HASS Facility Guideline

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Introduction

The enclosed document is a facility design guideline for supporting a community-based sheltering approach and shifting to the Human Animal Support Services (HASS) model. This guideline is written to envision a new facility and "ideal" conditions, but can also be used to guide renovations. In renovations, it may not be possible to achieve the perfect configuration, materials, or infrastructure, nevertheless, any progress toward improving buildings and facilities is encouraged!

A HASS facility will be unlike its predecessors. Animal housing areas will become smaller in proportion to program support spaces. Animal housing will support only the animals that need specialized care and attention within a sheltering setting. Facility program areas will weave together with community initiatives. Medical service areas will grow. The facility may be deconstructed and decentralized. In some cases, it may become more virtual than brick and mortar, through foster care services and other out-of-facility programs. An ideal HASS facility will be fully integrated with other uses within a community.

Imagine a building that provides affordable veterinary care on the first floor, a detached food pantry for all species (people and animals), and coworking spaces on the upper floors for people and pets. Imagine that this building also includes a gathering space with a rooftop terrace and community garden. The future is only limited by our preconceived notion of what an animal shelter has always been, and we have the opportunity now to rethink our future relationship with animals, people, and buildings.

Sheltering facilities will no longer be constructed as monuments, nor will they be constructed as holding facilities. They will be constructed to meet specific community needs and to support people so they may in turn care for animals, prevent pet homelessness, reduce suffering, and build a more economically and environmentally sustainable future.

"We Believe…" Statements
To set the foundation for this toolkit, the HASS Building and Facilities working group drafted ten "We believe…" statements that ground this facility guideline within the HASS framework. The statements were as follows.

We believe…

1. In the distribution of services to achieve a community and location-centric approach.
2. That the building should adapt to changing community and animal needs to best serve the community and save animal lives.
3. In connecting people and animals.
4. In reducing fear, anxiety, and stress for all animals and people via the thoughtful design of sheltering spaces so inhabitants are safe and comfortable.
5. In the HASS facility building being a place of "transition."

6.   That the building is a tool that supports the goals of the organization, rather than limiting the available goals.
7.   In providing sustainable infrastructure that reduces environmental impact and eases operational burdens.
8.   That the HASS facility will reinvent sheltering by establishing progressive models for non-traditional, community-centric approaches.
9.   In changing the language that we use to define spaces and actions within the facility to align with a progressive model.
10.   That the building is a safe space for all and communicates transparency, openness, and lack of judgment.

Challenges and Solutions

For each of the "we believe" statements, challenges and solutions were identified to achieve the statements directly through a building and facilities approach. You can access these challenges and solutions here: *Facility Challenges and Solutions to the Community-Centric Approach*

Challenges outside of building and facilities were identified that would best be solved by other HASS programs and initiatives. These challenges and solutions should be considered as your facility shifts to a HASS approach, in collaboration with your organization's leadership. You can access these additional challenges and solutions here: *Organizational Challenges and Solutions to the Community-Centric Approach*

Elements of HASS

The HASS facility aligns with the Elements of HASS, which are described in detail on the HASS website and are listed below:

- Lost Pet Reunification
- Pet Support Services
- Supported Self-Rehoming
- Intake-to-Placement
- Role of the Facility
- Field Services and Public Safety
- Community Partnerships
- The Foster-Centric Model
- Remote Customer Service
- Case Management
- Volunteer Integration

This guideline relates most strongly to the "Role of the Facility" as a physical space, whether that space is in one location (centralized) or more than one location (decentralized). However, to support a new model for facilities, organizations should strive to build around all elements of

HASS, which in many cases will reduce physical infrastructure. For example, robust foster care programs result in fewer pets in the shelter.

Animal shelters are some of the most expensive buildings, as they must be built to support 24/7 operations, with heavy use by both people and animals. They must be water resistant for cleaning, and they must maintain healthy air quality. These are not simple requirements. By reducing the need for physical infrastructure through HASS programs, animal welfare organizations, whether they be private or governmental, can save significant dollars in capital and operational costs. HASS facilities will do more to help communities, with *fewer dollars spent*.

HASS Facility

A HASS facility will look different from shelters of the past. It will have many points of service for the people and animals. Older shelters tended to be *collectors of animals,* and HASS facilities are *connectors for animals*. The illustration below shows the potential spaces that could be included in a "Community Animal Center" HASS facility to best provide human and animal support services in your community.

Community Animal Center

Adoption · Public Meet and Greet · Case Management · External Facing Medical Care · Public Behavior Help · Outside Flexible Yard Spaces · Animal and Human Multi-Use Space · Admin / Office Space · Internal Facing Medical Care · Behavior Care · Foster Help Center · Volunteer Space · Medical ICU · Isolation · Field Services · Pet Supplies · Pet Support Services · Transfer · Community Cats/ TNR/ Feral Cats · Lost Pet Reunification Center

Rethinking Spaces

Public Spaces & Precedents

HASS facilities do not need to look or feel like any buildings that have been built before them. In fact, thinking of OTHER precedents for caring and connecting with people will help animal welfare organizations design buildings that are warmer, kinder, more inclusive, and non-institutional. Below are a few precedents that could be good models for creating the type of physical environment that HASS facilities wish to achieve:

1. **Hotel Lobbies**: A hotel lobby might be a good model for a large, centralized shelter serving a large community. Hospitality design specifically caters to making people feel good, welcome, and cared for. Even if a hotel lobby is not exactly the feel you might want to promote, consider some of the overall concepts that make a well-designed hotel lobby feel pleasant:
   - Quiet and clean.
   - Attentive customer service staff
   - A variety of seating options
   - Available gathering places
   - Fresh smell

2. **Food trucks and community events**: HASS facilities could also be small and intimate or distributed throughout areas of a community where they're most needed. Consider farmer's markets, event spaces, and food trucks where people WANT to be. Could a shelter emulate these relaxed and comfortable public spaces? Could the public spaces be more indoor/outdoor in favorable climates?

3. **Cultural centers**: Cultural centers such as the Navajo Nation Chapter Houses (which also serve critical governmental functions) are places where people gather to hear the news, meet each other, and find resources. Could a HASS facility be modeled as an open-door community center? Could a HASS facility be collocated to other important community centers? To reach people who need resources, the shelter must be accessible and welcoming. The facility could become a space for gathering and for community meetings.

4. **Standard and existing buildings**: As an antithesis to a hospitality model, consider that some shelters may specifically want to feel like ordinary buildings. Well kept, good smelling and clean, kind and welcoming, all without any extra frills. It is possible to re-use existing buildings, as well as minimal ideals when building new constructions to ensure that the shelter is integrated into its surroundings. When considering the use of an existing building, make sure to consider the HASS Facility guideline above to determine how best to fit in the widest variety of services. An example of a basic new construction can be seen below.

This shelter uses a standard prefabricated metal building shell, with a customized entrance, to reduce construction costs and fit into the community. The blue color of the siding is cheerful without being expensive. Credit Tim Murphy, Fotoimagery.

5. **Drive-through models**: While it must be acknowledged that not everyone has access to their own transportation, it is also important to provide easy and convenient service to those who do drive. Parking and getting out of a car takes time, and if there are children involved, it can take longer and requires more consideration. Envision a shelter that could provide various drive-through services for both visitors and volunteers. The shelter could become like *Jiffy Lube*, a safe, two-door sally port with many bays. The possibilities are almost endless:
   - Drive-through food/supply pickup
   - Drop off of community cats for TNR services
   - Drop off/pick up of animals for low-cost spay/neuter services
   - Foster pick up
   - Foster exam drop off
   - Volunteer supplies pickup (cat traps, etc.)
   - Drop off for after school age-appropriate volunteer opportunities
   - Donation drop off
   - Drive-through vaccinations/wellness services
   - Curbside resource counseling

Example of drive-through veterinary services, (open garage doors would be closed during typical use) - Animal Arts, Edmunds Studios, Veterinary Village

Animals in Care

In a community-centric model, fewer animals are housed in the sheltering facility. This means that animal welfare organizations can rethink the quality and design of animal housing. In any sheltering facility, there should be no substandard housing. Updated animal housing has the opportunity to:

1. Meet or exceed industry best practices such as the *Association of Shelter Veterinarians' Guidelines for Standards of Care in Animal Shelters*.
2. Provide enlarged and enriched housing, beyond basic standards.
3. Provide choice for each animal including stimuli, enrichment, etc.
4. Connect animals with people (and other animals as appropriate) through innovative design and use.
5. Connect animals to nature more closely; For example, high-quality indoor/outdoor environments and opportunities for outdoor enrichment.
6. Provide specialized care housing for behavior and medical needs. This housing has the opportunity to integrate more thoroughly with human workspaces to allow for close monitoring and exceptional patient care.

Staff Spaces

Sheltering facilities have traditionally spent little money on the design and layout of "people areas". HASS facilities are community-centric, and as such will require a bigger focus on the people aspect of the facility. Additionally, animal welfare organizations often do not have the

opportunity to compete with high-paying salaries, and the work can involve long hours and stressful conditions, making the design of spaces that are equitable, kind, thoughtful, and supportive will become even more essential to attracting and retaining staff and volunteers.

Here are some ideas to get started:

1. Integrate teleworking with working on site.
2. Provide a variety of workspaces to suit different work styles and job variety
3. Provide comfortable break spaces.
4. Provide as many opportunities for collaboration and transparency as possible to foster a sense of community within the walls of the shelter. Avoid when possible any architectural solutions that create unnecessary separation between staff. For example, siloed departments (administrators in one building, foster staff in another building, adoption staff in another).
5. Provide opportunities for small meetings and private conversations. This will help the rest of the building feel open and connected.
6. When appropriate, integrate human and animal spaces for opportunities for views, connection to the mission, and excellent care.
7. Connect people to nature by incorporating biophilic concepts.
8. Examples
   a. Bread for the City is a forward-thinking, 27,650- square-foot community resource center located in Washington DC. It's bright, airy, modern, and its inclusive design is a great example.
   b. The Thompson Autism Center is a resource center for diagnostics and intervention for children with ASD (autism spectrum disorder). It is a great example of designing FOR people, paying special attention to reducing sensory overload, while creating warm and welcoming spaces.

Designing for Inclusivity

HASS buildings are designed to be inclusive and to reduce barriers for all visitors. Included in this section are ideas for creating more inclusive architecture.

Nursing Space

Creating a safe, healthy, and family-friendly workspace is one way to retain staff and welcome visitors. In fact, lactation areas are now required by law, particularly for workplaces that employ more than 50 individuals. From a practical standpoint, here are some rules of thumb for providing these types of spaces:

- These spaces do not have to be large, but they do need to be large enough to accommodate any employee, disability, or mobility assistance device.
- Power needs to be provided.
- It is best to provide a refrigerator, so a staff member does not have to put their breast milk in a kitchen or break room fridge.
- If possible, add a small sink for handwashing and keeping personal items clean.

Non-Gendered Restrooms

A HASS facility should be designed to remove gender bias from the design of public spaces. For example, changing tables can be provided for use in all bathrooms or separately in a non-bathroom space. The main benefit of providing gender-neutral bathrooms is that they can accommodate individuals with diverse gender identities. No one should have to think about issues relating to bathrooms when they are attending to professional tasks, if they're an employee, or visiting a building. Modern plumbing codes allow for different interpretations of how many men's, women's, and gender-neutral restrooms are provided. Provide what makes sense for your organization, as building codes are more flexible than they used to be for alternate interpretations.

Implicit Racial Bias

Below are some of the steps that can be taken to create open, inclusive, and respectful environments for all people:

- Ensure that the architecture feels open and welcoming. A front desk that feels like a barrier (multiple doors to access, large dividers between staff and any visitors) will be perceived as such. Consistent, welcoming desks should be present at all locations.
  - **Note**: Taking into consideration that large plastic screens and other disease spread prevention items are likely required for safety during a pandemic, do the best you can to remove any unnecessary barriers that do not directly interfere with keeping both staff and visitors safe.
- Provide multilingual signage as needed for your community of clients.
- Identify and clearly display which existing shelter programs can provide community services.
- Decentralize your shelter to multiple smaller locations to provide more focused engagement, accessibility, and employment of services in diverse communities.
- Hire diverse staff and recruit diverse volunteers. Providing volunteer opportunities at a range of times and locations can also support inclusivity. Remember, your facility should reflect your community!
- Evaluate ways for the building to further support the community. Within your budget, provide learning spaces to support children, students, interns, and staff. Partner with schools, churches, and other community groups to build programming options together. Utilize the *HASS Ecosystem Mapping toolkit* to begin identifying what exists in your community, and what is needed.

Design for Aging

Consider designing buildings that are better equipped for older visitors and staff.

- Remove parking barriers: Enlarge some parking spaces, deliberately exceeding the code if necessary, to provide some easy-to-use spaces near the front of the shelter.
- Make the front entrance simple: Doors should be wide and easy to operate.
  - **Note**: If utilizing a handicapped operator on the doors, use **two sets of doors** that open at different times, so pets do not escape accidentally.
- Furnishings should be easy to sit on and not too deep or low.

- The ceilings should have a high noise reduction coefficient to reduce reverberation.
- Ensure the restrooms are handicapped accessible with the right type of grab bars.
- Light spaces evenly: Reduce shadows to make everything as easy as possible to see.
- Provide clear wayfinding: Ensure signage is clear and any maps provided are both easily located and readable.

For older staff and volunteers, consider the following:

- Provide ergonomically adjustable stools and tables for seated tasks.
- Develop volunteer spaces for those who are differently abled or older. For example, not everyone can walk dogs, but many could help organize community events.
- Use good lighting in workspaces.
- Consider kinder flooring for your staff. A sheet rubber floor is not only softer to stand on, but it is slip resistant for people and animals.

Design for Disability

While the ADA is Federal Law, and has been codified in building codes for decades, it is both possible and necessary to consider ways in which buildings could still pose barriers for people with disabilities. Below are some ideas for designing with fewer physical barriers:

- Wider hallways: This is also safer for moving around with people and animals.
- Enlarge exam and meet and greet rooms to make these rooms usable for those who are maneuvering in wheelchairs and with other devices.
- Calm the noise down: Use high noise reduction (NRC) materials in lobbies and public spaces. This helps people with hearing difficulties and makes spaces less frightening for those with symptoms of PTSD.
- Ensure all restrooms are handicapped accessible, whether or not this is code required.
- Provide gathering spaces on main levels or easy elevator access if your facility has multiple floors.
- Ensure the customer service desks are accessible for both customers who may want to be seated or have a hard time reaching lower surfaces.
- Provide furnishings of different sizes for those with different body types, so everyone is comfortable.

A handicapped accessible customer service desk featuring high and low counters, credit Tim Murphy, Fotoimagery.

Sustainability Considerations

HASS facilities seek to be better at using resources and achieving positive outcome goals. Environmental sustainability is a great strategy for achieving these values in the context of physical buildings. Below are sustainability strategies to consider when thinking about designing a new facility or renovating an existing building. By integrating the design principles below into a HASS-modeled project, the facility can optimize resource usage, promote better health for the people and animals, reduce operations requirements for the facility, and increase resilience in power outages and natural disasters. Sustainability priorities may vary based on organization, stakeholders, location/ climate, as well as project conditions and constraints. Identifying your organization's goals may help in prioritizing sustainability strategies and aligning approaches with project budgets.

Sustainability Definition

- Meeting our own needs without compromising the ability of future generations to meet their own needs.
- The ability to be maintained at a certain rate or level.

