



Standard Operating Procedures

MISSION STATEMENT

With your help, we take in & provide nourishment and care for homeless animals & find lifelong matches in permanent homes. We coordinate regionally on wellness programs, cruelty investigations & population control with extensive community awareness, outreach & education. We are the community resource and advocate for all animals.

TABLE OF CONTENTS

COVER LETTER TO STAFF	2
HOURS OF OPERATION	3
ANIMAL INTAKE PROCEDURE	3
LOST ANIMALS	7
FOUND ANIMALS	9
HOUSING DECISIONS AFTER INTAKE	11
LIMITING TRANSMISSION OF DISEASE	12
ANIMAL CARE STAFF DUTIES	13
DAILY CLEANING PROCESS	17
WORKING IN THE FOOD PREP AREA	18
EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)	19
MEDICAL PROTOCOL FOR INCOMING ANIMALS	19
TREATMENT PROTOCOL FOR SICK/INJURED ANIMALS OR ANIMALS BREAKING WITH VIRUS/DISEASE	20
PHYSICAL EXAMINATION	21
USING MEMOS IN THE ANIMAL RECORD	21
ANIMAL HANDLING SAFETY	22
RESTRAINT OF ANIMALS	23
APPROACHING FEARFUL KENNELED ANIMALS	24
PREPARING A LIST OF ANIMALS FOR TRANSFER TO ADOPTION PARTNERS	24
SPAY/NEUTER SURGERY	25
ADOPTIONS	25
FOSTER PROGRAM	27
DOG WALKING	28
FELINE ENVIRONMENTAL ENRICHMENT:	28
CANINE ENVIRONMENTAL ENRICHMENT:	29
EUTHANASIA POLICIES	30
EUTHANASIA TECHNICAL PROCEDURES	33
SECURITY OF CONTROLLED SUBSTANCES	36
TELEPHONE INTERACTION	37
MEDIA CONTACTS	37
COMMUNITY HELP PROVIDED BY FHS.....	37

COVER LETTER TO STAFF

Thank you for being part of the Flagler Humane Society team! This Manual is the foundation for the excellent service that we strive to provide for the animals and for the humans that we interact with.

This manual will be used as a training document throughout Flagler Humane Society. It establishes guidelines for how staff and volunteers will perform daily tasks. Consistency and routine will make life less stressful for the shelter's animals.

Accountability will ensure that staff and volunteers are working together, to their highest potential. Each step outlined in this manual was thoroughly considered. You, as an employee or volunteer are required to adhere to these standards.

Be certain to read the entire manual and review sections that relate to your given job. The manner in which a worker follows this manual will help to determine whether their performance meets, exceeds or falls short of expectations.

We believe that each of you contributes to the success of Flagler Humane Society and we welcome you.

For the Animals,

*Amy Wade-Carotenuto
Executive Director*

*“Excellence can be obtained if you:
...care more than others think is wise;
...risk more than others think is safe;
...dream more than others think is practical;
...expect more than others think is possible.”*

HOURS OF OPERATION

General - The hours of operation are designed to ensure that all animals are properly and humanely cared for and that the public has adequate and ample opportunity to conduct business at the Flagler Humane Society.

Business/Adoption/Receiving Hours:

Flagler Humane Society is open 10 a.m. – 5 p.m. seven days per week. Animal intake and surgery drop offs may be processed whenever staff are present. Staff may also allow early visitors to wait comfortably inside the lobby until opening.

Cleaning and Care Hours:

The Shelter is open to the staff for animal care and cleaning procedures starting at 8 a.m., seven days a week.

On-Call - Designated Animal Services Staff are assigned to respond to emergency calls during closed hours.

ANIMAL INTAKE PROCEDURE

Before beginning the conversation, *greet the customer(s)* and verify that the incoming animal is not in distress, waiting in the hot car or sick in an area where it is exposing other animals. Escort them into an exam room.

The Flagler Humane Society is a full service shelter in that we will never turn away an animal. It is our mission and mandate that we accept every animal. We do however require basic information from individuals bringing animals in. We also request that those bringing in animals from outside of our contractual jurisdiction take the animal to the shelter that is contracted to accept those animals.

We evaluate each animal individually and will make decisions regarding adoption, transfer, foster or euthanasia based on the animal and his or her ability to be safely re-homed.

Ask if the animal they are bringing in is a stray, their animal or other i.e.: friend in hospital, abandoned in their care, deceased relative etc. If they say the animal is a stray, ask them how long ago they found the animal. Deciding what is an “owned” animal and which animals are stray can be challenging. Some people will claim the animal as a stray even if they have had it in their possession for months. On the other hand, there are people who consider the animal as their own, but never looked for an owner if the animal had been found as a stray. A defining question can be “Is there a chance that somebody may be looking for this animal?” If the answer is yes, then the animal should be held for a minimum of a 72 hour stray period. If they have been feeding the animal for thirty days it is usually interpreted as legally their animal. Let them know that admitting the animal belongs to them does not penalize them, it only helps us learn more about the animal and will give the animal a chance in adoption sooner.

Owned animals

We ask owners who are surrendering pets to do so by appointment if possible at a time we have staff members to perform the intake.. We ask that animals be surrendered early enough in the day to allow the animal time to get adjusted to their new surroundings before we leave for the day. If owners are non-compliant or simply cannot wait, we will gladly accept the animal(s) anyway.

Be sure to ask the owner “Is there anything that we might do to help you keep your animal?” We might be able to help by counseling them though:

- behavior issues
- loaning or renting a crate
- helping with minor health issues
- low cost spay/neuter, vaccines
- referrals to pet friendly housing
- pet boarding
- other agencies or resources that might help them through their given issue.

If they decide to continue with the surrender process, get the pet profile information on animals that they own or have any history with. They can fill out the form while you are adding their info in PetPoint or if time allows, have them complete the profile through PetPoint; Ask them about bite and medical history. Is the animal on any medication that we will need throughout its stay here? Veterinary history, especially vaccination history is of great importance. If they don't have proof, we must verify by phone or fax.

If they are surrendering puppies or kittens that are six weeks old or less ask them if it would be possible for them to keep the animal(s) until it is old enough to be evaluated for adoption. Gently explain to them that there is not space or time to keep babies who need extra care and time to grow to be sturdy enough to go up for adoption. If the pups or kittens are old enough to go up for adoption, still ask them if they could keep them just a few more days. If so, we will vaccinate and deworm them. Then the animals can return after their vaccines have had time to help them build up some immunity to common diseases. Ask for a donation of between five and ten dollars per animal to cover vaccine costs. If you are under the impression that the former living situation is not safe for the animal, obviously just accept the animal(s) immediately and skip this step.

Surrender fees are as follows:

Unsterilized Dogs and Cats - \$100

Pets already sterilized - \$50

Pets adopted from FHS within 30 days - no surrender fee

Pets adopted from FHS and still current on vaccines and diagnostics - \$25

Litters of puppies or kittens - \$150

Pocket pets/reptiles - with cage - \$10 - \$25

Exotics or Livestock that may cost FHS excessive amount - discuss with manager

If an owner is unable to pay the requested surrender fee, we will work out a payment with them. They will be asked to pay what they are financially able to. If they are unable to pay anything, we would ask that they volunteer their time. If they absolutely cannot pay anything or volunteer, we will accept the animal. Never allow someone who wants to surrender an animal to leave thinking that we will not help them.

Owner in Safe House

With management approval FHS will care for pets belonging to owners who are residing in our local domestic abuse shelter. Owners must sign a surrender form to protect FHS should they not return to pick them up. FHS will care for the animal(s) for two weeks at no charge. Extensions may be granted by management for owners who have communicated regularly with us. During their stay at FHS these animals will be sterilized and vaccinated at no charge if they are not already done.

Stray animals

If the animal is a stray, we must have complete location information as to where the animal was found. We also need to know how long ago the animal was found. If it had a collar on when found. Ask the finder if they learned any behavior information on the animal while it was with them. Even something as small as "rides well in a car" can be helpful for potential adoption. Ask if they have any idea who the animal might belong to. The question of any possible owners should be asked of ACO's as well as private citizens (see ACO Intake Procedures).

Many people will call an animal a stray to avoid the requested surrender fee. Since you will be in a private room with the customer, assure them that if the pet was indeed theirs that we will lower or eliminate the fee if necessary. Medical and behavior history is important for the safety of our workers and the adoptability of the animals

Lost reports are to be checked immediately (see Lost Animals). Intake Specialists are to place a found report at the particular, local animal services agency and animal shelter for animals found from outside of our area, including those outside of our contractual areas. (See Found Animals). Found animals are featured on the FHS website as well as several Facebook pages.

Feral cats

If a cat appears to be feral, cover the cage immediately with a towel or sheet to minimize stress. The cat will then be brought to the triage room for evaluation. Ask the person bringing the cat in if they know of anyone who has been putting food

out for the cat? Is this cat from a colony that has a possible caregiver? Do they know of any breeding history with the cat? I.e.: If they have seen it nursing kittens we know that it is a female. Have they seen it with kittens recently enough that we need to worry about babies? These questions apply both to private citizens and ACOs. Check for notches in the ears. Are they insistent that the cat not be returned to their area if sterilized? Hints for determining a truly feral cat as opposed to a scared owned cat are:

- Stoic, no vocalization
- Eyes dilated
- Rapid switch from no movement to slamming against wire trap when approached

Owner send in

When someone is bringing in another person's animal we must attempt to contact the owner at the time of relinquishment to get a verbal release or written release. If verbal release, indicate the date and time of the verbal release in PetPoint. If written release, save and copy to PetPoint and animal file. We also make note in PetPoint the name and driver's license number of the person who did bring in the animal.

