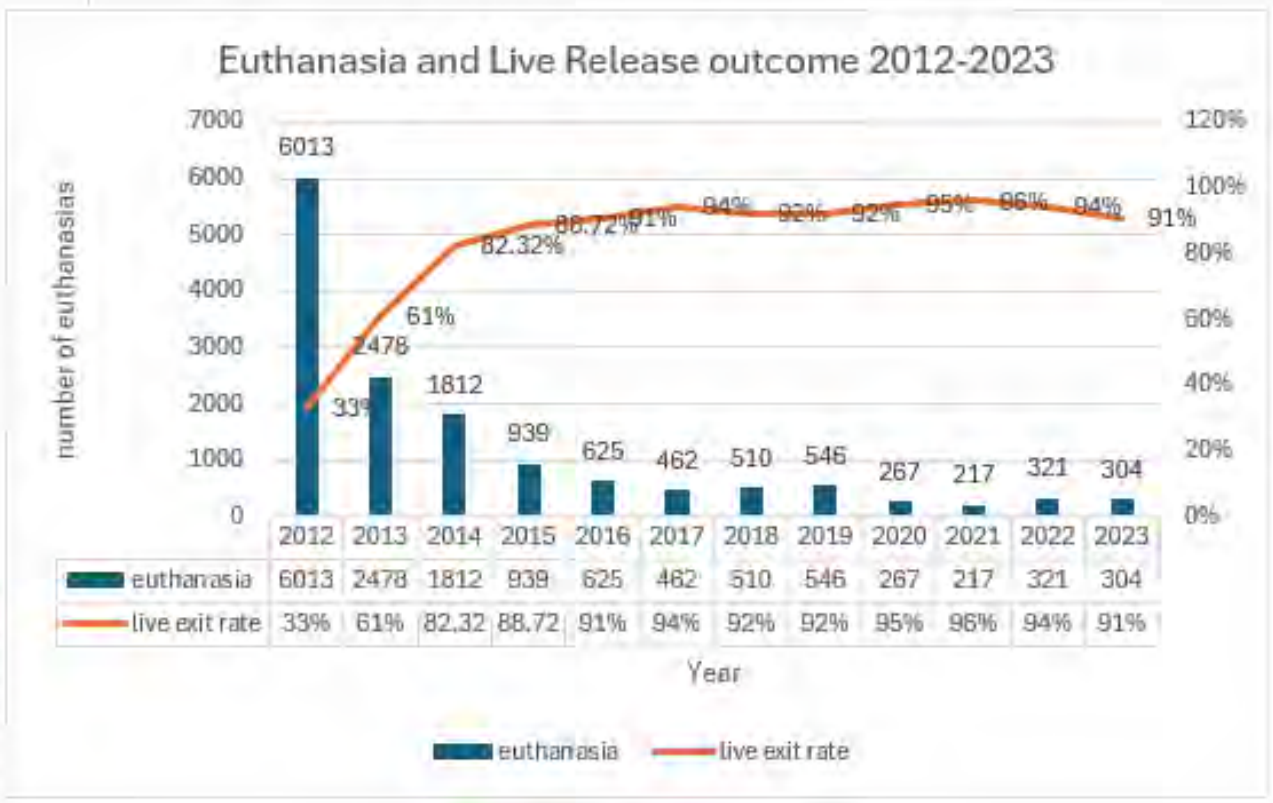
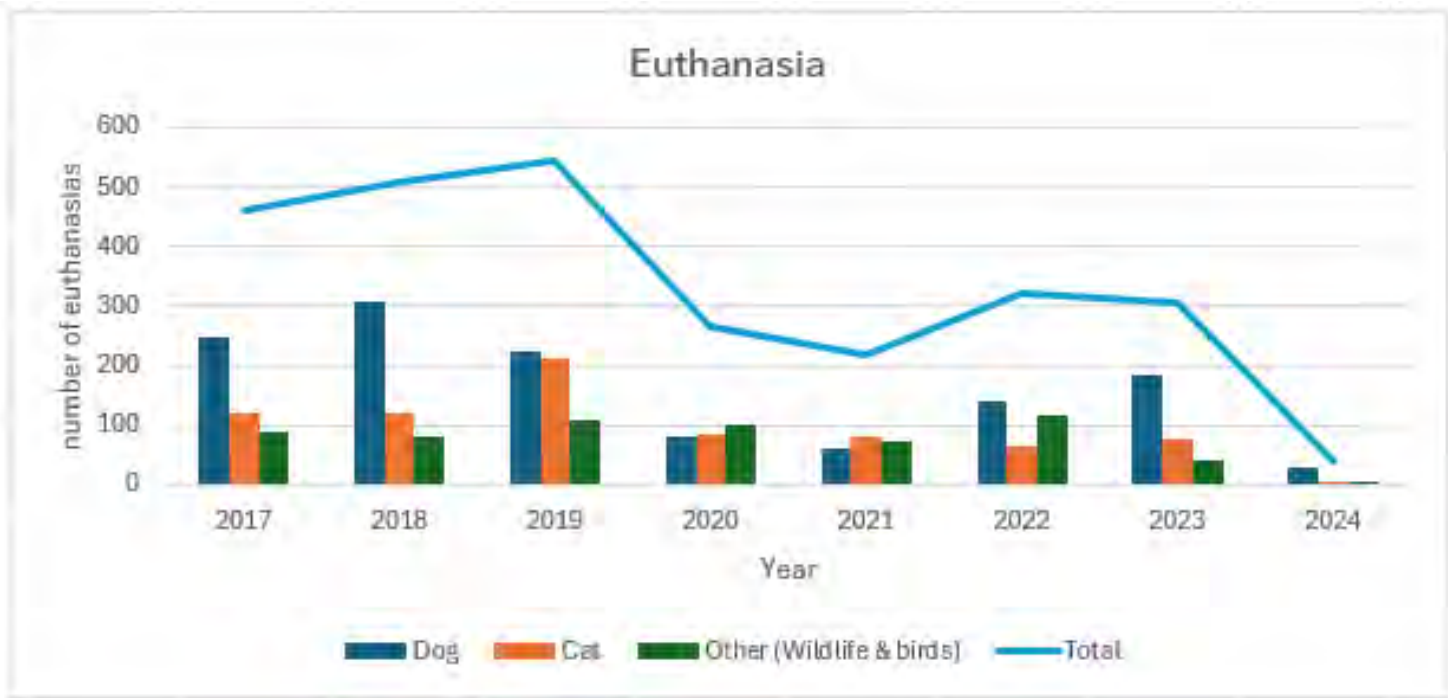


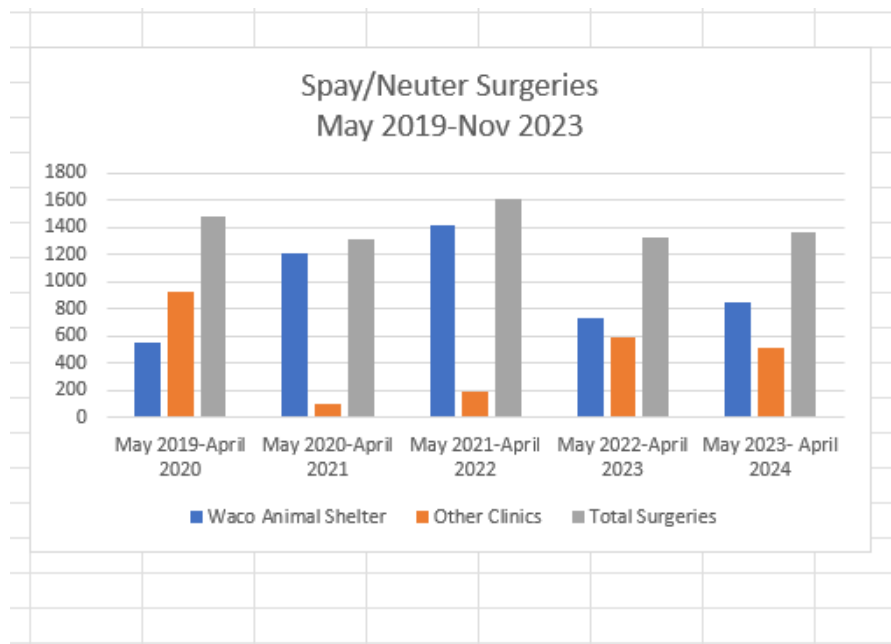
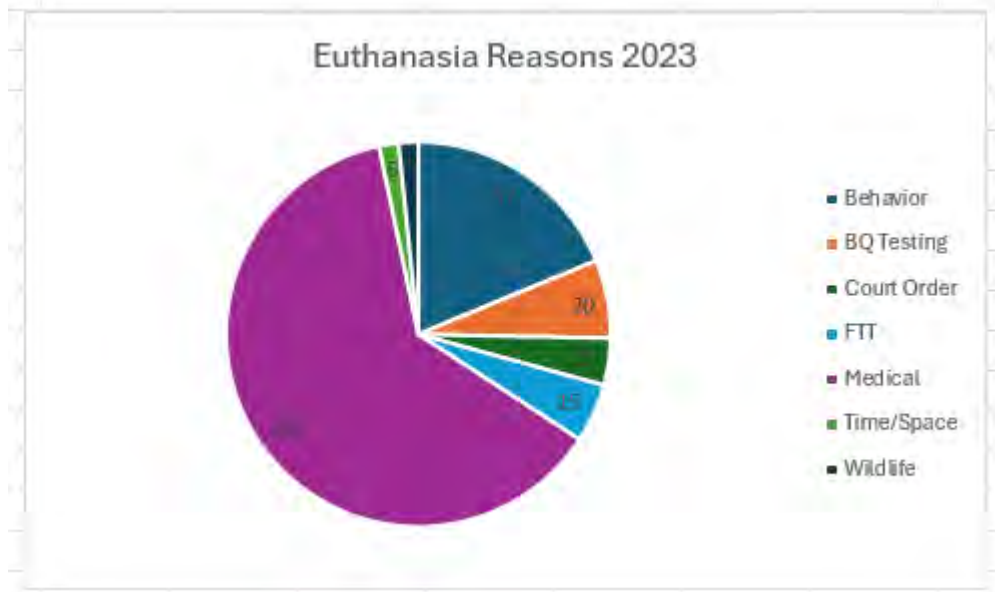
Foster Outcomes January 1st, 2017-Dec 31st, 2023



Rescue Transfer Outcomes January 1st, 2017- Dec 31st, 2023







Spay/Neuter Surgeries	Waco Animal Shelter	Other Clinics	Total Surgeries
May 2019-April 2020	556	924	1480
May 2020-April 2021	1216	103	1319
May 2021-April 2022	1415	191	1606
May 2022-April 2023	739	590	1329
May 2023- April 2024	847	512	1359
**Surgeries done prior to May 2019 were not traced via our current shelter software			

EXISTING SITE DOCUMENTATION

EXISTING SITE DOCUMENTATION

CURRENT SITE CONDITION

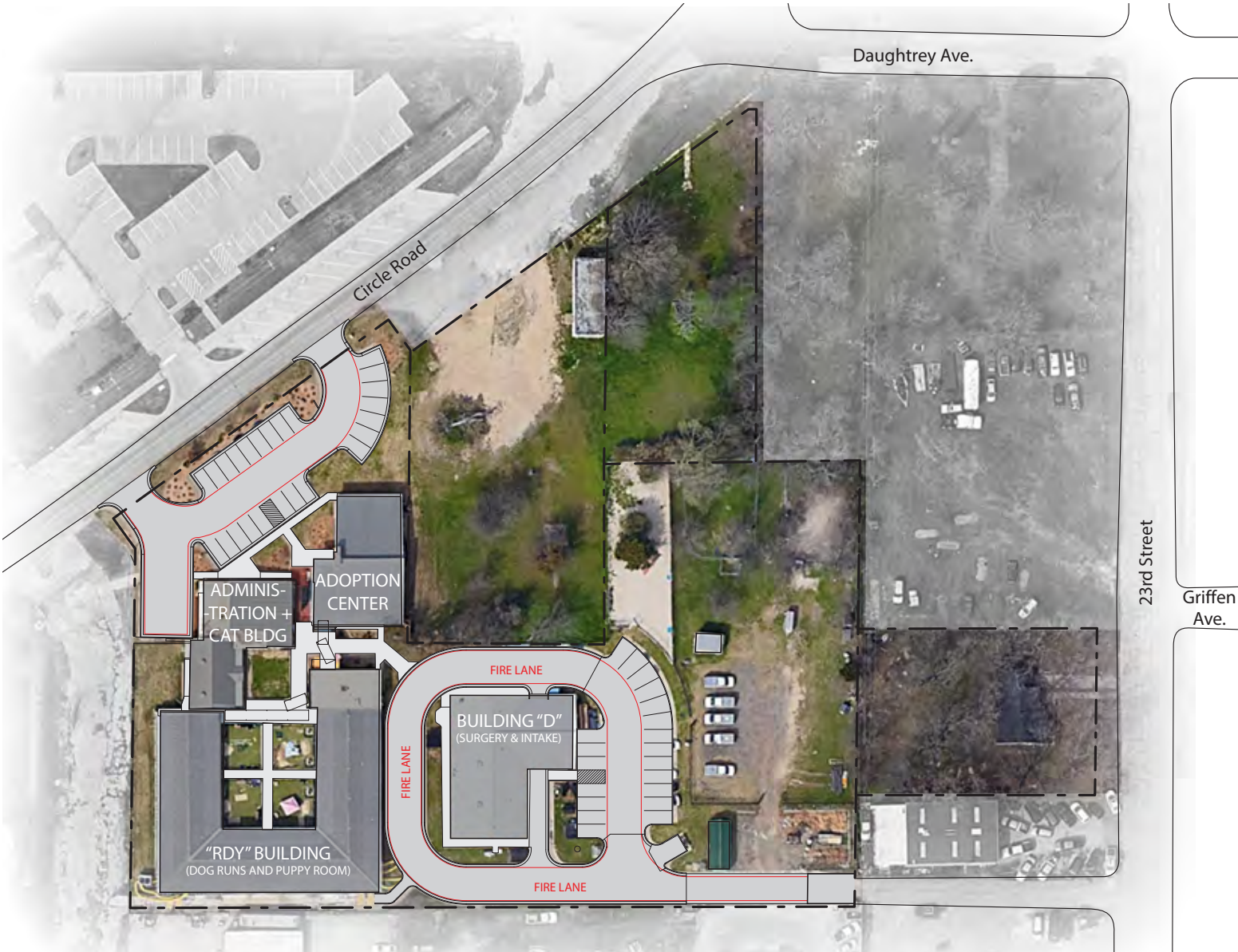
Located near the iconic “Circle” roundabout in Waco, Texas, the Animal Shelter is surrounded by Circle Road on its west, Daughtrey Avenue on its northwest front, La Salle to the south, and 23rd Street to the east/northeast. The properties surrounding the Animal Shelter include some restaurants, two auto/mechanic shops, small businesses, and some independently owned lots.

Total shelter property, including anticipated purchases, equals approximately 4.67 acres. The property contains 4 main buildings: the Administration + Cat Building, the “RDY” Building (Dog Runs and Puppy Room), Building “D” (Surgery, Clinic, and Intake), and the Adoption Center. There are also two minor structures: Building “G” (storage), and a non-enclosed metal structure (storage). The vendor is also renting a shipping crate for additional storage.

There are two parking lots located on campus. The public lot is accessed off Circle Road, on the west side of the site. On the east side of the site, through a secured gate, is a parking area where most of the city employees park. Adjacent to this parking lot is a large open area in which the Animal Control Officers park their vehicles. There is one entrance to each the Administration + Cat Building and the Adoption Center accessible from the public parking lot, the employee parking lot is contained in the secure campus perimeter.

Directions indicated and discussed on the following drawings will refer to plan directions rather than true directions, unless noted otherwise. A current boundary survey is used to determine the property lines of the recently purchased lots.

Existing Property Diagram



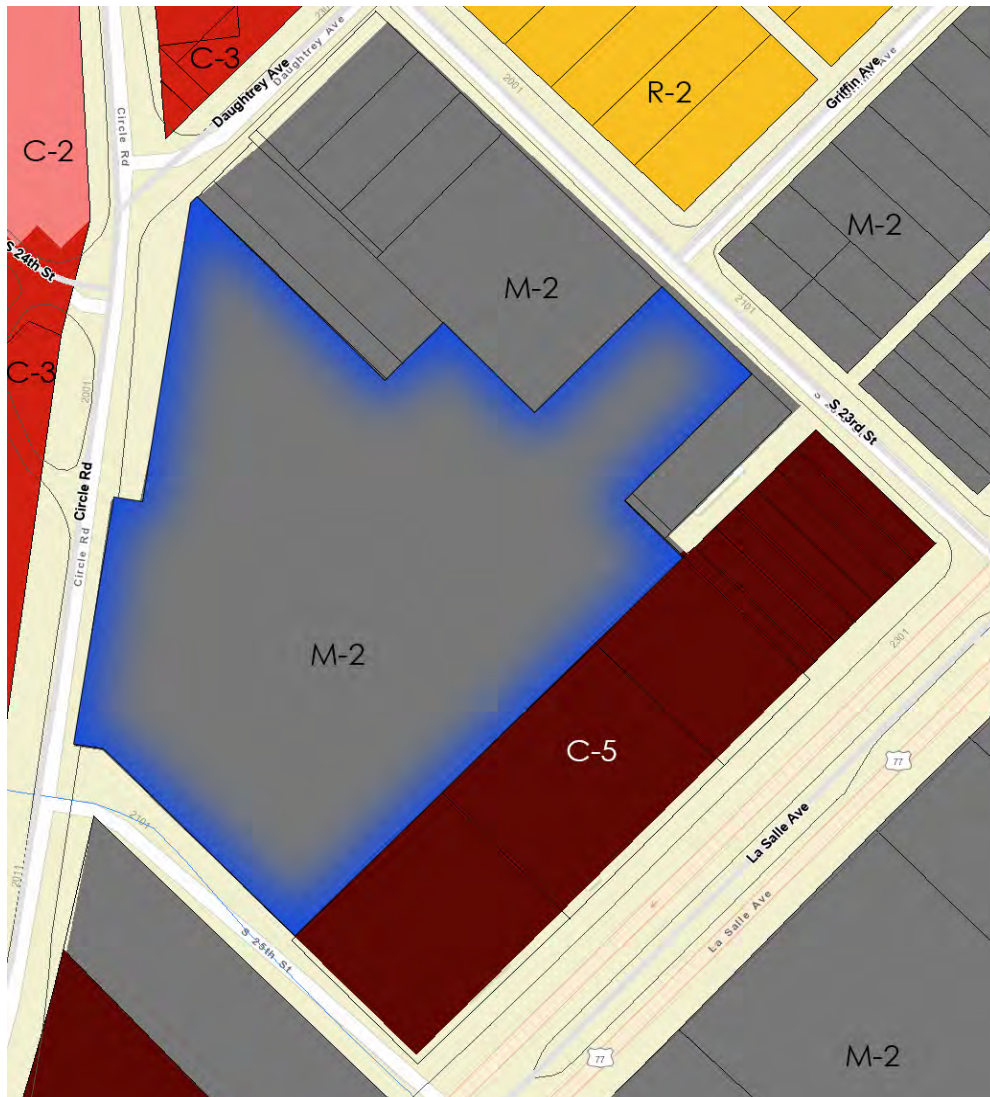
PLAN NORTH
NOT TO SCALE

SITE ZONING

The following diagram illustrates the zoning, or “land segment types,” of the Animal Shelter’s property and its relationship with the surrounding areas. The site (outlined with blue) is designated as light industrial, designation M-2. This information is based of the public records of the City of Waco.

Zoning regulations as described by the City of Waco pertaining to the respective classifications described above must be followed. This diagram is oriented based on true north, not plan north.

Zoning Diagram



NTS

VEHICULAR ACCESS and CIRCULATION PATTERN

As illustrated by the following diagrams, the Animal Shelter is located northeast of the “Circle” roundabout and east of I-35. Circle road is the main access point into the site. There is a secondary access route off of 23rd street, though this leads to a locked gate.

Both Circle road and 23rd street are two way, 2-lane roads. The COW Animal Shelter has two entrances off of Circle road, which go into the public parking lot, and the one entrance off of 23rd street. The City of Waco controls all roads around the COW Animal Shelter property.

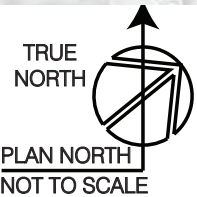
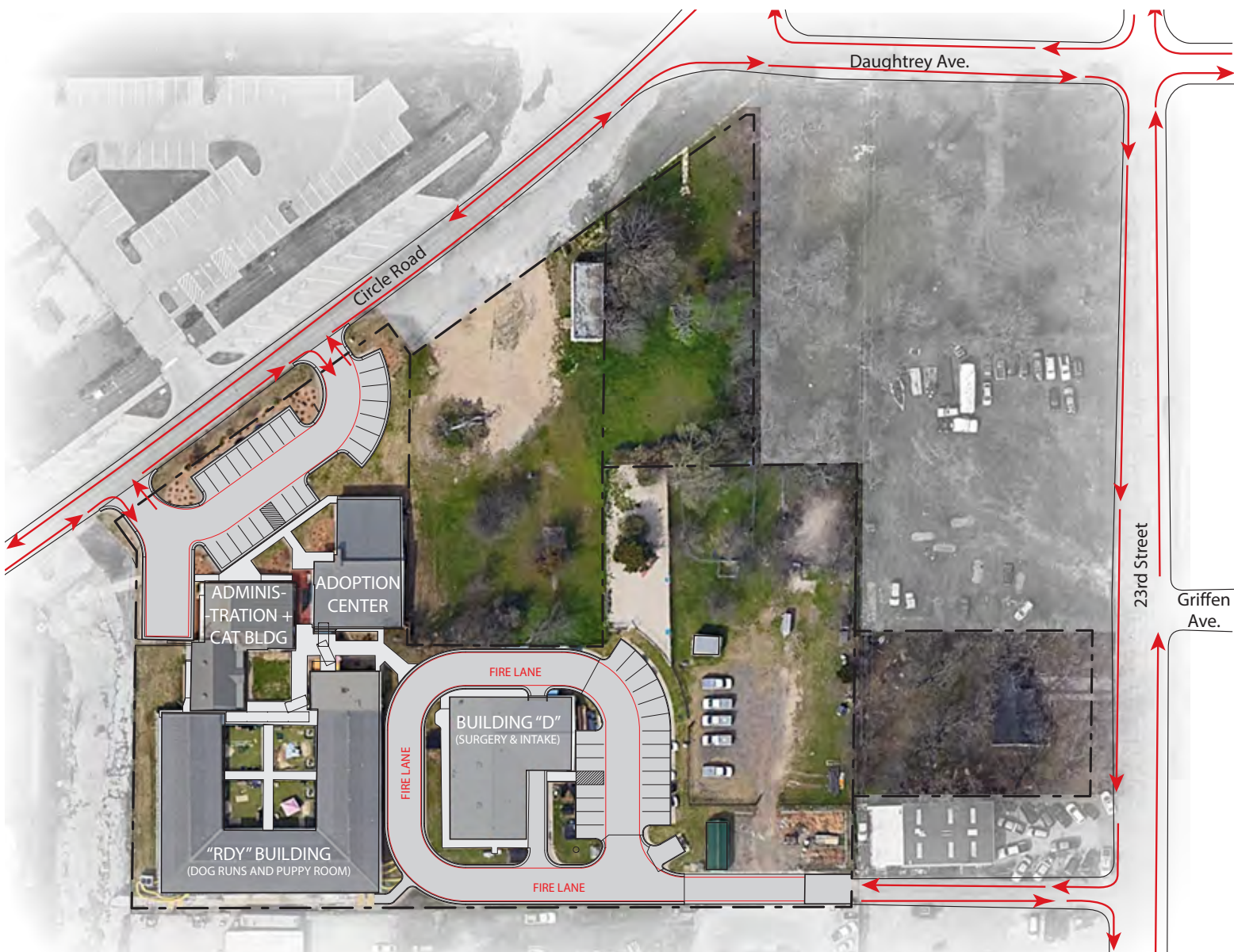
In the diagram below, the COW Animal Shelter’s property is shown in red and the surrounding roads are labeled and shown in white. This diagram is oriented based on true north, not plan north.

Site Plan Entry/Access Diagram



NTS

Detail Site Plan Entry/Access Diagram



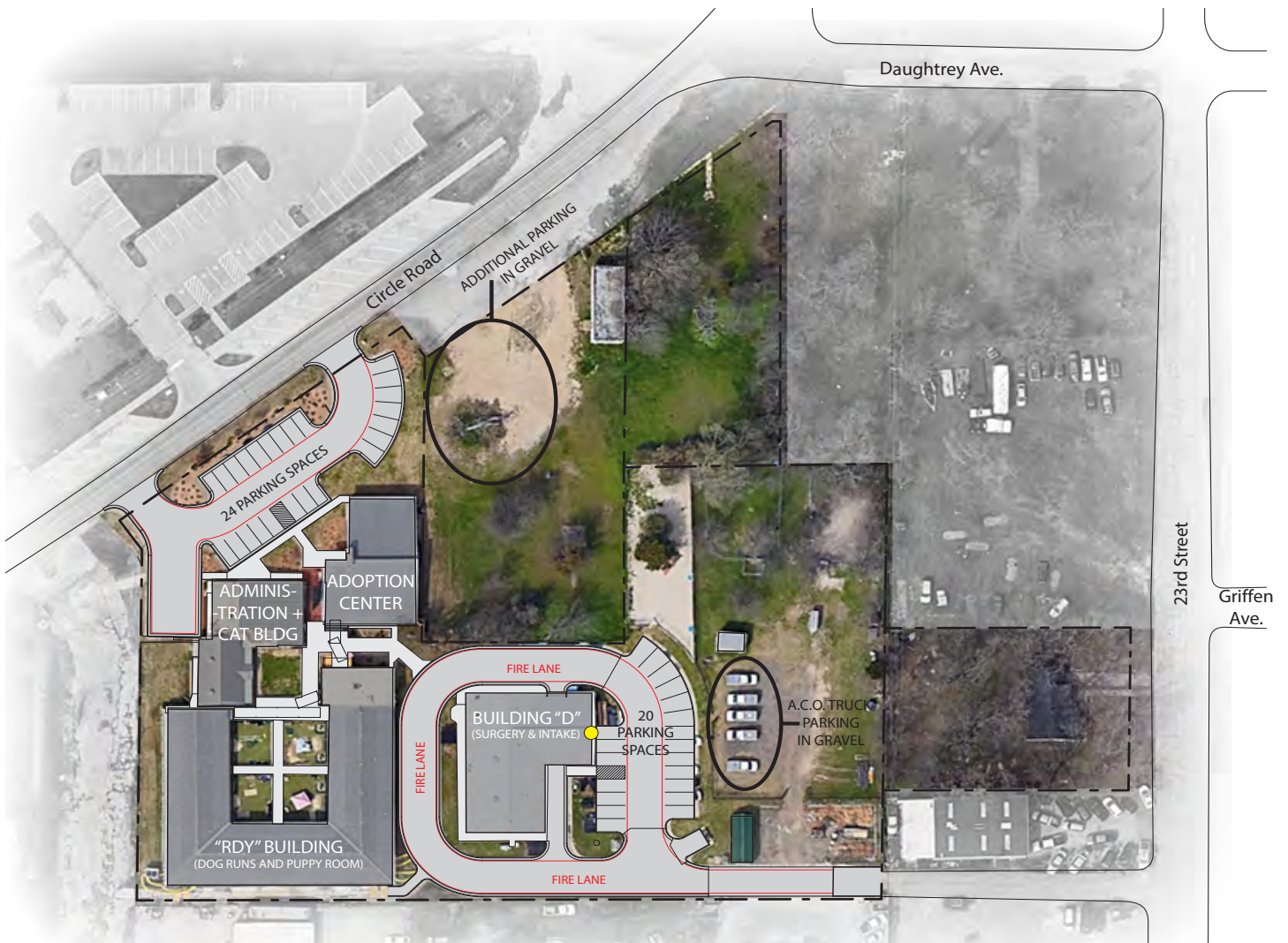
Main Site Entrances



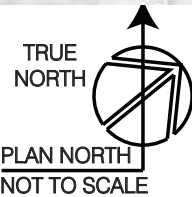
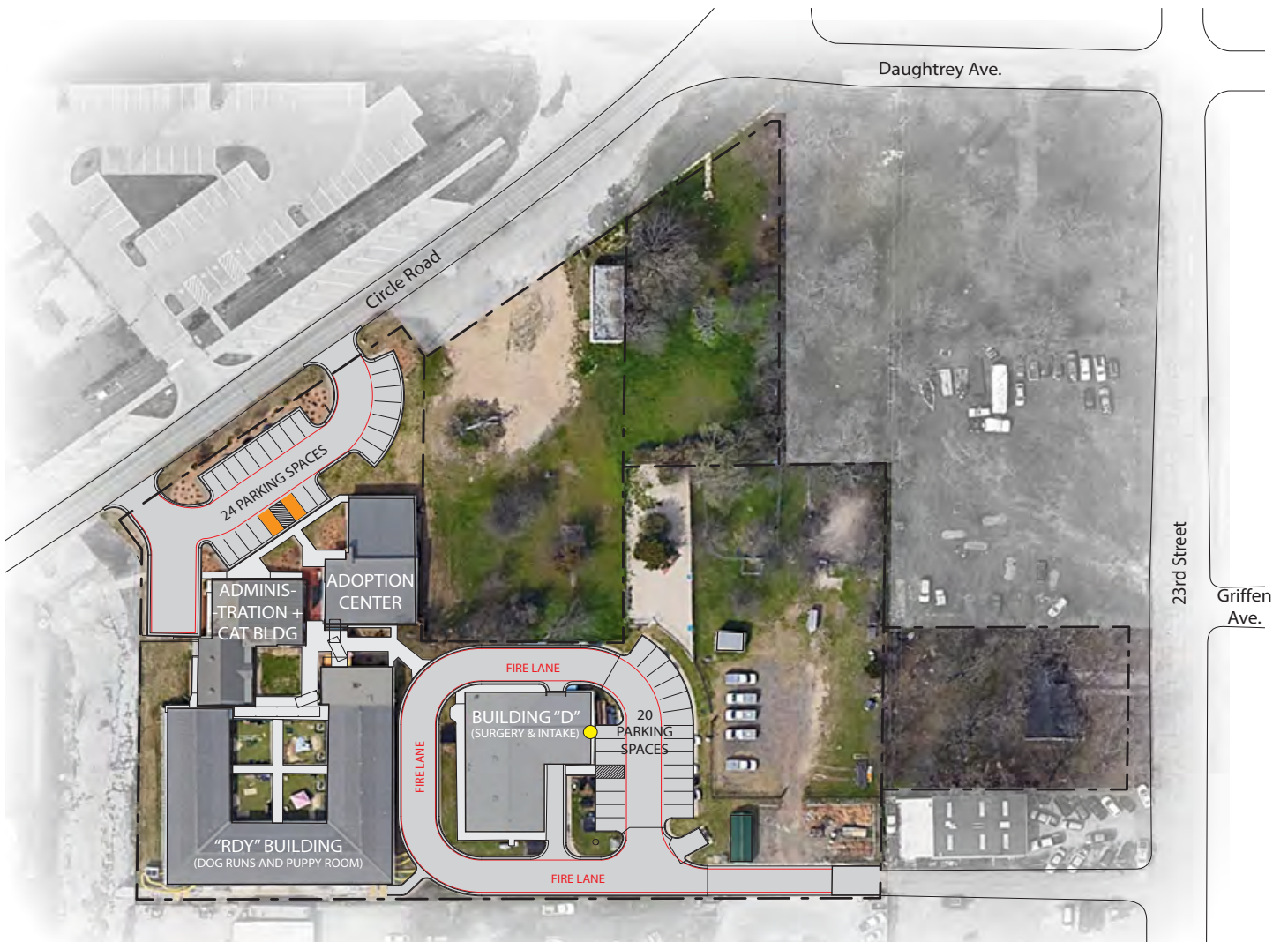
PARKING

The following diagrams illustrate the various shelter parking areas and their relationship with the surrounding buildings and site. The front parking lot is asphalt topped, the back parking lot is only used by employees and is concrete. There are 42 regular spaces and 2 accessible spaces for a total of 44 parking spaces for the entire shelter campus.