Building Location and Type

Environmental sustainability is a natural fit for a community-based shelter as it is generally less resource intensive to build in areas where infrastructure already exists, such as developed downtowns or suburbs. It is important to understand the history of the site you select to build a new facility. If the site is located in an industrial part of town, or has previous environmental concerns (such as a [brownfield site](#)), a thorough site analysis should be completed. Long-term

solutions include decentralizing the individual facility buildings based on program needs across a city. These locations could be located in existing buildings such as strip malls or commercial buildings.

Considerations for location and siting concepts for facilities:

- Use an existing building if suitable buildings are available. Examples:
    - Commercial buildings with open floor plans (former grocery stores).
    - Retail buildings with open floor plans (former clothing stores).
    - Open shell industrial buildings, **as long as they have high ceilings, are not contaminated by previous uses, and are built of masonry or other durable materials**.
- Site the building near access to public transportation to allow options for staff and visitors to not drive. This could also allow for decreased parking.
    - Bicycle storage facilities on-site
    - Reduced parking footprint or shared parking agreements
    - EV charging stations for staff, fleet vehicles, and visitors
- Pre-developed sites as opposed to new development.
- Rehabilitation of a formerly run-down site to bring services back to the community.
- Site the building to capture natural winds for ventilation (*see next section*) and avoid hot summer sun hitting windows and outdoor animal areas.
- Avoid sites that may become prone to flooding, fire, or other natural disasters. Consider the increased risk of such disasters from climate change.
- Avoid undeveloped and undisturbed sites in order to minimize sprawl, limit disturbing local ecosystems, and avoid the increase of nonpermeable and heat retaining surfaces like parking lots and roofs.

Building Orientation on the Site

Take advantage of existing conditions of the site such as topographical changes, prevailing winds, and views of the surrounding areas. Great opportunities include sites with space for outdoor amenities like walking trails, play yards, and enrichment gardens.

Considerations:
- Perform a solar study of the site for optimum passive solar strategies.
- Site the building to capture natural winds for ventilation and avoid hot summer sun hitting windows. This reduces the negative impact on animal comfort/well-being in housing and people occupying spaces. For outdoor animal areas, utilize shade structures or trees.
- Utilize existing site vegetation such as large shade trees for better outdoor spaces.

Water Runoff and Collection On-Site

Water drainage across the site is an important consideration to reduce environmental degradation and soil erosion. It is important to understand during heavy storms where water is draining to reduce ponding on-site and flooding towards the building. By considering both the

quantity of water running off your site, as well as the quality of the water, better decisions can be made for collection and use.

Considerations:
- Water-efficient landscaping or xeriscaping, and native low maintenance planting on site
- Stormwater retention ponds on site
- Rainwater collection on-site to supplement landscaping irrigation.
- Permeable (not hard-paved) parking and site options
- Avoid areas of seasonal pooling of water or snow accumulation, or provide mitigation for this when constructing outdoor play yards so that seasonal changes do not impact daily operations.

Resource Efficiency

Due to the high cleaning requirements and continual occupancy of people and animals, animal shelters require higher than average energy and water services (heavy water wash-down needs for reducing disease transmission, higher mechanical system air change rates for better indoor air quality, and needs for utility services like laundry and dish wash). Below are some of the more environmentally sustainable alternatives to traditional design to help reduce the total energy and water needs.

Water Efficiency & Conservation Strategies

Water is one of the most consumed resources within an animal care facility due to high cleaning needs, site maintenance, and general operations. To reduce overuse and cost some simple water reduction strategies can be implemented.

- Low flow plumbing fixtures
- Efficient water usage systems for total water usage reduction
- Greywater systems for water collection, cleaning, and reuse.
- Double compartment housing that reduces water usage or those that allow ease of daily care with minimal water usage such as spot cleaning.

Energy Efficiency & Onsite Energy Generation

Energy efficiency is a wonderful way to reduce ongoing operational costs for an animal care facility. Sufficient natural lighting, and selection of high-efficiency mechanical systems, can reduce overall electrical energy needs and provides benefits for the work and animal environment. Solar array needs can be designed to meet energy needs (a more efficient building design means less Photovoltaics (PV) to offset electrical needs) and can be placed on roofs, over-covered parking structures, and on open ground on-site.

- Solar Panels for on-site energy production
- Energy-efficient and dimmable lights/bulbs
- Natural ventilation and efficient air conditioning

Sustainable / Recyclable Construction Materials

The materials being used to construct the facility can be selected for low waste production, positive life-cycle production systems, and low VOC off-gassing.

- Paving materials that reduce urban heat island effect
  - **Urban heat island effect**: Heat islands contribute to higher daytime temperatures, reduced nighttime cooling, and higher air-pollution levels due to lack of natural elements and increased human activity.
- Thoughtful building material selection, recycled materials. Pre-construction existing building demolition waste and reduce post-construction waste disposal to landfills.
- Native low maintenance planting on site
- Many materials will off-gas VOC upon initial installation, requiring the space to be well ventilated before occupancy.
- Selecting materials that have limited VOC and off-gassing throughout their lifecycle is very important because animals live close to and eat off the floor. The smells of off-gassing can also make it hard for dogs and cats to smell their environment which can create fear and sensitivity.

Human and Animal Health

When design can reduce the overstimulation of noise and increase the contact with natural light and nature, it reduces stress on human and animal health. When animals living in the shelter are less stressed, they are less likely to become ill and more likely to be adopted faster. For people the benefit of good design is similar in reducing staff illness and increasing positive work experiences.

Energy Efficient Lighting / Daylighting

Good interior lighting and access to daylighting greatly benefits the mental well-being of animals and people. Mindfully placed windows, skylights, and clerestory windows can give internal spaces extra sunlight and reduce operational costs for lighting. This is especially important in animal housing rooms and main workspaces for people or public lobbies.

Considerations:
- Energy-efficient and dimmable lighting
- Natural light has positive psychological benefits and can reduce energy bills if lights stay off
- Occupancy sensors in human spaces (not in animal housing spaces)
- Careful selection of light temperature (color) to be closer to natural light
- Design emergency lighting to maintain staff safety without compromising animal circadian rhythm
- Reduce operational costs in the future

Indoor Air Quality Monitoring

Being aware of outdoor air quality, understanding your HVAC system, and monitoring indoor air quality is foundational in maintaining a healthy indoor environment for animals and people. Good air quality leads to a healthier living and working environment through proper ventilation, lower odors, reduced risks for disease and disease spread potential, and reduced toxic air particles. When selecting a site it may be beneficial to do air quality monitoring over several periods to determine the existing outdoor air circumstances. Get an idea of the prevailing wind directions and if any other industries may affect air quality. If the facility is in a more industrial

area of town the air quality may need additional review. Plan to monitor indoor air quality to maintain good quality indoor air. Air quality monitoring may include temperature, humidity, TVOCs, CO2, and PM2.5-particulate matter, and may be incorporated into the building management system. Additional monitoring of noise and light levels may help provide actionable information to operations to provide animals with lower stress housing environments.

Considerations:
- Higher air change rates may be needed for healthy indoor air quality. Be aware of the potential for drafts with high exchange rates and be careful not to cause drafts in animal housing areas.
- Select low VOC emitting materials.
- Consider natural ventilation (operable windows) and efficient air conditioning where and when possible and examine systems that can incorporate natural ventilation into the building management system.
    - Bringing in the night air to help with cooling naturally, if available.
    - Operable windows can be helpful when mechanical systems fail or power outages occur allowing natural ventilation. Selection and location of window type and proper outdoor fencing can help reduce security concerns if they arise.
- Be aware of seasonal or ongoing outdoor air quality that requires consideration and likely actions in the HVAC system to provide good quality indoor air such as forest fires, high pollen season, local air pollution, high humidity levels, etc.
- Use of Merv 13 rated air filters or higher for new builds.
    - Existing buildings should check with HVAC system ratings for filter rating choice and select highest rating filter recommendation where possible.

Acoustic and Thermal Comfort

High levels of sound and uncomfortable environments create negative experiences for animals and people in interior environments. Strategies for sound reduction are often connected to how animals and people move through the facility and especially as it relates to animal housing spaces. Other considerations should include zoning of the building and mechanical system design and location. Species separation, use of acoustic panels, and acoustic separation can help to reduce stress levels, especially around dog housing areas. Full height walls and enclosed housing environments can further limit noise. All animal housing should provide a choice within their housing environment to be warmer or cooler. This may primarily be provided through housing setup (beds with bedding, cool floor areas exposed, etc) or may be provided if dedicated parts of the housing spaces are warmer or cooler (radiant floor heating/cooling, etc). Large meeting spaces with lots of people should be able to respond to heating or cooling needs for comfort.

Considerations:
- Pathway planning of animal and people movement to reduce stimulation and noise, especially in dog housing areas
- Separation of species to reduce stress due to barking dogs
- Acoustic treatments to optimize acoustic performance in spaces and reduce noise overstimulation

- Acoustic separation (weather treatment to seal doors or acoustic doors) to avoid sound traveling from room to room or zone to zone
- Thermal comfort with options for user control
    - Kennel and cage setups that provide animals with choice in their housing environment
- Consider ways to create warmed and cooled surfaces rather than just warm air in spaces where animals live on the floor
- Access to the outside and natural ventilation
- Consider how activities that require extended inside-outside access such as receipt of transport of animals affect air-conditioned buildings. Are doors propped open to allow large numbers of animals to be brought inside? Can a thermal barrier of sorts be created?
- Use of kennel doors (preference of bifold doors to improve use and reduce injury risk) on indoor-outdoor kennels to maintain indoor environments.

General Approaches and Rating Systems

The sustainable building industry is robust and rapidly advancing as architects, designers, governmental agencies, and investors seek to reduce the massive impact that construction has on our environment. In this section we provide you two possible rating systems and approaches to review for the design of a HASS facility. Other rating systems may be more appropriate or align with your organization's sustainability goals so it is important to choose based on your specific organization. It is possible to follow sustainable principles without seeking a verified rating, however, a rating is encouraged as it demonstrates to your community, supporters, donors, and taxpayers that the building is verified to have been constructed with rigor and to defined standards.

The LEED (Leadership in Energy and Environmental Design) Rating System is well-established and the most popular rating system for buildings. This system helps architecture teams guide the design of new and renovated buildings. There are currently several LEED-Certified animal sheltering facilities across the United States that make great examples of what can be done within a facility.

Categories:
- **Innovation**: Introduction of novel features and procedures.
- **Indoor Environmental Quality**: Use of natural light and efficient air conditioning.
- **Materials and Resources**: Responsible construction waste management and sustainable sourcing of materials.
- **Location and Transportation**: Land protection and access to public transportation and green vehicles.
- **Sustainable Sites**: Sufficient green open space and light pollution reduction.
- **Energy and Atmosphere**: Optimizing sustainable energy production and metering.
- **Water efficiency**: Indoor and outdoor water use reduction.

The International Living Future Institute-Living Building Challenge is a newer system with a broader view of buildings. They must create positive impact rather than simply reducing negative impact. Within the Living Building Challenge is a set of resources for Biophilic Design. Biophilic design is a concept used within the building industry to increase occupant connectivity

to the natural environment through the use of direct nature, indirect nature, and space and place conditions. These principles apply well to community-based animal sheltering.

The Living Building Rating System is organized into seven "petals" or performance areas:
- **Place**: Restoring a healthy interrelationship to nature.
- **Water**: Creating developments that operate within the water balance of a given place and climate.
- **Energy**: Relying only on current solar income.
- **Health & Happiness**: Creating environments that optimize physical and psychological health and well-being.
- **Materials**: Endorsing products that are safe for all species through time.
- **Equity**: Supporting a just and equitable world.
- **Beauty**: Celebrating design that uplifts the human spirit.

Case Studies

Denver Animal Shelter, CO: LEED Platinum
Placer County Animal Services, CA: LEED Gold
SPCA Serving Erie County, NY: LEED Gold New York
Franklin County Dog Shelter, OH: LEED Gold
Sacramento County Animal Care, CA: LEED Gold
Potter League for Animals, RI: LEED Gold
SPCA of Tompkins County, NY: LEED Silver
Humane Society of Silicon Valley: LEED Gold

While these shelters can serve as excellent examples, newer HASS-model shelters have the opportunity to rethink incorporation of sustainable concepts. Broadening a view of sustainability beyond the traditional LEED rating system is one way to do this, as well as considering how the building fits into society and into the future world we envision.

Source List

Role of the Facility Toolkit - Human Animal Support Services
Brownfield Site - an overview - ScienceDirect Topics
Xeriscaping - National Geographic Education
Solar Photovoltaic Technology Basics - Department of Energy
What are volatile organic compounds (VOCs)? - US EPA
Off-Gassing and VOCs: What You Should Know - Molekule Blog.

New HASS Facilities

Pet Support Services: Resource Center

Lobby/Greeting Zone
Customers should immediately feel safe, respected, and welcome upon entering a HASS facility, especially when receiving services at a resource center. The lobby design can shape someone's

experience and set the tone for the staff-public interaction. Balancing privacy for sensitive conversations with providing a welcoming space is critical in this zone.

Size, Approximate:
- 12' x 14' minimum, and larger depending on staffing and number of appointments. Alternatively, prioritize meeting nook or room space and have visitors predominantly wait there.
- This space can also be an indoor/outdoor space and visitors can be provided with an outside porch as an alternative to indoor waiting, in consideration of climate region.

Look and Feel:
- Welcoming, visitor focused.

Cleanability/Durability:
- More easily cleanable than a typical office if animals will be in the space. Walls should be wipeable from four feet down to the floor.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points and creating more intimate meeting nooks.

Equipment and Furnishing:
- Range of seating from tables and chairs to comfortable (easily cleanable) couches.
- Computer and printer.
- Kiosk (check-in or additional resources).
- Monitor or television screen for displaying information, additional resources, or storytelling.
- Supply shelf/counter or easy access to a supply closet.

Additional Considerations:
- The check-in point (kiosk or desk) should be visible from the entry. Waiting spaces should be distributed to allow for separation of species. Indoor/outdoor lobbies and waiting allow people more choices for seating.

Indoor/outdoor lobby at Pima Animal Care Center, credit Tim Murphy, Fotoimagery.

Example of seating nooks, credit Tim Murphy, Fotoimagery.

Public Restroom

Public restrooms should accommodate inclusion concepts. All gender restrooms and family-oriented restrooms will help all visitors feel welcome.

Meeting Nooks/Rooms

Providing space for comfortable, private conversations between staff and the public is important for open communication.

Size, Approximate:
- 8' x10'; Comfortable for a family and staff member.

