

CITY OF SALINA, KANSAS
ANIMAL CONTROL AND SHELTER STUDY
JULY 2018



Prepared by:



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Executive Summary

During the evaluation process, it was readily evident that Salina Animal Services personnel are invested in providing the best service possible to the community. Without exception, employees express a loyalty to the organization, their direct supervisor and show a desire to learn best practices within their respective roles.

The path to providing best practice animal control services to the community begins with clear and consistent communication from all levels of management. We, at the National Care & Control Association, believe the lack of Policy and Procedure, Mission Statement and ineffective working relationships can be overcome with time. The Animal Services Division is wholly unaware of the purpose for a chain of command in a municipal government setting and believes there is no organizational priority for Animal Services. On the contrary, we found the city to be extremely thoughtful of Animal Services and their contribution to the community.

The organization as a whole is an asset to the community. They strive to serve the public, to resolve difficult animal issues and promote adoption. Public perception of the organization is positive and supportive.

Although the evaluation process can be a critical process by nature, the resulting final report should not be utilized as a means to criticize decisions of the past or as a negative reflection upon current personnel. This report is simply a snapshot in time, during the week of July 9-13, 2018, and the recommendations for implementing best practice solutions to effect improvement. The issues observed and contained in this report are not insurmountable. With proper direction and support from management, coupled with acceptance of the same, the employees of Salina Animal Services will surely thrive and grow to be a model agency within the animal control community and profession.

NACA STUDY TEAM

The Salina Animal Services Evaluation was conducted by Kimberly Cherney, Cindy Walden and Lesa Murray; three animal control/humane professionals, who combined, have more than 85 years of experience in the animal control and humane field. Each of these consultants has extensive training, and hands-on experience, in the field of animal care and control, in the management of animal shelter operations and animal care and control field services programs.

ACKNOWLEDGEMENTS

The NACA Study Team would like to thank City Manager Jason Gage, Deputy City Manager Mike Schrage, Director of Parks and Recreation Chris Cotten, Deputy Director of Parks and Recreation Scott Garrie and the entire staff of Salina Animal Services for their cooperation and kindness. Through their dedication and openness, we were able to develop a clear picture of the Salina Animal Services Division.

While NACA has recommended changes for improving the structure and productivity of the animal control function within the city of Salina, community leaders and officials should recognize the dedication of Salina Animal Services employees, and the importance the animal control program has for the citizens they serve and the animals.

It should be noted these recommendations are advisory in nature and are based upon the observations and fact-finding of the NACA Study Team. The final determination regarding the implementation for any of these recommendations should be left to the animal control staff and governing authorities, with consideration given to local needs and budgetary constraints.

SCOPE OF STUDY

The purpose of this study is to provide an outside and objective review of the Field Operations, Shelter Operations, Administration, and the Facility for the Salina Animal Services Division. To achieve this goal, the National Animal Care & Control Association completed the following study requirements:

- An examination of the department structure, organizational hierarchy, and command structure to identify stakeholder perspectives on the strengths and weaknesses of the current structure, and its effectiveness and impact upon morale.

- An evaluation of the current deployment of resources; the budget, equipment, facilities and staffing, to identify possible improvements to productivity and efficiency.
- A review of scheduling and coverage requirements for the agency.
- An examination of training for both employees and their supervisors.
- An examination of the community relations programs to include foster, adoption and volunteer programs.
- An analysis of current levels of office automation, communication and support systems.
- An examination of shelter operations including facility construction, operations, record keeping and accountability, policies and procedures, the adoption program and the effectiveness on live release rates.

NACA completed this report within ten weeks of completing the on-site field work.

This needs assessment was managed in eight distinct phases:

- Data Collection
- Interviews and Surveys
- On-Site Observation
- Oral Briefings
- Analysis of Data
- Comparative Analysis
- Alternatives and Recommendations
- Comprehensive Written Report

To achieve a comprehensive outcome, the NACA Study Team utilized numerous surveys and internal worksheets based upon standards established by nationally recognized humane and animal care and control organizations. NACA routinely incorporates 'best practice' and 'current industry trends' as gathered from previous NACA program evaluations and statistical data gathered from other agencies across the United States.

EMPLOYEE INTERVIEWS AND OBSERVATION

During the week of July 9-13, 2018, the Study Team held a series of on-site meetings and discussions with representatives of the organization. These individuals were asked

specific questions based upon the information provided in advance of the Study Team's arrival, and as a result of on-site observations. Salina Animal Services staff members identified problems and unique circumstances affecting their agency. Staff members within Field Services, Administration and Shelter Operations were observed performing their duties throughout the week. The purpose of these interviews and observation sessions were to clarify information gathered, and to develop a better understanding of the key issues that may be limiting Salina Animal Services in their ability to provide the highest quality services possible. These observations and discussions were conducted in private and are not attributable to one particular employee.

DISCLAIMER

Since much of the information included in this study was obtained verbally from current employees, the National Animal Care & Control Association, and its consultants, do not warrant or guarantee the accuracy of these statements, or the events that may be described within this report. Verifiable data, in some instances, may not have been available, or does not exist. Recollections of historical events, which may be mentioned in this report, are provided by staff members. The NACA Study Team has attempted to gather accurate data and information to help determine the current needs of Salina Animal Services. However, due to the nature of the process, errors may sometimes occur.

Chapter 1

Service Delivery Area

This chapter includes a brief overview of Salina Animal Services organizational structure.

Population Trends City of Salina Kansas

Year	1995	2000	2005	2010	2016	2017*
Population	44,565	45,810	46,168	47,707	47,676	46,994

Source US Census Bureau

*estimate

Service Delivery Areas

Although the City of Salina has maintained a relatively stable population since 1995, the size of the service area, and number of residents within the service area, greatly impacts the agency's overall service delivery. According to the U.S. Census Bureau, City of Salina encompasses 25.15 square miles with approximately 20,937 households within the City. Salina is the county seat for Saline County. Saline County, including the City of Salina, has a 2017 estimated total population of 54,734, with a cumulative total of 24,208 households in an area of 721 square miles.

Using the current estimated human population of 46,994 for the City of Salina, and a population of 7,740 for the balance of Saline County, the following table provides an approximation of the population of the four most common pets found in the United States.

Animal Type	Estimated Number of Pet Owning Households		Estimated Pet Population By Animal Type	
	City of Salina	Balance of Saline County	City of Salina	Balance of Saline County
Dogs	6,597	1,087	10,556	1,739

Cats	5,495	905	11,532	1,899
Birds	560	92	1,283	211
Horses	271	45	741	122

Source: American Veterinary Medical Association

The organization operates out of the Salina Animal Shelter, located at 329 N. 2nd St, Salina, KS 67401, and provides animal sheltering and field services to the City of Salina. In addition, and by contract, the City of Salina provides sheltering services for the dogs and cats only from Saline County, as delivered to the shelter by the Saline County Sheriff and citizens of Saline County. Salina Animal Services does not provide field services for the unincorporated areas within the county.

The division is responsible for enforcing the City of Salina Animal Ordinances, Chapter 7 – Animals, adopted April 28, 1980 and periodically amended through April 18, 2005.

Chapter 2

Administration



Organization and Staffing

The administrative offices for Salina Animal Services are housed within the Animal Shelter facility. The agency provides animal control and animal sheltering services to the residents of the City of Salina. By contract, they also provide sheltering services to the residents of Saline County for dogs and cats only.

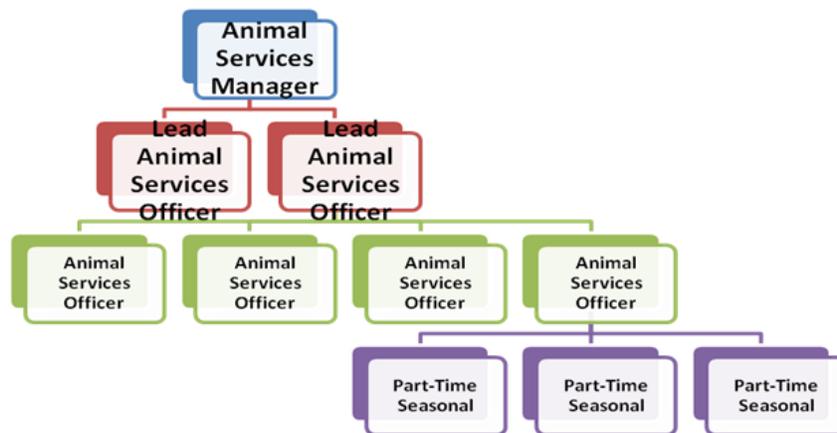
At full staff, the agency consists of ten dedicated, hardworking and motivated individuals providing services to the public. These individuals make up the agency's currently authorized seven full-time positions, and three part-time seasonal positions (each working 20 hours a week, May to October). They also contract for part-time veterinary services for rabies vaccinations as well as spay and neuter surgeries. At the time of the field visit there were no vacant positions.

By all appearances, the organization complies with equal opportunity standards and currently has seven full time employees (two of which have been on the job less than twelve months) and three part time seasonal employees. The following table depicts the current staffing levels as of July 13, 2018:

Position	Authorized	Current
Animal Services Manager	1	1
Lead Animal Control Officer	2	2
Animal Control Officer	4	4
Kennel Staff (Part-time-20 hours /week May to Oct)	3	3
TOTALS including PT seasonal	10	10

Source: Salina Animal Services

The agency provided an organizational chart with the individual positions specifically identified. (This chart identifies two positions as Lead Animal Services Officer and Animal Services Officer. The correct position titles given to the Study Team are Lead Animal Control Officer and Animal Control Officer, and will be referred to as such for this report.)



The Study Team recognizes there are many organizational structures within the animal care and control field. The organizational chart provided by Salina Animal Services is very linear and only contained those members working within the animal shelter facility. It did not include the full City of Salina organizational chart, which would include the Deputy Director of Parks and Recreation as a direct report for the Animal Services Manager, in addition to the Director of Parks and Recreation, Assistant City Manager and City Manager within that chain of command structure. The Lead Animal Control Officers have one direct report (Animal Services Manager) and the Animal Control Officers have one of two direct reports (Lead Animal Control Officer). However, during

the on-site interviews, it became apparent that the Animal Services Manager did not directly report to the Deputy Director of Parks and Recreation and acted, for the most part, on her own authority. The Animal Control Officers report to the Lead Animal Control Officer on duty at the time of their shift. The Animal Control Officers indicated there were preferences to which Lead Animal Control Officer they would report.

An organizational chain of command establishes a system whereby authority passes down from the higher levels of administration to the line staff. Each employee is accountable to the person who is their direct supervisor. Open communication between the various levels in a chain of command is essential to the successful operation of the organization's mission. The chain of command not only establishes accountability, it clearly defines the lines of authority and decision-making powers.

Within the Animal Services Division, there are two distinct areas of responsibility: Field Services and Shelter Services. The Study Team recommends there be a clear division of responsibilities for each full-time position within Salina Animal Services. Cross training of employees is helpful for short staffing but should not be used as a substitute for specialization.

Work Schedules

Schedules vary from employee to employee, with most working a basic ten-hour shift, four days a week. Employees receive a lunch break and break periods during their shifts. The schedules, however, are broken into specific job duties or tasks throughout a shift for each Animal Control Officer. Each Animal Control Officer is rotated daily through cleaning kennels, animal control duties, front desk responsibilities (including dispatch, adoptions, answering the phones and customer service) and surgery prep assistance, amongst other shelter tasks as assigned. There is no focus on any specific job duty for any longer than four hours during any shift. A normal work week for each employee (Lead Animal Control Officer and Animal Control Officer) usually includes ten to 20 hours in the field, four to six hours cleaning and eight to 14 hours working at the front desk (sample schedules in attachments).

Attrition

From 2015 to present there were ten staff turnovers. Detailed attrition data as provided by the Department is included in the attachments. Several times the Animal Services

Manager verbally, and in writing, attributed turnover to “stressful, ACO schedule to [sic] difficult”. It was stated that, “retention is hard.”

Recruitment and Selection

Vacancies are assigned to an open recruitment process and are filled by the guidelines provided in local code. Vacancies are posted in the human resources office, City building, City of Salina website and in a local newspaper for a minimum of ten days, including two weekends. The City also utilizes paid advertising in local news outlets and job opportunities are sent to schools and other organizations electronically to attract qualified applicants.

The desired and required experience, and training, for each position within the Division are as follows:

- Animal Services Manager – Any combination of education and experience equivalent to an associate degree and five years full-time experience in animal control ordinance enforcement and field and completion of NIMS training. Possession of a valid Kansas driver’s license. Completion of Module A and B of National Animal Care & Control Association (NACA) or similar certification. Maintain certification in CPR and Completion of NIMS training. Possession of Kansas Driver’s License.
- Lead Animal Control Officer – High School diploma or equivalent. Minimum of one year of experience working as an Animal Control Officer for the City of Salina, possession of a valid State of Kansas driver’s license. Completion of Module A and B of National Animal Care & Control Association training and current certification in chemical capture and euthanasia methods.
- Animal Control Officer - High School diploma or equivalent. One year experience providing animal care in the shelter, veterinary clinic, animal hospital, or other related area including interaction with and customer service to the public preferred. Possession of a valid Kanas driver’s license. Must complete Modules A and B of National Animal Care & Control Association training.

Previous work history and education are verified by the department head, as needed, and education is verified by human resources if a degree is required for the position.

Animal Services Staff

Animal Services Manager

The general description, per the job description, states the Animal Services Manager: Under minimal supervision, supervises and coordinates the animal shelter and animal control function. Work varies, requiring interpretative judgement within prescribed standards and procedures.

The Animal Services Manager coordinates the animal shelter and animal control program. The Animal Services Manager handles the administrative tasks, bookkeeping, grant writing and fundraising efforts of the animal shelter as the primary responsibility. The Animal Services Manager does not directly supervise or oversee the work of the Animal Control Officer but delegates this responsibility to the Lead Animal Control Officer. The Animal Services Manager spends an extended amount of time on overly complicated scheduling of personnel, budget, statistical spreadsheets, working on transfer of animals and efforts to secure funding and grants. The Study Team spent considerable amount of time to determine the job tasks actually being performed by the Animal Services Manager.

However, the duties and responsibilities for the Animal Services Manager per the job specification are as follows:

- Acts as Chief Animal Control Officer, signing search warrants* and issuing citations in accordance with City ordinance.
- Plans, directs, organizes and participates in operations and maintenance activities of animal shelter.
- Assigns work and supervises staff involved in animal control activities, determining priorities and effectively using staff resources; manages schedules; conducts performance evaluations; recommends disciplinary actions; determines training needs.
- Plans for and coordinates efforts with volunteer organizations.
- Delivers presentations and programs to the public and other agencies to educate, disseminate information and develop/maintain strong community relations.
- Monitors expenses and assist with budget preparation and management; maintains records and compiles reports; compiles and updates operational procedures; accounts for all fees and donations

- Encourages, promotes and facilitates adoptions; handles animal control issues as needed and applies use of force as necessary; investigates potential rabies and other exposures; ensures inspections or investigations are in accordance with regulatory agencies; performs and/or supervises euthanasia as last alternative
- Confers with state and local agencies and officials concerning animal care and control methods, procedures and issues.
- Works variable work schedule, including evenings and weekends as needed; performs special projects as requested and other duties assigned.
- Supervises Animal Shelter Staff. May oversee volunteer activities as needed.

**The Study Team questions whether this duty or responsibility should be in this job description. As a search warrant is an order signed by a judge that authorizes police officers or animal control officers to search for particular objects or materials at a specified location and time pursuant to a possible crime.*

Lead Animal Control Officer

The general description, per the job description, states the Lead Animal Control Officer: Under general supervision, performs and supervises the enforcement of the ordinances within Chapter 7 of the Salina City Code, maintaining the animals housed at the Salina Animal Shelter; and performing related work as assigned.

This position is tasked with supervising the animal control officers and acts as the primary front-line supervisor for the entire shelter and field. They are also tasked with cleaning kennels, greeting customers at the front desk, handling adoptions, owner redemptions, facility maintenance, assisting veterinarian during surgery, working in the field as an Animal Control Officer, dispatching Animal Control Officers and answering calls from the public, amongst other responsibilities. Both Lead Animal Control Officers are responsible for all facets of the animal shelter and animal control. Both Lead Animal Control Officers spend most of their shifts inside of the animal shelter facility to accomplish the internal tasks and rarely perform or supervise the duties of the Animal Control Officer.

However, the duties and responsibilities for Lead Animal Control Officer in the job specification are described as follows:

- Assumes responsibility for the daily operations of the Animal Services Division; performs all Animal Control Officer duties including but not limited to enforces city ordinances and regulations, impounds animals, cleans and cares for housed animals, issues licenses and permits for dogs and cats residing in Salina City Limits; provides public education on animal control ordinances and regulations

and animal care methods/techniques, establishes quarantines involving rabies incidents and other health concerns as needed; prepares rabies specimens for laboratory tests, performs first aid on injured animals; performs euthanasia animals by means of lethal injection; picks up dead animals found in public streets and highways; disposes/incinerates animal carcasses

- Trains and supervises Animal Services staff and volunteers; assists with scheduling, performance evaluations, and interviewing division applicants
- Assists with writing, revising and implementing division policies and procedures and planning and creating training materials; participates in regularly scheduled division meetings
- Assists with administrative duties, prepares reports, calculates daily cash flow, proof-reads and submits case reports
- Investigates and assists with resolving customer complaints and employee conflicts
- Works variable work schedule, including evenings and weekends; performs overtime as needed.
- Oversees Animal Control Officers, volunteers and volunteer activities as needed.

Animal Control Officer

The general description, per the job description states that the Animal Control Officer: Under general supervision, performs work of routine difficulty, enforcing the ordinances within Chapter 7 of the Salina City Code, maintaining the animals housed at the Salina Animal Shelter, and performs related work as assigned.

The Animal Control Officer position is tasked with cleaning kennels, greeting customers at the front desk, handling adoptions, owner redemptions, facility maintenance, assisting veterinarian during surgery, working in the field as an Animal Control Officer, dispatching and answering calls from the public, amongst other responsibilities. All Animal Control Officers are responsible for all facets of the animal shelter and animal control.

However, the duties and responsibilities of the Animal Control Officer in the job specification are the following:

- Enforces and applies ordinances and regulations of the Salina City Code pertaining to animal control via verbal warnings, written warnings, and citations; chases, apprehends, impounds, and transports domestic, farm, exotic, and wild animals that are stray, injured, and diseased; uses catch poles and traps to capture and impound animals; uses tranquilizer guns to subdue vicious and fractious animals; transports captured animals to the Salina Animal Shelter

- ❑ Investigates incidents involving animal cruelty, illegal pit bulls, animal bites, and animal nuisances; interviews complainants, victims, and witnesses on possible law, ordinance and regulation violations; identifies, collects, and preserves evidence pertaining to investigations of animal cruelty; identifies owners of animals that are subjects of investigations; testifies in court and at hearings on animal control matters
- ❑ Inspects pet shops, grooming shops, boarding kennels, animal breeders, catteries, and animal daycare facilities to ensure that animals are being handled in accordance with applicable ordinances and regulations
- ❑ Issues licenses and permits for dogs and cats residing in Salina City Limits; provides public education on animal control ordinances and regulations and animal care methods/techniques
- ❑ Establishes quarantines involving rabies incidents and other health concerns as needed; prepares rabies specimens for laboratory tests by decapitating and placing specimens in insulated shipping coolers
- ❑ Performs first aid on injured animals by applying splints, tourniquets, blankets, muzzles, and other related medical supplies and equipment; performs euthanasia on injured, sick, dangerous, or unwanted domestic, wild and exotic animals by means of lethal injection; picks up dead animals found in public streets and highways; disposes/incinerates animal carcasses
- ❑ Works variable work schedule, including evenings and weekends; performs overtime as needed and other duties as assigned.
- ❑ May oversee volunteers and volunteer activities as needed.

Staff members are constantly multi-tasking through several different specialties within the shelter and field animal control setting. Rather than focusing and specializing in one task, they are counted on to do all tasks. The current lack of specific job duties on which to focus leaves the staff “stressed” and feeling overwhelmed. This deployment results in a very confusing schedule and equally stressful expectations. All staff are expected to do all duties within the shelter and in the field. There are some staff who excel in different tasks and are consistently scheduled more time around their strengths. The imbalance in assigned responsibilities creates animosity amongst the staff and a feeling that all are not being treated equally.

A possible solution would be to assign one job duty for each staff member such as Animal Control Officer, kennel cleaning, clinic assistance and front office duties. While it can be helpful in smaller organizations to cross train employees, it also has its drawbacks. Staff end up feeling overwhelmed with several job responsibilities rather than focusing their strengths in one area.

It is not only advantageous to specialize in one position, but staff are more productive and happier when working in a specific area with specific goals and responsibilities. With specific tasks and responsibilities for each staff member, scheduling would be significantly easier and less time consuming for the Animal Services Manager.

Meetings and Staff Communications

The Animal Services Manager has weekly briefings with the six full-time staff members, however excludes the part-time staff. At the time of the Study Team's on-site visit, we sat in on one of these meetings. During this meeting there were discussions about part-time staff and their lack of efficacy in their positions.

During weekly staff meetings, there are open discussions about current issues and different ways of performing work related duties. The Animal Services Manager gives direction to staff and regularly changes prior directives (week to week), which result in confusing staff.

Survey responses and employee interviews indicate there is a pervasive belief that Salina Animal Services is not recognized or supported by the City of Salina upper management. When questioned why this is a held belief, not one staff member could provide an example or instance of something which could be defined as a lack of support. Their responses only included that they do not see upper management (i.e. Parks and Recreation Directors, Assistant City Manager and City Manager) at the shelter very often. They could not give examples of lack of support except they had "heard" they never get approval on any generic requests, and that a credit card had been "cancelled" at one point, leaving the shelter unable to buy necessary supplies. It was very apparent the perception of the lack of support had been conveyed by the Animal Services Manager to all staff at Salina Animal Services, resulting in a strong bias against upper management, up to and including the City Manager. The survey team heard very similar comments about lack of support, "never getting approvals" and about a credit card being cancelled directly from the Animal Services Manager, adding credibility to staff statements and the source of this information. (It was later discovered by the Study Team that there was an issue with the credit card company and no credit card had been cancelled by upper management.)

Mission

When asked for the Salina Animal Services Division's mission statement, the Study Team was provided with the following Mission Statement:

The Salina Animal Shelter is a multi-faceted operation dealing not only with adoption of homeless animals but also with animal cruelty investigations, rabies emergency services, local and state animal-related ordinance enforcement, animal control, & dog licensing. Response also extend to impounding lost pets and stray animals, maintain lost and found pet records, operating a 24-hour emergency service, educational programs, and administering the animal adoption program.

The Study Team recognizes this as a statement of services rendered rather than a true Mission Statement, which should be a reminder and goal for the organization's purpose. The Study Team recommends all staff of Salina Animal Services cooperate to create a Mission, Vision and Values statement for their service to the community. This process should engage all employee levels within the organization to ensure ownership and buy-in from all employees.

Policies and Procedures

The agency does not currently have a Standard Operating Procedure (SOP) manual for its employees. Instead, the agency operates from internal emails, memos, verbal direction from one employee to another, meetings and other internal documents which current employees pass along to new employees. Based upon interviews and statements, rules, regulations and protocol change very frequently (if not weekly) via direction from the Animal Services Manager, and do not provide a solid basis of understanding for staff to implement.

The formulation of a SOP manual was started in June of 2014 but was never completed or shared with staff or upper management. The portions completed were given to the Study Team and will be attached to this report. The proposed policy directives and other materials are as follows:

- Organizational structure (Note: This structure does not include any position in the organization higher than Animal Services Manager.)
- Animal Intakes
- Outcome of Animals
- Limiting Transmission of Disease
- Cleaning Dog Kennels
- Cleaning Cat Room
- Feeding
- Dog Morning Clean Up
- Empty Cage Disinfecting

- Treatment Protocol for Sick/Injured Animals
- Transferring to Rescue Wagon
- Rescue Wagon Assessment
- Spay/Neuter Surgery
- Adoptions
- Issues of Concern for Adoptions
- Foster Program
- Exercise Plan-Dogs
- Dog Food Prep Area
- Washing for the Dishes
- Feline Environmental Enrichment
- Canine Environmental Enrichment
- Lost Animals
- Found Animals
- Euthanasia Decisions
- Euthanasia Technical Procedures
- Safety Rules
- Animal Handling Safety
- Restraint of Animals
- Approaching Fearful Kenneled Animals
- Security of Controlled Substances
- Hazard Communication Program
- Contingency Plan
- Telephone Interaction
- Media Contacts
- Limiting the Transmission of Disease
- Meet Your Match Safer/Decision Making Process

These items provide a good start to a SOP manual for Salina Animal Services. However, the Department should make a thorough review and update of this plan for accuracy and introduce a complete and comprehensive SOP manual as soon as possible. Such a manual should encompass all work areas combined into a single document and include copies or samples of all forms, along with an explanation of their use. This manual should also include detailed policy and procedure specific to field operations, including Chemical Capture, Euthanasia in the Field, Approval Protocol for Euthanasia and use of Chemical Capture, Disaster Planning and Response, Community Cat Management, Animal Trapping, Dangerous Dog Protocol, Mandated Reporting,

Animal Quarantine, Safekeeping Protocol, Animal Abuse/Seizure Protocol, Animal Transfer Protocol, Exotic Animal Protocol, Wildlife Protocol, Officer Safety and Safety Equipment, Rabies Vaccinations and Service Animals.

Staff should provide input, ideas and suggestions during the development process. Safety protocols and on-going training needs should also be addressed in the manual. SOP Manuals are living documents that need to be continually reviewed and revised to meet the ever-changing needs and demands of the organization. Final versions of individual SOP topics should be completed, implemented and most importantly enforced by management. Employees should be required to sign and date they have received these materials and notified they will be held accountable for ensuring compliance with policy and procedure described within.

Providing a clear and concise SOP Manual will eliminate varying interpretations of ordinance and verbal policy bringing everyone back to the mission statement, vision, values and guiding principles of Salina Animal Services.

The Salina Animal Services Budget

The agency’s fiscal year follows the regular calendar year and begins each year January 1 and ends on December 31. The division receives the majority of its funding via the City’s General Fund, with supplemental funding received via grant funding and private donations. However, funding from grants and private donations cover unbudgeted items and therefore are not included in the budget numbers.

The following chart offers a summary of budget expense history:

Item	FY 2015 Actual	FY 2016 Actual	FY 2017 Revised	FY 2018 Adopted
Personnel Services	232,872	243,543	267,531	261,095
Employee Benefits	79,462	81,553	82,218	86,248
Supplies/Services Total	261,198	219,048	242,386	221,140
Capital Outlay	3,020	6,226	6,852	6,500
TOTAL	576,552	550,370	598,987	574,983

The Division generates revenue via pet licenses, adoption, impound and redemption fees. Fees collected are placed back into the City’s General Fund. The following are summaries of reported generated revenues:

	2015	2016	2017	2018
From City Website – General Fund Revenue	246,744*	290,919*	233,740*	270,160*
Information provided by Animal Control Manager (pre-visit)	191,468	207,968	190,624	Not provided

*Includes county contract figures also shown below

The City also receives payment from the county for specific contracted animal control services.

	2015 Actual	2016 Actual	2017 Revised	2018 Projected
County Contract	15,000	45,000	31,800	45,500

Information Technology Systems

During the Study Team visit, Salina Animal Services was transitioning their computer software from Petpoint to a new software program called Companion Connect. This new software was described as having better capabilities in comparison to Petpoint, however had not yet been market tested. Salina Animal Services is the first animal control/shelter to implement this software in any form. The Animal Services Manager was instrumental in helping to create this software program. At the time of the site visit, the dispatch and animal control field modules were being developed by Companion Connect and were to be completed in 30 days. Employees have access to computer stations at the front desk, in an officer workspace area, and the animal control officers may have mobile computing capabilities via two tablets available to them.

During our visit, there was confusion about which components of the new software program were actually ready for use. Some information had to be entered twice

because of two programs being used at one time. This could potentially be an issue in the future on tracking data and animals. Only a few staff members seemed to understand the basics of the new software. The Study Team was advised additional training would be forthcoming for all staff. At the time of our departure, the Animal Services Manager advised there were several modules within the software that were not completed or not created yet, and she would be helping to create the modules.

The new dispatch and field modules reportedly will have the capability to track officer calls for service. It is unknown if this system is acceptable or helpful due to the lack of the module's presence. Due to the lack of an operational field module, the current dispatch function requires handwritten paper lists be compiled each day for field service calls. During transition, this information could be written on a "complaint card" and ultimately entered into the software. It would be more practical if this could be done by the officer in the field. The entire purpose of a centralized, automated system is to eliminate the volumes of paperwork and redundant tasks being performed.

The Animal Services Manager stated she acts as the liaison with the software provider and stated they have worked together to address any issues while creating new modules. It is unknown, at the time of this study, how useful the new software program will be for Salina Animal Services. The Animal Services Manager stated they are considered a beta test site.

Performance Evaluations

There is an annual appraisal system in place for Salina Animal Services. Annual performance appraisals, once there is policy and procedure in place, will help improve individual performance by providing positive, constructive and developmental feedback. It will also help to identify and integrate organizational individual objectives and expectations as well as encouraging individual employee growth and development.

Training and Career Development

Training for Salina Animal Services employees is primarily handled thorough in-house, on-the-job training with some formal training provided via national animal welfare organizations' conferences and meetings. The amount of formal training provided is adequate. Some of the employees however, do not have the essential required

training in the areas of chemical immobilization and euthanasia. These untrained employees are actively performing both, chemical immobilization and euthanasia.

Salina Animal Services should develop and implement a standardized training program for all employees. All employees who utilize either chemical immobilization, euthanasia or both should be required to attend mandated trainings prior to practicing their use in the field or the shelter. All employees utilizing chemical immobilization and euthanasia should be trained and held accountable to D.E.A. (Drug Enforcement Agency) standards for the handling and documentation of controlled substances. The development of a field training program, similar to that utilized by police officers, should be added for the animal control officers.

Training and career development requirements for each position should be established, and employees should be encouraged and afforded the opportunity to attend regular, standardized training on an annual basis.

Currently, there are no training files for any employee located at the animal shelter. The only information about training which is kept by the division are the certificates displayed on the wall in the officer work area at the shelter. There should be a thorough and complete list of trainings attended, kept in individual files, for each staff member. A copy of all training should be sent to the Human Resources Department and become a part of the employee's permanent record.

The Study Team recognizes there are many different training providers and opportunities available in the animal care and control field. Management should review the various training providers, and the types of training available, and design standardized training protocols and requirements which are appropriate for the organization.

Employee Morale and Productivity

The employees of Salina Animal Services appear to be dedicated to their calling, and to the organization. The Study Team observed the overall attitude of staff members as positive and appeared to be very receptive to implementing improvements within the organization.

It is apparent there is frustration amongst staff regarding work tasks, scheduling and the distribution of work-related duties. This results in stress amongst and between employees which will only grow into dissatisfaction in the workplace and create further internal turmoil including staff turnover.

Administration Recommendations

1. The organizational chart should be revised to include upper management to give perspective to Salina Animal Services about their position within the entire city function and services. The organizational chart should also be revised to specify areas of deployment within Salina Animal Services to include field services, clinic, and kennel services and front office duties. This will change reporting lines and position descriptions.
2. An internal review of work responsibilities as related to the job descriptions should be undertaken for each position within the division to determine proper roles for each position and to whom each position should report.
3. The SOP manual in progress needs to be reviewed, updated and completed as soon as possible. The SOP manual should encompass all work areas and be combined into a single book which is easily referenced by employees. This SOP manual should also include copies and samples of forms and other documents utilized by the division and contain an explanation of their use. Policy should be created and included for the proper documentation of controlled substances and their secure/restricted access. Employee safety issues should be addressed within each procedure. Policies should be included in individual sections, so they can be referenced quickly and periodically revised without having to dismantle the entire document. When new policies are implemented, employees need to sign and acknowledge their receipt.
4. A thorough review should be made of current City of Salina, Chapter 7-ANIMALS ordinances for potential update.
5. A Mission, Visions and Values Statement should be created with input from the entire division. Once completed, this statement should be posted in the shelter as a reminder of the goals of the organization and disseminated to each staff member.
6. Issues with the animal management software changeover need to be resolved as quickly as possible. A current review of the capabilities of this new software should take place. Since Salina Animal Services is helping to implement this new software, an audit of its capabilities as compared to other software available should be made. If this new software is the best option, it should be implemented without delay. Consideration should include controlled substance data entry in any software.
7. The agency should conduct a division-wide assessment of current training levels and determine where additional training is needed. Minimum training standards should be developed for each position within the organization, and an annual

training cycle should be developed to ensure every employee receives the proper amount of training to perform their job duties. Policy should be implemented outlining specific requirements and training prior to the handling of any controlled substance, use of chemical immobilization equipment and the performance of euthanasia. Any employee failing to follow this policy should be disciplined.

8. Training files and copies of certificates for each employee should be kept on site at the animal shelter and by the City of Salina, as directed by Human Resources. Each employee should keep their original certificates.
9. While training is essential, Salina Animal Services should not rely solely upon outside training. The agency should identify someone within the organization as the training officer to be responsible for tracking all training records and develop a structured training program for all areas of the agency. Training deficiencies should be identified and promptly corrected.

Chapter 3

Communications

Within the City of Salina, animal control officers are dispatched via their own communications system. The staff member assigned to the front desk is responsible for this area of operation and covers dispatching of animal control officers while stationed at the front desk.

Dispatch

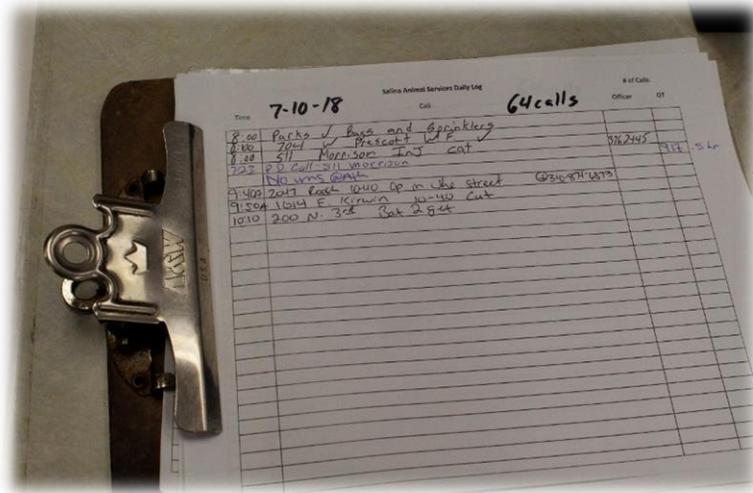
The dispatch function is assigned to any employee during their time at the front desk. However, this task is not present in any of the job descriptions for any position at Salina Animal Services such as Animal Services Manager, Lead Animal Control Officer or Animal Control Officer. The regular duties of a dispatcher include:

- ❑ Responds to public inquiries and explains departmental policies and the laws and ordinances related to animal control. Refers calls to other agencies, such as the Kansas Fish and Game, Saline County Sheriff's Department or Division staff, as appropriate.
- ❑ Fields calls to animal related complaints and collects necessary information on validity of the complaint, complaint location, nature of complaint and assigns the complaint to the animal control officer working in the field.
- ❑ Communicates with officers via two-way radio. Relays complaint information to officers, providing the necessary information including nature and location of complaint, owner or licensing information, and any known history of the complainant.