The public parking area, the northern parking lot, has a total of 24 spots, two of which are accessible. The employee parking lot, the eastern parking lot, has a total of 20 spots none of which are marked accessible spots. There's an electric charging station, shown by the yellow circle below.

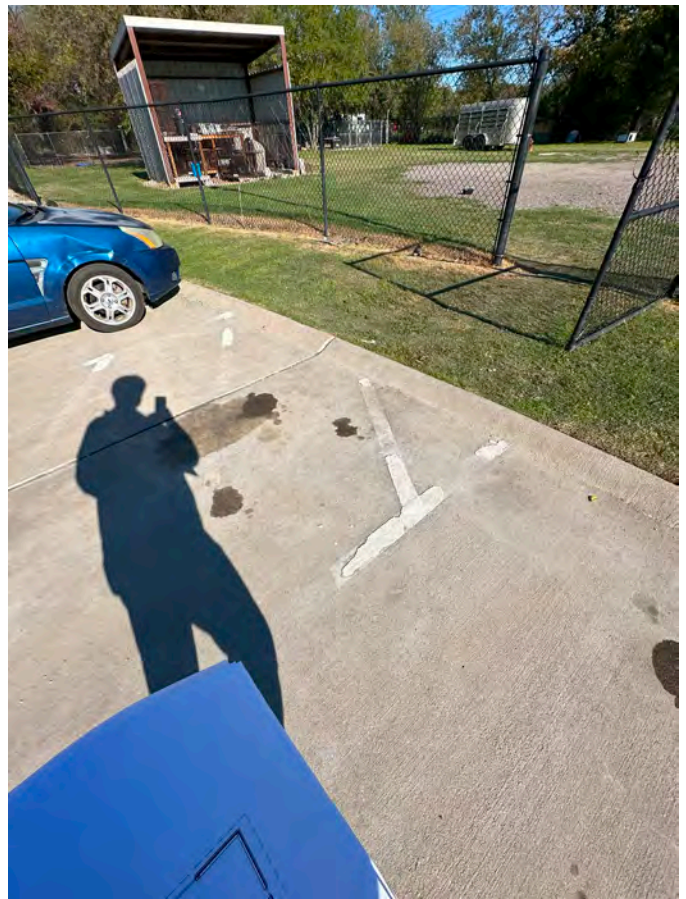
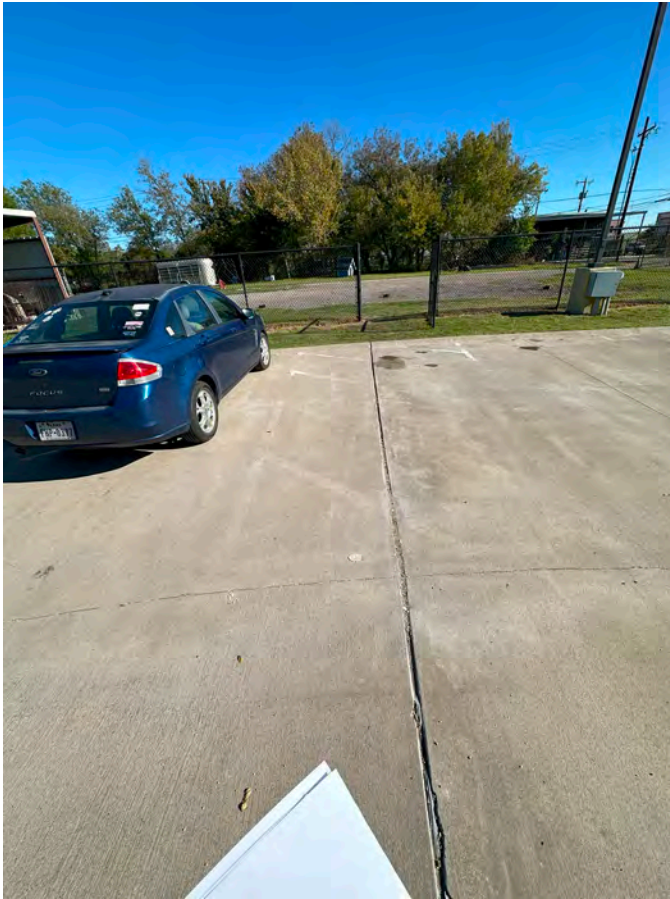


Designated Accessible Parking and Access Diagram





Southeast Parking Lot





Northern Parking Lot



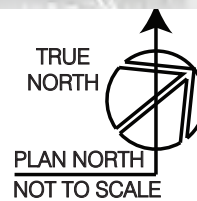
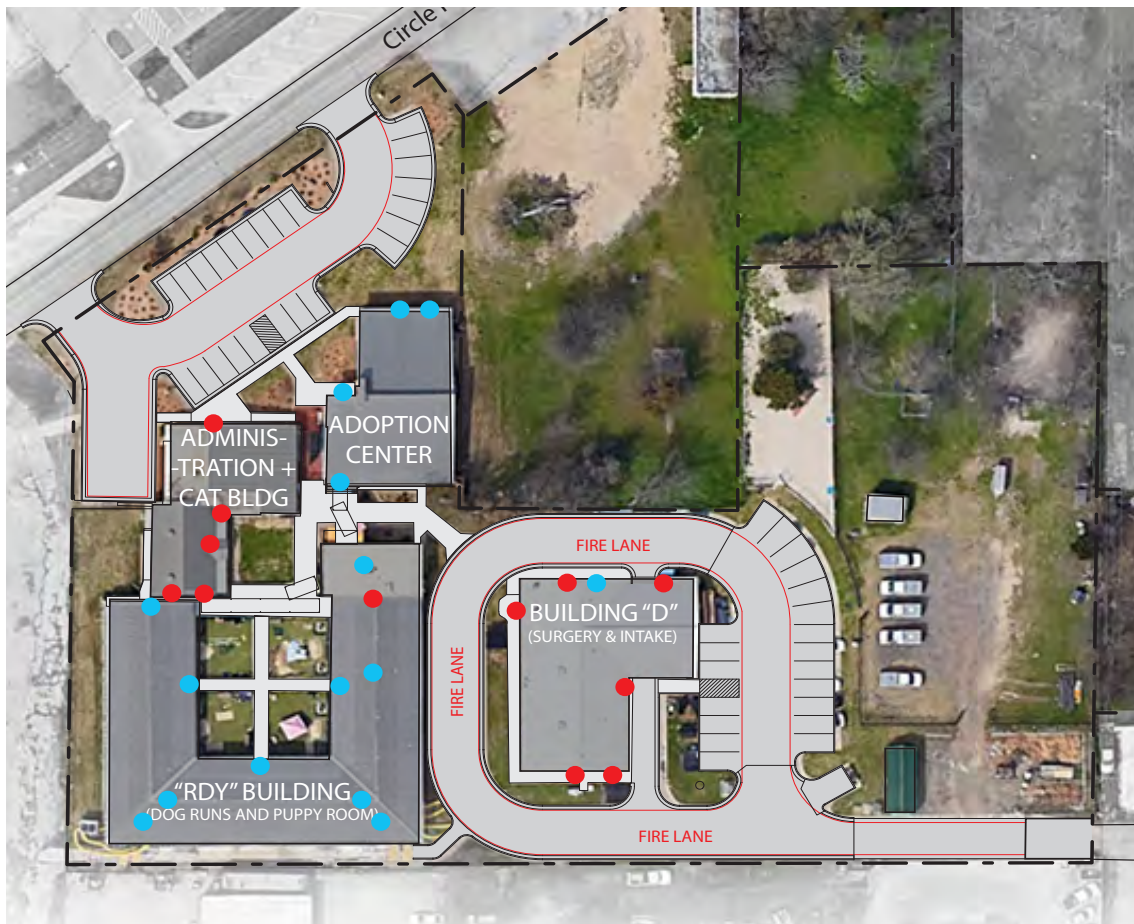
Northern Parking Lot



PEDESTRIAN ACCESS

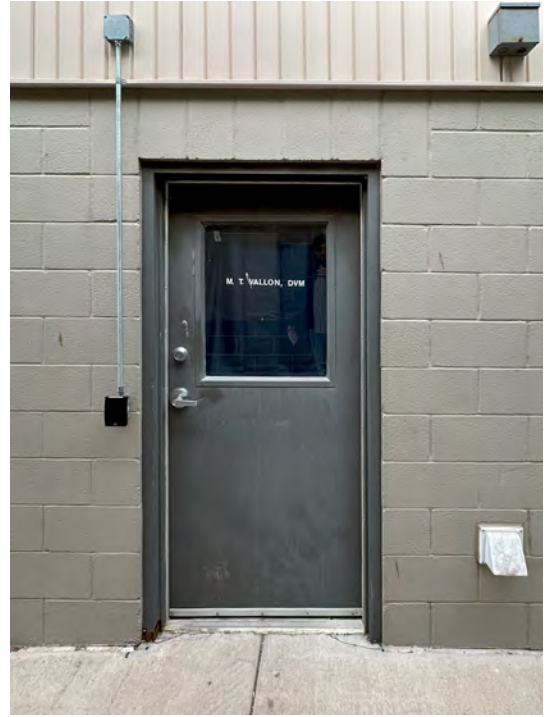
The following diagram illustrates paved sidewalks on the campus and exterior doors from the main buildings. Entrances open to the public are shown in blue, doors that are restricted to COW employees are shown in red. The Administration + Cat Building has 5 exterior doors. The Adoption center has 4 exterior doors, one of which being the main public entrance to the site. One door goes to the conference room, one to the storage room, and one to the interior of this campus. The "RDY" building has a multiple exterior doors, but this building is almost always open. Building "D" has seven exterior doors, not including the sally port, only three of which are public. Exterior signage at public entrances is limited, however there is large lettering on the exterior surface of the adoption center facing the main entrance.

Pedestrian Access Diagram





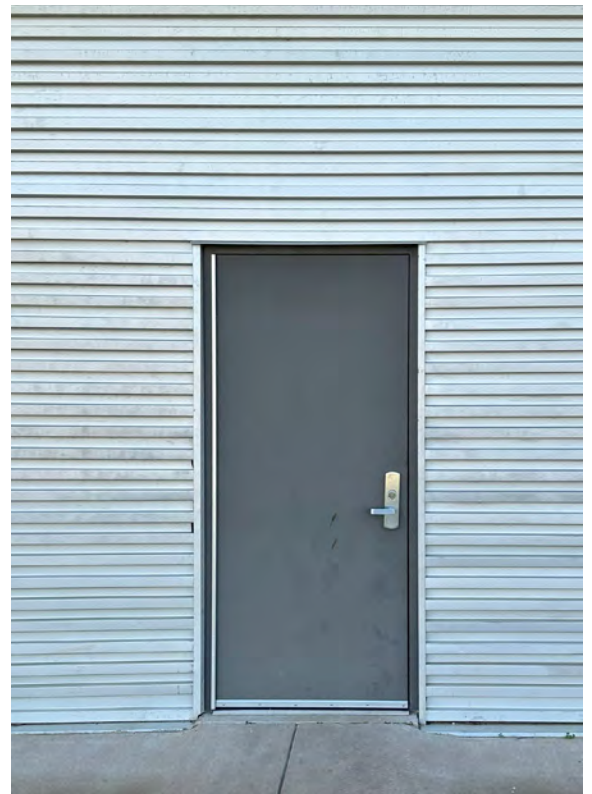
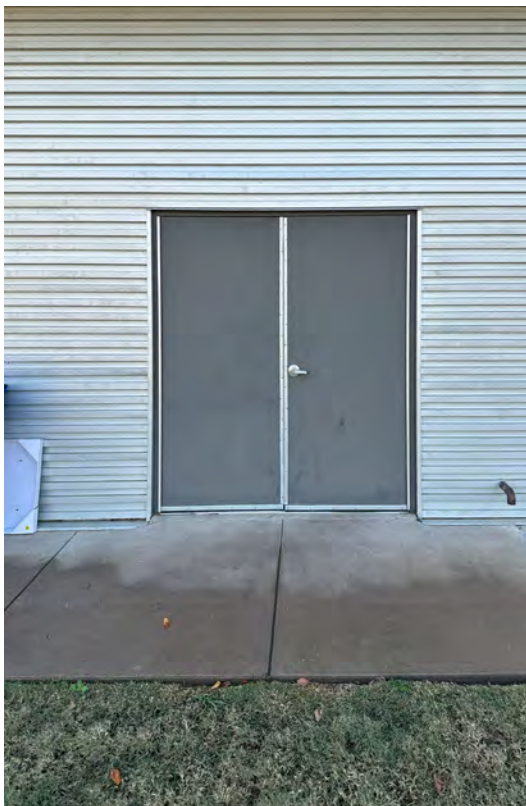
Cat Building Entrances



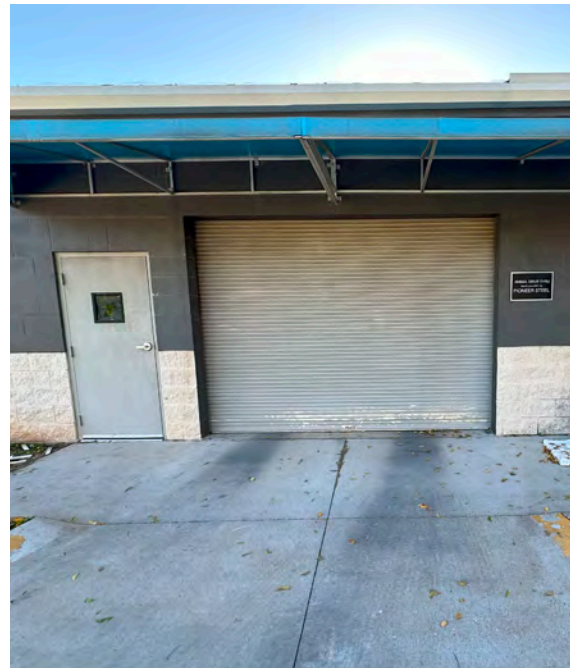
Adoption Center Entrances



Adoption Center Entrances



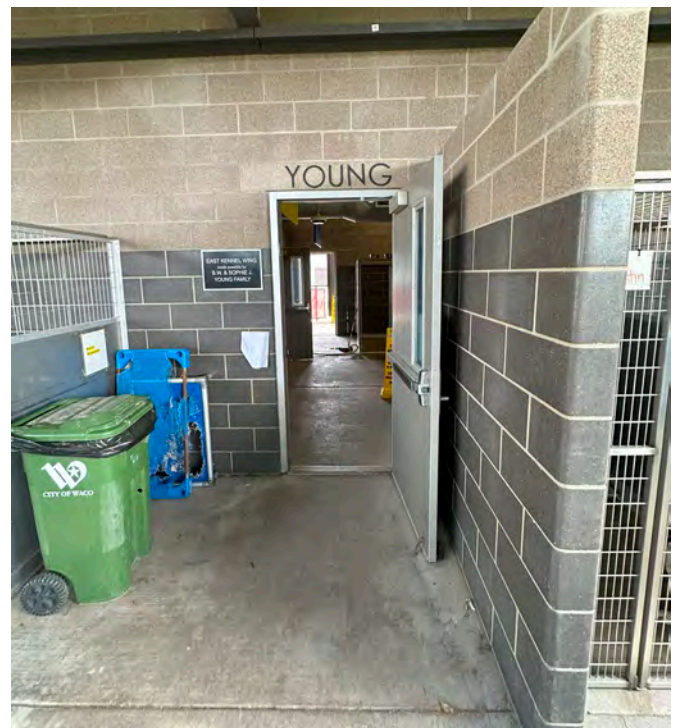
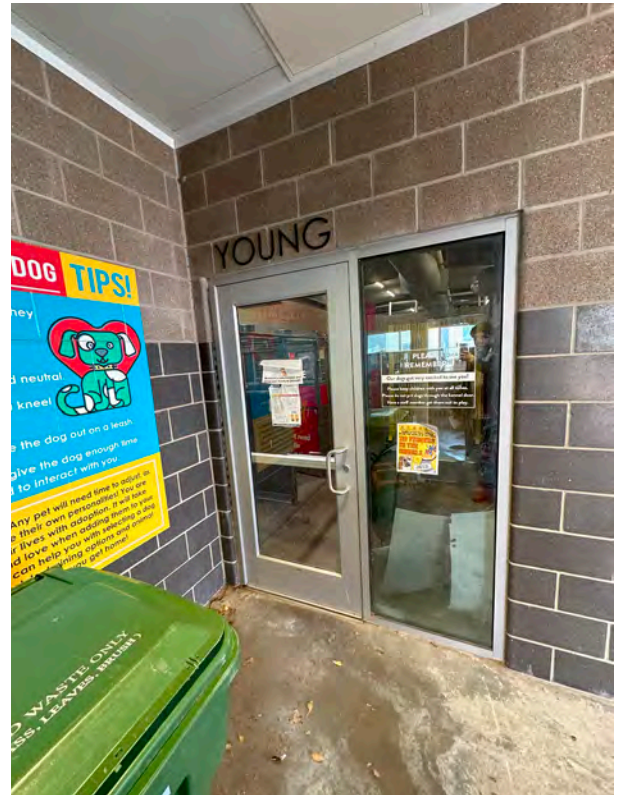
Building D Entrances



Building D Entrances



Kennel Entrances

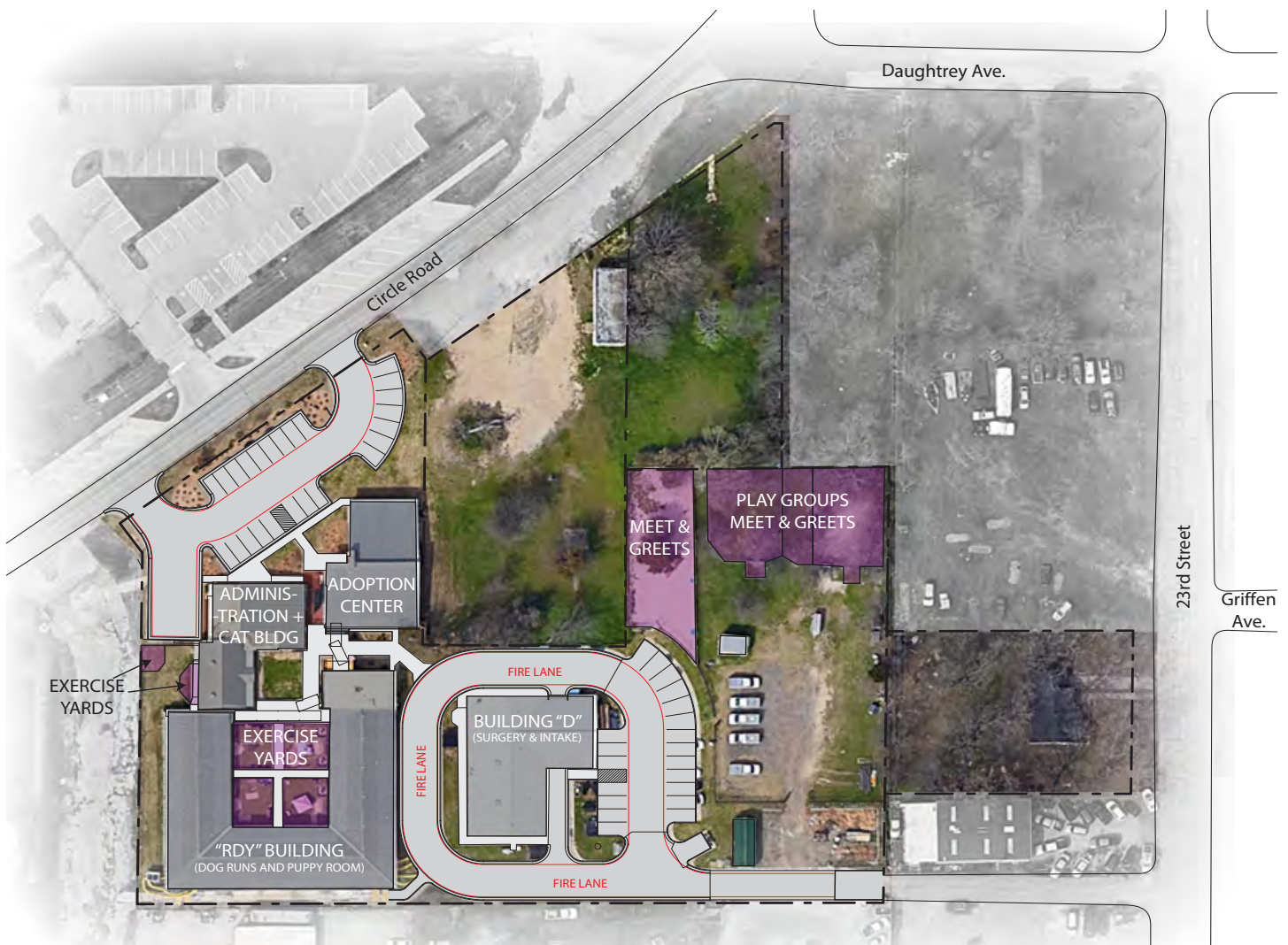


OUTDOOR RECREATION

The diagram below illustrates the COW Animal Shelter's designated outdoor recreation areas for dogs. There are three fully covered play areas right outside the kennel building, and four more to the northeast of Building D.

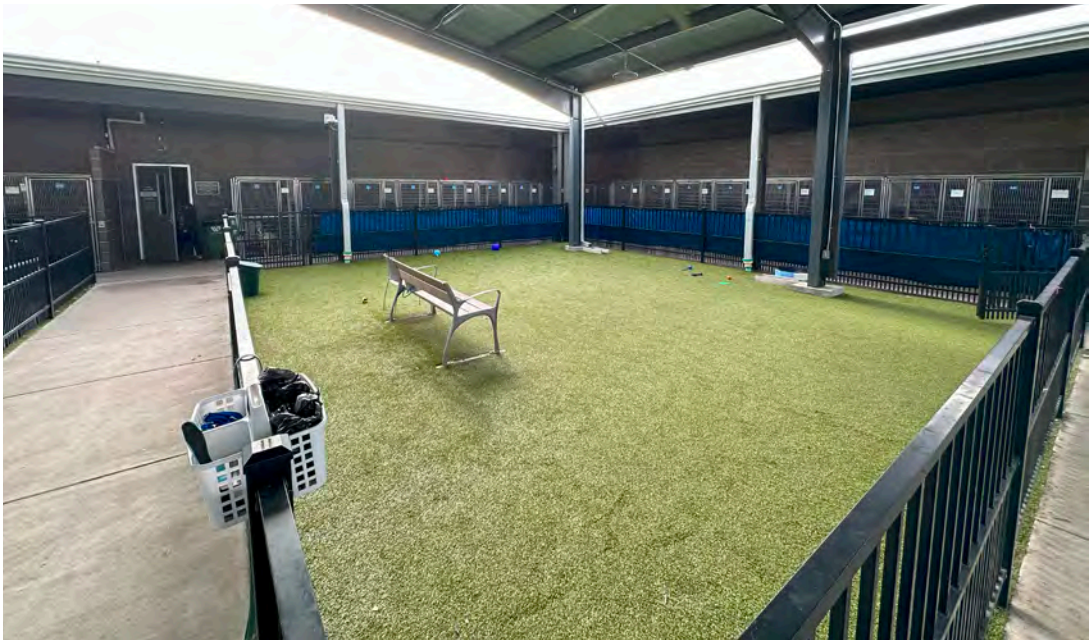
The play areas near the kennels are not used very often for meet and greets, as barking from the kennels makes the dogs anxious and can negatively affect adoption potential. All yards are used by volunteers to exercise the dogs, while only the larger four are used for "play groups" which are a way to socialize the dogs.

Outdoor Recreation Diagram



PLAN NORTH
NOT TO SCALE

Kennel Play Areas

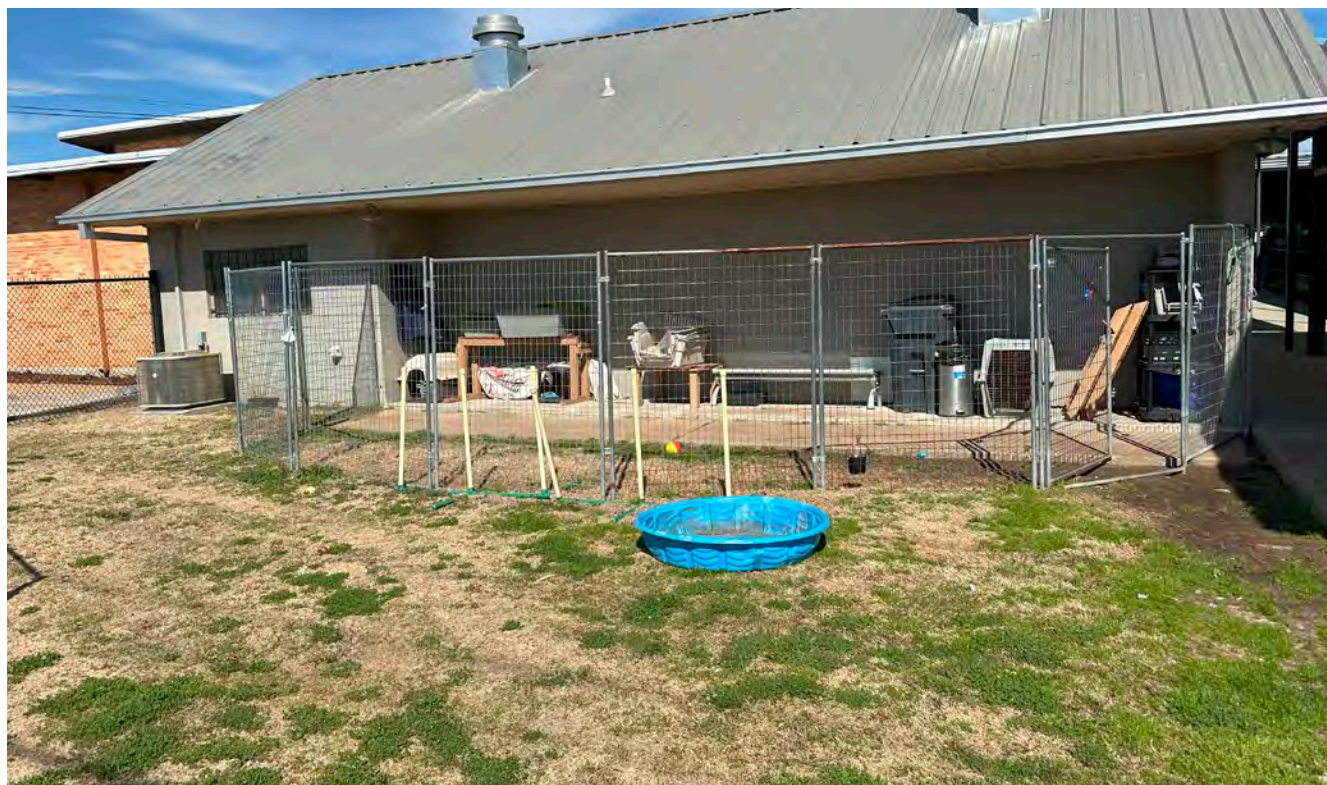


Northeast Play Areas



Northeast Play Areas





FENCES AND GATES

Since dogs are unpredictable, the campus needs to have two levels of containment. The combination of the kennels or runs the animals are housed in with the fences and gates around the site achieve this need. The site has a variety of fencing types, although most fences on campus are chain link fence. All fences are 6'-0" tall unless noted below. There are multiple different types of gates, and many of the gates aren't used in their original intended way. The fences and gates relating to the play areas are shown as well. The diagram on the following page shows the different types of fences with accompanying heights. Chain link gates are shown in a light blue color. Chain link fences are shown in red, metal bar fences are shown in green. Metal bar gates are shown in orange. Yellow lines indicate wooden privacy fences.