Look and Feel:
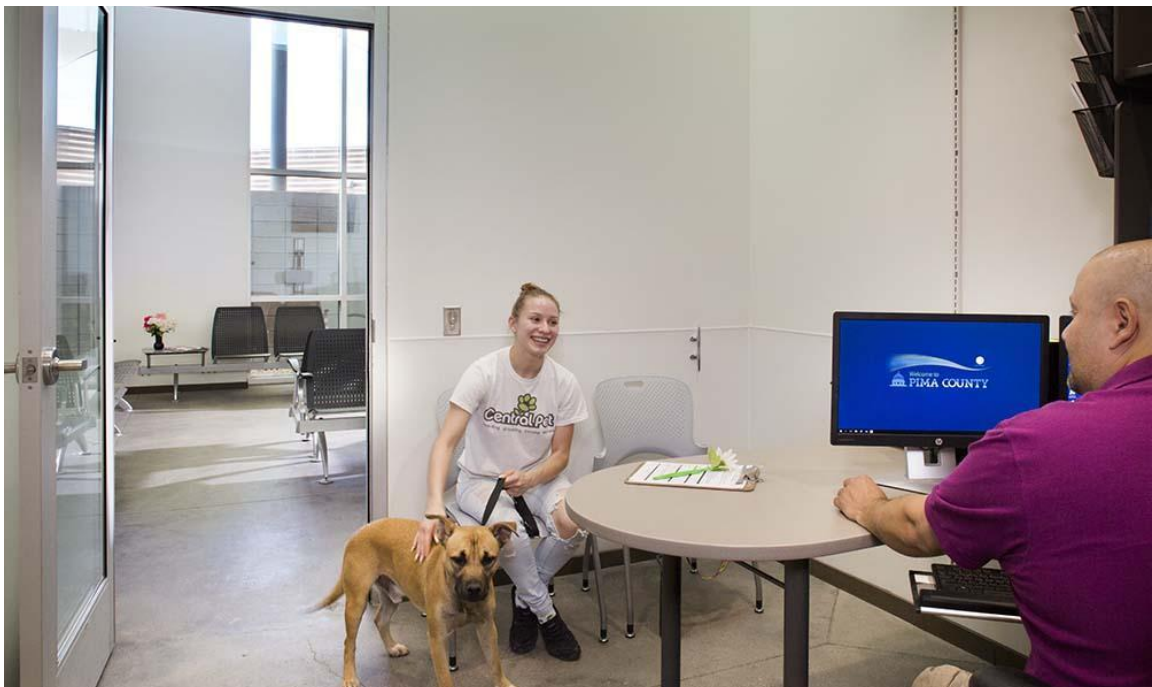- Calm, private, welcoming.

Cleanability/Durability:
- Typical office.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used to enhance sense of privacy.

Equipment and Furnishing:
- Tables and chairs (comfortable, cleanable seating), computer, supply shelf/counter.

Example of meeting space near the lobby at Pima Animal Care Center, credit Tim Murphy, Fotoimagery.

Call Center

The HASS model would have staff available to provide expertise and assistance to help keep pets in homes. While the staff could work remotely, space in a shelter would help keep them

connected to the mission and provide quick access to second opinions and support. These spaces **could** be designed to have animals for opportunities for day fostering. However, if staff are stressed and this zone is emotionally charged, it may not be a good fit to have animals in the space.

Size, Approximate:
- 6' x 6' per person, plus typical office support space.

Look and Feel:
- Calm, quiet, mission-driven, warm.

Cleanability/Durability:
- Typical office.

Mechanical/Lighting:
- Code-required airflow.
- LED lighting, natural light if possible.

Equipment and Furnishing:
- Desks with sound baffling.
- Computers, phones, printers.
- Acoustic panels within room.

Additional Considerations:
- The space configuration depends on whether staff are primarily on the phone or balancing in-person talks with phone calls. Ideally, phone time would be spent away from the public. In smaller facilities, a quiet room with a window into the lobby would balance privacy needs for calls with availability to serve clients in person. In larger facilities, this function may be located in the staff zone. Creative options like phone booths can help mitigate noise if staff are occasionally on calls.

Example of phone booths, credit Tim Murphy, Fotoimagery.

Shelter Food Bank - Main Storage

Food banks provide supplies for those in need but also provide a framework for connection to other human support services. Providing food for animals is only part of a network of care for pet guardians and families.

Size, Approximate:
- 12' x 20' (minimum, small garage size), or larger depending on the level of need and the shelter location.

Look and Feel:
- Utilitarian and welcoming.
  - Example: Simple, well-lit garage-type structure in a publicly accessible location.
- Integrate with neighborhood.

Cleanability/Durability:
- Mop cleanable and sealed from rodents.

Mechanical/Lighting:

- Minimal climate control to prevent food from spoiling or freezing in extreme climates.
- Brightly lit with caged, LED-style light fixtures to protect them from damage.

Equipment and Furnishing:
- Pallet racks, pallet jacks, shelving.
  - Pallet racks need seismic restraint in high seismic zones such as the west coast of the US and Canada.
- Refrigerator.

Additional Considerations:
- Sized at 12' x 20' minimum (small garage size), or a portion thereof, to allow for overhead door for loading. Smallest shelters may utilize only a portion of their garage storage for a food bank. Larger food banks may be sized to allow for pallets, which requires 4-by-4-foot areas, racks, and a pallet jack. Largest may allow for vehicles to back into them. Some shelters may move a portion of food/supplies to the lobby for easy access for those stopping in if public access to a garage is not possible. Additional design features of the room include:
  - Gasketed/sealed doors
  - Sealed, full-height walls to prevent rodents from accessing the ceiling
  - Keep food off the floor
  - Food in containers if it needs to be stored for any length of time
  - Doors large enough for bringing pallets into the space
  - Consider pallet jack turning radii when laying out storage racks

Example of food bank at Seattle Humane Society, credit Tim Murphy, Fotoimagery.

Shelter Food Bank - Alternative Approaches

Pickup Options:

- Foodbank services could use non-traditional approaches similar to lockers with codes (Amazon, Home Depot order pickup, etc.) at convenient locations within a community. A good location could be the neighborhood fire station since they are usually a short distance from housing.

Drop-off Options:

- The most convenient way for customers to receive food is through delivery. Partnering with outside organizations such as Meals on Wheels to deliver animal food is one option. Alternatively, field officers or volunteers could drop off supplies while on patrol and establish a positive presence in a community.

Other Supply Storage

There may be a need for other supplies beyond food such as crates, leashes, beds, etc. Fence repair tools and supplies are also common. These items may be stored with the food bank supplies or in a separate space depending on the organization's preference.

Intake-to-Placement Services

Intake Lobby

Even with managed intake and an effort to rehome animals without having them enter a shelter, there may still be a need to receive animals from the public. This zone may overlap with the resource center lobby or medical lobby, depending on operations.

Size, Approximate:

- 12' x 14', depends on staffing and number of appointments.

Look and Feel:

- Welcoming, client-focused, non-judgmental.

Cleanability/Durability:

- Somewhat more cleanable than a typical office if animals will be in the space. Walls should be wipeable from four feet down to the floor.

Mechanical/Lighting:

- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points and creating more intimate meeting nooks.

Equipment and Furnishing:

- Range of seating from tables and chairs to comfortable and cleanable couches.
- Computer and printer.

Additional Considerations:
- Adjacent to intake exam rooms and the medical zone.

Example of intake lobby, credit Tim Murphy, Fotoimagery.

Intake Exam Room

Best practices are to examine and vaccinate animals upon intake. Ideally, detailed intake conversations occur over the phone beforehand (as part of intake prevention), but additional questions may be necessary. The intake exam room or meeting nooks could be used for intake processing.

Size, Approximate:
- 9' x 10'.

Look and Feel:
- Welcoming, warm, sanitary.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- Natural light, operable windows if possible.

- LED fixtures, exam lights if needed.

Equipment and Furnishing:
- Seating for customers.
- Counter with computer and sink.
- Exam table and alternate surfaces (cat boxes, ottomans).
- Scales (Large and small).
- Supply shelf/counter or easy access to a supply closet.

Additional Considerations:
- Providing exam rooms easy access from both field and over-the-counter intake can improve operational efficiency. Depending on the size and operations of the organization, intake exam rooms, foster exam, general medical exam rooms could all flex.
- In an ideal circumstance, intake exam rooms could be separated by species to reduce the odor of dogs in cat intake areas, and to encourage separate flow for each species.

Example of intake exam room, credit Tim Murphy, Fotoimagery.

Photo Room

Animal photos occur upon intake and/or later after behavioral and/or medical needs are addressed. This space may vary considerably by organization and could be a separate room or occur in exam rooms, meet and greet spaces, etc. Cats may be better photographed in their housing rooms to minimize movement.

Size, Approximate:
- 8' x 10'.

Look and Feel:
- Calm, warm.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily cleaned.

Mechanical/Lighting:
- Code-required airflow.
- LED fixtures, north-facing natural light. Specialty photography lighting.

Equipment and Furnishing:
- Desk and computer.
- Photo background.
- Storage for photography equipment.

Additional Considerations:
- Locating the photography room centrally in the facility will minimize movement of animals. However, it should be calm and quiet, so a central location is not ideal if there is too much surrounding activity.

Lost Pet Reunification Support

Found Pet Drop-Off Lobby/Zone

Through community-centric shelter, the goal is to minimize the animals entering the shelter and encourage Good Samaritans to hold an animal until its owner is located. Because of this, the pet drop-off/lobby zone can overlap other functions or be general/minimal. This best overlaps with the new intake or foster area rather than the adoption area.

Size, Approximate:
- 12' x 14', depends on staffing and number of appointments.

Look and Feel:
- Welcoming, client-focused, friendly, efficient.

Cleanability/Durability:
- Walls should be cleanable from four feet down to the floor. The floor should be easily able to be disinfected.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points. Natural light.

Equipment and Furnishing:
- Seating for the public.
- Systems furniture for species separation or partial-height walls.
- Shelves for cat carriers.
- Computer and printer for staff.
- Coffee/snack station.
- Walk-on scale in vicinity, depending on operations.

Additional Considerations:
- Providing the option for the public to use a tablet or computer to look for their lost pet in the system, as well as talk to staff, ensures the customers can engage in a way that is most comfortable for them. The found pet database would also include photos of pets being held in homes. It may be desirable to overlap with the Resource Center or Intake Zone.
- Consider drive-through or fenced unloading of found animals.
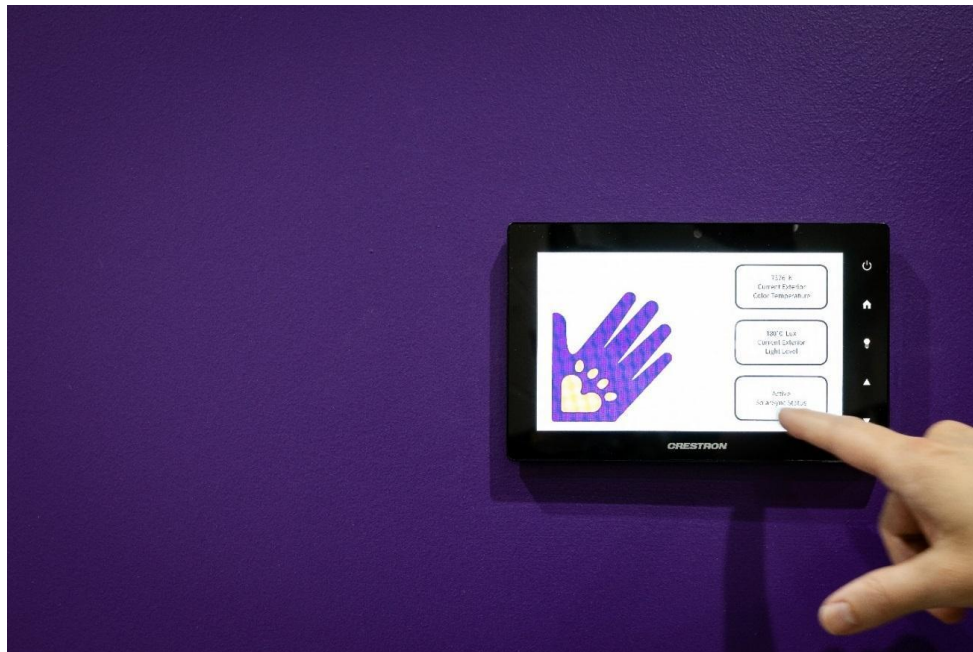
Example of touch screen digital kiosk used in the shelter for people to access information, credit - HDR Nebraska Humane Society, Animal Arts

Conversation Nook

Privacy is important, for example, if the person bringing in a found pet is not comfortable admitting they are the owner. See *Pet Support Services: Resource Center - Meeting Nooks/Room.*

Call Center

Part of the *Pet Support Services: Resource Center.* Can also be used to assist someone looking for a lost pet or who has found a pet.

Photo Space

For found pets, photos should be taken as quickly as possible to aid in locating the pet's family, likely in the exam area. See space requirements under *Intake* section above.

Storage

Having supplies on hand to move found pets to examination and photo areas will help staff efficiency. This includes crates/carriers and leashes.

Size, Approximate:
- 8' x 8', or utility cabinet and shelves if space is limited.

Look and Feel:
- Organized, uncluttered.

Cleanability/Durability:
- Typical office.

Mechanical/Lighting:
- Code-required airflow.
- LED lighting.

Equipment and Furnishing:
- Shelves.
- Hooks.

Additional Considerations:
- This may be in a shared supply zone just behind the customer service-focused spaces.

Supported Self-Rehoming

Ideally, within the HASS model, animals would be rehomed without ever entering the shelter. With this goal in mind, rehoming would involve other areas previously discussed in the Resource Center, Foster Program, and Medical Services sections of this toolkit. The resource center would connect an individual with the needed support to address any challenges (behavior, medical,

financial). The foster network could be used if rehoming is the only available option. Medical services would be evaluated on a case by case basis to help keep pets with their families and out of the shelter.

Adoptions

While the HASS model strives to adopt most animals without the pets coming into the shelter, we recognize that some animals will be housed and subsequently adopted from the HASS facility.

Adoption Lobby

Ideally the adoption lobby has a separate entrance/flow from the intake or resource center areas. Clear wayfinding from the parking lot is important for a good customer experience. The lobby should provide multiple ways to engage potential adopters. Consider having a greeter, as well as a computer or tablet for check-in. Designing flexibility into this lobby is important if it also serves as the main entry point for other public-facing services such as dog training classes. Some viewing of feature animals may be desired, but should always be balanced with the impact on the animal's stress in that situation.

Size, Approximate:
- 14' x 14' minimum or larger depending on customer experience, volume of adopters, staffing, and facility size.

Look and Feel:
- Welcoming, visitor focused.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points and creating more intimate meeting nooks.

Equipment and Furnishing:
- Range of seating from tables and chairs to comfortable (but cleanable) couches.
- Computer or tablets, printer.

Additional Considerations:
- Adoption processing could occur in nooks within the lobby zone or in meet and greet rooms (*see below*). In large facilities with separate dog and cat zones, adoption nooks in each area make conversations more convenient. Some storage in this zone will be needed if adopters are sent home with pet supplies.

Example of open adoption nook near the lobby at Mountain Humane, credit Tim Murphy, Fotoimagery.

Meet and Greet Rooms

Providing calm space for people to bond with an animal is a key part of the adoption process. An animal's primary enclosure is not typically the best space to interact with a new potential family member.

Size, Approximate:
- 8' x 10' minimum, some larger spaces can be beneficial.

Look and Feel:
- Calm, friendly, home-like.

Cleanability/Durability:
- Walls should be cleanable from four feet down to the floor. Surfaces should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- LED lighting, natural light if possible.

Equipment and Furnishing:
- Cleanable seating.
- Tablet.
- Sink in the vicinity.
- Optional pet climbing structures (cats).

Additional Considerations:

- Managing stimuli to allow animals to focus on their new potential family members is important for facilitating good introductions. Providing options for animals to take their time and meet humans on their own terms is critical. Cats may appreciate some vertical space while dogs may need distance to take their time and approach. Locating these rooms in adoption zones, out of areas with heavy foot traffic, can help. Considering alternate uses of these spaces when not in use such as temporary offices or animal enrichment spaces will allow their use to flex over time.

Example of interior meet and greet room, credit Tim Murphy, Fotoimagery.

Example of exterior covered meet and greet room, credit Tim Murphy, Fotoimagery.

Meet and Greet Yards

Some dogs may greet humans better in outdoor spaces and yards are often preferred for introducing owned dogs to shelter dogs.

Size, Approximate:
- 10' x 15' minimum, and up to 20' x 60' if ball throwing space is needed.

Look and Feel:
- Calm, engaging.