If a person bringing in an animal refuses to sign intake paperwork, let them know the importance of this information both for the sake of the animal and for our funding. If they refuse to give their name and the location where the animal is from (both owned and stray) then we may refuse admission until they are willing to cooperate.

Animal Process

If the animal is not on a leash or carrier and the animal belongs to the person, provide the owner with a leash or transfer cage for the animal. Instruct the owner to get back into their vehicle and secure the animal in the car with the doors shut – i.e. dog on the leash or cat in the carrier before they open the car doors.

If the animal is a stray, follow them to the car and escort them and the animal to the front desk of the shelter – See Animal Handling Safety to learn how to handle animals that are fractious or nervous.

Dogs and cats are taken to the triage room for evaluation.

- Scan all animals to look for a microchip, slowly cover the entire body and go over the shoulder area at least twice. If a chip is found, copy the information on the surrender form and in PetPoint. Receiving lobby staff are to trace and attempt to contact the owner immediately.
- Animals that can be handled safely are given a complete, head to toe exam. See Medical Protocol for Incoming Animals. Unless we have record of recent vaccines on these animals, they are vaccinated, dewormed and provided with flea prevention if needed.
- Cats that can be handled will be microchipped.

ACO Intake Procedures

- Officer Information - Any officer delivering animals to FHS must provide their name and contact number with each animal processed. If the officer puts a "do not RTO (return to owner) until officer notified", they must state the reason.
- During normal business hours, officers are to bring animals directly into the triage room for processing. At this time, the ACO is to provide FHS triage staff with all information regarding each animal.
- Once the information is confirmed at intake, ask the officer to service their vehicle's animal compartment areas by disinfecting and cleaning after each use. This step is critical in order for us to maintain standard disease prevention protocols effectively. Supplies will be provided if needed with access to a hose station located outside the building.
- After hour drop-offs by ACOs and law enforcement are to be placed in the appropriate designated cages located in the hallway of our building. All information and paperwork must be left for each animal with the officer's name and contact number. Key staff members will be notified via email.

Information needed from ACO's

Stray Animals: If the animal is a stray, we must have complete information listed below.

- When picked up
- What street and cross street found
- Animal age, breed, distinguishing marks
- Please ask for as much information as possible from witnesses and relay all appropriate information
- Collar, tag & microchip info if known
- If any history when found (fighting with other animal/bumped by car/did finder have any length of time/Etc.)
- Any known injuries
- If finder is interested in adopting, finder name & contact
- Any other animals running with (If nursing mother, are there babies that need to be found?)
- List any behavior information (friendly, likes riding in car, etc.)

Owner send-in:

- Name of owner, phone number
- Reason for surrender
- Signature from owner
- Address where from
- Name of animal, age, breed, distinguishing marks
- Any known health issues,
- Veterinarian, any records, dates of vaccines?
- Any known behavior issues, former biter? Housetrained? Good with children?
- Owner surrender fees

Owner in Hospital or Incarcerated: The Flagler Humane Society 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 of owner,
- Address where from
- Hospital room or jail name
- Name and contact info for next of kin or friend that may take responsibility
- As much as possible from below list:
- Name of animal, age, breed,
- Any known health issues
- Any known behavior issues, former biter?

If Bite Quarantine: We will house stray and certain owned animals for quarantine. If this happens we will quarantine but with pre-payment from owner at the time of drop off. If the owner wants to surrender the animal, the quarantine fee still applies and must be paid prior to relinquishment.

We require a detailed list of particulars including:

- Name, address, contact info for victim
- Date of bite
- Prior Bite History
- Circumstances of attack, if known
- As much info from above categories as possible.
- If there are other officers involved we need to have their contact info

If Court Case:

All above information plus reason for confiscation, case number and court dates if known. If not known at time, we ask that we be kept up to date on any progress of case.

Photographs

After creating a record in the computer for the animal, take a photo of the animal. The importance of the intake photo is for identification of the animal. Quality, flattering photos that can remain with the animal through its stay here are preferred,

however, if the animal is frightened or you cannot safely control the animal, do not push to take great photographs at this time. Take something quick that just shows who the animal is. To help ensure that the animal is readily identifiable in the photo, check to be sure that:

- Person holding animal does not block body of animal.
- Picture doesn't make the animal look aggressive.
- Picture is properly lit and animal can easily be seen.
- Ideally, take two photos, one close up of the face and one sideways showing feet and tail.
- Photograph the animal with a descent backdrop; make sure there isn't clutter in the background in case these photos become their permanent website photos.
- Look at the photo CRITICALLY, as though you are an outside critic of the agency reviewing the animals on our site. If necessary re-take pictures.
- The photographer or someone working closely with the photographer must download the picture to the animal's PetPoint record immediately so as not to have any mix ups.
- Print out a black and white cage card and place the cage card in the plastic sleeve on the cage into which the animal is placed.
- If you have not been able to photograph a fractious animal upon intake, photograph them as soon as they settle in.

Collars

When strays enter with collars, any ID, rabies tag, license information on the collar or the tags are entered into the computer and the Triage Specialists then starts tracing the information to find the owners. These collars are to be kept on the animal if the collar is properly fitted and in good repair. If the collar is not in good repair, the collar will be placed in the triage room collar drawer with the animal's name and ID number attached to it.

If the PetPoint card has not been printed yet, the animal must have either a copy of the surrender form or at least a plain paper card with the animal's name & date of arrival on it. This is placed in the cage card holder until the PetPoint card is ready.

Possible return outcomes

If the animal is obviously not adoptable (animal is sick, cat that has a long history of not using the litter box, animal has bitten people, etc.) the person handling the intake must inform the owner that the animal is unlikely to be placed for adoption and could be euthanized. We do not want to give people a false sense of what we can do. This will give them an opportunity to take the animal somewhere else or keep it.

When a person who relinquished their animal calls wanting the animal back after it has gone up for adoption, check to see if the animal is still here, and if so, put an immediate hold on that animal's cage card and PetPoint record. The previous owner follows the adoption process as all potential adopters do.

If there is already a first hold on the animal, inform the owner. Depending on the situation, we may contact the customers with the adoption hold to explain the circumstances and notify them they may need to pick another animal.

When someone brings in a lost animal and wants it, explain that strays are held for 5 days to give their owners a chance to reclaim them. Ask them to fill out an adoption application on the animal and inform them of the regular adoption process.

***Do not forget to ask for a donation with stray surrenders.
We are not being greedy, we are just asking for help to care for the animals.***

Domestic animals housed at the Flagler Humane Society leave in one of following ways: they're adopted, returned to owner, euthanized, rehabilitated or transferred. Wild animals are released, sent to a certified rehabilitator, or euthanized.

LOST ANIMALS

It is the goal of the Flagler Humane Society 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 Flagler Humane Society defines reasonable attempts to contact the owner as:

- checking lost reports;
- checking found reports;
- checking newspaper ads;
- checking websites and social media sites

If the owner is known, reasonable attempts include phone calls, internet messages, or sending an ACO to the last known address.

Holding Period for Lost Animals

Office staff is to verify the date each animal is available for release on the animal's record. The stray hold is 5 days; however the hold time prior to sterilization surgery may be shorter for cats, kittens and small puppies as approved by management. These exceptions are made due to the tremendously low RTO rate for cats, kittens and young puppies.

Sick or Injured Stray Animals

The veterinarian will determine the correct treatment for the pet. If a veterinarian is not available, consult a manager.

- If the pet is severely injured or ill, the veterinarian/attending manager/Animal Care and Placement Manager/Executive Director will determine if euthanasia is appropriate.
- Pets that 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/attending manager/ Animal Care and Placement Manager/ Executive Director will determine appropriate treatment to make the pet comfortable while reasonable attempts are made to contact the owner. If there is no veterinarian present, the animal may be sent to a cooperating veterinarian for treatment.

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 and verify the information is correct in our database.
 - 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.
- All reports must be reviewed by the client care staff or volunteer to ensure the information is clear, the description is clear (includes distinguishing marks) and the contact information is complete. Always get two contact phone numbers.
- 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.
- Encourage them to contact their local Animal Control Agency, 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 report 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

When an individual calls to report a lost pet, file a lost report but ALWAYS tell them to come to the shelter to look for themselves.

Checking Lost Reports Daily

The following daily checks need to be made in PetPoint:

- Lost reports against found reports
- Lost reports against Shelter on hand animals
- On-hand animals against the Lost Pets section of the newspaper and various websites/social media

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.

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 5 days of the initial contact, then the animal may be adopted, transferred, or euthanized.
-
-
- Complete notes must be noted in the computer record and decisions can be made about adoption, transfer, or euthanasia.

Stray Animals

The person handling the intake of a stray animal brought to the Shelter by a citizen or Animal Control Officer will promptly check:

- lost reports on file,
- various websites/social media; and
- lost pets on Petfinder.

The animal's PetPoint 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, make a request of animal control to 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.
- 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. This information is to be entered into PetPoint.

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 current daily in the PetPoint database. 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.