In Salina, dispatchers do not keep track of the location of the animal control officer while in the field or at any time during their shift. Should an animal control officer need immediate assistance in the field, the person responsible for dispatch would not know the current location for the officer needing assistance. This creates a concern for officer safety.

The dispatch function is performed from the front desk of the facility. This area is an open front office, which is accessible to the shelter volunteers and staff as well as the public. A dispatcher is available during the hours animal control officers are scheduled.

Dispatch Log



Phones are answered by the staff member(s) assigned to the front desk responsibilities. Calls for service are recorded by hand on a paper log when received. It is the responsibility of the call taker to prioritize calls for service and issue them to the Animal Control Officer assigned to work the field. All calls for service are either verbally relayed to the Animal Control Officer if they are in the shelter or dispatched to the Animal Control Officer in the field via hand held radios.

Calls for service received after the close of business are handled by the on-call Animal Control Officer for that evening and added to the log the next day.

Currently, there is no written (or computerized) daily log for each shift worked by Animal Control Officers, detailing every call for service and the activity of the officer. A daily log of activities is essential for determining deployment, documentation and service needs.

Recommendations

1. Review the location of the dispatch equipment to a quiet place without access to the general public.
2. Review the prioritization of calls and put them into a written policy as soon as possible.
3. Upgrade current dispatch and officer portable radio equipment to ensure officer safety.
4. Animal control vehicles should be outfitted with communication radios, in addition to the hand-held radios carried by officers.

5. Animal control officers should be issued city cell phones, rather than using their personal cell phones for city business.
6. Require all animal control officers to carry a portable radio at all times they are in the field or on a call. (Utility belts will assist with this requirement.) Evaluate all communications equipment for functionality and provide necessary upgrades to ensure officer safety.
7. Require field personnel to communicate their arrival and departure from a stated location with the dispatcher for all calls for service or follow-up, regardless of the nature or type of call.
8. Ensure the on-call officer notifies their supervisor of any call-out after hours and the location prior to responding. If this is not possible, the officer should contact Salina Police Department dispatch to advise of their location and the type of call for officer safety purposes. They are to provide a disposition of the call to their supervisor or police dispatcher when completed.
9. Until software capability can track officer calls for service, create a "complaint card" or call for service card completed by the call taker for each call for service with detailed information about the call received such as date, time, type of call, and reporting party full name. A call-back phone number, address, detailed description of animal and the animal's location or direction of travel should also be included. These complaint cards should be entered into a computer software program in detail or held for a pre-determined time period based upon city record keeping standards.
10. Create a daily log for animal control officers to note their daily activity. If current software is not available for this purpose, the officer should keep a hand-written daily log, with time, location, type of call and disposition notations for each call for service entry until they can be added to the computer software.
11. Consideration may be given to the possibility of dispatch by city police for Salina Animal Services.

Chapter 4

Shelter Operations

Program Description

The Salina Animal Shelter provides care to stray and surrendered companion animals for the City of Salina and the County of Saline (dogs and cats only). It also manages the shelter's animal population, provides animal adoption services, coordinates the return of found animals to their owners, coordinates the release of impounded animals to rescue groups, and selects animals for placement into the Foster Program and Rescue Transfer Programs.



Facilities

The Salina Animal Shelter was built in 2000 and is 8,473 square feet in size. Improvements to the façade of the structure makes the shelter very appealing to visitors. Several improvements have been made in the interior of the shelter, also advancing this pleasant appeal, such as artwork, beautiful animal decals, brilliant paint colors and floor tiling. Although the facility is of adequate size, the design, location of the rooms within the facility, and the floorplan for the kennels, does not optimize the space of the facility to the shelter's needs. Navigation through the facility is somewhat

easy for the public, however access to the entire building is not secured from the public.

Upon entry, the main lobby is open and appealing. There is usually at least one staff member to greet the public. Additional signage at the front desk to direct the public to dog kennels and cat kennels would be helpful. Signage for services such as licensing, claiming of animals and adoptions would be helpful for the visitor and would streamline efficiency at the front desk. While there is a colorful and bright sign giving direction to the cats, it is partially obscured by the front office desk.



There was a recent remodeling to the cat kennel. The intent of this remodel was to foster more adoptions, allow for easy viewing of animals and have a more appealing look to the public. The wall art and decals in the cat kennel are extremely bright and add a pleasant, inviting appearance to the public while also remaining durable for cleaning. The cat kennels were hand crafted by a local metal worker for the size and shape requested by staff. These kennels cost more than the standardized stainless-steel bank cages available by shelter vendors.



This remodel, in the Study Team's estimation, resulted in a darkened room, with dark kennel spaces for the cats. The Animal Services Manager did make a statement about purchasing stick-on lights for interior of the individual cage enclosures. The "custom" kennels had exposed welds, some rough unfinished edges and metal discoloring from the welding heat which gave them the appearance of being dirty.

Storage of equipment and supplies in the facility, and the amount of clutter throughout the facility, is unnecessary and could be corrected with proper storage or removal of unnecessary equipment. The facility has enough storage space; it just needs to be utilized more prudently. The clutter is unnecessary, unpleasant and could be a danger for anyone who works in, or walks through, the facility.

The current area used as the sally port for the trucks and van is cluttered with an excessive number of traps (which are mostly no longer being used due to a recent policy change), a woodworking bench, chemicals, table with a mini refrigerator for vaccines and medications, boxes, another table with several large sharps containers and large drums of cleaning chemicals. The Study Team was told the shelter had recently been cleaned and was far less "dirty and cluttered" than usual.



The room currently used for the surgery suite was repurposed. However, the reuse of this space is problematic due to the function of the new space not matching the function of the space as originally designed. Examples of this mismatch in function and design are the lighting for the surgery suite, size of the surgery suite and the proximity to foot traffic through two doors adjacent to the surgery suite, adding an additional concern of sterility and disease transmission. The surgery suite has no quiet area for recovery of spayed and neutered animals.

Additionally, there is an obvious need to make the most use of the entire property to the benefit of the animals being housed within. Of the two dog kennel rooms, one was nearly full of dogs while the secondary room was nearly empty. There is no isolation room for either dogs or cats to accommodate quarantine situations and to lower the possibility of disease transmission. There is no area that is secure and does not have public access. There should be kennels for bite quarantine, dangerous and vicious dogs, and court hold animals.

Security is a concern. Any visitor to the shelter can easily move through the entire shelter including dog buildings and cat kennel unrestricted. There is also an ability for the public to access the “staff only” areas of the shelter including veterinary surgery suite, sally port, vehicles, controlled substance cabinet and storage areas. The staff entrance door is not locked, and an unwanted visitor could easily enter the building at any time without staff awareness. Staff does not always assist the public in shelter access. All kennels are unlocked for both dogs and cats. While there are closed circuit monitors in the manager’s office and front office, these are not sufficient in preventing customers from entering sensitive areas. This failure in access and control was relayed to the Study Team by acknowledging a dog owner walked into and then out of the shelter with his dog which had been previously confined in the kennels without stopping at the front desk, essentially “stealing” his dog from the facility.

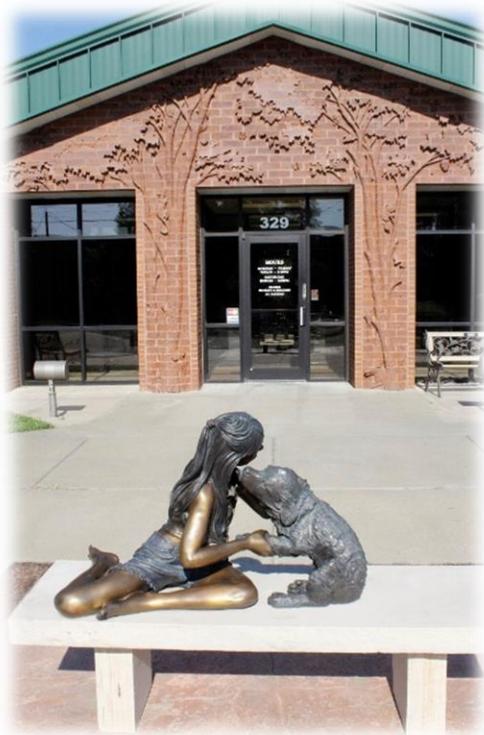
Once a visitor ventures to the rear of the shelter, they enter a rear chain link fenced area which leads to the “Dog Park.” This area also doubles as a “get acquainted” area for customers to meet adoptable animals. To access the Dog Park, one must leave the rear chain link “get acquainted” area of the shelter building, to an open area, then to the chain link entrance of the Dog Park. Walking dogs through this open area creates a tremendous potential for animals to get loose and escape. Dogs are walked back and forth across the area multiple times daily by volunteers.

The Dog Park has rusted chain link fences, community dog bowls and two small swimming pools; one plastic, one metal. There are no tools or equipment for personal

safety of volunteers in the park should any dog act aggressively or become involved in a dog versus dog altercation. Inside a plastic box used as a bench, there were only tennis balls. There were no leashes, water spray bottles, break sticks (used for breaking a dog fight) or other safety tools.

This is an area mainly used by the volunteer staff to exercise the shelter dogs. The public rarely bring their own pets to this park due to the new Barkley Park in the City of Salina. To enter the Dog Park, volunteers have to leave the shelter with dogs on a leash, walk across a grassy area and enter the Dog Park gate. During the site visit a volunteer was observed walking in the grassy area with one dog on a leash and carrying two others (without leashes) causing concern of restraint and control.





The grounds in front of the building are neatly maintained and free of debris. The exterior is in good repair and the front entrance is inviting. There is a lack of signage directing visitors to different areas within the shelter at the front desk. However, there is a painted arrow with “This Way to Cats” painted on the wall to the rear of the reception desk, partially obscured to visitors. There is no direction to the dog kennels visible. There is adequate signage on the roads, directing visitors to the animal shelter.

There is no security fencing around the perimeter of the building. Animals are offloaded either in front of the shelter and walked into the sally port area or are driven into the sally port and off loaded. The Study Team was told the only time the sally port is secured is for vicious dogs and roosters. If a dog were to escape from the officer in front of the shelter, or from inside the sally port area, it would make recapture difficult. To reduce the possibility of escape, officers should always pull their vehicles into the sally port and unload all animals with all of the bay doors closed.

The Animal Shelter is open to the public on the following schedule:

Monday-Friday, 9 a.m.-5:30 p.m.

Saturday-10 a.m.-2 p.m.

The Animal Shelter is closed on Sunday and public holidays.

The public reception area is more than adequate in size however, the layout of the area could be improved. There is adequate space for distinct and separate reception areas for different services, such as the intake of stray animals and another for guest reception.

The building does not have a designated public animal intake area, or a designated adoption area. As a result, intake and adoption occur through the same space, and stray animals are routinely crossing paths with adoption and owned animals. This practice is a health and safety hazard for the animals and the people handling them.

The employees representing the agency within the customer service and animal sheltering areas of the facility include Lead Animal Control Officer and Animal Control Officer.

Front Desk Responsibilities:

The duties of the reception area include:

- Responds to public inquiries and complaints, in person and by telephone, and explains departmental policies and the laws and ordinances related to animal control. Documents complaints and forwards them to appropriate staff. Refers calls to other agencies as appropriate.
- Logs, distributes and files complaints. Initiates paperwork on animals brought to the division and maintains registers of animals housed at the shelter.
- Takes calls for services over the phone and dispatches them to the officer in the field.
- Responds to the public at the counter for redeeming, adopting, or licensing pets, turning in pets or strays and responding to inquiries.
- Answers multi-line telephone for lost and found, pet licensing, and general inquiries.
- Explains adoption process and prepares necessary records for adoption.
- Maintains the lost-and-found register.
- Receives payments for adoptions, claims of animals, licensing fees and other transactions, and maintains records of transactions.
- Organizes and maintains office files and enters and maintains information in the computer. Inputs and maintains dog bite reports, disposition of animals and

other activities to the computer and operates computer terminal to look up information.

- Sells dog licenses and inputs dog license information to the computer.
- Handles animals coming in to or leaving the shelter in the absence of other staff.
- Enters animal control officer activities in the computer.

Volunteer and Outreach Programs

The Volunteer Program assisting Salina Animal Services is known as “Friends of Salina Animal Shelter”. Friends of Salina Animal Shelter operates independently of Salina Animal Services but assists with socialization of dogs and cats in their care, off-site adoptions at Petco and often provide transportation for the transfer of animals from the shelter to rescue organizations. There is no formal management responsibility of this group by staff of Salina Animal Services. Friends of Salina Animal Shelter train and hire their own volunteers via “a slideshow and manual.” Volunteers have complete access to the shelter facility and are not restricted on which animals they may remove from kennels to socialize. The volunteers are handling stray animals with unknown temperaments and no kennels in the facility are locked to restrict access. The Animal Services Manager said this was not common practice and that all doors to secured rooms and kennels should be locked. During the entire week of our site visit, we did not encounter locked doors or kennels.

While the volunteers are an outreach program for Salina Animal Services, there is no managerial oversight of the volunteers. Salina Animal Services should create their own volunteer guide that notes best practices for volunteers working in a shelter setting and protects the shelter from liability.

Volunteers assist with animal transfers from the facility to outside rescue organizations and other animal shelters. The transfer of a group of animals from one geographic area to another does not reduce the problem of pet overpopulation. However, the result of animal transfer programs may increase overall adoption placements of healthy animals and reduce environmental stress in overcrowded source shelters.

Animal transfer programs have recently been identified as one of the key strategies to achieving increased adoption placements and reduced euthanasia rates. Issues surrounding transfer programs include possible spread of diseases from one locality to another, compliance with interstate animal transport requirements, community

misconceptions of overpopulation problems, and exhaustion of limited resources to help all homeless animals.

The duties of the volunteers are as follows:

- Volunteers provide “non-necessary” tasks and do not supplement staffing.
- Help to socialize dogs and cats within the facility. Walk dogs and provide exercise.
- Transport of animals to off-site recues or other locations.
- Off-site adoptions

Animal Care and Holding

Incoming dogs are generally placed directly into a kennel in the general population dog room, raising concerns of disease transmission. If problems or injuries are found, they are documented, and information passed along for further evaluation. Cats are normally placed in receiving kennels in the “Lab Room” area. All cat kennels observed had cat identification paperwork posted on their kennels.

The cat adoption room was remodeled in 2018. The wall covering and decals depicts a pleasant green outdoor park setting against the walls and cabinets. All of the cats are kept in custom stainless-steel cages. The “available or adoption” cat room consists of 20 public facing stainless-steel, glass-fronted cat cages, with a separate litter box side and a shelf. These kennels are approximately 24” x 24” kennel adjacent to a 12” x 24” space for the litter box with a port hole entrance between the two areas. At the time of the Study Team’s visit, all cages in the cat adoption room were full.

There are other cat housing areas. The former room used for housing traps, now houses eight stainless-steel bank type intake cat kennels and the “Lab Room” next to the current surgery area has an additional ten stainless-steel bank type cat kennels for cat intake. The shelter is currently constructing two colony rooms to the front of the reception area. These two areas will be used to present adoptable cats. When completed, the colony rooms will be visible from the front lobby. There is currently no “get acquainted” room for cat adoptions.

Cat kennels should always be locked and require the assistance of a staff member to open. This helps prevents disease transmission and loose cats.

The dog housing kennels were remodeled in 2017. There are two dog kennel rooms. The larger dog kennel room houses adoptable dogs. In this building there are two rows

of sixteen T-Kennel glass fronted Shor-Line kennels with guillotine dividers. The smaller dog kennel room has one row of eight T-Kennel glass fronted Shor-Line kennels with guillotine dividers and one row of four T-Kennel glass fronted Shor-Line kennels with guillotine dividers. The flooring and interior of kennels have been covered by epoxy to control the spread of disease.

The size of the dog kennels is standardized and offer adequate space for an adult dog to stand up, turn around, lie down and move away from their feces and urine. A few of the kennel runs in the second room have tops to prevent dogs from jumping out of the enclosure. All kennel runs are six feet in height. It is recommended to have tops on all dog runs to prevent escape and possible dog versus dog encounters.

During the site visit, a dog had gotten out of his kennel and was roaming freely in the first dog building in front of a Study Team member. The dog, Pogo, was loose and unattended in the building. The dog avoided and appeared fearful and slightly aggressive as the team member tried to locate a staff member. A Salina Animal Services staff member was ultimately able to secure the dog on a leash to return it to its kennel run. Our team member told the staff member that the dog had appeared as though it was somewhat fear aggressive. The staff member said, "Yeah, a little iffy."

The team member looked at the writing on the glass of the dog kennel where this dog had been housed. On the kennel it stated, "Good with all dogs and kids. Seems housetrained. Very well mannered, and three legs doesn't slow me down." The notes, written by volunteers, would give no indication to a prospective adopter that this dog had any fear issues.

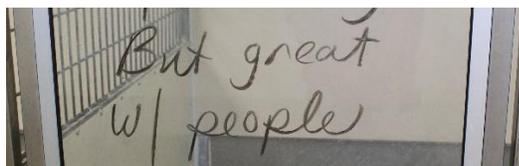
Like cats, dogs are separated into locations based upon their availability, i.e., adoptable, stray, or bite quarantine. The second dog room houses dogs on police hold, evidence hold, crisis hold, safe-keeping hold, showing signs of illness, quarantine and dangerous dogs.

The dog cages had hand-written remarks on the glass front of each cage. These notes were often written by volunteer staff as to the dog's behavioral disposition or needs. These comments are never entered into permanent records for each animal. There is no position in Salina Animal Services that provides behavior enrichment, behavioral assessment and adoption suitability of dogs in their care. The notations, by volunteer staff, were often inaccurate behavioral descriptions based upon the Study Team's years of experience with dog behavior. These notes were motivated to proclaim positive attributes of the animal to gain adoption rather than honest assessment of the dog's characteristics displayed. The Study Team did not see any notations, on any dog kennel

in the facility, with warning of possible dangerous or slightly dangerous dog behaviors when several were observed as semi-aggressive, cage aggressive or possible fear biters as observed by the Study Team. Any dog on bite quarantine should have signage stating so, a locked kennel, and limited handling.

Many of the dog runs only had non-identifying notations written on the glass and there were no kennel cards with the dog's identifying information. Each dog should have a kennel card placed in plain view showing the animal's identification number and/or name, it's date of impound, its available date, and any other important information such as quarantine or hold status.

Volunteers were observed as they took dogs outside to the "Dog Park". They showed little awareness on how to safely move dogs within the kennel buildings and outside of the facility.



The noise level in both dog kennel rooms was loud, but especially the first dog kennel room due to the higher population there. It was deafening. The level of noise, while disturbing to humans, is equally damaging, auditorily and behaviorally, to the dogs. This constant high noise level can lead to accelerated behavior deterioration of dogs in a kennel setting.

There was a radio plugged into the kennel building and hanging off of what appeared to be a drain pipe. The Study Team could not tell if there was music or talk radio playing from it. It did nothing to calm the dogs in any way.



One dog, in particular, was heard constantly whining, whimpering and barking non-stop all day, every day, during our site study. These were sounds of severe distress, often heard from dogs that have been held in shelters for a long period of time. The Study Team asked what was being done to make this dog's stay more humane and less stressful. There was a complete lack of understanding, awareness, or knowledge that the dog was suffering except that it was barking a lot. There had never been an inquiry into medications from their veterinarian that would ease the discomfort of the animal. There were no other options sought to end the apparent distress of this animal, such as a change of housing, herbal scents, distraction techniques, interactive toys and puzzles, or mental stimulation.

It was observed during the site visit, that none of the dog kennels were locked, or had locks available. This included absence of locks on court hold, dangerous breed and quarantine animals. Each kennel should be locked and require the assistance of a staff member to open.

Safety for kennel staff should always be a consideration. Only one Ketch-All Pole was observed in one of the dog kennel rooms. It was leaning against a wall, near hoses and seemed in disrepair. It was slightly bent and the steel retraction wire for the noose was bent and the pole was not easily accessible. Capture poles should be mounted securely against two separate walls inside of each dog kennel building and mounted in such a way they are easily located and readily available.



Signage

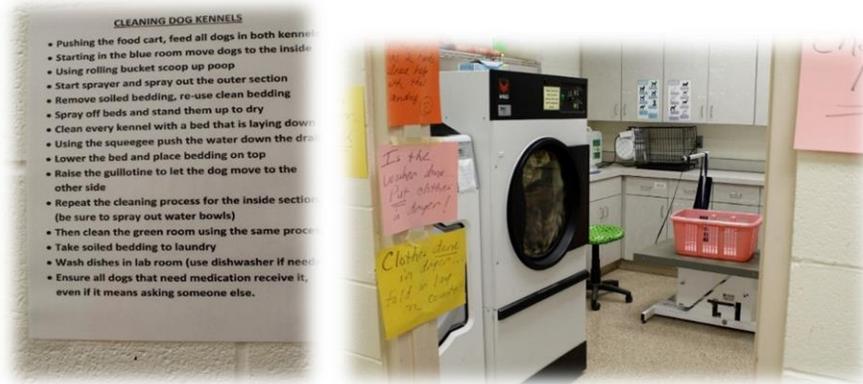
There are signs throughout Salina Animal Services but very few are effective means of communication. Permanent signs are preferred to the construction paper signs or copy paper signs found throughout the shelter.

Areas specifically off limits to the public should be indicated with appropriately placed signage and all doors should be locked

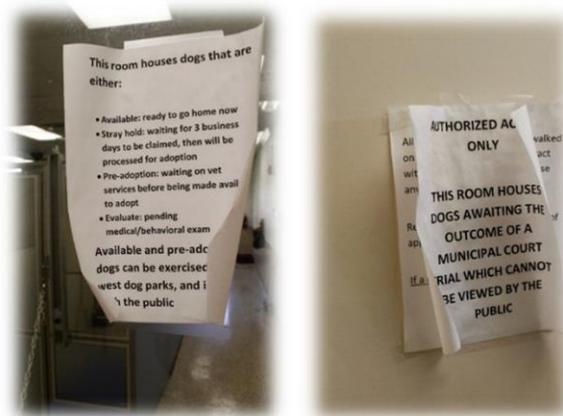
The restricted area signage can be softened by referring to the restriction for public safety and the safeguarding and health of the animals. The message should be very clear there is no public access to these restricted areas.

Cleaning protocols should be in policy and procedure and should not be posted in areas of public access. If they need to be posted, they should be in the laundry room or an area out of public sight, for staff viewing only.

Currently directives to staff and volunteers in the laundry area are posted on construction paper. Procedures should be updated and reviewed with each employee and volunteer, and if needed, placed on permanent signs inside of the laundry area.



Signs for dog housing rooms, indicating which animals are housed inside, should be permanent signage. Dogs awaiting court outcomes should have no access signs and the doors should remain locked.



Protocol on medical concerns should be in written format, delivered to each staff member and discussed at weekly meetings, rather than posted on the refrigerator.



Cleaning

The daily cleaning regimen for the public areas of the shelter is expected to be completed by 9:00 a.m. Monday through Friday, 10:00 a.m. on Saturday and 12:00 pm on Sundays and Holidays. When talking with kennel staff, it appears that cleaning the kennel areas takes longer than expected and is usually stressful and rushed due to the other responsibilities expected of each position. In order to properly clean the shelter, the following formula should be used to determine how many personnel assigned to kennel duties should be present each day.

Number of Kennel Operators Needed Based upon 2017 Intake Numbers

2904* (Incoming Animals Per Year)	Divided by 365 (days per year)	7.95 (Incoming Animals Per Day)
7.95 (Incoming Animals Per Day)	Times three* Day Holding Period =	23.86 (Animals in Shelter Per Day)
23.86 (Animals in Shelter Per Day)	Times fifteen minutes** per animal =	358.02 (Number of Minutes Needed)
358.02 (Minutes Needed)	Divided by 60 (minutes) =	5.96 (Number of Hours Needed)
5.96 (Number of Hours Needed)	Divided by 3*** (hours for cleaning/feeding) =	1.98 (Staff Needed Per Day)

*Provided by Salina Animal Services Manager

**Cleaning time necessary per animal

*** Cleaning time based upon a three-hour block

Based upon these estimates, the number of staff hours necessary to clean kennels seems to be correct if the shelter operates at minimum intake capacity. However, in practice, the shelter actually operates between intake and maximum capacity on a daily basis to help with live release rates. Doing so puts a strain on the staff assigned to cleaning kennels to complete their duties in a timely manner (at two staff in two-hour blocks a day, as scheduled). To help them, based upon these estimates, the current number of hours scheduled for staff to clean is underestimated on an average animal population for Salina Animal Services.

Currently, shelter staff is scheduled to clean in the mornings for two hours in the dog and cat area. One staff member is assigned to clean the dog rooms for two hours and another employee is scheduled for two hours to clean the cat areas. Not only are staff

expected to clean kennels within this time period, they are also expected to feed all animals.

Per the Animal Services Manager's accounting, on an average day cleaning the shelter animals takes approximately four to eight hours with two personnel. A more accurate time to completely clean, sanitize and feed the shelter at maximum population (quoted as approximately 60 animals per day, per the Animal Services Manager) would be approximately ten hours a day (using the same formula above).

There are currently three part-time employees, at a total of sixty hours a week, hired seasonally between May and October. These positions help with cleaning and other front desk duties. Part time assistants, specifically assigned to cleaning the kennels, are an efficient use of part-time/seasonal personnel. The use of part-time staff for cleaning allows other staff members to focus on the more skilled requirements of their duties. Raising the number of part-time/seasonal hours or number of employees to complete daily cleaning would be an excellent use of resources without taxing full-time employees. However, the part-time employees should be completely trained in cleaning, sanitizing and feeding prior to handling these duties.

Veterinary Services

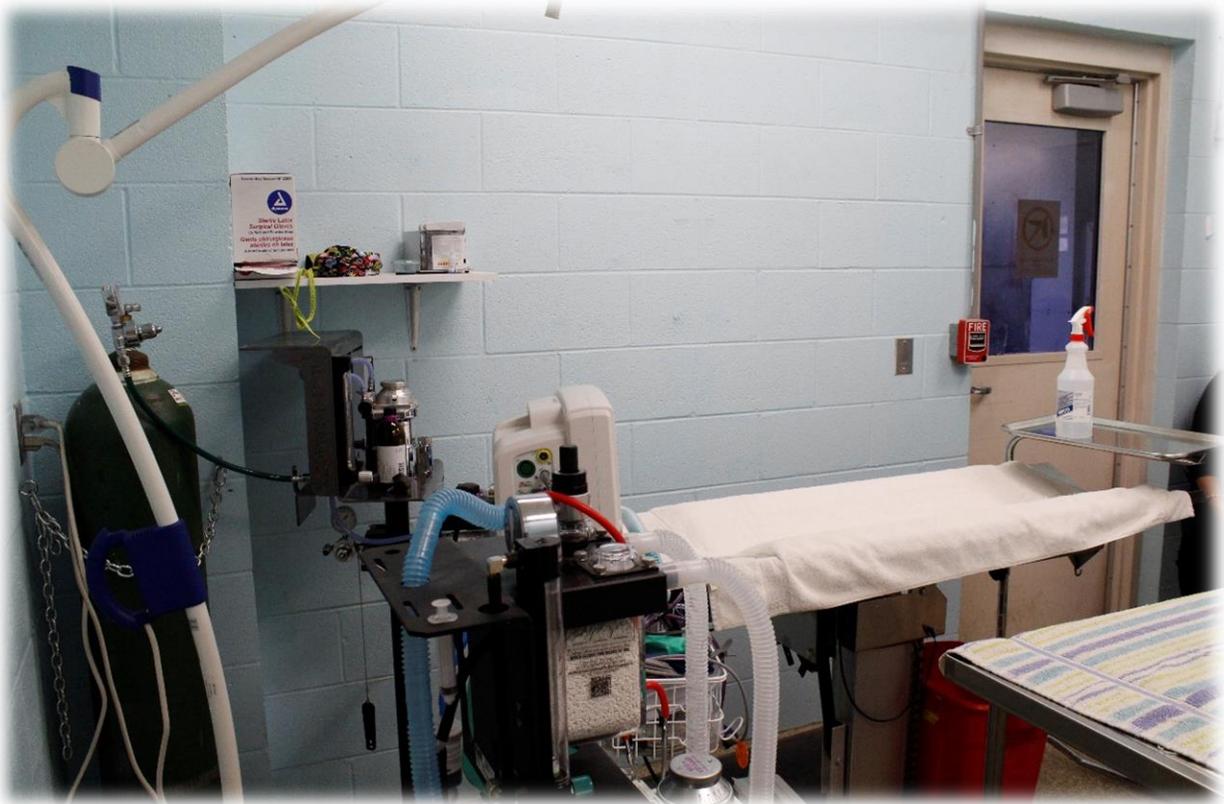
Salina Animal Services has a part-time contract veterinarian who works the necessary hours to perform spay and neuter surgeries, as scheduled, per week. The veterinarian is a contract employee, paid by the number of surgeries performed. The veterinarian is responsible for providing spay and neuter services to the shelter animals prior to adoption and provides a limited number of low cost spay/neuter services to the community. Medical care for the animal is limited to a physical exam prior to surgery not at intake or outcome and rabies vaccination. The veterinarian is responsible for the distribution and utilization of controlled substances by Salina Animal Services, as regulated by the D.E.A.

Having an on-site veterinarian is of immeasurable benefit to the organization. Increasing this position to full time would help reap greater benefits as this position could be utilized as a front-line supervisor for the veterinary assistants and kennel cleaning staff, better managing the herd health. The position could provide greater care to the animals of Salina Animal Services by further providing intake exams, daily population evaluations, and providing on-call advice and treatment of animals impounded by animal control officers on after-hours calls for service.

Lead Animal Control Officers and Animal Control Officers help with the daily medication of animals, prep of spay/neuter surgeries, vaccinations and assisting with the procedures performed by the veterinarian. A volunteer was listed as also assisting the veterinarian in surgery. This practice should be re-evaluated immediately addressing and considering liability with an unpaid, non-certified worker working outside the scope of her responsibility and without being a city employee, particularly when dealing with owned animals belonging to members of the community. The Study Team was also unsure whether all rabies vaccinations were actually being given by the veterinarian, as required by law. Policy and Procedure should address vaccination and medical responsibilities.

The duties and responsibilities of staff working as a veterinary assistant are as follows:

- Assists the veterinarian with examinations; restrains animals during examinations. Treats animals, administering pharmaceuticals such as medications, vaccines, intramuscular, intravenous and subcutaneous injections to animals under the supervision of a veterinarian
- Prepares animals for surgery and assists the veterinarian during surgery. Administer anesthesia to animals, under the direction of a veterinarian, and monitor animals' responses to anesthetics, adjust dosage as needed
- Anesthetize animals in their kennels prior to surgery
- Cleans and disinfects surgical equipment; surgery suite, counters tables, cages and floors, and operates autoclave
- Maintains detailed written medical records and security of federally controlled drugs in compliance with applicable laws, rules and regulations
- Maintains an accurate log of all incoming and outgoing controlled substances and immediately reports any shortages
- Euthanize animals



Surgery Area

Surgery Area

The specific assignment of one or two Lead Animal Control Officers or Animal Control Officers with the experience and education for veterinary assistant will be of great use. By being assigned to this area, perhaps coupled with cleaning duties, they will be able to focus on their specific duties in surgery and assisting the veterinarian with treatments, medications and tracking controlled substances rather than being distracted trying to work as a field officer and handle front office duties, in addition to their clinic (and cleaning) responsibilities.

It was noted by the Study Team that the Animal Control Officer in charge of logging all D.E.A. controlled substances used by Salina Animal Services in the veterinary spay/neuter procedures was at least three weeks behind in the log, which is of great concern. This log should be kept up to date on a daily basis. If a drug is withdrawn from the bottle, it should be logged immediately showing the animals for which it was used. The reason given was because they had no time to accomplish the task due to the duties of their other positions in the field, kennel and front desk.

There is no actual recovery ward for surgeries or veterinary treatments. The area designated as an informal recovery ward within the animal shelter is the floor space immediately next to the surgery room. There is no wall separating the surgery suite from the recovery ward and there are no kennel cages or dog runs for recovery. This area is insufficient as a recovery area for surgical patients. A full recovery area would be beneficial for the animals as well as the staff. A functioning pre-operative and post-operative area would allow the veterinarian the ability to monitor the animals as they go under anesthetic and recover from surgery.

Should an emergency arise in pre or post-operative patients, the veterinarian (and technicians) could see a sedated animal and take an appropriate course of action. During the site visit, the Study Team observed a dog, in a dog run, succumbing to pre-surgery anesthetic unobserved by clinic staff. The dog was in the dog kennel building, a distance away from the surgery area. The dog succumbed to the medication(s) after being observed stumbling around in the kennel, standing on and falling off of the raised bed, hitting its head on the wall and floor multiple times, and finally collapsing, uncontrolled, onto the ground. During this observation there was no paid employee or volunteer watching for the health and/or welfare of this dog while undergoing pre-surgery sedation.



Unsupervised dog under anesthetic attempting to maintain balance prior to falling

Additionally, post-surgery dogs were observed laying directly next to one another on a communal space blanket during their recovery. Approximately six to ten dogs were observed on one blanket. One dog was observed waking from surgery, as it would

attempt to stand and then fell onto another post-surgery dog several times. All dogs were in different states of recovery while on this blanket.

Salina Animal Services provides spay and neuter services to the community. During the site visit, two owned cats were placed into cat carrier kennels and left in a meeting room with no one observing their recovery from anesthetic, post-surgery. The Study Team was using this room and no other staff were present. Their owners were coming to get them later in the day. The two cats' eyes were dilated from the medications used during surgery and they were still under the immediate effects of anesthesia, trying to stand up, stumbling and falling within their carriers. These cats should have been in a recovery area for observation until fully recovered from the anesthesia.



Cat recovering from spay/neuter surgery in carrier

Currently, there is no veterinarian on contract for after-hour care. The closest veterinary assistance is one-hour away in Kansas City. When an after-hours emergency occurs, the Animal Control Officer must drive one hour each way to get veterinary service or more commonly, leaves an injured animal, untreated, unmonitored and uncared for, at the shelter until the following day for medical care.

An alternative to adding hours to the contract veterinary services would be to create cooperative relationships with local veterinarians. It was mentioned on several occasions that the relationship with local private veterinarians is strained and adversarial. Mending these fragmented relationships would reap positive change and rewards for Salina Animal Services.

Food Storage and Feeding Schedules

Dog food is stored in plastic tubs in the hallway which has public access between both dog housing areas. Bulk food storage is kept in the storage room off of the side of the sally port. Cat food is kept in an adjacent room, next to the kennel area for cats.

All animals are fed at least once a day. Cats are fed when their cages are cleaned, and dogs are fed before cleaning. Dogs are fed with stainless steel bowls. Cats and kittens are fed with ceramic bowls. Stainless-steel or paper plates or trays are recommended for disease control in a shelter setting/environment.

While on-site, the Study team observed kittens being fed from an open tin can with sharp edges. The team was told that all cats/kittens are normally fed with ceramic bowls. Paper containers or plates would minimize fomites and the spread of disease.



Dog Food Containers

Sanitation and Disease Control

A written cleaning procedure is posted in each dog kennel. A policy for cleaning procedures should be written and supplied to all staff.