Cleanability/Durability:
- Hose-down.

Mechanical/Lighting:
- Consider fans to help move air in a covered space if applicable.

Equipment and Furnishing:
- Cleanable seating.
- Tablet.
- Partial or full covering.
- Fencing.

Additional Considerations:

- Good access from parking areas to meet owned dogs is preferred. Depending on the climate, full or partial covering can make the yards usable more days of the year. If artificial turf is used, shade must be provided to keep the surface from getting too hot.

Example of a covered exterior meet and greet yard. - Animal Arts Hawaiian Humane Society

Foster Programming and Support

Foster programs play a more prominent and central role in Human Animal Support Services by becoming the *primary* way in which organizations house pets in their care. By limiting pets to the facility who are legally required to be held, or who need direct and regular support from either a veterinary or behavior department, more resources are directed toward safety net and community support programs, which help people and pets stay together.

Entry/Lobby

Foster parents need a clear zone to enter to receive or return animals. This space should be close to the foster care support staff. This entry could overlap with the veterinary lobby, depending on services provided and number of appointments.

Size, Approximate:
- 12' x 14', depends on staffing and number of appointments.

Look and Feel:
- Welcoming, client-focused, friendly.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points. Natural light.

Equipment and Furnishing:
- Seating for the public.
- Systems furniture for species separation or partial-height walls.
- Shelves for cat carriers.
- Computer and printer for staff.
- Coffee/snack station.

Additional Considerations:
- The "foster center" should have easy access from the main entry of the shelter so that fosters are able to complete the following types of transactions:
  - Pick up an animal, return an animal.
  - Pick up supplies, return supplies.
- Other functions will take place in other parts of the facility (medical, behavior, and adoptions) but may be collocated with the foster center. For example, foster exam rooms are often right off the foster lobby, but need access from the medical department. These exam rooms could flex or be co-located with public veterinary service exam rooms.

Meeting Space

Staff often need to meet with fosters to convey information about the animals in care. This space can be semi-private, but fosters should feel comfortable discussing issues they may be facing. This could also occur within an exam room.

Size, Approximate:
- 8' x 8' minimum.

Look and Feel:
- Welcoming, friendly.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- LED lighting, natural light if possible.

Equipment and Furnishing:
- Computer or tablet for staff.
- Seating for staff and fosters.

Additional Considerations:
- Adjacent to supplies and staff work zones for convenience.

Workstations

Organizations need space to accommodate the staff and volunteers who support the foster program. The size and number of workstations depend on operations. One open office with workstations is an efficient use of space. However, if there is a plan for animals to be in the space, open workstations are not ideal.

Size, Approximate:
- 6' x 6' per person.

Look and Feel:
- Focused, energized.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor if animals are in work zone. The floor should be easily disinfected.

**Mechanical/Lighting:**
- Code-required airflow.

- LED lighting; natural light if possible.

Equipment and Furnishing:
- Range of seating from tables and chairs to comfortable (and cleanable) couches.
- Systems of furniture for species separation or closable offices.
- Desks, phones, computers.
- Printer for staff.
- Sound baffling for open workstations.

Additional Considerations:
- Workstations should face the door so that staff do not have their backs or sides to the door/entry.
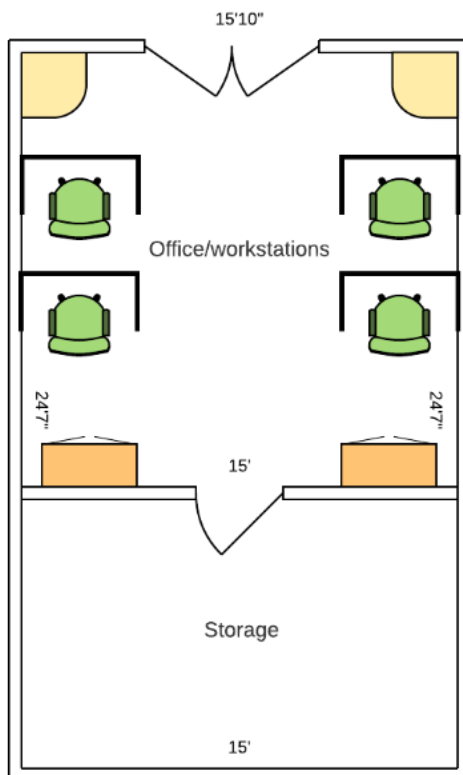
Storage

Foster programs have a need for storage space. This includes supplies such as food, litter, litter boxes, crates, toys, medicine, bedding, etc. The size of this room can vary based on the supplies provided and the size of the foster program.

- **Layout Considerations:**
  - Should be both adjacent to people running the program and convenient to hand off supplies to the fosters.

- The office and storage areas should be adjacent so that the staff can easily move between the two and in/out the front/entry of the room. The area should be people-centric and easy for staff and volunteers and fosters to navigate through. Set up the storage area somewhat like a store. Items should be well organized and easily accessible.

Temporary holding

Depending on the size and layout of a facility, there may be a need for a small number of holding spaces for animals leaving for or arriving from foster homes. These could be crates or enclosures integrated with workspaces.

Medical Services

Public and shelter animal medical services are a key element of the HASS model. Lack of access to low-cost veterinary services is often a reason for pet relinquishment. Consider the best location(s) for public veterinary facilities in a distributed model. To learn more, visit our **HASS External Facing Medical Care Toolkit here**.

Lobby

The main medical zone lobby should primarily be used for initial customer service interactions. To reduce stress, waiting should promote species separation. This can be accomplished with visual barriers and alcoves or allowing customers to wait in exam rooms. Spaces or nooks for cats to wait in carriers off the floor are ideal. Outside waiting areas, as well as covered parking spaces may be appropriate, depending on the climate and whether car-specific drop offs and appointments are available. In this zone, designing for a range of check-in procedures and future flexibility is critical for long-term usability.

An indoor/outdoor waiting area, credit Tim Murphy, Fotoimagery.

Size, Approximate:
- 12' x 14' minimum, and larger depending on staffing and the number of appointments.
- This space can also be an indoor/outdoor space and visitors can be provided with an outside porch as an alternative to indoor waiting.

Look and Feel:
- Welcoming, client-focused, clean, sanitary

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- Lighting can be used for wayfinding, highlighting desks or other check-in points. Natural light.

Equipment and Furnishing:
- Range of seating from tables and chairs to comfortable (but cleanable) couches.
- Systems furniture for species separation or partial height walls.
- Shelves/ nooks for cat carriers.

- Computer and printer for staff.
- Walk-on scale in vicinity.

Additional Considerations:
- HASS facilities are "clinic centric" meaning that medical services are interrelated with other shelter operations. There is a close relationship between the medical clinic and foster services, so the two should be collocated. Medical services should be convenient to animal intake zones, as the animals admitted to shelters have increased medical needs, and housing areas to limit stress.
- Medical departments should provide some separation between shelter and public medicine for biological risk management. Wards should be separated between public and in-house animals. The separation should always be balanced with staffing and space allocation realities. For example, it is not usually practical to completely separate public and in-house clinics as this would lead to duplication of staff and expensive medical equipment.
- HASS facilities are often providing high volume and high-quality care with fewer staff members and more volunteers than is typical of a private practice. Thus, visibility to patients is incredibly important, for their safe monitoring, as a staff member is often watching patients while simultaneously attending to other tasks.
- For efficient patient monitoring, it is ideal to implement as much separation of species as is practical. This could simply be by building a surgery schedule that allows for cat, dog, and rabbit sterilizations at different times of day. Wards should be separated by species when possible, and flexible visual barriers may be used in the treatment zone when more than one species is present.

In this space, the technician can watch patients, look into surgery, and wrap packs simultaneously. Credit Tim Murphy, Fotoimagery.

This ward is designed for cats. Note that they're held off the floor, which reduces their stress. Credit Tim Murphy, Fotoimagery.

Shelters without resources to fully separate species can provide flexible visual barriers such as this prefabricated cage cover, towels, or curtains. Courtesy, Shor-Line.

Exam Rooms

Exam rooms should be as comfortable and low-stress as possible for the animals receiving care and efficient for the veterinary staff to use. Outdoor entrances direct to exam rooms are ideal, when possible, to minimize stressful encounters in the lobby. If these are used, keep in mind that exterior areas must be fully fenced and contained to prevent accidental animal escape.

Size, Approximate:
- 9' x 10', but larger for comfort rooms.

Look and Feel:
- Welcoming, warm, sanitary.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- Natural light, operable windows if possible.
- LED fixtures, exam lights if needed.

Equipment and Furnishing:
- Seating for customers.
- Counter with computer and sink.
- Exam table and alternate surfaces (cat boxes, ottomans).
- Cat scale.
- Supply shelf/counter or easy access to a supply closet.

This cat exam room uses special boxes on the walls to allow for climbing and hiding. The veterinary team can open doors on the boxes to examine the cats where they feel safe. Credit Tim Murphy, Fotoimagery.

A safely contained indoor/outdoor exam room can reduce fear, anxiety, and stress for dogs. Credit Tim Murphy, Fotoimagery.

Treatment

As the core of the medical zone, treatment should be efficient for staff and as calm for both staff and animals as possible. To achieve this goal, treatment must have sufficient space for moving around without interrupting procedures. Visual barriers for species separation and for animals awaiting treatment is also important for reducing animal stress. However, this should be balanced with providing sightlines for techs for operational efficiency. Charting stations nearby allow staff to work while being readily available for assistance, if needed. Providing floor space for working with larger dogs and lift tables is beneficial to both veterinary staff and the dogs.

Size, Approximate:
- 10' x 10' per table zone minimum.

Look and Feel:
- Efficient, calm, sanitary.

Cleanability/Durability:

- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected and have an integral cove base.

Mechanical/Lighting:
- Code-required airflow.
- Natural light; LED fixtures and treatment lights above tables.

Equipment and Furnishing:
- Work surfaces for staff.
- Counter with computer and sink.
- Treatment tables (wet, lift, pedestal, etc.) by need.
- Cat scale and walk-on scale in vicinity.
- Anesthesia, medical gas, IV tracks, patient monitors.
- Temporary holding enclosures.
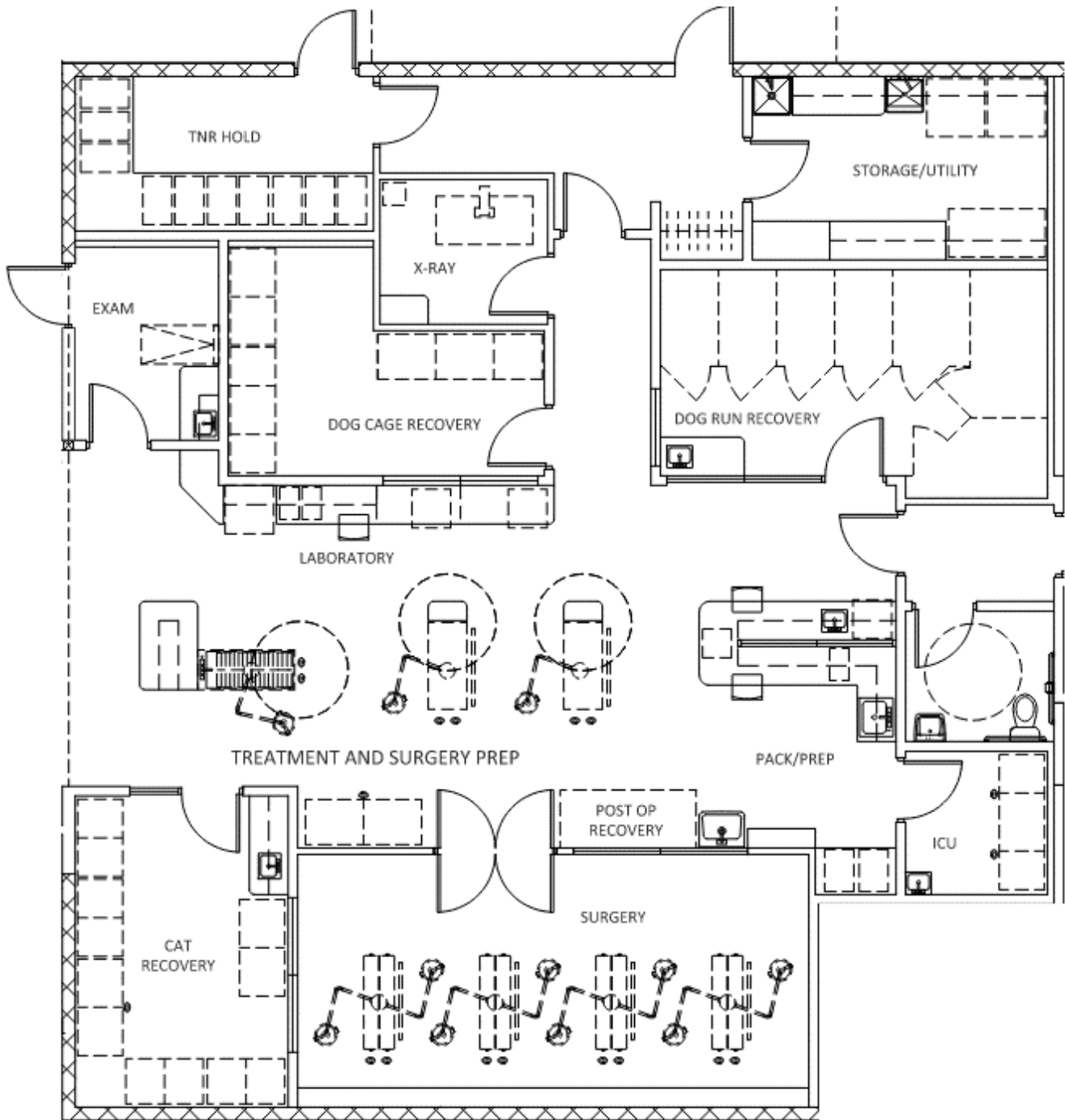- Clippers, power reels, vacuums for shaving.
- Storage.

Additional Considerations:
- On the following page is an example of a small, efficient shelter and community medical treatment space. Note easy view into all patient areas and direct access from surgery prep into surgery.

Credit: Animal Arts.

Induction

Induction (Surgery Prep in diagram above) spaces are similar to the treatment zone, and may overlap. The critical space consideration for induction is proximity to surgery and easy access to pre/post-op holding rooms. It should be easy to roll an induction table to surgery without going through other spaces. In smaller facilities, tables may be used for both treatment and induction.

Size, Approximate:
- 10' x 10' per table zone and up to 12' x 12' if there are students present (more people in the space).

Look and Feel:
- Efficient, calm, sanitary.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily disinfected and have an integral cove base.

Mechanical/Lighting:
- Code-required airflow.
- Natural light; LED fixtures and treatment lights above tables.

Equipment and Furnishing:
- Work surfaces for staff.
- Counter with computer and sink.
- Induction tables (lift, mobile, etc.) by need.
- Cat scale and walk-on scale in vicinity.
- Anesthesia, medical gas, IV tracks, patient monitors.
- Clippers, power reels, vacuums for shaving.
- Storage.

Layout Considerations:

Surgery: Spay/Neuter

Spay/neuter surgery space should be designed for efficiency so the veterinarian can alter animals safely and efficiently. This is one of the most sterile rooms in the medical zone. Species separation is accomplished by scheduling cats and dogs (and rabbits) at different times of day.

Size, Approximate:
- 14' x 18' for a two-table room.

Look and Feel:
- Efficient, sterile.

Cleanability/Durability:
- Walls should be protected at gurney/mobile table height. The floor should be easily disinfected and have an integral cove base. Ceilings should be gypsum board.