Return to Owners: Proof of Ownership

Our mission is to GET THE ANIMAL HOME. If we have doubts of ownership, we may require one or more of the following:

- 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 finder's 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 should 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.

Impound

Contract Fees:

- First day, dog/cat impound fee is: \$60.00
- Each additional day is: \$20.00
- Each additional time the animal has come in, the first day fee goes up by \$60.00
- Deceased on arrival: Fees depending on burial
- Quarantined animal: \$300

Boarding Fees

In the event an owned animal is not picked up from a clinic service, the owner will be charged an additional \$25 per day for boarding.

Owners of unsterilized pets are to be encouraged to spay or neuter their animals. Upon the approval of a manager, impound 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 microchip and city license. In addition, owners should be cautioned about leaving animals outside unattended.

Leashes and/or collars must be provided by the owner prior to the animal being sent out the door. Cats must be placed in a cardboard carrier/plastic carrier to ensure they make it home safely.

HOUSING DECISIONS AFTER INTAKE

Housing Areas

There are many different areas in the shelter for housing animals.

Triage Room for dogs and cats – Upon arrival these are temporary runs/cages for the animal to wait until he/she is given an exam and preventive healthcare treatments. Animals placed in these areas should not be handled by anyone except the staff or trained approved volunteers.

Public Accessible Adoption Areas for dogs and cats – these are the areas where the animals that have been deemed adoptable by the organization are housed. The public can visit these areas without being escorted by the shelter staff.

East & West Cattery these cages house healthy cats that are either strays in their hold period or owner-relinquished animals who need time to calm down and time for a behavior evaluation. Animals in this room have been dewormed and vaccinated. The public is not allowed in this area unless escorted by a staff member.

Blue Room Cattery – these cat cages house sick animals away from the general population to help prevent the spread of disease. It is very important to strictly follow our protocols for preventing the spread of disease because the animals housed here are identified as sick by the medical staff. The public is not allowed in this area unless escorted by a staff member.

Stray Kennel – these cages house dogs that are either strays in their hold period or owner-relinquished animals who need time to calm down and time for a behavior evaluation. Dogs that are handle-able in this area will have been dewormed and vaccinated. The public is not allowed in this area unless escorted by a staff member.

Dog Quarantine – the enclosed section of stray kennel, these runs house bite case animals, confiscated animals, and aggressive animals. Animals in this area should not be handled by anyone except experienced staff. This section is also used as overflow for regular stray kennel. Dogs that are handle-able in this area will have been dewormed and vaccinated. The public is not allowed in this area unless escorted by a staff member.

Surgical Suite– the only animals to be housed here upon intake would be severely injured animals that need veterinary attention. This section is usually reserved for animals scheduled for surgery.

Pocket Pets – adoptable pets are housed in any available area in the front lobby. On nice days, they may be moved outside for fresh air. Pocket Pets who are not up for adoption are housed in cages in the education room or admin.

Livestock – the occasional goat or pig arriving at FHS may be housed temporarily in an outdoor play yard.

Decision Process

Animals surrendered by the public are brought in through the front lobby. Area animal services officers bring their animals in through the back door.

All animals are treated with respect and compassion. Dealing with the animals in a gentle and patient manner will gain their trust so most of them will allow us to give them a complete exam upon intake. Only those animals who pose a threat to staff safety are to be placed in housing areas without an exam. Make note of the reason for the lack of exam on the animal's card and in PetPoint. See "Technician's Exam Protocol" for guidelines on performing exam and providing preventive healthcare.

Animals are moved as soon as possible to their living areas which are chosen according to the above descriptions. As the animal is placed in the appropriate cage, the PetPoint record is updated to reflect the exact location of the animal.

During an animal's 5 day stray period, it is preferred that they remain in the same cage. At the end of the stray period, clean, adoptable animals that have completed health exam may be moved into adoption areas by the Animal Care and Placement Manager. Animals surrendered by owners or return to shelter animals may be moved to adoption with these same criteria immediately.

Exceptions may be made when:

An animal needs medical care or more socialization, they may be held longer before moving to adoption.

- During outbreaks of sickness such as panleuk or parvo, animals may be subject to extended quarantine periods and re-examinations prior to movement. This will be determined by the staff veterinarian and Animal Care and Placement Manager.

Management and key staff decide during daily walk throughs whether animals are to be moved to another area and/or recommended for fostering. Any animal showing signs of illness are to be moved to the isolation area or considered for euthanasia. We cannot house sick animals in the healthy sections because this puts healthy animals at risk of disease.

Decisions about euthanasia are made by the Director, Veterinarian, Animal Care Manager and key staff appointed by them.

Decisions are based on:

- Health and future prognosis of the animal
- Behavior of the animal
- Length of time at the shelter
- Number of animals waiting for adoption consideration
- How the animal is handling the shelter environment

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 evaluated medically with a physical examination, vaccinated, treated for internal and external parasites, and may be treated for injury and illness.

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. **Hand sanitizers do not kill the viruses involved in panleuk or parvo, so hands must be washed with soap.**

Staff or volunteers who observe animals exhibiting any signs of illness (such as diarrhea, vomiting, sneezing, coughing, nasal discharge etc.) should immediately notify the medical staff. If medical staff is unavailable the animal care & placement manager should be notified. A veterinary request log is posted on the surgery suite door. Write complete information on the vet board and the doctor will check the animal.

Every-day Practices that Help Prevent Spread of Disease

- Report any animal who appears sick or that has visible signs of worms to a manager, director or medical.
- Read and follow the written procedures for care and cleaning of all areas
- When administering medications, be cautious with syringes for oral meds etc. not to cross contaminate
- Wear gloves or **Wash your hands** between animals. Wash up to your elbows.
- Wear aprons or gowns, change clothing or spray disinfectant on your clothing between all animal handling.
- Cat carriers are to be disinfected after each use, include ceiling, handle and cage door.
- When walking to and from a known contaminated area, step in bleach or wear booties.
- Do not let animals housed apart interact or touch noses.
- Animals are to be kept clean. Bathe them as needed.
- Discourage cats from sleeping in their litter boxes by providing hiding boxes. Scoop litter boxes continually.
- Re-clean the kennels after feeding time.
- Immediately pick up all feces once a dog has defecated on the grounds.
- Before you can disinfect, you must collect all organic material by scooping, rinsing and wiping the area.
- Wash the laundry and dishes according to the posted written protocol.
- Don't keep dirty dishes lying around.
- Change trash liners on a regular basis; don't let the trash receptacles overflow.
- Follow weekly project list.
- Make sure that all customers are wearing shoes, as some parasites can spread through the bottoms of their feet
- Sanitize equipment such as hand spray bottles, foam guns, hoses, carts and pooper scoopers between uses.
- Keep clutter to a minimum. We are more thorough when we don't have to move things out of the way.

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

ANIMAL CARE STAFF DUTIES

Assignments

The animal care staff members are assigned their specific duties via the weekly schedule. Most staff has an area that they may specialize in although all animal care staff are trained in all kennel and cat areas. If anyone is out sick or emergency arises, staff are to cross over into any area requested by their manager. Daily protocols change slightly for each area depending on the situation. All animal care staff may be required to do laundry, assist customers, contribute to the flow of animals throughout the shelter, or other duties as assigned. They also must complete any project lists given to them by a manager.

If a staff person has a valid reason that they cannot work in an assigned area on a given day, any switching of duties with other staff must be approved by a manager.

Animal Locations

A daily inventory of animals in each area is to be done by Animal Care staff. This can be performed by printing out a location report from PetPoint and checking off the animals. Any discrepancies must be marked and researched so that mistakes are rectified ASAP. The Animal Care Manager will walk through and make decisions about what animals are to be moved. These changes may be conveyed to those moving the animals via a written list, cage cards folded or verbally. As animals are moved, their location information must be updated in PetPoint.

After clean-up, on-going duties for all Animal Care Staff

- Check with other staff, if anyone is falling behind, help them out – TEAMWORK!
- If customers are seen always ask if they need any assistance
- Respond to calls, if a call isn't being answered from another area in a timely manner, answer that call
- Check cage cards for missing or erroneous information
- Spot clean cages and animals after morning clean-up and throughout the afternoon
- De-clutter counter areas, shelving and floor areas
- Clean, disinfect and set up cages that have been emptied during the day
- Walk any dogs that do not get out by a volunteer (especially those in the lobby)
- Re-stock supplies, notify manager of any supplies that are getting low by writing on the white board outside the kennel storage area
- Wash, dry and fold laundry – help the volunteers
- Check water for all animals
- Check food bowls for cats, add extra dry if empty
- Assist with intake of incoming animals
- Scoop feces, clean up toys, and clean the water buckets from all the play/exercise yards
- Assist with incoming animals working in concert with the medical staff
- Observe animals in your area and notify the Animal Care and Placement Manager of any concerns
- Bathe and groom animals as needed – notify medical of any flea issues
- Socialize those animals that are frightened or scared
- Check common areas, see if any place needs a spring cleaning
- Change out any torn cage cards, clean holders, and notify Animal Care and Placement Manager of any that need replaced
- Notify the Animal Care Manager of any issues with guillotines, fencing or equipment
- Foam the exercise areas with bleach solution using the foamer
- Check with the Operations Manager for a project list
- Clean break/smoking area
- Clean refrigerators & cupboards
- Clean euthanasia room, sweep/mop floors
- Distribute and put away delivered or donated supplies in the appropriate place (see a Manager before putting away anything other than animal food and general supplies)
- Turn off lights when exiting rooms that aren't continually in use
- Make sure that all animals have a bed (2 dogs = 2 beds). Be sure to give all scared, elderly, or injured animals bedding (dog bed, blanket, towel, etc.).