Cats cages are cleaned by moving the cat to an empty cage, then the original cage is completely cleaned. Once the cage is clean, with new cat litter and food/water, the cat is returned to the cage. Cat kennels are cleaned with KennelSol and diluted bleach while diluted alcohol is used on the glass.

Dogs are all moved to the one side of the guillotine door in the kennel. Once the gate is lowered, one side of the kennel is cleaned and disinfected. When the kennel is clean and dry, the dogs are moved back into the other side of the kennel and the guillotine door closed for the other side to be cleaned. Dog runs are cleaned with KennelSol and bleach.

Lead Animal Control Officers, Animal Control Officers and part-time assistants are assigned to designated areas for cleaning within the shelter.

Shelter Fees



The Study Team requested a fee schedule several times in writing and verbally to the Animal Services Manager. No fee schedule was ever submitted to the Team. When asked, staff advised the fees for adoption were determined on a case by case basis.

A search was conducted for adoption pricing on the Salina Animal Services Web site at <https://www.salinaanimalservices.com/adoptions>. Cat adoptions ran anywhere from \$10.00-\$50.00 and dog adoptions ran from \$50.00-\$150.00. There seemed to be no exact reason for these prices, but they may be based upon specific breed and age of

the animals. All adoptions include microchip, spay/neuter and basic (species specific) vaccinations, including rabies vaccination.

We were advised by staff of a flat boarding fee of \$10.00 a day for any animal/species that is impounded and held overnight or held long term at Salina Animal Services. There was no additional boarding fee for quarantine, vicious or court hold animals.

Most animal care and control agencies have a standardized fee schedule for adoption, impound, redemption and senior discounts (if any). The standard fee regularly has to do with the age of the animal, with kittens and puppies having a larger fee due to their desirability from the public. Older animals usually are lower in fees to promote adoption of more senior animals.

It would be advisable to have a standardization of fees for Salina Animal Services with the ability of the Animal Services Manager to waive or lower fees, as necessary. The fees should attempt to incorporate the cost of the spay/neuter surgery and the vaccinations in recuperating these costs to the City. The City may also have “free” adoption weekends or promotions when populations increase, and reduction of shelter population is necessary. However, when fees are discounted, waived, or lessened, the screening process for adoption application should always remain the same.

An example of standardization of fees is as follows:

Dogs 6 years and older	Dogs under 6 years	Puppies under 4 months	Cats under 6 years	Cats 6 years and older
\$\$	\$\$	\$\$	\$\$	\$\$

Consider Senior Citizen (65 or over) Adoption Fees:

Dogs under 6 years	Dogs 6 years and older	Puppies under 4 months	Cats 6 years and older	Cats under 6 years
\$	\$	\$	\$	\$

Redemption and adoption fees should be posted on the Salina Animal Services web site and prominently displayed at the shelter, in addition to any other fees for optional services available.

Summary Analysis of Shelter Operations

The Study Team recommends the number of positions cleaning kennels needs to be based on the actual number of animals handled daily. Workers are striving to maintain sanitary and safe conditions for the animals in their care. Based on the on-site review, cleaning techniques and procedures vary between kennel staff.

The Study Team encourages Salina Animal Services to review and revise redemption and adoption fees. These fees should be posted on the Salina Animal Services web site and prominently displayed at the shelter in addition to any other optional fees.

Animal handling techniques observed by the Study Team were not always humane. Several kittens were observed falling to the ground from their cage, unrestrained and a review of safe and humane handling of animals is recommended.

The agency should develop written policies to guarantee feeding and care schedules are adhered to for each animal species in their care.

Recommendations

1. Eliminate any clutter inside or outside the facility. If the item does not have an immediate purpose, it should be disposed of or donated to another agency
2. Identify and remove all hazards to visitors and employees.
3. Look for ways to improve the flow of animals, as well as the public, through the facility.
4. Access and control of facility should be a priority.
5. All rooms housing controlled substances should be limited access, with access only by a limited number of personnel (possibly the Animal Services Manager, Lead Animal Control Officers and Veterinarian).
6. Create and post a standardized fee schedule for the adoption and redemption of animals in the shelter.
7. Based upon the minimum staffing needs formula for kennel workers, either increase the time for completion of the cleaning and feeding schedule (up to 3-4 hours for each dogs and cats) or create specific positions for kennel cleaning and assisting in surgery. This should provide ample time for feeding, cleaning and assisting in surgery.
8. Establish a cat get-acquainted area.
9. Establish a pre-surgery and full recovery area for monitoring animals with injury and under anesthesia.

10. Consider relocation of the current surgical suite to avoid the two external doors and possible cross contamination.
11. Consider using paper products or stainless-steel bowls for the feeding of cats/kittens.
12. Streamline and secure unloading of animals for ACO's by keeping the sally port free of any storage items such as traps, excess cleaning items, etc. Secure bay doors prior to offloading.
13. Add another contract veterinarian or additional exam hours to the current veterinarian's contract for intake exams and assisting with overnight call outs.
14. Create a standardized fee schedule and post these fees on the web site and have it available at the front desk for viewing.
15. Upgrade the lighting in the cat room to make the area more appealing and brighter for viewing of adoptable cats and kittens.
16. Kennel cards should be placed on every animal kennel for public viewing.
17. Consider animal noise reduction techniques for both dog kennel buildings. Consider adding a sound system in both kennels or the entire shelter to play soothing/calming music in addition to other noise reductions techniques.
18. Safety equipment should be easily available and accessible in each kennel building and in the Dog Park.
19. Upgrade the Dog Park fencing.
20. Add clear signage throughout the shelter.
21. A thorough plan should be put in place for the initiation and utilization of an animal transfer program that will benefit the community and the animal care and control facility. The plan should not overextend the available resources of the entities involved, and be developed with animal health, sterilization, and education as principle elements invoked in procedures. Finding the right partnering agency is critical. Key elements of the plan should include public health and safety concerns; partnering agencies should be registered 501(c)(3)'s or a municipality; partners must be committed to abiding by all local, state and federal regulations; and the recognized humane standards of care should be afforded to every animal being transported. The partnership should also work together to improve the source shelter standards while also addressing community overpopulation issues, effectively striving to eliminate the need for continued transfers.
22. Define capacity within the shelter, including housing space available and staff available to care for the animals. Keep in mind the Five Freedoms (originally established by the Farm Animal Welfare Council in 1979 and widely recognized) when determining capacity:

- **Freedom from hunger or thirst** by ready access to fresh water and a diet to maintain full health and vigor
- **Freedom from discomfort** by providing an appropriate environment including shelter and a comfortable resting area
- **Freedom from pain, injury or disease** by prevention or rapid diagnosis and treatment
- **Freedom to express (most) normal behavior** by providing sufficient space, proper facilities and company of the animal's own kind.
- **Freedom from fear and distress** by ensuring conditions and treatment which avoid mental suffering

Chapter 5

Field Operations

This chapter contains a review of field officer staffing, programs, procedures and recommendations for future field service operations.

Program Description



The field services division of Salina Animal Services enforces the City of Salina ordinance. Salina Animal Services falls under the Department of Parks and Recreation within the City of Salina. General oversight and guidance is provided by both the Director and Deputy Director of Parks and Recreation, with direct management and leadership provided by the Animal Services Manager and Lead Animal Control Officers. Field Operations is responsible for the pick-up and transport of stray, sick, injured and deceased animals within the City. They assist citizens with animal concerns, respond to complaints about animal abuse, animal bites and attacks, perform chemical capture of animals, investigate complaints about dangerous and vicious dogs and declare dogs dangerous or vicious, based on the criteria found in ordinance. Officers also enforce pet license laws and educate the public on rabies control efforts.

Staffing Overview and Work Schedules

There are two Lead Animal Control Officers and four Animal Control Officers with varying lengths of service. All Lead Animal Control Officers and Animal Control Officers serve as kennel staff, front office staff, veterinary assistants and any other need within the Animal Shelter. Animal Control Officers are scheduled to work various shifts in each different position, with various days off. In one week, an Animal Control Officer will work approximately ten to 20 hours in the field, four to six hours in cleaning kennels, and eight to 14 hours at the front desk. Animal control coverage hours to the public are 8:00 a.m.- 7:00 p.m., seven days a week, including public holidays with emergency response after hours. There is no typical workday for any of the animal control officers. Every day is different with different responsibilities and both the Lead and Animal Control Officer schedules are very difficult to understand, create and perform.

Sample work schedules are in attachments.

Actual hours of effective enforcement are unknown. Field coverage seems to suffer the most into the creation of cross trained positions. The field is covered when an officer can respond in the field. If there is not a call for service holding, the field officers will help with responsibilities at the shelter. There is no proactive patrol time or proactive outreach for field services. While on-site, we observed one Animal Control Officer helping with painting a wall in the facility. There is also a woodworking bench in the sally port for the officers to help with fixing items in the shelter when they are not busy. It is apparent that facility services for the city is rarely used for shelter facility issues.

In Salina Animal Services, there is an emphasis on shelter work and promoting the “no-kill” shelter rather than animal control and education. As animal control is a necessity for any municipal government services, it is alarming that animal control in this facility is viewed as a lower priority. Even in survey responses, animal control was graded as the “lowest priority” in this shelter evaluation.

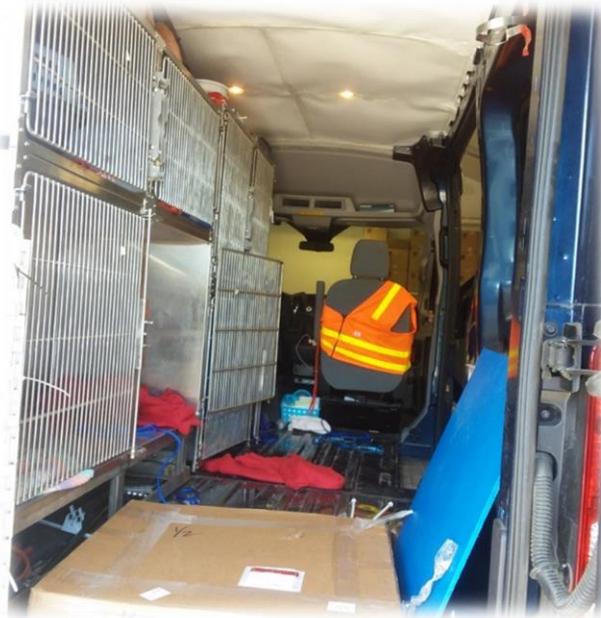
This lower prioritization of animal control is apparent by the lack of acceptable equipment available to the animal control officers to perform their duties, incomplete training and pervasive lack of understanding and application of training already received.



All Animal Control Officers share one of two Salina Animal Control vehicles outfitted with an animal control box that contains animal compartments, and the equipment necessary to perform their duties. The boxes utilized are built in units and work well for Salina Animal Services. All front cages are used to house animals and the rear

compartments are used to hold animal carriers or smaller animals. There is a rear center compartment that houses the equipment for the Animal Control Officer. In this compartment there was a traffic cone, snake tongs and two nets. There was one catch pole inside the cab of the truck, unmounted.

There is also a van used primarily for community adoption events and transport of animals to other jurisdictions. This van, however, can also be used as an animal control vehicle, as needed. When the Study Team observed the cab of the animal control vehicles, and the rear of the van, they were both unorganized and unkempt without adequate necessary equipment.



Salina Animal Services receives approximately 350 calls for service each month. Calls for service are handled solely in a reactive manner, as animal control officers have little or no time available to be proactive in their enforcement efforts.

The principal responsibilities of the animal control officers are as follows:

- In response to complaints or requests for assistance from city residents, travels to various parts of the city by driving in a City-owned vehicle.
- Investigates complaints such as cruelty to animals and animals at large. Records information and decides on proper course of action.
- Captures and impounds unlicensed, stray and uncontrolled animals.
- Investigates dangerous dog incidents.
- Picks up dead animals observed on roads as well as any dead domestic animals.
- Investigates rabies contacts with humans and writes applicable reports.
- Issues citations for violation of City Animal Control ordinances.
- Cleans and disinfects vehicle after each animal impound.
- Assist police agencies as requested.
- Works on call rotation.
- Testifies in court as required.

Determining Field Staffing Needs

Although there is no universally accepted scientific method for determining the number of animal control officers needed in any given jurisdiction, NACA's Calls for Service model is the best for determining the appropriate number of personnel.

The Calls for Service model is used primarily as a workload indicator because the data represents a recognizable and readily measurable demand for animal control service. Comparing the number of calls for service from one jurisdiction to another can be tenuous, because the variety of calls to be completed and the tendency for one jurisdiction to have differing expectations from the next.

Determining the number of officers requires an assessment of the citizen call volume, officer initiated calls, citations issued, written warnings issued, assistance to outside agencies, the need for safety and security, a flexible beat structure, the amount of time spent on investigations, preventative patrol times and the specific type of service expected by the public.

This model is calculated on the basis of an eight-hour day in the field. For the most part, the City of Salina Animal Control Officers work the field on an “as needed” basis when assigned to field duties.

The basic elements of the Calls for Service model are as follows:

Each eight-hour Animal Control Officer position requires 2920 hours to fill one shift for 365 days. Officer availability for staffing is determined by deducting from 2,920 hours (the maximum for one year), and the time required for vacation, sick leave, court time, flex days and training. In using this model, the standardized average number of hours dedicated to performing the animal control function per officer will be 1,832 hours, or 229 days.

Current number of ACO’s available in the City of Salina:

One to two scheduled (on as needed basis, not a straight eight-hour shift)

Current number of ACO’s needed by Calls for Service Model:

1.59 to cover field one eight-hour shift per day.

Since there is no dedicated “shift” specific to field time only, it is difficult to use this calculation for Salina Animal Services. This calculation would be a reference to instituting a dedicated field shift(s) to provide animal control services to the public. If it is decided that animal control should have dedicated shifts, Salina Animal Services may refer to the above Calls for Service Model for staffing. Salina Animal Services staffing structure and allocation of resources should be reviewed.

Officer Equipment

While there are many options for safety equipment carried by animal control officers, there are several that are essential. As recognized by National Animal Care & Control Association Guidelines, each animal control officer should be provided, as basic equipment, the following with the training and policy to carry, as necessary:

- Ballistic Protective Vest
- Bite Stick
- Portable Radios
- Pepper Spray/Citronella
- Utility Belt
- Multi-tool
- Snake Tongs

- Whip Leash
- Several Capture or Ketch-All Poles in differing lengths (2', 4', 5', 6')
- Standard Leashes
- Clipboard/Posse Box
- Capture Nets (of several sizes and for different species)
- Gloves (Leather/Work, Raptor, Latex/Nitrile, Kevlar lined, Rabies)
- City issued cell phones assigned to each animal control officer.

When discussing equipment with the Study Team, it was apparent most Animal Control Officers and Lead Animal Control officers were unaware of how poorly equipped they were to do their jobs in the field. Some, however, were aware and even told the Study Team that there is only one working Ketch-All Pole (A Ketch-All Pole is a necessary piece of equipment for animal control officers). The officers reported they often trade this pole between trucks because any other pole needed repair or was inoperable. They also stated some animal control officers carry their personal protective devices in their gear, such as a bite stick and often pay for safety equipment with their own money due to the lack of personal protective gear provided by the City.

Consideration should also be given to the proper storage for equipment and operability. Capture poles should be accessible to officers from the cab of their vehicles and mounted. All gloves and other equipment should be easily accessible to the officers.

Since Animal Control Officers typically have as much as four times the public contact as their police counterparts, it is imperative that personnel have access to safe and modern equipment.

- Animal control officers do not have access to the basic necessary equipment and technology needed to perform their duties.
- All animal control officers share an animal control vehicle while performing their duties and the vehicles are in good repair.
- Animal control officers share an iPad and carry them in their units.
- Chemical capture equipment is available to all officers for use.
- Microchip scanners are available and officers scan animals as they are impounded.

A side office behind the front desk is shared by all ACOs and is of adequate size for the officers to complete reports and paperwork.

Controlled Substance-Access/Control

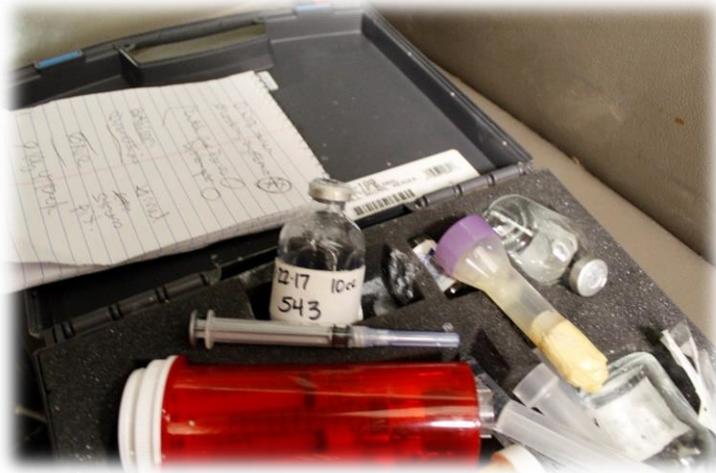
It came to the attention to the Study Team that each full-time employee has access, via a key, to the controlled substances in a storage cabinet in the shelter and in each truck. Controlled and sedation substances regularly housed for surgical purposes are:

- AnaSed (sedative/analgesia)
- Buprenorphine (opioid pain medication)
- Ketamine (anesthesia)
- Diazepam (anxiety medication)
- Xylazine (sedation, analgesia, anesthesia)
- Morphine (opiate pain medication)
- Rompun (sedation/analgesia)
- Pentobarbital-Fatal Plus- (Euthanasia solution)

While onsite the Study Team was given access to one of the animal control trucks. We were shown where and how drugs were stored in one vehicle. One drug normally carried in the field is Fatal Plus (Sodium Pentobarbital) for euthanasia purposes. If chemical capture is necessary in the field, the animal control officer must retrieve the appropriate medications necessary from the veterinary drug box in the shelter.

In the one animal control truck, there was a vial containing Fatal Plus in a handwritten label with an expired date. The drug case was a plastic case and was not locked. The needles, vials, medicine tubes and other materials were strewn about the plastic case in a haphazard fashion. The Fatal Plus vial was leaking. The drug box was in an unsafe, unacceptable condition.





Controlled substances are extremely important for an animal shelter and for field operations. There seems to be a lack of access and control to these potentially life-threatening drugs at the Salina shelter. Extreme care in their housing, handling and record keeping, are not only essential for safety reasons, but can also be illegal and libelous if handled incorrectly. This issue should be addresses immediately. The access, storage, and control of the controlled substances at Salina Animal Shelter should be immediately reviewed and proper control measures put into practice.

The drug logs need to be balanced to the supply on hand for each bottle on a regular basis, and irregularities documented. The Study Team was supplied with an example of a computer-generated drug log from the shelter. There is one entry where an excessive amount of Fatal Plus is logged as used for one animal. As an average guide, the volume of Fatal Plus required for euthanasia is one ml. of solution per ten pounds of body weight of the animal. The study group feels logging 544 cc for a single animal is excessive and concerning.

The Study Team was also made aware that Salina Animal Services accepts donations of prescribed medications from citizens over their front counter for the shelter's use. They are taken from citizens whose pets have died or no longer need the medications. This practice should be reviewed and may possibly be illegal.

Usage of Chemical Immobilization

Chemical immobilization of an animal has value under certain circumstances but should only be used after the animal care and control personnel have received proper training, and then only as a last resort when all other methods of capture have failed. Chemical immobilization should be used only when the animal or the community is at risk if the animal remains at large.

During our site visit the Study Team was advised there are two animal control officers who currently utilize chemical capture that have not been certified. There was a statement that the use of chemical capture is alright without certification because of the importance of a person's "Confidence rather than training."

Uniforms

The National Animal Care & Control Association promotes the professionalism of the Animal Control industry. The appearance of an animal control officer plays a key role in public perception and respect of the animal control officer. Consideration should be taken when making the critical decision about the uniform worn by animal control officers in the field. Uniforms should be professional in appearance while being compatible with the physicality of the job. It is up to Salina Animal Services on what their animal control officers should wear and how they wish to be perceived by the public.

Currently, the uniform for Salina Animal Control Officers is a blue polo shirt and tan slacks or shorts. The officer's badge is somewhat hidden by being affixed to the pant waist or belt area, especially when shirts are not tucked. This is a concern when the officer is taking enforcement action. The badge of their position should be easily seen by the public at all times. The wearing of shorts is a concern for officer safety when dealing with animals that can easily bite or scratch.

There are currently no utility belts worn by Salina Animal Control Officers. A utility belt would accommodate the carrying of a portable radio so that it does not easily slip off a pant waist or slip out of a pocket. This belt can also carry such items as gloves, bite stick, mace (pepper spray), multi-tool, key keeper and other safety tools.



Current uniform of Salina Animal Services

Training – Field Operations

The agency does not currently offer a standardized Field Training Program for new animal control officers. New employees are trained 'on-the-job' by supervisors and senior employees. Since there is no structured Field Training Program, the length of time a new officer remains in training varies. No ongoing training requirements have been established at this time either.

The Study Team recommends the development of a Field Training Program that specifically addresses the training needs for anyone performing the duties of an Animal Control Officer and the amount of time needed with a Field Training Officer before the new officer is placed into the schedule rotation. This Field Training Program should cover all applicable laws and ordinances the officer is expected to enforce, experience handling the various types of calls for service, training and experience working with all

equipment in the field, and training and experience driving an animal control vehicle. Additional training and certification should be required before an officer performs remote chemical capture/immobilization or euthanasia of an animal.

Enforcement Procedures

The Study Team had the opportunity to review enforcement procedures first hand. For the most part, the general public has some knowledge about animal-related ordinances (specifically BSL-Breed Specific Legislation) and the services provided by Salina Animal Services. The agency promotes its shelter services and ordinance compliance requirements primarily through field officer contacts and contact at the animal shelter. The City ordinances are on the City website, but there is no link on the Salina Animal Services page to the ordinances.

The agency's primary enforcement responsibilities include complaints involving domestic animals, animal bites (rabies control), animal cruelty or neglect and dangerous dogs. The agency has recently changed their policy about response to wildlife concerns and no longer routinely responds to issues involving nuisance or injured wildlife. They refer these calls to Kansas Department of Wildlife or private pest control services.

Field personnel will impound confined animals; investigate bites, cruelty, neglect, and domestic animal nuisance complaints. Response is determined by existing ordinances, the reliability of information gathered regarding the problem, the ability to respond based on workload and staffing levels, and the type of response required by the complainant.

Officers are permitted to issue citations for violations of ordinance.

Animal Handling Techniques

The Study Team had the opportunity to observe officers in a variety of situations. While each officer has their own technique or style, those observed appear to have had some training in animal handling techniques and are confident in their own abilities.

During the observation period, euthanasia of a domestic cat was performed in the field. There was no phone consultation with a veterinarian or shelter staff member and no pre-sedation of the animal before euthanasia.

Also, during the observation period, there were conversations with field officers about the regular use of euthanasia solution on domestic animals with broken limbs or other remediable injuries in the field as acceptable practice. There were also comments about the regular use of chemical capture and immobilization by uncertified employees

who utilize the equipment by themselves, with no consultation or permission of supervision and without veterinary consult.

In addition, we were told of the use of chemical capture, with a dart containing Fatal Plus, on skunks for the purposes of euthanasia. This practice is not only inhumane but dangerous. This practice should be discontinued immediately.

Another scenario discussed with the study team was an animal control officer, on an evening call out, responding to an owned injured dog that had been hit by a car. The owner was unable to transport the dog to the vet, so they called animal control. The officer did not have a veterinarian available without driving a considerable distance. The officer, thinking they would act in the best interest of the animal, took the dog back to the shelter and treated the dog. The treatment consisted of rendering first aid to the wound by wrapping it (the wound was described as very large and likely needing sutures) and giving pain medications to the dog the officer found at the shelter. The dog was not seen by a veterinarian for over a day. Saturday night to Monday. This action was not done at the recommendation of a veterinarian. The officer then left the dog unmonitored overnight in a kennel. The outcome of this dog is unknown.

Another incident that was relayed, also involved an officer being called out overnight for a dog versus dog conflict in which an owned animal had been injured. The owner of the injured dog called animal services to pick up the aggressive stray dog. The dog was somewhat aggressive with the officer, but the officer was ultimately able to load the dog onto the truck. The reporting party saw identification tags on the impounded dog however, the dog was acting in such an aggressive manner that the officer could not safely look at the tag closely enough to obtain identification information in the field. The reporting party was verbally aggressive towards the officer insisting on finding out who owned the dog and suggested sedating the dog to read the tags. The officer called the Animal Services Manager for advice on whether to sedate the dog for identification purposes only. The Animal Services Manager said she would trust the officer's judgment since she was not present. The officer chose to sedate the animal, with medications he carried on his truck, and the dog died immediately after injection. It is unknown the outcome of this dog. It is unknown if a necropsy was performed to determine the cause of death.

The front desk was observed handling the redemption of a dog that was impounded, at large, in the field the prior evening. The dog had been scanned for a microchip by the impounding officer, a phone message left for the owner on record, and a notice posted at the address on file. A person came to the desk claiming the dog picked up the prior

evening was their dog. They were not the person on record as the owner and they did not know the owner of record. Without any hesitation the front office staff allowed the person claiming to be the owner to redeem the dog. There were no additional efforts made to contact the owner of record on the microchip. The Study Team has concerns that owned dogs may be being released to someone other than the legal owner.

These are examples of poor judgment, lack of discretion, lack of knowledge, training and/or poor direction from management. These incidents could have been avoided by a clear policy and procedure and clear directives from management regarding the policy.

If these practices are indeed being employed, they should be discontinued immediately. The use of euthanasia solution on a domestic animal with a possible owner, without waiting the three day hold period can bring liability upon the shelter and the city. Additionally, the use of chemical immobilization is always a risk to the animal, the public and the person using the equipment. When the decision is made to deploy chemical immobilization, supervision should be notified, and additional personnel should be present.

Use of Field Resources

The Study Team found animal control officers did not work full shifts in the field at any time. While they were in the field, their time was utilized for picking up dead animals from all veterinary hospitals to bring back to the shelter for off-site cremation processing. This apparently is a revenue source for the shelter. Their time was also used for running deposits to the bank and selling micro-chips to local veterinary offices, at cost. As stated, there is little emphasis placed upon field patrol and activity in Salina Animal Services. There should be a review on the best use of time during each shift and whether it is a benefit to the public and the mission, vision and values of the organization.

Summary Analysis of Field Operations

In the judgment of the Study Team, a review and assessment of Salina Animal Services indicates that the division is adequately staffed, however the amount of time dedicated to animal control duties should be increased and the current staffing assignments of the shelter, front desk, veterinary assistance and cleaning should be re-evaluated.

All calls for service should be answered before the end of day, regardless of their nature. Animal control officers should remain in the field their entire shift, to field calls for

service as they come in. They should return to the shelter for off-loading purposes and then return to the field to handle calls for service, use field opportunities to educate the public or do proactive patrol work. This will increase the visibility of the animal control officers and create a stronger bond with the community they serve. This will also further educate the community on responsible pet ownership.

The agency should solicit input from field personnel and other agencies on the types of equipment upgrades they require, and/or new equipment desired to provide better service to the public, and safety to the officers.

Field Services Recommendations

1. The agency should establish and continually renew policies defining the types of services they deliver and the specific service delivery tactics to best accomplish their mission.
2. Salina Animal Services embraces the use of technology to improve their ability to provide services in an efficient manner. The cornerstone of this technology is their software (Companion Care). However, there is a lack of full integration of the software. Many of their modules had not been implemented or created at the time of the site visit. If this software cannot accommodate all facets of the processes another option for software may be necessary to fully implement technology. The selected software should capture and easily cross reference all field calls for services, handwritten notices, impoundment cards, adoption paperwork, animal information, owner information, citations and reports. The agency should implement an automated dispatching system for field officers.
3. The agency should review the call prioritization protocols to assure timely response to important calls for service and a reasonable response to non-priority calls. Call priority needs to be detailed in a written policy.
4. Any shift involving field personnel should be properly supervised. The agency should identify a field supervisor for each shift, to include weekends and call-outs.
5. A structured Field Training Program should be developed and introduced. Field personnel should be properly training in report writing, officer safety procedures, animal first aid, courtroom testimony and investigative techniques. All training should be documented.

6. No officer should ever use chemical capture/immobilization unless currently certified and trained. Any time chemical capture is utilized, there should be a second animal control officer present and a thorough report should be completed each time this equipment is used. There should be comprehensive policy on the use of chemical capture and logging of controlled substances.
7. Any officer euthanizing an animal should be currently certified and trained. There should be thorough policy on euthanasia in the field. All euthanasia drugs should be logged in the drug log at time of use.
8. All controlled substances should be labeled and stored pertaining to legal requirements
9. Comprehensive policy and procedure should be written, along with input from the Veterinarian of Record, about the use and documentation of controlled substances for field chemical immobilization and euthanasia.
10. Animal control officers should have adequate safety equipment to perform their duties.
11. Uniforms and apparel should be reviewed for shelter and field personnel.
12. Continued education and training with relevant local, state and national organizations should be required annually.

Chapter 6

SWOT Analysis Presented During Exit Report

Strengths Observed

- Dedication of Staff
- Veterinary Services
- Commitment to People and Animals in the Community
- Strong Desire for Knowledge and Training

Weaknesses Observed

- Lack of Written Policy and Procedure (SOP)
- Lack of Accountability
- Low emphasis on Field Services
- No Clear Understanding of Animal Control Job Duties or Expectations
- Facility
 - Management of Animals within Facility
 - Clutter
 - Signage and Consistency
 - Flow of Customers
 - Flow of Animals Through Facility
 - Access/Control
- Lack of Mission Statement and Agency Goals

Opportunities Observed

- Mission, Vision and Values Statement
- Creation of Policy and Procedure
- Streamline Efficiency and Productivity within Shelter
 - Utilize Software to Reduce Paperwork and Redundancy
 - Flow of Animals to Reduce Stress and Disease transmission
 - Streamline Cleaning Procedures
- Reorganize Staff Responsibilities to Raise Efficiency and Job Satisfaction
- Utilize Staff Willingness
- Utilize Skills learned at Training
- Teambuilding
 - Meetings and Brainstorming

- Employee Goal Setting
- Morale Building Activities
- Grow into Role Model for Other Agencies
- Source of Pride and Service to the Community

Threats Observed

- Lack of Utilizing Chain of Command
- Lack of Communication, Direction and Feedback
- Liability and Potential Litigation
 - Building Access and Control
 - Maintaining Animals Long Term in Shelter
 - Volunteer Access to Animals/Shelter
 - Chemical Immobilization and Euthanasia of Animals in Field
 - Lack of Certification for Animal Control Officers
 - D.E.A. Drug Logs Incomplete and Inaccurate
- Lack of Hands-on Management of all Personnel

Quick Hits for Immediate Results

- Clearly Define Chain of Command
- Clearly Define Job Duties and Expectations
- Training
 - Management and Leadership Training
 - Staff
 - Conflict Resolution, Position Specific Training
- Increase Communication with Staff
 - Provide Regular, Clear and Consistent Communication at all Levels
 - Establish Staff Meetings with all Levels of Management
 - Weekly, Monthly, Quarterly
 - Communication Log
- Implement Policy and Procedures to Address High Priority Issues and Ensure Compliance
 - Animal Handling, Euthanasia, Chemical Immobilization, Management of Animals, Defined and Streamlined Cleaning Procedures

Chapter 7

Conclusions and Implementation Plan

CONCLUSIONS

In the judgment of the Study Team, Salina Animal Services personnel want to provide the best possible animal control services to the citizens of the City of Salina. However, there are a number of areas adversely impacting their ability to do so. Personnel demonstrate a lack of understanding of animal control and common best practices of animal control.

In animal care and control services, there should be a prioritization of responsibilities for the organization. Animal Control Services to any community needs to be given the weight it deserves when servicing a community. Prioritization comes from the directives from City officials and from community expectations. In any community, animal control is a necessity and the driving requirement by local ordinance. Sheltering of the animals confined by animal control officers then becomes an additional responsibility to house and care for the animals humanely and properly. Funding should be considered when making the decisions of prioritization.

It was apparent to the Study Team that the priority for this Manager was on the sheltering, housing and transfer of the animals at the Salina Animal Shelter and very little emphasis on the field animal control officers. Lead and Animal Control Officers have very little standardized knowledge of their jobs, they have little to no necessary equipment to complete their jobs as professionals. They do not have a leader that has strong field operation skillset.

There are a variety of ways to accomplish the animal control mission in any community, and the community's expectations must be taken into consideration when implementing changes within the Animal Control Division and the services they provide. The key for animal control is to move forward in a concerted manner to begin providing animal control services that are progressive in their approach, and fully recognize the needs of the citizens and the animals served within Salina Animal Services jurisdiction.

If Salina Animal Services wants to provide state-of-the-art programs, a clear and consistent message from all levels of management is needed. Once the message and mission are clear, Salina Animal Services must institute the new policy and best practices to deliver the expectations of the public they serve.

Implementing all of the suggestions of this study may not be possible, and each recommendation should be weighed against any benefit provided and the expectations of the City of Salina citizens, officials and animal control personnel. Once a decision is made on which recommendations to implement, management should require periodic progress reports from animal control staff, and the governing authorities should require a follow-up review of the animal control program within six months.

As stated earlier, the Animal Services Manager should have the opportunity to evaluate the observations and recommendations contained within this report and use this information to begin the process of opening communication between animal control personnel, City and County Officials, and the public. It is extremely important that communication lines remain open and a free exchange of information is maintained during the process. Every concern listed in this report can be resolved. However, a dedicated commitment must be made from the agency to improve and promote the animal control mission and to justify the rationality of its existence: To protect the people and animals within the City of Salina.

SUMMARY OF RECOMMENDATIONS

Chapter 2 - Administration

1. The organizational chart should be revised to include upper management to give an overview to the Division of Salina Animal Services and their position within the entire city function and services. The organizational chart should also be revised to specify areas of deployment within Salina Animal Services to include field services, clinic and kennel services and front office duties. This will change reporting lines and position descriptions.
2. An internal review of work responsibilities as related to the job descriptions should be undertaken for each position within the division to determine proper roles for each position and to whom each position should report.
3. The SOP manual in progress needs to be reviewed, updated and completed as soon as possible. The SOP manual should encompass all work areas and be combined into a single book which is easily referenced by employees. This SOP manual should also include copies and samples of forms and other documents utilized by the division and contain an explanation of their use. Policy should be created and included for the proper documentation of controlled substances and their secure and restricted access. Employee safety issues should be addressed within each procedure. Policies should be included in individual sections so they can be referenced quickly and periodically revised without having to dismantle

the entire document. When new policies are implemented, employees, they need to sign and acknowledge their receipt.