Mechanical/Lighting:
- Ductless mini splits.
- Natural, consistent light; LED fixtures and surgery lights above tables.

Equipment and Furnishing:
- Work surfaces for staff (but no base cabinets).
- Wall-mounted computer(s).
- Surgery tables.
- Anesthesia, medical gas, IV tracks, patient monitors.
- Minimal storage for packs, ideally pass-through from pack/prep.

Layout Considerations:
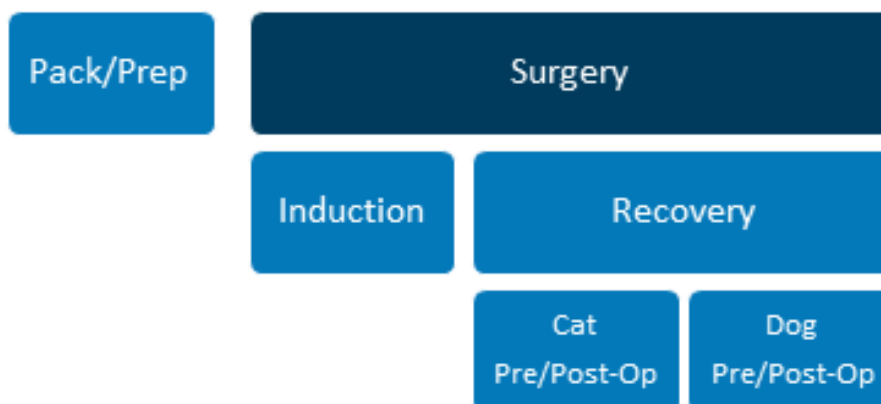
A spay/neuter surgery room. Credit Tim Murphy, Fotoimagery

Surgery - Specialty

As shelters provide increasing levels of medical care, a second surgery space for specialty surgeries can be useful. Additional storage nearby for equipment will be needed if the shelter conducts orthopedic surgeries, and an orthopedic room should be separated from other surgery rooms, for sterility.

Size, Approximate:
- 12' x 14' for a one-table room.

Look and Feel:
- Efficient, sterile.

Cleanability/Durability:
- Walls should be protected at gurney/mobile table height. The floor should be easily disinfected and have an integral cove base. Ceilings should be gypsum board.

Mechanical/Lighting:
- Ductless mini splits.
- Natural, consistent light; LED fixtures and surgery lights above tables.

Equipment and Furnishing:
- Work surfaces for staff (but no base cabinets).

- Wall-mounted computer(s).
- Surgery tables.
- Anesthesia, medical gas, IV tracks, patient monitors.
- Minimal storage for packs, ideally pass-through from pack/prep.

A specialty surgery room, credit Tim Murphy, Fotoimagery.

Recovery

Animals should recover in an area that is easy to monitor by staff. Floor space, whether open or separated by partial height runs, is preferable for dogs. For cats, it can be easier for staff to supervise recovery at counter height. This can be accomplished with a custom counter recovery design that prevents cats from "zooming" when they come to, or alternatively, with appropriate enclosures.

Size, Approximate:
- 3' x 4' per dog
- 1.5' x 2' per cat
- With additional circulation space to move around animals.

Look and Feel:
- Calm, warm, transparent.

Cleanability/Durability:
- Surfaces animals touch should be easily disinfected.

Mechanical/Lighting:
- Heated floor or power for heating/warmers.
- Natural light; LED fixtures.

Equipment and Furnishing:
- IV tracks, patient monitors, warming equipment.
- Counter, partial-height kennels, enclosures, etc.

A recovery beach, easily monitored from surgery prep/induction, and from surgery. Credit Tim Murphy, Fotoimagery.

Pack/ Prep

Efficient equipment sterilization is important for keeping surgery suites operational and working smoothly. Equipment in this space varies based on the number of surgeries a day, as well as the desired pack-making workflow (consistently throughout the day or all at once).

Size, Approximate:
- 8' x 10' minimum, but varies depending on equipment layout, amount of equipment, and whether sterilization is done throughout the day or all at once.

Look and Feel:
- Orderly, sterile.

Cleanability/Durability:
- Surfaces should be easily disinfected.

Mechanical/Lighting:
- Venting may be required for sterilizing equipment (drains for some as well).
- LED fixtures with good work surface visibility.

Equipment and Furnishing:
- Sink: Two basins ideal for soaking on one side.
- Autoclaves, ultrasonic cleaners, DI water, rolls for packs.
- Pass-through cabinet to surgery ideal.

Additional Considerations:
- The layout of equipment within pack-prep is critical to efficiency. There should be a clear workflow from dirty to clean zones and plenty of open counter space for assembling packs.
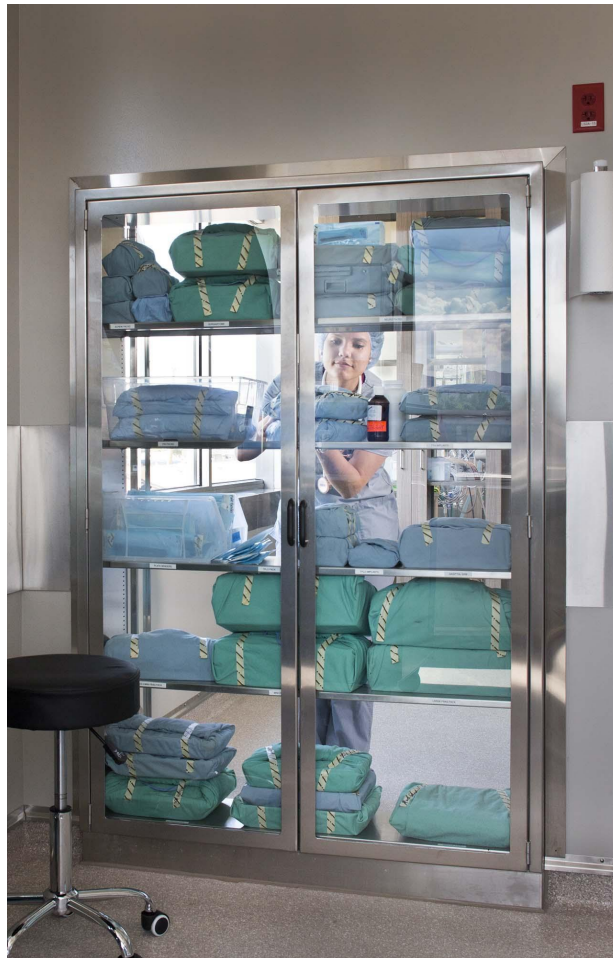
A pass-through cabinet, credit Tim Murphy, Fotoimagery.

X-Ray

The X-Ray room should be easily accessible from the induction zone and surgery.

Size, Approximate:
- 9' x 10' minimum but should be larger if other functions like ultrasound occur in this room.

Look and Feel:
- Calm, focused.

Cleanability/Durability:
- Depending on the machine and frequency of use, this room may require lead-lined walls and doors (ceilings if there is occupied space above).
- Surfaces should be easily disinfected.

Mechanical/Lighting:
- LED fixtures (dimmable if ultrasound in room).

Equipment and Furnishing:
- X-ray.
- Medical gas.
- Computer.
- Positioning device storage.

Additional Considerations:
- Stabilizing animal with one hand while operating the X-ray equipment with another is desired. Include space to bring in a lift table to move large dogs.
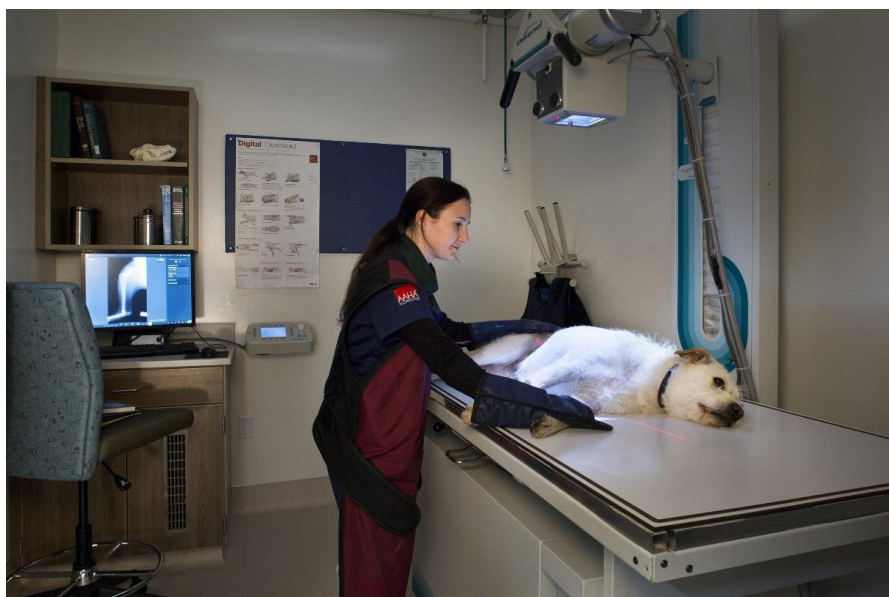
An x-ray room with adequate space, credit Tim Murphy, Fotoimagery.

Dental

Ideally, dental is a separate space to keep aerosolized particles contained. In this zone, equipment clearances are critical since there may be many swinging (lights, dental X-ray) and moving (anesthesia, dental cart) pieces.

A dental suite with one wet lift table and a second stationary table, credit Tim Murphy, Fotoimagery.

Lab

A facility's lab needs will vary based on the level of medical care, staff available, and the cost of outsourcing. Most shelters have some diagnostic space adjacent or within the medical zone.

Size, Approximate:
- 8' x 10' for a room or 6' to 8' of counter space.

Look and Feel:
- Efficient, orderly.

Cleanability/Durability:
- Typical office with additional consideration for spilled reagents.

Mechanical/Lighting:

- LED fixtures, potentially undercounter lighting.
- Hood vent for fecal tests to remove unpleasant odors.

Equipment and Furnishing:
- Analysis machines (hematology, blood chemistry, urinalysis, etc.).
- Computer/lab station.
- Microscope.
- Centrifuge.
- Refrigerator.

Additional Considerations:
- Flexibility for future expansion.
- Power for many pieces of equipment.
- Locate centrifuge away from microscope if both are likely to be operational at once.

A naturally lit laboratory with separate microscope station, credit. - Animal Arts, Edmunds Studios, Veterinary Village

Isolation Housing: Cat, General

Smaller rooms of cats are better for infection control and provide operational flexibility. Rooms can be used to temporarily house a group of cats from a hoarding situation that come in at once or for cats with known diseases. If possible, having room for examining cats within the room helps mitigate cat stress and the spread of disease.

Size, Approximate:

- 2.5' deep x 5' wide enclosure per cat plus circulation space in room.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to six feet, or the height of the highest cat enclosure.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- Vented housing can be considered but is not required.

Equipment and Furnishing:
- Cat housing.
- Cat scale.
- Folding exam table.
- Separate washer/dryer for zone.
- Sinks.
- Prep space and workstations.
- Storage for cat care and medical supplies within zone.
- PPE at entry.

Additional Considerations:
- Ideally, there is a vestibule room between common hallways and cat isolation housing rooms for PPE and washing hands. Cat housing can be stacked in two rows. The bottom row of housing is ideally not at floor level, but this height must be balanced with being able to access cats on the top row and storage or equipment cubbies above.

A cat isolation room with double height cleanable caging and natural light, credit Tim Murphy, Fotoimagery.

Isolation Housing: Cat, Ringworm

Ringworm has a few additional considerations compared to typical cat isolation. A vestibule is even more critical before entering the ringworm zone than typical URI. Note, ringworm, like other diseases can be successfully treated in trained fosters' homes.

Size, Approximate:
- 2.5' deep x 5' wide enclosure, per cat plus circulation space in room.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to six feet, or the height of the highest cat enclosure.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- Vented housing.
- No recirculation of air to other zones.
- Good airflow where cats will receive dips

Equipment and Furnishing:
- Cat housing.
- Cat scale.
- Folding exam table.
- Separate washer/dryer for zone.
- Deep sink or tub for rinses.

- Prep space and workstations.
- Storage for cat care and medical supplies within zone.
- PPE at entry.

Isolation Housing: Dog, General

Similar to isolation cats, smaller rooms for dog isolation are better to manage disease and provide operational flexibility. Providing outdoor access (if possible) for dogs in isolation housing is important for recovery; this may be a separate yard or zone of yards.

Size, Approximate:
- Varies by size of dog and length of stay.
- Double-compartment housing is still needed.
- 4' x 9' is the minimum for indoor/indoor housing.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to ~7' to 8' (a bit above the dog housing).

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Dog housing.
- Walk-on scale in isolation zone.
- Folding exam table.
- Separate washer/dryer for zone.
- Sinks.
- Prep space and workstations.
- Storage for dog care and medical supplies within zone.
- PPE at entry.

Additional Considerations:
- Ideally, there is a vestibule room between common hallways and dog housing rooms for PPE and washing hands. Having food prep space nearby and exam space within the isolation zone is ideal. Minimize the common hallways sick dogs must move through.

An example of a hand wash station in a vestibule, credit Tim Murphy, Fotoimagery.

Isolation Housing: Dog, Parvo

Parvo housing zones vary from general dog isolation because these dogs are typically younger and sicker. Visibility into these zones to observe dogs is beneficial. The vestibule for changing into PPE, washing hands, and washing dogs is critical for parvo.

Size, Approximate:
- Varies by size of dog and length of stay.
- Double-compartment housing is still preferred.
- Flexible housing that can accommodate a year-old dog, as well as a litter of puppies is ideal.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to ~7'- 8' (a bit above the dog housing).

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Dog housing.
- Walk-on scale and counter scale in zone.
- Folding exam table.
- Separate washer/dryer for zone.
- Sinks.
- Grooming tub.
- Prep space and workstations.
- Storage for dog care and medical supplies within zone.
- PPE at entry.

Behavior Services

Behavior/Enrichment Room

The behavior team may want dedicated space to work with an animal outside of their primary enclosure to better manage stimuli. For cats in condo housing, providing space for out of condo time can be beneficial. This could be a cat run within the cat condo housing room.

Size, Approximate:
- 6' x 6' for cats.
- 10' x 16' minimum for dogs.

Look and Feel:
- Calm, friendly, home-like.

Cleanability/Durability:
- Walls should be cleanable from four feet down to the floor. Surfaces should be easily disinfected.

Mechanical/Lighting:
- Code-required airflow.
- LED lighting, natural light if possible.

Equipment and Furnishing:
- Cleanable seating.
- Computer or tablet.
- Sink.
- Storage.

Additional Considerations:
- Outdoor access for both dogs (yards) and cats (catios) can be beneficial from this space. Behavior rooms should be in calm areas of the shelter.

Credit: Donte's Den

Training Space

Behavior support is a key aspect of intake diversion and having space for behavior classes is beneficial. With distribution of services, the training space may be located in communities rather than at the shelter.

Size, Approximate:
- 20' x 30', depends on desired class size.

Look and Feel:
- Welcoming, focused, clean.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily sanitized.

Mechanical/Lighting:
- Code-required airflow.
- Lighting should be flexible. Consider multiple zones/ schemes. Natural light.

Equipment and Furnishing:
- Minimal.
- Sink for handwashing.
- Storage for agility equipment, if used.

Additional Considerations:

- Open to outdoor yard space if possible. Direct access from public parking. If the training space is used for other functions, it is important to be able to make the room as open as possible, without obstructions, for classes.