Lock Up Duties

- Make sure that all water bowls are full.
- Any cats that have empty food bowls should get a small scoop of dry food added to their bowl.

- This is the time to do a final check to make sure that all animals have everything they need for the night and that nothing was missed during the day. Double check for food bowl, litter pan (cats) and water bowl, blanket (all).
- All dryers are to be turned off.
- Make sure all outside doors are securely closed and locked. All outside gates should also be securely closed and locked.
- Check to make sure that all parking lot lights are working. If not, notify the Executive Director or your Manager.
- Flip the breakers for the lights that have been marked. All other lights should be manually shut off.
- Set alarm.

Additional procedures for cold weather lock up:

- Small dogs should be housed in a warm place when temps are expected to drop below 50 degrees.
- All dogs are required to have blankets. Double blankets when temps are expected to drop below 50 degrees.
- Walk play areas and check to make sure no one was accidentally locked outside.
- Turn hoses on to a drip if temperatures expected to go below freezing.
- Turn off sprinklers if temperatures expected to go below freezing.

Daily Cleaning Process

DOG MORNING CLEAN UP

- The morning scrub for all animals in adoption areas must be complete by 10 am each day.
- The following cleaning protocol may alter during disease outbreaks.
- You will be notified of any change in protocol during this time by the Medical Manager or Animal Care Manager.
- At the beginning of cleaning, kennel staff will check each animal and its environment in their assigned section, including inside and outside of the animal's cage, to determine if any immediate medical attention is appropriate. Look for watery eyes, sneezing, diarrhea, loss of appetite, behavior problems, flea infestation, etc. If an animal is sick or showing signs of sickness, take proper steps listed below to remove the animal from the area immediately:
 1. Notify the Medical Manager of any newly sick animals. The animal will be moved to an isolation area.
 2. Any staff that is assigned to work with sick animals are to wear gloves and gowns at all times to avoid cross-contamination after handling.
 3. Notify the management of any animals that look worse than the day before or have not been eating. They will direct the staff member in what is to be done with the animal.

Kennel cleaning areas (in order of cleaning):

- Public Accessible adoption kennels with the healthy dogs.
- Kennels that house stray dogs.
- Quarantine kennels.
- Isolation (sick bay) kennels.

Equipment needed:

- Garbage Can with Liner
- Pooper scooper
- Foamer with cleaning soap / bleach mixture (mixed morning of use)
- Long handled scrub brush
- Squeegee

Dog Adoption and Stray Kennels:

All dogs, unless noted, are to be brought outside and placed in outdoor pens prior to cleaning. During bad weather, dogs will be placed in the middles (taking turns to not let dogs intermingle) and placed back in their kennels when cleaned. Only managers can make the call to not bring the dogs outside to the outdoor pens unless there is a severe storm or freeze.

- Unlock all cages, pull out all bedding, toys and food/water bowls.
- Scoop up all the solid fecal material or toy parts with the scooper in each run all at once placing in garbage can.
- Plastic toys can be washed in sink, cloth toys with the laundry. Dispose of any toys in disarray.
- Use cart to transport laundry for cleaning.
- Rinse all urine and fecal residue from the cage.
- Spray cleaning soap / bleach mixture on every surface of the run including top of bed, under bed, walkway working toward the drain if outside of kennel and hallways.
 1. When cleaning it is important to properly dose the soap and bleach to avoid diluting too much.
 2. Do not force anything down the drains. Wear gloves to pick up hair & other solid matter.
- Scrub with a stiff brush all the areas, removing the organic material. Rinse brush after use before using in next cage.
- When you are finished with the entire row, and is 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.
 - Fill clean water bowl.
 - Squeegee each run and walkway until completely dry. (Use towels if needed.)
 - Replace beds and appropriate blankets when needed. All animals should be comfortable and warm in the winter months.
- Provide appropriate toy. All single dogs should be given a Kong. Use caution when providing toys/treats to animals housed more than one to a kennel.
- Clean out all drains.
- Empty the poop filled garbage bags into the dumpster.
- Soak the scoopers in the disinfectant bucket. Disinfectant must be changed daily.
- Empty the trash for your area and replace with clean bags.
- Take a good look around your areas to make sure everything is clean and neat in appearance.
- Bring dogs back in from outdoor pens.
- Verify all animal collars are correct and kennel cards are accurate.

Isolation:

- Follow the basic protocol for cleaning.
- Use extra precaution in this area when working with animals by wearing gloves, aprons, gowns, booties and footbaths as necessary.
- Report and document any health or behavioral changes to the Animal Care and Placement Manager.

Dog Feeding

Keep the area clean as you make the food; discard cans and can tops in the trash.

Using the cart place bowls pre-filled with food on it. Pre-filled bowls are meant for all sizes and types of dogs. (Small bowls for small dogs, puppy food for puppies, and extra-large bowls for oversized dogs, etc.) Going down each row, start with Adoptions, move to the other animal areas, and end with the animals in Isolation areas.

IF THERE IS A "FOOD" SIGN ON AN ANIMAL'S CAGE, DO NOT FEED THAT ANIMAL WITH IT'S ROOMMATE!! SEPARATE THE DOGS PRIOR TO FEEDING.

Dogs are fed mainly dry dog food. If canned food is available, a tablespoon (or 2) may be added to their dry food for an extra treat.

Volunteers are asked not to re-feed the animals without prior permission from a manager.

Amounts per serving are as follows

- X-Large dogs (90 lbs. and over) = 5 cups (not heaping)
- Large dogs (60 - 90 lbs.) = 4 cups (not heaping)
- Medium dogs (35 - 50 lbs.) = 2 cups
- Small dogs (5 - 30 lbs.) = ½ to 1 cup of mix (watch for those that do not eat, add canned food to entice them)
- Puppies = ½ cup of dry mixed with canned food (FEED TWICE A DAY)

Staff assigned to clean puppies are responsible for feeding the puppies and the nursing mothers. Use puppy chow and canned food. If there is a mother nursing she gets puppy chow also. Puppies must be fed in a large flat bowl that allows all the puppies to eat easily. If necessary, use two bowls.

Make a report of any animal that is not eating and give to the Animal Care and Placement Manager.

One hour after feeding, the food dishes are collected and taken to the dish area for a thorough cleaning and disinfection.

Early morning additional Feeding (Puppies and Underweight Dogs)

Puppies 6 months and younger are fed twice per day along with any animal who needs to gain weight. Puppy food signs will be placed on those cages that need more than one daily feeding.

CAT MORNING CLEANING

- The morning scrub for all animals in public accessible adoption areas must be near completion by 10 am each day.
- Assigned staff should always start working in the healthiest animal areas first before moving to other areas. Example: start in Cat Adoptions before moving to the stray cat areas. .
- The following cleaning protocol may alter during disease outbreaks.
- You will be notified of any change in protocol during this time by the Animal Care and Placement Manager, Medical Manager or Executive Director.
- At the beginning of cleaning, animal care staff will check each animal and its environment. This will determine if any immediate medical attention is appropriate. Look for watery eyes, sneezing, diarrhea, loss of appetite, behavior problems, flea infestation, etc. If an animal is sick or showing signs of sickness, take proper steps listed below to remove the animal from the area immediately:
 1. Contact management for immediate transport. Adoption staff is not to handle sick animals.
 2. Any staff that is assigned to work with sick animals is to wear gloves and gowns at all times to avoid cross-contamination after handling.
- Always wear a set of new disposable gloves for each cat. Your clothing can be sprayed with the quaternary ammonia or Trifectant (it will not harm clothing). Scrubs are also available to wear and are preferred.
- Spot cleaning is allowed provided that the cats are healthy and cage is neat and clean in appearance. Cages should be cleaned thoroughly at least twice per week.
- Always work in order of age and susceptibility when cleaning
 1. Pediatric
 2. Vaccinated healthy adult
 3. Unvaccinated adult
 4. Sick
- Never spray chemicals in a cage while the cat is in it.
- Remove food tray, water bowl, litter box, bed & toys from the cage.
- Soak the cage with a cloth that has been saturated with a bleach mixture. Apply to all corners, ceiling and cage door from inside and out.
- Let soak for several (about 10) minutes to give disinfectant time to work.

Standard Operating Procedures

- Dry cage and door with a paper towel making sure that any stuck on material and smudges are gone.
- Empty litter pans in the large trash can. If there is nothing stuck on the litter pan it may be reused provided it stays with the same cat. Others are to be washed and disinfected away from food prep and bowl cleaning area. Scrub them completely with detergent and bleach, making sure there is no dried fecal material still stuck on them.
- Empty water bowls, clean and refill with fresh water.
- Provide fresh food based on kitten or adult.
- Shake bedding out to remove litter and food, and return to cage (with the same cat) if not soiled. Provide clean bedding if needed.
- Whenever possible, cats should be provided an area to hide in their kennel. A feral cat den, paper bag, box etc will work well for this purpose.
- When returning animal to clean cage, again observe the animal for health. Also, check their kennel card to be sure that the correct cat is in the cage. Replace missing kennel cards at this time.
- Wipe down tops of cages and lock.
- All floors - sweep floor and pick up debris in a dustpan. Where applicable, move mobile cages to rinse down floors.
- Mop floors using a bleach mixture and dry with towels.
- Take garbage out to the dumpster.
- Take a good look around your areas to make sure everything is clean and neat in appearance.