4. A thorough review should be made of current City of Salina, Chapter 7-ANIMALS ordinances for potential updates.
5. A Mission, Visions and Values Statement should be created with input from the entire division. Once completed, this statement should be posted in the shelter as a reminder of the goals of the organization and disseminated to each staff member.
6. Issues with the animal management software changeover need to be resolved as quickly as possible. A current review of the capabilities of this new software should take place. Since Salina Animal Services is helping to implement this new software, an audit of its capabilities as compared to other software available should be made. If this new software is the best option, it should be implemented without delay. Consideration should include controlled substance data entry in any software.
7. The agency should conduct a division-wide assessment of current training levels and determine where additional training is needed. Minimum training standards should be developed for each position within the organization, and an annual training cycle should be developed to ensure every employee receives the proper amount of training to perform their job duties. Policy should be implemented outlining specific requirements and training prior to the handling of any controlled substance, use of chemical immobilization equipment and the performance of euthanasia. Any employee failing to follow this policy should be disciplined.
8. Training files and copies of certificates for each employee should be kept on site at the animal shelter and by the City of Salina, as directed by Human Resources. Each employee should keep their original certificates.
9. While training is essential, Salina Animal Services should not rely solely upon outside training. The agency should identify someone within the organization as the training officer to be responsible for tracking all training records and develop a structured training program for all areas of the agency. Training deficiencies should be identified and promptly corrected.

Chapter 3 – Communications

1. Review the location of the dispatch equipment to a quiet place without access to the general public.
2. Review the prioritization of calls and put them into a written policy as soon as possible.
3. Upgrade current dispatch and officer portable radio equipment to ensure officer safety.
4. Animal control vehicles should be outfitted with communication radios, in addition to the hand-held radios carried by officers.
5. Animal control officers should be issued city cell phones, rather than using their personal cell phones for city business.
6. Require all animal control officers to carry a portable radio at all times they are in the field or on a call. (Utility belts will assist with this requirement.) Evaluate all communications equipment for functionality and provide necessary upgrades to ensure officer safety
7. Require field personnel to communicate their arrival and departure from a stated location with the dispatcher for all calls for service or follow-up, regardless of the nature or type of call.
8. Ensure the on-call officer notifies their supervisor of any call-out after hours and the location prior to responding. If this is not possible, the officer should contact Salina Police Department dispatch to advise of their location and the type of call for officer safety purposes. They are to provide a disposition of the call to their supervisor or police dispatcher when completed.
9. Until software capability can track officer calls for service, create a “complaint card” or call for service card completed by the call taker for each call for service with detailed information about the call received such as date, time, type of call, and reporting party full name. A call-back phone number, address, detailed description of animal and the animal’s location or direction of travel should also be included. These complaint cards should be entered into a computer software program in detail or held for a pre-determined time period based upon city record keeping standards.
10. Create a daily log for animal control officers to note their daily activity. If current software is not available for this purpose, the officer should keep a hand-written daily log, with time, location, type of call and disposition notations for each call for service until they can be added to the computer software.
11. Consideration may be given to the possibility of dispatch by city police for Salina Animal Services.

Chapter 4 – Shelter Operations

1. Eliminate any clutter inside or outside the facility. If the item does not have an immediate purpose, it should be disposed of or donated to another agency.
2. Identify and remove all hazards to visitors and employees.
3. Look for ways to improve the flow of animals, as well as the public, through the facility.
4. Access and control of facility should be a priority.
5. All rooms housing controlled substances should be limited access, with access only by a limited number of personnel (possibly the Animal Services Manager, Lead Animal Control Officers and Veterinarian).
6. Create and post a standardized fee schedule for the adoption and redemption of animals in the shelter.
7. Based upon the minimum staffing needs formula for kennel workers, either increase the time for completion of the cleaning and feeding schedule (up to 3-4 hours for each dogs and cats) or create specific positions for kennel cleaning and assisting in surgery. This should provide ample time for feeding, cleaning and assisting in surgery.
8. Establish a cat get-acquainted area.
9. Establish a pre-surgery and full recovery area for monitoring animals with injury and under anesthesia.
10. Consider relocation of the current surgical suite to avoid the two external doors and possible cross contamination.
11. Consider using paper products or stainless-steel bowls for the feeding of cats/kittens.
12. Streamline and secure unloading of animals for ACO's by keeping the sally port free of any storage items such as traps, excess cleaning items, etc. Secure bay doors prior to offloading.
13. Add another contract veterinarian or additional exam hours to the current veterinarian's contract for intake exams and assisting with overnight call outs.
14. Create a standardized fee schedule and post these fees on the web site and have it available at the front desk for viewing.
15. Upgrade the lighting in the cat room to make the area more appealing and brighter for viewing of adoptable cats and kittens.
16. Kennel cards should be placed on every animal kennel for public viewing.
17. Consider animal noise reduction techniques for both dog kennel buildings. Consider adding a sound system in both kennels or the entire shelter to play soothing/calming music in addition to other noise reductions techniques.

18. Safety equipment should be easily available and accessible in each kennel building and in the Dog Park.
19. Upgrade the Dog Park fencing.
20. Add clear signage throughout the shelter.
21. A thorough plan should be put in place for the initiation and utilization of an animal transfer program that will benefit the community and the animal care and control facility. The plan should not overextend the available resources of the entities involved, and be developed with animal health, sterilization, and education as principle elements invoked in procedures. Finding the right partnering agency is critical. Key elements of the plan should include public health and safety concerns; partnering agencies should be registered 501(c)(3)'s or a municipality; partners must be committed to abiding by all local, state and federal regulations; and the recognized humane standards of care should be afforded to every animal being transported. The partnership should also work together to improve the source shelter standards while also addressing community overpopulation issues, effectively striving to eliminate the need for continued transfers.
22. Define capacity within the shelter, including housing space available and staff available to care for the animals. Keep in mind the Five Freedoms (originally established by the Farm Animal Welfare Council in 1979 and widely recognized) when determining capacity:
 - **Freedom from hunger or thirst** by ready access to fresh water and a diet to maintain full health and vigor
 - **Freedom from discomfort** by providing an appropriate environment including shelter and a comfortable resting area
 - **Freedom from pain, injury or disease** by prevention or rapid diagnosis and treatment
 - **Freedom to express (most) normal behavior** by providing sufficient space, proper facilities and company of the animal's own kind.
 - **Freedom from fear and distress** by ensuring conditions and treatment which avoid mental suffering

Chapter 5 – Field Operations

1. The agency should establish and continually renew policies defining the types of services they deliver and the specific service delivery tactics to best accomplish their mission.
2. Salina Animal Services embraces the use of technology to improve their ability to provide services in an efficient manner. The cornerstone of this technology is their software (Companion Care). However, there is a lack of full integration of the software. Many of their modules had not been implemented or created at the time of the site visit. If this software cannot accommodate all facets of the processes another option for software may be necessary to fully implement technology. The selected software should capture and easily cross reference all field calls for services, handwritten notices, impoundment cards, adoption paperwork, animal information, owner information, citations and reports. The agency should implement an automated dispatching system for field officers.
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8. All controlled substances should be labeled and stored pertaining to legal requirements

9. Comprehensive policy and procedure should be written, along with input from the Veterinarian of Record, about the use and documentation of controlled substances for field chemical immobilization and euthanasia.
10. Animal control officers should have adequate safety equipment to perform their duties.
11. Uniforms and apparel should be reviewed for shelter and field personnel.
12. Continued education and training with relevant local, state and national organizations should be required annually.

ATTACHMENTS

National Animal Care & Control Guidelines	A
Salina Animal Services Schedule	B
Salina Animal Services Policy and Procedure	C
Salina Animal Services Budget	D
Salina Animal Services Retention Chart	E
Salina Animal Services Controlled Substance	F



NATIONAL ANIMAL
CARE & CONTROL ASSOCIATION

NACA GUIDELINES

NACA BOARD OF DIRECTORS

The National Animal Care & Control Association supports finding local solutions and presents these guidelines with this perspective in mind. We believe all agencies providing animal care and control services should strive toward utilization of these guidelines as they identify their goals and define the policies that guide their actions.

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Code of Conduct

An Animal Care & Control professional acts as an official representative of government with rights, powers, duties and authority conferred by statute and is obligated and trusted to abide by, work within, and enforce the laws of the state and their respective jurisdiction. The fundamental duties of an Animal Care & Control professional include serving the community, providing protection for the public and animals, and enforcing laws in that regard.

An Animal Care & Control professional shall perform all duties incumbent upon the position without fear or favor and with impartial consideration and respect for every individual's status, sex, race, religion, political belief or aspirations. Animal Care & Control professionals must conduct themselves in a manner above reproach that does not bring discredit to their agencies or themselves. An Animal Care & Control professional's character and conduct while off duty must always be exemplary, thus maintaining a position of respect in the community in which he or she lives and serves.

Animal Care & Control professionals will never allow personal feelings, animosities or friendships to influence official conduct. Laws will be enforced appropriately and courteously and, in carrying out their responsibilities, Animal Care & Control professionals will strive to obtain maximum cooperation from the public. Animal Care & Control professionals will conduct themselves in appearance and deportment in such a manner as to inspire confidence and respect for the position of public trust they hold.

An Animal Care & Control professional will use responsibly the discretion vested in his or her position and exercise it within the law. The principle of reasonableness will guide the Animal Care & Control professional's determinations. The Animal Care & Control professional will consider all surrounding circumstances in determining whether any legal action shall be taken.

Animal Care & Control professionals must exercise a consistent and wise use of discretion, based on professional animal control competence, to preserve good relationships and retain the confidence of the public. When difficulty in choosing between conflicting courses of action arises, it is important to remember that education or advice, rather than enforcement action or arrest, (which may be correct in appropriate circumstances), can be a more effective means of achieving a desired outcome.

An Animal Care & Control professional will never employ unnecessary force or violence, only using such force as is necessary and reasonable in the discharge of duty to protect the public, animals or the Animal Care & Control professional. While the use of force is occasionally unavoidable, every Animal Care & Control professional will refrain from unnecessary infliction of pain or suffering and will never engage in cruel, degrading or inhumane treatment of any person or animal.

Animal Care & Control professionals may see, hear, or learn confidential information in the performance of their duties. Individuals have a reasonable right and expectation to privacy and confidentiality. Such information shall remain and be kept confidential excepting where legal, ethical or performance of duty obligations require otherwise.

An Animal Care & Control professional will not engage in acts of corruption or bribery, nor will an officer condone such acts by other Animal Care & Control professionals. The public demands that the integrity of all public servants to be above reproach. Animal Care & Control professionals must, therefore, avoid any conduct that might compromise integrity and that undercut the public confidence in an agency. Respect from the public cannot be bought; it can only be earned and cultivated.

An Animal Care & Control professional or agency may be one among many organizations that may provide law enforcement services to a jurisdiction. It is imperative that an Animal Care & Control professional assist colleagues fully and completely with respect and consideration at all times.

Animal Care & Control professionals will be responsible for their own standard of professional performance and will take every reasonable opportunity to enhance and improve their level of knowledge and competence. Through study and experience, an Animal Care & Control professional can acquire the high level of knowledge and competence that is essential for the efficient and effective performance of duty. The acquisition of knowledge is a never ending process of personal and professional development that should be pursued constantly.

Animal Care & Control Capture Methods – Chemical Immobilization

Guideline Statement

Chemical immobilization of an animal has value under certain circumstances, but should only be used after the animal care and control personnel have received proper training, and then only as a last resort when all other methods of capture have failed. Chemical immobilization should be used only when the animal or the community is at risk if the animal remains at large.

Basis for Guideline

Chemical immobilization, through the use of tranquilizing equipment and the drugs received for immobilization, present risks to the animal, the animal care and control personnel or bystanders. A variety of factors, such as the weather and the physical condition of the animal, can vary the success rate and should be taken into consideration.

Guideline Recommendation

When chemical immobilization must be used, it may be necessary to contact appropriate agencies to maintain crowd or traffic control such as police, sheriff, or department of transportation. Capture of an animal through the use of chemical immobilization should involve consultation with a veterinarian whenever possible. Complete documentation pertaining to the procedure should be kept, including, but not limited to, medical observations before, during, and after chemical immobilization. Adequate personnel should be on hand to maintain visual contact with the animal until immobilization takes effect.

Animal care and control personnel should receive appropriate initial training in chemical immobilization as well continuing training to maintain competency and any certification requirements. A written protocol should be maintained by agencies utilizing chemical capture. The protocol should include, but not be limited to, the following components: drug and drug administering equipment; animal handling and post capture care; anesthetic monitoring; human health and safety. In addition, the agency should have a plan or policy in place requiring regularly scheduled maintenance of the tranquilizing equipment.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Care & Control Capture Methods – Mace

Guideline Statement

CS or CN derivative deterrent sprays commonly known as MACE should not be used on any animal for any reason.

Basis for Guideline

CS or CN sprays do not affect animals in the same way they affect humans. These sprays cause permanent, serious medical problems including death to animals. These sprays do not deter aggressive behavior and may increase aggression by eliciting pain-based responses.

Guideline Recommendation

NACA recommends that no animal care and control personnel use any CS or CN derivative deterrent sprays, commonly known as MACE, on any animal for any reason.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Care & Control Capture Methods – Traps

Guideline Statement

The use of live humane traps serves a valuable purpose in animal care and control. NACA strongly opposes the use of traps that capture the animal by the leg or snaring of the animal. Both traps are commonly referred to as leg hold or snare traps.

Basis for Guideline

The humane capture of animals and the routine use of only humane types of equipment should set an example for the community as to the animal control agency's dedication to promoting positive animal welfare. Leg hold traps and snare traps can cause significant harm and even death to an animal in a cruel and inhumane manner.

Guideline Recommendation

NACA recommends that traps used should capture the animal unharmed. Agencies should develop and employ procedures and guidelines governing trap usage whether the agency maintains or rents the traps. These procedures should ensure the safety and the humane treatment of the target or any animal trapped.

NACA also recommends that agencies work to eliminate laws that allow the use of inhumane leg holds or snares.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Facility Capacity Limitations

Guideline Statement

The National Animal Care and Control Association recognizes that population management practices shift because of changes in management, philosophy, or national trends based on 'long term housing'. Policies for population management should progressively and compassionately consider the capacity of the animal housing facility and manage the population within that predetermined capacity.

According to the Association of Shelter Veterinarians Guidelines for Standards of Care in Animal Shelters "operating beyond an organizations capacity for care is an unacceptable practice" and "increasing the number of animals housed beyond an organizations capacity for care" is also an unacceptable practice.

Basis for Guideline

Animals housed should be free of overcrowding, disease and injury that may mentally or physically be detrimental to the animal's welfare caused by overcrowding and operation of an animal holding facility in excess of its capacity.

Guideline Recommendation

The National Animal Care and Control Association (NACA) recommends that each animal holding facility evaluate and determine its capacity and manage the population through adoption, transfer, foster or euthanasia in order to maintain a humane, healthy and safe population within this predetermined capacity. NACA recommends that facilities draft and maintain euthanasia practices in order to control overcrowding problems including disease transmission, behavior degeneration, and overall population health problems in conjunction with progressive adoption, transfer and foster programs.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Identification Guideline

Guideline Statement

All Animal care and control agencies and Humane Societies/Rescue Non-Profit Agencies that shelter lost or abandoned animals should diligently attempt to locate the owner of any lost animal.

Basis for Guideline

Each year millions of lost, found, and abandoned animal enter animal care and control shelters. Animals with identification tags or microchips with the owner's correct information can easily be reunited with their owners which in turn results in less stress for the animal and owner and lower sheltering costs to the local government.

Guideline Recommendation

NACA recommends that all dogs and cats wear at least an identification tag and current rabies vaccination tag on their collar. In addition, all pets should be micro-chipped as a form of permanent identification. Owners should be reminded to update their information with both the micro-chip registries and ID tags whenever necessary.

All animal care and control personnel that impound and/or care for animals should have access to a universal microchip scanner and be trained in the proper technique in scanning for a micro-chip.

Animal care and control personnel should also check impounded animals for a tattoo – although NACA does not recommend tattoos as a form of identification.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Identification – Cat Licenses

Guideline Statement

State and/or local statutes should require that all cats to be licensed, and require licenses to be worn at all times. NACA rejects the argument that cats are wildlife, and adopts the policy described for dogs.

Basis for Guideline

Cats pose similar problems in today's society to that of dogs. Public health concerns include the threat of rabies or other diseases from cat inflicted bites or scratches. Damage to property and overpopulation results in the degradation of a community's appearance and sanitation. NACA cites the pet food industry as one example of American society's classification of cats as domestic animals. Cats share people's lives, homes, and hearts as proven companion animals. Cat ownership, then, should require responsibility for their welfare and owner responsibility to the general public. Cat licensing also extends to owners the benefits or legal ownership, a valuable means of identification, and services that cats might not otherwise be afforded if considered wildlife.

Guideline Recommendation

Licensing laws should be fully enforceable by animal care and control personnel and police officers, and should prescribe progressive penalties for repeat violations. Licenses considered as permits may be revoked for specific violations. NACA recommends that licensing programs be designed to provide a fast, efficient means of identifying cats and their owners. Licensing records can be easily maintained via a central, local registry. Annual registration may help keep licensing records current and accurate, as circumstances frequently change in the lives of people and their pets. At the minimum, NACA recommends that licenses include complete owner contact information, and a complete description of the licensed cat. It is also helpful to include whether the cat has been spayed/neutered.

Licensing should be required as a condition for owning, harboring, or keeping a cat.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Animal Identification – Dog Licenses

Guideline Statement

State and or local statutes should require all dogs to be licensed, and require licenses to be worn at all times. Licenses should be considered as permits which shall mandate specified responsibility and privileges of ownership. Licenses should be issued only upon proof of necessary immunizations.

Basis for Guideline

Licenses provide for the proper identification of dogs and their owners. It has been proven that licensing programs, adequately enforced, greatly reduce the numbers of surplus animals impounded unnecessarily, and encourage owner responsibility. Licenses provide owners with proof of legal ownership. Licensing fees can provide a necessary revenue base for animal control services. Fines for licensing violations also help offset the tax burden to the general public for such services.

Guideline Recommendation

Licensing laws should be fully enforceable by animal care and control personnel and police officers, and should prescribe progressive penalties for repeat violations. Licenses considered as permits may be revoked for specific violations. NACA recommends that licensing programs be designed to provide a fast, efficient means of identifying dogs and their owners. Licensing records can be easily maintained via a central, local registry. Annual registration may help keep licensing records current and accurate, as circumstances frequently change in the lives of people and their pets. At the minimum, NACA recommends that licenses include complete owner contact information, and a complete description of the licensed dog. It is also helpful to include whether the dog has been spayed/neutered.

Licensing should be required as a condition for owning, harboring, or keeping a dog.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Companion Animal Housing

Guideline Statement

Local governments should routinely review their animal shelter facilities and include them in capital improvement budgets & long term facility planning utilizing architects and designers specializing in animal shelter facilities. New construction or renovations should insure that shelters have species appropriate, state of the art, compassionate housing for dogs, cats and other companion animals designed to limit disease transmission and stress. The facility should be located in an area with high visibility and easy access and include citizen and animal friendly adoption areas.

Basis for Guideline

The basis of the policy recognizes that many animal shelters are reaching the end of their operational life spans and will require extensive renovations or rehabilitation to provide adequate housing for dogs, cats and other companion animals. Previous housing designs (cage over cage, direct contact) did not minimize disease transmission. This resulted in facilities that were difficult to clean and keep free from disease. Adoptions were not emphasized leaving little or no room designed for this practice. Shelters were traditionally located in areas not conducive to public visits such as landfills, waste transfer stations, or maintenance shops in industrial areas.

Guideline Recommendation

NACA recommends that local governments consider animal shelters as an important community facility and offer them equal consideration when reviewing capital improvement budgets, and long term facility needs planning.

NACA recommends that any animal housing be state of the art, compassionate housing for dogs, cats, and other companion animals that provides for a high quality of life and prevents disease transmission.

NACA recommends that shelter designs include public adoption areas, training/education areas, sufficient staff office space, enclosed vehicle loading & unloading areas, sick/isolation areas, separate housing for animals by species & age, as well as veterinary medical areas for onsite spay/neuter surgery.

NACA recommends that facilities be located in high visibility areas with easy access for citizens, located away from locations such as landfills or industrial areas.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Cruelty/Neglect

Guideline Statement

Animal care and control agencies should be empowered to enforce local and State animal cruelty and neglect laws. Animal care and control agencies should be empowered to issue citations and make arrests for cruelty and neglect violations that occur in their jurisdictions. Cruelty and neglect investigations should be part of an animal care and control agencies' regular activities. In those communities where both animal care and control agencies and humane societies are empowered to investigate and prosecute cruelty violations, the National Animal Care and Control Association believes that the cooperation among these groups will best provide for the protection of animals and the prosecution of offenders.

Basis for Guideline

In the course of performing other duties, animal care and control personnel are often the first to uncover instances of animal cruelty or neglect. Immediate action is often necessary to insure the safety of the animal and/or to protect the integrity of the investigation, which may lead to any subsequent legal charges. Multi-agency involvement will increase the probability of improving the animal's condition. A cooperative stance with humane groups will serve to build a better court case.

Guideline Recommendation

Joint training among all agencies would prove beneficial, as would requiring animal care and control personnel to receive individual cruelty investigations training. Cruelty and neglect to animal laws should include at least the very basics of pet ownership responsibility - adequate housing, adequate supply of fresh food and water, prohibition against abandonment, sanitary living conditions, and physical/emotional abuse. Additional considerations should include, but not limited to, appropriate veterinary care and protection from extreme weather conditions. Laws should provide for investigators to issue citations or make arrests, and allow for immediate removal of the animal from harmful situations.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on April 20, 2017.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Cruelty/Neglect – Animal Hoarding

Guideline Statement

Animal care and control agencies should implement comprehensive policies for the investigation, seizure, care and disposition of animals resulting from animal hoarding cases. Such policies should address care, housing, evaluation, treatment and disposition utilizing all available resources in cooperation with animal care and control agencies, animal welfare organizations, law enforcement agencies and the judicial system. If necessary, legislative changes to existing laws are encouraged to facilitate such policies. Such policies should include provisions for the evaluation, care and assistance to the persons engaging in these acts considering that some may suffer from medical conditions.

Basis for Guideline

Animal care and control personnel routinely seize or receive animals as the result of cruelty cases related to animal hoarding. Frequently, these cases involve large numbers of animals that exceed the ability of the owner or caregiver to provide adequate humane care and treatment. Animal hoarding cases attract significant community concern from neighbors, animal welfare groups, elected officials and the media. These animals may have medical conditions, physical injuries and behavioral issues that present challenges to care, housing and disposition resulting in substantial costs to agencies. Animal care and control agencies, animal welfare organizations, medical providers, public safety departments, the judicial system and appropriate government or non-governmental agencies should form cooperative working agreements to facilitate timely, positive outcomes that benefit the individuals and the animals involved in animal hoarding situations.

Guideline Recommendations

Animal care and control agencies should:

Work with law enforcement, judicial, and medical providers to insure that all aspects related to the person or persons engaged in animal hoarding are addressed;

Seek positive outcomes for both the persons and animals involved in animal hoarding cases;

Seek legislation that incorporates the authority for mandatory mental health evaluations of persons involved in animal hoarding cases at the direction of the court;

Seek legislation that incorporates progressive penalties that may limit or prohibit the ownership or custody of animals by persons found to have engaged in animal neglect or animal cruelty related to animal hoarding recognizing that in certain cases, limited numbers of animals may be returned to such persons with appropriate monitoring and inspections subject to court enforcement;

Establish a disposition protocol that provides the appropriate transfer, adoption or alternative placement of the animals in accordance with the NACA Guideline for Disposition of Animals from Cruelty Cases.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.

A handwritten signature in blue ink, appearing to read "G. W. Harding, IV".

George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Dead Animals

Guideline Statement

Living animals should take priority over dead animals. Animal care and control agencies should avoid transporting living animals with dead animals in the same compartment. Additionally, the disposal of dead animals should meet public health standards, codes, or statutes.

Basis for Guideline

The general lack of sanitation associated with transporting dead animals poses a threat to living animals. Disease contamination is of primary concern. The professionalism of animal care and control agencies would be rightfully questioned.

Guideline Recommendation

The National Animal Care and Control Association recommends that agencies provide dead animal disposal services of stray or un-owned animals in their municipality. Owned dead animals should be transported by their owners. Laboratory sample animals should be transported by an animal care and control personnel in a designated compartment that is isolated from other compartments. Dead animal disposal can include cremation facilities, landfill burial, or rendering.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disaster Planning/Response

Guideline Statement

It is not a question of “if” a disaster will strike a local community, but rather “when” and any disaster which impacts the people in a community will also impact those people’s animals. All animal care and control agencies should have a plan in place to prepare and respond in the case of a local disaster. This plan should also account for a disaster that directly impacts the animal shelter and requires the evacuation of animals from the shelter.

Basis for Guideline

The time to prepare for a disaster is not when the disaster strikes. A well thought out and practiced plan is crucial to an efficient response to a disaster and will help to ensure the safety of the animal care and control personnel who respond.

Guideline Recommendation

A disaster plan should be an all-risk plan that covers everything from natural disasters, man-made disasters and shelter evacuations.

The plan should encompass all types of animals ranging from domestic pets (dogs and cats), to livestock, exotic animals, and wildlife. The animal care and control agency should work with agencies or organizations that have experience with these types of animals to create the plan. As a successful evacuation of people is a function of human and animal planners integrating their plans, the local law enforcement must also be included in the plan.

There is a variety of disaster response training available not only from NACA but also the National Animal Rescue and Sheltering Coalition (NARSC) and animal care and control personnel should be encouraged to attend these trainings.

Above and beyond the proper training, animal care and control personnel must also have the proper equipment to respond to a disaster. Under no circumstances should a responder be placed in a situation where their safety is at risk.

On occasion, a disaster may impact the local animal shelter and the animal care and control agency should have a plan in place to safely evacuate the animals from the shelter and an alternate location to house those animals.

Any plan must be practiced and, if issues are found, revised to resolve those issues.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Adoption

Guideline Statement

A professional animal care and control agency is one that moves beyond enforcement to also provide education and adoptions. A successful adoption program focuses on the quality (and not quantity) of placements in an effort to break the cycle of unwanted, surplus animals.

Basis for Guideline

Adoption is the opportunity for animal care and control agencies to make a difference in the life of an animal. The objective is not to "sell" the animal but to sell the new owner on the principle of proper pet management. The ultimate goal in an adoption program is to find the ideal home for a specific animal and the success of an adoption program will be determined by the quality of the adoption (e.g. animal's long term tenure in home, licensed, spayed/neutered, and vaccinated.)

Guideline Recommendation

Shelter adoptions should include some form of required sterilization, preferably prior to adoption. NACA supports the concept of early (8-16 weeks of age) spay/neutering. Alternatives may include enforceable contractual obligations which require sterilization within specified time periods following adoption, especially for animals that were too sick to be altered at the time of adoption. Incentives for sterilization may include reduced license fees, discounted sterilization costs, or prepayment of all or part of sterilization costs. Animal care and control agencies should temperament test all animals to be considered for adoption to make sure they are suitably socialized. Potential adopters must demonstrate that they will be responsible pet owners. An adoption questionnaire may prove successful in determining the prospective adopter's past ownership history, their reason for adopting, and their ability to financially and emotionally provide for the animals basic and extended needs. Established periodic follow-ups are recommended to be made during the first year of the animal's placement to assist in problem solving and reinforce principles of proper pet care. These follow-ups may help prevent the animal from being returned to the shelter for any reason.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Animal Transfer Programs

Guideline Statement

The transfer of a group of animals from one geographic area to another does not reduce the problem of pet overpopulation. However, the result of animal transfer programs may increase overall adoption placements of healthy animals and reduce environmental stress in overcrowded source shelters.

Basis for Guideline

Animal transfer programs have recently been identified as one of the key strategies to achieving increased adoption placements and reduced euthanasia rates. Issues surrounding transfer programs include possible spread of diseases from one locality to another, compliance with interstate animal transport requirements, community misconceptions of overpopulation problems, and exhaustion of limited resources to help all homeless animals.

Guideline Recommendation

A thorough plan should be put in place for the initiation and utilization of an animal transfer program that will benefit the community and the animal care and control facility it serves. The plan should not over extend the available resources of the entities involved, and be developed with animal health, sterilization, and education as principle elements invoked in procedures. Finding the right partnering agency is critical. Key elements of the plan should include public health and safety concerns; partnering agencies should be registered 501c3's or a municipality; partners must be committed to abiding by all local, state and federal regulations; and the recognized humane standards of care should be afforded to every animal being transported. The partnership should also work together to improve the source shelter standards while also addressing community overpopulation issues, effectively striving to eliminate the need for continued transfers.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Cruelty/Neglect Cases

Guideline Statement

Animal care and control agencies should implement comprehensive policies based on State and local laws for the seizure, care and disposition of animals involved in cruelty or neglect cases. These types of cases include, but are not limited to abuse, neglect, hoarding and animal fighting. It is important for animal care and control agencies to recognize these animals as victims of a crime. Such policies should address care, housing, evaluation, treatment and disposition utilizing all available resources. It is important that these policies include cooperation with animal care, animal control agencies, animal welfare organizations, law enforcement agencies and the judicial system. If necessary, legislative changes to existing laws are encouraged to facilitate such policies.

Basis for Guideline

Animal care and control personnel routinely seize or receive animals as the result of cruelty or neglect cases. These animals have medical conditions, physical injuries and behavioral issues that present challenges to care, housing and disposition resulting in substantial costs to agencies. Often court cases and legal proceedings lead to lengthy holding periods further challenging agencies resources. Actual animals are almost never physically presented as “evidence” in legal proceedings. Unlike inanimate physical evidence, forensic evidence or documented evidence, animals require considerable care and treatment pending any criminal case outcome and can suffer from prolonged confinement despite exemplary care. Each animal should be considered individually as a victim of criminal conduct regardless of breed or the charges involved. NACA recognizes that state statutes regarding holding periods & animal dispositions vary widely; therefore, animal care and control agencies should carefully review appropriate laws accordingly. NACA recommends changes to laws that require lengthy animal hold periods for court cases and also recommends setting up legislation that requires owners to pay a bond to maintain ownership of the animal. Animal care and control agencies, animal welfare organizations, law enforcement agencies and the judicial system should form cooperative working agreements to facilitate timely, positive outcomes that benefit the community and the animals.

Guideline Recommendation

Animal care and control agencies should:

Establish procedures for evidence collection, animal identification & documentation and forensic reporting at the scene of any seizure designed to reduce or alleviate the need to hold animals as “evidence” pending any final legal proceeding;

Provide immediate and ongoing veterinary evaluation & care for each animal seized as needed for any medical condition, physical injury or behavioral issue through disposition;

Provide suitable, humane housing for each animal according to its age, condition and size that supports the physical and psychological health of each animal through animal best-practices including diet, environmental enrichment and adequate exercise (when possible outside the standard kennel enclosure);

Work with law enforcement, judicial, and legislative bodies to establish a bond or similar legal provision that provides for a prompt legal seizure hearing in addition to the posting of bond and medical charges incurred in the care of the animals prior to disposition;

Provide or allow for a behavioral evaluation of each animal to determine appropriate disposition;

Work with law enforcement, judicial and legislative bodies to establish an effective and expeditious legal process for bringing cases to trial in order to minimize animal holding periods after any bond or seizure hearing;

Establish a disposition protocol that seeks the appropriate transfer, adoption or alternative placement of the animals according to their medical, behavioral and legal status recognizing that euthanasia may result if no appropriate placement is available

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Euthanasia

Guideline Statement

NACA considers the lethal injection of sodium pentobarbital, administered by competent, trained personnel, to be the only method of choice utilized for humane euthanasia of animal shelter dogs and cats. NACA acknowledges that there are agencies legally restricted in their ability to obtain sodium pentobarbital. In such cases the alternative must be to seek out local veterinarians to provide euthanasia services utilizing sodium pentobarbital. NACA condemns the use of carbon monoxide, carbon dioxide, nitrogen, nitrous oxide, argon, or anesthetic gases as well as physical methods such as electrocution, gunshot, and blunt force trauma for animal shelter euthanasia of dogs and cats.

Basis for Guideline

Sodium pentobarbital meets more of the criteria set by the American Veterinary Medical Association Guidelines on Euthanasia than any other method of euthanasia. Until a more sophisticated method meeting all the criteria are met, it is the responsibility of those performing euthanasia to use the best method now available and to use it with skill, compassion, and consistency.

Guideline Recommendation

Euthanasia should be performed by a minimum of two persons and only by persons who are trained in humane euthanasia procedures and can demonstrate their ability in accordance with methods put forth in training approved by the National Animal Care and Control Association, the Humane Society of the United States, the American Humane Association, the American Society for the Prevention of Cruelty to Animals, The American Veterinary Medical Association, or an accredited educational institution. NACA very strongly urges agencies that are unable to legally obtain sodium pentobarbital, to work diligently towards passing legislation which would allow direct purchase of euthanasia drugs by licensed shelters, and require training and certification of staff.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Limited Access Shelters/Rescue Groups

Guideline Statement

Limited access shelters/rescue groups can serve a valuable purpose within a community by providing long-term adoption prospects for a limited number of animals while meeting all state and local codes.

Basis for Guideline

In an effort to find homes for as many animals as possible and reduce euthanasia rates, all organizations that shelter animals must work together to provide the greatest opportunity for adoption without prejudice towards organizations that euthanize animals.

Guideline Recommendation

NACA recognizes a community cooperative approach to reducing pet overpopulation. This collaborative and proactive approach should include animal care and control agencies and rescue groups working together to place all healthy, adoptable animals with families in their community. NACA recommends that all localities have a full service shelter that accepts stray, unwanted, homeless, or feral animals regardless of prospective adoption potential and provides them with humane care and treatment, including euthanasia, if necessary. All appropriate state and local codes with regards to the care, treatment, and housing of animals must be followed.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Pound Seizure

Guideline Statement

The National Animal Care and Control Association opposes pound seizure laws (which mandates of the transfer of live animals from animal care and control agencies to research).

Basis for Guideline

Pound seizure laws infringe upon the rights of animal care and control agencies to determine the fate of animals in their care. In addition, such laws hinder the efforts of progressive animal care and control agencies to promote animal welfare in a collective atmosphere of public trust. Lastly, animal research is clearly a personal decision which should be decided by individual animal owners without involvement of animal care and control agencies.

Guideline Recommendation

The National Animal Care and Control Association encourages repeal of existing pound seizure laws. Owners who wish to relinquish their animals to research facilities should do so directly to the research facility.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Disposition of Animals – Release of Sheltered Animals

Guideline Statement

All animals should be neutered/spayed prior to the adoptive owner taking possession of an animal.

Nuisance animals (those impounded for multiple offenses) should be spayed/neutered as above.

No live animals should be released from an animal care and control agency for laboratory purposes.

Basis for Guideline

To reduce the number of stray and unwanted animals in the community.

Guideline Recommendation

Animal care and control agencies should have broad powers to require spaying/neutering of animals in compliance with state laws or local ordinances.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns - Animal Care & Control Personnel – Reporting of Suspected Abuse of Dependent Persons

Guideline Statement

Animal care and control personnel respond frequently to situations where children, elders or disabled persons are involved or are simply present. NACA supports the requirement that animal care and control personnel be mandatory reporters of suspected abuse of these dependent persons.