Although the wooden fence at the southern side of the site is actually measured at 6'-0" tall, it is effectively about 5'-6" tall due to the significant slope of the ground away from the paved fire lane. Because the majority of the dog population consists of large breeds, this shorter fence might considered a weak point in the perimeter. This section of fence also encompasses the dumpster belonging to the auto shop facing La Salle. The employees of the auto shop must open a gate to get to the dumpster, entering the secure perimeter of the site. This gate is shown in pink and called out on the following diagram.

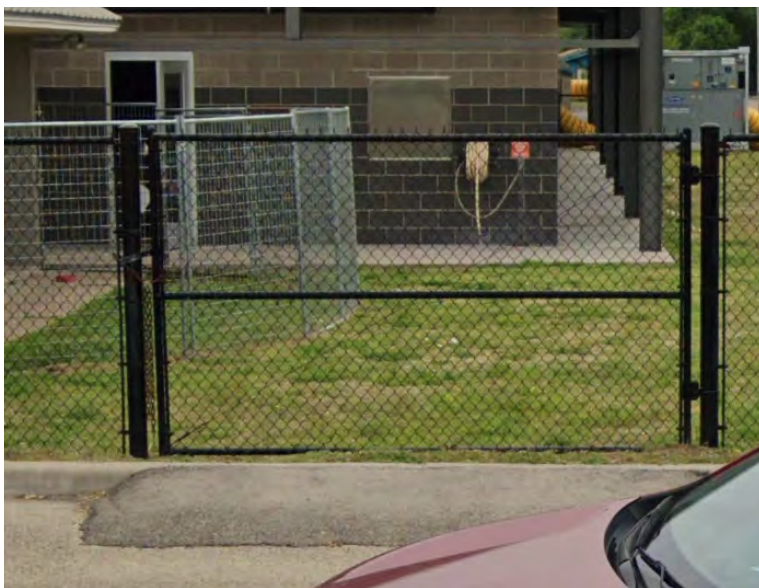
The fences containing the covered play areas near the "RDY" Building are only 4'-0" tall. This plus the fact that the fences allow dogs to see through them contribute to the reasons why these yards aren't frequently used for meet and greets.

Fences and Gates Diagram



PLAN NORTH
NOT TO SCALE

Chain Link Fence and Gate



Chain Link Fence and Gate



Metal Bar Fence and Gate



Wooden Privacy Fence



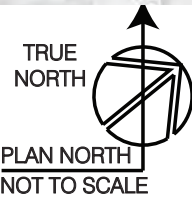
Wooden Fence and Gate Access to Neighbor's Dumpster



LIGHTING

The following diagram illustrates exterior site and building lighting. The squares represent pole lights. The rectangles shown at the building perimeter are exterior wall packs. There are lights to illuminate all covered drop-offs and all covered walkways. As shown by the diagram, many parking lots, pedestrian walkways, and grassy areas are insufficiently lit for safety and comfort.

Exterior Lighting Diagram



Parking Lot Lighting



Administration + Cat Building Exterior Lighting



“RDY” Building Exterior Lighting



Building "D" Exterior Lighting



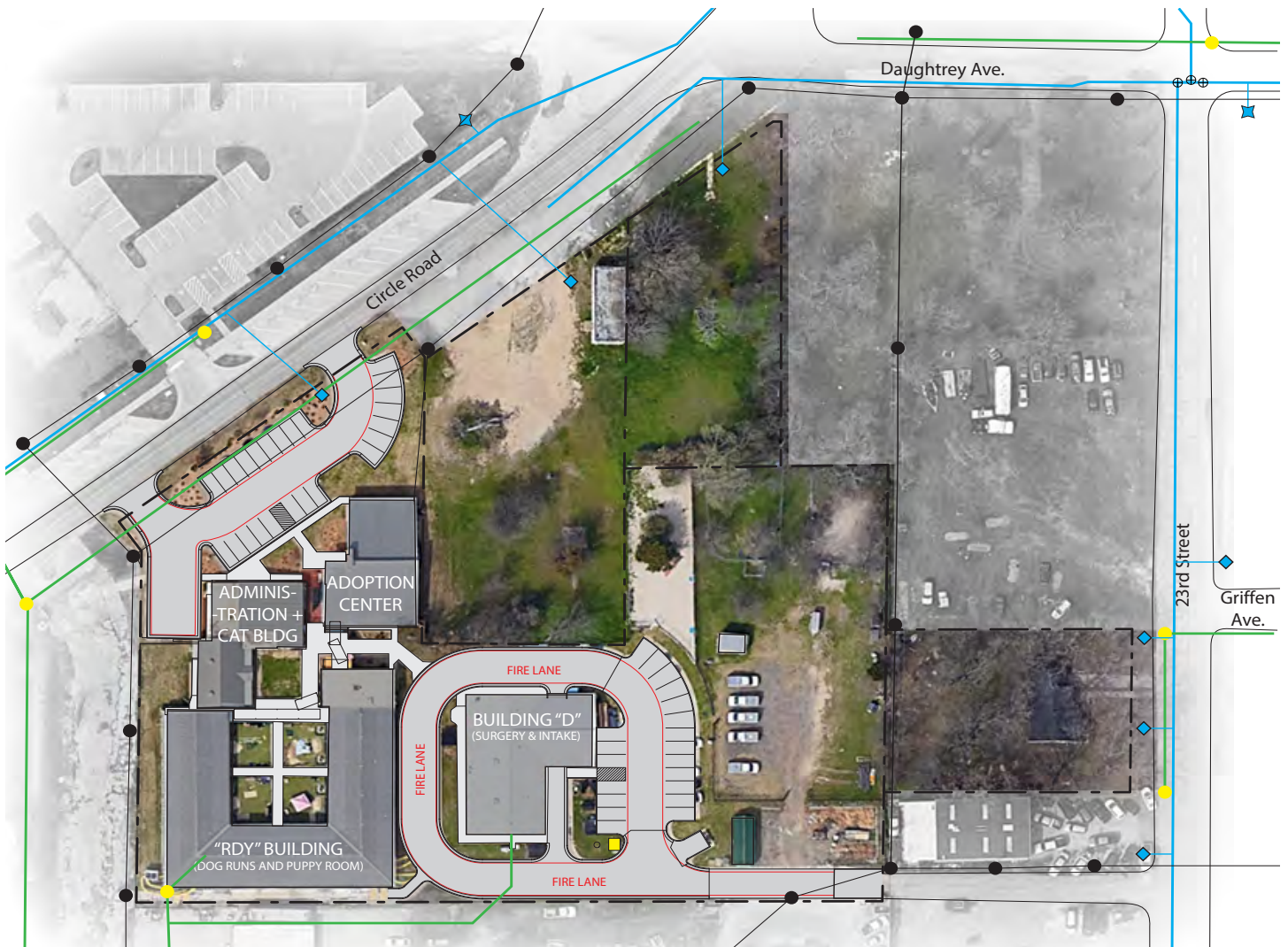
AVAILABILITY OF UTILITY SERVICES

The following diagram illustrates any known approximate locations of utilities. Refer to the legend for utility types.

- Sewer - City of Waco
- Electric: - ONCOR
- Water: - City of Waco
- Data: - Grande
- Gas: - Atmos Energy

Legend

- | | | | |
|-----|-----------------------------------|---|------------------|
| ●—● | Electric Poles and Overhead Lines | ◆ | Water Cut-off |
| ■ | Electrical Transformer | ★ | Fire Hydrant |
| ● | Sewer Manhole | ⊗ | Water Line Valve |
| — | Sewer Line | — | Gas Line |
| ★ | Sewer Cut-off | ■ | Gas Meter |
| — | Water Line | | |

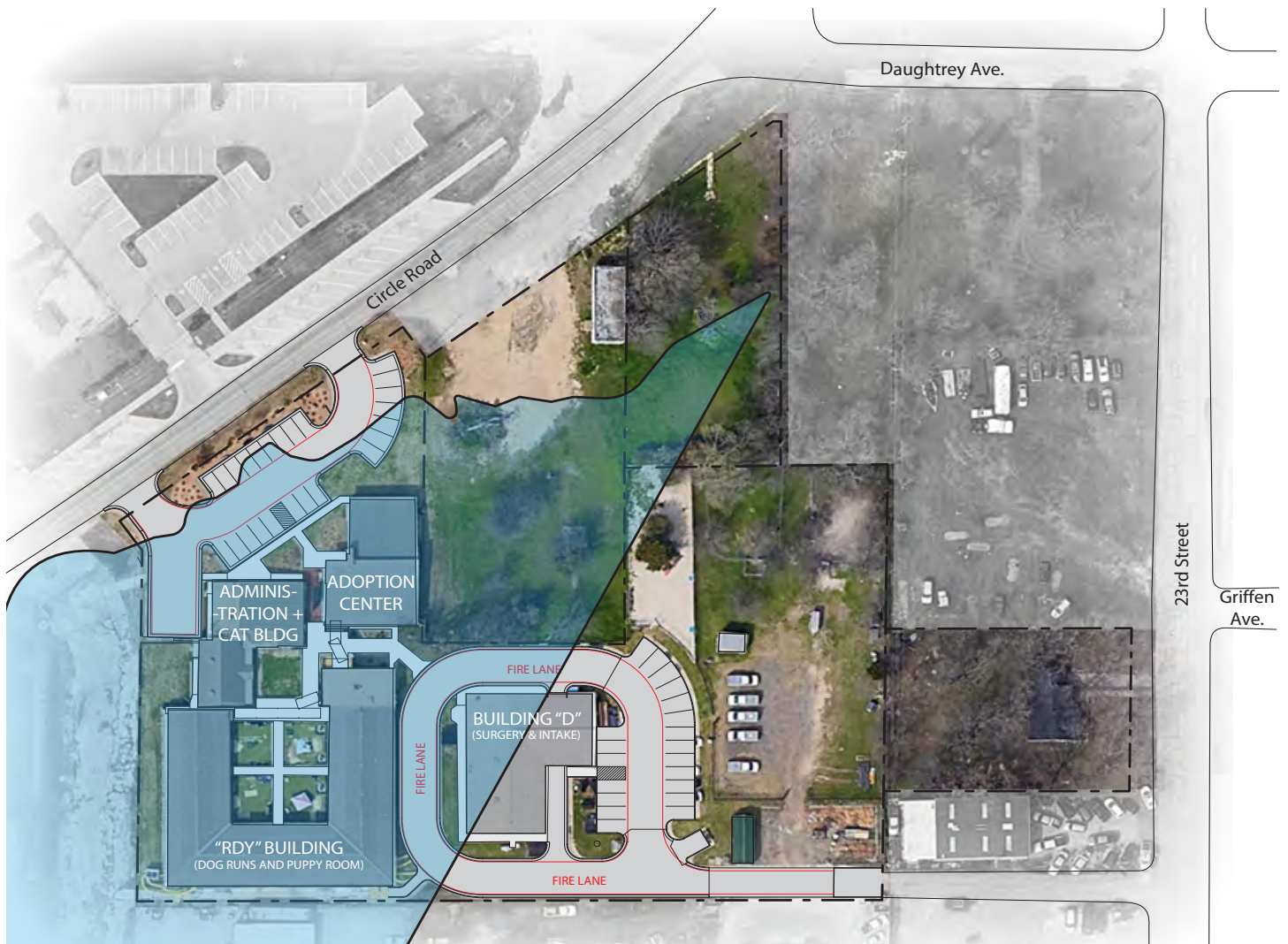


PLAN NORTH
NOT TO SCALE

FLOODPLAIN

The diagram on the following page is a general illustration of the COW Animal Shelter's property in relation to flood hazard areas. As can be seen below, a significant portion of the property is within the 100 year projected local flood hazard area. The site is in a City of Waco Floodplain, but not a formally mapped FEMA Floodplain. At the time of this master plan study, the study used to determine the City of Waco Floodplain did not encompass the entire site. The City of Waco Floodplain depicted in the following image will very likely continue toward 23rd Street and LaSalle when the study limits are extended. RBDR and Walker Partners will conduct industry standard tests and surveys to determine whether or not new construction is possible and/or feasible within the hazard area. At a later time, flood modeling will be performed to determine the existing floodplain elevations and then perform "what-if" design scenarios to see if the City can build in/above the floodplain without causing an adverse impact on any other properties. The floodplain in this location is complex.

Waco Local Flood Hazard Area



PLAN NORTH
NOT TO SCALE

EXISTING FACILITY DOCUMENTATION

EXISTING FACILITY DOCUMENTATION

City of Waco Animal Shelter Facilities

The COW Animal Shelter has 4 permanent buildings, one temporary building, one small metal storage structure, and a rented shipping container used for storage on their property. The buildings were constructed at different times spanning from 1961 - 2016, so each building has unique characteristics, challenges, and assets. The shelter staff is the main occupant of three of the permanent buildings, the temporary building, and the small metal structure. The vendor occupies the remaining permanent building and the rented shipping container. Both organizations have some level of access to the other's building(s). The City of Waco owns and pays all utilities for all buildings on campus.

Among the permanent campus facilities (the Administration + Cat Building, the "RDY" building, the Adoption Center, and Building "D"), there is a combined gross square footage of approximately 19,204 sq. ft. Certain areas of COW Animal Shelter' facilities are used more heavily than others throughout the week, requiring more cleaning and maintenance. The different uses are discussed more thoroughly in the remainder of the Master Plan.

Information taken from a 2023 analysis

Note:

The diagram below visually documents the primary occupancy type for each room in the Administration + Cat building. All numbers shown on the floor plan indicate the sq. ft. of the respective room. See legend below for occupancy types.



Administration + Cat Building:
2,597 Total sq. ft.
2,377 Occupied* sq. ft.
220 Storage sq. ft.

*Includes all but Storage sq. ft.

Note:

The diagram below visually documents the primary occupancy type for each room in the Adoption Center. All numbers shown on the floor plan indicate the sq. ft. of the respective room. See legend below for occupancy types.



Adoption Center:

3,637 Total sq. ft.

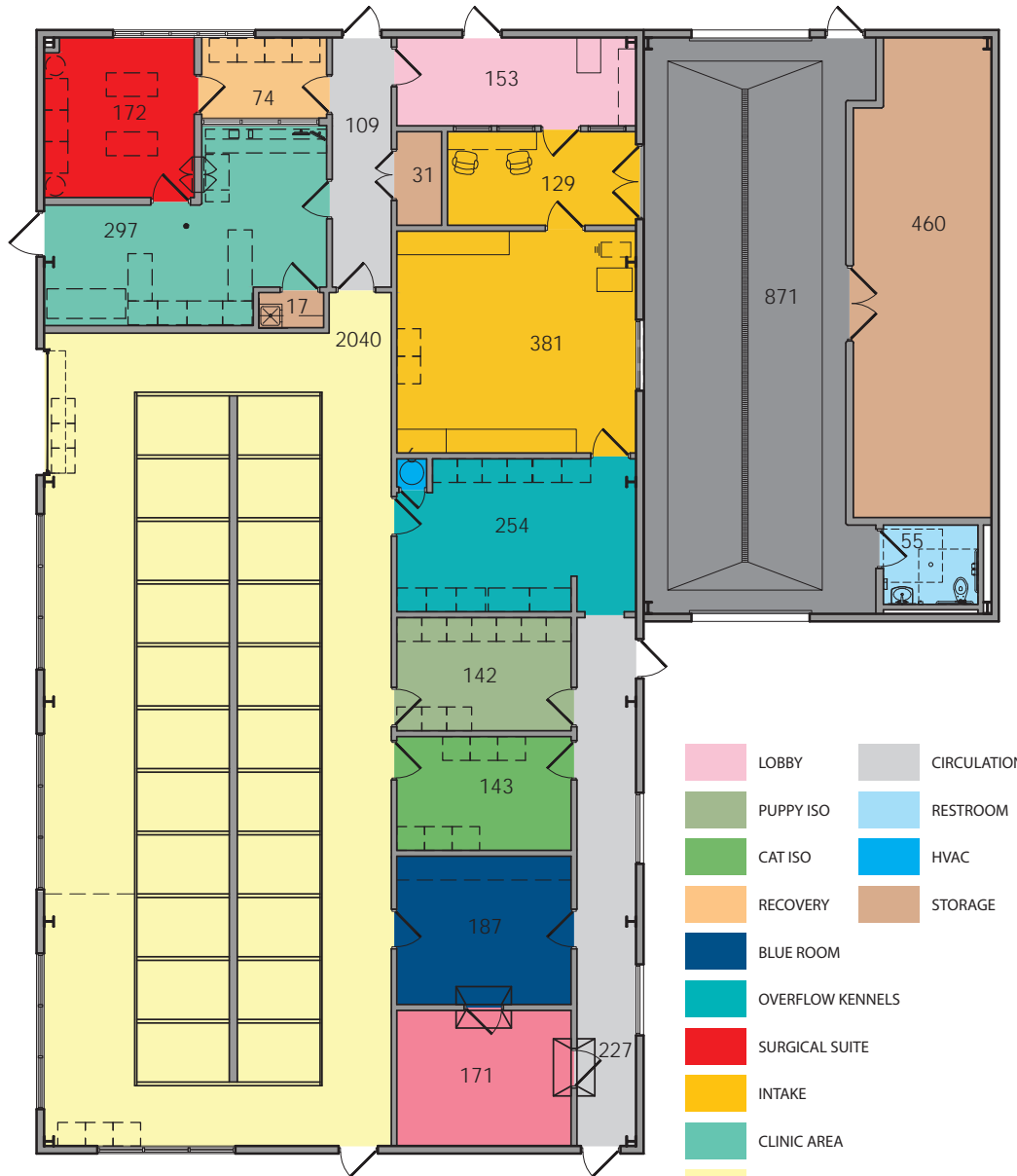
3,304 Occupied* sq. ft.

333 Storage sq. ft.

*Includes all but Storage sq. ft.

Note:

The diagram below visually documents the primary occupancy type for each room in Building “D”. All numbers shown on the floor plan indicate the sq. ft. of the respective room. See legend below for occupancy types.

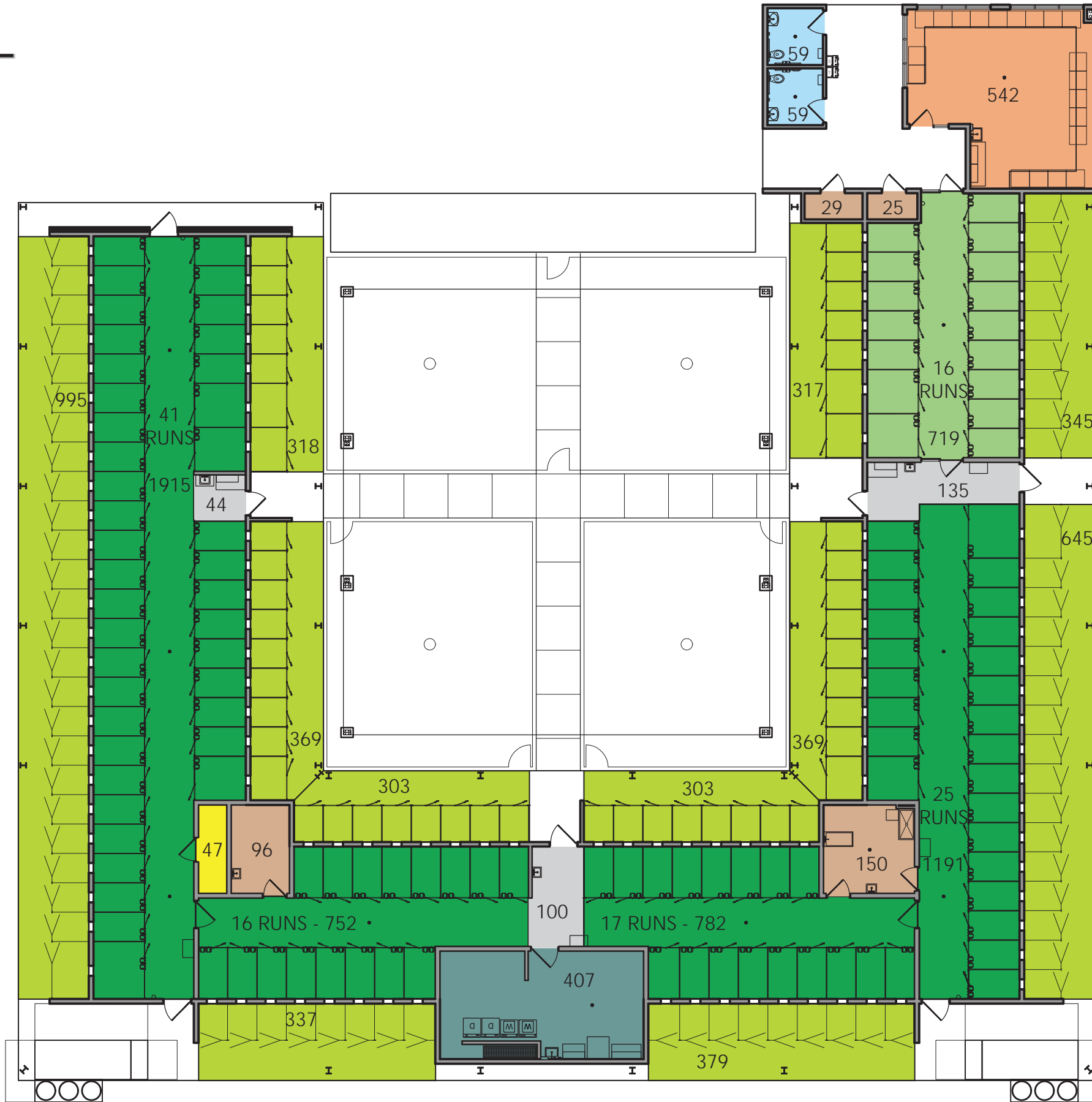


Building “D”:
 5,919 Total sq. ft.
 5,411 Occupied* sq. ft.
 508 Storage sq. ft.

*Includes all but Storage sq. ft.

Note:

The diagram on the following page visually documents the primary occupancy type for each room in the “RDY” Building. All numbers shown on the floor plan indicate the sq. ft. of the respective room. See legend on following page for occupancy types.



The "RDY" building:
 7,051 Total sq. ft.
 6,751 Occupied* sq. ft.
 300 Storage sq. ft.

*Includes all but Storage sq. ft.

- SICK/ISOLATION AREA
- RUNS (INTERIOR)
- RUNS (EXTERIOR)
- PUPPIES
- LAUNDRY/WASHROOM
- CIRCULATION
- RESTROOM
- STORAGE
- ELECTRICAL

EXISTING OCCUPANCY OF THE "RDY" BUILDING

1 "RDY" BUILDING FLOOR PLAN
 SCALE: 1/16" = 1' 0"

The following chart compares current occupancy to COW Animal Shelter' existing capacity for each of the various occupancy types. This analysis is intended for assessing square footage efficiency.

- The "sq. ft./person" numbers are taken from code requirements, design standards, and other relevant recommendations according to various occupancies.
 - 15 sq. ft. per person is building code for spaces that are used for adult gatherings at tables and chairs.
 - 15 sq. ft. per occupant in the cat room is based on calculations done by RBDR. These calculations were done to include both the space for the animal as well as the space for human circulation while viewing the animal.
 - 20 sq. ft. per occupant is used where building code would not be practical to incorporate space for special equipment or needs.
 - 46 sq. ft. per occupant in the dog runs has been calculated by RBDR. These calculations were done to include both the space for the animal as well as the space for human circulation while viewing and caring for the animal.
 - 75 sq. ft. per person in the surgery suite is based on personal interviews conducted by RBDR in the process of the Master Plan as well as calculations done by RBDR.
 - 50 sq. ft. per person in an open office configuration is a practical capacity.
 - 120 sq. ft. per administration office is a practical capacity.
 - 140 sq. ft. per occupant in the exam room is based on personal interviews and calculations done by RBDR to include equipment, circulation, and animal recovery space.

Information taken from a 2023 analysis.

User Group Space Analysis - Existing

SPACE ANALYSIS PER OCCUPANCY						
OCCUPANCY	BUILDING	SQ. FT. / OCCUPANT	CURRENT CAPACITY	CURRENT SQ. FT.	CURRENT AVERAGE OCCUPANTS	CURRENT IDEAL SQ. FT.
MANAGER'S OFFICE	CAT/ADMIN	150	1	215	1	150
ACO MANAGER'S OFFICE		150	0	0	1	150
ACO OFFICE	CAT/ADMIN	50	7	398	5	250
DIRECTOR'S OFFICE	CAT/ADMIN	150	1	191	1	150
MULTIPURPOSE AREA	CAT/ADMIN	25	16	413	16	400
ASO OFFICE	CAT/ADMIN	120	0	72	1	120
VET'S OFFICE	CAT/ADMIN	120	0	109	1	120
CAT ROOM	CAT/ADMIN	15	31	469	15	225
LAUNDRY ROOM	CAT/ADMIN	65	2	138	3	195
CAT BITE QUARANTINE	CAT/ADMIN	15	8	131	1	15
CONFERENCE ROOM	ADOPTION CENTER	15	58	878	25	375
BREAK ROOM	ADOPTION CENTER	25	8	217	10	250
LOBBY	ADOPTION CENTER	50	18	901	15	750
OFFICE	ADOPTION CENTER	120	2	251	3	360
OPEN OFFICE SPACE	ADOPTION CENTER	50	5	250	8	400
LAUNDRY/STAFF ROOM	"RDY" BUILDING	65	6	407	6	390
PUPPY	"RDY" BUILDING	25	21	542	21	525
SICK BAY/ISOLATION	"RDY" BUILDING	45	16	720	16	720
RUNS (INTERIOR)	"RDY" BUILDING	46	100	4,640	99	4,554
RUNS (EXTERIOR)	"RDY" BUILDING	46	101	4,680	99	4,554
SURGERY SUITE	BUILDING "D"	100	1	172	3	300
EXAM/CLINIC/RECOVERY	BUILDING "D"	140	2	297	4	560
INTAKE	BUILDING "D"	75	6	510	5	375
DOG BITE QUARANTINE	BUILDING "D"	100	20	2,040	22	2200
PUPPY ISO	BUILDING "D"	25	5	142	5	125
RECOVERY KENNELS	BUILDING "D"	15	7	109	7	105
CAT ISO	BUILDING "D"	15	9	143	0	0
OVERFLOW	BUILDING "D"	25	10	254	15	375
LOBBY/SURRENDER	BUILDING "D"	50	3	153	3	150
SALLY PORT	BUILDING "D"			871		
BLUE ROOM	BUILDING "D"			187		
COOLER	BUILDING "D"			171		
DRUG CLOSET	BUILDING "D"			17		
CIRCULATION	MULTI			1,290		
RESTROOMS	MULTI			387		
MEP	MULTI			171		
STORAGE	MULTI			1,345		
TOTAL (EXCLUDING EXTERIOR RUNS)				19,201		

Building Safety and Security

Security issues to consider include the following:

- Access to certain areas of the campus is controlled by badge readers, requiring a COW badge for entry.
- None of the facilities have a fire suppression system. The City of Waco is planning on sprinkling the current facilities and any new construction that may or may not be built.

This is not a comprehensive list of safety and security features of the COW Animal Shelter, but rather a generalized summary of important features that the COW Animal Shelter should be aware of.

Maintenance

The City of Waco operates the Administration + Cat building, the “RDY” building, and Building “D” and maintains all four structures on their property. The vendor operates the Adoption Center. The City maintains the grounds as well.