A training room with dividing partition, credit - Animal Arts, HDR Nebraska Humane Society

Behavior Housing: Dogs

Dogs in behavioral care need more carefully controlled stimuli than dogs who are staying in the shelter for a short time before heading to foster or adoption. Providing housing where dogs are not exposed to stressful stimuli is important. See *Dog Housing: General* for sizes and configurations of dog housing. Dogs in behavior care need outside time where they can be walked, relax, and play, away from other dogs. Outside areas are critical to the wellbeing of all dogs, but especially dogs receiving longer term care in a shelter setting.

Layout Considerations:
- Direct access to the outdoors to minimize moving dogs through busy hallways or in front of other dogs and exposing them to unwanted stimuli. This is the most important consideration for layout, as it is very difficult to reduce stimulation for a dog if there is too much traffic in front of the enclosure or from the enclosure to the outside.
- For some dogs, housing them in non-traditional housing such as small pavilions and/or appropriately designed tiny houses could reduce stimulation if housing them in rooms with many other dogs is not a good fit.
- Regardless of the housing style, it should be double sided whenever possible to allow for choices for the dogs.

A dog playing with a water feature in a safe outdoor environment. Credit - Animal Arts, Architectural Imageworks, LLC, Humane Society of Southwest Missouri

Behavior Housing: Cats

Planning for a range of stimuli in cat zones will allow staff to place cats in the most appropriate housing. Some cats may want quiet human stimuli in the background while others may be happier with outdoor stimuli viewed from catios. See *Cat Housing: General* for types and sizes of cat housing.

Layout Considerations:
- Direct access to catios for some cats may be beneficial while others may want smaller, more defensible space.

Field Services and Public Safety

In a municipal HASS facility, office space for officers is minimized so they can work from the field and positively engage the community. This involves bolstering the office equipment in their vehicles to include radios, computers, tablets, etc.

Vehicles and Parking

Officers are on the road most of the time. Equipment needed to manage most cases is provided in vehicles, so they may stay on the road and be in the communities as much as possible.

Size, Approximate:
- Based on vehicle size, no compact parking.

Look and Feel:
- Efficient.

Cleanability/Durability:
- Outdoor/exposed to elements.
- Covered parking may be desired based on climate.

Mechanical/Lighting:
- Parking lot lighting for security.

Equipment and Furnishing:
- Vehicles.
- Laptops/tablets.
- Wash zone with cleaning supplies.

Additional Considerations:
- Overnight vehicle parking may be in a different location than animal unloading zones if needed.

Covered vehicular parking, credit Tim Murphy, FotoImagery.

Sally Port or Garage

The sally port or garage is where animals are unloaded from field vehicles. This space should be secured with walls or fencing to prevent animals from escaping while being unloaded. It may be desired to wash some animals before they enter the building.

Size, Approximate:
- Based on vehicle size with about five feet of unloading space on each side.
- Larger if cage wash or storage within sally port.

Look and Feel:
- Efficient, organized.

Cleanability/Durability:
- Hose-down.

Mechanical/Lighting:
- If garage, some space conditioning for overflow animal holding (disaster response).
- Cost-effective lighting.

Equipment and Furnishing:
- Grooming tub/animal wash zone.
- Cage wash zone with shelves and cleaning supplies.
- Truck wash zone.

Additional Considerations:
- Location of sally port should be near to intake housing and medical/triage area. Officers need to be able to enter and exit quickly. For this reason, it is also ideal to have restrooms near this area.
- This area should be stocked with, or easily accessible to, extra food, bedding, or other physical items officers may need to provide while offering support services in the community when their vehicle's stock runs low.

This garage has glass doors. This is helpful to see what is happening in each bay prior to entering. Credit Tim Murphy, Fotoimagery.

Secure Evidence Storage

Organizations that perform humane investigations often need secure evidence storage. Depending on the level of security desired, the walls of this room may be a more thief-resistant construction, such as masonry. The ceiling should be a hard lid, rather than lay-in ceiling tile. There may also be a need to have secure storage of deceased animals so the room would need to accommodate a freezer or separate space with freezers.

Layout Considerations:
- Locating the secure evidence room on the private/staff side of the facility is best for security. It is idea to place this as close to the field team zone as possible.

Conference Room

The field team needs a space where hearings can take place. However, this does not need to be a dedicated space and can flex with other large work areas that can be reserved/blocked off.

Size, Approximate:
- Based on typical meeting size.
- 10' x 12' minimum for an officer and a family.

Look and Feel:
- Welcoming, calm, private.

Cleanability/Durability:
- Typical office.

Mechanical/Lighting:
- Code required airflow.
- LED lights and ideally natural light.

Equipment and Furnishing:
- Table and chairs.
- Computer/laptop.

Additional Considerations:
- This meeting room should be easily accessed from the public-facing side of the shelter while private enough for sensitive discussions.

Public Meeting Room at Placer County Animal Services, credit - Animal Arts, David Wakely Photography, Placer County Animal Services Center

Officer Workspace

If officers are working primarily from the field, minimal desk space is required. Officer workstations within the facility can be shared touchdown stations. Within this zone, an open space for briefings would be useful.

Size, Approximate:
- 6' x 6' per officer working from the shelter at the same time.

Look and Feel:

- Focused, calm.

Cleanability/Durability:
- Typical office.

Mechanical/Lighting:
- Code required airflow.
- LED lights and ideally natural light.

Equipment and Furnishing:
- Systems furniture.
- Computer/laptop.
- Printer.

Additional Considerations:
- Close to the sally port and/or field vehicle parking.
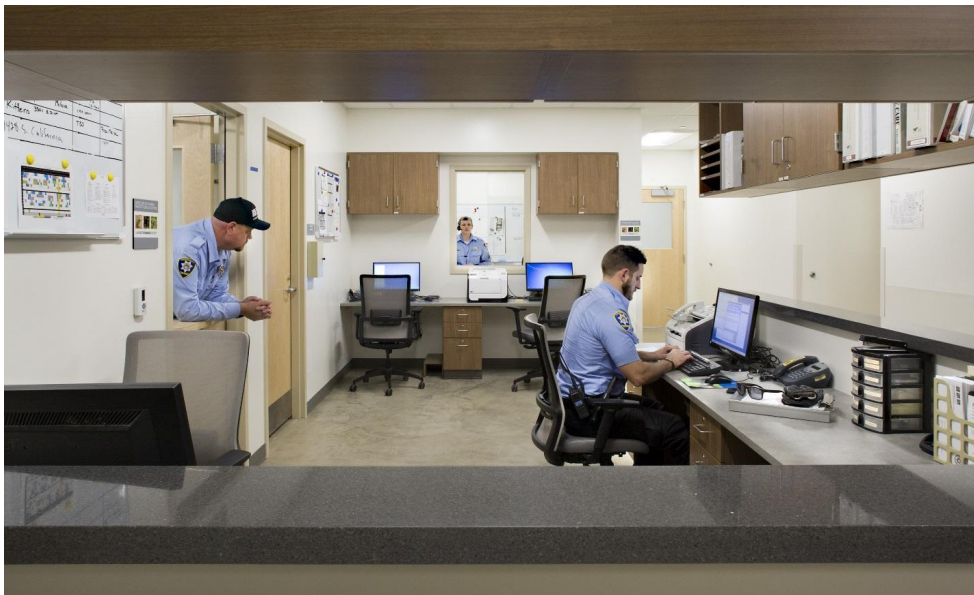
Officer workstations, credit Tim Murphy, Fotoimagery.

Field Lockers

The field team has unique storage needs. Typically, the officers require full-sized lockers for uniforms and larger equipment that cannot be left in vehicles. Lockers may be located within the field team work zone or in the garage, depending on an organization's preference. Ideally, these lockers are convenient to both the field vehicles and field workstations.

Dispatch Center

Based on operations, it may be desirable to have the dispatch team in a separate, quieter room from the officer workspace. Sound mitigation in this space is critical. Dispatchers should be able to focus on their individual calls, while the supervisor should be aware of critical situations. A

large team separate space for training may be desired. This space should be on a facility's emergency generator if there is one.

Size, Approximate:
- 6' x 8' per dispatcher working from the shelter at once.

Look and Feel:
- Focused, calm.

**Cleanability/Durability:**
- Typical office.

Mechanical/Lighting:
- Code required airflow with additional cooling for equipment.
- LED lights, task light, and ideally natural light

Equipment and Furnishing:
- Systems furniture; Flexible height, storage.
- Computer/laptop.
- 3-4 monitors per computer station.
- Printer.
- Sound panels.
- Radio racks, speakers, personal headphones, and microphones.

Additional Considerations:
- Close to break room spaces or include a coffee station within the room. Within the secure field zone.

Safe Keep

Court Hold and Temporary Protective Custody Animal Housing: Dogs

Dogs may be held for temporary protective custody, bite quarantine, or as evidence in a court case. The length of stay for these animals can vary considerably, so larger housing is preferred. Access to the outdoors is also desired. Providing side transfer doors at some housing allows for co-housing bonded animals and flexibility.

Size, Approximate:
- Varies by size of dog and length of stay.
- 5' x 10' for indoor/indoor.
- 5' x 6' indoor and 5' x 5' outdoor for indoor/outdoor.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to ~7' to 8' (a bit above the dog housing).

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.

Equipment and Furnishing:
- Dog housing.
- Sinks.
- Prep space and workstations.

Additional Considerations:
- Closer to the private/staff side of the facility is ideal for securing the animals. Direct access to yards is preferred if dogs are difficult to handle.

Court Hold and Temporary Protective Custody Animal Housing: Cats

Cats may be held for temporary protective custody, bite quarantine, or as evidence in a court case. The length of stay for these animals can vary considerably, so placing a cat in appropriate housing for their duration in the shelter is important for the cat's well-being. Indoor/outdoor cat runs are a good option for long length of stay, or cats coming from a hoarding situation where they are accustomed to being co-housed.

Size, Approximate:
- 2.5' deep x 5' wide enclosure per cat minimum; 5' x 5' cat kennel if longer length of stay.

Look and Feel:
- Calm, cleanable.
- Stimuli for enrichment.

Cleanability/Durability:
- Heavy to six feet, or the height of the highest cat enclosure.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- Vented housing.

Equipment and Furnishing:
- Cat housing.
- Sinks.
- Prep space and workstations.

Additional Considerations:
- Closer to the private/staff side of the facility is ideal for securing the animals

Transport Programs

Depending on the geographic location of the shelter and available resources, there may be an operational desire or need to transport animals in or out of the facility. With incoming animals, taking an intake-to-placement approach ensures each animal has a pathway to becoming a pet. Facilities with multiple locations may also need to move animals from one location to another to receive the best care or reduce time in the shelter.

- **Key considerations for transport programs include:**
  - Safe loading and unloading zones that minimize animal stress.
  - Pre-transport holding.
  - Post-transport holding and isolation requirements, which can vary by state.
  - Return flight packing zone.
  - Flexible housing ensuring other populations of animals could be housed in transport areas if operations change.
  - Crate/ kennel cleaning and storage.

Dog Housing: General

Industry Standard References:
- Guidelines for Standards of Care in Animal Shelters - Page 7, Section 1
- "All you need to know about housing dogs in animal shelters." By Shelter Medicine: University of Wisconsin-Madison
- "Facility Design, Shelter Animal Housing and Shelter Population Management." By Shelter Medicine: University of Wisconsin-Madison

Indoor/Outdoor Housing

In the HASS facility, most dogs will be assisted without ever needing to spend time in the shelter facility. However, there will be some dogs who require housing. Providing dual-compartment housing is important because it gives the dog a separate area to eliminate from her feeding area. Ideally, there would be an indoor portion and an outdoor portion.

Size, Approximate:
- 5' x 6' indoors and 5' x 6' outdoors minimum (Medium/Large dog).

Look and Feel:

- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Heavy to ~7-8 ft (a bit above the dog housing)

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Dog housing (prefab kennels or building components).
- Saloon and vertical slide access door.
- Sink.
- Prep space and workstations.
- Hose or hose reel.
- Hose bib.
- Storage.

Additional Considerations:
- Ideal: Single trench drain within each enclosure on both the inside and outside. Design the floor to slope ¼" per foot minimum to the drain ensures water doesn't pool in the dog's housing.
- Outdoor housing should have easy access to yards, but direct viewing into yards from the dog enclosures is not desired.

The exterior side of indoor/outdoor runs in a dry climate. In wet climates, the roof should extend further to cover the walkway. Credit - Animal Arts, David Wakely Photography, Placer County Animal Services Center

Indoor/Indoor Housing

In some locations, indoor/outdoor housing may not be practical or allowed. However, dogs still require double-compartment housing.

Size, Approximate:
- 4' x 10' indoors (minimum for medium dog).
- 5' x 10' preferred as a starting point.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment

Cleanability/Durability:
- Heavy to ~7' to 8' (a bit above the dog housing).

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Dog housing (prefab kennels or building components).
- Vertical slide access door.
- Sink.
- Prep space and workstations.
- Hose or hose reel.
- Hose bib.
- Storage (plan for it, instead of squeezing in later).

Photo of double-sided indoor housing. Credit Tim Murphy, Fotoimagery.

Enrichment Space

Providing enrichment space for dogs such as outdoor yards or larger indoor spaces for play can enhance their quality of life while in the kennel. Agility equipment, splash pads, and toys can add some fun as appropriate for the dogs in care.

Janitor Closet

Locating janitorial space and basic prep space nearby makes caring for dogs efficient. Easy feeding and cleaning enable staff to spend more time working with animals.

Size, Approximate:
- 6' x 8' minimum.

Look and Feel:
- Sanitary, durable.

Cleanability/Durability:
- Heavy to ~6'.

Mechanical/Lighting:
- Efficient, cost-effective lighting.
- Exhaust fan to remove odors.

Equipment and Furnishing:
- Mop sink.
- Mop hanger/shelves.
- Cleaning chemical storage.
- Mixing station for diluting chemicals.
- Clinical sink (optional).

Prep Space

A counter with a sink in or outside each of the dog rooms encourages handwashing and provides a work surface for basic tasks. This also provides a zone for storage and/or parking utility carts.

Size, Approximate:
- 5' to 6' counter minimum.

Look and Feel:
- Sanitary, durable.

Cleanability/Durability:
- Heavy to 4'.

Mechanical/Lighting:
- LED lighting.

Equipment and Furnishing:
- Sink.
- Stainless steel counter.
- Storage shelves.

Community Cats

Planning for community cats, who have different needs from owned cats, enables a shelter to provide the best short-term experience for these cats before they are returned to their community.

Isolation Housing

The community cats may require more space in separate rooms, depending on the size of the program. Utilize the following information, as well as section *Isolation Housing: Cat, General* above to consider how more space for community cats can be integrated into your set up as needed.

Pre-/Post-Op Holding

Since community cats are often brought to a shelter in traps, holding space is different from that for owned or shelter cats who are in carriers or typical veterinary enclosures. Providing shelves for traps minimizes the number of times the cats need to be handled. They can wait for surgery and recover within the traps as opposed to being moved to multiple locations.

Size, Approximate:
- 8' x 10' room but depends on number of cats held at once.

Look and Feel:
- Sanitary, calm.

Cleanability/Durability:
- Heavy to ~6'.

Mechanical/Lighting:
- LED lighting.
- Good airflow for odor.

Equipment and Furnishing:
- Shelves.
- Sink nearby.

Additional Considerations:
- Outdoor access from parking allows the community members or staff who transport the cats to easily load and unload them into the building. This room should also be near induction and surgery. It may be desirable to roll the shelves with traps into the induction zone for efficiency. Larger doors are beneficial for rolling shelves or larger traps.