Basis for Guideline

1. It is not necessary for animal care and control personnel to be experts in preventing abuse of dependent persons or that are they certain that such abuse exists. Rather, an informed, well-intentioned suspicion that a situation may involve at-risk or abused individuals should compel a call to the appropriate authorities who will then take such action as is necessary. These organizational systems are much like animal cruelty investigators determining whether enough information is available and evidence valid to be actionable.
2. Extensive training materials are available from the federal and state governments and local adult or child abuse prevention organizations. Such materials and trainers can provide individual agency staffs and participants at state animal control training conferences with materials and procedures addressing the recognition and reporting of suspected abuse.
3. Such cross-reporting would have no budgetary impact and minimal workload impact beyond including findings in existing reports and making a call to the state's 24-hour adult or child abuse hotline.
4. Most, if not all, cross-reporting statutes accord reporters full immunity from civil and criminal liability for making a report in good faith.
5. In many states, all citizens are designated as mandated reporters of child or elder/dependent adult abuse. Animal care and control personnel, while not specifically identified in such statutes, should be familiar with these provisions and be prepared to respond accordingly.

Guideline Recommendation

NACA supports and encourages legislation that includes animal care and control personnel on the list of mandated reporters of suspected abuse of dependent persons where they are not already included. NACA suggests animal care and control personnel receive education regarding the recognition of and response to suspected abuse of dependent persons. Additionally, NACA recommends agencies develop protocols and procedures to achieve this.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on March 31, 2016.

A handwritten signature in blue ink, appearing to read "G. W. Harding, IV".

George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Community Cat Management

Guideline Statement

Animal care and control personnel should be empowered to manage all feral, stray and owned cats within the community. Management may include but is not limited to enactment & enforcement of cat related laws, education, public/private partnerships for cat care & control, targeted spay / neuter programs and properly regulated cat caretaker programs.

Basis for Guideline

The basis of the policy is to protect the public and cats living in the wild so as to minimize the potential for a rabies outbreak. A feral cat is defined as a cat that has been born in the wild or forsaken by the original owner for an extended period of time. A stray cat is one that is at large or escaped from an owner. An owned cat has been claimed by a person who provides the essentials including food, water, shelter, and veterinary care.

Guideline Recommendation

In order to protect feral, stray and owned cats, all local or state governments should pass laws requiring the vaccination and license of all cats in their community. The law should also require that all owned cats be identified with a traceable license, microchip, or tattoo so as to identify them from feral cats.

NACA recognizes that in some circumstances, alternative management programs, including Trap Neuter Vaccinate & Return (TNVR) programs may be effective, and recommends that each agency assess the individual need with their community and respond accordingly.

NACA advocates for effective public education related to cats, active spaying & neutering initiatives for cats and responsible ownership for all cats.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Dangerous/Vicious Animals

Guideline Statement

Dangerous and/or vicious animals should be labeled as such as a result of their actions or behavior and not because of their breed.

Basis for Guideline

Any animal may exhibit aggressive behavior regardless of breed. Accurately identifying a specific animal's lineage for prosecution purposes may be extremely difficult. Additionally, breed specific legislation may create an undue burden to owners who otherwise have demonstrated proper pet management and responsibility.

Guideline Recommendation

An animal care and control agency is encouraged to have a dangerous/vicious dog ordinance. Mandatory micro-chipping for identification purposes should be a part of the ordinances.

Animal care and control agencies should encourage enactment and stringent enforcement of dangerous/vicious dog laws. When applicable, the agencies should not hesitate to prosecute owners for murder, manslaughter, or similar violations resulting from their animal's actions, and their owner's lack of responsibility. Laws should clearly define "dangerous" or "vicious", and provide for established penalties. Penalties may include fines, imprisonment, and/or the relinquishing of total privileges to pet ownership.

If a dangerous/vicious animal is allowed to be kept, laws should specify methods of secure confinement and control. A dangerous/vicious animal when kept outside should be confined in an escape-proof enclosure which is locked and secured on all six sides. Signs should be posted at property entrances and be visible from the nearest sidewalk or street. The licensing record could include a notation which will immediately identify an animal which has been deemed dangerous or vicious. Records should be kept on all dogs deemed dangerous/vicious. These records can include but not limited to: owner information, animal information, offense information and a recent picture of the animal.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns - Dangerous/Vicious Dogs - Resource Document

The National Animal Care & Control Association recommends that municipalities have ordinances and policies to address dangerous or vicious dogs in their jurisdictions in an effort to protect the community. This resource document can serve as a general tool for dangerous/vicious dog panels or committees, attorneys, animal control officers, judges, law enforcement, and any other interested individual or group. However, this document does not supersede state or local law.

1. What is the act(s) that led to an allegation of dangerous/vicious dog?
 - a. Date of occurrence
 - b. Location of occurrence
 - c. Detailed description of occurrence
2. Who is the owner/custodian of the dog(s)? If under 18, who is the parent(s)?
 - a. Full name
 - b. Complete address
 - c. Phone number(s)
3. Description of the dog(s)
 - a. Age, weight/size, breed, sex, spayed/neutered, color(s), microchip/tattoo or other identification
4. Victim information (animal or person)
 - a. If person: Name, address, telephone (if under 18, parent/guardian information)
 - b. If animal: Name, address, telephone of owner
 - i. Description of animal: species, age, weight, breed, sex, color(s)
 - c. Severity of incident/injuries
 - i. Minor/moderate/major bite(s)
 - ii. Death of victim (animal or person)
 - iii. What, if any, medical treatment was obtained? Emergency or regular visit?
5. Previous history (if known)
 - a. Attacked other animals/people?
 - b. Declared potentially dangerous, dangerous or vicious in this state or another?
 - c. Veterinary history?
6. Evidence
 - a. Testimony from, but not limited to:

- i. Witness
 - ii. Owner
 - iii. Victim
 - iv. Veterinarian or physician
 - v. Animal Control Officer
 - vi. Police or Sheriff
 - b. Written statements
 - i. Signed and dated
 - ii. Notarized if possible
 - c. Medical or veterinary bills (medical information may be subject to the HIPAA Privacy Rule)
 - d. Photographs
 - e. Police or animal control reports
7. Summary

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on February 23, 2016.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Exotics

Guideline Statement

NACA opposes the keeping, sale, or breeding of exotic or nontraditional animals as pets.

Basis for Guideline

Exotic animals are becoming more accessible. The general public lacks the ability to properly house and care for exotic animals, which places the public and the animals at undue risk. This creates the risk of zoonotic diseases and a risk to public health and safety.

Guideline Recommendation

NACA urges state, city and county animal care and control agencies to pass laws or ordinances banning the selling or keeping of exotic or nontraditional animals as pets. Additionally, NACA recommends that any owner of exotics have the necessary permits required by law and that they have a disaster plan in place and on file with the local animal care and control agency.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Law Enforcement / Canine Training

Guideline Statement

Law enforcement officers should receive training in canine behavior to better provide those officers with all of the training and tools available to safely respond to a call involving a dog and to use the least amount of force necessary to protect the public, the officer, and the dog.

Basis for Guideline

Recent video of dogs being shot by law enforcement officers have made local and national headlines and have raised the public's interest in ensuring that law enforcement is properly trained in canine behavior and handling. Given the proper training and tools, law enforcement should be able to quickly assess a dog's behavior and respond accordingly.

Guideline Recommendation

Law enforcement officers are often the first personnel to respond to a citizen's complaint of a loose and possibly aggressive dog, or to simply respond to a scene where there is a dog on the property. While animal care and control personnel have come to learn, through training and experience, how a dog is likely to respond in any given situation, those local law enforcement officers have not been provided any such training and, when confronted by a dog, may react differently than would an animal control officer. In many such situations, the dog is shot when other less drastic means of force could have and should have been attempted. This is not the fault of the law enforcement officer, as they used the level of force they felt was necessary given the situation and the training and experience they have had to-date.

The intent of any canine behavior training for law enforcement is to provide those officers with the necessary tools to quickly assess a dog and its behavior, and to determine if the dog does actually pose a threat to the officer. Several states are now starting to mandate such training and law enforcement is able to receive training through their academy or continuing education. The training should emphasize canine behavior recognition, how to diffuse a situation with a dog, and alternatives to lethal force. Collaboration between the animal care and control personnel and law enforcement will ensure that both parties have an understanding of each group's experiences, and the training developed as a result of this collaboration should be beneficial to all parties.

It must be understood by all of the parties involved that, in certain circumstances, the amount of force necessary may still be lethal force. In such circumstances, however, the law enforcement will be better able to describe what they observed and their rationale for using lethal force.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 15, 2015.

A handwritten signature in blue ink, appearing to read "G. W. Harding, IV".

George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Nuisance Livestock and Wildlife

Guideline Statement

It is a logical extension of an animal care and control agency's responsibilities to provide a reasonable response to nuisance livestock and nuisance wildlife complaints, providing it is budgeted properly for such duties. Agencies providing such services should have their personnel attend proper training for such duties.

Basis for Guideline

The public served will most often contact animal care and control agencies for assistance and/or referral on livestock or wildlife problems. The agency's ability to respond will serve to enhance its value in the community and provide a safe alternative to public involvement concerning this type of call.

Guideline Recommendation

Animal care and control agencies should establish programs with appropriate agencies to determine respective responsibility in handling particular nuisance complaints. Such programs will require sometimes costly, specialized equipment. Housing responsibility, if any, should be established. Animal care and control personnel should receive adequate training in the proper capture and handling of such animals.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Policy and Procedure Manuals

Guideline Statement

Animal care and control agencies and organizations must have policies and procedures in place for the efficient operation of their facilities. These policies and procedures detail how the agency accomplishes its Mission Statement and provides guidance to the personnel. Employees should sign an acknowledgment that they have received these policies and procedures and agree to abide by them.

Basis for Guideline

Clear, well-thought out policies and procedures provide guidance to the animal care and control personnel as to how to perform their duties, and to ensure that duties and animal care are performed in a consistent manner. Absent these policies and procedures, employees are likely to create their own procedures to accomplish a task. An employee's failure to adhere to these policies and procedures may result in the discipline of the employee.

Guideline Recommendations

A policy and procedure manual should include the topics listed below, but this list is not all-inclusive. Agencies should include additional policies or procedures as they deem necessary. These policies and procedures should be reviewed on an annual basis and revised as needed.

Administration

- Administrative Hearings
- Assisting the Public
- Cash Handling
- Citizen Complaints
- Computer Use
- Controlled Substances
- Hazard Communication Program
- Hours of Operation

- Media Relations/Communication
- Policy and Procedure Manual Review
- Report of Missing or Damaged Property
- Vehicle Accident Reporting Procedures
- Waiver/Adjustment and Billing of Fees

Animal Sheltering

- Adoption Policy
- Animal Handling Restraint/Safety
- Animal Intake Procedure
- Biomedical Waste Disposal
- Disposition of Animals
- Feeding Protocols
- Fostering Animals
- Life Saving Initiatives/Euthanasia Reduction
- Lost/Found Reporting
- Medical Protocol for Incoming Animals
- Rabies Quarantine Procedures
- Transfers to Partner Shelters/Rescue Groups
- Treatment Protocol for Sick/Injured Animals

Euthanasia

- Euthanasia Certification
- Euthanasia in the Field

Field Operations

- Chemical Immobilization
- Emergency Operations Procedures
- Field Training Officer Program
- Firearms
- General Investigations and Complaints
- Mandated Reporter (Child Abuse/Elder Abuse) Requirements
- Officer Safety/Training Requirements

- Patrol Activity Priorities
- Radio Communications
- Report Writing
- Return of Impounded Animals in the Field
- Use of Force

Personnel

- Chain of Command
- Employee Performance Appraisals
- Injury and illness prevention program
- Light Duty Program (for injured employees)
- Progressive Discipline
- Reporting Absences from Work
- Rules of Conduct
- Uniform and General Appearance
- Volunteers

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 29, 2015.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Training Collars

Guideline Statement

There are a variety of collars available for use on dogs and certain types of collars may be necessary in certain situations. Training collars, such as choke chains, pinch collars and shock collars should only be used on dogs if all other methods of training have been unsuccessful.

Basis for Guideline

Every dog should wear a collar, most importantly to hold the dog's license, rabies and microchip tags as well as to attach to a leash. Collars may also be used in training a dog. While there are a variety of collars available to dog owners, care should be given to ensure that the proper collar is used to maintain control of the dog while minimizing the stress, pain and discomfort to the dog.

Guideline Recommendations

Choke chain

As the name implies, this collar is made of metal links and is designed to control your dog by tightening around your dog's neck. It is supposed to sit high up on the dog's neck just behind her ears.

Unfortunately, there is no way to control how much the choke chain tightens, so it's possible to choke or strangle your dog. A choke chain may also cause other problems, such as injuries to the trachea and esophagus, injuries to blood vessels in the eyes, neck sprains, nerve damage, fainting, transient paralysis, and even death.

If a person insists on using a choke chain, they should consult an experienced trainer to learn how to properly size, fit, and use it. A dog should never be left unsupervised while wearing a choke chain as the chain could catch on something and choke the dog.

Prong or pinch

A prong or pinch collar is comprised of a control loop of chain attached to a series of fang-shaped metal links, or prongs, with blunted points. When the control loop is pulled, the prongs pinch the loose skin of your dog's neck.

Like the choke chain, the prong collar must be properly fitted. The size of the prong links should be appropriate for the size of the dog. The collar should sit

high up on the dog's neck, just behind his ears. The fit should be snug, so the prong links can't shift to the front of the dog's neck where they might pinch the dog's trachea.

Shock collars

Shock collars use electric current passing through metal contact points on a collar to give a dog a signal. This electric signal can range from a mild tickling sensation to a painful shock.

Shock collars are sold as training devices and to stop barking. They are also used with pet containment (electronic fencing) systems.

The least humane and most controversial use of the shock collar is as a training device. The trainer can administer a shock to a dog at a distance through a remote control. There is a greater chance for abuse (delivery of shocks as punishment) or misuse (poor timing of shocks). A dog also may associate the painful shock with people or other experiences, leading to fearful or aggressive behavior.

Electronic fencing uses shock collars to deliver a shock when the dog approaches the boundaries of the "fenced" area. Typically, the shock is preceded by a tone to warn the dog that it is about to get shocked.

Caution! Shock collars can irritate and inflame a dog's neck. Take these steps to avoid problems:

- Don't leave the electronic collar on for an extended length of time.
- Clean your dog's neck and the contact points that touch your dog's neck regularly.

Bark control

Though several types of collars are available to control excessive or unwanted barking, none of them address the root cause of the barking. Dogs can bark for several reasons, such as fear or territorial behavior. Though some bark collars may reduce barking, they will not reduce the stress that causes a dog to bark.

- **Spray:** Barking causes these collars to emit a burst of citronella or air, which interrupts and deters a dog from barking. Spray collars sometimes don't react to high-pitched barks, making them ineffective. **Tip:** Don't use a spray collar when the dog is with another dog as the other dog's bark may trigger the dog's collar.

- **Ultrasonic:** When a dog barks, the ultrasonic collar interrupts the dog by emitting a sound only the dog can hear. As with the spray collar, this should only be used when only one dog is present.
- **Shock:** The least humane is the shock collar which delivers an electrical shock to your dog when he barks.

Aversive Collars

NACA discourages the use of choke chains, pinch collars or electric shock collars as these are aversive in nature and use pain to try and correct a dog's behavior. A dog that is corrected by the use of such a device may not be able to associate the pain with the behavior and thus the dog may, instead, become fearful of being taken for a walk or being around strangers. If a dog owner is having problems controlling their dog, NACA recommends that the dog owner first try positive reinforcement to correct the behavior and, if that fails, seek out the expertise of a dog trainer that uses positive reinforcement training for additional assistance.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 15, 2015.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Extended Animal Care & Control Concerns – Wildlife/Hybrids as Pets

Guideline Statement

NACA opposes the keeping, sale, or breeding of wildlife and wildlife hybrids as pets.

Basis for Guideline

Animal care and control agencies commonly receive complaints concerning this matter. Common complaints include inadequate housing, insufficient medical attention, removal of natural defenses, and confinement related stress. The high mortality rates associated with the capture and transport of wild animals and the serious depletion of wild populations are important factors. NACA feels that the breeding of hybrids instills a false impression of security to the public and creates a danger to public health and safety. In addition the effectiveness of rabies vaccinations in hybrids is unknown and, as such, puts the public at risk in cases of bites or exposures.

Guideline Recommendation

NACA urges animal care and control agencies to take steps to make the selling, keeping, or breeding of wild or hybrid animals as prohibitive as possible.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Humane Education

Guideline Statement

The National Animal Care and Control Association recognizes the long term value to an agency, the community and the pets within a community when there are active Humane Education Programs in place. The correlation between child abuse, animal abuse and violence against humans has become ever more evident in recent times.

Basis for Guideline

Teaching compassion, kindness and empathy towards both domestic animals and wildlife, leads to the acceptance and foresight of responsible animal interactions to community members of any age.

Guide Line Recommendation

Establishing active education programs in schools with youth groups and community groups encourages participation in raising the overall unspoken awareness of the importance of responsible pet ownership. Programs that create awareness of spay/neuter programs, vaccination clinics, and other pet related community events gets the pet owning population involved. Presentations at school assemblies, in classrooms, and projects with teachers and youth group leaders can create a rapport with school age children that can last a lifetime. Creating partnerships and becoming involved with local law enforcement outreach activities can build a positive perception with citizens. Youth groups, senior groups, and special needs groups are all excellent targets for education programs. Outreach programs such as those involving prisons have been very successful in teaching inmates that it is ok to have feelings, and to show empathy.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 15, 2015.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Injured Animals

Guideline Statement

Injured animal rescues legitimately fall within the range of animal care and control activities, particularly since most injured animals become injured as a result of inadequate owner control. All reasonable efforts should be made to contact the owner of the injured animals to determine a course of action and financial responsibility/liability. In all circumstances, the welfare of the animal should take priority.

Basis for Guideline

Injured animals require medical care and that medical care costs money. The animal owner should be responsible for those costs so, if an owner can be contacted prior to impoundment, valuable time can be saved. This frequent concern demonstrates the importance of maintaining and comparing lost animal reports even before the rescue/impoundment begins. In addition, impoundment costs may hinder the owner's ability to financially provide immediate medical attention to the animal, thus every effort should be made to identify an owner prior to the impoundment.

Guideline Recommendation

If an owner can be located prior to the rescue/impoundment of the animal, the owner should be given the opportunity to transport their own animal for veterinary care. If the owner cannot provide the transportation, then it will depend upon the animal care and control agency's policies as to whether the animal care and control personnel can transport the animal on behalf of the owner.

When all efforts to locate the owner have been exhausted, animal care and control agencies should have a plan in place to provide for veterinary care. Cooperative agreements for emergency services with local veterinarians should be undertaken in communities where no staff or contractual veterinarian is directly responsible to the animal care and control agency. Each agency shall predetermine the degree of injuries that cannot be financially or adequately addressed for animals whose owners cannot be identified, taking into consideration any mandated holding periods. NACA supports such holding periods, but under no circumstances should an injured animal be allowed to suffer. Detailed documentation by a licensed veterinarian should accompany the decision to euthanize a licensed animal prior to expiration of the legal holding period.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Leash/Restraint Laws

Guideline Statement

There can be no justification for allowing pets to roam. State and/or local statutes should prohibit owners from allowing their pets to go uncontrolled on or off the owner's premises.

Basis for Guideline

Free-roaming cats and dogs contribute enormously to the numbers of surplus, unwanted animals found in animal care and control agency shelters everywhere. A free-roaming animal is exposed to such hazards as disease from other animals, injury or death from traffic, retaliation by irate property owners, or poisoning from the ingestion of garbage. Many of these animals are responsible for causing injury or death in traffic accidents, bites, or by indirect means. Free-roaming animals may attack livestock, other pet animals, or wildlife. Pet overpopulation is directly related to the free-roaming of cats and dogs. This results in the need for shelters to collectively destroy millions of these animals yearly.

Guideline Recommendation

Animal care and control personnel should receive local or state powers to issue citations for violations. Progressive penalties should be clearly defined in the statutes, and should include provisions for totally striking all ownership privileges for specific violations or repetitive violations. Animals are not the violators, owners are. All efforts to return the animal to the proper owner in lieu of impoundments should be utilized, unless it is in the animal's best interest or other circumstances dictate. NACA recommends that laws clearly define "restraint/control", to include adequate physical confinement on the premises of the owner.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Lost Animals

Guideline Statement

All local animal care and control agencies should make every effort to maintain reports of lost animals.

Basis for Guideline

Each year thousands of dogs and cats are reported as lost to local animal care and control agencies. Of those reported lost, occasionally an animal may be impounded, legally held, and euthanized. Lost animal reports can help to prevent this tragedy, if such reports are compared with impounded, injured, or dead animals.

Guideline Recommendation

NACA recognizes that animal care and control agencies charged with handling large volumes of animals on a daily basis may not realistically be able to compare every animal against every lost/found animal report, but if such reports are kept, they can be organized to provide a valuable source for possible owners of impounded animals. Owners of lost animals should be encouraged to complete a lost form or report the loss personally, as well as provide a recent photo of the lost pet.

Lost forms should be filled out completely with detailed information describing the animal. If the owner is uncertain of their pet's breed, animal care and control agencies should provide a chart depicting the most common dog or cat breeds to help the owner determine the breed the animal most resembles. Mixed breed files could be categorized by the most predominate breed. Ultimately, large volume shelters must stress to owners the vital importance of personal visits to the shelter for the purpose of looking for lost pets. Visits should fall within the legal holding periods, and even beyond. Without exception, all injured and dead animals should be compared against lost reports. Reports should be updated daily.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Patrol/Sentry/Rescue Dogs

Guideline Statement

Dogs trained for sentry, patrol, and rescue purposes serve a need in today's society. NACA recognizes the use of dogs trained for drug enforcement, police work, and military operations providing that humane methods of training are utilized. Adoptions for such purposes only to recognized police, military, or disaster rescue operations should be considered.

Basis for Guideline

A dog trained for such duties by knowledgeable, qualified trainers or handlers generally receives extensive socialization training, as well, making the animal an asset to society, rather than a liability.

Guideline Recommendation

Police and military trainers generally possess the necessary knowledge and training to adequately engage in this specialized training. NACA recommends that these dogs be kept in the same manner or confinement as dogs deemed as dangerous or vicious, when kept by the handler in the home environment; except that disaster rescue dogs or drug enforcement dogs may carry less stringent confinement specifications. These dogs should be licensed by their immediate, designated handlers. Except when engaged in "on duty" operations or activities, law enforcement patrol or assistance dogs and their owners should be subject to existing leash/restraint laws.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Ballistic Protective Vests

Guideline Statement

Animal care and control personnel should be offered ballistic protective vests (commonly referred to as "bullet proof vests") as part of their standard equipment. Each ballistic vest should properly fit the individual employee, inspected and replaced in accordance with the manufacturer's recommended standards. Policies, procedures and guidelines for the use of ballistic vests should mirror local law enforcement agency standard operating procedures.

Basis for Guideline

Animal care and control personnel encounter individuals with the same or greater frequency than regular law enforcement officers. Some of these individuals engage in criminal activity, are armed and can present an immediate threat to officer safety.

The basis of the policy recognizes that many animal care and control personnel now deal with the same violent felons and armed criminals as other law enforcement officers. The number of assaults on animal care and control personnel has increased and officers have been shot and killed in the course of their duties.

Guideline Recommendation

Animal care and control personnel should be offered adequate personal protection gear that provides protection from the dangers and threats to their personal safety that they may encounter in their daily duties.

Animal care and control personnel should not be given old, re-issued or re-used ballistic vests that are no longer certified to provide ballistic protection or do not provide ballistic protection due to improper fit.

Animal care and control personnel should receive proper training and instruction on the care, maintenance and use of ballistic vests.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Bite Stick

Guideline Statement

Bite sticks may be used as a defensive tool to provide animal care and control personnel with non-lethal force for dealing with aggressive animals. Use of a bite stick for personal protection from humans should be in accordance with agency training, policies, and procedures.

Basis for Guideline

Animal care and control personnel frequently encounter hostile or aggressive animals and people. Those employees must be able to defend themselves in order to retreat to call for assistance without placing their life in imminent danger.

Guideline Recommendation

NACA recommends that no animal care and control personnel be permitted to carry or use a bite stick without proper animal related training. NACA further recommends that any agency approving the use of this item must have a written policy regarding their use and insure proper training.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Minimum Kennel Staffing Needs

Guideline Statement

The National Animal Care and Control Association recommends that each animal care and control shelter be staffed each day with the appropriate number of kennel personnel to ensure that the facility, and every animal within, is maintained at, or in excess of, minimum care standards. Animal housing facilities should be operated so that each animal is properly cared for in a safe and humane manner and a safe working environment for employees is maintained.

Basis for Guideline

Every animal housing facility should strive to meet, or exceed, the minimum care standards for animal shelter facilities. It is the responsibility of the facility to maintain a staffing level that insures that the standards are met on a daily basis and that every animal housed within is provided the highest level of care.

Formula for Determining Kennel Staffing Needs

_____		_____
(Human Population)	Multiplied by 7% =	(Incoming Animal Population Per Year)
_____		_____
(Incoming Animals Per Year)	Divided by 365 (days per year)	(Incoming Animals Per Day)
_____		_____
(Incoming Animals Per Day)	Times Four* Day Holding Period =	(Animals in Shelter Per Day)
_____		_____
(Animals in Shelter Per Day)	Times fifteen minutes** per animal =	(Number of Minutes Needed)
_____		_____
(Minutes Needed)	Divided by 60 (minutes) =	(Number of Hours Needed)
_____		_____
(Number of Hours Needed)	Divided by 3*** (hours for cleaning/feeding) =	(Staff Needed Per Day)

This formula is intended as a guideline. Any individual facility may require more or less kennel personnel to meet, or exceed, minimum care standards.

* The HSUS is using the average holding period of four days as a basis for this study. Some animals may be held for a much shorter period; however, many animals may be held for a period exceeding the four day requirement.

** This formula is based on a per-animal time of nine minutes for cleaning and six minutes for feeding.

*** These three hours are solely for the performance of these two tasks, but allowing for further time in the day to perform routine maintenance tasks such as laundry, dishes, lost and found checks, etc.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.

A handwritten signature in blue ink, appearing to read "G. W. Harding, IV".

George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Pepper Spray/Citronella

Guideline Statement

Pepper Spray and Citronella may be used as non-lethal deterrents to deal with aggressive dogs, wildlife, or hostile people in accordance with specific training. Pepper Spray or Citronella should never be used on cats.

Basis for Guideline

Chemical deterrent sprays are viable alternatives to lethal force when dealing with some aggressive animals and may provide a level of protection against hostile people. NACA recognizes that these chemicals do not work on all species of animals or people in all situations.

Guideline Recommendation

NACA recommends that no animal care and control personnel be permitted to carry or use Pepper Spray or Citronella Spray without proper animal related training. NACA further recommends that any agency approving the use of these items must have a written policy regarding their use and insure proper training.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Portable Radios

Guideline Statement

All local agencies should provide all animal care and control personnel with portable radios/cellular telephones/direct personal communication devices in addition to vehicle radios.

Basis for Guideline

Animal care and control personnel spend a great deal of their day outside of their patrol vehicle. They may be pursuing a stray animal on foot or, while away from their vehicle, encounter an aggressive animal or a hostile animal owner. This equipment allows those employees to call for help or backup in case of emergency.

Guideline Recommendation

NACA recognizes that some agencies' budgets are limited and raising funds can be very challenging. That being said, the safety of the animal care and control personnel and liability concerns should be first and foremost when deciding how to spend funds available to that agency. Also, employees should be required to carry any issued radio at ALL times while on duty. Inherent in this guideline is the assumption that another employee, be it a supervisor or dispatcher, will also have a radio to monitor the communications.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Pre-exposure Rabies Immunizations

Guideline Statement

All personnel working in the field of animal care and control that routinely handle wild animals, should be protected from the possibility of the exposure of rabies.

Basis for Guideline

The rise of rabies in wild animal populations combined with the increased frequency of animal care and control personnel handling wildlife, places those personnel at a higher risk to exposure than the average citizen.

Guideline Recommendation

Agencies should provide their animal care and control personnel with pre-exposure rabies immunization programs. Failure to do so could result in increased liability for the agency.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Safety and Wellness

Guideline Statement

The field of animal care and control is a difficult and sometimes dangerous profession. Animal care and control personnel should be provided the necessary training and equipment to fulfill their duties and also to ensure their safety on the job. In addition, those personnel should be encouraged to maintain an optimum level of physical fitness so as to minimize their risk of being injured while on the job.

Basis for Guideline

Personnel in the animal care and control profession face a variety of risks while conducting their jobs, some of which are within their control and some of which are not. The most obvious risks are those that are encountered on a daily basis, specifically dealing with animals and/or people. Fearful, un-socialized or aggressive animals and combative, uncooperative people put animal care and control personnel at risk every day. Other, less obvious risk factors, however, may also threaten the safety and wellness of the employee. In order to minimize the risks to the animal care and control personnel, training and the proper equipment must be provided.

While training and equipment may help to reduce the risk of injury or harm to an animal care and control employee, that employee also has an obligation to maintain their physical and mental health and well-being. A healthy diet, the elimination of smoking and alcohol, and a physical fitness regimen will help to ensure the employee stays on the job for years to come. Agencies should also ensure that their personnel have access to confidential counselling to help deal with the stress of the profession.

Guideline Recommendations

Animal care and control staff should be provided with training in the areas detailed below. In addition, in order to ensure the continued safety and well-being of the employees, these trainings should be provided on a regular basis to the animal care and control personnel. They should also be encouraged to pursue Continuing Education (C.E.) courses in these areas or in other areas applicable to their job description and duties.

- AED (Automated external defibrillator)
- Animal behavior (on all species)
- Animal handling/restraint (on all species)

- Back safety/lifting techniques
- Baton/Asp/Bite stick
- Compassion fatigue
- Confined spaces
- CPR (Cardiopulmonary resuscitation)
- Defensive driving
- Disaster response
- Distracted driving
- Ergonomics
- First aid (Human and Pet)
- Hazardous materials
- Livestock/large animal handling
- Officer safety
- PPE (Personal protective equipment)
- Radio usage
- Scene assessment
- Self-defense
- Slackwater safety
- Stress management
- Swiftwater safety
- Tactical Operations (Search warrants/hoarding cases)
- Technical rescues
- Vehicle and equipment maintenance/safety
- Verbal judo
- Wildland fire safety
- Wildlife
- Zoonotics

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 29, 2015.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Training Certification and Minimum Training Requirements

Guideline Statement

Animal care and control personnel should receive comprehensive training in all aspects of their duties and should seek, and be provided, certification for the completion of such training.

Basis for Guideline

Comprehensive and standardized training provides animal care and control personnel with the basic and advanced skills to professionally and effectively perform the functions of their position.

Guideline Recommendation

A standardized training certification program should be developed for all personnel. The training should be comprehensive and, at minimum, include professional standards, administrative functions and operational functions to allow the personnel to be prepared, trained and capable to appropriately resolve any issue presented to them in the capacity of animal care and control personnel. The training should be inclusive of all functions and expectations of personnel. Beyond initial training, animal care and control personnel should be provided opportunities for continuing education, both refresher courses and new and/or advanced topics regularly throughout their career. The National Animal Care and Control Association Training Manual can serve as a guide in developing appropriate training programs.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Use of Electro Muscular Disruption Device (EMDD) on Animals

Guideline Statement

The use of any EMDD (more commonly known by the trade name "Taser") is not recommended by NACA for use on animals for routine capture or restraint. NACA acknowledges that departments may issue EMDDs as a defensive tool to provide animal care and control personnel with non-lethal force in response to aggressive humans or dogs in accordance with agency training, policies and procedures. EMDD's should never be used on domestic cats or other small animals.

Basis for Guideline

NACA recognizes the use of certain weapons originally designed for human restraint may cause serious injury or death to animals in situations of normal use. There is no current data to support the use of any EMDD on animals for routine capture or restraint. NACA does not support the use of these instruments in normal animal care and control activities. The use of such equipment may lead to serious liability.

Guideline Recommendations

NACA does not recommend the use of any EMDD for the routine capture or restraint of animals. NACA recommends that no animal care and control personnel be permitted to carry or use an EMDD without species-specific training. NACA further recommends that any agency approving the use of this device for animals must have a written policy which includes a deployment protocol, humane veterinary care treatment provisions and a prohibition on use against domestic cats or other small animals.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Personnel Training and Safety – Vehicle Safety

Guideline Statement

Animal care and control personnel should receive driver safety training appropriate to their profession and be provided vehicles equipped with appropriate safety equipment and lighting.

Basis for Guideline

Animal care and control personnel should be familiar with the vehicles that they operate on a daily basis as these vehicles have certain characteristics that present unique operational limitations relating to vehicle safety. A complete vehicle safety check should be completed prior to each shift, including but not limited to: checking tires (both tread and air pressure), headlights, tail lights, flashers, turning signals, brake lights, all fluid levels, wiper blades, filters, belts and hoses.

Guideline Recommendation

Animal care and control personnel should be provided with defensive driving training using the animal control transport vehicle that they will be operating while on patrol. Special emphasis should be given to backing and turning as well as slow operation of vehicles following animals in residential settings. In addition, animal care and control personnel should receive training regarding general maintenance requirements in order to spot potential safety hazards.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Pet Protective Orders

Guideline Statement

NACA recognizes the link between animal abuse and domestic violence. Pets should be included in Protective orders.

Basis for Guideline

There is a well-documented connection between domestic violence and animal abuse. Many victims of domestic abuse have reported that their pet has also be threatened, injured or killed by their abuser. Victims of abuse are less likely to leave their abuser if they cannot bring their pet(s) along to ensure their safety. For victims of abuse (both adults and children), their pet(s) may be one of the only positive connections in their life.

Guideline Recommendation

NACA encourages states to pass laws to include pets in protective orders and to encourage human shelters for victims of domestic violence to have a policy that includes housing for pets.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on May 15, 2015.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Promotion of Proper Pet Responsibility – Pet Management Training

Guideline Statement

Animal care and control agencies have a responsibility to promote and encourage owners to receive proper pet management training. Lack of, inadequate, or improper training is a common reason for owners to surrender their pets to animal care and control agencies, or, even worse, to abandon the uncontrollable pet.

Basis for Guideline

Pet management training, when done correctly, teaches owner responsibility, enhances the bond between owner and pet, helps to ensure the pet's place in the home, and benefits the community as a whole.

Guideline Recommendation

Local animal care and control agencies should keep a list of qualified animal behaviorists and obedience instructors/programs to give out to owners, prospective owners, or citizens who request such information. Agencies may wish to encourage legislation which might require owners to attend training classes in lieu of first time offense fines or court costs.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Promotion of Proper Pet Responsibility – Spaying/Neutering

Guideline Statement

Spaying/neutering education programs must be a vital part of any animal care and control agency's efforts to reduce animal overpopulation.

Basis for Guideline

Animal overpopulation is considered the number one killer of animals due to the increased need for euthanasia of unwanted animals.

Guideline Recommendation

NACA supports the concept of early (8-16 weeks) spay/neutering. All animals adopted from the shelter or animal control agency should be spayed or neutered prior to adoption. Owners of unaltered stray animals should be educated on the benefits of spaying and neutering prior to reclaim of the unaltered animal. Altering may be encouraged by establishing higher license fees, impoundment charges, and running-at-large for intact animals.

Agencies should offer high quality and low-cost spay and neuter services for the community they serve. If an agency is unable to offer these services, they should provide a comprehensive list of qualified veterinarians in the community that can offer spay and neuter services.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Rabies Vaccinations

Guideline Statement

All dogs and cats should be immunized against rabies and other communicable diseases deemed necessary by national, state, or local health departments. Strict rabies quarantine and/or laboratory analysis of rabies-suspect animals should be mandatory, and enforceable by health codes or statutes.