Cat Morning Feeding

Keep the area clean as you make the food; discard cans and can tops in the trash.

Use more than one food tray for litters of kittens and one tray per adult cat. Do not mix food too far in advance.

Types of food per serving are as follows:

- Kittens under 6 months and thin cats = high quality kitten food.
- Adult cats = highest quality adult food available.
- Sick and underage cats/kittens will get a scoop or two of canned food per feeding.
- During times of illness we may add Nutrical, L-Lysine or another palatable supplement to the canned food (discuss with management to see if such is available when needed).

WORKING IN THE FOOD PREP AREA

GENERAL

- Please keep this area clean and neat.
- If supplies of rawhides and treats run low, re-stock the area from main inventory supplies.
- Keep the stock of canned dog food on the shelves complete, re-stocking as needed.
- Immediately take all dirty dishes to the dish washing station for disinfection.
- Please do not leave open bags of dog food lying around. All food should be in the food bins.
- Use a bleach spray to keep the table clean; be sure to mix the bleach fresh each day.
- Keep the tops tight on the food & treats on the cart to discourage bugs.
- When these food holding containers are completely empty, re-fill with appropriate food type.
- Sweep up any spilled food after each feeding.

Filling Water Bowls

- The water at the shelter is potable.
- Fill the watering can with water and use to replenish water.
- Make sure that all animals have clean and fresh water at all times.

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 of dish detergent and bleach.

Disinfecting Dishes:

- Clean any food particles from the dishes by wiping them out into the trash.
- Place dishes in the cleaning solution and scrub completely inside and out, then place the bowl in a bleach water mixture. Let sit for 5-10 minutes.
- With clean water thoroughly rinse bowls until there is no bleach residue.
- Stack dishes upside down so they can drain on the counter 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.

EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)

Cages that require disinfecting should be cleaned in a timely manner.

- Empty the entire cage, and take dishes, any blanket or toy to the washing area.
- Follow the regular cleaning procedures.

Disinfected dog run set up:

- Fill empty water bowl and put bedding down, which provides the visual cue that this is a clean run.

Disinfected cat cage set up:

- Set up with a full litter pan.
- Place an empty water dish in the center of the cage upside down.

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

MEDICAL PROTOCOL FOR INCOMING ANIMALS

The initial exam at intake is a critical time for future determination of each animal as well as setting the bench mark for any noted progress or decline in health status. Enter all medical treatments, including injections, topical treatments, and oral treatments into the animal's computer record when they are administered.

Healthy and Potentially Adoptable Dogs

- Upon arrival the dog is placed into the triage dog holding cages.
- The dog is then brought into the exam room for the intake exam.
- ***Perform a visual and hands-on physical examination, nose to tail and record on the intake form.***
- Check for spay scar or for neuter. If observed, note on intake form. If unsure notify management for double check
- Scan for microchip, and check for tattoo or other ID.
- Check to see if flea or tick infested. If so, apply external parasite treatments.
- Administer vaccines.
- Administer internal parasite treatments.
- If dog is not too stressed, draw and conduct heartworm test.
- Based on examination, place the animal in the appropriate facility area (stray kennel, Isolation or quarantine).
- If bath is needed, give a bath or arrange with available staff to provide a bath

Healthy and Potentially Adoptable Cats

- Take the cat into the triage room and place in empty holding cage.
- **Perform a visual and hands-on physical examination, nose to tail and record on the intake form.**
- Note if ear is notched, which indicates that the cat belongs to a feral cat colony (Flag this animal so we can call caregivers in the area to see if this is their cat.)
- Note if declawed or polydactyl.
- Check for spay scar or for neuter. If observed, note on intake form.
- Scan for microchip, and check for tattoo or other ID. If not chipped, administer a microchip.
- Check to see if flea or tick infested. If so, apply external parasite treatments.
- Administer vaccines.
- Administer internal parasite treatments.
- Based on examination, place the animal in the appropriate facility area (stray rooms, quarantine, or isolation)

Fractious Animal Medical Protocol

- The triage staff performs a visual health scan, with a hands-on examination if possible.
- If possible animals will be vaccinated.
- Scan for microchip if possible.

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

It is critical that we evaluate the animals in our care daily. This is done primarily by the medical staff or attending managers in their daily walk through, but also by the animal care staff who bring problems to the attention of the medical staff for their follow up. 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 covering more than 50% of the body. Not bleeding, just itching	Yes, with treatment	Ivermectin, antibiotics, medicated baths	Yes	
Severe Mange covering more than 50% of the body – open sores, bleeding	Yes, with treatment	Ivermectin, antibiotics, medicated baths	Yes	Possible foster home
Ringworm	Possibly	Antifungals, medicated baths	Yes	Manager approval needed if not holding Possible foster home
URI – Major – crusted eyes shut, cannot eat	Possibly	Antibiotics, vitamin supplements	Yes	Manager approval needed if not holding
Kennel Cough	Yes, with treatment	Antibiotics, vitamin supplements	Yes	
Parvovirus Panleukopenia	Depending on severity and ability to isolate	IV or subq fluids, antibiotics, vitamins, anti-diarrheal & anti nausea meds, pain meds	Possibly	
Hookworm	Yes, with treatment	Dewormer	Yes	
Giardia	Yes, with treatment	Dewormer	Yes	
Tapeworm	Yes, with treatment	Dewormer	Yes	

^Coccidia	Yes, unless incapacitated	Marquis, possibly IV or subq fluids	Yes	
Distemper Symptoms	No, unless owner is likely	IV or subq fluids, antibiotics, possibly anticonvulsants	Not likely in a shelter environment	Manager approval needed if not holding
Broken Bones/injuries	Depending on severity & available pain relief	Anti-inflammatory & pain relief meds, bandaging, transport to outside vet	Yes, depending on severity	Possible foster home

PHYSICAL EXAMINATION

Exam Process

- Scan for microchip - thoroughly. Scan a second time at the end of the exam.
- Ears – Check for ear mites or ear infections. (Without getting in the animals face, smell to see if ears have any odor to them - this is a sign of yeast and should be treated.) Clean ears that are dirty and administer IVM to those that appear to have ear mites. Check for ear notches or tattoos on cats. Make sure to properly identify the type of ear style that the animal has and correctly document on the animals Intake Sheet. Place (with permanent marker) the last three digits of the cat's PetPoint ID number in the ear.
- Eyes – Check for eye infections or dry eye and notify the medical staff for medications. Check for watery eyes and noses and notify the medical staff to check for upper respiratory infection. Listen to the animals breathing and notify medical staff if any abnormalities. Make sure to properly identify the color of the eyes that the animal has and correctly document on the animals Intake Sheet.
- Nose and mouth – Check the nose and mouth of all animals. Ulcers on and/or in the mouth can be a sign of serious illness. Orange cats get freckles around their lips as they get older so that can be a clue on age. Check teeth for age (use the teeth aging chart). Teeth should be checked for tarter and wear to also gauge age. Check for missing teeth and abscessed teeth. Note if the animal needs a dental. Check gum color. Pale gums may mean that the animal is anemic. Dark red gums may mean that the animal is overheated. Take the animal's temperature if there is a concern.
- Proceed down the body. Check all collars to see if they are tight. Feel for lumps, mats, flea dirt, ticks, wounds, hernias, etc. The smell of the animal may tell you that there is infection or a skin condition. Pull up on the scruff to check for dehydration.
- Note the Body Condition Score on the Intake Sheet. Check for pregnancy. A pregnant belly is hard and condensed to just the middle section, like they swallowed a bowling ball/football. Check for spay scars/tattoos, especially on heavier, baggy belly animals. Make note if a female appears to be lactating, we might be able to match her up with babies. Check to see if males are neutered. Make sure to check to see if they have undescended testicles.
- Legs and feet – Does the animal walk abnormally? Check and clip all nails, don't forget dew claws. Check to see if cats are declawed and note on Intake Sheet.
- Tail – Check and note the type of tail on the Intake Sheet. Manx cats tend to have rectal issues so be ready to check backside of Manx cats throughout their stay here.
- Apply flea prevention to all animals. For those with an active flea population, administer Capstar.
- Vaccinate, deworm, and draw blood for testing. Photograph animal and enter all information from the surrender form and the Intake Sheet into PetPoint.

USING MEMOS IN THE ANIMAL RECORD

The way to communicate anything about an animal is to place a hold on that animal in the comment field of the computer record. It is imperative that you use this format to communicate. Before any decision is made about an animal the computer record is reviewed to be sure there are no holds for that particular animal.

If the finder is interested in adopting a stray, the animal has an adoption application, or an adoption partner has been contacted for this animal, these communications must be in the memo field.

If an animal has been selected for euthanasia or transfer to an adoption partner and there is a hold in the computer record, suspend the euthanasia or transfer until you address the hold.

ANIMAL HANDLING SAFETY

Many of the animals entering the shelter are scared, lonely and confused. The care that we provide them and our behavior toward them will dictate their reactions to us, their comfort level while they are with us and ultimately their adoptability.