Holding for Care (Medium Term)
Ideally, community cats are not held in the shelter for long, but there may be a need to hold a cat for medical care (such as pregnant cats or severe injuries). Providing a flexible space in a quiet, cat-centric zone that can accommodate hospital baskets allows shelter staff to care for a range of community cat needs.

Holding for Job Placement (Working Cats)
Working cats are not as social and are accustomed to more space (and more outdoor space) than a relinquished housecat.

Size, Approximate:
- 5' x 5' indoor and 5' x 5' outdoor catio.
- Indoor/outdoor enclosure.

Look and Feel:
- Calm, cleanable.

Cleanability/Durability:
- Hose down.

Mechanical/Lighting:

- Natural light, dimmable LED fixtures.
- Fresh air.

Equipment and Furnishing:
- Cat housing.
- Sinks.
- Prep space nearby.

Additional Considerations:
- Closer to a quiet, lower-activity zone to minimize unwanted human or dog interaction. The interior of the enclosure needs shelving, hiding boxes, litter boxes, feeding stations and any other amenities needed to maintain the health and well-being of the cats.

Prep Space

Like other animal zones, having janitorial and prep space near the cats is beneficial. Additionally, providing a space to wash traps is important. Options for trap-washing include outdoor cage wash space, a large utility sink, or an extra tall commercial dishwasher, depending on trap size.

A special cleaning space for cages and traps with an industrial bucket washer. Credit Tim Murphy, Fotoimagery.

Cat Housing: General

Industry Standard References:
- [Guidelines for Standards of Care in Animal Shelters](#) - Page 7 Section 1

- [“Facility Design, Shelter Animal Housing and Shelter Population Management.”](#) By Shelter Medicine: University of Wisconsin-Madison.

Cat Condos

In the HASS facility, most cats will be assisted without ever needing to spend time in the shelter. But for those that do, providing dual-compartment housing is important because it gives the cat a separate litter area from its feeding area, and these should be over two feet apart.

Size, Approximate:
- 9 square feet per cat, typically two 30” or 36” wide compartments connected with a portal.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Spot clean enclosures.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Cat housing with portal.
- Bench or den.
- Sink.
- Prep space and workstations.
- Storage.

Additional Considerations:
- These housing units can be purchased in laminate, stainless steel, or fiberglass materials.
- Plastic, quiet latches and hinges can help minimize stress.
- Venting the cat housing from the litter side can reduce odor in the room and smells of adjacent cats.
- Providing calm stimuli for the cats to view is desirable. If cats are facing each other, they should be a minimum of eight feet apart.
- Locating the cat housing off the floor, while keeping the feeding and cleaning of cats ergonomic for staff is a tricky balance. However, most cats prefer more vertical spaces.

Example: Shor-Line Staineless Steel Cat Suite, 36"W X30"H, Shor-Line Website Product Image

Cat Runs

These can be used to house different types of cat populations with similar amenities to the cat condos. The runs create co-housing for bonded pairs, which can also be helpful in hoarding or confiscation cases where cats come from the same household.

Size, Approximate:
- 5' x 5'; May be both inside and outside.

Look and Feel:
- Calm, cleanable.
- Controlled stimuli for enrichment.

Cleanability/Durability:
- Spot clean enclosures.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Cat housing components.
- Benches and/or ramps.
- Sink.

- Prep space and workstations.
- Storage.

Additional Considerations:
- Some prefab cat runs have the option for built-in ramps and shelves. If this is not available, back, or adjacent walls can be used for vertical enrichment. These can also be indoor-outdoor if the building layout allows.

A cat run, courtesy Santa Cruz SPCA.

Featured Cat(s)

While group housing can make it hard to manage disease transmission, it may be desired to have a featured cat room. These spaces can also flex as meet and greet rooms for cats.

Size, Approximate:
- 8' x 9', may also have a catio.

Look and Feel:
- Calm, cleanable.

- Controlled stimuli for enrichment.

Cleanability/Durability:
- Medium to 6 feet.

Mechanical/Lighting:
- Natural light, dimmable LED fixtures.
- No recirculation of air to other zones.

Equipment and Furnishing:
- Enrichment structures.
- Sink.
- Prep space and workstations.
- Storage.

Additional Considerations:
- These rooms are often best placed near the adoption lobby for cat viewing. If possible, opening to a catio can provide enrichment and more space for cats.
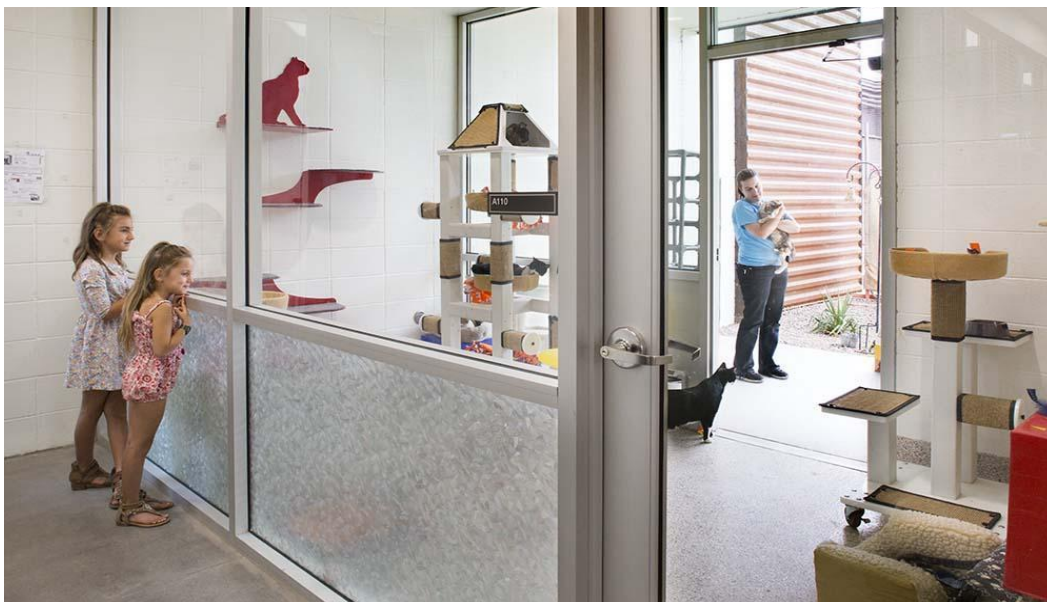
Cat feature room with enclosed outdoor area. Credit Tim Murphy, Fotoimagery.

Small Animal Housing

It is important to provide species appropriate housing for small mammals and to meet their enrichment needs in the shelter. These animals are often housed in substandard conditions. This section provides only a broad overview. We highly recommend consulting with experts on the specific setup for each species, particularly if an unusual species enters the shelter.

Rabbits

Rabbits can be very large, and their housing needs to accommodate their physical bodies, and provide room for enrichment. A 2.5' x 5'-long cage minimum for small and medium-sized rabbits. Larger is needed for giant rabbit breeds. Cage housing, properly set up, may be the most flexible for most circumstances when considering the following restrictions.

Housing can be in cages or on the floor in runs. However, runs **cannot** be used if:
- State or local law or ordinance prohibits floor housing for reasons of sanitation (Rabbits can get serious and life-threatening diseases)
- The housing is not sufficiently away from other animals, particularly predator species.
- There is not enough room to single house rabbits, which is necessary if they arrive from different households.

Guinea Pigs

These animals need much more space than is often provided. Minimum requirements are at least 2.5' x 5', similar to rabbits. They need opportunities for hiding, very low climbing, and burrowing.

Chinchillas

These animals should have a similar housing size to rabbits as far as floor area, but they need vertical climbing opportunities. Prefabricated chinchilla housing is the best solution.

Ferrets

Ferrets are predators and must be housed away from other small mammals. Like chinchilla housing, there must be vertical climbing opportunities. The best commercially available ferret housing provides at minimum 5 feet of horizontal space and 4 to 5 feet of vertical space, with multiple platforms.

Miscellaneous Small Mammals

Small animals such as mice, rats, hamsters, and gerbils can be housed in smaller caging, depending on the animal and whether it is cohoused or single housed. Rats need the most room, at least a 3-foot-long cage, and need climbing opportunities. Rodents need many enrichments, burrowing opportunities, and exercise opportunities (such as wheels).

Birds, Reptiles, Amphibians

It is of critical importance not to house these species in the shelter unless the shelter is the best or only option for these animals. Reputable rescue groups specializing in birds, reptiles, and amphibians may be better trained and more adept at meeting the needs of these animals, in keeping them healthy, and in finding them homes. If they must be housed in the shelter, have detailed reference materials and all equipment ready to house these species and to maintain their health. This will entail a wide variety of cage and terrarium housing, clean water supply for amphibians and turtles, and the right food, lighting, and enrichment on hand. These animals should be separated from small mammals.

Overall recommendations:

Size, Approximate:
- Varied

Look and Feel:
- Small animals are harder to adopt. Therefore, they need highly visible, attractive housing in the shelter. Many people prefer to place them immediately adjacent to lobbies. Intake and isolation areas for these species may be more utilitarian in feel if adequate enrichments are still provided.

Cleanability/Durability:
- Caging should be highly cleanable. Rabbit urine is extremely corrosive, and small animals may chew on the edges of caging and destroy it. Thus, we recommend, if caging solutions are used, that they are constructed of stainless steel, or laminate, only if edges are completely sealed and protected, or powder-coated metal. Wire caging for guinea pigs, chinchillas, and ferrets is acceptable as long as designed for the particular species. Pet store "pet display" caging is usually not durable enough for long-term use in a shelter.
- Cages that allow for dropping trays for smaller mammals are sometimes used as they can be easier to clean. However, be aware that not all wire floors are acceptable for small mammals. For rabbits, vinyl-wrapped thick grates are the best as they are soft on the feet. The smallest animals cannot be housed with grating as their feet will fall through or become entrapped.

Lighting
- Bright when in adoption areas, but dimmable to reduce stress when possible.
- Birds require specialized full-spectrum lighting.
- Reptiles often require heat lamps, but these can be provided within the caging.
- Natural lighting is very important as these animals may be in care longer.

Mechanical
- Ideally separate all predator and prey air streams.
- Rodents can create quite an odor! Direct venting the cages, or at least boosting the ventilation in the room, can be important to creating a healthy environment for them, and a pleasant environment for others.

Equipment and Furnishing:
- Small animals have many storage needs. Provide full-height supply cabinets with many shelves, or shallow closets with shelves, to meet the needs for storage and to prevent clutter in the room.
- Provide meet and greet areas such as low, escape-proof pens where a potential adopter may meet a larger animal (rabbit).
- Ensure doors thave sweeps on the bottom sides to prevent the smallest animals from escaping.
- Provide generous enrichment equipment suitable to the species being housed.

Additional Considerations:

- **Always separate predator and prey.**
- Provide exercise areas for rabbits. These can be areas for floor frolic, or even outside "rabitats" as long as the outside areas are completely screened, safe from all other animals including wild animals, sun, wind, and snow protected, and disinfectable.
- Provide other exercise opportunities as is appropriate to each species. For the smallest species, this might simply be a matter of outfitting the housing with enough enrichment.
- Provide prep and storage areas dedicated to small mammals. Small mammals have a lot of "stuff" including food, bedding, toys, enrichments, water bottles, etc.

A rabbit run, courtesy Nebraska Humane Society.

Livestock/Large Animals

Housing of "livestock" should be done in accordance with local/state laws and ordinances. A shelter intended for the temporary housing of domestic dogs, cats, and small/pocket/exotic pets should seek the expertise of those with species specific husbandry skill set. A Memorandum of Understanding (MOU) could prove valuable to an agency with limited to no housing options for "livestock" and/or staff that lacks the skill set to take care of these species humanely and safely. Facilities that intend to temporarily house "livestock" should consider the following when housing these animals.

Baseline: The housing must provide a comfortable, clean, well-drained and dry lying area together with shelter from adverse weather, space to allow the animal to move, lie down and rise

freely, as well as access to adequate food and water. This area should be located away from species that could be considered predatory in nature and create unnecessary stress on the animal.

Here is an example from the **Housing and Space Guidelines for Livestock**

Suggested Space and Housing Guidelines for Fully Mature Farm Animals

Animal	Horse	Beef Cow	Dairy Cow	Dairy Goat	Pig	Sheep	Hen	Broiler	Turkey
Unit	1 horse	1 cow	1 cow	1 goat	1 pig	1 sheep	1 hen	1 broiler	1 turkey
Enclosed Housing Area/Animal	- Tie stalls 45 sq. ft.; 5' x 9' - Box stall 12' x 8' or 10' by 10'	75-100 sq. ft.	75-100 sq. ft.	20-25 sq. ft.	48 sq. ft. with exercise yard; 100 sq. ft. without exercise yard	20-25 sq. ft.	3-4 sq. ft.	3-4 sq. ft.	6 sq. ft.
Exercise Yard Area/Animal	200 sq. ft.	100-125 sq. ft.	100-125 sq. ft.	50 sq. ft.	200 sq. ft.	50 sq. ft.	10 sq. ft.	---------	20 sq. ft.
Pasture Area/Animal	1-2 acres	1-2 acres	1-2 acres	0.2-0.3 acres	12-14 sows/acre/ rotational pasture	0.2-0.3 acres	---------	---------	100 sq. ft.
Type of Housing and Boundary Setback	Enclosed ventilated barn or open 3-sided barn. Setback 50 ft.	Open front 3-sided barn. Setback 50 ft.	Open front 3-sided barn, free-stall or enclosed stanchion barn. Setback 50 ft.	Enclosed barn with removable side panels or windows. Setback 50 ft.	Enclosed barn, huts, shed, hutches or lean-to. Setback 50 ft.	Open front 3-sided shed. Setback 50 ft.	Enclosed barn. Setback 50 ft.	Enclosed barn. Setback 50 ft.	Enclosed barn. Setback 50 ft.
Fencing	-Electric -Wooden rail -Woven wire	-Barbed wire -Electric -Woven wire	-Barbed wire -Electric -Woven wire	-Electric -Woven wire	-Electric -Plank rail	-Electric -Woven wire	-Chicken wire	------	-Chicken wire
Family Needs	1 horse per family member	1/2 - 1 beef animal/ year; raise 2 animals/yr to provide continuous supply	1-2 cows	2-3 goats	2 pigs per yr.	6 sheep	6 hens	24 broilers	12 turkeys

Note to municipal planners: *The minimum space and housing guidelines in the chart apply to both commercial farms and backyard operations. However, you should not apply the numbers of animals suggested in the "Family Needs" catebory to commercial farms when drafting ordinances regulating agriculture in your community.*

A flexible barn design with livestock stalls on the left and fowl enclosures on the right. Credit Tim Murphy, Fotoimagery.

Sanctuary and Hospice Services

While some animals may be best located at a sanctuary or hospice facility, we believe that the needs and location of these services do not align well with the HASS facility. HASS facilities seek to prevent long-term housing of animals and should be located to best provide immediate services to the people and animals in the community, which is not necessarily the best location for calm refuge. Sanctuary and hospice should primarily go through the **Intake to Placement** process, finding long term foster or adoptive homes for long term care.

Fundraising Support

To view the full *HASS Philanthropy - Development and Fundraising Toolkit, click here*.

Event Space

Hosting fundraising events at a HASS facility makes logistics simpler and eliminates the cost of renting out another location. This space could overlap with other multi-purpose rooms within a facility.

Size, Approximate:
- 20' x 30', depending on desired event size.

Look and Feel:
- Welcoming, warm, clean.

Cleanability/Durability:
- Walls should be wipeable from four feet down to the floor. The floor should be easily cleaned.