Basis for Guideline

The National Animal Care and Control Association believes that confirmed cases of rabies in domestic pets and humans has greatly diminished primarily due to successful rabies immunization programs. However, the depletion of natural wildlife areas places common wildlife rabies carriers in closer proximity to domestic pets. This fact makes it more important than ever to consistently expand immunization programs.

Guideline Recommendation

NACA recommends that animal care and control agencies work closely with local health departments to educate the public on this important health concern. The prompt, accurate reporting of animal bites, in spite of proof of rabies vaccinations, will provide for thorough observation and/or laboratory testing of the animal involved.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association

Service Animals

Guideline Statement

Local animal care and control agencies should understand exactly what constitutes a service animal and make every effort to assist these animals and their owners whenever possible. NACA supports qualified training programs which seek placement of such animals in homes where they are undoubtedly needed.

Basis for Guideline

The training of dogs to assist the blind, deaf, or disabled, is representative of man's lengthy relationship with our canine companions.

The Americans with Disabilities Act (ADA), Title III Regulations, defines a Service Animal as “any dog that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, psychiatric, intellectual, or other mental disability. Other species of animals, whether wild or domestic, trained or untrained, are not service animals for the purposes of this definition. The work or tasks performed by a service animal must be directly related to the individual’s disability. Examples of works or tasks include, but are not limited to, assisting individual who are blind or have low vision with navigation and other tasks, alerting individuals who are deaf or hard of hearing to the presence of people or sounds, providing non-violent protection or rescue work, pulling a wheelchair, assisting an individual during a seizure, alerting individuals to the presence of allergens, retrieving items such as medicine or the telephone, providing physical support and assistance with balance and stability to individuals with mobility disabilities, and helping persons with psychiatric and neurological disabilities by preventing or interrupting impulsive or destructive behaviors. The crime deterrent effects of an animal’s presence and the provision of emotional support, well-being, comfort, or companionship do not constitute work or tasks for the purpose of this definition.”

Note: The ADA also does recognize the miniature horse as a service animal.

Guideline Recommendation

Laws which reduce or eliminate licensing fees for owners whose animals serve this purpose can be a consideration, providing documented proof or training has been completed. The adoption of dogs to be trained for these purposes is recommended to qualified agencies/individuals.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on September 03, 2014.



George W. Harding, IV MBA CAWA
Executive Director
National Animal Care & Control Association



Salina Animal Shelter

April - 2018

Printed
On
Jul 9,
2018

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The Salina Animal Shelter: Manual of Standard Operating Procedures

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COVER LETTER TO STAFF

This is your personal copy of the Standard Operating Procedures (SOPs) Manual. SOPs are a key tool for the operation and management of The Salina Animal Shelter. They establish a baseline for how all staff and volunteers perform routine shelter tasks. The consistency and predictability that SOPs can provide helps make life less stressful for the animals — and for people, too.

The Standard Operating Procedures were written with everyone's input, and all staff are accountable for following them. These SOPs enable us to be consistent about expectations for every employee and to determine whether performance meets, exceeds, or falls short of expectations. Be sure to read the entire document and then review the sections that relate to your job. Discuss any questions that you have with your supervisor.

The SOP manual is a 'living' document that will be updated as we identify better ways of doing our jobs and responding to the needs of the animals in our care and of the human community we serve. The formal procedure for suggesting and making changes to SOPs is outlined below. The Director of Operations will have the master and current copy of the SOPs.

Process for changes, updates or clarifications to the SOPs:

To avoid confusion and inconsistency, only the Animal Services Manager in conjunction with the Director of Parks and Recreation (or his designee) can make the actual written changes to the SOPs. However, all staff can suggest changes as described below:

- If you have suggestions for change, deletions, or additions, ask your supervisor to include SOPs on the agenda of the animal shelter staff meeting.
- After discussion with the animal shelter staff, the Animal Services Supervisor advises the Recreation Superintendent of his/her team's suggestions or needed clarification.
- The Recreation Superintendent evaluates the requested change and if necessary discusses it with the Director of Parks and Recreation.
- If the Recreation Superintendent and Director of Parks and Recreation agree to make the change, that section of the master SOP manual (both electronic and physical copy) is updated with the new wording and instruction.
- A memo then goes out to the entire staff with a summary of the update, and the page and section number that was updated. Each staff person also receives a printed copy of the new revised section for the staff member to update their own manual.

This manual is the foundation for the continued excellent performance of our staff and the organization. The manual will be used as a training document throughout the agency.

Thank you for all the hard work you do each day for the animals in our care.

Sincerely,

Vanessa Cowie
Animal Services Manager
City of Salina, KS

HOURS OF OPERATION

General

The hours of operation are designed to ensure that all domestic and wild animals are properly and humanely cared for and that the public has adequate and ample opportunity to conduct business at the Salina Animal Shelter.

Business Hours

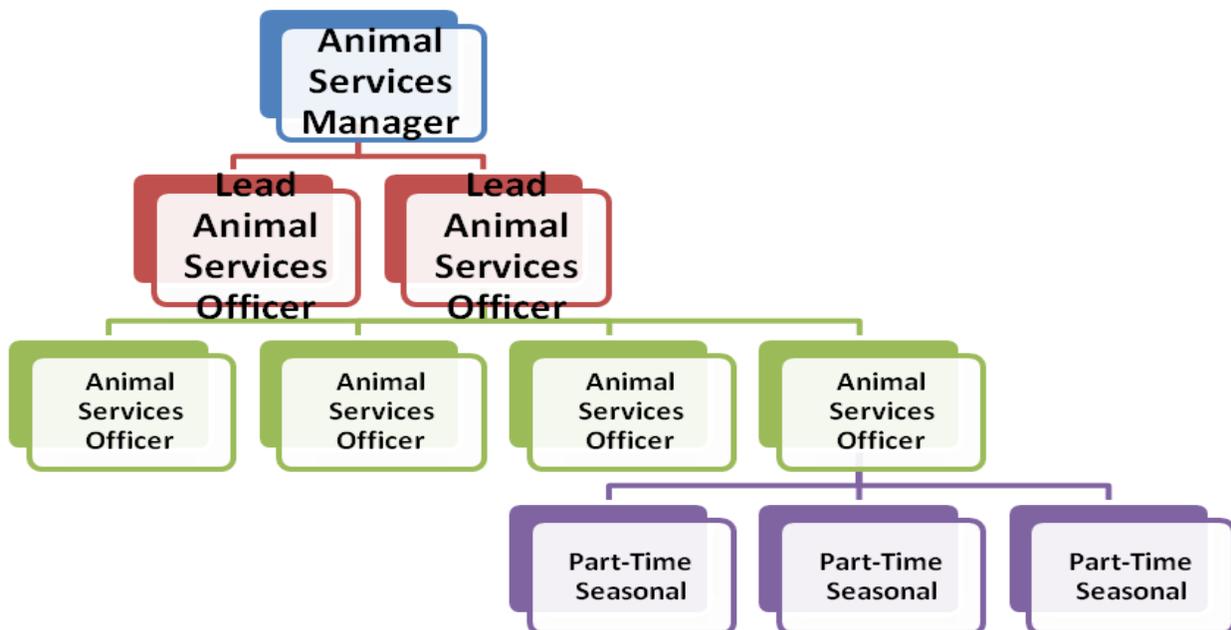
The Shelter is open to the public Monday to Friday: 9 a.m.-5:30 p.m. and 10am to 2pm on Saturday.

The Shelter is closed to the public on Sundays and Federal Holidays.

Emergency Service Hours

After hours assistance can be requested by contacting the Salina Police Department. In the event of an emergency an Animal Services Officer can be dispatched after hours.

ORGANIZATIONAL STRUCTURE



ANIMAL INTAKES – Saline County

Surrendered Pets for Adoption

Policy:

The Salina Animal Shelter will accept all domestic, exotic or pocket pets that are released by any resident of Saline County. The previous owner must provide accurate information, pay the appropriate fee and sign an ownership release.

Procedure:

- a) Collect all relevant information about the owner and the pet.
- b) Collect the surrender fee and issue a receipt
- c) The owner must sign the release portion of the paperwork to release custody of the animal to the shelter. If a person refuses to sign a release, the animal will be reflected as a stray and held for the stray period.
- d) Surrendered pets are then scheduled for necessary vetting before being placed for adoption.

- a. Staff should communicate to the pet owner that although euthanasia is uncommon, there is no guarantee that a serious behavior issue or medical concern is not discovered that requires euthanasia.
- e) Place the animal in the appropriate location
- f) Enter the intake into the computer software

Surrendered Pets for Euthanasia

Policy:

Scheduled euthanasia is no longer provided to the public. Pet owners seeking to schedule a euthanasia appointment are directed to contact their veterinarian. In the event of an emergency an Animal Control Officer can perform chemical euthanasia at the request of the owner, or in accordance with Sec. 7-3 of the Salina City Code.

"Court-Hold" Animals

Policy:

Animals that are awaiting the outcome of a criminal trial in either District Court or Salina Municipal Court can be housed at the Salina Animal Shelter. Every effort is made to separate these animals from the remaining population and from the general public. These animals are not property of the City of Salina until ordered so by a Judge or until the pet owner releases ownership.

Stray Dogs and Cats

Policy:

Stray dogs and cats can be delivered to the Salina Animal Shelter

Procedure:

- a) Animal information as well as date, time and location the animal was found must be completed.
- b) A review date will be assigned in accordance with 7-xxx and recorded on the intake form. This will be 3 business days from the impound date and will be the date the animal becomes property of the shelter and will be available for adoption.
- c) When strays are found with collars, any ID, rabies tag, license information on the collar or the tags are written on the intake form and the front office staff then starts tracing the information to find the owners.
- d) Leashes, chains, damaged collars or restraints that are causing injury are removed and kept for identification purposes. These are bagged and kept under the front desk. If the animal is claimed, this property is returned to the owner. Once the animal goes up for adoption this property can be disposed of.

When someone brings in a stray and wants it back after the stray period:

- a) Explain the stray hold state law. Ask them to fill out an adoption application on the animal and inform them of the adoption procedure.
- b) Also explain that this facility has no "hold" policy.

Intaking Dogs

Procedure:

- a) Once the information and fee have been collected, dogs are taken back to the intake area.
- b) Every dog is scanned for a microchip, weighed, vaccinated and wormed on intake unless medical history deems this unnecessary or unsafe to the animal. Dogs that are deemed unsafe to handle, are not vaccinated or wormed on intake out of concern for the safety of the staff.
- c) A visual examination is performed where staff will determine an animals approximate age, condition and whether they're spayed/neutered.
- d) Animals that are infested with fleas and/or ticks are treated on intake
- e) Details of medications administered are recorded on the intake and the dog is placed in a kennel.
 - a. Large dogs are housed primarily in Kennel 1, and smaller dogs and puppies are housed in Kennel 2.
- f) Staff will need to ensure the kennel is clean, has a bed, water and food (unless the animal is sedated or there are medical concerns).

- g) The kennel number is recorded on the intake form which is then taken to the front desk to be input into the computer software.
- h) Once the intake has been entered into the computer an identification number is generated which is then to be written on the impound form
- i) A kennel card is also generated and this must be placed on the kennel in a timely manner.
- j) The impound form is then filed in the kennel files.

Intaking Cats

Procedure:

- a) Once the information and necessary fees have been collected, domesticated cats are taken into the cat room and feral cats are taken to the trap room.
- b) Every domesticated cat is scanned for a microchip, wormed and vaccinated on intake unless medical history deems this unnecessary or unsafe to the animal.
- c) An examination is performed where staff will try to identify as much about the cat as possible including but not limited to: age, gender, breed, size, length of fur and whether the claws have been removed on any or all paws.
- d) Animals that are infested with fleas and/or ticks are treated on intake
- e) Details of medications administered are recorded on the intake and the cat is placed in a kennel.
- f) Staff will need to ensure the kennel is clean, has bedding, a litterbox, water and food (unless the animal is sedated or there are medical concerns).
- g) The kennel number is recorded on the intake form which is then taken to the front desk to be input into the computer software.
- h) Once the intake has been entered into the computer an identification number is generated which is then to be written on the impound form
- i) A kennel card is also generated and this must be placed on the kennel in a timely manner.
- j) The impound form is then filed in the kennel files.

Shelter Operations 000-03

[Enter effective date]

OUTCOME OF ANIMALS

Adoption

Policy:

One of the missions of the Salina Animal Shelter is to place for adoption as many healthy, appropriate animals as possible into responsible homes. All animal adoptions are in accordance with all local, state and federal laws and regulations.

All dogs are adopted out with the following services:

- Spay/neuter surgery
- Worming
- Age-appropriate vaccines
- Heartworm test in dogs over 6 months
- Microchip
- 1-year city license to residents of the City of Salina

All cats are adopted out with the following services:

- Spay/neuter surgery
- Worming
- Age-appropriate vaccines
- Feline Leukemia/FIV test

- Fecal test
- Microchip
- 1-year city license to residents of the City of Salina

Procedure:

- When a potential adopter comes to the shelter, they are directed to the appropriate kennels (cat room, large dogs, small dogs)
- When they locate a pet they are interested in adopting, they must notify shelter staff or a volunteer to take the animal out of the kennel or cage
- In the cat room, they can take the cat out and visit with it in the cat room
- The dogs may be taken to the adoption room or outside on the patio or in the dog parks.
- If they decide they want to adopt they are asked if they own or rent their home.
 - Adopters that own their home move forward in the process
 - If they rent, they must have their landlord complete the "Landlord Approval Form" which gives the tenant consent from the landlord to adopt a pet.
 - Alternately shelter staff can discuss the adoption over the phone with the landlord and receive verbal consent
- The adopter must then complete the "Adoption Application" which can be found at the front desk
- The adopter must pay the appropriate adoption fee, see page xx table xx
- The information from the application is entered into the computer
- Discuss the medical history and advise the adopter to contact their veterinarian for an exam and to discuss future vaccinations. Cost of exam to be discussed with veterinarians.
- Issue a city license if the adopter lives within Salina's City limits
- It is the shelter staff's responsibility to ensure the microchip information is updated with the new owner's information

Reclaims

Owners claiming a stray animal must identify the animal in person and verify identification of the animal. If there is a discrepancy between an owner's statement and computer records, the owner must provide proof of ownership (vet records, bill of sale etc)

The owner's name, address, and telephone number and the date of return should be noted on the computer record.

Euthanasia**Policy:**

Every effort must be made to reduce the euthanasia of animals being housed at the Salina Animal Shelter. All domestic animal euthanasia procedures must be performed either in the interest of public safety and/or due to a health condition that is either causing suffering, or for which resources are not available to provide treatment. The following table is a guideline to assist staff in responding appropriately to the various difficulties being faced with the re-homing of unwanted pets, however euthanasia of a pet can be denied or ordered on a discretionary basis.

Condition	Response	Explanation
Aggression to people by dogs	Euthanasia	Unless there is evidence that the dog's behavior can be readily improved these dogs pose a public safety risk. Examples of temporary aggression include dogs experiencing: fear, pain, hormonal behaviors and disease. Dogs that have been judicially determined as "Dangerous" or "Vicious" must be euthanized as outlined in the Salina City Code.
Aggression to dogs by dogs	Eliminate exposure to other dogs. Potential for euthanasia	Depending on the health, breed, age, size of the dog, this behavior may be too dangerous to place for adoption.
Allergies	Utilize local veterinarians to develop an effective treatment plan	Chronic allergies that are difficult to treat can cause excessive suffering.
Fractured limb	Utilize local veterinarians to	Treatment options will be often resource-based, but this is

	develop an effective treatment plan	not typically justification for euthanasia. Amputations are often the preferred response due to the shorter recovery times and lower expense.
Auto-immune disease	Euthanasia	These diseases must be diagnosed by a veterinarian. An auto immune disease is one where the animal produces antibodies against its own tissue. Many animals with this condition have severe and life- long medical problems.
Cancer	Euthanasia, depending on veterinarian's advice	This disease must be diagnosed by a veterinarian. The outcome is based on the type of cancer or the stage it is in, as well as veterinarian's recommendation.
Canine Distemper	Euthanasia	This disease must be diagnosed by a veterinarian. Although this disease can be treated, it is highly contagious, can be fatal, and often has long-term health effects.
Emaciation/Malnourishment	Utilize local veterinarians to develop an effective treatment plan	Unless emaciation is combined with other conditions it is not justification for immediate euthanasia.
Chronic Musculoskeletal Conditions	Euthanize only if severe	Examples include luxating patella, hip dysplasia, healed fractures, intra-vertebral disc disease, and arthritis. These conditions can often be successfully managed with medication when they're not severe. When the condition becomes debilitating, and the pain is not easily managed with medication, then euthanasia should be used to relieve suffering.
FeLV/FIV in cats	Euthanize	As mandated in KS Statute
Heartworm in dogs	Utilize local veterinarians to develop an effective treatment plan. Can be treated in foster care or post-adoption	Unless combined with another condition. Heartworms do not typically justify euthanasia. Heartworm disease is not to be treated in the shelter environment.
FIP (Feline Infectious peritonitis)	Euthanasia	Must be diagnosed by a Veterinarian. Fatal condition
Geriatric	Utilize local veterinarians to develop an effective treatment plan.	Unless combined with another condition, old-age is not justification for euthanasia. The individual quality of life must be assessed.
Canine Parvovirus	Euthanize or immediately utilize local veterinarians to develop an effective off-site treatment plan.	Dogs that have confirmed cases of parvo-virus must be removed immediately from the shelter, and in most cases require euthanasia

Vanessa to organize the following conditions into the policy:

DIRECT EXPOSURE TO INFECTIOUS DISEASE If the animal is the littermate to, or has had other direct exposure to, an animal with a highly contagious, often fatal disease, such as parvo, panleukopenia, or canine distemper, that has been diagnosed by a veterinarian, then it is considered **U/U** due to the highly contagious and serious nature of the disease.

Euthanasia is recommended to protect the population. This is indicated when the animal is diagnosed by a veterinarian.

EXTERNAL PARASITES This includes fleas, ticks, earmites, etc., but does **not** include mange. **T/R** because medication is usually curative, at least temporarily. Prevention education is important.

FAILURE TO THRIVE The animal is failing to thrive (e.g., not gaining weight, losing weight, refusing to eat, or not growing). **U/U** because sometimes animals, for no apparent reason or because of prolonged illness or stress, fail to thrive in the shelter environment, which leads to a poor quality of life. This is considered only if forced feeding and/or fluids do not bring about a discernible improvement in the animal's condition.

FEARFUL The animal displays extremely fearful behavior. This can be either **T/M** or **U/U**. While some animals may have a very specific fear that can be avoided, it is not always safe or realistic. If an animal has "shut-down" and is unresponsive for a reasonable length of time, euthanasia is recommended due to poor quality of life concerns.

FERAL Feral animals are a danger to staff, because they cannot be handled safely. However, these animals are considered **T/M** *only* if they are ear-tipped and microchipped cats, and there is cat colony caregiver, and the animal can

be returned to a source colony or managed barn colony. **U/U** if it's a dog or no there is no available colony caregiver or colony.

HIGH AROUSAL These dogs exhibit intense, high arousal levels (beyond normal puppy behavior), combining frantic mouthing, incessant tugging on leash in a tug-of-war manner, jumping on a person, and not stopping when there is a lack of interaction. These animals are considered **U/U**, and staff should be trained to recognize these behaviors.

HOUSE SOILING/INAPPROPRIATE ELIMINATION If the animal has a history of or is observed displaying this behavior, it is considered **T/M** or **U/U**. Many house soiling problems can be resolved in a different environment or with proper training. However, many long-term problems can be difficult or impossible to resolve. The stress of transition to/from a shelter environment may make the situation less likely to be resolved in a new home. The duration and complexity of problem are considered, as are possible medical causes and previous efforts for resolution.

HYBRID When an animal is essentially a cross between a wild and domestic animal. **U/U** because hybrids with wild animals can be dangerous.

INDIRECT EXPOSURE TO INFECTIOUS DISEASE When an animal has had indirect exposure to a highly infectious and often fatal disease, such as parvo, panleukopenia, or canine distemper that has been diagnosed by a veterinarian, it is considered **T/R** or **U/U**. A veterinarian must assess the risk to the population based on various factors, including the incubation period, the type of exposure, and the general condition of the involved animals, and then make a recommendation accordingly.

INJURED If an animal has an injury, the severity must be determined by a veterinarian. Injuries can be either **T/R**, **T/M**, or **U/U**. A veterinarian will make a determination based on the prognosis and extent of injuries.

INTESTINAL PARASITES The animal is diagnosed with a common parasite, such as round, hook, tape, or whip worms, coccidian, or Giardia. **T/R** because most animals can be successfully treated with anthelmintics.

KENNEL COUGH The animal exhibits signs of kennel cough (infectious tracheobronchitis). **T/R** because the dog just has an upper respiratory infection and should recover.

MANGE, DEMODECTIC This must be diagnosed by a veterinarian. If it's localized, it is **T/R**, but if it's generalized, it's **U/U**. Generalized cases are usually associated with issues like genetics, immunologic, and underlying disease. Treatment is prolonged, and in adult onset cases, it may be refractory to treatment.

MANGE, SARCOPTIC This must be diagnosed by a veterinarian and is always **U/U**. Sarcoptic mange is highly contagious.

MEDICAL MODERATE A veterinarian has diagnosed the animal with a moderate medical condition. This is considered **T/M**. The condition may shorten or limit the animal's quality of life, but it can be medically managed. Examples include some dental diseases, obesity, eye/ear conditions, gastrointestinal disorders, a thyroid condition, or a low grade heart murmur.

MEDICAL SEVERE A veterinarian has diagnosed the animal with a severe medical condition. This is always considered **U/U**. The condition is life-long, may be difficult to manage, or has a high rate of fatality, such as organ failure, a grade 5 heart murmur, diabetes, or neurological conditions.

PANLEUKOPENIA A veterinarian has diagnosed a cat with symptoms likely to be panleukopenia. **U/U** because the disease is highly contagious and often fatal.

PHYSICAL DISABILITY The animal has a severe disability. **U/U** because physical disabilities may be painful and stressful. They often require specialized care and can place the animal at life-threatening risk in the shelter environment. Examples include total blindness, paralysis, the loss of more than one limb, or cerebellar hypoplasia.

PHYSICALLY IMPAIRED The animal may be deaf, missing a limb, or have nuclear sclerosis that limits its vision. **T/M** if the animal is otherwise healthy, as an animal can overcome these impairments and continue to live with a good quality of life.

PREGNANT The animal is pregnant. **T/R** because pregnancies can be terminated and females spayed.

RINGWORM The animal is diagnosed with dermatophytosis. **U/U** because although ringworm is treatable, the animal must be isolated for an extended period of time. Ringworm is highly contagious to people and animals.

SEIZURES The animal has a history of or is diagnosed by a veterinarian as having seizures. This is always **U/U**, because determining the underlying cause may be difficult and require extensive testing. The animal may harm itself during a seizure. If it's treatable, it requires lifelong medication and close monitoring.

SEPARATION ANXIETY The animal has a history of severe destructive behavior, such as eating through walls, jumping through windows, or self mutilation, when it's left on its own. **U/U** because the animal may harm itself and become a risk to the community.

SURGICAL CONDITION A veterinarian has diagnosed a condition that requires surgery. This can be **T/R**, **T/M**, or **U/U**. A veterinarian will assess the animal and determine its prognosis for a return to a good quality of life. Many conditions, such as a simple fracture, cherry eye, or entropion, can be easily corrected. Others, such as bloat or foreign body, may have a poor prognosis and euthanasia is warranted.

THYROID CONDITION A veterinarian has diagnosed the animal with either a hypo- or hyper-thyroid condition. **T/M** because the condition may require life-long treatment.

TRAUMA The animal has a traumatic injury, and its severity has been determined by a veterinarian. These situations can be **T/R**, **T/M**, or **U/U**. A veterinarian will make the determination based on the animal's prognosis and the extent of its injuries.

TOO YOUNG The animal is under 5 weeks of age and is unweaned. **T/R** if it is with its dam, but **U/U** if it is orphaned. These animals require an extensive amount of additional time and care from trained personnel.

UNDER-SOCIALIZED Under-socialized animals are considered **T/M**.

UNSOCIALIZED The animal has not been socialized and is very defensive and/or fearful in regular or common situations. **U/U** because these animals may pose a risk to the community.

URI (CANINE) The dog exhibits signs of an upper-respiratory disease (usually kennel cough or infectious tracheobronchitis). **T/R** because the dog has an upper respiratory infection and should recover.

URI (FELINE) ACUTE A cat exhibiting symptoms of upper-respiratory disease is considered **T/R**.

URI (FELINE) CHRONIC A cat with an upper-respiratory infection that has become chronic is considered **U/U**.

EUTHANASIA PROCEDURE:

It is the intent of the City of Salina that all employees responsible for authorizing and/or performing euthanasia be certified by a national animal control training academy. All euthanasias should be performed with a lethal injection in accordance with the AVMA. Fatal Plus is a sodium barbiturate and is the preferred method for euthanasia of dogs, cats, and other small companion animals. Barbiturates administered IV may be given alone as the sole agent of euthanasia or as the second step after sedation or general anesthesia. Fatal Plus is to be administered at a dosage of 1cc/10 pounds (Refer to the product label). All use of Fatal Plus must be documented in accordance with the DEA. When IV access would be distressful, dangerous, or impractical (eg, small patient size such as puppies, kittens, small dogs and cats, rodents, and some other nondomestic species or behavioral considerations for some small exotic mammals and feral domestic animals). IV injection is the preferred method due to the minimal pain and stress on the pet. Intraperitoneal injections are permitted in cats, birds and pocket pets but it is preferred the animal be sedated and/or unconscious first. The date of and reason for euthanasia, the dosage and type of drugs used, and the technician's initials are recorded in the computer record and the intake form.

Rehabilitation

Wild animals may be placed in rehabilitative care. The name of the wildlife rehabber and the date of release should be noted on the computer record.

Wildlife Release

Depending on the condition of the animal and circumstances regarding rabies control, wild animals may be set free in a safe release area. Personnel should indicate disposition in the computer record.

Transfer

- Animals are released to shelter and rescue partners, if the receiving agency is approved by the Salina Animal Shelter.

Shelter Operations – 000-6

[Enter effective date]

LIMITING TRANSMISSION OF DISEASE

Animals come to the shelter from many different levels of care; some known and some unknown, but mostly unknown. Most shelter animals have not received prior benefit of routine preventive health care. The stress of entering a shelter, the shelter environment itself, and several other factors contribute to an increased risk for developing illness.

When animals arrive at the shelter, they are vaccinated and treated for internal parasites.

We vaccinate upon entry to limit widespread disease in the population and protect each individual animal as much as possible, but vaccines are not a guarantee against infection.

Disease can be transmitted in several ways, and we must work diligently to prevent transmission as much as possible. The 5 main modes of disease transmission are:

- Direct contact (one animal to another, such as nose to nose)
- Fomite (indirect) transmission (germ transmission on an inanimate object, such as a mop, hand, shirt)

- Aerosol (in the air, such as via a fan)
- Droplet (sneezing, coughing, less than 1 meter distance transmission)
- Vector(via a flea, mouse, tick)

Common diseases seen in shelter environments include: feline upper respiratory infection and canine infectious upper respiratory disease (kennel cough). These are spread mainly through aerosol, droplet transmission and through fomite transmission, such as via the hands, feet, and even on clothing of staff and volunteers.

For this reason, please wash your hands (use hand sanitizer) between handling each animal and/or wear disposable gloves. Sanitizer bottles and dispensers are located throughout the kennel area. You do not have to sanitize your hands between the mother and puppies or kittens in a litter, but you must do so before you interact with another dog or cat.

Other diseases, such as parvovirus in dogs and panleukopenia (the cat form of parvo virus), are spread mainly through fomite transmission of bodily secretions, such as vomit and feces. These viruses are very environmentally hardy and can be difficult to eradicate from the shelter environment if proper sanitation procedures are not in place.

Staff or volunteers who observe animals exhibiting any signs of illness (such as diarrhea, vomiting, sneezing, coughing, nasal discharge etc.) should immediately notify the kennel supervisor or vet clinic staff.

Every-day Practices that Help Prevent Spread of Disease

- Report any animal that appears sick to the kennel supervisor or the vet clinic immediately.
- Wash your hands between animals.
- Do not let animals housed apart interact or touch noses.
- Immediately pick up all feces once a dog has defecated on the grounds.
- Any time you disinfect, rinse or wipe the area thoroughly.
- Wash the laundry and dishes according to the posted written protocol.
- Don't keep dirty dishes lying around – take them to the lab room quickly.
- Change trash liners on a regular basis; don't let the trash receptacles overflow.
- Sanitize equipment between cats; disinfect control poles and pooper scoopers between use.

If we all follow the same procedures the risk of having a disease problem will be greatly minimized.

Shelter Operations 000-7

[Enter effective date]

CLEANING DOG KENNELS

Policy:

The dog kennels need to be cleaned daily, following the proper cleaning procedure. This is important for disease control, the comfort of the animals and to provide a pleasant environment for the public and employees.

Morning Duties

- a) Feed the dogs prior to cleaning according to *Feeding Procedure* on page xx. This gives them time to eliminate while the cat room is cleaned
- b) Get all the dogs on one side of the T-Kennel and close the middle divider to prevent animals from getting wet.

The first staff on duty each morning are responsible for feeding the animals. After the animals are fed (this should take a total of 45 minutes for dogs and cats) morning clean up starts. All staff are to follow the instructions on the assignment board at Information Central regarding what areas they are assigned. Staff cannot change these assignments. If you are not able to work in the area assigned, discuss the situation with the kennel supervisor.

Afternoon Duties

Kennel Inventory - The Kennel Supervisor will walk through the kennels and make decisions about what animals are to be moved. For instance, a dog or cat in healthy hold that is ready to be moved to adoption or a dog in adoption that needs to be moved to isolation.

The Supervisor will use “stickies” to indicate to the shelter staff “move to adoption” or “move to isolation.” This way, the kennel staff can, during clean up, move the animal to the new area and ensure the old kennel is thoroughly disinfected. The staff person moving the animal is responsible for making the change in the computer record by noon that same day.

After Clean-up, On-going Duties

- Spot clean animals after morning clean-up and three times during the afternoon
- Disinfect and set up dirty cages; see *EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)*
- Sweep/mop floors
- Walk the dogs in Healthy Hold and other behind the scenes areas
- Re-stock supplies based on schedule
- Check water for all animals
- Assist with intake of incoming animals
- Clean toys from exercise yard
- Assist with incoming animals working in concert with the veterinary/clinic staff
- Bathe and groom animals as needed
- Socialize those animals that are frightened or scared
- Foam the exercise areas with bleach solution using the foamer
- Other duties as assigned

Closing Duties

- Spot check dogs and cats one last time/ scoop kennels
- Clean break room
- Clean euthanasia room, wash room
- Keep intake areas clean, organized and neat
- Intake any animals that arrive; do not leave animals in temporary holding without food, water, or litter
- Put away supplies in the appropriate place
- Turn off the lights in the shelter
- Lock the door as you exit

CLEANING CAT ROOM

Policy:

Morning Procedure:

- a) If kennel is relatively clean:
 - a. Scoop & clean litter box as needed.
 - b. Give fresh food & water.
 - c. Only take out the bedding & toy's if it is soiled.
 - d. Spray Kennel Sol (mixed at ½ ounce per gallon) on a cloth & wipe kennel out if there is debris.
 - e. Collect fecal from kennels that need a fecal test run.
- b) If kennel is soiled:
 - a. Confine cat into one side of the kennel
 - b. Remove all debris & solid materials
 - c. Spray & wipe down all dirty surfaces with Kennel Sol (mixed at ½ ounce per gallon)
 - d. Spray and wipe the glass with alcohol
 - e. Give the cat new litter, fresh food & water, bedding & toys.
- c) If cat has left the kennel permanently:
 - a. Remove all bedding, toys and litter box

- b. Wash & sanitize toys & dishes by placing in hot water with a tablespoon of bleach added.
 - c. Using the brush and dustpan sweep out any debris
 - d. Use the shop vacuum to remove remaining debris from behind the air vent tube, & in the door cracks.
 - e. Spray Kennel Sol (mixed ½ ounce per gallon) on all parts of the kennel letting it sit for at least 10 minutes. Take a clean wet cloth & wipe down all parts both inside & outside. Spray glass with alcohol & wipe off.
- d) After all cat kennels are cleaned:
- a. Sweep the floor
 - b. Wipe down all counter tops with bleach spray (1 tablespoon per gal ratio)
 - c. Mop the floor with a mixture of water & Neutral –Q (2 ounces per gal ratio).
 - d. Take out the trash & replace the trash bag.
 - e. Restock supplies as needed.

Evening Procedure:

- a) Scoop feces from litter pan.
- b) Add food & water if needed.
- c) If kennel is soiled wipe with wet cloth.
- d) Turn out lights, check windows to make sure closed & locked.

Trap Room Procedure:

- a) If a cat is in the feral cat handling box, use a stick to shut the circle door.
- b) Empty the litter box and provide fresh litter
- c) Spray Kennel Sol on all surfaces and wipe down with a paper towel cloth
- d) Refill the food and water as needed
- e) Securely shut the cage door.
- f) Reach through the bars and using the coaxing stick, open the door to the feral box so it stays up.
- g) Repeat for other feral cats.
- h) Sweep and mop the room.

Shelter Operations- 000-8 **[Enter effective date]**

FEEDING

Morning Feeding

IF THE FOOD HAS BEEN TAKEN AWAY FROM AN ANIMAL, DO NOT FEED THAT ANIMAL!! ANIMALS THAT ARE FED BEFORE SURGERY CANNOT BE SPAYED OR NEUTERED.

Amounts per serving are as follows

- Puppies (FEED TWICE A DAY)

Afternoon Feeding (Puppies and Underweight Dogs)

Puppies 6 months and younger are fed again at 3pm along with any animal who needs to gain weight. Kennel staff mark on the animal's cage card if they want the animal to be fed twice a day.

Shelter Operations- 000-9 **[Enter effective date]**

DOG MORNING CLEAN UP

The dog morning scrub begins right after the dogs are all fed. The morning scrub for all animals must be complete by 9am each day.

Work in teams of two based on the assignment board from the kennel manager or manager on duty:

Equipment needed:

- 5 gallon bucket lined with a trash bag and secured with a bungee cord
- Pooper scooper
- Foamer with disinfectant [enter type used]
- Long handled scrub brush
- Squeegee

Daily Cleaning Process

Call all the dogs to the same side of the cage in one row. Close the guillotine door behind them.

DO NOT LET IT DROP.

- a) Scoop up all the solid fecal material or toy parts with the scooper in each run all at once.
 - Spray detergent [enter type used] on every surface of the run.
 - Rinse run/cage.
 - Spray out water bowls
- b) When you are finished with the entire row, and it has been at least 10 minutes to ensure proper contact time for disinfectant to work, go back to the first run and rinse with clear water.
- c) Squeegee each run and walkway.
- d) Replace beds if needed.
- e) Provide toy.
- f) Move all the dogs back to the clean side, close the guillotine door after them and repeat above process on the other side.
- g) When finished, open the guillotine door and let the dogs have access to both sides.
- h) Empty the poop pail into the dumpster.
- i) Soak the scoopers in the disinfectant bucket.
- j) Empty the trash for your area and replace with clean bags

When you remove a dog from his/her cage permanently, place a red "dirty cage" card on the cage to indicate that the cage needs to be disinfected. (See *EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)*).