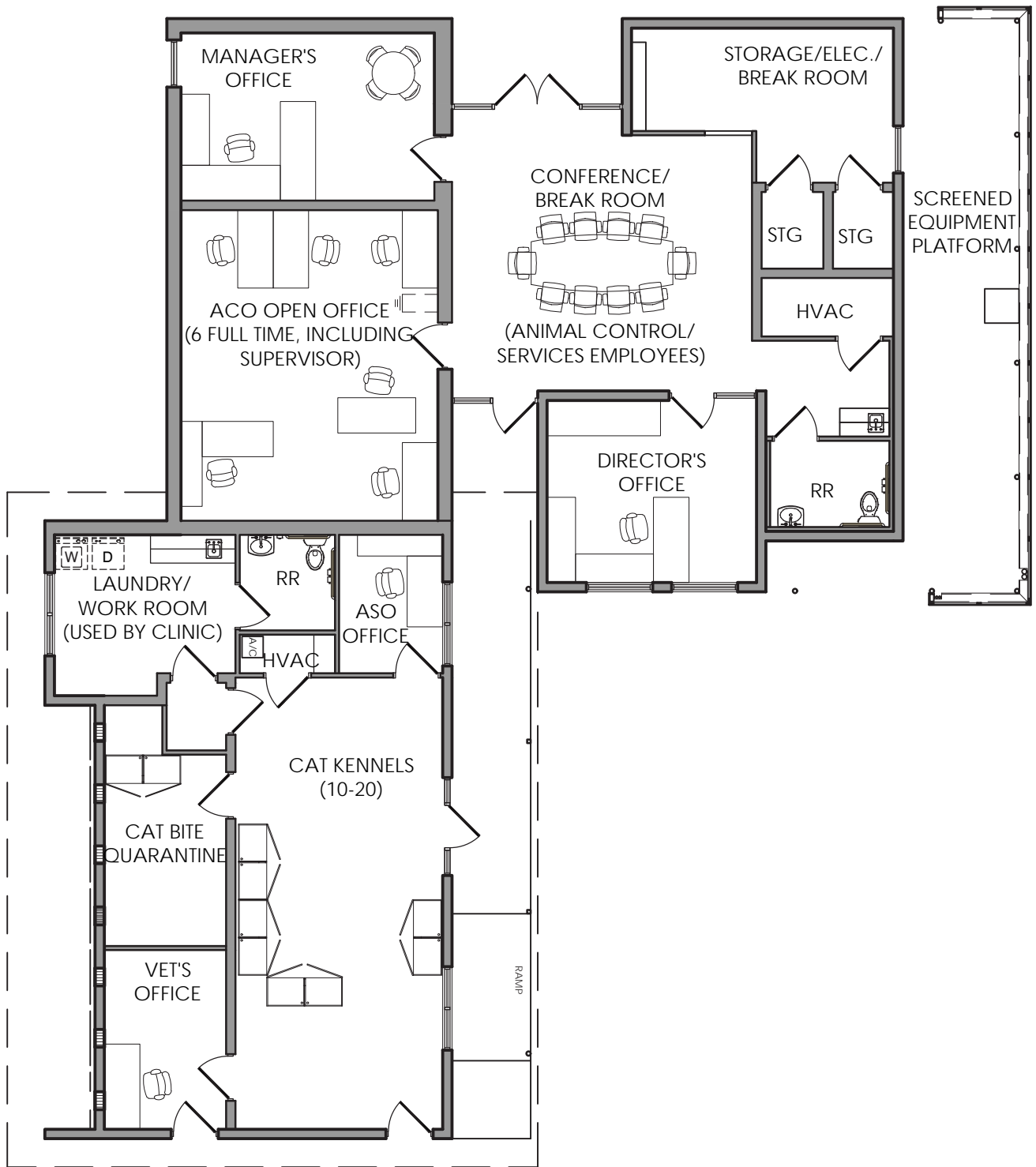
THE ADMINISTRATION + CAT BUILDING

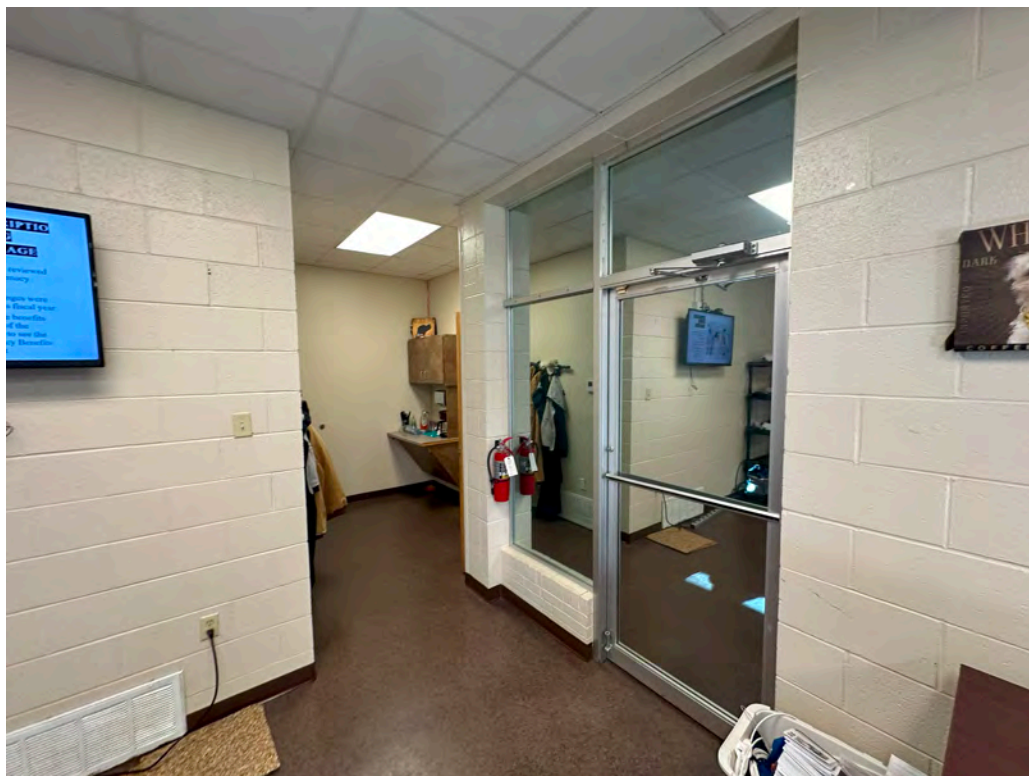
The Administration + Cat Building is a brick veneer building that was built in 1961, and currently totals approximately 2,597 sq. ft. The administration portion of the building contains the offices of the director and the on-site manager, and the Animal Control Officers' shared office space. The only restroom in this part of the building is unisex and meets current accessibility standards. A large centralized multipurpose room is used both as a break room and a meeting room.

The building was expanded later and has served as the cat building for years. The meet and greet rooms have been converted into much needed office space. The offices for the vet and an ASO supervisor are currently in these rooms. There is also a laundry room with a residential washer/dryer pair, a room being used to house cats in bite quarantine, and the cat kennels.

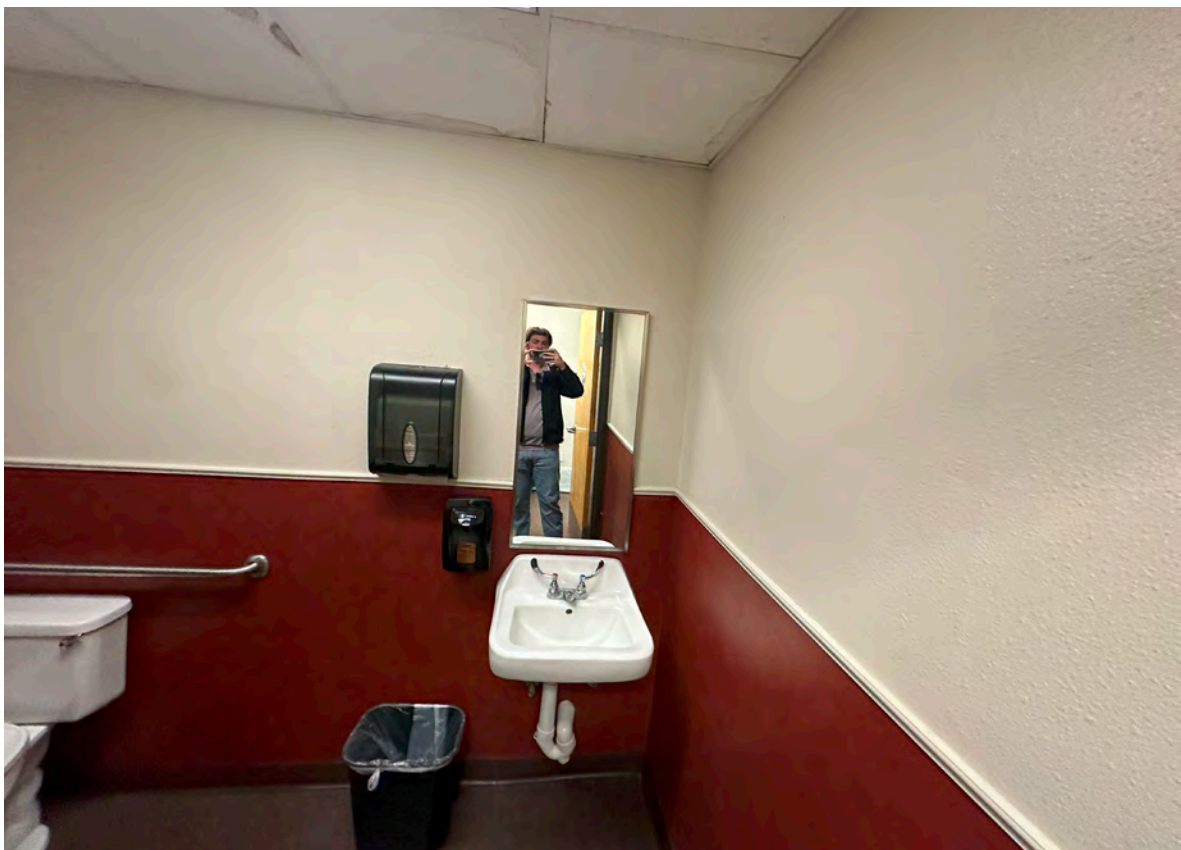
The entrances to this building are equipped with card access control so only COW employees have access.

Information taken from a 2023 building use analysis.

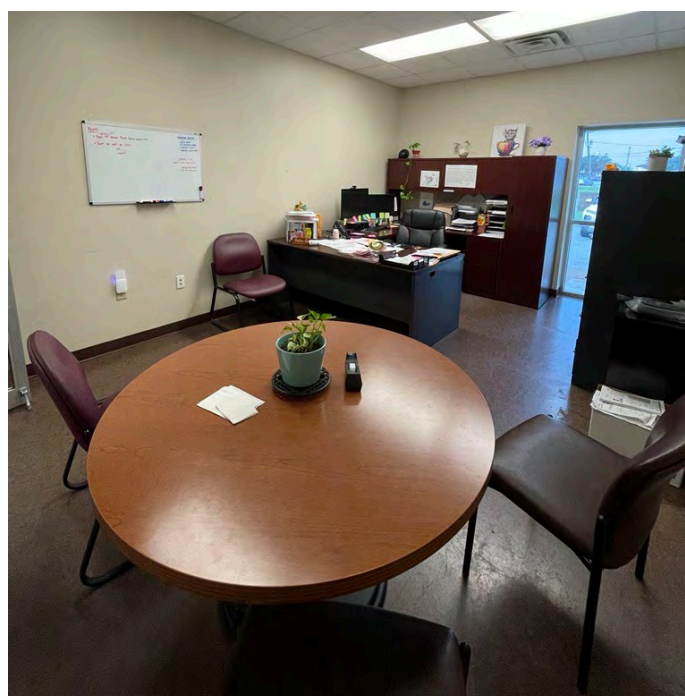
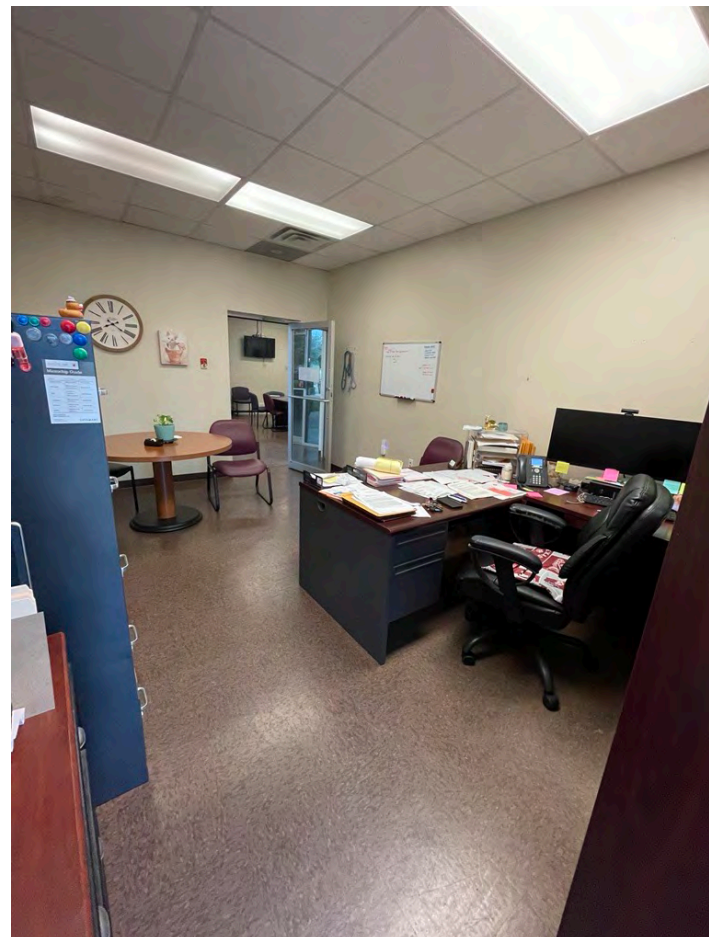


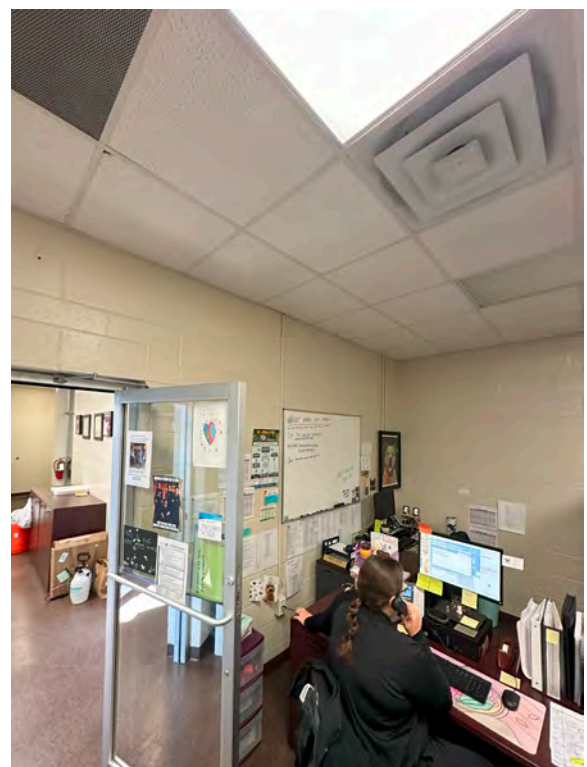




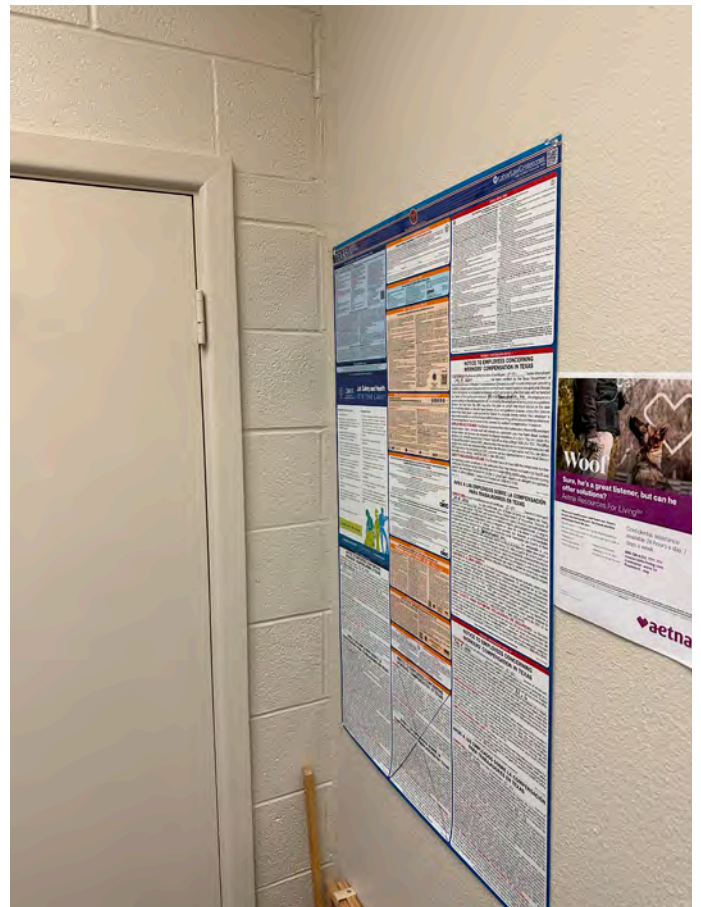
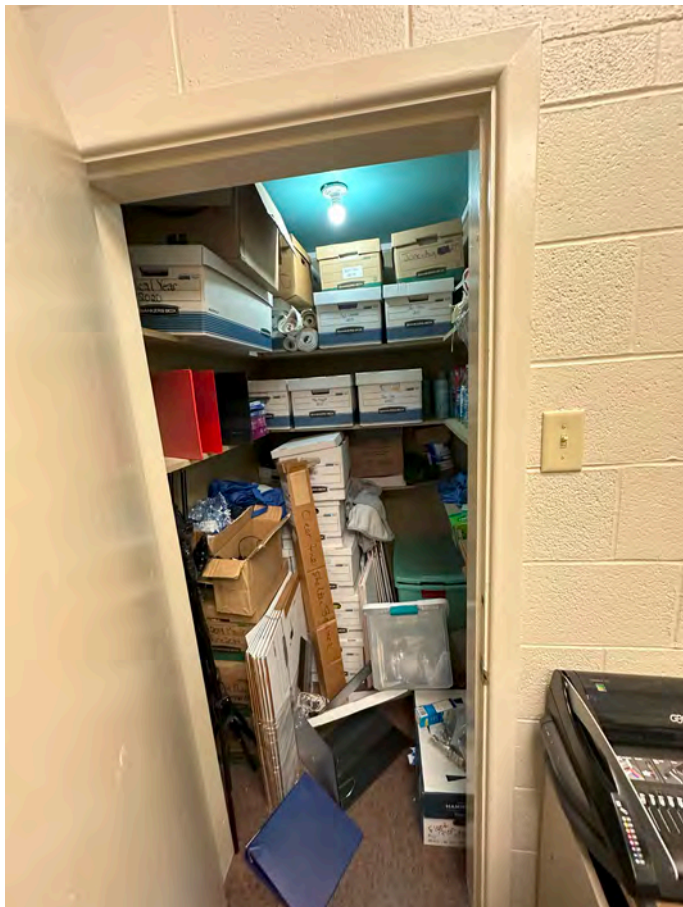














Laundry Room

Administration + Cat Building



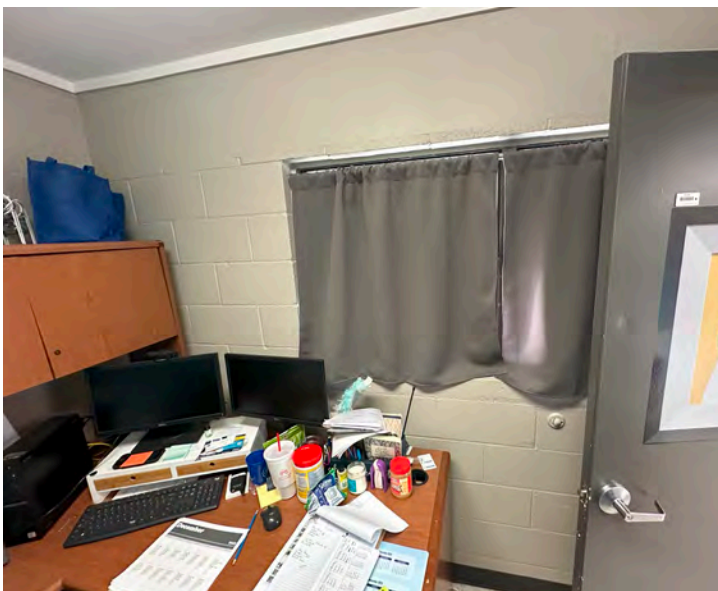
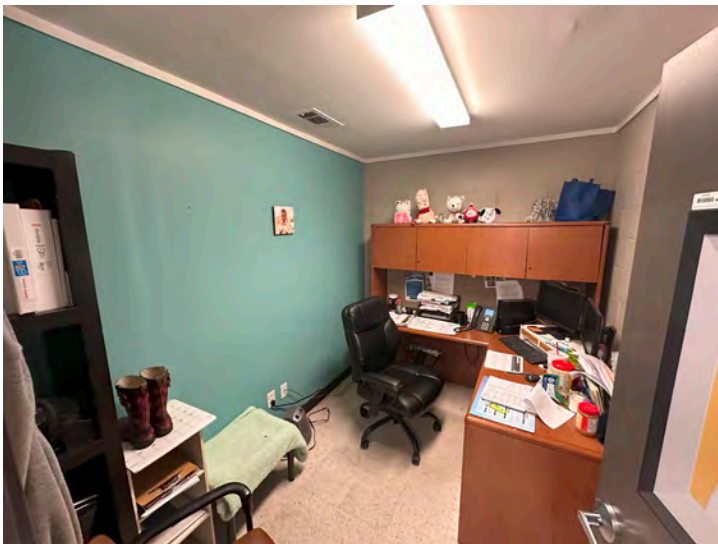






ASO Supervisor's Office

Administration + Cat Building

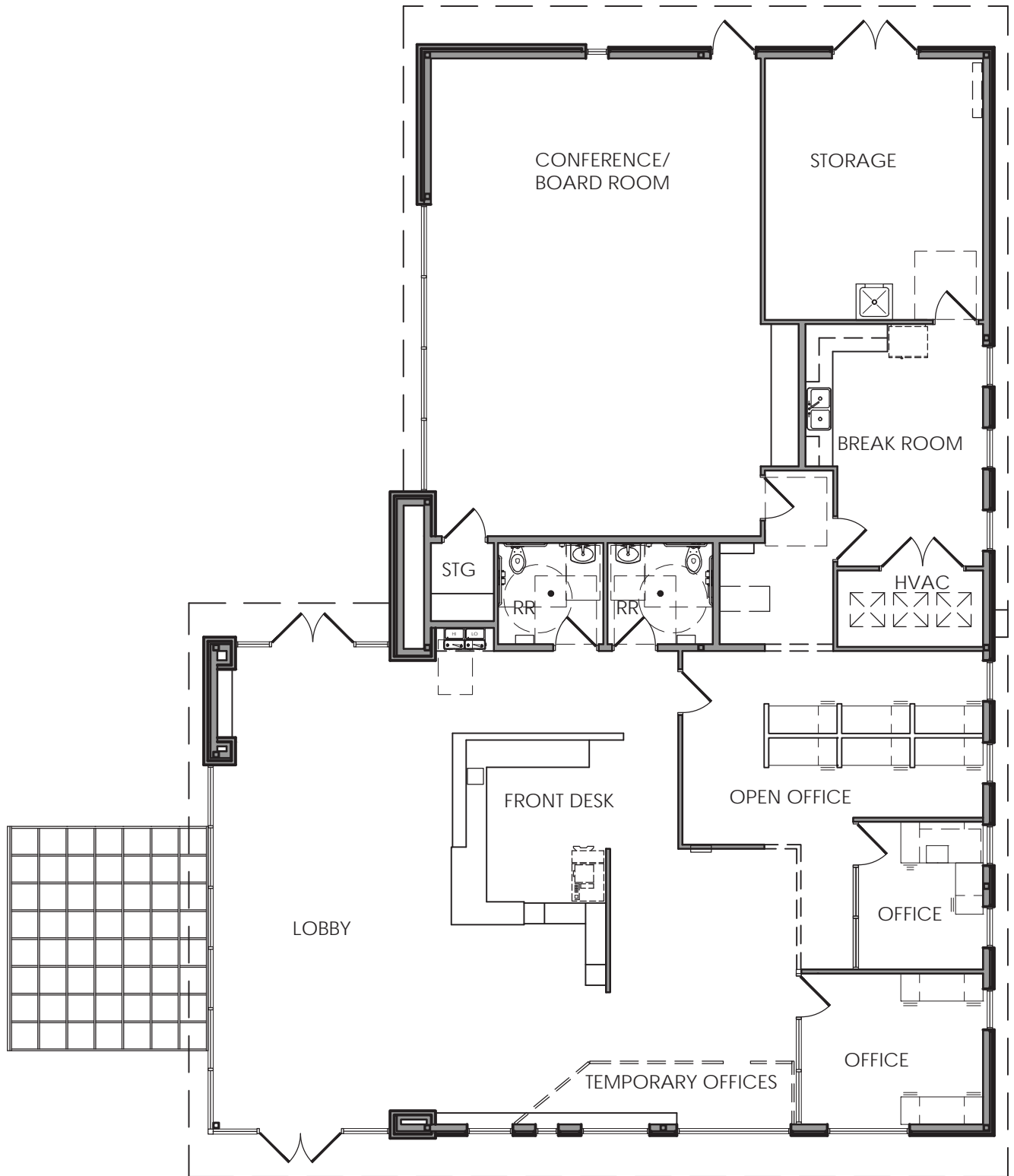


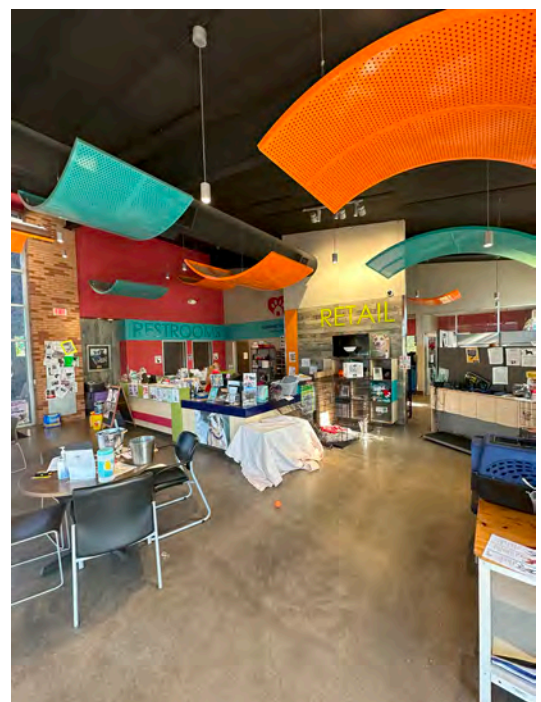
THE ADOPTION CENTER

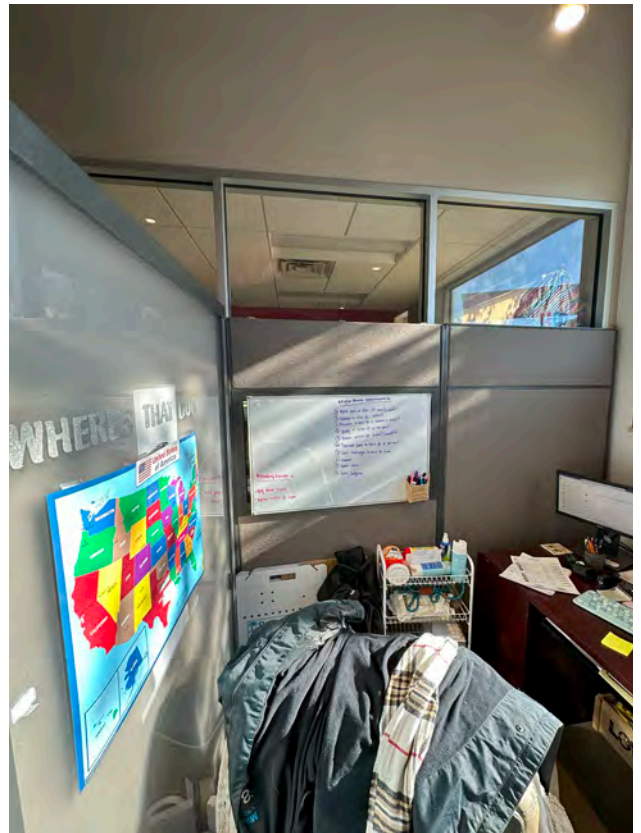
The Adoption Center is a partially brick veneer, partially metal panel veneer building, built in 2016. It is approximately 3,637 sq. ft.; which the vendor occupies. There is a large conference room, open lobby, a break room, two enclosed offices, a fairly large storage room, and open office space. Both restrooms in the Adoption Center spatially meet current accessibility standards, although the ADA compliant signage is currently covered by sheets of paper.

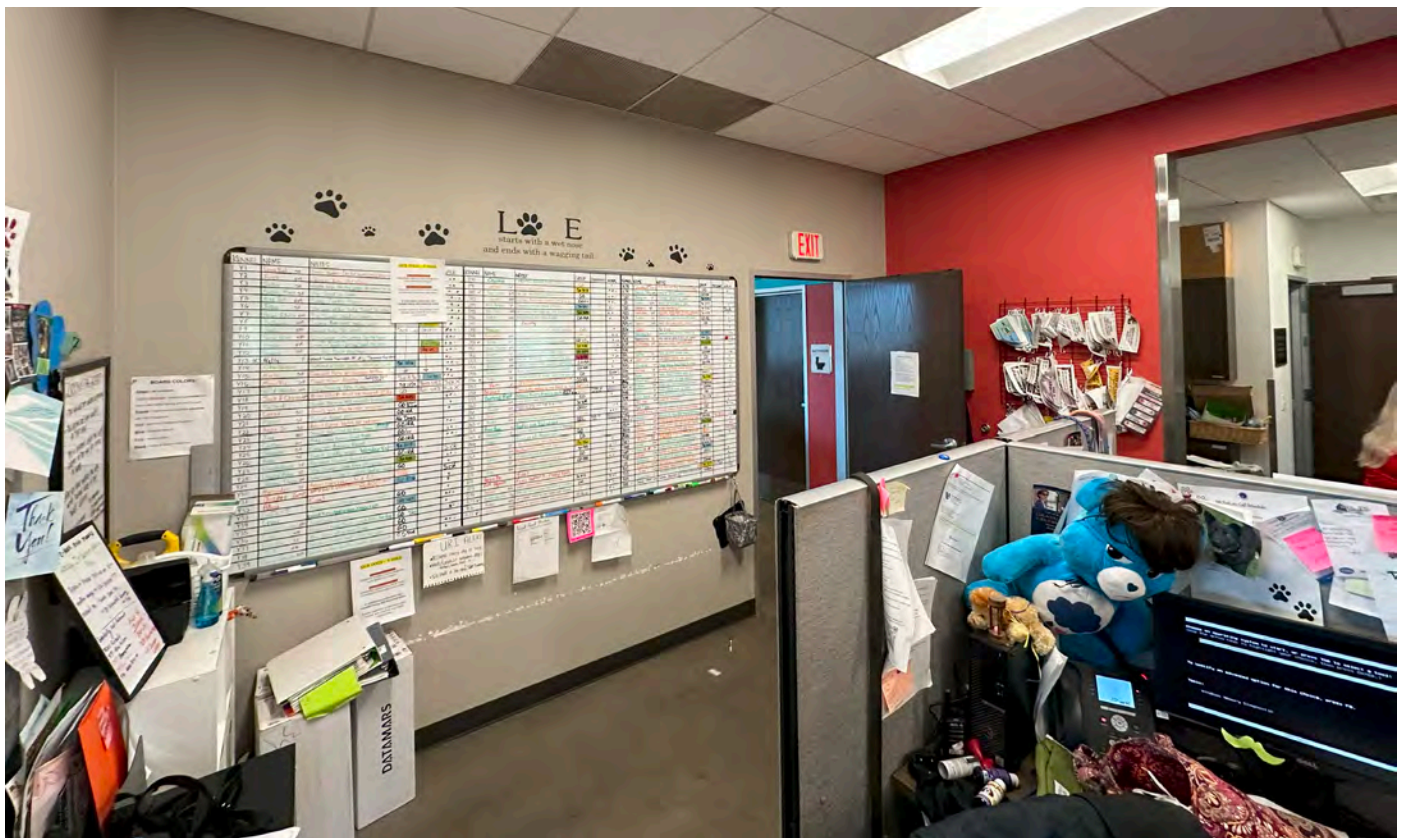
At present, the vendor has chosen to use the Adoption Center as a temporary residence for animals. For various reasons, these animals do not currently have designated spaces within the shelter, necessitating their accommodation in a facility originally intended for other purposes. Temporary partitions have been set up in the lobby to give more space for employee offices.