Mechanical/Lighting:
- Code-required airflow.
- Lighting should be flexible based on use. Consider multiple zones/schemes. Natural light.

Equipment and Furnishing:
- Stackable chairs and table systems.
- AV for presentations: projector or large screen.

Additional Considerations:
- Opening to outdoor patio space can be a benefit. This space should have easy access to public restrooms when the rest of the facility may be closed.

Indoor/outdoor classroom with patio access. Credit Tim Murphy, Fotoimagery.

Storage

Chairs and tables used for events will need to be stored out of the way. The number of chairs and tables in the event space will vary based on type of event (seated presentation, dining, etc.). Double or larger doors for wheeling items in and out is beneficial.

Administrative Spaces

Offices

HASS facilities may adopt a different model for integrating animal and human working spaces. Below is an outline of design considerations. Administrative areas should also be designed to accommodate people's individual needs.

- **Bringing owned animals to work, as space allows.**
  - A perk for retaining staff.
  - Treat them the same as shelter animals—no distinction, equal respect.
  - Option for this will depend on organization/liability risk.
  - Requires careful office design with ability to keep animals confined humanely.
- **Flexible furnishings selected with people and animals in mind.**
  - Cubicle design with higher glass-style enclosure to keep people safer in a post-pandemic world, while fostering connectedness.
  - Different and flexible furniture ideas such as cleanable couches that could be used by pets and people.
- **Touch-down points.**
  - Provide people working spaces within animal areas for charting, notes, brief updates to files.
  - Medical workspace looking into wards.
  - Supplemental monitoring is the model to promote, not "supervision", as the animals must always be in safe spaces with safe conditions, with or without monitoring.
- **Offices.**
  - Dutch doors with sidelights or adjacent low windows for coworking with pets.
  - Screen door options.
- **Range of workspaces.**
  - Options for human stimuli and physical ability. For example, if most people are in open offices, could phone booths be provided for personal calls or small study rooms for focused work?
    - Acoustics.
    - Furnishing options.
  - Good visibility out for people, visibility options at dog height (some view blocking to reduce stimulation for animals in the space).
  - People working closely with mission-related work also need spaces to truly get away and relax. Consider the following for separate animal zones and human/break zones:
    - Employee relaxation space.
    - Break room more like cafe than cafeteria.

- - Range of furnishings to react to people's need for socializing or alone time.
  - Indoor/outdoor space for people.

Reception

While we have covered the needs of visitors, below are some important considerations for reception spaces for people.

- Dealing with crises/emotionally charged situations.
  - Consider providing some meeting rooms to pull people into for conversations that are difficult. These should be visually open to the lobby for safety.
  - Provide quick retreat, shut down zones to allow for staff safety in case a visitor is displaying erratic, concerning, or threatening behavior.
  - Provide a balance of defensible space and a friendly and approachable design for reception desks.
- Plan for overall security.
  - Cameras.
  - Provide access control, such as remote locks on vestibules.
  - Provide panic buttons at desks.
- Plan for comfort and ergonomics.
  - Desk jobs should allow for ergonomic positioning with comfortable seating.
  - Adjustability such as sit/stand desks can create options for staff members who must remain stationary throughout the work day.
  - Invest in good chairs.
  - Provide task lighting at desks and prevent glare from exterior windows.
  - Ensure desk areas do not get drafts from doors opening and closing. If they do, provide under desk heaters in cold climates.

Existing Facility Analysis

The following worksheet identifies spaces that may be needed to support a facility using the Human Animal Support Services (HASS) model. This worksheet is intended to be a framework for adapting an existing facility or to inform the design of a new facility. **To view a printable, standalone version of this analysis, click here**.

Operational Priorities

When budget, space, and time are likely not unlimited, it can be helpful to list out your organization's top operational priorities. The list of priorities can be referred back to help identify the items that best support your organization's goals and needs.

The below questions may help define the priorities for space improvements.
- What space(s) in your facility are the most important to your core mission?
- What space in your facility gets used the least and why?

- When learning about and implementing the HASS model was there any HASS element you thought you could not do because of your building?
- What is your organization trying to achieve?
- Where are your current operational limits?

List your priorities to address:

_____
_____
_____
_____

Suggested Spaces by HASS Elements

The list below is broken out by the Elements of HASS so that it aligns with other HASS publications and operational guidance. For each Element, functions are identified that may require space in the facility. Depending on your organization's goals, specific operations, size, location, and mission the spaces listed may or may not apply.

Spaces do not have to be single-purpose rooms. A room may house multiple spaces and functions. Organizations may also find alternate and creative ways to provide these spaces and functions. For example, a meeting room could be a picnic table with an umbrella in some climates or a physical lobby may be replaced by an app, website, or other operational adaptations.

Lost Pet Reunification

The organization operates a comprehensive lost pet reunification service to successfully get most roaming pets home without them having to enter the shelter system.

Questions for Consideration

- How are people able to access a list or post for lost animals with your organization?
- What kind of storage is needed for supplies to aid a community member holding a found pet? Is there a need for after-hours access for your organization?
- What current animal housing can be used for short-term holding?
- Do you need short-term animal housing for animals awaiting quick reclaim? Do you already have this type of space in your facility?
- Do you have adequate workspace for staff aiding with lost pet reunification? Where will staff interact with the public?

Checklist of Spaces

	Have?	Sufficient?	Notes/ Implementation Approach

	Yes or No	Yes or No	
Resource Spaces			
Short-term Animal Housing			
Storage			
Staff Offices			

Pet Support Services

Pet owners can access pet support services, including housing, medical and behavioral support, as well as food and supplies, to help keep the human-animal family together.

Questions for Consideration
- What type of animal housing do you need to help temporarily hold owned animals? Do you have any visitation space for their owners?
- Do you have any medical partnerships that can help with wellness care? Are these services best provided onsite or offsite?
- Does mobile medical care make sense for your organization? If so, what services? Where will a vehicle park? Where is the storage of supplies for mobile medical?
- Does your organization provide any behavior training on-site or is there a referral program people can access?
- Do you offer food pantry services? Do they partner with any other human support organizations? How are they accessed by the public (24-hour exterior door, by appointment, once a month, etc)?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Lobby / Reception			
Case Manager Offices			

Temporary Animal Housing			
Visitation Rooms			
Medical Services			
Staff Offices			
Garage for Vehicle Parking			
Behavior Offices			
Outside Training Yards			
Indoor Training Area or Multi-purpose Room			
Food Pantry			
Supplies Storage			

Supported Self-Rehoming

Pet owners who can no longer keep their pets are given the tools to safely and quickly rehome their own pets with ongoing support from shelter staff or volunteers.

Questions for Consideration
- Do you have onsite intake diversion counseling spaces for the public? Do you have Case Managers on staff?
- What kind of supplies or assistance are you currently able to provide? What kind would you like to provide for in the future?
- Do you have a remote phone support services system available?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Counseling Rooms			
Supply Storage			
Staff Offices			

Intake-To-Placement

Pets physically entering the shelter have outcome pathways identified before or at the time of intake, so in-shelter length of stay is drastically reduced.

Questions for Consideration

- **Pre-Intake**
    - Which staff are performing intake-related tasks? Will they be on-site?
    - Who needs a dedicated workspace? Who can use hotel/flexible workstations?
    - Will volunteers be involved with intake-related tasks?
    - If you are doing scheduled intake, does your current space fit those needs?
    - What species of animals will be coming in?
    - What kind of privacy will you need for conversations?
    - What is your need for security? Security when open and after hours.
- **Intake: Public Onsite**
    - Do you have a separate intake entrance? If not, what functions overlap (given emotions)? Is there or could there be a time of day separation with other functions (if using appointments)? How does someone know where to go?
    - What is a bigger priority: Separation of functions or separation of species?
    - Is there the opportunity to separate species by a separate lobby or smaller opportunities for visual barriers?
    - Where and how will you greet the public? Where should someone wait to meet with staff? Is it indoor or outdoor waiting?
    - While meeting with a person, how can you create a private space? Will you meet in exam rooms? Is there a separate counseling space? Could you utilize someone's office?

- ○ What supplies do you need to move animals into and around your facility? Where are these supplies stored? How/where are they sanitized?
- **Intake: Field Onsite**
  - ○ Where do staff access animal drop-off (enclosed garage, intake holding room from the exterior, etc)?
  - ○ What support spaces do staff need for incoming animals (exam room, temporary holding, etc)?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Counseling Rooms			
Office Spaces			
Intake Lobby			
Intake Exam Rooms			
Private Meeting Spaces			
Sally Port			
Intake Temporary Holding Rooms			

Field Services and Public Safety

Animal control and field services protect public health and safety, enforce animal cruelty and neglect laws, and aim to address the root causes of animal problems. They provide support, information, access to care, and resources to the community.

Questions for Consideration
- What type of animal control vehicles does your organization use? Are they easily identifiable, new/older models?

- What unloading area do animal control officers have for incoming animals? Is it a secure garage, outside fenced parking, or other?
- What spaces are needed for initial intake, animal documentation, and decontamination?
- What type of animal housing is being used for cruelty cases or bite hold animals? Does it meet best practice design for long-term holding? Does it have outdoor yard access?
- Do you have an education/training space for the community? This could be a classroom, multi-purpose room, or mobile classroom.
- What types of physical files need to be stored on-site?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Sally Port			
Intake Temp Holding Rooms			
Staff Offices			
Animal Housing for Long Term Stay Animals			
Intake Processing			
Public Meeting Space			
File Storage			
Supply Storage			

Community Partnerships

Human social services agencies, veterinary practices, rescue groups, and other community partners work closely with the animal services organization, treating people and animals as a family unit.

Questions for Consideration
- What types of community partner organizations does your organization work with? How would you like to see this expand in the future? Where does the partnership work happen (building or offsite)?
- Do you have a call center for Case Managers? Is it onsite or a remote operation?
- Do you have remote or onsite workspaces for marketing and community relations staff and volunteers?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Meeting Space			
Onsite or Remote Workspaces			
Counseling Rooms			
Call Center			

Foster-Centric Model

The majority of pets who enter the shelter system are placed in foster homes within hours or days of arrival and foster pets are adopted directly from their foster homes.

Questions for Consideration
- Will you have volunteers help with coordinating fosters? Will they be remote or onsite?
- How do fosters interface with medical services at the facility? Is there a sick animal holding area? Do you have spay/neuter surgery holding areas?
- Do you offer training and behavior resources for foster parents and pets?
- Do you have a workspace for supply prep, technology needs, etc?
- Do you offer day-foster respite programs?

Checklist of Spaces

	Have?	Sufficient?	Notes/ Implementation Approach

	Yes or No	Yes or No	
Volunteer Spaces			
Medical Holding Rooms			
Foster Coordinator Office			
Supply Storage			
Training and Behavior Area			
Meet and Greet Rooms			
Day-Foster Spaces			
Foster Staging			

Remote Customer Service

Customers can reach the organization quickly and easily using remote technologies like text, phone, and web chats.

Questions for Consideration
- Do you provide remote customer services through staff or volunteers? Do you have a call center onsite?
- Do you have a user-friendly website with access to video medical chat services (tele-med)?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Call Center			

Supply Storage			

Case Management

Animal services personnel serve as trained Case Managers, helping people keep their pets. They can assist in providing resources and support to struggling pet owners, assisting owners who need to rehome their pets, and helping people find missing or lost pets.

Questions for Consideration
- How do Case Managers work with the public? This could be virtual, onsite in a counseling room, by telephone, or other.

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Private Meeting Room			
Tech Workstations			
Supply Storage			

Volunteer Integration

Volunteers are engaged in every area of operations and play a key role in the implementation and creation of HASS.

Questions for Consideration
- What services do volunteers aid with onsite?
- Do volunteers help remotely or virtually?
- When do volunteers have access to the building (after hours, only during public hours, early mornings)?
- Do volunteers have specific parking onsite?
- Do you host large group volunteer events and do you have space for that?
- Where do volunteers get trained?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach
Volunteer Workroom			
Tech Workstations			
Supply Storage			
Photo Stations			

General Building Support Spaces

Each building has a number of support spaces that serve the operations of the facility. These spaces might be centralized or dispersed throughout the building(s). The rooms might serve as human support spaces, animal support spaces, or both at different times.

Questions for Consideration
- Do you prefer laundry to be in a single location or located at point of use?
  - Example: Medical zones, animal housing prep areas, contagious medical zones
- What capacity of food prep and dishwashing is required for your animals on a daily basis? Where is the bulk food storage located?
- Are your IT operations efficient? Are there areas of the facility that are underserved by IT connections?
- Where do staff take breaks, prepare for the day, or clean up after a messy experience?
- What staff spaces are missing or undersized for your organization?
- What types of special events, emergency management, or donor events do you need storage or extra rooms for?
- How do your spaces perform during critical situations for water access, generators, and onsite staff?

Checklist of Spaces

	Have? Yes or No	Sufficient? Yes or No	Notes/ Implementation Approach

Laundry			
Food Prep			
Dishwashing			
IT Closets			
Cleaning Supplies and Storage			
Bulk Supply Storage			
Breakroom			
Lockers			
Showers			
Restrooms			
Parking and Public Access			
Maintenance Station			
Crate Wash / Storage			

Wildlife Friendly Facility Audit

This section serves to provide a basic overview of a humane, wildlife-friendly approach for shelter facilities and operations. These best practices are in place to follow One Health values, match the mission of keeping wildlife in their appropriate homes, and promote healthy ecosystems. When put into practice, these guidelines have the long-term sustainable benefits of lifesaving, time-saving, and good stewardship of resources.

Facilities/Landscaping
- Use appropriate native plant and water-wise gardens and landscaping
  - Toxic and Non-Toxic Plants List
- Trim trees in Fall and Winter only; Hire wildlife-trained arborists
  - Tree Care Checklist
  - Tree Care for Birds Webinar

- Develop a recycling program and effective waste management
- Consider a compost program
  - Local colleges, farms, gardens, ShareWaste App
- Use CFL or LED bulbs
- Utilize window strike prevention
  - Reflective stickers on all windows
- Bird feeders: Pros and Cons
  - The best solution is to plant a pollinator garden with wildlife-friendly native plants for your geographical area as opposed to bird feeders.
  - Humane Gardener - Cultivating compassion for all creatures great and small

"Pest" Control
- Bees: Connect with local beekeepers for a responsible bee relocation response
- Never use rodenticides or glue traps
- Secure all food resources in air-tight containers and regularly assess enrichment items (peanut butter filled kongs, etc) to ensure there are no residual food items left behind
- Seal up all potential denning spaces such as holes in roofs, under sheds, and crawl spaces
  - Items such as hardware cloth, spray foam, and rat out gel can be useful
  - Consider the pros and cons of barn/working cats at your facility

Administrative
- Go paperless, when appropriate
  - Take notes on tablets or enter them directly into the computer
  - Ensure you are enrolled in paperless bills, subscriptions, etc
- Buy local: Support small businesses in your community when ordering supplies or other items for your organization

Animal Housing
- Consider the need for overnight housing vs. full rehabilitation housing
- Refer to NWRA minimum standards
- Durable, non-toxic materials
- Always provide space for the animal to hide and feel secure
- Cover all enclosures
- No-Peeking policy: Sample Wildlife Etiquette
- Separate area for wildlife holding
  - Away from human and domestic animals
  - Quiet, dark, appropriate temperatures
  - Avoid metal/wire caging for birds to prevent feather damage (Shorelines are acceptable)
- List of tools
  - Gloves
  - Nets
  - **HASS Wildlife: Medical SOP**: Intro/Care/Supplies
- Sample Transport Guidelines

Case Studies:
[Certified Green Business | San Francisco Bay Area](#)