Shelter Operations 000- 11
[Enter effective date]

EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)

Cages that require disinfecting should have a red “Dirty Cage” sign hanging on the cage. The person removing the animal from the cage (for Return to Owner (RTO), Adoption, Euthanasia, or Transfer) is responsible for hanging the card.

- Empty the entire cage, and take dishes, any blanket or toy to the washing area.
- Scoop out any organic material
- Spray detergent [enter type used] on every surface of the run.
- Rinse run/cage.
- Apply disinfectant or bleach solution to all surfaces of cage/run including the top, sides and gate.
- Let it sit for 10 minutes, rinse, and wipe or let dry.

Disinfected dog run set up:

- Set the bed up against the wall

Disinfected cat cage set up:

This setup is a visual sign for all staff and volunteers that the cage is disinfected and ready for a new animal.

Shelter Operations- 000-13
[Enter effective date]

TREATMENT PROTOCOL FOR SICK/INJURED ANIMALS OR ANIMALS BREAKING WITH VIRUS/DISEASE

It is critical that we evaluate the animals in our care daily. The table below gives guidance about viruses/diseases we treat and situations that would cause us to make euthanasia decisions.

Problem	Hold or Not Hold?	Treatment	Treatable	Comments
Severe Mange				
Mange				
Ringworm				
URI – Major – crusted eyes shut, cannot eat				
Kennel Cough				
Parvo Symptoms				
Hookworm				
Giardia				
Tapeworm				
Coccidia				
Distemper Symptoms				
Broken Bones/injuries				

Shelter Operations- 000-16
February 23, 2006

TRANSFERRING TO RESCUE WAGGIN

Animals

- Animals are selected based on their ability to be adopted by the receiving agency, time at the shelter, health, and how they are doing in this environment.
- We do not transfer problem animals just so we do not have to euthanize them.

The following must be done by the person preparing the list.

- Access the computer record or intake form for each animal and check the memo field for holds or notes about that animal that would prevent the transfer or export.
- Check the lost reports for each of the animals on the list for possible matches.
- Give the list to the volunteer coordinator or staff person who will contact our partner shelters and our approved breed rescue list.
- Change the computer routing status for each animal to **rescue**. Enter a note in the memo field that the animal is being transferred to (enter the group name and contact information and the date) or being exported to (enter what agency), and your name and date.
- Breed rescue groups are given up to [enter number of days you can hold animals for rescue groups] days to pick up the animal.

Shelter Operations- 000-17
[Enter effective date]

RESCUE WAGGIN ASSESSMENT

The weekly evaluation determines predictability for aggression; it does not indicate an animal's ability to "handle" a shelter environment. Dogs that pass this assessment are approved to go offsite and be transferred to the Rescue Waggin'. Dogs that fail are not automatically euthanized but it may provide more information to the future of the dog.

Process:

All assessments are videotaped.

Assessment should be conducted after 36-72 hours.

Assessment should be reviewed by assessor.

- Dogs that score 1's and 2's with no history of aggression at intake can be tracked to adoption as soon as possible. If the assessment was conducted at intake, re-asses food/toy assessment.
- Dogs that score 3's, 4's, and 5's, no decision should be made until the recorded assessment is reviewed for verification that the correct identification of behavior and correct handling took place in the assessment. If there was incorrect handling during the assessment, the dog should be re-assessed 24 hours later using proper technique. Enrichment should be provided during the 24 hour period.

- When 3, 4, and 5 behavior is correctly identified, all other information (from relinquisher report, medical report, foster, identified behavior, staff and volunteers report) should be considered prior to making decision about adoption, foster, release to rescue partner, behavior modification, or euthanasia.
- Decisions regarding euthanasia, adoption etc of dogs that score 4 and 5 should be made based on available resources. High risk dogs should not be the primary focus if other companion animals (dogs, cats, puppies, and kittens) are being euthanized for treatable illness or euthanized for fear, under socialized behavior, or other behaviors that are not aggressive. The facility should have a standardized enrichment program for all companion animals before resources are allocated to dogs at higher risk for aggression.
- Adoption and euthanasia decisions should not be made by the assessors.

Shelter Operations- 000-18

[Enter effective date]

SPAY/NEUTER SURGERY

Adult animals scheduled for surgery are fasted from the night before.

Pediatric patients (those between 6 and 16 weeks of age) should not be fasted. They should be fed a small meal 2 to 4 hours before spay/neuter surgery. Water should not be withheld.

After recovering from surgery, animals are returned to their cage/run.

The person returning the animal to the cage/run must circle on the cage card that the animal is spayed or neutered.

The animal's computer record and/or intake form is updated to indicate the animal is now spayed or neutered.

Shelter Operations- 000-19

[Enter effective date]

ADOPTIONS

Guidelines for adoption procedures and the handling of adoption applications/surveys ensure that potential adopters are given an equal opportunity to adopt. Front office staff are responsible for adhering to adoption procedures, for reviewing and approving or declining adoption applications and for handling adoption contracts and fees.

Adoption procedures. The following procedures are designed to help place an animal in a suitable home.

- Adoption area. [enter specifics relating to what geographical area you adopt].
- Application/Survey. Potential pet adopters must complete an adoption survey before meeting the animals available for adoption outside their kennel or cage. This information provides staff with a better understanding of the pet adopter's past animal history, their expectations for a pet, lifestyle, and the environment in which a new animal would be placed.
- Family/household members. Because the decision to adopt a lifelong companion is a big step in one's life, it is recommended that family and household members participate in the selection of a pet.
 - If possible, children under the age of 8 years should be observed interacting with the proposed animal.
 - Adult members of the household must be a part of the selection. This can be completed with a phone call when one of the adults cannot come to the shelter.
- Consultation. Once an animal is selected, the computer record is reviewed for information about that animal and to inform the applicant of any current holds on the animal or medical issues.
 - If there are holds, explain them to the applicant and encourage the applicant to complete the process and be a back up adoption.

- Front office staff will work with the applicant and the animal they are interested in and engage in a dialog with the applicant to determine if this is a suitable match.
- Yard Check.
 - If the application is for a Pit Bull, Rottweiler, Doberman, German Shepherd or other protective breed, a yard check must be completed and approved before the adoption is approved.
 - A yard check will be scheduled with animal control.
- Spay/Neuter. Most of the animals available for adoption have been spayed or neutered. This should be verified by the staff. Any animal that has not been sterilized must be before it will be allowed to be adopted or leave the shelter. A note should be made in the animals computer record and an e-mail to the Director of Shelter Operations to request this animal be added to the spay and neuter list.

Processing an adoption application/survey. The adoption process is designed to give Shelter staff more information about the adopter's household, expectations, and experience with animals and generally assist in making a good match between animal and home.

- First applicants. Adoption of animals from the Shelter is on a first-come, first-served basis. An individual or family who have selected an animal and whose home appears to be acceptable are given until close of business the next day to complete the application or survey.
 - All active applications are kept on a clipboard at the front office counter.
 - Any time there is an application on a specific animal that is not finalized by an adoption that same day, the animal's status must be changed to "Adoption Pending" This places a hold for that person on that animal [enter hold time] to allow the applicant time to complete the application.
- Back-up applicants. We will accept back up applicants on animals who will be eligible to adopt that animal if the applicant ahead of them forfeits. Office staff should record in the animal's computer record these back up applications. Back-up applications with a copy of the Adoption Status Form, are kept on the clip board as well.
- Adoption Status Form. There may be occasions where an application is pending because other family members want to visit the selected pet or for other reasons. When an Adoption Status Form is given to an applicant a hold MUST be completed for that person in that animal's record.
 - Applicants are given until close of the next visiting day on the selected animal to complete the needed steps.
 - The staff person reviewing the application will complete the two-part Adoption Status Form indicating the time period we will hold the application. IT IS CRITICAL THAT STAFF EXPLAIN THE DOCUMENT AND IT IS CLEAR TO THE APPLICANT WHAT THEY NEED TO DO AND IN WHAT TIME FRAME.
 - The applicant will then receive the top (white) copy of this completed form clearly communicating the next steps in the adoption process.
 - The other copy is stapled to the back of their application.
 - The information must also be indicated in the animal's record with the specifics on what they need to do and in what time frame
 - Holds can be extended ONLY if there is no other person as a back up on that animal.
- Declining an applicant. Staff should carefully review each application. In the event an individual appears unstable or intoxicated or does not agree to abide by reasonable adoption conditions, the application may be declined. Justification should be given to the individual and, if handled tactfully, can be an excellent opportunity to educate.
 - Office staff should write the reason for denial on the application, which is submitted to the adoption program manager, as well as in the computer record
- Finalizing an adoption.

The final adoption process includes witnessing the adoption contract, payment of adoption fees, issuance of medical information, checking for microchip information and completion of in-house forms.

- Review the contract completely, including all the medical information at the bottom; get client's initials where required and signature at the end.
- Collect payment.

- Ring amount of sale into register
- Adoption contract. Adopters are required to carefully read the adoption contract and affix their signatures to this document indicating agreement to its terms, conditions, and spay/neuter and health exam requirements. A staff member will witness and date the contract.
- Be sure to explain where the medical information is and remind them to take their copy of the contract to their veterinarian on the first visit. The pet adopter will receive his or her copy of the contract. The original and Shelter copies of the contract are submitted to the Front Office Supervisor.
- Medical information. All medical information is kept current in the animal's record. This information is to be given to the adopter so their veterinarian knows what we have done for the animal.
 - When the animal's previous medical history is released to the adopter, staff will eliminate any reference to the previous owner's name and address.
- Documentation. The animal's record is updated to record the date of adoption and the name, address, and telephone number of the adopter. Pet behavior evaluations can be given to the new owner. Any pending applicants listed on the tracking slip should be notified that the animal has been placed in a new home.
- Refunds. No matter how careful the Shelter is in attempting to match the right pet with the right family, there will be occasions where animals will be returned to the Shelter. Adoption fees are non refundable. Managers can override this policy.

Shelter Operations- 000-20
[Enter effective date]

ISSUES OF CONCERN FOR ADOPTIONS

Issue	Agency Policy	Rationale and Comments
Commitment of family and/or other adult household members		
Landlords/Renting		
Outside-only Dog		
Guard Dog		
Pit Bulls		
Fences and Dog Houses		
Chaining		
Yard Checks		
Outside Cat or Inside/Outside Cat		
Declawing		

Shelter Operations- 000-21
[Enter effective date]

FOSTER PROGRAM

We want every animal brought to us to have a chance for a long and happy life. Because of our limited resources and personnel, we are not able to care for the many sick, injured and very young but otherwise adoptable animals as we would like to. Foster care will allow some of the young ones to grow and the sick and injured to heal.

The Foster Care Program brings caring individuals and needy animals together, providing special care in a home setting until the animals are ready for adoption.

Animals eligible for foster care:

- Very young kittens and puppies that are approved by the veterinarian and the kennel supervisor.
- Animals with a treatable illness, that are spayed/neutered
- Animals with a treatable injury, with reasonable time and treatment, that are spayed/neutered
- Single raised kittens and puppies
- Pregnant and nursing females until the litter is weaned

Animals usually not eligible for foster care:

- Animals with serious medical problems and a poor prognosis for recovery or rehabilitation
- Animals with serious behavior problems, such as serious aggression issues that put humans or other animals at risk of harm
- Unthrifty young animals
- Un-neutered adult males
- Feline-Leukemia positive cats

Foster Parents:

- Foster parents must have a foster license issued by the State of Kansas
- All fostering needs to be approved by the Foster Co-ordinator
- All dogs over 6 months must have a heartworm test
- All cats and kittens must have a feline leukemia test and a fecal test
- Foster parents need to understand that ongoing decisions about care will remain in the hands of the shelter and are dependent on financial resources and prognosis for recovery.
- Any animal that leaves the shelter in foster care must be recorded as such. The hard copy of the animal's record is filed in the Foster file (this is in the left-most filing cabinet, top drawer). The computer record must be updated and the foster parent must complete the foster log.
- When the animal is returned to the shelter, the file hard copy moved back to the kennel file and the computer record is updated showing the animal is at the animal shelter.

Shelter Operations 000-22

[Enter effective date]

EXERCISE PLAN - DOGS

When removing a dog from the cage or run, always use a thick slip lead. Never use the clip end of a leash on the collar. Frightened animals may pull back when being walked, and they can easily slip out of the clip collar and run away. Leave an "I am being walked" notice on each kennel dog's cage to indicate that the dog will be back in kennels shortly. As you walk outside, keep the dog on a short leash and do not allow the dog to interact, sniff, touch noses, etc. with any other dog or person.

Only staff are allowed to walk court-hold animals.

Volunteers can walk adoptable dogs only.

Dogs that are indicated by the staff as being housebroken should be walked at least twice a day. Please keep poop bags with you and pick up any feces.

If a dog gets away from a staff person or volunteer, never chase the dog. Instead, alert the staff and encourage the dog to come back to you with soft voices and treats.

When a dog has been walked, please place a check mark next to the dog's kennel number on the dry erase board

Deposit the feces in the trash can.

Walk dogs in the designated area. Follow the protocols posted on the gate of the dog exercise area.

To reduce the spread or outbreak of infectious disease

Shelter Operations 000-23

[Enter effective date]

DOG FOOD PREP AREA

GENERAL

- Please keep this area clean and neat.
- If supplies of rawhides and biscuits run low, re-stock the area from the garage.
- Please do not leave open bags of dog food lying around. All opened food should be emptied into the plastic containers labeled "dog food" or "puppy food."
- Keep the tops tight on the food holders for adult and puppy food.
- When these food holding containers are empty, roll them over to the supply corner and re-fill with appropriate food type.
- Sweep up any spilled dog food after each feeding.

Shelter Operations 000-24

[Enter effective date]

WASHING THE DISHES

Note: bleach becomes inert after exposure to light and air, so yesterday's mixture is no longer effective.

Please mix up fresh cleaning solution first thing in the morning and set up 4 separate tubs.

- Fill the first wash tub with water and detergent.
- Fill the second wash tub with plain water for rinsing.
- Fill the third tub with a bleach mix: [enter how much bleach to water based on the amount of water the tub holds]
- Fill the last tub full with plain water for rinsing. (The rinse after bleach may also be performed under running water.
- When finished with the dishes, drain all the tubs.

Disinfecting Dishes:

- Clean any food particles from the dishes by wiping them out into the trash.
- Place dishes in the detergent solution and scrub completely with a green scrubbie (no sponges) inside and place the bowl in a clear water rinse:
- Place dishes in the bleach solution and leave for a minimum of 10 minutes.
- Place dishes in the rinse water and thoroughly rinsed under running water until there is no bleach residue.
- Stack dishes upside down so they can drain on the racks next to the dish area.
- When dishes are dry, take them back to the proper area: clean dish area for dogs and cats or the food prep area. Do this by the end of the day so there are clean dishes for the next day.

Shelter Operations- 000-25

[Enter effective date]

FELINE ENVIRONMENTAL ENRICHMENT:

Benefits of Enrichment for Cats and Kittens:

While kenneled in Healthy Hold (an average of two to five days), Isolation, or Quarantine, cats and kittens have limited handling contact, although they also have some interaction with people as staff and patrons walk through the area-- usually responding to the animals by talking to them. Many of these animals are high-energy and need outlets for mental and physical energy. Cats and kittens are usually more inclined than dogs and puppies to invent play with "found toys," even without a playmate.

Examples of Active Toys:

- hard, round plastic shower curtain rings, linked in pairs and attached to gate bars (high enough to encourage jumping and reaching)
- small rolling balls (with or without bells inside) to move around the cage floor and to hide under a towel -- a single shower curtain ring can also serve this purpose

Here are some basic health and safety requirements for cat toys:

- Toys must be easily and thoroughly able to be disinfected, or be disposable after single use. Disinfect toys before giving to another animal using the procedure used to disinfect dishes.
- Rolling toys must be too large to fit between cage bars.
- Any toys for kittens or cats must be safe; that is, of sturdy construction and appropriate materials so that cats cannot ingest toy parts or injure themselves with the toy or its components.

Providing a Secure Area:

Provide as needed a hiding area for cats, specifically for cats or kittens who appear frightened. Consider hanging a towel over the front of the cage to allow the cat to relax.

Shelter Operations- 000-26

[Enter effective date]

CANINE ENVIRONMENTAL ENRICHMENT:

Benefits of Canine Enrichment:

Enrichment helps dogs and puppies maintain their mental, physical, and emotional health so that they remain good adoption candidates and don't become behaviorally at risk.

Examples of Enrichment for Dogs and Puppies:

- Very hard rubber chewable toys. Kong toys, if the appropriate size is given to each dog, are too rigid to be chewed into pieces.
- In addition, volunteers should be encouraged to use "dog walk time" to its greatest advantage and as much more than simply the chance to eliminate.
- Individual exercise opportunities should average 15-20 minutes, including leash time, talking, petting, and interactive play. Active "people time" allows an outlet for mental AND physical energy through focused, interactive play.
- By focusing on a specific task (repeatedly returning a ball, Kong, or Frisbee; playing "hide-and-peek" with treats or toys, etc.), dogs are able to expel much more pent-up mental and physical energy in a limited amount of time and space. Therefore, they greatly reduce stress due to confinement, isolation, and boredom.

Here are some basic health and safety requirements for dog and puppy toys:

- Toys must be easily and thoroughly able to be disinfected, or be disposable after single use. Disinfect toys before giving to another animal using the procedure used to disinfect dishes.
- Toys must be of sturdy construction and appropriate materials so that they pose no danger if ingested or damaged.

Shelter operations 000-27

[Enter effective date]

LOST ANIMALS

It is the goal of the Salina Animal Shelter to return all strays entering the Shelter to their owners and to provide assistance to those who have lost pets or to individuals who have found animals. The Salina Animal Shelter defines reasonable attempts to contact the owner as:

- checking lost reports;
- checking found reports;
- checking newspaper ads;
- listing the animal on the website.

If the owner is known, reasonable attempts include phone calls, internet messages, and a certified return receipt letter to the last known address.

Holding Animals for Law Enforcement

The Salina Animal Shelter occasionally is asked to hold animals while their owners are being detained by law enforcement. It is critical that we get the following information from the Police or person delivering the animal:

- name and badge number of police person,
- name of owner,
- contact phone numbers of the owner,
- location of owner, any known relatives, etc.

Holding Period for Lost Animals

Office staff are to record the date each animal is available for release on the animal's record. The stray hold is [Enter your stray period].

Sick or Injured Stray Animals

The veterinarian will determine the correct treatment for the pet.

- If the pet is severely injured or ill, the veterinarian will determine if euthanasia is appropriate.
- Pets that, in the opinion of the veterinarian, are experiencing extreme pain or suffering, may be euthanized after the staff has exhausted reasonable efforts to contact the owner.
- If the pet is wearing identification, the veterinarian will determine appropriate treatment to make the pet comfortable while reasonable attempts are made to contact the owner.

The pet MUST BE HELD FOR AT LEAST 24 HOURS, as we attempt to track the owner. All attempts must be documented on the animal's computer record. If the animal cannot be kept calm or free of pain during this period or the animal is dying, a veterinarian must decide whether to euthanize the animal.

Matching Animals

The description of the animal, date lost or found, location where animal was lost or found, and any forms of identification are important factors used for matching animals. Our goal is to assist the person who is looking for their lost pet!

Taking a Lost Pet Report

- Ask the person if they have previously filled out a lost report.
 - If they have, ask them when (we keep reports for 30 days from the date of the report).
 - If they filled out a report within the last month, check to be sure the report is on file.
 - If the report is still active for that animal, escort the person through the shelter.
 - If their report has expired, they need to fill out a new report before they can be escorted through the shelter.
 - If the report is for a pit bull, ask the client/patron to stay in the front office while the client care staff takes the written report and walks through the shelter to see if there is a match.
- Only if the client care staff person feels there is a match will the person filing the report be escorted directly to the animal that may be a match.
- All reports must be reviewed by the client care staff or volunteer to ensure the information is clear, the description is clear and the contact information is complete.
- Explain to the patron they should visit the shelter every 3-4 days to check. We do check daily but there are many animals and sometimes descriptions do not match.
- Explain the stray hold period.
- Explain that their lost report will be held in our system for 30 days from the day it was filed.

- Give them the lost pet flyer that gives them information on how to keep checking for their pet.
- Encourage them to post flyers around their neighborhood and to ask the mailperson or paper delivery person to look for the lost pet too.
- The staff or volunteer who took the report will at this time check the found animal binder to see if there are any matches.
- When there is time, client care staff or trained volunteers should call people who have filed lost and found reports to see if they have found their animal or found the owner. Many times they forget to call us back.

Calls From Citizens Reporting Lost Animals

Any time an individual calls to report a lost animal, ask them to come to the shelter to complete a lost report. The shelter does not accept lost reports over the phone unless the person is handicapped or elderly and unable to come to the shelter.

Checking Lost Reports Daily

The client care supervisor will assign lost report checking to client care staff and/or trained volunteers so the duties can be spread out over more people. The following daily checks need to be made:

- Lost reports against found reports
- Lost reports against Shelter on hand animals
- On-hand animals against the Lost Pets section of the newspaper and Craigslist

These checks are done by walking through the shelter with the lost reports in front of you and looking at each animal to see if there is a possible match.

Shelter Operations 000- 28

[enter effective date]

FOUND ANIMALS

Animals with Traceable Identification

- The staff person who intakes the animal will enter all the information in the animal's record, and create a memo and HOLD in the record that you have started tracing the identification.
- That same person will start tracing the identification information to locate the owner (call the vet hospital to trace the tag even if it is long distance, call the owner listed on the ID tag, call the microchip company and find out the owner's information if it is available).
- Make notes in the animal's record that the attempts have been made and the result. i.e. contacted owner – current contact information, what the status is of being picked up, your name and date.
- If able to contact the owner, explain the fees, what our hours are, that the animal must leave the shelter in a carrier or on a collar and leash.
- If there is no response from the phone call or from an agreement by the owner to come in to reclaim the animals within 3 days of the initial contact, then a certified, return receipt letter must be sent mailed to the owner.
- A copy of the letter is kept in the front office in a 3-ring binder titled "certified letters."
- A note is made in the animals' record when the letter was mailed and when the return receipt is received.
- Only after the return of the receipt of letter has occurred can the animal be adopted, transferred, or euthanized.
- If the letter was never received and there is no return receipt after 25 days from when the certified letter was sent, we have taken reasonable steps to track down an owner, and the animal can legally be ours. Complete notes must be noted in the computer record and decisions can be made about adoption, transfer, or euthanasia.

- A copy of the letter must be attached to the hard copy of the cage card after disposition and kept on hand for one year.

Stray Animals

The person handling the intake of a stray animal brought to the Shelter by a citizen or Shelter personnel will promptly check:

- lost reports on file,
- lost reports from the [enter your local paper],
- Craigslist.com; and
- lost pets on Petfinder and Petharbor.

The animal computer record should reflect the date and time the animal was found, the initials of the employee, and the date lost reports were first checked.

Matching

The description of stray animals that have been brought to the Shelter by citizens or through the animal control department should be immediately cross-checked with lost animal reports.

If a match is made, owners should be **promptly** called and notified of the process involved for the release of the animal. Should the owner be unreachable by telephone, personnel will post a notice at the door of the residence.

- A Hold is put on the animal's record of a possible match and return to owner.
- A note is put on the cage card of the animal with the date and name of the staff person writing the information.
- The possible owner is provided the information or steps he/she must take to finalize the return to owner.

Office staff should educate citizens reporting lost animals about the benefits of spaying or neutering, the hazards of leaving animals outside unattended and the importance of identification.

Calls from Citizens Reporting Found Animals.

When individuals call or visit the Shelter to report a found animal, office staff will complete the appropriate form and obtain as much detailed information as possible.

Lost animal reports should be promptly checked.

- If a match is made, the person should be referred to the owner of the animal.
- If no match is made, office staff should encourage the person to bring the animal to the Shelter if he or she is unable to keep it and report the found animal to other local shelters, to post signs in the area the animal was found and to advertise in a local newspaper.

Processing Reports

Lost/found reports are kept in a current file until a match is made or 30 days after the report was filed. Staff and volunteers should call owners of lost animals and citizens reporting found animals on a frequent basis to see if they found their pet or found the owner as way to clear out reports and/or update the lost/found reports.

If animals are reunited with owners with Agency assistance, the lost/found reports are submitted to the Controller for adding to the membership mailing list. All other reports are transferred to a secondary file. Staff is responsible for re-checking the secondary file on a weekly basis.

Return to Owners: Proof of Ownership

Our mission is to GET THE ANIMAL HOME. Therefore the following guidelines have been put into place. Proof of ownership can be determined in many ways:

- ID tag, rabies tags or license tags
- Veterinary records
- Pictures
- Bill of sale
- Registration papers

If the above are lacking, take into consideration:

- Where the animal was lost compared to where found
- Zip code
- Description
- Coordinating dates
- How the animal reacts to the person
- Neighbors identification

You may also try:

- Calling the vet or the groomer
- A call to a neighbor or friend
- If all these fail a patron may put a finders hold on the animal.
- Notify your manager about all ownership disputes.

Animals are personal property and cannot be withheld from an owner without due cause.

Persons claiming a stray animal as their own must provide proof of ownership (see above). Pictures will be accepted only if they can show time, i.e. several pictures taken over time. Furthermore, pet owners may have to pay certain fees to reclaim the animal. If there are vet fees the owner will be responsible for those fees. The Director of Shelter Operations should have fees noted in the computer record in case an owner comes forth.

Impound

[Enter your impound fees]

- First offense, the impound fee is \$75.00 (\$25 is for rabies vaccination, and \$50 is the exclusive impound fee. If the owner can show proof of rabies, the impound fee is only \$50)
- Second offense is \$125.00
- Third offence is \$150.

Rabies Tags

[Enter your process for issuing rabies tags]

Boarding Fees

For each night a stray animal is housed at the Shelter, a boarding fee of [enter your daily fee here] per animal will be charged to the owner.

Owners of unsterilized pets are to be encouraged to spay or neuter their animals. Upon the approval of a supervisor, impound and boarding fees may be reduced if the owner purchases a spay/neuter certificate from the Shelter. The receipt should reflect the reason why fees are being reduced and be signed by a manager.

In cases where a stray animal is being returned to an owner and the animal entered the Shelter without identification, office staff should explain to the individual the importance of identification and encourage the person to purchase a tag. In addition, owners should be cautioned about leaving animals outside unattended.

Leashes and collars can be made available for a \$1 fee to send the animal out the door with a collar.

Cats should be placed in a cardboard carrier to ensure they make it home safely.

Shelter Operations- 000-30

[Enter effective date]

EUTHANASIA DECISIONS

We are an “open-admission” shelter, which means that every companion animal in need of shelter and care is welcome here. We offer all animals a refuge, regardless of whether we believe that animal is adoptable. We are dedicated to preventing animal suffering and cruelty and to providing quality care for every animal.

Humane euthanasia of animals - a practice acknowledged by most animal protection organizations as an acceptable means for alleviating or preventing suffering – is still necessary due to the surplus of animals received at our shelter and those in the surrounding communities. Euthanasia is not a decision we take lightly, but one we must make nonetheless.

We sincerely wish that every animal that comes to us could be adopted to a caring, responsible home. Unfortunately, there aren't enough quality homes for placement. We evaluate the health and temperament of each animal on an individual basis. We use our experience and protocol to evaluate an animal's needs and balance those needs with the greater good of the animal population in our care. Since euthanasia is the final act of kindness that can be shown to an animal, it is the policy of the [Enter your shelter's name] that animals be handled with respect and sensitivity and protected from stress, fear, discomfort, and pain.

Each animal who comes to us is evaluated in entirety; taking into account both behavior and medical conditions. Euthanasia must be considered:

- When an animal is felt to be suffering mentally, emotionally or physically with a poor prognosis, protracted painful recovery, or incurable illness
- When an animal is deemed to pose an unacceptable danger to other animals, itself, or the public

We also recognize the adoptability of animals in shelters may be impacted by:

- temperament
- previous history, age, breed, health
- ability to cope with kennel stress
- space, time of year
- foster care resources, human resources, budget
- personal attachments by staff and volunteers
- requirements ordered by the courts or Animal Control

Our evaluation process assesses an animal's behavior, temperament and health. The evaluation process is a tool to help the Director of Shelter Operations, Kennel Manager, Veterinarian and Behavior Manager assess an animal's behavior and health. This information is used to determine if an animal is healthy, treatable, or unhealthy/untreatable:

- Animals that rate high in the evaluation are healthy and adoptable.
- Treatable animals may be borderline but could respond with treatment.
- Unhealthy animals are clearly sick or are unsafe for the community.

Animals may display behavior patterns or have physical conditions that would make them difficult to care for at the shelter or in a home environment. Some animals may be dangerous to people or other animals and it would be not be in the best interest of [Enter your shelter's name] or the community to place such animals.

Information from the behavior and health evaluations is included in the decision making process. Management reviews euthanasia decisions daily. When there are conflicts about a euthanasia decision, the management team will review the case and make a final decision. Staff members must bring questions about euthanasia decisions directly to the Director of Shelter Operations.

Evaluators clearly document the specific reasons for euthanasia decisions based on the language used in the guideline. All animals slated for euthanasia will be scanned for a microchip and checked for a tattoo. If the animal is a stray, a final search will be conducted in lost animal reports.

THE DECISION MAKERS

Daily Walk-Through Process

The kennel supervisor, and/or the Director of Shelter Operations, in consultation with the veterinarian if necessary, walk through the shelter daily to select animals for possible euthanasia, taking into account the animal's health, behavior assessment, "holds", and adoptability.

During this walk through the shelter each afternoon animals are evaluated.

- If an animal is sick or it is showing signs of an oncoming illness, the animal is moved to the isolation area for that species, notations are made on an animal's kennel card and in the computer record as to the type of illness and its severity.
- If the animal is treatable with medication, therapy will be offered and documented by the veterinarian.

- If an animal's illness is contagious (i.e. it may infect the entire kennel or human health) or if the animal is suffering, the veterinarian may authorize euthanasia and note accordingly.
- Animals with clinical signs and a positive Parvo snap test are immediately euthanized.

NOTE: Although an animal may be considered for euthanasia, if euthanasia is not immediate and the animal can be kept comfortable, the animal is still given medications to increase his or her comfort and reduce pain.

Alternatives

Alternative options will always be reasonably explored for animals initially accepted for adoption but that fail to continue to meet the criteria for adoptability. Some examples of options to pursue include cooperating with other placement facilities and assisting with appropriate foster care. The shelter works with many reputable breed placement partners who may also be able to assist.

Pre-euthanasia Checklist.

- This checklist is then checked against lost reports on file.
- Pull files for any animals in the adoption area who are on the checklist, and clip these files to the checklist.
- The checklist with any file attachments is given to the Director of Operations for final approval.
 - The DO pulls up the computer record and ensures that the checks the animal against lost reports, adoption applications, special holds, etc., to ensure then animal can be euthanized and no mistakes are being made.
 - The DO then creates a memo that says "approved and scheduled for E and D"
 - The checklist is complete when it is approved, signed, and dated by the DO.
 - Any animals on the list currently in the adoption area must then moved to the back to ensure no mistake is made. The DO should do this at the time the list is approved.

CRITERIA FOR EVALUATING ANIMALS FOR EUTHANASIA

It is critical for staff and volunteers who do not make euthanasia decisions to understand the pain, emotion, and guilt associated with this role. The decision-makers face a difficult task, and their selections must be respected, even if they are different from your own.

We strive to be compassionate, fair, and professional as we accept the responsibility for managing the thousands of homeless animals that enter our shelter each year. Making euthanasia decisions is difficult and emotional for those who must choose.

Determinations regarding some animals are clearer than others. To assist the staff who must perform that role, criteria are listed below that may help in those grueling moments.

Stray Animals

Strays are kept for 5 days before we can make the decision to place the animal up for adoption, or consider euthanasia. However, if the animal is suffering due to severe injury or illness, the animal may be euthanized before hold period ends with a veterinarian's approval. Records must be clearly noted with the medical reasons for euthanasia. (See next page for the full policy.)

If the animal is neither ill nor claimed, he or she can be considered for adoption, transfer to partner shelter, remain at the shelter, or euthanized on the sixth day.

Owner-surrendered Animals

The Shelter will euthanize animals of citizens requesting this service. There may be occasions when a pet owner requests euthanasia but the staff member receiving the animal feels that it is adoptable. The employee may discuss this with the owner and may consult a supervisor. If the owner remains adamant, the animal should be euthanized.

Purebred Animals

Because many breeds have rescue groups, purebreds are not to be euthanized without first attempting to place the animal in rescue. All efforts must be exhausted before euthanizing these animals. However, if the animal is aggressive or ill, he or she may be euthanized without consulting rescue.

Illness or Injury

Animals can be considered for euthanasia if:

- their injuries or illness is untreatable
- treatment is cost prohibitive for the average person (i.e. severely broken bones, broken backs, and extensive burns)
- keeping the animal alive would result in pain or a poor quality-of-life

Other circumstances may also affect euthanasia decisions:

- If a veterinarian has noted that an animal has a serious illness, that animal is to be selected for euthanasia over a healthy animal.
- If an animal is suffering, euthanasia is to be performed on the same day. The kennel staff must advise the veterinarians immediately of any sick, injured, or suffering animal.
- If the animal has an injury or condition that is painful but not life-threatening, he or she is to be medicated to relieve the pain. However, if evaluating for space reasons, injury or illness may be considered a reason for euthanasia.
- Owner-requested euthanasia will be performed immediately.

Stray Animals Euthanized before Stray Period or Brought in Dead on Arrival (DOA).

When an animal is euthanized before the stray period expires, communicate this information to the front office in case any owner comes in looking for that animal.

In addition:

- Update the euthanized animal's computer record.
- Copy the intake form with the reason the euthanasia was performed, and obtain a Polaroid picture of the animal. Take these to the client care office and placed them in the 3-ring binder labeled "STRAY EUTHANASIA/DOA".

It is the responsibility of the person actually performing the euthanasia to take the picture and make the copy of the intake and bring it to the client care office. Since only the staff veterinarian can authorize the euthanasia of a stray animal still in the stray period, the veterinarian or those directed by that person are responsible for following through the process.

If the animal is taken to an emergency clinic and euthanized at the clinic, it is the responsibility of the animal control officer to take the picture and make the copy of the form and bring it to the binder in client care.

- Bag the animal and place the bag in the Freezer with a HOLD sign filled out and taped to the bag. This will prevent the animal from being picked up by the crematory service until the stray period is over.

Any DOA's picked up are handled in the same manner.

The STRAY EUTHANASIA/DOA binder should be reviewed daily by client care staff against any lost reports filed in addition to the shelter inventory. After the stray hold has expired, the intake form and photo can be discarded.

Animals in Adoption Area

Euthanasia decisions must be made when there are animals in the healthy hold area of the shelter who are adoption candidates and need to move to adoption. Animals who have been in the adoption area who may fall in one of these categories may need to be considered for euthanasia:

- Dogs whose behavior is becoming worse: i.e. leaping up, trying to escape, trying to bite, and charging the gate.
- Dogs who have been up for adoption for weeks/months with no interest and are becoming lethargic, aggressive, or barrier aggressive.