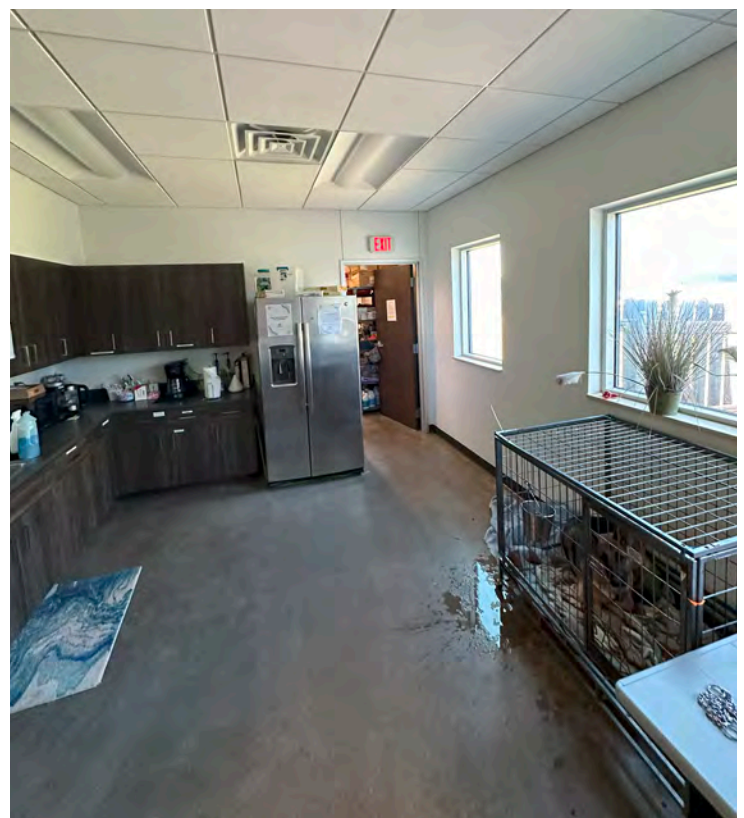
The entrance from the public parking lot to this building is also used as the main public entrance to the campus. The vendor handles all monetary transactions on site, attempts to educate pet owners who are trying to surrender their pets, exercises and socializes the dogs, and works to improve the general quality of life for the animals in Central Texas.

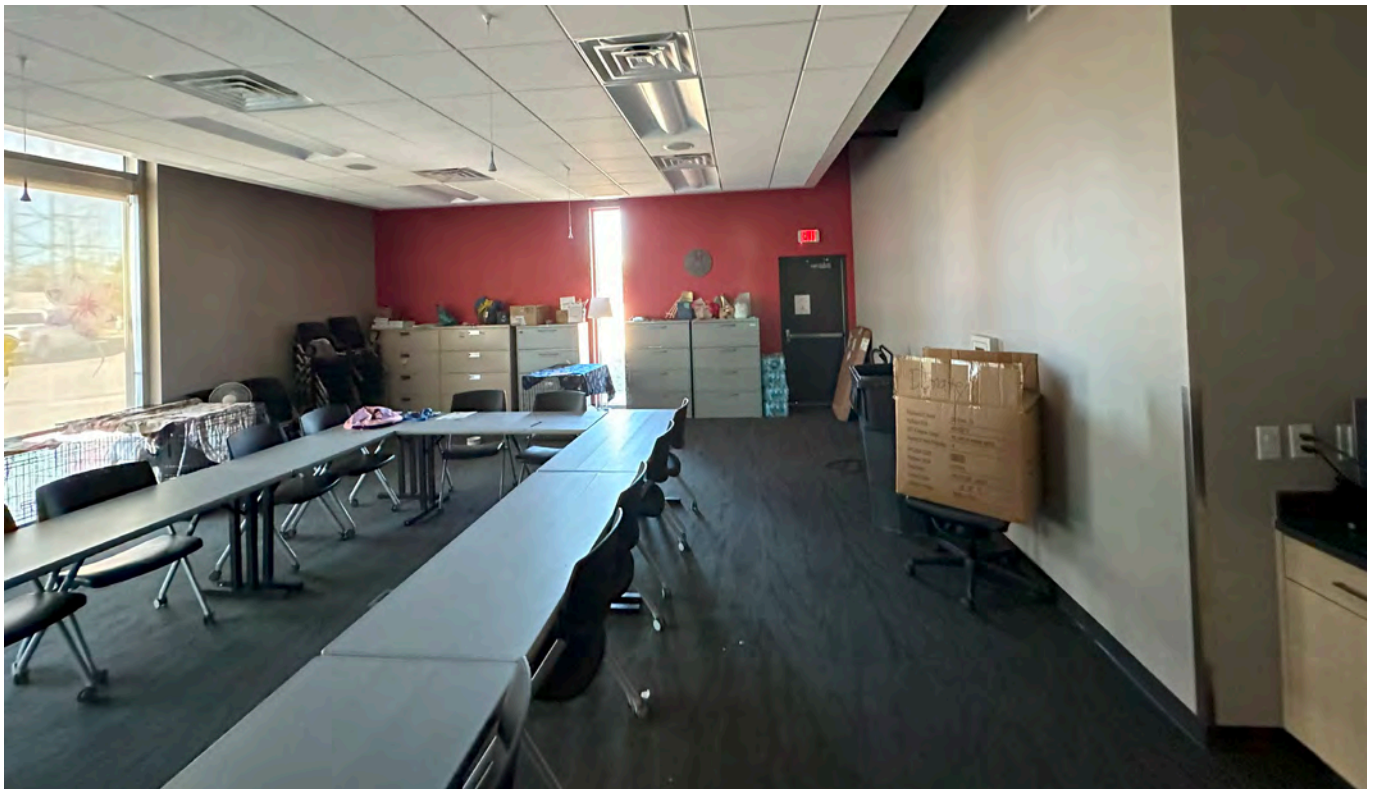
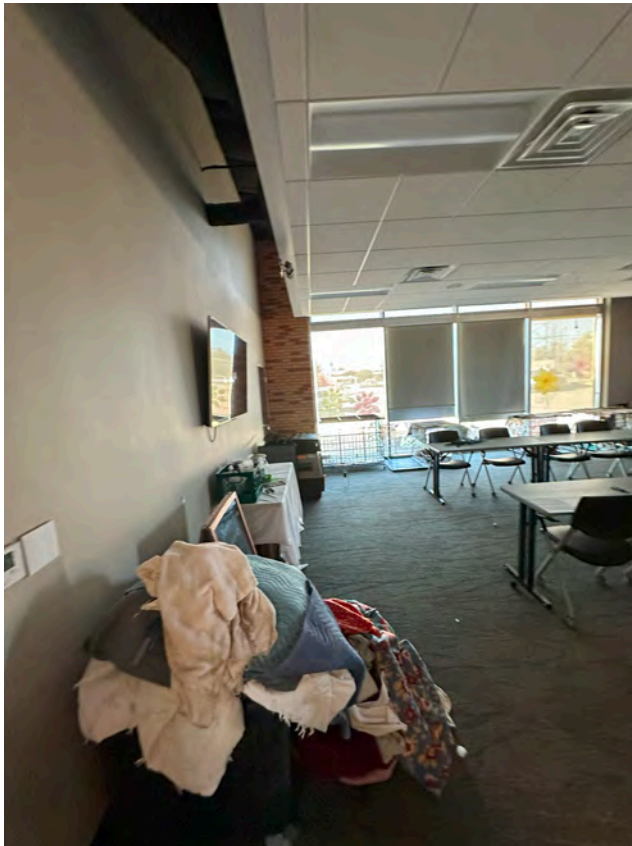


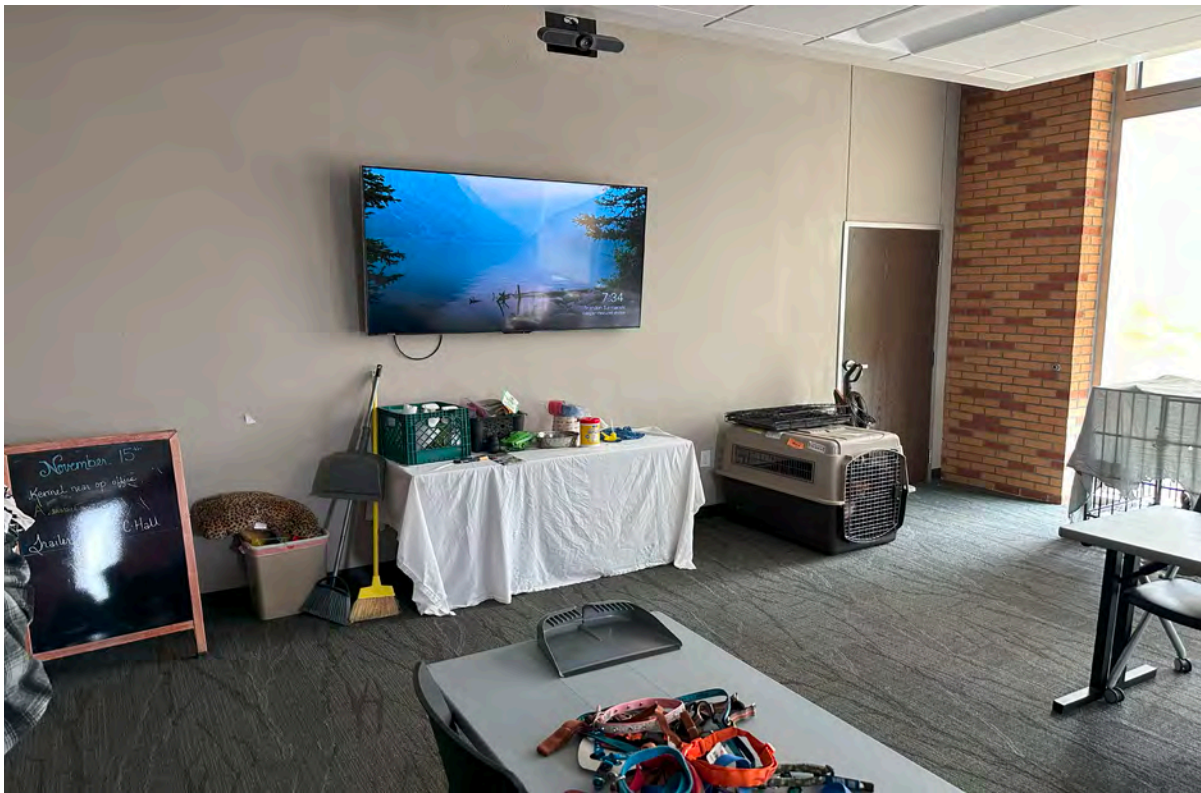










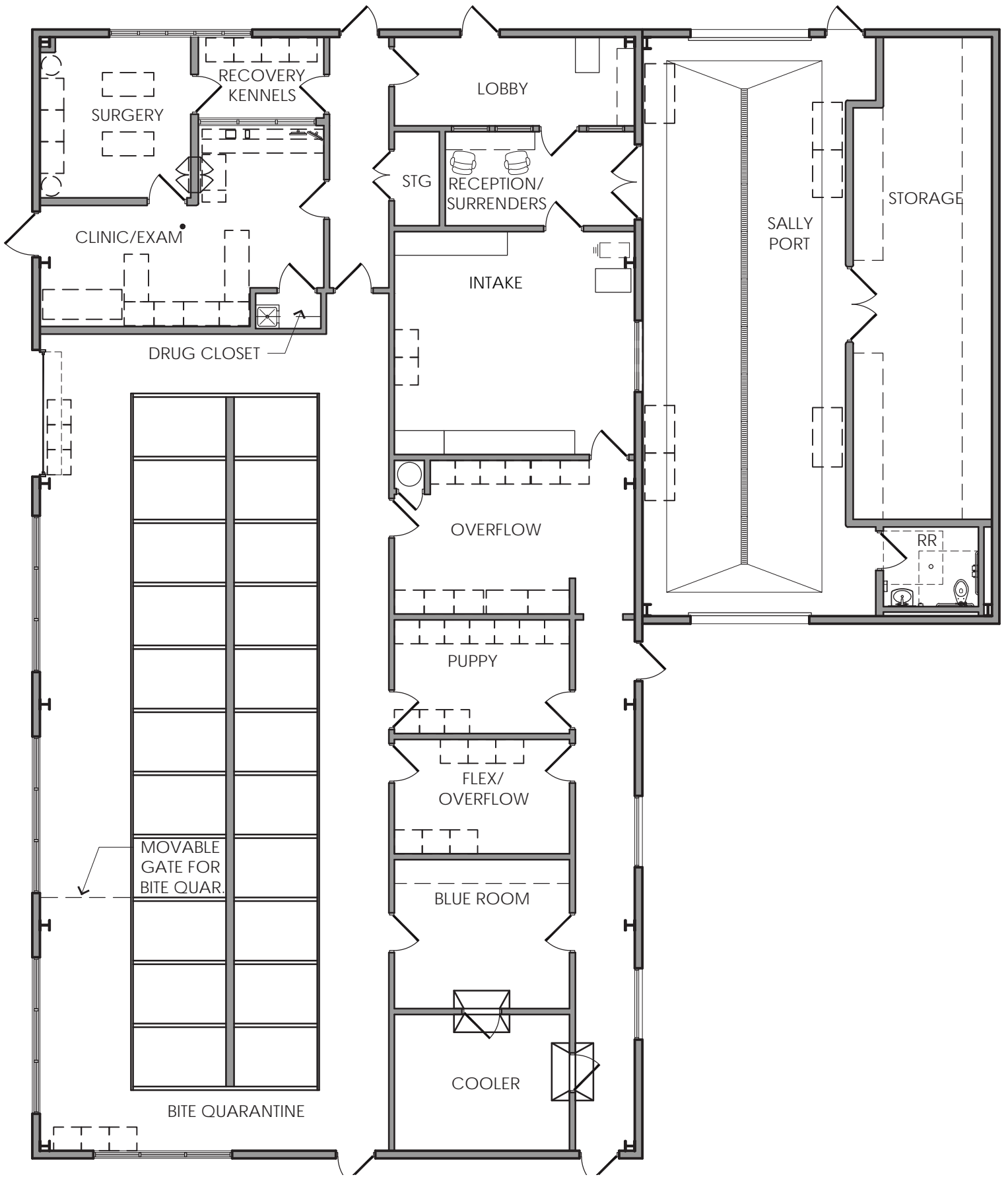


BUILDING “D”

Building “D” is a brick veneer and metal panel building, built in 2000, at approximately 5,919 sq. ft. There was an addition in 2016 that included the sally port, an area that allows for Animal Control Officers to drive in to a completely secured area when bringing an animal into the shelter as well as have access to cages intended for dogs picked up after hours and/or overflow. Intake is located in this building, which is the area that the public would go to if they wanted to surrender their animal. This building is also the location of the surgical suite, the clinic area, the shelter’s blue room, and the cooler. The bite quarantine area for dogs is located in this building.

The bite quarantine runs are currently being used, as available, as overflow space. Dogs are being kept on both sides of the runs, meaning when employees have to clean the bite quarantine side of the run, the employees have to move the dog on the opposite side of the run outside, clean the empty side of the run, open the guillotine door that separates the two sides of the run, relocate the bite quarantine dog into the freshly cleaned side of the run, clean the bite quarantine side of the run, relocate the bite quarantine dog back into their original side of the run, clean the first side of the run again, then bring the non bite quarantine dog back into their starting position. The bite quarantine area must be completely inaccessible to the public. Currently, a moveable gate is used to delineate the overflow/intake dogs from the bite quarantine dogs. This gate is attached via padlock to hooks that are set into the wall on one side and locked with another padlock directly to the chain link fence that serves as the front side of the runs.

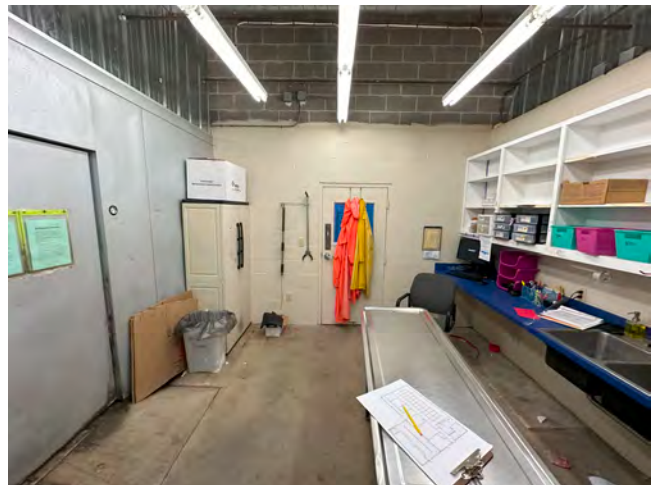
Information taken from a 2023 building use analysis.





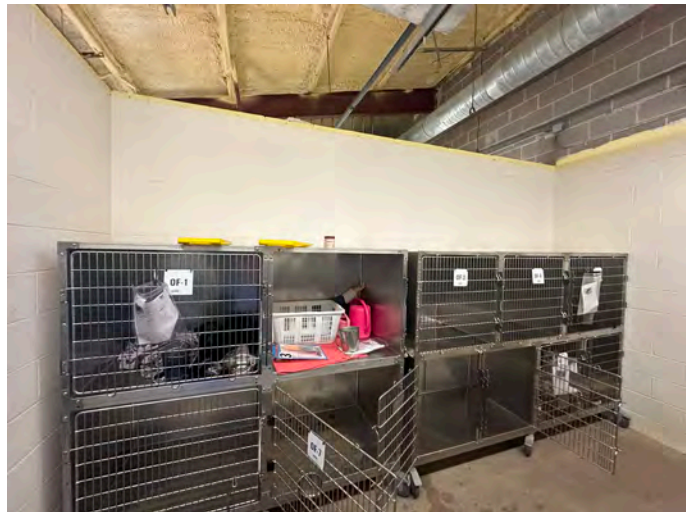
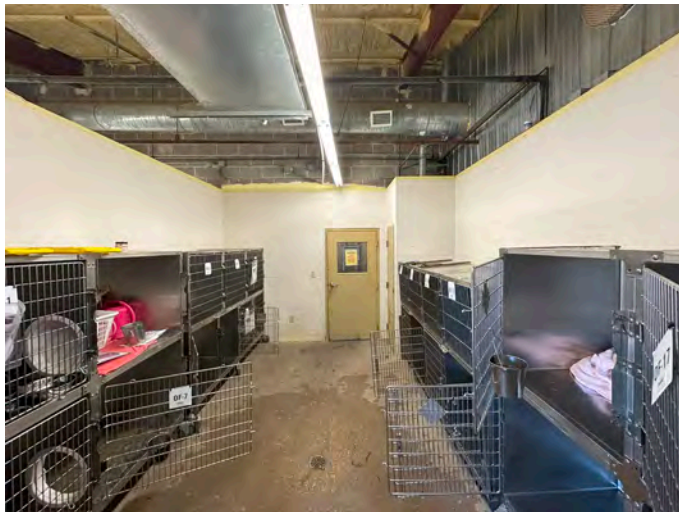
Blue Room

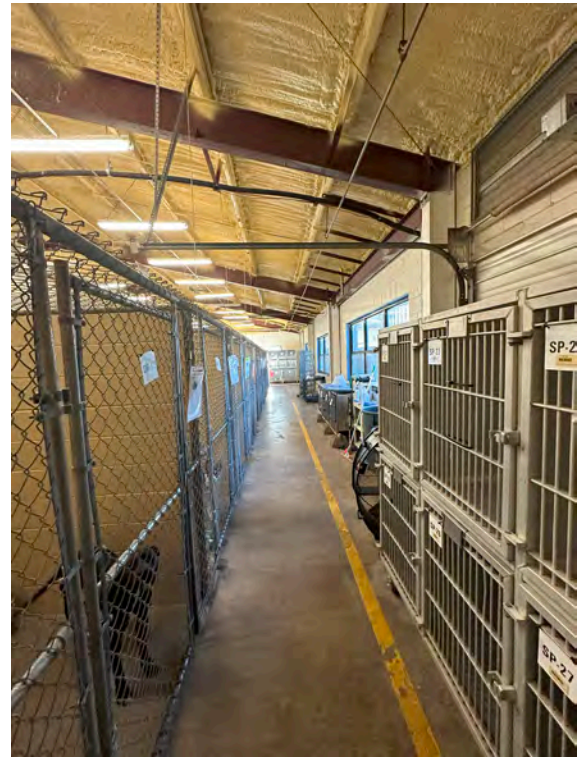
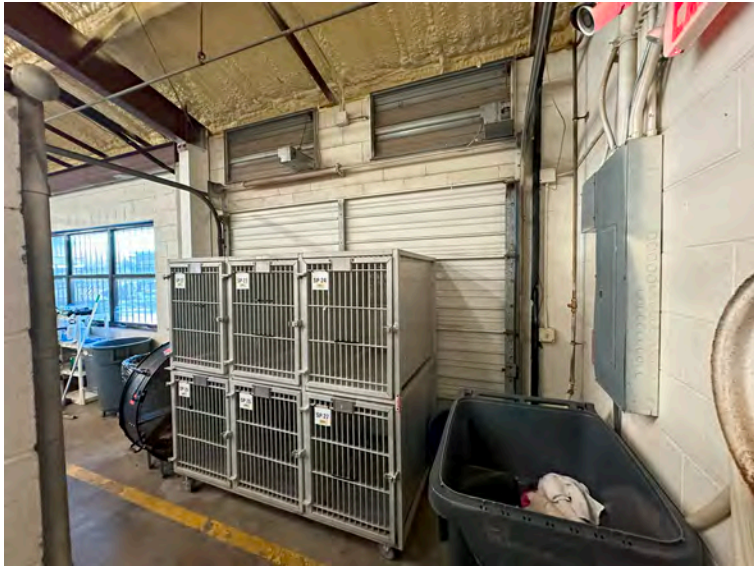
Building "D"

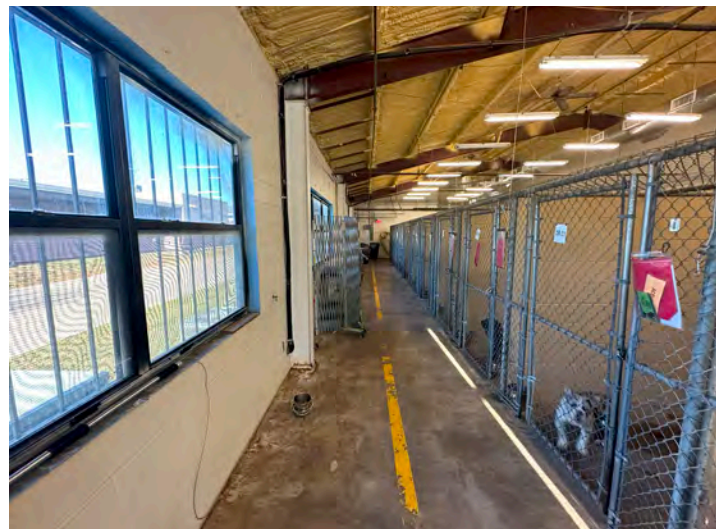
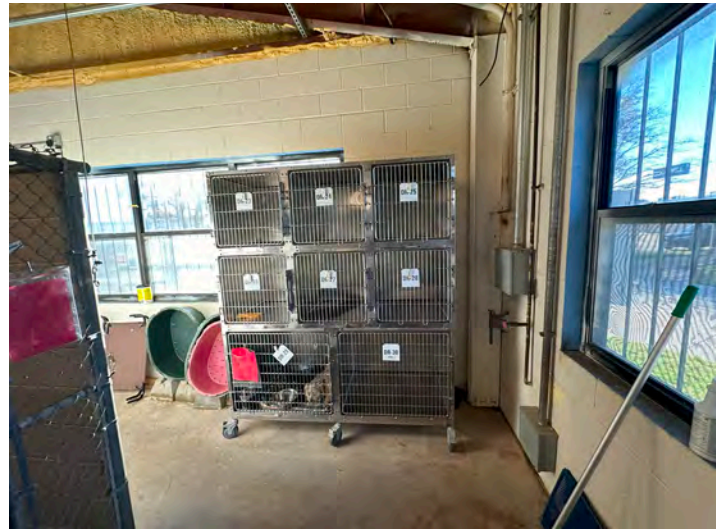




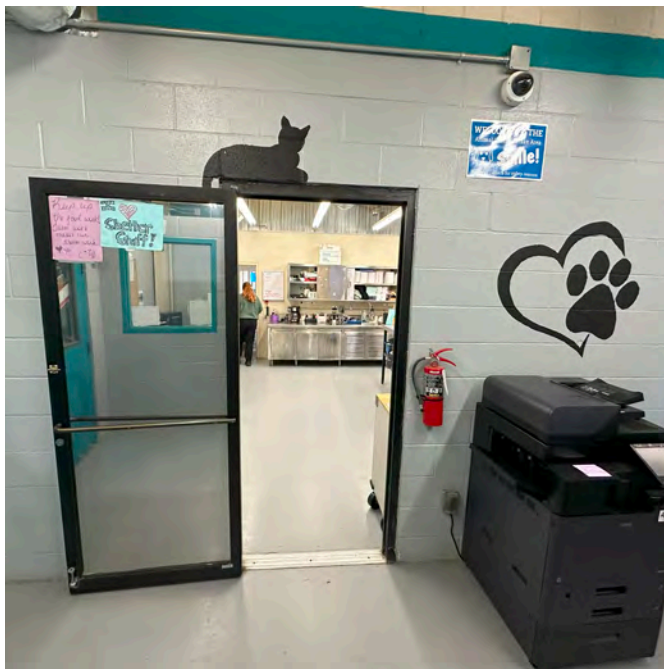
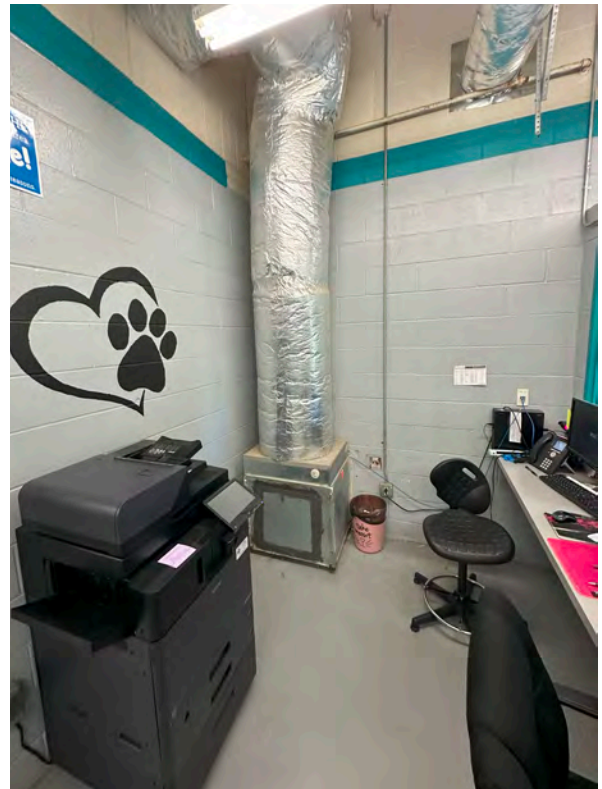