- Take your time!
- Evaluate the situation: are you in an area where the animal could escape? When approaching an animal in an unsecured area, be especially careful not to get bit. A biter animal that gets away will result in you having to go through post exposure rabies vaccines.
- Consider your purpose: are you evaluating the animal, attempting socialization, or trying to catch the animal to move and/or treat it? Only approach as close as is necessary.
- Consider the attitude that you project: if you are nervous, aggravated or fearful the animal will respond to that. Be prepared, patient and confident, move slowly and deliberately. Quick, sudden, or tentative movements may produce more fearful reactions.
- Don't over stimulate the animal, and remember that the animal may *perceive* a threat, even though you do not intend to threaten.
- When approaching a new or traumatized animal, you should make every effort to be as non-threatening as possible.
- Always keep your face away from an animal.

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, provide the cat with a hide-y spot for stress relief.
- 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.
- Feral cats are most comfortable with restricted interaction. They must be well cared for, fed well with their living quarters cleaned daily, but beyond that, leave them alone as much as possible.

DOGS

- When removing a dog from a kennel, if you know the dog, distract the dog, and enter the kennel with your leash ready.

- If you are unsure of the dog, squat down at the opening of the gate with one knee on the ground, slightly open the gate, keeping it from swinging open with your other knee. Then noose the dog.
- If inside the kennel, 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. 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.

WITH ANY ANIMAL

- Inform the Animal Care & Placement Manager 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 do not feel comfortable handling an animal, DON'T!!** Get a supervisor to help you--don't risk getting dragged, scratched, or bitten!

RESTRAINT OF ANIMALS

It is the goal of Flagler Humane Society 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. Animal restraint techniques differ depending on the type of procedure being performed. Restraint techniques for exams, blood draws, bathing, nail clipping, etc. are taught in person, by supervisors. The following policies for restraint, from least to most restraint, are the only ones that are appropriate to use:

- All animal care staff should have a slip leash on their belt at all times.
- Never grab an animal by the collar, instead loop a slip leash around them and give them a minute to get used to it before trying to move them. If the animal panics and pulls, try kneeling down in front of them and getting them to come to you just a few steps at a time. Praise their every step. Never drag an animal.
- Heed the warning of a growling dog. Animals bite more out of fear than aggression. Do not keep moving toward a growling dog. Give them time, a blanket over their cage to add security, good treats and kind words through the gate.
- Take care in how you pick up a shy or fearful dog. Kneel down, allow the dog to come to you. Have your arms draped in a towel. You may use a leash muzzle wrap when picking up an animal.
- 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 that is 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.
- When picking up a scared cat, scruff those until you know them. Scuffing is what the mother does so it is not uncomfortable for them. Support their lower quarters with your other hand and keep their front claws where they cannot reach out to scratch anyone. If you feel that they are just tense but will not fight you, pull them up to your lower chest for security and comfort.
- Use a secure cage to transport feral cats for surgery. While the cat is in the secure cage it will be covered with a towel to minimize the stress for the cat.

If an animal gets loose:

- If a dog gets away, do not chase it. It will just run farther away. Enlist the help of a couple of experienced people who can kneel down with treats from a few different directions, herding the dog in the desired direction. Open gates to empty play areas or available buildings. Try to entice the animal into these areas.
- If a dog gets loose in the kennel or is allowed to go nose to nose with other dogs in the hallway, fence fighting may occur. Be cautious but quickly slip a leash around the dog's neck and pull him away from the fencing. Keep your distance if you can. That excitement can trigger aggression leading to unpredictable behavior and increasing the likelihood of injury.
- If a feral cat gets loose, always use a net or towel to catch. Never use a catchpole on a cat.

APPROACHING FEARFUL KENNELED ANIMALS

Some of the incoming animals are feral cats and no amount of expertise or compassion will make them handle-able in a short time. It is important to determine which animals are truly feral and which are just scared.

- **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. Keep your body language non-threatening, 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!)
- **For Dogs:** reach your hand with the treat toward the animal but on or close to the floor. If the animal does not come to your hand for the treat, toss it their way. Look away so the animal will feel more at ease taking the treat. Repeat this step tossing the treat a shorter and shorter distance until finally the dog will eat out of your hand.

Rushing an animal increases stress for the animal and the situation. Increased stress means more unpredictable circumstances, which lead to dangerous situations.

PREPARING A LIST OF ANIMALS FOR TRANSFER TO ADOPTION PARTNERS

The Animal Care and Placement Manager can prepare a list of animals for transfer, export or offsite adoptions.

- Animals are selected for possible transfer during the daily walk through by the Animal Care and Placement Manager.
- 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 will also transfer animals that have borderline behavior concerns that are workable in a different environment.

- We do not transfer problem animals just so we do not have to euthanize them.

The following must be done by the person (or agent of 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 adoption specialist who will contact our adoption partners.
- Put a hold on the animal in PetPoint.
- Adoption Partners are given a reasonable amount of time depending on the current situation to pick up the animal.
- Unless requested by FHS, Adoption Partners cannot pull an animal from the adoption floor until it has been available for 7 days.

SPAY/NEUTER SURGERY

FHS performs spay/neuter surgery for in house animals and owned animals through one of the subsidized medical programs.

The subsidized programs are as follows:

- Community Cats - \$40 certificate for community and feral cats that includes spay/neuter, ear notch, and rabies vaccination.
- TNR Grant – Free certificate (limited time) for community and feral cats that includes spay/neuter, ear notch, and rabies vaccination.
- Subsidized Medical Certificate – Low cost certificate for spay/neuter with options for additional services.

All in house male dogs will receive an e-collar after surgery. It is to remain on the animal for at least 5 days following surgery.

It is recommended that all owned animals leave with an e-collar. The owner has the option to purchase one for \$10 at the time of surgery or can purchase one when the certificate is purchased. All owners' must read and complete the e-collar waiver.

Animal care staff are to check the surgery schedule and bathe all in house dogs the day prior to their surgery.

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

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

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

The person returning the animal to the cage/run verifies the spay/neuter status is correct on the animal card.

ADOPTIONS

Guidelines for adoption procedures ensure that potential adopters are given an equal opportunity to adopt. Adoption specialists 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.

- Potential adopters must complete an adoption profile. 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 should be observed interacting with the proposed animal.
 - Adult members of the household should 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 backup adoption.
 - Adoption specialists 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.

- 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 unless the animal is too young to have surgery. If this is the case, the animal may fostered with it's litter or with management approval may be adopted and given an appointment to return for surgery. The customer service staff will follow up to make sure that the animal shows up for the scheduled surgery.
- First applicants. Adoption of animals from the Shelter is generally on a first-come, first-served basis. An individual or family who have selected an animal and whose home appears to be acceptable will either adopt on the spot or if pet is not ready, a pick-up date is scheduled.
 - All active applications are kept in the adoption lobby.
 - 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 24 hours to allow the applicant time to complete the application.
 - Applicants are given until close of the next visiting day on the selected animal to complete the needed steps.
 - The adoption specialist reviewing the application will indicate 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 information must 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 backup on that animal.
- 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. Adoption specialists should record in the animal's computer record these back up applications.
- Declining an applicant. Adoption specialists 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.
 - The adoption specialist should write the reason for denial on the application, 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. Get client's initials where required and signature at the end.
 - Collect payment.
 - Ring amount of sale into register and generate a receipt.
 - Make sure to always tie the adopted animal to the receipt.
- 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.
- 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 copies of the contract are filed in the animal's record.
- 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. Any additional applicants listed as a hold for the animal should be notified that the animal has been placed in a new home.

-

Rabies Tags

- A rabies tag should be issued with each animal that was administered a rabies vaccination while at the shelter. The tag number should be entered into the medical records. The new owner will receive a vaccination certificate.

Standing behind our Adoptions

- 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. As a rule, adoption fees are non-refundable. Managers can override this policy. A manager may also refund an adoption fee or a portion thereof if an animal is found to be sick immediately after adoption and it appears that FHS could have missed letting the adopter know that the animal was ill.
- Medical follow-up. Although a free veterinary visit is offered with adoptions, the local clinics will charge customers for any diagnostics or meds that are administered. When a new adopter calls with a medical concern within 7 days after adoption, if we have a veterinarian available, we may schedule a time when the adopter can bring the animal in for a brief look, in case it is something that we should have caught while the animal was in our care.

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 Animal Care and Placement Manager.
- Animals with a treatable illness, with reasonable intervention
- Animals with a treatable injury, with reasonable time and treatment
- Single raised kittens and puppies, when they can be added to another single kitten or pup.
- Others as approved by the Animal Care and Placement Manager.

Animals usually not eligible for foster care:

- Animals with serious behavior problems, such as serious aggression issues that put humans or other animals at risk of harm.
- Highly adoptable, highly sought after animals.

Staff fostering:

Staff requesting to foster must get management approval.

Staff fostering the animals 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 foster contract is placed animals file The location of the animal must be changed to foster and the foster parent's name is recorded.
- When the animal is returned to the shelter, the computer record is updated showing the animal has been returned.