Aggressive Animals

Any animal regardless of its size, sex, or breed who is known to be aggressive or exhibits signs of aggression towards people or other animals may be euthanized. Determination of aggression can be made from past history, day-to-day interaction with the staff and volunteers, and through a behavior evaluation using Meet Your Match® SAFER™.

Aggression includes:

- defensive and threatening behaviors
- actual attacks
- lunging at humans
- baring teeth
- exhibiting other characteristics that may make it a poor family companion for the average adopter

Generally, cats need more time to adjust to the surroundings and noises. They should be placed in a quiet cage, with the front covered with a towel, and then re-evaluated after they have been given time to relax.

Wildlife

Generally, most wildlife comes to us injured, and rehabilitation is not possible or extremely difficult or stressful for the animal. If the veterinarian feels the animal (other than raccoons) can be rehabilitated, a licensed wildlife rehabilitation facility or rehabilitator is located.

Holding Times

Individual animals may be marked “Do not E&D” which means that animal cannot be euthanized without permission from the Executive Director or the person who asked for the animal to be held. Holding animals makes euthanasia decisions extremely difficult. It is important to understand that if one dog is held, another is euthanized in its place.

If “do not E&D” is placed on the animal’s record, it must also contain the full name of the staff person who placed the hold.

Below are standard holding times:

Rescue	Animals may be held for 14 days after contacting rescue, but every attempt must be made to move the animal immediately.
Off-site Adoption Days	Off-site adoption days are generally held on Saturdays. If animals do not get adopted and come back to the shelter, they will be held until the following Monday (9 days) before being euthanized.
Pet-of-the-Week	A date on top of the paperwork is the ending period for holding.

Summary

Euthanasia is an emotional and heart-wrenching process for those involved. It’s a decision no one wants to make or carry out. But, we also know there isn’t another option unless the animals are housed indefinitely in a cage or kennel off-premises. Quality-of-life is our guiding principle. We don’t believe in warehousing animals for the sake of saving their lives.

We hope there will be a day when healthy animals are no longer euthanized for space or lack of homes. Our educational and veterinary programs are attacking the problems at the source with aggressive spay/neuter, education, and adoption programs. Until that time comes, we have assumed the responsibility of humanely euthanizing those animals that have found no home.

Shelter Operations- 000-31

[Enter effective date]

EUTHANASIA TECHNICAL PROCEDURES

Shelter Operations- 000-32
[Enter effective date]

SAFETY RULES

PERSONAL SAFETY

Following these common sense rules will help prevent many accidents.

- **Report all injuries**, no matter how slight, to your supervisor.
- All Operations personnel and administrative persons working with animals are required to purchase and wear **skid-** or **slip-** resistant shoes.
- Do not attempt to lift/push objects or animals that are too heavy--ask for help. Bend at the knees and hips and lift with your legs. Adjustable tables should be lowered to the floor for animals weighing over 75 lbs., or for any employee unable to lift an animal onto a table.
- Identify and remember the location of fire extinguishers, fire alarm pull boxes, and emergency exits. NEVER block these areas with materials or equipment. Keep floors and aisles free of debris at all times.
- Use personal protective equipment as described below:
 - Goggles, safety glasses, gloves must be worn when working with chemicals (quaternary ammonia, degreaser, etc.) or while performing or holding for euthanasia.
 - Safety glasses are also to be worn when preparing rabies specimens.
 - Maintenance staff will wear customary safety equipment when performing applicable tasks.
 - Ear protection is provided and should be worn when working in Dog Holding, Kennels, or any other high noise area.
- Horseplay is prohibited.
- Seat belts are to be worn at all times when driving on business, whether in agency vehicles or personal automobiles.
- When restraining animals over 60 lbs. seek assistance if necessary. (See the Animal Handling SOP for detailed instructions.)
- Any person known or observed to be under the apparent influence of drugs or alcohol will not be allowed to work, and will be subject to discipline, up to and including termination.
- Any person willfully violating safety procedures and/or endangering the safety of other employees will be subject to discipline, up to and including termination.

HOUSEKEEPING AND CLEANING

- All employees are responsible for maintaining the general orderliness and cleanliness of their work areas. Keep floors and aisles free of debris at all times. Housekeeping is an important part of maintaining a safe work environment. It reduces the spread of disease harbored by clutter and waste and eliminates tripping and falling hazards.
- Do not eat, drink, smoke, apply cosmetics, or store food in areas where animals are handled. These practices encourage the spread of disease.
- ALWAYS wash your hands in between handling animals to minimize the transmission of disease, and after handling chemicals to avoid potential allergic reactions.

- Non-hazardous spills are to be cleaned up promptly, and a “**Wet Floor/Caution**” sign placed in the area until the floor is dry. Aisles should be kept clear at all times.

HAZARDS AND HAZARDOUS SUBSTANCES

- Report all hazards to a supervisor immediately.
- Only properly trained employees are to undertake any repair work involving electrical equipment.
- Do not overload outlets.
- Know the safety precautions for each chemical BEFORE you use it. The Material Safety Data Sheets (MSDS) sheets can be found in the outside Information Central.
- Refer to the Hazard Communication Program SOP for more specific policies for dealing with workplace hazards.

Shelter Operations- 000-33 [Effective Date]

ANIMAL HANDLING SAFETY

This information is a general overview of safe animal handling practices. **It is not intended to replace actual safe animal handling training conducted by the behavior department.** When handling animals, be sure to:

- take your time,
- don't over stimulate the animal, and
- remember that the animal may *perceive* a threat, even though you do not intend to threaten.

If you do not feel comfortable handling an animal, DON'T!! Get a supervisor to help you--don't risk getting dragged, scratched, or bitten!

CATS

- When removing a cat from a kennel, be sure to get the cat's attention before opening the gate.
- Allow the cat to check out your fingers before you pick it up. The cat should come to you, not the other way around. Talk to the cat calmly and softly to avoid over-stimulating the cat.
- When handling a cat, control the head and neck at all times. Hold the cat firmly—left hand controlling the head and neck, right elbow supporting/gripping the hindquarters, right hand controlling the front paws. Take a moment to readjust your grip if you need to. Keep the cat's face away from other cats. (You can reverse this procedure if you are left-handed.)
- Always use a carrier to transport the cat more than a few feet.
- Watch for signs of stress/fear--enlarged pupils, thrashing tail, growling, hissing, and attempting to hide or escape. If these signs appear, carefully remove the cat from the source of stress--out of the visiting room or into a less stressful kennel.
- If a cat is fearful, do not make direct eye contact. Approach the cat at his or her level. Do not reach over the cat's head. Move slowly because rushing the cat only adds more stress, leading to unpredictable behavior and increasing the likelihood of injury.

DOGS

- When removing a dog from a kennel, distract the dog, and enter the kennel with your leash ready.
- Attempting to “noose” a dog through the gap in the gate can lead to an escape by the dog.
- Approach the dog from the side. Do not attempt to “noose” it over the top of its head, as this will only intimidate the dog. If the dog has a kennel mate, remove the kennel mate from the kennel if he or she is making it difficult to get the dog you need. Talk calmly to the dog to avoid over-stimulating him or her.
- When moving the dog, keep the dog away from other kennels, and break his or her line of vision. Use proper leash techniques, looping the handle of the leash over your thumb and across your palm (like a joystick). Keep the leash short, bend your arms and knees and use both hands for better control.

- Only small dogs and puppies should be carried, and then only as you carry a cat. Carrying a dog like a baby is not permitted. If the dog won't move on the leash, coax the dog by moving in front and down low. Dragging a dog is never permitted.
- Watch for signs of stress/fear:
 - ears back,
 - hackles raised, tail down,
 - dilated pupils,
 - lifted lip,
 - submissive posture,
 - growling, snarling, barking, or lunging.

If these signs appear, remove the dog from the source of the stress--out of the visiting room, away from other animals, or into a less stressful kennel.

- If a dog is fearful, do not make direct eye contact. Approach the dog at his or her level. Do not reach over the dog's head. Move slowly because rushing the dog only adds more stress, leading to unpredictable behavior and increasing the likelihood of injury.

WITH ANY ANIMAL

- Inform a supervisor immediately if an animal is displaying signs of aggression and/or may be a threat to other animals or people.
- Wear protective gloves, long-sleeved shirts, and shoes with closed toes (no sandals) to reduce the degree of injury from bites and scratches.
- **If you have questions, ask a supervisor. If you feel uncomfortable handling an animal,**
- **DON'T!**

Shelter Operations 000- 34
[Enter effective dates]

RESTRAINT OF ANIMALS

It is the goal of [enter your shelter name] to treat all animals as humanely as possible. We expect everyone to use the least amount of restraint necessary to both secure the animal and protect the staff and volunteers. The following policies for restraint, from least to most restraint, are the only ones that are appropriate to use:

- All staff must have a slip leash on their belt at all times.
- Pick up and carry or place the animal in an appropriate sized carrier. No dragging, ever.
- If necessary, use a leash muzzle wrap when picking up an animal.
- Frightened dogs or cats that try to bite or are fearful can be safely and humanely moved by wrapping the animal in a heavy blanket or towel and carrying the animal to the run or cage.
- When lifting animals, work in teams of two. Both people lift the animal : one supports the animal's weight and the other controls the animal's head.
- Use control poles only when absolutely necessary and only by staff who are properly trained on their use. Do not use control poles on cats.
- Use cat nets only when handling fractious cats.
- Transport all cats in transfer cages covered by a towel to minimize stress. Never hold cats in your arms to transport from room to room.
- Use the feral cat box to transport feral cats for surgery or euthanasia, and then transfer the cat to a squeeze cage where the drugs are administered. While the cat is in the squeeze cage it will be covered with a towel to minimize the stress for the cat.

Shelter Operations- 000-35
[Enter effective date]

APPROACHING FEARFUL KENNELED ANIMALS

When approaching a fearful animal, you should make every effort to be as non-threatening as possible. Remember that a caged animal may not show you signs of fear until it feels cornered (i.e. when you close off the only visible exit path).

Consider your purpose: Are you evaluating the animal, attempting socialization, or trying to catch the animal to move and/or treat it?...and only approach as close as is absolutely necessary.

- **Remember that the animal may PERCEIVE a threat**, even though you do not intend to threaten.
- **Move slowly and deliberately.** Quick, sudden, or tentative movements may produce more fearful reactions. Be sure that the animal sees you.
- **Do not make direct eye contact.** While you obviously need to watch where you are going and what you are doing, direct eye contact is very intimidating and threatening to the animal. Look to the side, above the head, or toward the floor.
- **Approach at the animal's level.** Even if you are not a very large person, you are taller than the animal and may seem to loom over it. Crouch down (bending at the knees) or kneel or sit on the floor; you should be stable in whatever position you choose. (When working with higher cages, try to bring your hand in from the bottom, rather than the top, of the cage.)
- **Do not reach over the animal's head.** Reach out and touch under the chest or chin, or behind and under the ears, rather than over the head. Allow the animal to sniff your fingers first if he wants to investigate you. (Cats will generally "tell" you where they prefer your finger to touch them; the jawbone is often selected!)

Rushing an animal increases stress for the animal and the situation. Increased stress means more unpredictable circumstances, which lead to dangerous situations.

Shelter Operations 000- 36
[Enter effective date]

SECURITY OF CONTROLLED SUBSTANCES

Controlled substances

- All controlled substances, needles and syringes are to be kept securely locked and should never be accessible to the public or any unauthorized persons.
- Only staff members who have been adequately trained to use such supplies will have access to them.
- Drugs are kept under lock and key in the medical treatment room and only trained employees should have access to the key.
- No controlled substance is to be removed from the Shelter.

Recordkeeping

- Each time any amount of a controlled substance is used it must be completely and accurately documented in a bound book with numbered pages kept in the medical treatment room.
- The following information must be documented according to the Drug Enforcement Agency: date, animal's intake number, and description of animal, weight, amount used, balance remaining, technician, assistant and (if appropriate) reason for euthanasia (e.g., health, age, behavior). The animal's record should be updated to record the date of and reason for euthanasia, weight of animal, the type and amount of controlled substance used, and the technician's initials.
- Immediately report any discrepancy in the drug balance to the kennel supervisor, the lead veterinarian, operations director, or the executive director.

- The supervisor will conduct daily checks of this book to ensure proper accounting of the substance is being followed.

Inventory.

- All controlled drugs must be carefully inventoried.
- The general supply of drugs are locked in the main supply drug safe, and only managerial employees have the combination to the safe.
- Each time a shipment of a controlled drug is received, it should be immediately placed in the safe and the appropriate paperwork completed, to include matching the invoice with the order slip.
- Each bottle should be numbered in sequential order to allow for extra accounting oversight.
- A bound book is kept in the main supply safe listing the type and amount of each controlled drug within.
- Each time a drug is removed from the safe, the person taking the drug is to mark it in the book and then re-count the bottles and provide that tally in the log book. This helps keep the inventory accurate.
- Under no circumstances should a page be removed from the book. If a mistake is made, a thin line should be drawn through the error with the necessary correction being made and initialed.
- Any time the supply safe is opened, either to add drugs from a shipment or to remove a bottle the process must be witnessed by another staff person. The witness should sign the inventory book along with the person removing the drugs.
- All entries should be made in ink, and no entry should be erased or completely obliterated. Any discrepancy should be immediately reported.
- A complete inventory should be conducted twice annually and kept in the file, to be provided to any inspecting agent.

Shelter Operations- 000-37

[enter effective date]

HAZARD COMMUNICATION PROGRAM

Material Safety Data Sheets (MSDS)

The [enter your agency name] does not expect its employees to use a chemical that does not have a MSDS to explain the hazards and safety precautions that should be used with the chemical.

The Director of Shelter Operations will be responsible for obtaining MSDS for each new chemical used at the facility. If a MSDS is not delivered with the first shipment of a new chemical, the Director of Shelter Operations will call the company providing the service and request an MSDS to be faxed over immediately.

The Director of Shelter Operations will also maintain hard copies of each MSDS in a the MSDS folder hanging at Information Central outside the staff/volunteer break room, a place accessible to all employees at all times.

Container Labeling

Each department manager is responsible for checking arriving containers in their department to verify that they are appropriately labeled. If a container is not labeled, the department manager will obtain a label from the kennel manager for the chemical immediately.

Any container with a worn or missing label needs to be brought to the kennel manager who will then label the container before it goes back into use. The kennel manager is also responsible for ensuring that "in-facility" containers are labeled.

Hazards in Unlabeled Pipes

All pipes that are accessible to the public or employees will be labeled with their contents.

Non-Routine Tasks

Before any employee engages in a non-routine task the employee shall consult the SOP for that particular task.

Information Exchange with Other Employees

The [enter your agency name] will verbally give the information on where our MSDS are located to each employee.

Employee Training and Information

Hazard Communication Training for employees will be given at the time of initial assignment, twice a year, and whenever a new hazard is introduced. Training will include the following:

- The nature of hazards posed by chemicals in the workplace.
- Right to Know
- Measures that employees can take to protect themselves from these hazards.
- Instructions on work practices, personal protection equipment, and any special procedures to be followed in an emergency.
- An explanation of the hazard communication program, including information on labeling and MSDS.

Shelter Operation -000-38

[Enter effective date]

CONTINGENCY PLAN

1. Animal Sheltering:

1. Pre-event

- a. Currently the Salina Animal Shelter serves as the only animal shelter in Saline County. The facility has an operating capacity for 44 cats and 52 dogs. There is also the capacity to house small mammals, reptiles and birds on-site. The capacity for dogs and cats can be increased to 60 cats and 100 dogs with the added use of pet taxis, portable kennels, and by closing the guillotines in the dog kennels. The Salina Animal Shelter does not have the resources to shelter pet fish, and this will not be provided by this facility in the event of a disaster.
- b. The Saline County Emergency Management will coordinate with the Animal Services Manager, who is the director of operations for the Salina Animal Shelter. For planning purposes, the below table represents an estimated number of pets that may require sheltering services during disaster situations:

Animal	Multiplier	# of Households	Total Estimate
Dogs	0.534	19391	10,355
Cats	0.598	19391	11,598
Birds	0.126	19391	2,443
Rabbits & Ferrets	0.023	19391	446
Rodents	0.023	19391	446
Reptiles	0.015	19391	291
Fish	0.063	19391	1,222

2. Animal Shelter Operation:

1. Animal Shelter operations will be held in their current building located at 329 N. 2nd Street Salina, Kansas. In the event the Salina Animal Shelter is over-burdened or unserviceable, the county fairgrounds can be used, including the 4H building. There is ample space, for animals to be sheltered at that location, but many less resources than the Salina Animal Shelter has.
2. The Salina Animal Shelter Response Team, with assistance from the Kansas State Animal Response Team, will provide shelter and care for dislocated animals. Service animals are allowed in shelters and necessary supplies/support will be arranged as needed.
3. Brown Mackie Vet Tech Program can provide housing and veterinary assistance. Local boarding facilities and Veterinarian's will board animals that have known owners, but not stray animals. Initially if the number of affected animals is immense any animals that are the property of the City will be euthanized to make space for owned animals on stray hold.

4. All newly found animals will be funneled through one main building. Ideally the Salina Animal Shelter will function as the intake building and only after animals have been photographed, micro chipped and documented can they be transferred to additional boarding locations. All of the animals found as strays are uploaded to the internet with a photograph of the animal and the location it was found.
5. All reasonable efforts will be made to board animals that have known owners as long as possible until the owners can reclaim the animal. Animals that are not claimed within a pre-determined time-frame will be assumed abandoned and transferred to other network facilities such as Boulder, Colorado. Some owners will surrender ownership of an animal because of the burden the disaster has placed upon them, and these will be transferred at the earliest convenience. Animals will not be available for adoption until a time that the community can regain a sustainable approach to the housing of the animals left abandoned. The Salina Animal Shelter will focus on the re-uniting of animals with owners and the transfer of unwanted animals out of the state.

Co-Habitation Sheltering:

0. Service animals will be allowed in human sheltering.
1. A co-habitation shelter will work in accordance with American Red Cross protocols. If not possible, the animal and human shelters will be in communication with each other. It should be emphasized that the animal owner maintains responsibility for their animals at the shelter. They will be cared for and cleaned up after by the owner.

TELEPHONE INTERACTION

Telephone etiquette is important for establishing good community relations. In addition, the information line voice-mail system provides important information to individuals needing assistance with animal-related problems.

Answering Calls

All incoming calls will be answered with the following greeting: Hello, [Enter your shelter's name], this is {say your name}, how may I help you?

If You Must Place a Caller on Hold

Answer as follows: "The [Enter your shelter's name], this is {say your name} do you have an animal emergency?" Wait for a response, in case the caller has an animal emergency, and then ask "may I place you on hold?"

Don't let callers linger on hold. Offer to take a message, or suggest a time to call back when they are more likely to reach the person they need or when staff will be available to assist them.

Shelter Operations 0000-39
[enter effective date]

MEDIA CONTACTS

If you are contacted by a reporter or representative of any TV, radio, newspaper, or magazine reporters, or by other media reps, you need to direct him or her to the Executive Director.

EXPENSES

BUDGETED FUNDS FROM GENERAL FUND

ORG	OBJ	Animal Shelter	REVISED BUDGET	YTD EXPENDED	AVAILABLE BUDGET
1006400	6000	FT-Salarie	245,000.00	241,745.72	3,254.28
1006400	6006	PT-Salarie	15,000.00	10,012.26	4,987.74
1006400	6014	OT- Regula	10,000.00	15,241.17	-5,241.17
1006400	6018	Longevity	2,100.00	532.00	1,568.00
1006400	6100	Unemployme	400.00	392.52	7.48
1006400	6110	Social Sec	16,500.00	16,196.94	303.06
1006400	6120	Medicare	3,500.00	3,788.00	-288.00
1006400	6130	Life Insur	370.00	417.80	-47.80
1006400	6150	Kpers	21,000.00	22,514.45	-1,514.45
1006400	6160	Health Ins	47,500.00	35,758.00	11,742.00
1006400	6200	Workmen's	3,150.00	3,150.00	0.00
1006400	7000	Office Sup	6,500.00	6,868.21	-368.21
1006400	7040	Plumbing S	2,500.00	297.15	2,202.85
1006400	7080	Electrical	2,000.00	1,223.10	776.90
1006400	7085	Janitorial	8,000.00	7,094.34	905.66
1006400	7120	Gas & Oil	7,800.00	9,111.38	-1,311.38
1006400	7165	Maint. Sup	6,000.00	6,428.92	-428.92
1006400	7325	Wearing Ap	3,000.00	3,093.77	-93.77
1006400	7610	Other Oper	10,000.00	10,129.55	-129.55
1006400	7645	Other Oper	35,000.00	35,360.60	-360.60
1006400	8150	Sales Tax	0.00	0.00	0.00
1006400	8190	Other Prof	500.00	645.35	-145.35
1006400	8215	Telephone	4,800.00	7,323.47	-2,523.47
1006400	8220	Cell Phone	1,500.00	1,025.00	475.00
1006400	8230	Gas Servic	10,000.00	10,469.78	-469.78
1006400	8245	Solid Wast	2,500.00	1,352.00	1,148.00
1006400	8260	Light & Po	21,000.00	21,007.58	-7.58
1006400	8310	Postage	4,000.00	4,571.12	-571.12
1006400	8315	Employee D	6,000.00	7,576.28	-1,576.28
1006400	8340	Dues	450.00	550.00	-100.00
1006400	8385	Rpr-Heatin	4,000.00	1,917.25	2,082.75

1006400	8395	Rpr-Buildi	16,000.00	14,567.08	1,432.92
1006400	8425	Rpr-Equipm	9,000.00	6,443.11	2,556.89
1006400	8450	Credit Car	5,500.00	2,250.35	3,249.65
1006400	8525	Refunds	2,500.00	940.65	1,559.35
1006400	8550	Other Cont	60,000.00	81,669.74	-21,669.74
1006400	9000	Office Equ	3,000.00	3,334.06	-334.06
1006400	9035	Other Equi	3,500.00	3,517.67	-17.67
		Expense Total	599,570.00	598,516.37	1,053.63

ORG	OBJ	ACCOUNT DESCRIPTION	received 2015	Expended 2015	Received 2016	Expended 2016	Received 2017
6106400	7616	Grant Funding	75,000	45,000.00	100,000	109,810.64	75,000.00
6106400	7630	General donations	79589	0	135,805.00	0	107,321.00
6106400	7632	Dog Park Donations	375	366	1,155.00	82553	811.00
		public spay/neuter	0	0	0.00	0	385.00
		Expense Total	154,964.00	45,366.00	236,960.00	192,363.64	183,517.00

REVENUE CONTRIBUTED TO GENERAL FUND

	2015	2016	2017
License Fees	\$ 46,324.00	\$ 49,572.00	\$ 46,520.00
Adoption Fees	\$ 76,038.00	\$ 73,801.00	\$ 75,298.00
Own Crem Fees	\$ 15,620.00	\$ 20,075.00	\$ 16,535.00
Request Fees	\$ 1,100.00	\$ 857.00	\$ 480.00
Microchip Fees	\$ 2,640.00	\$ 2,440.00	\$ 1,701.00
Surrender Fees	\$ 1,361.00	\$ 2,017.00	\$ 1,371.00
Permit Fees	\$ 1,912.00	\$ 1,971.00	\$ 2,115.00
Board Fees	\$ 6,325.00	\$ 6,180.00	\$ 5,933.00
Impound Fees	\$ 12,350.00	\$ 15,233.00	\$ 13,410.00
retail	\$ 123.00	\$ 2,452.00	\$ 736.00
Vet Trip Fees	\$ 1,500.00	\$ 1,340.00	\$ 1,280.00
Vet Crem Fees	\$ 24,900.00	\$ 30,750.00	\$ 24,375.00
Vet Removal Fees	\$ 1,275.00	\$ 1,280.00	\$ 870.00
	\$ 191,468.00	\$ 207,968.00	\$ 190,624.00

Expended 2017
93682.56
33589.46
17915.47
0
145187.49

F/T Employee	Position	Length of Stay	Date of Departure	Assumed Reason for Departure	Comments
Jane Trostle	ACO	7 years	July 2016	[REDACTED]	[REDACTED]
Garret Jensen	ACO	2 years	May 2015	[REDACTED]	[REDACTED]
Brad Whelchel	ACO	2.5 years	August 2015	[REDACTED]	[REDACTED]
Thomas Goffrier	ACO	6 months	January 2016	[REDACTED]	[REDACTED]
James Jones	ACO	15 months	May 2016	[REDACTED]	[REDACTED]
Casey Collier	ACO	2 months	April 2016	[REDACTED]	[REDACTED]
Ricky Larson	ACO	2 months	September 2016	[REDACTED]	[REDACTED]
Danny Porter	Assistant Manager	25 years	June 2017	[REDACTED]	[REDACTED]
Annette Cox	Kennel Tech	19 years	June 2017	[REDACTED]	[REDACTED]
Kyala Burton	ACO	2 years	March 2018	[REDACTED]	[REDACTED]

Controlled Substance Report: Euthanasia

Attachment E

Print Date Wednesday, July 25, 2018

Substance	All
Animal Type	All
Container	All
Start Date	1/1/2018 12:00 AM
End Date	7/25/2018 11:59 PM

<u>Animal#</u>	<u>ARN#</u>	<u>Species</u>	<u>Performed By</u>	<u>Euth Date/Time</u>	<u>Amount Used</u>	<u>IV</u>	<u>IC</u>	<u>IP</u>	<u>Amount Wasted</u>	<u>Body Weight</u>
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Fatal-Plus Solution

Container#: <unspecified>

Total Container#: <unspecified>	48.50 cc	0.00 cc	78.50 pound
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Container#: 531

Total Container#: 531	7.00 mL	0.00 mL	0.00
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Container#: 543

Total Container#: 543	17.50 cc	0.00 cc	66.00
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Container#: 544

A22977754	Dog	Sebastian Baeza	2/14/2018 1:05 PM	6.00 cc			0.00 cc	39.80 pound
A36567182	Dog	Lisa Faulhaber	5/31/2018 10:43 AM	8.00 cc			0.00 cc	84.00 pound
A36864587	Dog	Vanessa Cowie	3/2/2018 5:40 PM	4.60 cc			0.00 cc	40.00 pound
A37400106	Dog	Brandon Sokol	6/13/2018 6:42 PM	7.00 cc	IV		0.00 cc	0.00
A37844627	Dog	Brandon Sokol	3/3/2018 8:23 AM	5.00 cc			0.00 cc	0.00
A37856765	Rabbit	Sebastian Baeza	2/15/2018 2:36 PM	1.00 cc			0.00 cc	0.00
A37871641	Parakeet	Brandon Sokol	2/17/2018 2:17 PM	0.50 cc	IV		0.00 cc	0.00
A37935848	Chicken	Brittany Unruh	2/26/2018 5:40 PM	1.00 cc			0.00 cc	0.00
A37935852	Chicken	Brittany Unruh	2/26/2018 5:41 PM	1.00 cc			0.00 cc	0.00
A37935855	Chicken	Brittany Unruh	2/26/2018 5:42 PM	1.00 cc			0.00 cc	0.00
A37935865	Chicken	Brittany Unruh	2/26/2018 5:43 PM	2.00 cc			0.00 cc	0.00
A37948120	Cat	Kyala Newbanks	3/5/2018 1:04 PM	1.50 cc			0.00 cc	0.00
A37962960	Dog	Brandon Sokol	3/21/2018 12:47 PM	6.00 cc		IC	0.00 cc	52.00 pound
A37989707	Dog	Sebastian Baeza	3/7/2018 10:41 AM	9.00 cc			0.00 cc	0.00
A37992023	Dog	Brittany Unruh	4/2/2018 5:50 PM	5.00 cc			0.00 cc	0.00
A38211715	Cat	Brandon Sokol	5/5/2018 12:49 PM	0.50 cc			0.00 cc	0.00
A38232709	Cat	Lisa Faulhaber	5/19/2018 8:10 AM	2.00 cc			0.00 cc	5.20 pound
A38283578	Dog	Lisa Faulhaber	5/15/2018 9:17 AM	2.50 cc			0.00 cc	12.00 pound
A38289586	Cat	Brittany Unruh	4/17/2018 11:43 AM	2.00 cc			0.00 cc	0.00
A38290211	Squirrel	Sebastian Baeza	4/12/2018 2:19 PM	1.00 cc			0.00 cc	0.00
A38309240	Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc			0.00 cc	0.00
A38355467	Hawk	Sebastian Baeza	4/20/2018 1:12 PM	1.00 cc			0.00 cc	0.00

<u>Animal#</u>	<u>ARN#</u>	<u>Species</u>	<u>Performed By</u>	<u>Euth Date/Time</u>	<u>Amount Used</u>	<u>IV</u>	<u>IC</u>	<u>IP</u>	<u>Amount Wasted</u>	<u>Body Weight</u>
A38356152		Cat	Sebastian Baeza	4/20/2018 1:55 PM	5.00 mL				0.00 mL	0.00
A38359914		Cat	Brittany Unruh	5/30/2018 12:40 PM	0.50 cc				0.00 cc	0.00
A38363263		Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc				0.00 cc	0.00
A38363303		Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc				0.00 cc	0.00
A38363315		Cat	Lisa Faulhaber	5/31/2018 9:46 AM	1.50 cc		IC		0.00 cc	0.00
A38364899		Cat	Brittany Unruh	4/21/2018 4:54 PM	2.00 cc				0.00 cc	0.00
A38380127		Opossum	Kyala Newbanks	4/24/2018 9:51 AM	2.00 cc				0.00 cc	0.00
A38406580		Opossum	Lisa Faulhaber	4/26/2018 3:50 PM	1.00 cc		IC		0.00 cc	0.00
A38411797		Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc				0.00 cc	0.00
A38411816		Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc				0.00 cc	0.00
A38411823		Cat	Brittany Unruh	5/30/2018 12:15 PM	0.50 cc				0.00 cc	0.00
A38423453		Rabbit	Sebastian Baeza	4/28/2018 4:51 PM	1.00 mL				0.00 mL	0.00
A38472047		Squirrel	Sebastian Baeza	5/4/2018 10:01 AM	5.00 cc				0.00 cc	0.00
A38482799		Rabbit	Brandon Sokol	5/5/2018 12:55 PM	544.00 cc				0.00 cc	0.00
A38491831		Rabbit	Kyala Newbanks	5/7/2018 9:52 AM	0.50 cc				0.00 cc	0.00
A38507356		Cat	Kyala Newbanks	5/9/2018 10:34 AM	1.00 cc				0.00 cc	0.00
A38534817		Pigeon	Lisa Faulhaber	5/11/2018 10:40 AM	0.25 cc				0.00 cc	0.00
A38543185		Rabbit	Brandon Sokol	5/12/2018 9:06 AM	1.00 cc				0.00 cc	0.00
A38585297		Squirrel	Brandon Sokol	5/17/2018 10:00 AM	0.50 cc				0.00 cc	0.00
A38597493		Opossum	Sebastian Baeza	5/18/2018 11:20 AM	1.00 cc				0.00 cc	0.00
A38603908		Cat	Brad Whelchel	6/11/2018 4:56 PM	0.50 cc				0.00 cc	0.00
A38605363		Squirrel	Lisa Faulhaber	5/19/2018 9:42 AM	1.00 cc				0.00 cc	0.00
A38617020		Robin	Monique Hawley	5/19/2018 8:10 PM	0.50 cc				0.00 cc	0.00
A38650470		Cat	Brittany Unruh	5/24/2018 11:03 AM	2.50 cc				0.00 cc	0.00
A38658124		Dog	Brittany Unruh	5/24/2018 6:05 PM	10.00 cc				0.00 cc	0.00
A38659729		Duck	Lisa Faulhaber	5/25/2018 8:51 AM	0.25 cc				0.00 cc	0.00
A38660463		Cat	Vanessa Cowie	6/11/2018 10:35 AM	0.50 cc	IV			0.00 cc	0.00
A38689095		Cat	Brittany Unruh	5/30/2018 9:56 AM	4.50 cc				0.00 cc	0.00
A38703027		Opossum	Lisa Faulhaber	5/30/2018 3:12 PM	0.20 cc				0.00 cc	0.00
A38703580		Opossum	Brittany Unruh	5/30/2018 3:35 PM	0.20 cc				0.00 cc	0.00
A38703610		Opossum	Lisa Faulhaber	5/30/2018 3:40 PM	0.25 cc				0.00 cc	0.00
A38703740		Opossum	Lisa Faulhaber	5/30/2018 3:45 PM	0.20 cc				0.00 cc	0.00
A38703844		Opossum	Lisa Faulhaber	5/30/2018 3:50 PM	0.20 cc				0.00 cc	0.00
A38719460		Cat	Lisa Faulhaber	6/8/2018 1:39 PM	1.00 cc				0.00 cc	0.00
A38719468		Cat	Lisa Faulhaber	6/8/2018 1:39 PM	1.00 cc				0.00 cc	0.00
A38719473		Cat	Lisa Faulhaber	6/8/2018 1:39 PM	1.00 cc				0.00 cc	0.00

<u>Animal#</u>	<u>ARN#</u>	<u>Species</u>	<u>Performed By</u>	<u>Euth Date/Time</u>	<u>Amount Used</u>	<u>IV</u>	<u>IC</u>	<u>IP</u>	<u>Amount Wasted</u>	<u>Body Weight</u>
A38719474		Cat	Lisa Faulhaber	6/8/2018 1:39 PM	1.00 cc				0.00 cc	0.00
A38719477		Cat	Lisa Faulhaber	6/8/2018 1:39 PM	1.00 cc				0.00 cc	0.00
A38739544		Squirrel	Vanessa Cowie	6/3/2018 4:36 PM	0.50 cc				0.00 cc	0.00
A38746186		Cat	Lisa Faulhaber	6/5/2018 4:07 PM	2.50 cc				0.00 cc	0.00
A38751679		Armadillo	Brittany Unruh	6/4/2018 5:31 PM	2.00 cc				0.00 cc	0.00
A38772581		Rabbit	Brittany Unruh	6/6/2018 5:21 PM	1.00 cc				0.00 cc	0.00
A38786255		Dog	Sebastian Baeza	6/11/2018 1:29 PM	8.00 cc				0.00 cc	0.00
A38839158		Dog	Brad Whelchel	6/12/2018 6:54 PM	2.00 cc				0.00 cc	0.00
A38843060		Opossum	Lisa Faulhaber	6/13/2018 11:31 AM	2.50 cc				0.00 cc	0.00
A38874428		Blackbird	Brandon Sokol	6/16/2018 11:34 AM	0.20 cc				0.00 cc	0.00
A38886194		Armadillo	Brad Whelchel	6/18/2018 11:55 AM	1.50 cc	IV			0.00 cc	0.00
A38905993		Cat	Lisa Faulhaber	6/22/2018 11:44 AM	1.00 cc		IC		0.00 cc	0.00
Total Container#: 544					683.85 cc				0.00 cc	233.00 pound

Container#: T & C

Total Container#: T & C	2.00 cc	0.00 cc	0.00
Total Fatal-Plus Solution	758.85 cc	0.00 cc	377.50 pound

Ketamine HCL

Total Ketamine HCL	5.50 cc	0.00 cc	202.00 pound
Total All Substances:	764.35 cc	0.00 cc	579.50