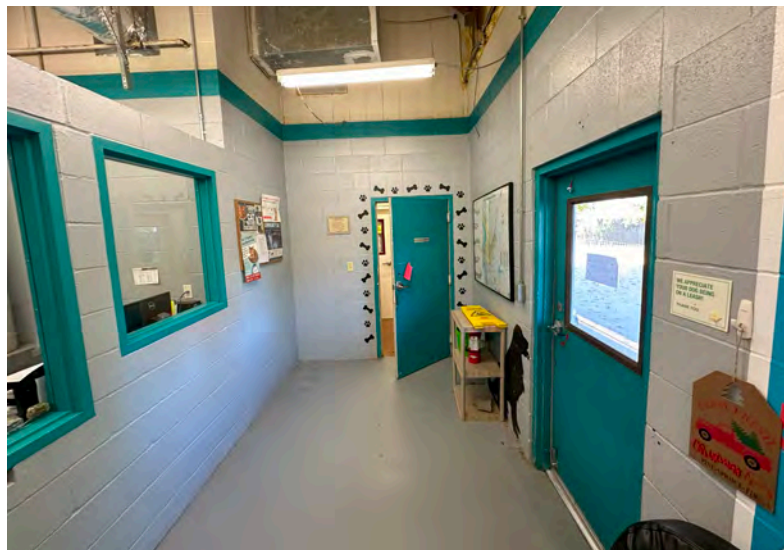
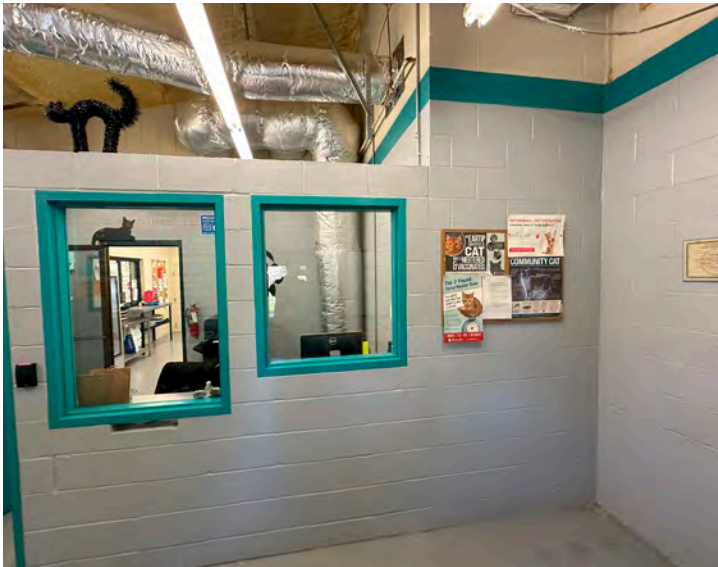
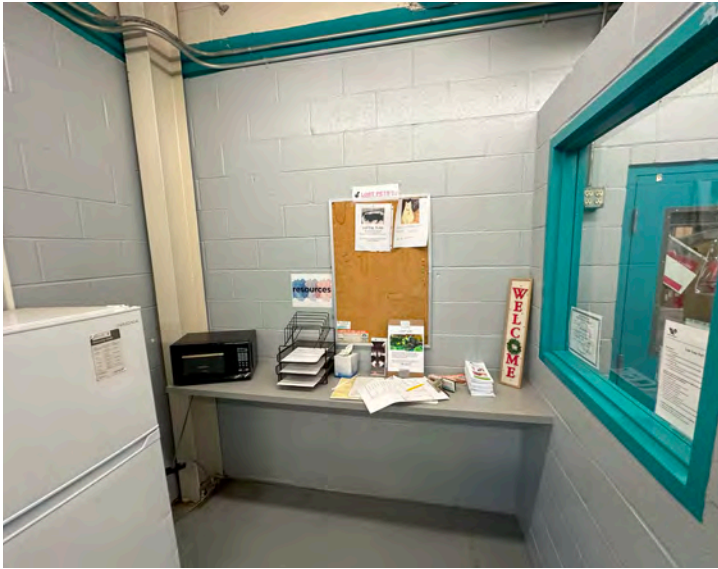


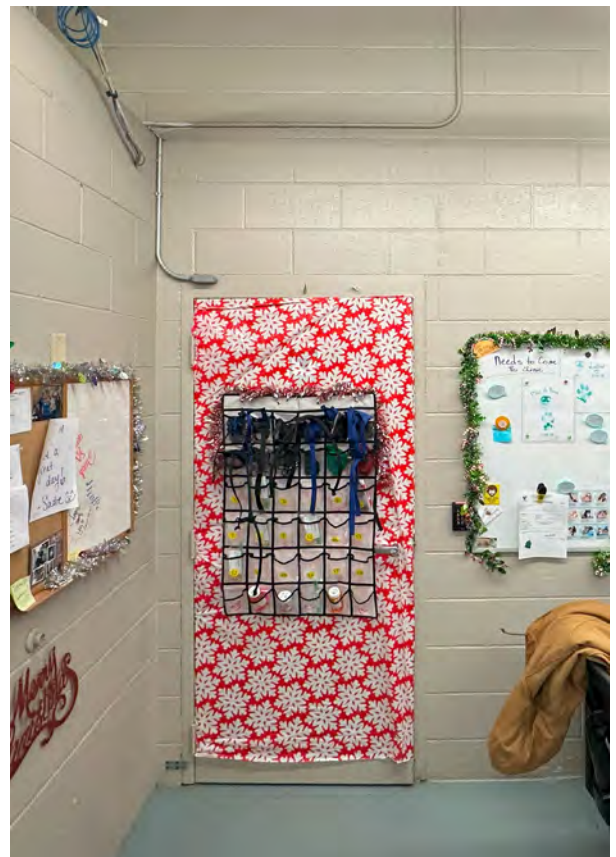


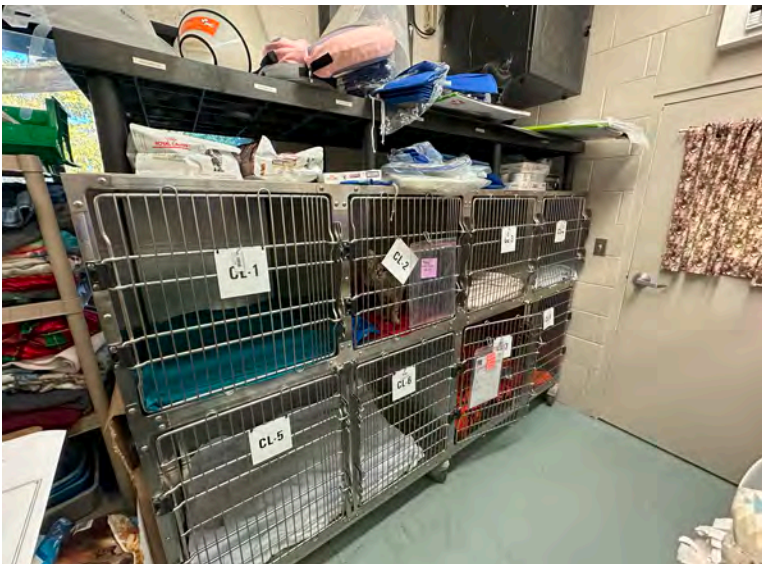


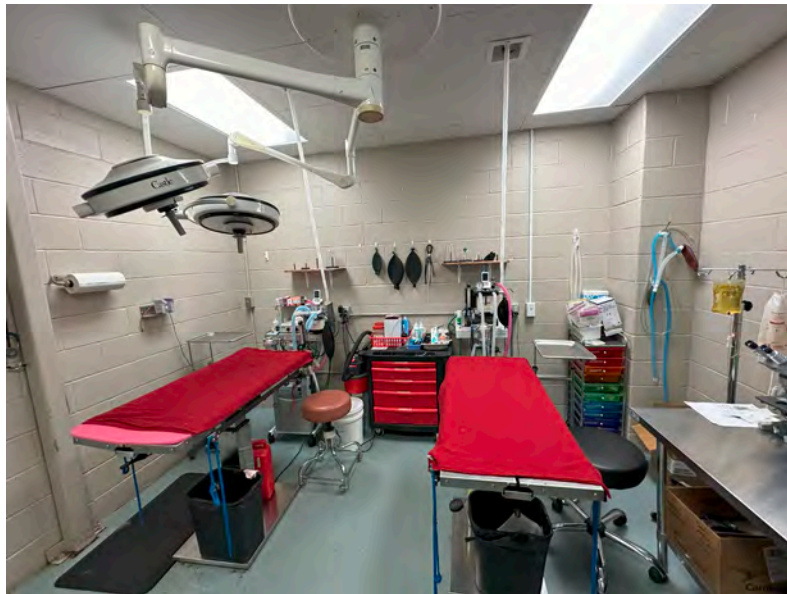












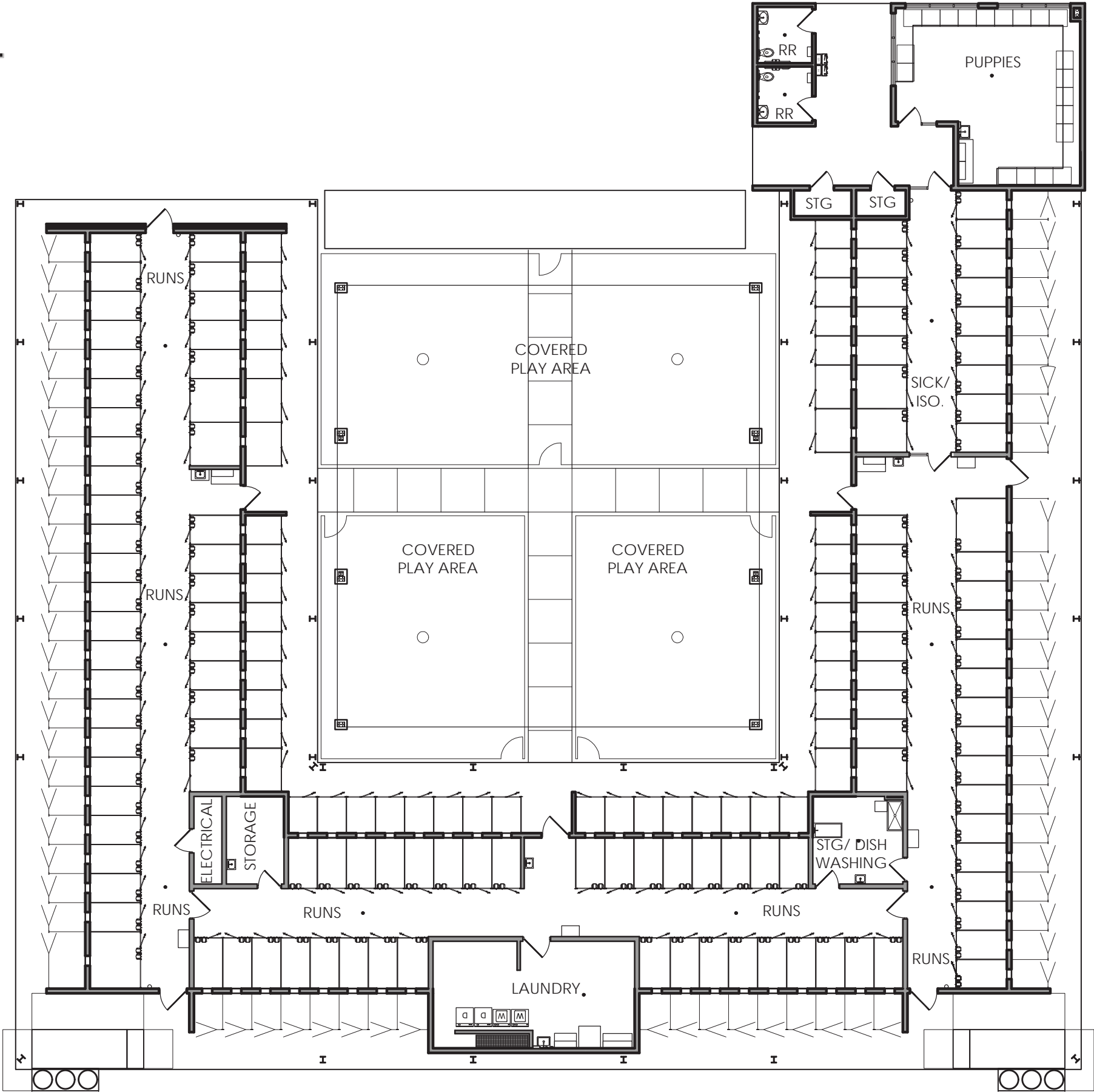
THE “RDY” BUILDING

Built in 2016, the “RDY” building was built to replace the existing kennels and provide animal capacity. The building encompasses approximately 7,051 sq. ft. and houses a large washing room, the puppy room, and 115 runs - 16 of which are currently used as a sick bay. Along the interior of the building, sound baffles have been installed to improve sound dampening, however these are challenging for staff to clean. The runs have both interior and exterior portions separated by typical guillotine doors. The exterior portion of each run is not included in the sq. ft. number above. There are many hoses in this building, used for cleaning the runs. There are two restrooms, one for men and one for women, which both meet current accessibility standards. The building surrounds three fenced in, covered outdoor play areas. The building is divided into three different sections separated by doors and with outdoor access from each section.

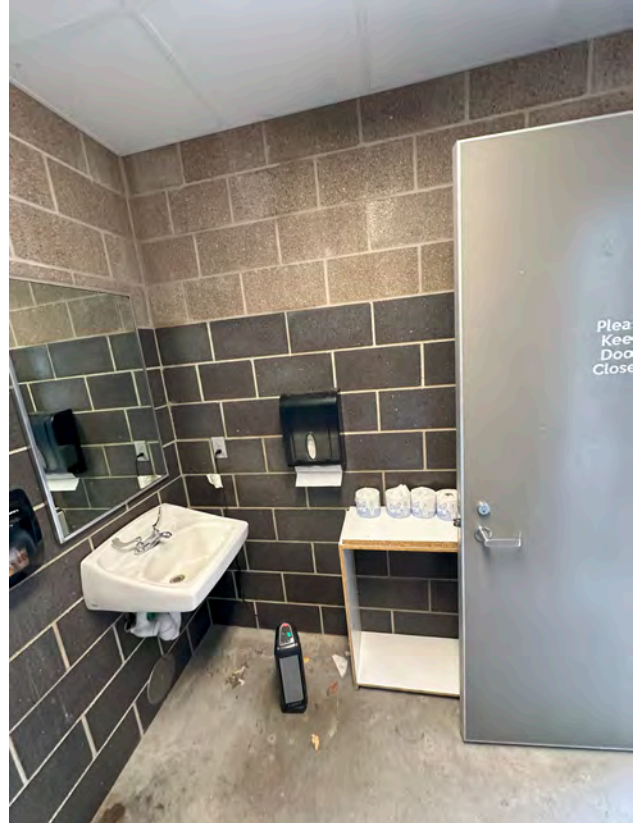
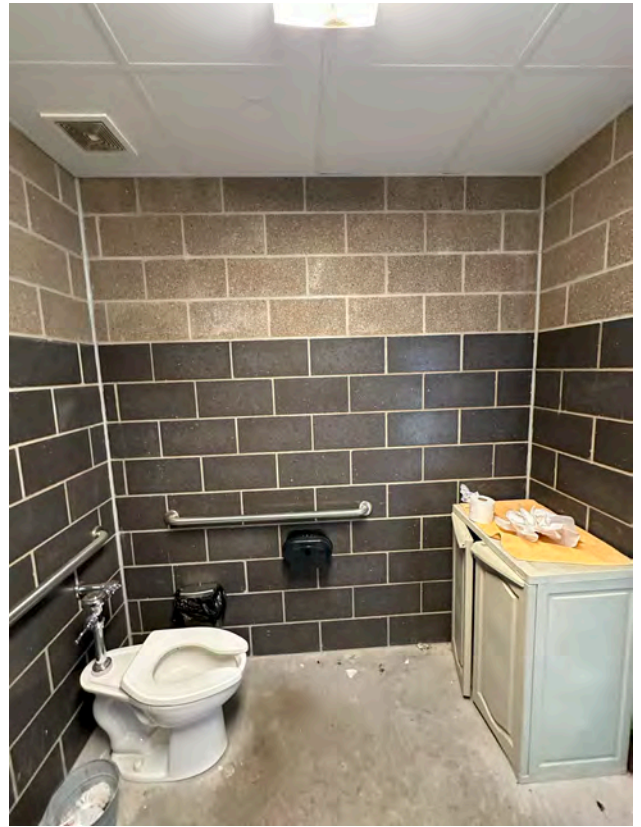
Information taken from a 2023 building use analysis.

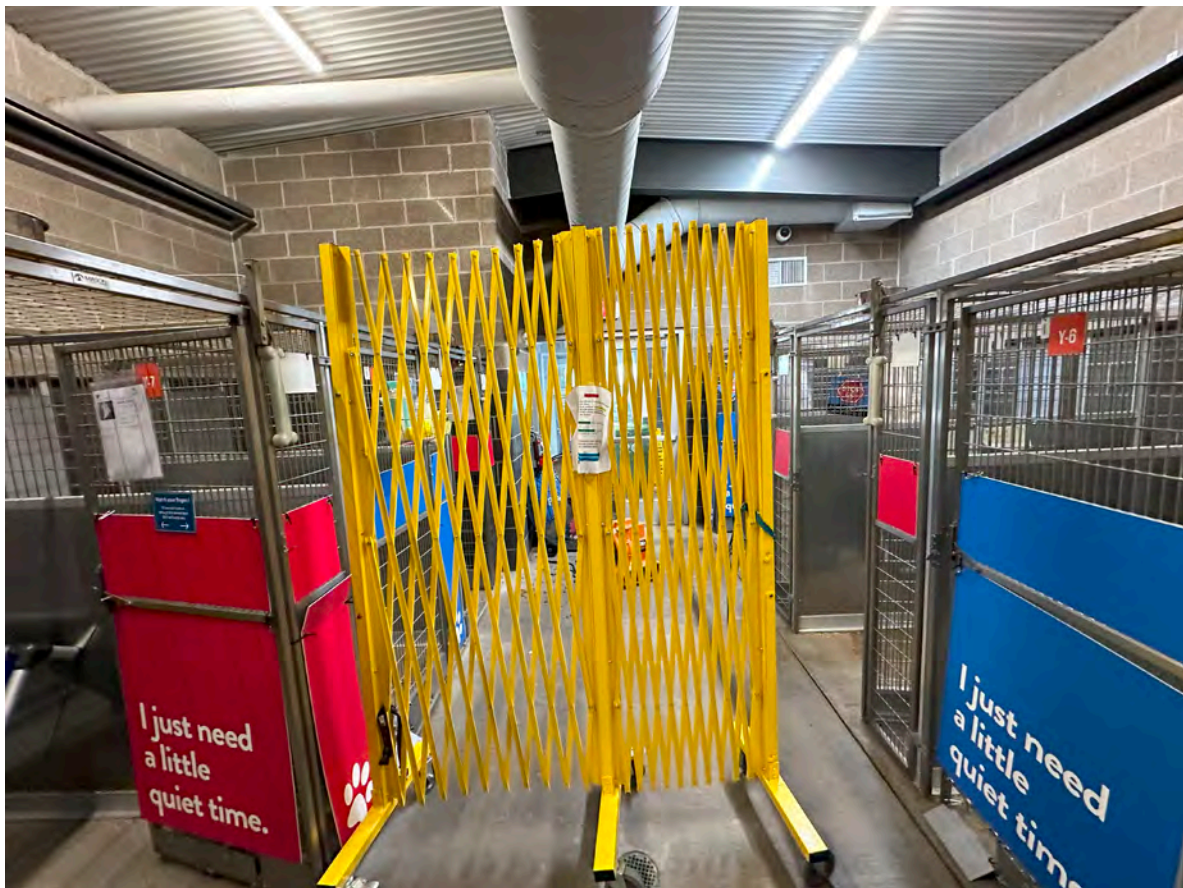
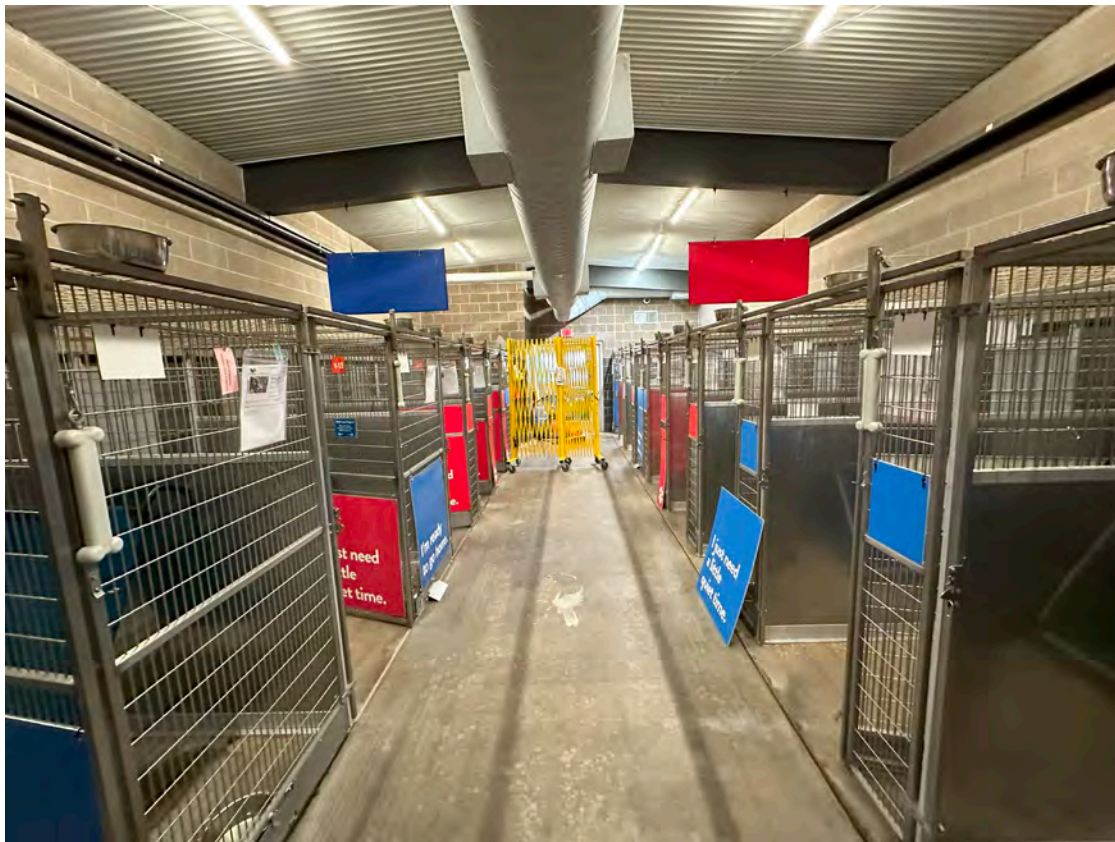
City of Waco Animal Shelter

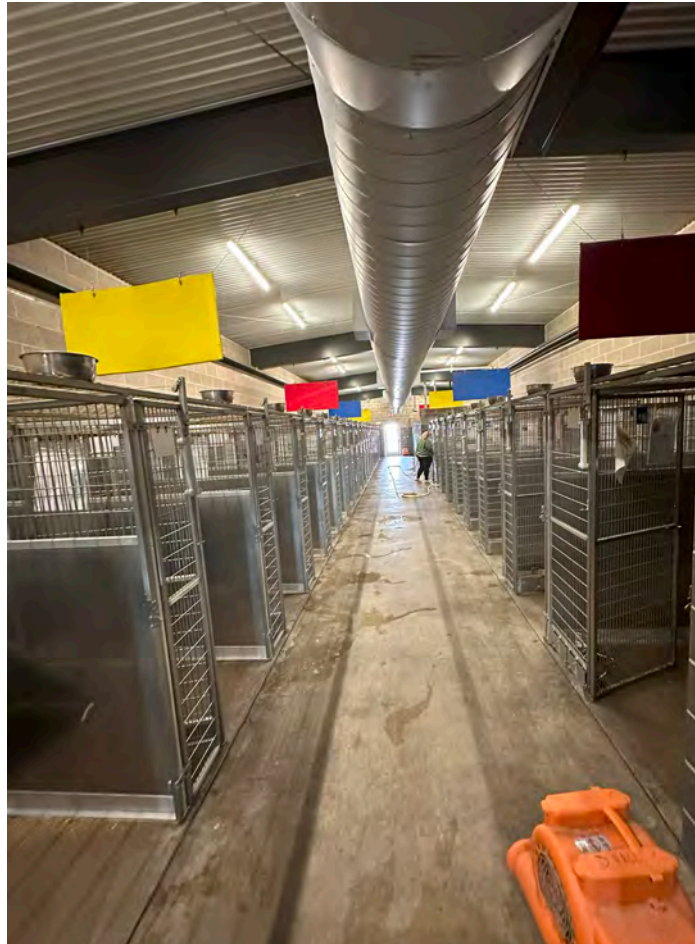
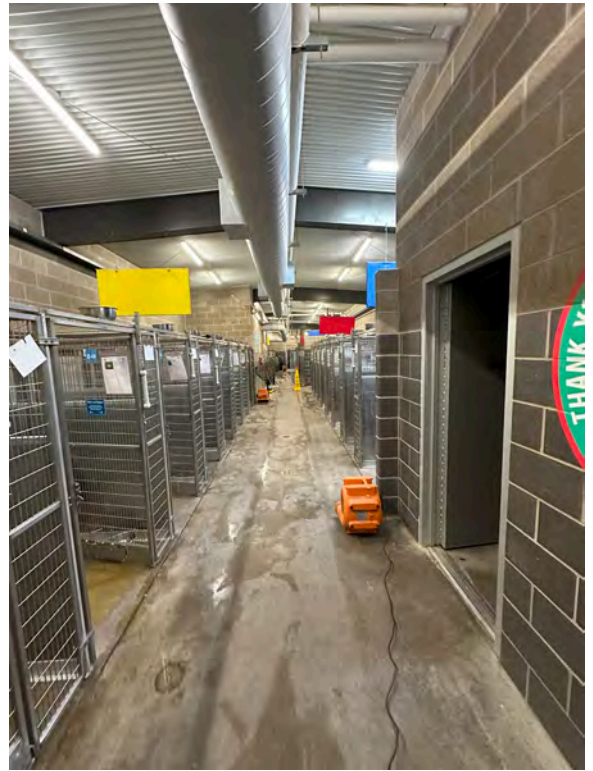
2032 Circle Rd, Waco, TX 76706



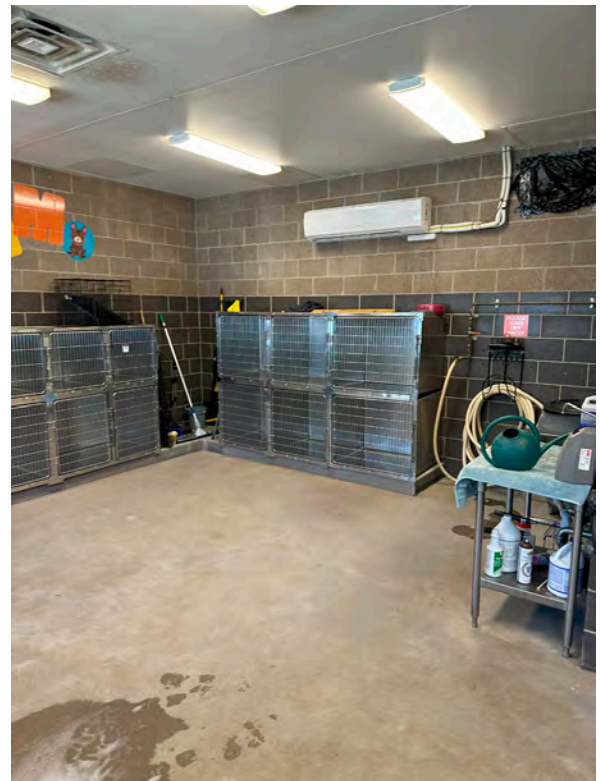
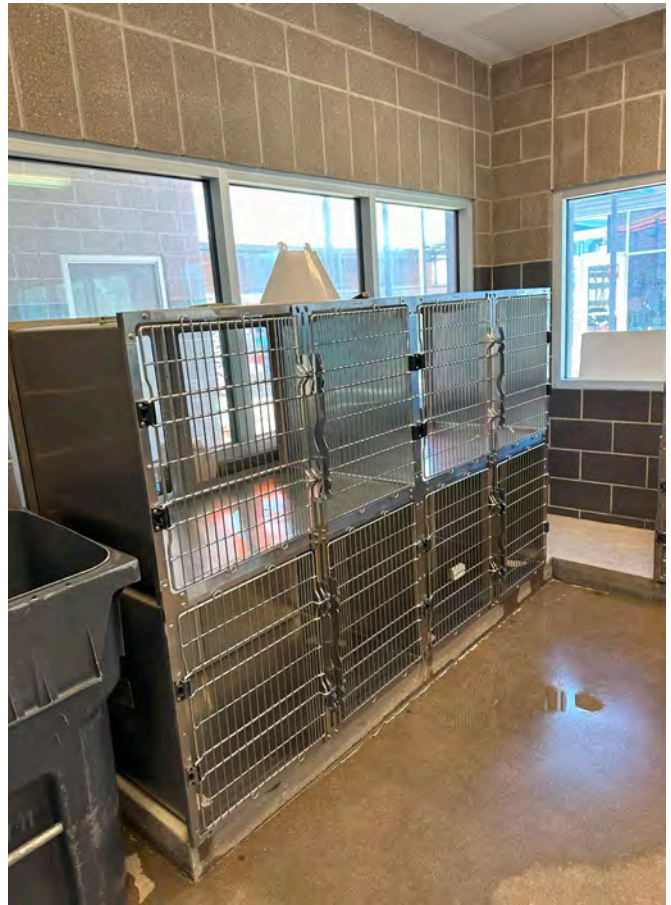
① "RDY" BUILDING
SCALE: 1/16" = 1' 0"











FACILITY NEEDS ANALYSIS

FACILITY NEEDS ANALYSIS

NEEDS ASSESSMENT PROGRAM

In order to develop a building program, which leads to schematic design solutions, the architectural design team must construct a Needs Assessment. This assessment is needed to determine the function and purpose of a space, whether it's a part of the interior or overall site layout. Based on an approved written program, the design team can then translate those needs and requirements into spatial context, i.e. schematic design. The design team also prepares a preliminary statement of probable project costs based on design concepts relative to current costs for projects of similar scope and quality.

The following Needs Assessment Program was used to determine the criteria for the schematic designs proposed under recommendations. The outline below is representative of The COW Animal Shelter's existing site and facilities and is listed in no specific order. The challenges and opportunities section expands on each bullet point following this summary.