Volunteer fostering:

- When an animal is a candidate for foster, we use trained and supervised volunteers who are approved for foster.
- The approval for the animal to be fostered must first be obtained by the Adoption Specialist or Management.
- The adoption specialist will work to find a foster provider.
- Volunteers that are approved to foster are organized by the adoption specialist.
- Volunteers fostering the animals 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.
- Volunteers also need to be aware that the shelter makes all medical/surgical decisions about foster animals. The shelter provides a contact for medical emergencies. Volunteers will not be reimbursed if they take an animal to another veterinarian for exam, diagnostic testing, treatment, etc.
- Any animal that leaves the shelter in foster care must be recorded as such. The hard copy of the foster contract is placed animals file the location of the animal must be changed to foster and the foster parent's name is recorded.
- When the animal is returned to the shelter, the computer record is updated showing the animal has been returned.

DOG WALKING

1. 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.
2. Frightened animals may pull back when being walked, and they can easily slip out of the clip collar and run away.
3. 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.
4. Only staff is allowed to walk animals from the quarantine area. Dogs in Isolation may be walked last after all other dogs have been walked. Dog in Protective Custody may be walked within the fenced back yard only.
5. New volunteers can walk dogs from the public accessible adoption area only. Trained volunteers can walk dogs that are still on their stray holds. Any dog with a sign that says "do not walk" should be walked only by staff.
6. 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.
7. 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.
8. When a dog has been walked, please indicate the time on the animal care log on the kennel.
9. Deposit the feces in the trash can.
10. Walk dogs in the designated area. Dogs may be exercised in the fenced play area. Only dogs housed together may play together at the same time. Unless part of an established play group, all others must be exercised separately.
11. There is a color coding system in place to help match dogs with walkers best suited to them.
12. All dog walkers must attend a dog walk orientation training session

FELINE ENVIRONMENTAL ENRICHMENT

Benefits of Enrichment for Cats and Kittens:

Many of the cats and kittens housed at the shelter have limited handling contact, although they 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. They must be made 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.

Human interaction:

Cats should receive some human attention each day. Even cats with contagious health issues may be handled with gloves and protective clothing. Keep cats in the largest cage available. If cats come in together, house them together in the shelter.

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.

Play groups

When at all possible introduce dogs into "play groups" keeping your safety and their safety in mind. Dogs should meet each other while both leashed and held by a trained person. Walking dogs side by side allowing them to interact at their own pace is preferred. Once dogs appear to get along they may be allowed to play in our large play area with supervision. Ultimately, they may be housed together if space is needed and they appear to be happy together. We hold organized play groups three days per week with trained staff attendants overseeing each group. This keeps our dogs socialized and happy.

EUTHANASIA POLICIES

DECISIONS

We are an open-admission, full service shelter, which means that any 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 is a practice acknowledged by most animal protection organizations as a necessary means for alleviating or preventing suffering due to the surplus of animals. 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 may be the final act of kindness that can be shown to an animal, it is policy that animals be handled with respect and compassion, protected from fear and pain.

THE DECISION MAKERS

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 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 arduous choices.

Evaluations

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 suffering mentally or physically with a poor prognosis, facing a long and 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
- Health, body condition
- Ability to cope with kennel stress
- Breed, size, potential lack of proper housing within shelter
- Foster care resources, human resources, budget
- Requirements ordered by the courts or mandated by law

Our evaluation process assesses an animal's behavior, temperament and health. The evaluation process helps 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.

Information from former owners if available should be reviewed to assist in decisions. The behavior and health evaluation is included in the decision making process. Lastly, observations from animal care attendants caring for the animals daily should

be taken into consideration. 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 their managers.

Daily Walk-Through Process

Management walks through the shelter daily to double check each animal's health and, if necessary, select animals for euthanasia, taking into account the animal's condition, behavior assessment and adoptability. On occasions when there are health issues that are unclear there is a consultation with the Veterinarian to help determine whether or not an animal may be saved or should be euthanized.

- 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 PetPoint to the type of illness and its severity.
- If the animal is adoptable and space is available, medication may 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, that animal may be selected for euthanasia.
- Animals with positive Parvovirus, panleukopenia and Feline Leukemia tests are euthanized in many cases.

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.

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 manager or veterinarian's approval. Records must be clearly noted with the medical reasons for euthanasia.

If the animal is neither ill nor claimed, the animal will be prepared to move to adoption.

Stray Animals Euthanized before Stray Period or Brought in Dead on Arrival (DOA).

When an animal is euthanized before the stray period expires:

1. Place a hold tag on the body bag with the date of euthanasia and a description of the animal as well as location it came from.
2. Communicate the information to the lobby in case an owner comes in looking for that animal.
3. Take a photo of the animal. If an owner comes they may question the reason for early PTS. It can also save owners from having to view the body for the sake of identification. The photo doesn't have to be uploaded into PetPoint but make a note in PetPoint that a photo was taken and just leave that photo in the camera for a reasonable amount of time.
4. If the animal is taken to an emergency clinic and euthanized at the clinic, it is FHS staff responsibility to take the picture and tag the body.
5. Any DOA's picked up are handled in the same manner.

Owner-surrendered Animals

An animal surrendered by its owner may be kept for 24 hours if intake staff feels that the owners may have a change of heart. We will never do this if the animal is suffering. As long as the owners have signed the surrender form, the animal may be processed for adoption or euthanasia immediately.

Owner requested euthanasia

Flagler Humane Society will euthanize animals belonging to citizens requesting this service. There are fees involved for this service. Appointments are preferred. This service is performed immediately upon the animal's arrival. Owners are encouraged to stay with their pet and are counseled regarding the process. 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 manager. If the owner has a reasonable motivation for their request, the animal should be euthanized. If the staff and manager feel that there is no basis for the owner's decision, we may politely decline. Keep in mind that if the pet owner is being

unreasonable and is unwavering in their quest for the animal to be put down, there are worse things that they could do to the animal. Do not turn any animal away that could be in danger.

Alternatives

Because many breeds have breed rescue groups (herein referred to as adoption partners), purebreds are not to be euthanized without first attempting to place the animal with them. All efforts must be exhausted before euthanizing any animal. However, if the animal is aggressive or ill, he or she may be euthanized without consulting an adoption partner.

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 facilities and assisting with appropriate foster care. The shelter works with many reputable adoption partners who may also be able to assist.

Criteria for evaluating animals for euthanasia

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. 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.

Animals in Adoption Area

Euthanasia decisions must be made when there are animals in the stray area of the shelter that are adoption candidates and need to move to adoption. Animals that have been in the adoption area that 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 that 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 that 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. Although we do not discriminate by breed, we are even more cautious when considering the adoptability of the larger, stronger dogs.

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

Fearful animals 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. A fearful animal might do well if housed in an admin office, with management approval.02...

Wildlife

Generally, most wildlife comes to us orphaned or injured. If the animal can be raised or rehabilitated, a licensed wildlife rehabilitation facility or rehabilitator is located.

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 for a day when 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, wellness clinics, education and adoption programs. Until that time comes, we have assumed the responsibility of humanely euthanizing those animals that have found no home.

EUTHANASIA TECHNICAL PROCEDURES

Each animal is to be treated with kindness and compassion during their stay here, during the euthanasia process and even after death their bodies are to be treated with respect.

Euthanasia must be performed in accordance with Florida State Statute 828.058 which states that only sodium pentobarbital or a sodium pentobarbital derivative may be used for lethal injection and shall be used in the following order of preference:

1. Intravenous injection
2. Intraperitoneal injection
3. Intracardial injection after animal is properly anesthetized

An animal may be tranquilized or anesthetized prior to lethal injection if necessary.

Sodium pentobarbital is a schedule II barbiturate. Injection of sodium pentobarbital is the method of choice because it meets all of the criteria in the AVMA Model for Euthanasia:

- Painless w/out physical distress
- Minimal anxiety or emotional stress
- Speed, reliability to induce unconsciousness
- Aesthetic process, should not be disturbing to view
- Legal compliance, must be used according to state & federal guidelines
- Safety for personnel, public and environment
- No health limitations, will work regardless of state of health animal is in
- No age limitations, may be used on newborns through elderly animals
- Portability, should be able to use in remote locations
- Efficient use of staff time
- Easy maintenance of equipment, supplies
- Ease of administration
- Economical

Florida Statutes require that anyone, other than a veterinarian who performs euthanasia be certified through a 16 hour state approved course.

The euthanasia room must be well lit and separate from other areas. It must be free from interruptions, free from loud noises, free of any non-essential staff and free from other animals. Animals should not be exposed to other animals before or during the euthanasia process.

Identification and Authorization

Once it has been determined that the shelter has no better option than to euthanize, begin checking to be certain that the identity of the animal is correct and that the animal is clear to be euthanized.

- Scan thoroughly multiple times with a universal scanner that is in good working order.
- Double check for tags or tattoos.
- Match the cage card up to the animal while checking the ID number on the collar.
- Check PetPoint for memos or holds.
- Check lost reports
- Three sets of initials from management or tech staff are required to authorize euthanasia.

Dosage and Administration

The proper dose of most brands of sodium pentobarbital for dogs and cats is 1ml per 10 lbs. if given IV. When administered IP that dose is tripled. Dosages vary from species to species. For example, dosages for rabbits and reptiles are double that of a dog or cat. A veterinarian should be consulted before euthanizing any species that we are not trained specifically on.