SITE

- SITE LAYOUT
- PARKING
- OUTDOOR RECREATION AREAS
- GENERAL
- STORAGE

ADOPTION CENTER

- OFFICES
- CONFERENCE
- STORAGE
- LOBBY
- GENERAL

ADMINISTRATION + CAT BUILDING

- CATS
- OFFICES
- GENERAL

BUILDING "D"

- SURGERY SUITE/EXAM CENTER/RECOVERY
- INTAKE
- QUARANTINE
- SALLY PORT/A.C.O.
- GENERAL

KENNEL BUILDING

- KENNELS
- ISOLATION
- PUPPIES
- GENERAL

OBJECTIVES:

- Provide adequate operational space to support spay and neuter requirements in the animal clinic.
- Relocate sick bay/isolation area to be truly isolated, attached to the clinic, and on a separate/dedicated HVAC system.
- Improved accessibility throughout the campus. All areas are required to comply with current Texas Accessibility Standards (TAS).
- Remove confusion regarding main public entrance to the shelter.
- Consider location of offices in terms of adjacencies to relevant facilities.
- Create an area that is dedicated only for bite quarantine dogs.
- Increase employee parking.
- Improve meet & greet areas.
- Create intentional planned use of available exterior spaces/ park-like/ animal behavioral and enrichment programs
- Improve, eliminate bio-contamination

CHALLENGES AND OPPORTUNITIES

In the pages to follow, please note the Challenges and Opportunities that are stated under each category listed (i.e. "Parking") are comments and desires expressed to the architectural design team by the staff, leadership, shelter and other involved veterinarians, and vendor leaders, during previous meetings and/or personal interviews in 2023 regarding general improvements for the shelter. The following does not necessarily identify all of the inherently positive or negative features about the physical facilities but rather focuses on potential improvements identified by those interviewed. Some needs stated might not be a reflection of the shelter as a whole, but a "wish list" if you will, by individuals who are heavily involved and/or work closely with a particular function in the shelter.

In addition, there may be Challenges and Opportunities stated for accessible restrooms and other facility needs required under renovations or new construction to conform to the International Building Code, the Americans with Disabilities Act, and TDLR. The COW Animal Shelter is located in the City of Waco, and must follow the city's zoning regulations and building codes. Although this analysis does not constitute a complete codes and life safety review, a general walkthrough was performed by the design team to assess recognizable issues related to codes, structure, maintenance, physical conditions, and accessibility.

SITE:

The COW Animal Shelter is located on approximately 4.67 acres. There is a mix of paved roads/parking lots, gravel, and open grass areas. The general layout of the campus is a point of concern for a multitude of reasons. In regards to parking, there are currently 44 parking spaces in all shelter parking lots. This includes 2 spaces that are marked accessible parking spots. The public is frequently confused by the front entrances, and attempts to enter the site through the Administration + Cat Building. The availability of green spaces and outdoor play areas for the animals on the campus is important for animal conditioning and showing the animals in the most calming, positive environment possible.

SITE CONTINUED

The following comments are based on the interviews carried out by the Master Planning Team and might not be explicitly addressed in the Recommendations section of this Master Plan. It's important to note that some comments may seem conflicting as different groups were interviewed, each with their own unique goals and perspectives on how they utilize the discussed space.

SITE LAYOUT

- Public bio-contamination from surrenders coming through the main lobby
- The layout of the campus is inefficient.
- The route from the public entrance to the surrender point at the intake building should be maximized in terms of education and resource exposure. The goal is to prevent surrenders if at all possible.
- Need a large centralized laundry area.
- Need a hose bib closer to the play yards.
- The vet's office and the clinic are located at opposite ends of the site.
- The ACO office and the parking area for their trucks are at opposite sides of the site.
- Always concerned with people dumping animals after hours.
- Current site entrance that the ACO trucks use can be tight with the auto shop using that road as well.

PARKING

- The employee parking needs to be re-striped. The striping has peeled away.
- The back parking lot needs more spaces.
- Front parking gets used by vendor staff, making it less available for the public.
- ACO trucks park in the field behind the employee parking lot.
- Vendor staff and/or volunteers will park in the gravel beside the public parking lot.

OUTDOOR RECREATIONAL AREAS

- There is a desire for a large kennel type containment for animals to get fresh air.
- Play groups - grouping dogs by levels of play roughness - works well, and should have dedicated space outdoors.
- Need shady/covered areas for the safety/comfort of volunteers while walking dogs.
- Create “walking paths” to improve enjoyment of volunteers while walking dogs and also get more exercise to the dogs.
- There is a desire for more outside “pens” on concrete slabs.
- There are a lot of barking dogs around the current meet and greet areas. This makes it challenging to show dogs in a controlled environment.
- Having play yards with taller fences would be nice.
- Most meet and greets happen in play yards, so having those be closer to the adoption center would be more convenient.
- Access to trees and grass is good for the temperament of the dogs.
- Interest in creating a “dog park” like aesthetic for meet and greet areas.
- Small courtyard area between buildings is rarely used and confuses the public as an entrance.

GENERAL

- Foster access to the clinic can be complicated, and foster support is important.
- The facility serves the county as a whole, not just Waco.
- Having larger double sided runs is good.
- The small, limited facilities make outside/visiting vets hesitant to help.
- Some interest has been shown in providing cremation facilities.
- Getting a hose connection for the clinic area.
- Storage has been identified as a challenge.
- Power service capacity to the site is an issue that needs solving if the campus expands.

ADOPTION CENTER:

The Adoption Center is the only building on campus not currently occupied by the City. The vendor occupies this building, although the City pays utilities and maintenance.

The following comments are based on the interviews carried out by the Master Planning Team and might not be explicitly addressed in the Recommendations section of this Master Plan. It's important to note that some comments may seem conflicting as different groups were interviewed, each with their own unique goals and perspectives on how they utilize the discussed space.

OFFICES

- Vendor staff desire additional office space.
- Would like more personal space to have animals adjacent
- Making it work.

CONFERENCE

- Frequently occupied with multiple kennels holding dogs temporarily waiting on various transfers or medical care.
 - Existing finishes are not sanitary or appropriate for this type of use.
- The vendor occasionally uses this space for fundraising event and would like a larger room.

STORAGE

- The vendor has expressed a want for more storage space. Currently using a shipping container to supplement what they have now.
 - The vendor accepts a lot of donations.
- The front desk would benefit greatly from closer, more convenient storage.

ADOPTION CENTER CONTINUED

LOBBY

- The crossover of animals for surrender and animals up for adoption, through the Adoption Center lobby, creates a concern about bio-security.
- Some have expressed a desire to have space for a retail area.
- The front desk handles multiple activities such as: answering phones, counseling, surrenders, all financial transactions, adoptions, etc. This creates a chaotic atmosphere that is a potential deterrent for successful adoptions.
- General appearance of lobby area is unappealing
 - Cluttered
 - Malodorous
 - Crowded
 - Multiple kennels and animals temporarily housed in the lobby.

GENERAL

- The Adoption Center works well and is a good space.
- There is a wish for educational space to help people work through various issues with their animals in order to prevent surrenders.
- The vendor desires a quiet adoption space to show dogs in meet and greet areas.
 - Important to avoid high stress environments to best show the dogs.
- The vendor handles all monetary transactions for public surrendering of animals.
- Want a community space to hold a large number of people.
- The vendor has a desire for dedicated space to hold animals temporarily, (emergency fosters, foster pickups, foster surgeries, found microchipped animals, etc)
- The vendor does a lot of behavioral evaluations, and would like a quiet space for this purpose.
- There are no lockers for vendor volunteers.

ADMINISTRATION + CAT BUILDING:

The Administration + Cat Building is the main location for COW staff offices and meetings. This building also houses cat kennels and the bite quarantine for cats. The Administration part of the building is the oldest building on campus. This building is only accessed with a city ID card.

The following comments are based on the interviews carried out by the Master Planning Team and might not be explicitly addressed in the Recommendations section of this Master Plan. It's important to note that some comments may seem conflicting as different groups were interviewed, each with their own unique goals and perspectives on how they utilize the discussed space.

CATS

- Desire an isolation area for cats with respiratory disease that is separate from dogs.
- Having the cat room separate from any dogs is good.
- A meet and greet space dedicated for cats is wanted.
- Having an outdoor space for cats would be nice.
- Would like cat intake facilities outside of Building "D".

OFFICES

- Animal Control (AC) needs a larger office.
 - AC manager needs a private office for confidential conversations.
 - Location closer to their trucks and intake would be more convenient.
 - Will need to be secure, due to confidential records.
- Would like an enclosed, secured conference space for city use only.
- Moving offices out of the cat building would free up some space for the cats.
- The veterinarian needs an office space closer or adjacent to the clinic.
- The shelter aims to accommodate a future 2nd veterinarian to meet anticipated needs for spay/neuter operations.

ADMINISTRATION + CAT BUILDING CONTINUED

GENERAL

- Staff desire a large, centralized break room area that is enclosed. When the central area is used as a break room, it is disruptive for the office areas.
- The COW conference table is used for most meetings and personnel trainings (both COW and vendor). The current location is too open to through traffic and adjacent office spaces. It is disruptive for the meetings and for the surrounding areas.

BUILDING “D”:

Building “D” is the location of the surgery suite and exam center. Intake and the bite quarantine dog runs are also in this building. There is a sally port attached to this building, which allows the Animal Control Officers to securely drop off injured or dangerous animals they picked up.

Beach recovery, which is mentioned multiple times in the comments below, is a term for a recovery strategy in which animals coming out of surgery will be laid on their sides in clear view of clinic staff.

The following comments are based on the interviews carried out by the Master Planning Team and might not be explicitly addressed in the Recommendations section of this Master Plan. It's important to note that some comments may seem conflicting as different groups were interviewed, each with their own unique goals and perspectives on how they utilize the discussed space.

SURGERY SUITE, EXAM/CLINIC AREA, AND RECOVERY

- The surgery suite is too small for the anticipated amount of surgeries. The suite is too crowded for more than one vet to efficiently operate at a time.
- The current surgery suite has two tables, three or four would be preferred.
 - One veterinarian can effectively use two tables at a time. One currently doing an operation, and the other being cleaned and used to prep another patient for the next surgery.
- Staff would appreciate a dedicated sink to wash instruments and a counter top to soak/dry them.
- Currently no dedicated exam area for fosters.
- A separate room for radiology, with an exterior door so ACO can bring injured animals straight into x-ray for diagnosis.
- It is convenient to use the x-ray machine as an overflow exam table.
- The x-ray machine works well.
- There are items stored in the surgery suite that are not used for surgery and are only there due to a lack of other storage.

SURGERY SUITE, EXAM/CLINIC AREA, AND RECOVERY CONTINUED

- A separate staging area for animals going into surgery would be helpful. Currently attaching dogs' leashes to hooks in walls of exam room as a staging area. Which can be detrimental to animals in beach recovery on the floor of the exam room.
- A separate building for the clinic/surgical area would help reduce interruptions and improve efficiency.
- Counter space for two computer terminals would be ideal. Currently have one.
- The two wet tables in the exam area work great, would like to keep those, and maybe get more for a new exam area.
- The surgery tables and lights should be kept.
- A small laundry area near the surgery suite would be appreciated.
- A slightly larger closet for drugs would be nice, one that does not include the housekeeping materials. Will need two levels of access control to secure the drugs.
- Currently animals in beach recovery are laying on the floor of the exam area.
- Currently the recovery area is spread out in various areas on the floor of the exam area, would be nice to have a mix of kennels and runs dedicated for recovery.
- The height adjustable transfer carts that are used to transport dogs work well.
- Currently cats and dogs are recovered in the same space, which can be stressful for the cats.
- There could be a small yard outside for dogs to roam around after recovery.
- A dedicated beach recovery area is needed. Ideas for running hot water pipe underneath the floor to help keep the animals warm. Keeping animal body temperature up is critical to operation success.
- Countertop dedicated for autoclaving would be needed. Currently using space in a storage room across the building which is inefficient.
- The autoclaves work well, and could be moved into a laundry room.
- The cleaning and prep of surgical packs can be a limiting factor to how many procedures can be done per day.

BUILDING “D” CONTINUED

SURGERY SUITE, EXAM/CLINIC AREA, AND RECOVERY CONTINUED

- The entrance into the clinic is too small for officers to get injured animals into clinic.
- The entrance into the clinic should be out of public sight, in case ACO has to bring in badly injured/bleeding animal.

INTAKE

- A second station in intake is desired.
- Workers must get up and manually open door for the public to enter intake.
- There should be an animal bathing area in intake.
- A laundry area near to or in intake is needed.
- Intake of exotic or unusual animals are put in cages in the storage room in the sally port.
- Roosters and chickens seem to come in about once per month
- There is no current weigh station for the animals.

QUARANTINE

- Quarantine runs aren't only used for quarantine, and both sides are being used at the same time.
- The bite quarantine runs are usually full, and not all the dogs in these runs are actually need to be in bite quarantine.
- The bite quarantine runs are sectioned off from the overflow runs in Building “D” with a moveable gate.
- Small dogs in bite quarantine is not ideal. A run large enough to house a larger breed such as a rottweiler being used entirely by a smaller breed, like a chihuahua, is an inefficient use of space.
- The public/vendor volunteers should not have access to bite quarantine.

QUARANTINE CONTINUED

- The guillotine doors aren't used in the bite quarantine runs because dogs are being kept in both sides of the runs. This means the employees have to move a dog outside, clean the empty side of the run, open the guillotine door, push the bite quarantine dog into the freshly cleaned side of the run, clean the bite quarantine side of the run, push the bite quarantine dog back into their original side of the run, clean the first side of the run again, then bring the first dog back. Needless to say this is inefficient and tedious for the employees.

SALLY PORT/ACO

- The cages in the sally port make removing dangerous animals difficult for the officer.
- A different entrance for the ACO trucks would be appreciated.
- The sally port is too narrow with the cages on either side to wash out trucks without spraying the animals in the cages. Maybe get a separate bay for cleaning only.
- Having more hoses would allow multiple trucks to be washed at the same time.
- Having access to computers in intake would be nice, but ACOs have their laptops.
- ACOs should be able to bring bite quarantines in on a catch pole out of public view.
- Every year calls increase.
- Would like something to help get animals out of the top of the trucks.
- Animals usually get dropped off into the cages in the sally port, but those are occupied lately.
- There are no runs available for after hours or aggressive animal drop offs, would need to be dedicated for ACO use only.

BUILDING “D” CONTINUED

GENERAL

- Need a centralized staff/break room. Clinic staff cannot have food in the clinic.
- A shower area and an overnight space for inclement weather or cases where staff get bloody and/or deal with sick animals would be appreciated.
- The techs don't have an office, and the vet's office is across campus, so an office in the same building as the surgery suite and exam area would be ideal.
- Currently medications are being sorted using a clear plastic over-the-door shoe rack. This works, but there should be a dedicated area for medications.
- There is no separate area for animals in legal cases.
- Necropsies aren't done often, but the “blue room” works well when needed.

“RDY” BUILDING:

The “RDY” Building is home to the main runs for dogs on campus. The building is CMU construction, with runs that allow dogs to move both inside and outside the building. The HVAC system in this building is intense, and is necessary to keep the animals safe from airborne disease.

The following comments are based on the interviews carried out by the Master Planning Team and might not be explicitly addressed in the Recommendations section of this Master Plan. It's important to note that some comments may seem conflicting as different groups were interviewed, each with their own unique goals and perspectives on how they utilize the discussed space.

KENNELS

- The dogs can physically reach each other through the front or over the top of the dividers, this can spread disease or allow for violence.
- Separating animals with behavioral problems from gen pop would be advisable.
- Kennel building is very loud due to barking, there could be a sound system or additional acoustic control to calm the dogs.
- Small dogs are being put in the same size runs as the larger dogs, potentially get runs designed for smaller dogs or even puppies.

ISOLATION

- Respiratory isolation doesn't have a dedicated space, would only need 10-15 runs to handle current and anticipated future needs.
- Respiratory isolation is ideally in a separate building than gen pop.
- There is not a dedicated area for GI/Parvo isolation. A self contained room with equipment for treatment, exams, etc is advised.
- Since the isolation ward is directly across from the puppy room, that door is closed, and people walk through the adult kennels then enter the puppy room, unintentionally creating a bio contamination issue and endangering the puppies.

“RDY” BUILDING CONTINUED

PUPPIES

- Separate meet and greet rooms for puppies would be preferred.
- Water pools in one corner of the puppy room, due to slab grading.

GENERAL

- Staff is currently washing dishes by hand, would like to have an industrial dishwasher but the power capacity on site does not have room for an industrial dishwasher.
- Would like a deep freeze for animal enrichment meal programs.
- There are a few staff lockers used by shelter staff located in the laundry room, but they are not secure.

MASTER PLAN RECOMMENDATIONS

MASTER PLAN RECOMMENDATIONS

The purpose of a Master Plan is to provide a clear path for future growth. The plans should include immediate goals/priorities, along with goals that fulfill the current property's potential. A successful Master Plan is designed to accomplish these goals in a series of rendered drawings that will be presented for formal approval by the City of Waco.

The physical growth needs can be satisfied in phases. These were determined through multiple dialogues with shelter staff and City of Waco leadership, personal interviews, an analysis of use/current conditions of the facilities, and financial feasibility. This approach separates the final objective into flexible parts that can be addressed as needs and budget allow.

In putting this plan together, the physical characteristics of the site and existing facilities were studied, followed by consideration of the *Challenges and Opportunities* previously listed in the Facility Needs Analysis section of this master plan. In conclusion, an in-depth study of present and future needs of the City of Waco Animal Shelter was completed.

The drawings found in this section are organized into six (6) phases. Beyond the initial "Red" phase, the remaining phases are grouped according to their related construction typologies rather than a specific order of priority. The master planning team recommends all phases be completed as soon as possible to maximize the use and efficiency of the campus. Understanding the practical and budgetary restrictions, parts and pieces of these phases can be combined or mixed as deemed appropriate by the City of Waco. The drawings clearly illustrate these phases within the overall intent of this Master Plan.

CONCLUSION

The following chart compares current occupancy to COW Animal Shelter' existing capacity for each of the various occupancy types. This chart also includes the Master Planning Team's recommended square footage numbers and locations.

- The "sq. ft./person" numbers are taken from code requirements, design standards, and other relevant recommendations according to various occupancies.
 - 15 sq. ft. per person is building code for spaces that are used for adult gatherings at tables and chairs.
 - 15 sq. ft. per occupant in the cat room is based on calculations done by RBDR. These calculations were done to include both the space for the animal as well as the space for human circulation while viewing the animal.
 - 20 sq. ft. per occupant is used where building code would not be practical to incorporate space for special equipment or needs.
 - 46 sq. ft. per occupant in the dog runs has been calculated by RBDR. These calculations were done to include both the space for the animal as well as the space for human circulation while viewing and caring for the animal.
 - 75 sq. ft. per person in the surgery suite is based on personal interviews conducted by RBDR in the process of the Master Plan as well as calculations done by RBDR.
 - 50 sq. ft. per person in an open office configuration is a practical capacity.
 - 110-150 sq. ft. per administration office is a practical capacity.
 - 140 sq. ft. per occupant in the exam room is based on personal interviews and calculations done by RBDR to include equipment, circulation, and animal recovery space.

Information taken from a 2023 analysis.

User Group Space Analysis - Recommended

SPACE ANALYSIS PER OCCUPANCY							
OCCUPANCY	BUILDING	RECOMMENDED BUILDING	RECOMMENDED SQ Ft	RECOMMENDED CAPACITY	SQ.FT./OCCUPANT	CURRENT CAPACITY	CURRENT SQ. FT.
MANAGER'S OFFICE	CAT/ADMIN	CAT/ADMIN	215	1	150	1	215
ACO MANAGER'S OFFICE		BUILDING "D"	172	1	150	0	0
ACO OFFICE	CAT/ADMIN	BUILDING "D"	395	7	50	7	398
DIRECTOR'S OFFICE	CAT/ADMIN	CAT/ADMIN	191	1	150	1	191
MULTIPURPOSE AREA	CAT/ADMIN	CAT/ADMIN	413	16	25	16	413
ASO OFFICE	CAT/ADMIN	BUILDING "D"	114	1	110	0	72
VET'S OFFICE(S)	CAT/ADMIN	NEW CLINIC BLDG	240	2	120	0	109
CAT ROOM	CAT/ADMIN	CAT/ADMIN	469	31	15	31	469
LAUNDRY ROOM	CAT/ADMIN	CAT/ADMIN	138	2	65	2	138
CAT BITE QUARANTINE	CAT/ADMIN	CAT/ADMIN	109	7	15	8	131
CONFERENCE ROOM	ADOPTION CENTER	ADOPTION CENTER	878	58	15	58	878
BREAK ROOM	ADOPTION CENTER	ADOPTION CENTER	217	8	25	8	217
LOBBY	ADOPTION CENTER	ADOPTION CENTER	901	18	50	18	901
OFFICE	ADOPTION CENTER	ADOPTION CENTER	251	2	120	2	251
OPEN OFFICE SPACE	ADOPTION CENTER	ADOPTION CENTER	250	5	50	5	250
LAUNDRY/STAFF ROOM	"RDY" BUILDING	"RDY" BUILDING	407	6	65	6	407
PUPPY	"RDY" BUILDING	"RDY" BUILDING	542	21	25	21	542
SICK BAY/ISOLATION	"RDY" BUILDING	NEW CLINIC BLDG	622	13	45	16	720
RUNS (INTERIOR)	"RDY" BUILDING	"RDY" BUILDING	5,360	116	46	100	4,640
RUNS (EXTERIOR)	"RDY" BUILDING	"RDY" BUILDING	4,680	117	40	100	4,018
SURGERY SUITE	BUILDING "D"	NEW CLINIC BLDG	578	5	100	1	172
EXAM/CLINIC/RECOVERY	BUILDING "D"	NEW CLINIC BLDG	1,070	7	140	2	297
INTAKE	BUILDING "D"	BUILDING "D"	528	7	75	6	510
DOG BITE QUARANTINE	BUILDING "D"	BUILDING "D"	2,040	20	100	20	2,040
PUPPY ISO	BUILDING "D"	NEW CLINIC BLDG	173	6	25	5	142
RECOVERY KENNELS	BUILDING "D"	NEW CLINIC BLDG	91	6	15	7	109
CAT ISO	BUILDING "D"	NEW CLINIC BLDG	90	6	15	9	143
OVERFLOW	BUILDING "D"				25	10	254
LOBBY/SURRENDER	BUILDING "D"	NEW CLINIC BLDG	287	5	50	3	153
BREAK ROOM		CAT/ADMIN	398	15	25		0
MEET AND GREET		CAT/ADMIN	72	1	70		0
CATIO		CAT/ADMIN	131	6	20		0
HOLDING KENNELS		BUILDING "D"	460	23	20		0
LAUNDRY		BUILDING "D"	254	3	65		0
EXOTICS		BUILDING "D"	143	7	20		0
LAUNDRY		NEW CLINIC BLDG	95	1	65		0
CLINIC LOBBY		NEW CLINIC BLDG	290	5	50		0
BREAK ROOM		NEW CLINIC BLDG	254	7	35		0
INSTRUMENT CLEANING/STORGE		NEW CLINIC BLDG	185				0
SALLY PORT	BUILDING "D"	BUILDING "D"	871				871
BLUE ROOM	BUILDING "D"	BUILDING "D"	187				187
COOLER	BUILDING "D"	BUILDING "D"	171				171
DRUG CLOSET	BUILDING "D"	NEW CLINIC BLDG	35				17
CIRCULATION	MULTI	MULTI	1,583				1,290
RESTROOMS	MULTI	MULTI	599				387
MEP	MULTI	MULTI	247				171
STORAGE	MULTI	MULTI	1,051				1,345
TOTAL (EXCLUDING EXTERIOR RUNS)			23,767				19,201

EXISTING SITE PLAN

The diagram on the following page shows the existing enlarged site plan for reference with the Master Plan Recommendations.



EXISTING SITE PLAN

FINAL MASTER PLAN

The drawing on the follow page illustrates the finalized Master Plan. Although not all immediately necessary, future buildings and site developments are potentially affected by any small additions or renovations to the existing facilities/grounds. The design team's recommendations consider these future possibilities to provide efficient and flexible solutions that can be implemented over a period of time.

The Master Plan gives The City of Waco Animal Shelter a new animal care clinic, dedicated animal isolation areas, dedicated animal quarantine areas, programmed and improved animal enrichment areas, reorganized and additional office space, clear and secure boundaries that define public versus back-of-house areas, additional front and back-of-house parking, and dedicated space for storage units.



LEGEND

- FIRE LANE
- OVERHEAD AWNING
- PARK PATH

TRUE NORTH
 PLAN NORTH
 NOT TO SCALE

FINAL MASTER PLAN

CONCLUSION CONT.

The following outlines the issues addressed by the recommended Master Plan and is not in a specific order of priority. These conclusions are the consequence of careful consideration of the challenges and opportunities expressed by the project stakeholders in conjunction with the professional opinions of the Master Planning Team.

- Considering the additional spatial needs for animal care relative to the existing size and condition of Building “D,” a new animal care clinic and isolation building should be constructed.
 - Should be located adjacent to Building “D.”
 - Secure and immediate access between Animal Control, Animal Services, and clinic staff.
 - Need vehicular unloading that is screened from public view as severely injured animals are frequently brought in by Animal Control.
 - Provide semi-public access for vendor and the public off South 23rd Street.
 - Don’t want the clinic to be visually obvious as it does not provide services to the general public. Focus on being easily accessible if directed for animal surrenders and fosters seeking animal care services.
 - Need the ability to secure after hours.
 - Provide isolation runs that are indoor/outdoor for ease of maintenance and improved healthcare.
 - Need convenient and separate access for Animal Services to provide basic care without going through the clinic area.
 - Need direct access to the clinic area so that Vet staff can conveniently access for medical care.
 - Need a dedicated room with isolated exam table for puppies with contagious disease to prevent biocontamination.
 - Provide a separate cat isolation room not directly connected to canine isolation to minimize animal stressors.

- Consider infrastructure for a future generator.
- Should have space for four surgery tables to adequately support needs.
 - Spay and neuter requirements.
 - Four tables is an efficient number for two veterinarians working simultaneously, such as during a spay/neuter clinic with visiting vets.
 - » One table is used for surgery while another is used for prep. This allows for the veterinarian to turn around and continuously operate which really maximizes workflow efficiency.
- Need a larger clinic/exam area.
 - Space for dedicated animal recovery immediately following surgery, “beach recovery,” that is removed from main circulation paths but is adjacent to vet technicians’ workspace. This will maximize their ability to monitor and care for the animals during this critical period of recovery.
 - Recovery room with cages for smaller animals that are highly visible to vet technicians.
 - Space for holding animals waiting for care.
 - Multiple wet tables for exams. Should reuse existing and consider acquiring additional units. Need to provide layout and infrastructure to support future.
 - Secure and dedicated medication storage room.
- Provide an in-house laundry room to prevent hauling bloodied/soiled linens across campus. Would be preferable to also have direct access from isolation runs to minimize opportunities for cross contamination.
- As food consumption is not allowed in the clinic treatment areas, staff need a dedicated break room.
- Space for cleaning, sorting, and wrapping surgical packs for sterilization.
- Separate radiology room to contain potential radiation exposure, that also has direct access to animal unloading area.
- Need one veterinarian office for current position and another to accommodate growth.

- Renovate Building “D” with minimal layout adjustments, basic finishes, and lighting upgrades.
 - Provide office space for Animal Control and Animal Services. Adjacency to their associated work areas/staff will increase efficiency and internal communication.
 - Animal Control needs to be in a completely secured portion of the building due to the nature of confidential records.
 - Animal Control Manager needs a private office to handle confidential conversations without having to clear the entire shared office space.
 - Expanded intake area to increase area designations and efficiency.
 - Designate/add bathing and laundry functionality for direct handling of extreme cases before going into holding.
 - Designate small room for exotics.
 - Leave blue room and cooler as existing.
 - Provide flex/storage space.
 - Provide a general holding area with a floor drain that has a separate entrance for non-city staff to access without going through other secured areas of the building. Should have direct access from sally port.
 - Clear all animal holding cages from sally port drive to provide functioning space for Animal Control to safely and securely remove animals from their vehicles.

- The Administration + Cat Building needs some basic renovations to reallocate spaces appropriately.
 - City staff need an enclosed space in administration as a conference/breakroom that will lend a certain level of privacy to conversations and limit complete visibility.
 - The central open area should have audiovisual systems in place to support training and larger meetings.
 - The cat building should have a meet and greet space available.

- Although not in need of any renovations, the RDY building does need to have some space reallocated and a few issues addressed.
 - Isolation should be removed from gen pop and this wing opened for public access as part of the natural circulation for potential adopters. This will reduce potential biocontamination for at risk animal populations, such as the puppies.
 - Consider adding additional baffles for better acoustic control.

- Much of the property should be utilized for animal enrichment areas.
 - It continues to be important to provide privacy fencing facing major public roads/access to minimize potential animal abandonment on site. Security cameras could also be incorporated into mitigating this behavior.
 - Shorter chain link fencing can be used for the smaller play areas within the site. These pens should be organized with some distance from the base of existing and new trees. Repeated, long-term exposure to animal urine is ultimately fatal for many tree species.
 - Planting trees in the general “park” area will help provide shade and general property enhancement.
 - Built shade structures could be added in certain play areas as necessary for shade and overall comfort.
 - Long, winding walking paths can be incorporated into a “park like” setting to support volunteer efforts to work on behavioral and physical needs of the animals.
 - Bench seating, bag dispensers, and trash cans would provide the usual conveniences of a typical park and minimize general clean up and maintenance.
 - Need a dedicated puppy enrichment/meet and greet area.
 - Consider a location with high public visibility to promote excitement and adoptions.
 - Must be dedicated to puppies for disease protection as they are high-risk for biocontamination from older canines.
 - Should be located in close proximity to the puppy room for convenience of use.