The preferred route of administration is:

1. Intravenous (IV)
 - a. Into the cephalic vein (on the top surface of the front foreleg)
 - b. Into the femoral vein (on the inside of the thigh)
 - c. Into the saphenous vein (on the outside surface of the rear leg)
2. Intraperitoneal (IP)
 - a. Into the open space surrounding the abdominal organs
3. Intracardiac (IC)
 - a. Into the heart, which is surrounded by a web of nerves and is a pain sensitive area - **MUST ONLY BE DONE ON COMPLETELY ANESTHETIZED ANIMAL!**

Pre-euthanasia Anesthetics

Pre-euthanasia anesthetics are used when an animal is fractious and difficult to safely control. This is called chemical restraint. The drug of choice is actually a combination of drugs. Ketamine which is a schedule III narcotic is mixed with Xylazine, a tranquilizer. Ketamine/Xylazine is prepared by blending 10 parts Ketamine with 2 parts Xylazine. Combining the two drugs lessens their negative side effects.

Never substitute drugs for gentle, careful handling.

For dogs and cats the dose of the Ketamine/Xylazine is 1ml per 10 lbs. given intramuscularly. Animals will be sensitive to noise and light so cover the cage with a blanket or towel. They should be relaxed enough that they may be given the sodium pentobarbital IV injection within 2 or 3 minutes. If you wait until they are completely anesthetized you may give an IC injection. Check the blink reflex which is also called the palpebral reflex by touching the inner corner of the animal's eye. This is the last reflex to go so if the animal does not blink, it cannot feel anything.

Florida statutes mandate that no animal may be left unattended between the time the euthanasia process begins and death is confirmed. This would include times when anesthetics are administered.

Animal Handling

Euthanasia must be performed with an experienced animal handler.

Handle-able cats may be gently scruffed for IV injections; the handler then uses their other thumb as a tourniquet around the animal's front or rear leg.

- Kittens may be held gently with their belly facing the technician for IP injections.
- Feral cats should be gently and quickly dealt with in a net, trap or cage.
- Handle-able dogs are given a bear hug where the handler holds the dog's mouth away from themselves and the injector. The handler then uses their other thumb as a tourniquet around the animal's front leg.
- Non handle-able dogs may come around with lots of patience (see animal handling safety). As a last resort a trained handler may place a catchpole on a fractious dog for an intramuscular injection of pre-euthanasia anesthetics. Immediately after the injection is given, the catchpole should be removed so that the animal may peacefully fall asleep.

Remember - THE BEST RESTRAINT IS THE LEAST RESTRAINT. Over restricting or trying to over control the animal may cause the animal more stress and bring out a fight or flight response. Oftentimes a third person there to just distract the animal with chest rubs or tasty treats can make the process completely stress free for the animal which in turns lowers staff stress and keeps the situation safe for all.

The Process of Euthanizing

Before the animal is restrained the technician should have enough drugs drawn up that if there are any problems ie: the animal becomes aggressive or the vein blows, they have everything they need to go to plan B or plan C, which might mean giving a fresh injection of sodium pentobarbital into the other leg or anesthetizing the animal.

As the animal is held and comforted as described above, the technician pulls the front leg taught and rubs an alcohol swab over the top surface of the foreleg. When the vein is visible the needle is injected bevel up and the technician aspirates, hoping to see a flash of blood which indicates that the needle is indeed in the vein. When that occurs, the sodium pentobarbital is injected.

If administered properly via an IV injection an animal will lose consciousness immediately with death occurring within a minute or two after loss of consciousness.

For tiny puppies, kittens and smaller animals an IP injection is the route of choice, due to the difficulty in locating tiny veins. The tech draws up 3ml per 10 lbs. of animal and locates the peritoneum by looking at the umbilicus. The needle is injected just off to the side of the umbilicus at a 45° angle toward the upper half of the animal's body. The tech then aspirates and should get a vacuum which indicates that the needle is in the peritoneum. The injection is then given. The animal may either be placed back in its carrier or held quietly while it falls asleep. With an IP injection an animal will lose consciousness within minutes. Death may take several minutes.

It is not uncommon to administer a small additional dose of sodium pentobarbital via IV or IC injection after the animal has lost consciousness. This will speed up the death process.

Signs of death include lack of respiration; pupils fixed and dilated loss of rectal muscle tone. Death must be confirmed with cardiac standstill.

Owner Requested Euthanasia

As a service, FHS offers euthanasia for owned animals that are terminally ill. Owners are invited to remain with their animal throughout this process. Our protocol is the same for the animal whether or not the owner is with us. If the owner is present though, they should be informed ahead of time that sodium pentobarbital acts on the brain first so the animal feels no pain. They must be warned of the speed in which the animal will most likely lose consciousness, the unlikely possibility of the animal going through an excitement stage and/or requiring a second injection. After death has been confirmed, owners may be allowed a few moments alone with their pet to say their final goodbyes.

Body Disposal

The bodies of the deceased animals are placed in body bags and then set inside the assigned freezer. If an animal is slated for individual cremation or if an animal has come in DOA or was in such poor condition that it was euthanized prior to completion of stray period, that bag must be tagged with the necessary information. Twice per week the bodies are taken by an outside company for mass cremation.

Record Keeping and Legal Requirements

By law the pre-euthanasia anesthetics and the sodium pentobarbital must be stored in a securely locked cabinet within a securely locked room. Drug logs for all controlled substances must be maintained in accordance with Florida regulations and DEA regulations. These daily logs include the date of use, animal's identification, the technician's signature, the amount of drug used, and the drug balance. The shelter undergoes periodic inspections in which these logs are checked.

Notify management immediately upon any spillage or discrepancy within the drug records.

SECURITY OF CONTROLLED SUBSTANCES

Controlled substances

- In accordance with Florida State Law, all controlled substances 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.
- No controlled substance is to be removed from the Shelter unless we are providing a scheduled owner requested euthanasia within the owner's home. If this is to be performed, it requires pre-approval from management. All drugs must be signed out in the appropriate manner.
- A current license from The Drug Enforcement Agency is to be kept on file, but do not display the DEA license due to potential theft of information.
- The permit from Department of Professional Regulation must be displayed on a prominent wall.

Recordkeeping

- Each time any amount of a controlled substance is used it must be completely and accurately documented in a daily log located with the drugs. There are controlled drugs in the veterinary services area and in the euthanasia room.
- The following information must be documented according to the Drug Enforcement Agency: date, animal's identification number, and description of animal, amount used, balance remaining, technician, assistant and (if appropriate) reason for euthanasia (e.g., health, age, behavior).
- If drugs are used for surgical purposes or for euthanasia, the animal's PetPoint and paper record is to be updated
- Immediately report any discrepancy in the drug balance to the Executive Director or Medical Manager. Photograph if there is a spill.
- The techs will conduct regular checks of these logs to ensure proper accounting of substances is being followed.

Inventory

- All controlled drugs must be carefully inventoried.
- The general supply of drugs is locked in the main supply drug safe, and only Directors have access 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.
- An inventory log 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 inventory log and then recount the bottles and provide that tally in the log book. This helps keep the inventory accurate.

- All entries should be made in ink, and no entry should be erased or completely obliterated. Any discrepancy should be immediately reported to the Drug Enforcement Agency by the Medical staff or Executive Director. Forms and instructions are available on the DEA website.
- A complete inventory should be conducted twice annually and kept in the file, to be provided to any inspecting agent.

TELEPHONE INTERACTION

Make every effort to answer phones before the third ring. Even if FHS is not open, answer the phone when it rings. Check voice mail first thing in the morning and several times throughout the day. 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: Good morning/afternoon, Flagler Humane Society, this is {say your name}, how may I help you?

If You Must Place a Caller on Hold

Answer as above and then ask “may I place you on hold?” Never say “Hold please” or anything else that could sound less than courteous.

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.

MEDIA CONTACTS

If you are contacted by a reporter or representative of any TV, radio, newspaper, magazine, or by other media reps, forward them to the Executive Director. If the Executive Director is not available direct the reporter to The Development Coordinator. If neither is available, contact the Manager on duty.

COMMUNITY HELP PROVIDED BY FHS

Vaccine and Wellness Clinics

As a service to pet owners FHS provides a Reduced Cost Wellness Clinic.

Wellness clinics offer a larger variety of services and are by appointment only. The nonrefundable exam fee is collected at scheduling to help eliminate “no shows”. Additional fees are collected at the time of service.

Pet Food Bank

To help pet owners through a temporary financial crisis, once per month qualified, registered pet owners come to FHS to pick up a specified amount of food for their pet(s). Pet owners with need must follow rules to take advantage of the program, such as all pets must be sterilized and they must not obtain any new pets while on the program. Pet owners may remain on the Pet Food Bank program for six months.

Animal Services (formerly known as Animal Control)

FHS is contracted by Flagler County, The City of Flagler Beach and The City of Bunnell to perform animal services. These services protect public and animal safety. They include public education, animal rescue, bite quarantine and dangerous dog investigations, TNR, enforcement of local ordinances and state statutes as they relate to animals. Flagler Animal Services under FHS has their own set of SOPs. The officers also work hand in hand with shelter staff, transporting animals to offsite events and assisting with animal care if needed. Shelter staff may be called to assist officers on occasion as well.

FHS Thrift Store

Standard Operating Procedures

FHS has an offsite Thrift Store located at 480 SW Palm Coast Pkwy which is open seven days per week. Donations of saleable help The Thrift Store earn income which helps offset the costs to run the shelter and care for the animals. The Thrift Store has it's own set of SOPs. Thrift Store staff and shelter staff assist each other as needed.