- The existing meet and greet areas in the middle of RDY need some opaque screening to minimize the line of sight of the dogs in the play areas from the dogs in the building runs. Breaking the sight lines will help mitigate acoustic distractions for better quality animal engagement and enjoyment for volunteers and the general public. This outdoor space should be maximized in use as it is located in the most accessible and visible part of the site with a new pavilion, lights, and circulation.
 - Create a variety of play areas in type and location to serve the needs of animals at all stages of behavior and needs.
 - Space should be considered to accommodate fundraising events, animal training programs, and other public events. A covered pavilion area would be a cost efficient way of providing that multi-purpose space. It should be accessible from the main parking and from the main shelter site. Locating the pavilion adjacent to the Adoption Center would allow for the potential use of the existing facilities to support programs and events.
- Additional paved parking should be included in both the back and the front of the site.
 - The front parking lot should now be expanded across the new property and paved to provide expanded public and vendor parking.
 - Additional paved parking is needed for City of Waco staff at the back of the property to support the employee needs and prevent parking on gravel and grass.
 - The Adoption Center board room should have more appropriate flooring installed to mitigate smells and sanitation concerns.
 - Prominent areas within the site should be programmed and landscaped appropriately to maximize potential use and user comfort.
 - Fencing and gates need to be coordinated with city staff and leaders to provide controlled access as appropriate for different use areas.

PHASING

The Master Planning Team has separated the work they recommend doing on the site into phases, but not into any specific order. This approach allows the City of Waco to continue to work on developing the site, even if work is not yet ready to begin on some of the larger phases. The phases will be shown in isolation to any of the others to provide the clearest idea of scope for each individual phase.

The following diagram shows the site plan broken into different phasing sections.



MASTER PLAN PHASING DIAGRAM

RED PHASE

The red phase focuses on the expansion of clinic, surgical, isolation, and animal surrender facilities for the shelter. This phase also includes the necessary site work to support the new clinic building: paved staff and semi-public parking, fencing, and security gates for controlled access to create a clear distinction between public facing spaces and back-of-house spaces.

The new animal care clinic building consolidates most if not all programs and spaces related to the clinic or surgery. Relocating certain programs from other buildings improves work flow efficiency and reduces opportunities for biocontamination. It also includes a dedicated room to relocate the respiratory isolation runs with an appropriate HVAC system to handle contagion. This allows for the RDY isolation runs to be reallocated to general population, thereby increasing the overall shelter capacity.

Providing the connectivity required by Animal Control and Animal Services staff, the clinic is located immediately adjacent to Building "D" with direct access to vehicular drop-off. The isolation runs are shown as indoor/outdoor along the wall facing Building "D" to optimize Animal Service access and care. Surgical suites and office areas are oriented to the northeast with the ability to capture natural lighting that contributes to improved animal recovery.

Using previously shown programmatic charts and information from the *Challenges and Opportunities* section, the master planning team has created a basic program for the new building. This program informed the diagrammatic floor plan as shown in the following pages. This is not a fully worked out floor plan but rather focusses on spatial allocation and necessary adjacencies.

In addition to the main isolation runs, this plan also shows separate isolation rooms for puppies and cats. The radiology room is located with direct exterior access and connects to the main exam area. The large open clinic area provides ample square footage for the existing water tables plus growth with a side area for workspace. Two surgical suites occupy the other side of the building with room for 4 total tables, work spaces, and centralized storage between. A dedicated "beach recovery" area is conveniently located between surgical areas and the general work spaces. This area could be raised with an integral radiant heating. Recovery kennels are located immediately behind the "beach recovery" area with glazing to maximize visibility.

RED PHASE continued

Two veterinarian offices and a break room are provided between the clinic area and the public lobby. There are two separate lobbies shown, to create a clear delineation between potential surrenders and foster animals brought in for regular animal care. This separation of spaces is shown in the diagram using a thick black line. Animal Services could manage the surrender transactions with close adjacency to animal intake in Building "D." Fosters have convenient access to a lobby without having to traverse secured section of the site and facilities. Both lobbies have separate restroom facility access.

Storage, mechanical, and support spaces are scattered throughout the plan and are adaptable to change once more technical information and needs are determined through a building program project. A large restroom with a shower is shown centrally located with access from isolation and off the general clinic area. A secure medical storage closet is accessed directly from the clinic exam area. A large multi-use space to house instrument cleaning and sterilization, storage, and diagnostic equipment is adjacent to the main clinic area. The janitors closet and laundry room are also centrally located for convenient access and to group plumbing for cost efficiency. The electrical room is located at the south end of the building with exterior access. Space is allocated on the site plan for a future generator immediately outside of that electrical room. The site plan also shows the transformer relocated at the southeast corner of the building.

City staff parking is designed for secured access only and provides a total of 40 spaces. Semi-public parking is located outside of the secured area and supports public needs for surrenders and fosters. Space for potential storage units is shown with a sidewalk connection to the city parking area.

Following conversations with Walker Partners regarding floodplain concerns and mitigation requirements, we are designating an area on the site plan for water detention. We believe this area is large enough to handle the needs of this project but further study needs to be conducted by Walker Partners to determine the exact location and area required.

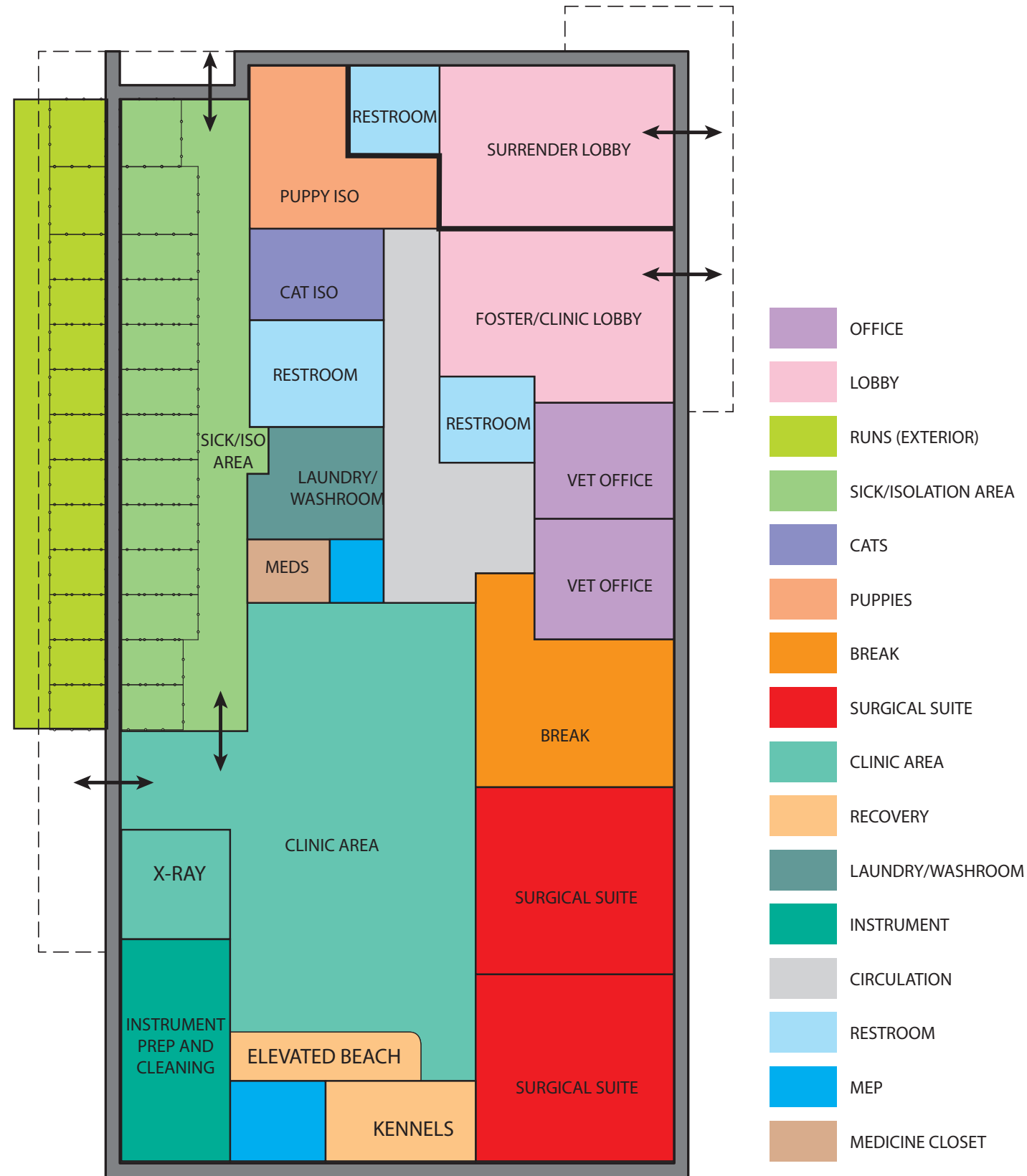


RED PHASE DEMO SITE PLAN



RED PHASE SITE PLAN

ROOM NAME	SQ. FT. NEED
ISOLATION	625
SURGERY SUITE	600
EXAM/CLINIC AREA/BEACH RECOVERY/ X-RAY	1000
LOBBY	300
DRUG CLOSET	35
LAUNDRY	100
VET'S OFFICES	240
INSTRUMENT CLEANING & STORAGE	200
BREAK ROOM	250
RECOVERY KENNELS	100
PUPPY ISO	175
CAT ISO	100
SURRENDER LOBBY	300
TOTAL + SUPPORT SPACES (78% EFFICIENCY)	5,160



ANIMAL CARE CLINIC FLOOR PLAN AND PROGRAM

CYAN PHASE

The cyan phase is focused on animal enrichment improvements and creating a “dog park” atmosphere that takes advantage of the existing tree cover on site and new property acquisitions. This phase includes replacing existing fencing with new 8’ high privacy fencing to protect this portion of the site from public access and animal abandonment, new short chain link fencing to enclose smaller play yards to be used during animal exercise and meet and greets, incorporating a walking path that meanders through the park setting, and furniture/equipment to support this use. The enlarged plan shows additional detail and calls out potential location for new trees and shade structures.

As the donor breezeway is not used as a public entrance, the design team shows relocating those pavers to the front entrance walkway for high visibility. This is shown as dark red rectangle in front of the Adoption Center. With the addition of turf and some decorative fencing at the front, the breezeway is shown as a dedicated puppy play yard. This location has high visibility from the front parking and through the large glass wall adjoining the Adoption Center lobby. The existing access gate/fence should remain and is relatively convenient from the puppy room.

Adding opaque screening at select panels on the existing fencing around the existing play yards surrounded by the wings of the “RDY” building reduces noise potential. The proposed locations are indicated on the enlarged site plan of that area. The master plan also shows an additional play yard at the end of the “RDY” building. The central plaza is shown with landscaping and programmed seating areas to activate this connective space.



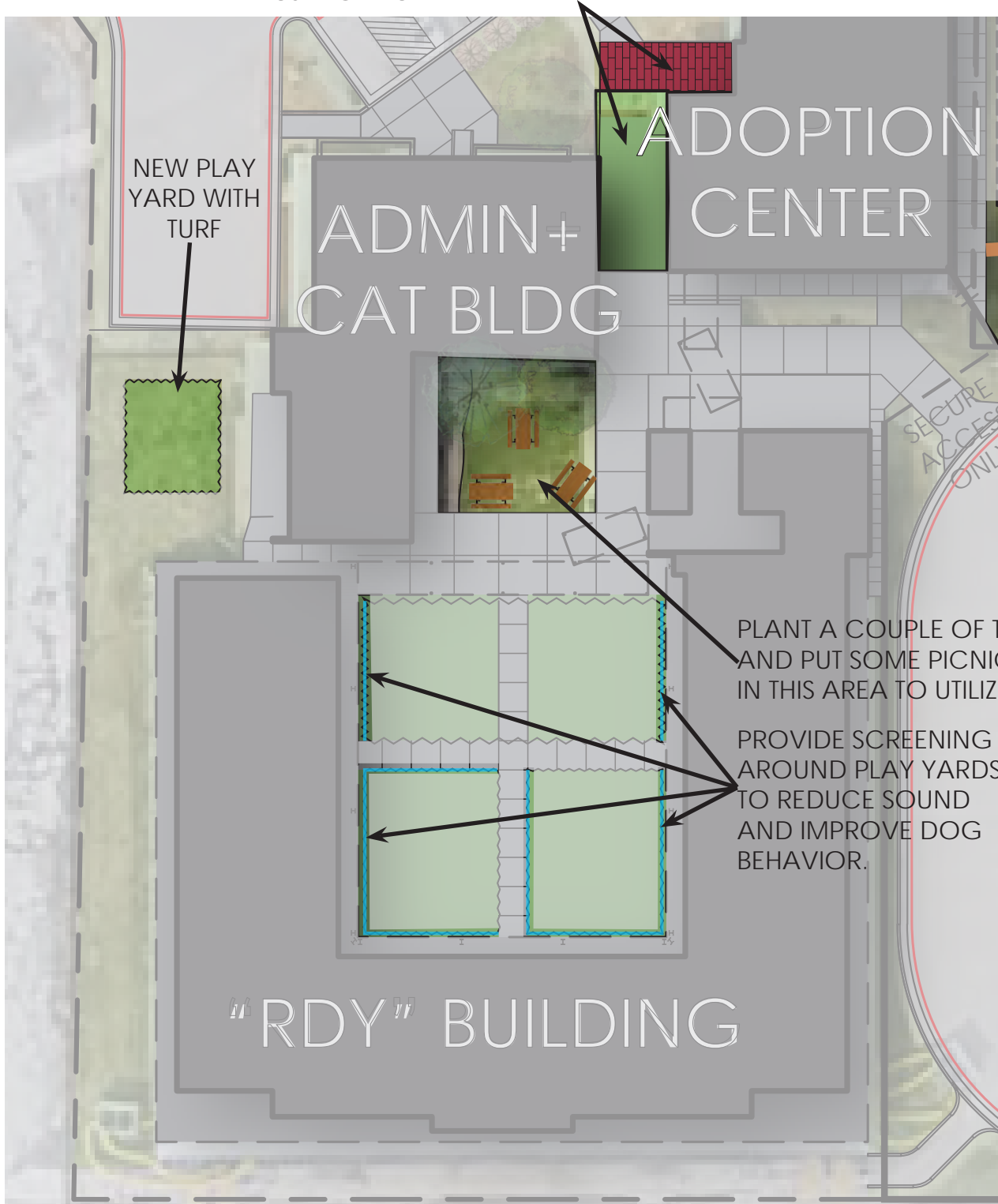
CYAN PHASE SITE PLAN



CYAN PHASE ENLARGED SITE PLAN

CYAN PHASE ENLARGED SITE PLAN

MOVE DONOR BRICKS, ENCLOSE PREVIOUS AREA, PUT TURF DOWN AND USE FOR PUPPY YARD



PURPLE PHASE

The purple phase addresses the renovations recommended for Building “D.” The following pages show the site plan, a demo existing floor plan, and a diagrammatic plan of the new layout. As with all the recommendations, these diagrams show one possible solution to meet the needs as outlined but is not the only solution. Specific floor plans should be carefully considered with current needs at the time of construction.

Most of the demolition shown the existing clinic area is equipment and millwork. The south wall of the existing recovery room is also removed. Square footages lend themselves well for an office suite for Animal Control. The manager has a private office surrounded by the open office area with secured entry doors to the exterior and leading to intake.

The smaller rooms on the other side of the building become one large space with a new private office for the Animal Services manager. This is an efficient workflow with direct access to the sally port and washing/bathing room. Laundry and bathing facilities area shown on the plan in an existing room. A dedicated room for exotics/small animals is also indicated in the new layout. Basic finish and lighting upgrades for the building are included in this phase.

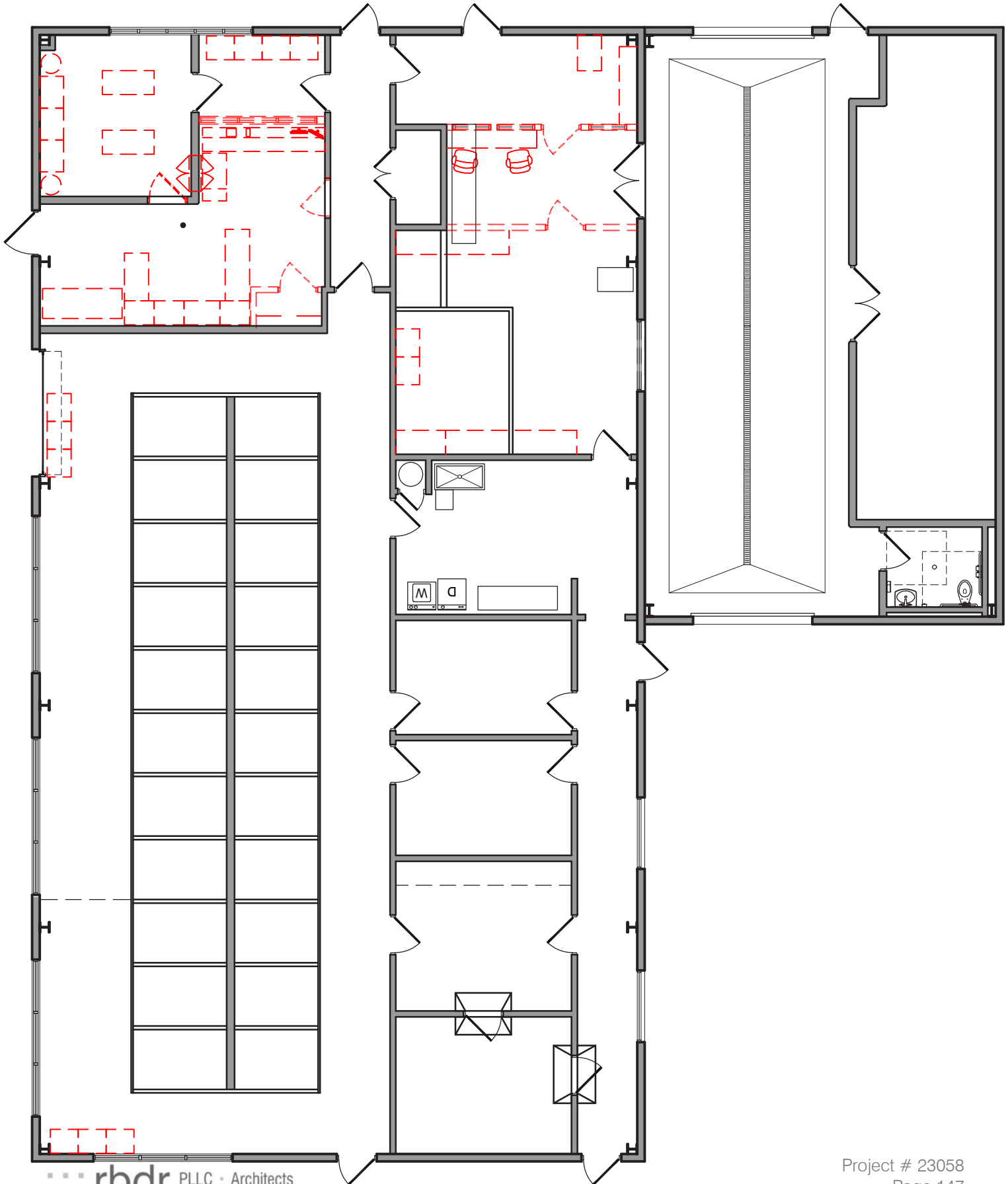
The animal quarantine room is now completely secure and reduces potential liability by using both sides of the runs for one animal. Animal care will be much safer and more efficient in effort, space, and time. New runs are not included in the scope of this project. If needs increase in the future, there is always the potential to place new indoor/outdoor runs along the west wall of the room. As this option is significantly more expensive and not determined necessary by current quarantine numbers, it is not shown in this master plan.

General animal holding is shown in the large existing storage room on the east side of the sally port. A central floor drain will need to be added for ease of maintenance and sanitation. Separate from the main part of the building, this is the only room that should be made available to the public/vendor for identification or transfers. This is space is also convenient for Animal Control to drop-off animals after hours without needing access to the main building. Kennels should not be kept in the sally port as they reduce the safety and usability of the space for Animal Control.



PURPLE SITE PLAN

BUILDING "D" DEMO



RENOVATED BUILDING "D"



- | | |
|--|--|
| HOLDING | SALLY PORT |
| EXOTICS | CIRCULATION |
| INTAKE | RESTROOM |
| COOLER | MEP |
| OFFICE | STORAGE |
| BLUE ROOM | |
| OPEN OFFICE AREA | |
| LAUNDRY/WASHROOM | |
| BITE QUARANTINE AREA | |

BLUE PHASE

The blue phase shows minimal renovations the Administration + Cat building. Relocating the break room to the existing Animal Control room provides a much needed semi-private space for employees to congregate and take lunch. This space can also be used as an informal conference room that does not interrupt or distract the other office areas. During large gatherings, the central area is available with updated audiovisual support.

A small meet and greet room is shown immediately off the main cat room. Cat quarantine is relocated to the adjacent room with direct exterior access. The remaining room is storage or can be used to address future growth needs.

Minor finish upgrades and new lighting throughout are included in this phase.



LEGEND

- FIRE LANE ———
- OVERHEAD AWNING - - - -
- PARK PATH - - - -

TRUE NORTH ↑
 PLAN NORTH ↗
 NOT TO SCALE

BLUE SITE PLAN

RENOVATED ADMINISTRATION + CAT BUILDING



YELLOW PHASE

The yellow phase contains a 2,688 square foot pavilion shown on the east side of the Adoption Center. The base is considered to be a crushed granite or comparable paving material. This pavilion has no sides and is open to the adjacent "park." Large fans and lighting make it usable throughout the year. This phase also recommends replacing the existing carpet in the Adoption Center board room with an animal friendly flooring alternative such as, polished concrete, poured epoxy, or rubber.



YELLOW PHASE SITE PLAN

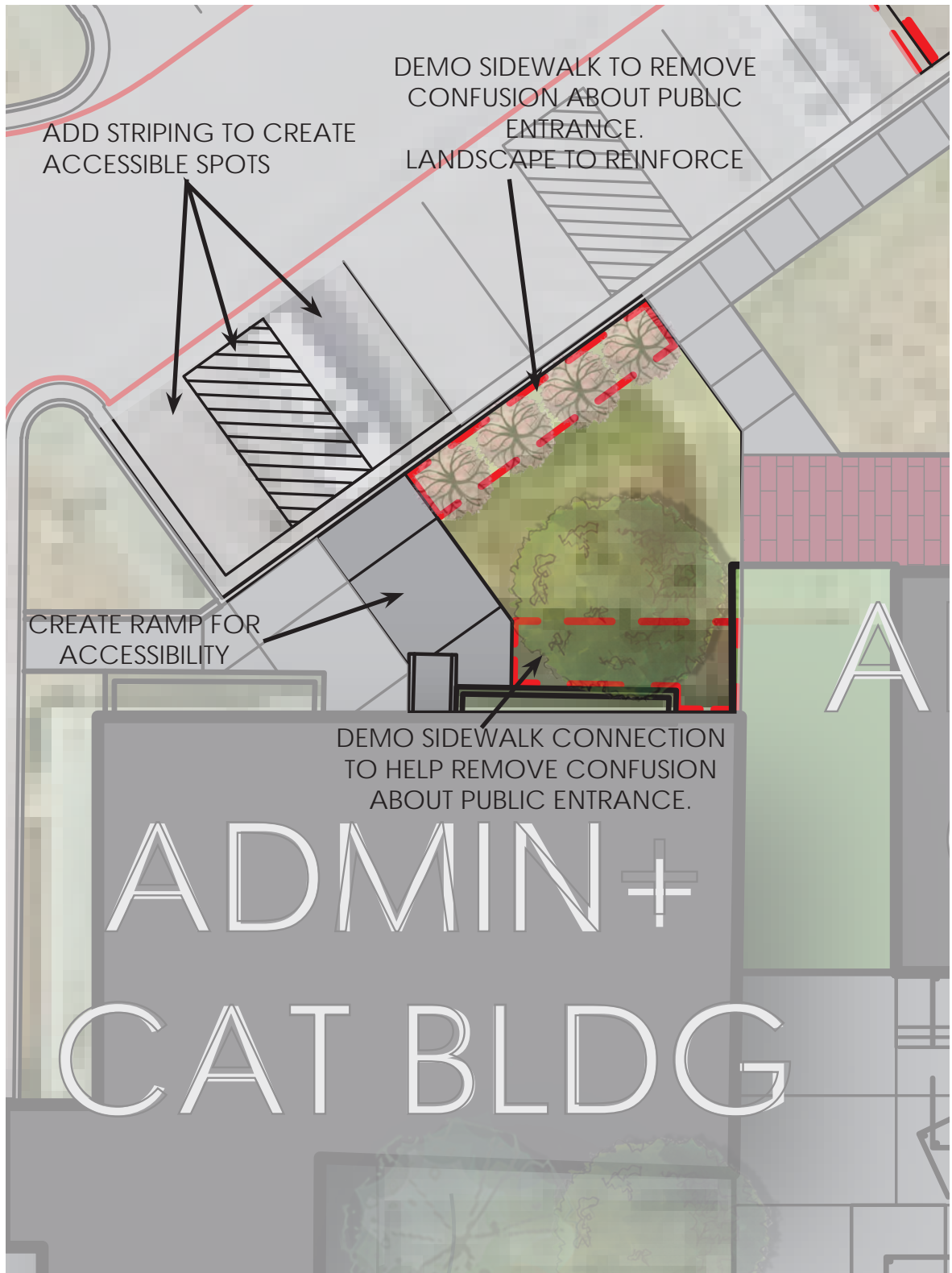
PINK PHASE

The pink phase focusses on the front landscape and parking areas. With the new property acquisition, paved parking is now provided for vendor employees and volunteers. Relocating the curb cut allows for a continuous flow through the site with parking on both sides. Space is allocated for vendor controlled storage units. Additional ADA parking spaces are shown immediately in front of the City of Waco Animal Services Building. This eliminates the need for the accessible sidewalk connection along the front. The plans show removing all sidewalk connections between the two buildings and extending landscaping elements to create a visual barrier to focus the public on the Adoption Center.



PINK PHASE SITE PLAN

PINK PHASE ENLARGED SITE PLAN



OPINIONS OF PROBABLE COST

OPINIONS OF PROBABLE COST

Any opinions of probable cost (OPC) prepared by RBDR, PLLC represents RBDR's best judgment as a design professional familiar with the Construction industry. Opinions are based upon current market rates for labor, materials & equipment. RBDR has no control over the costs of said labor, materials, or equipment, contractor's methods of determining bid prices, competitive bidding environments, unidentified field conditions, market conditions, hyper-inflationary or deflationary price cycles, or any other factors that may affect the OPC.

OPINIONS OF PROBABLE COST

RED PHASE

CONSTRUCTION:

DEMOLITION	25,000
NEW CLINIC BUILDING	2,750,000
PARKING & SITE IMPROVEMENTS	1,119,500
CONTINGENCY.....	190,800
	SUB TOTAL = \$4,085,300

SOFT COSTS:

A/E FEES.....	250,400
CIVIL ENGINEERING.....	60,000
TDLR	2,000
SURVEYING.....	35,000
TESTING.....	40,000
CONTINGENCY.....	20,000
	SUB TOTAL = \$407,400

RED PHASE TOTAL COST = \$4,492,700

*NOTE DOES NOT INCLUDE FF&E, ANIMAL HOLDING/CAGES, OR STORAGE UNITS

CONSIDER ADD ALTERNATE FOR GENERATOR @ APPROXIMATELY \$500,000

OPINIONS OF PROBABLE COST

CYAN PHASE

CONSTRUCTION:

GENERAL SITE IMPROVEMENTS	22,000
ANIMAL ENRICHMENT AREAS	385,000
FENCING	126,800
CANOPIES	42,000
CONTINGENCY.....	22,000
	SUB TOTAL = \$597,800

SOFT COSTS:

A/E FEES	34,000
CIVIL ENGINEERING.....	10,000
CONTINGENCY.....	6,500
	SUB TOTAL = \$50,500

CYAN PHASE TOTAL COST = \$648,300

*NOTE DOES NOT INCLUDE FF&E

OPINIONS OF PROBABLE COST

PURPLE PHASE

CONSTRUCTION:

RENOVATION	374,500
CONTINGENCY.....	20,000
	SUB TOTAL = \$394,500

SOFT COSTS:

A/E FEES.....	25,000
TDLR	2,000
CONTINGENCY.....	3,000
	SUB TOTAL = \$30,000

PURPLE PHASE TOTAL COST = \$424,500

*NOTE DOES NOT INCLUDE FF&E OR ANIMAL HOLDING/CAGES

OPINIONS OF PROBABLE COST

BLUE PHASE

CONSTRUCTION:

RENOVATION	163,200
CONTINGENCY.....	10,000
	SUB TOTAL = \$173,200

SOFT COSTS:

A/E FEES.....	16,000
TDLR	2,000
CONTINGENCY.....	2,000
	SUB TOTAL = \$20,000

BLUE PHASE TOTAL COST = \$193,200

*NOTE DOES NOT INCLUDE FF&E

OPINIONS OF PROBABLE COST

YELLOW PHASE

CONSTRUCTION:

NEW CONSTRUCTION PAVILION	201,600
RENOVATIONS	7,500
SITE IMPROVEMENTS	10,000
CONTINGENCY.....	10,000
	SUB TOTAL = \$229,100

SOFT COSTS:

A/E FEES.....	14,000
CIVIL ENGINEERING.....	6,000
SURVEYING.....	3,500
TDLR	1,500
TESTING.....	3,000
CONTINGENCY.....	2,000
	SUB TOTAL = \$30,000

YELLOW PHASE TOTAL COST = \$259,100

*NOTE DOES NOT INCLUDE FF&E

OPINIONS OF PROBABLE COST

PINK PHASE

CONSTRUCTION:

DEMOLITION	15,000
SITE IMPROVEMENTS	382,000
CONTINGENCY.....	18,000
	SUB TOTAL = \$415,000

SOFT COSTS:

A/E FEES.....	6,000
CIVIL ENGINEERING.....	35,000
SURVEYING.....	7,000
TDLR	1,500
TESTING.....	7,500
CONTINGENCY.....	3,000
	SUB TOTAL = \$60,000

PINK PHASE TOTAL COST = \$475,000

*NOTE DOES NOT INCLUDE FF&E OR STORAGE UNITS