

Keys to a Great Shelter

A Guide to Starting
and Improving a
Humane Organization

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The ASPCA National Shelter Outreach Guide to Starting and Improving a Humane Organization

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Foreword



Foreword

Dear Friend of Animals:

People wanting to make a positive difference for animals in their community contact The American Society for the Prevention of Cruelty to Animals (ASPCA) National Shelter Outreach Department every day. Many of these people want to start a humane organization. Some of them come from areas with no humane organizations, some are dissatisfied with their local humane organizations and still others want to start a new organization with different services. This guide is intended to help you understand the complexities of humane organizations and give you the information and tools you will need to start one. The guide will detail and discuss: varieties of humane organizations from non-sheltering to shelter facilities; alternatives to starting a new organization; difficulties you will encounter starting and running a humane organization; and where to look for further information.

It is important to understand that the ASPCA is not a parenting organization for local SPCA's, humane societies or animal care and control organizations. "SPCA," like "Humane Society" and "Anti-Cruelty Society," is a generic term. SPCA's and humane societies generally have no affiliation with each other nor even any similarity of policies and procedures. While "SPCA" and "Humane Society" are often interchangeable terms, "SPCA" may (but does not necessarily) imply a law enforcement capability.

The National Shelter Outreach department works with all varieties of animal protection organizations around the country to help them do their job better. We provide materials, resources, referrals, advice and training at little or no cost. Each year we visit over 150 animal shelters and spend time talking with directors and staff to assist them to stay current on trends in sheltering. The appendix lists many of the materials we have gathered and distribute to organizations. In fact, we have packets of in-depth information on each topic covered in this guide and many more which we will be happy to send to you at no charge. Please contact us to request these packets, or if you have other specific shelter related questions.

Talented volunteers are a boon to any non-profit organization and we are particularly indebted to one of our volunteers for the creation of this manual. Mary Kirby is a published author and accomplished editor who came to the ASPCA to volunteer her skills. Every month for over a year we sent her home with arm loads of reading materials to study and distill. She also visited shelters and attended conferences with us, immersing herself in the details of humane organizations. We met with her regularly to guide her in the writing of this book but it was she who performed the immense job of sifting information, crystallizing, and writing the majority of the manual. We are ever grateful.

We also owe a debt of gratitude to Dennen Reilly and his expertise on animal welfare boards of directors and to the kind people at The Humane Society of the United States and the American Humane Association who graciously allowed us to refer to many of their excellent materials. Our own colleagues here at the ASPCA, particularly Lila Miller, D.V.M. and Jacque Lynn Schultz, also gave generously of their time and expertise. Finally there are numerous contributions and insights from other people and organizations across the country, some are mentioned although too many remain nameless, whose input and experience is greatly appreciated.

Please note that all sample forms and contracts have been gathered from various sources and they may or may not be used by The American Society for the Prevention of Cruelty to Animals. These agreements are included as *examples only*. The ASPCA does not recommend that you adopt any of these agreements for your organization without advice from your own local attorney. Agreements must be individualized to each organization's needs and laws vary widely from state to state.

We hope you will find this manual very useful. We look forward to updating it on a regular basis and welcome your comments.

Sincerely,

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Origins of the ASPCA and the American Humane Movement



Origins of the ASPCA and the American Humane Movement

The American Society for the Prevention of Cruelty to Animals (ASPCA) is the country's first humane organization and one of the largest humane organizations in the world. Since its founding, the ASPCA has protected, nurtured and sheltered tens of millions of unwanted, neglected and abused animals.

Privately funded through charitable contributions from members, corporations, foundations and the general public, the ASPCA continues to play an active role in providing effective means for the prevention of cruelty to animals. Its Humane Law Enforcement Department is fully empowered to enforce animal protection laws throughout New York State.

The Society was started by Henry Bergh, the youngest son of a New York shipping magnate as John Loeper recounts in his book, *Crusade for Kindness*. After inheriting a sizable fortune, Bergh and his wife traveled widely throughout the United States and Europe. Wealthy and popular, they led the carefree lives of cosmopolitan socialites, collecting art and friends throughout their travels. There were a few glimmers of the turn Bergh's life would later take, and some of his early correspondence indicates a growing awareness of the injustice of animal abuse. While vacationing in Spain he witnessed a bullfight that so offended him he wrote a letter to a New York newspaper in 1848, protesting the senseless brutality of the sport.

In 1863 President Abraham Lincoln appointed Henry Bergh to the post of legation secretary at Czar Alexander's court in Saint Petersburg. It was here, amid the palaces of the sophisticated Russian nobility, that Bergh first began articulating his belief that animals were sentient, feeling beings that deserved to be treated with respect and kindness.

Ironically, it was the stark contrast between the living conditions of the Russian aristocracy and the serfs that most dramatized for Bergh the need for someone to crusade for animal rights. Four-fifths of the Russian people lived in poverty as serfs with few rights and no hope for a better life. Often they took their frustrations out on the only ones whose lot was worse than their own, their defenseless animals. Bergh became increasingly vocal about this abuse. When friends were puzzled by this new found passion he could only explain, "At last I have found a way to be of use."

On his way home to the United States, Bergh made a special stop in London to meet with the Earl of Harrowby, president of England's Royal Society for the Prevention of Cruelty to Animals (RSPCA). At last, there was a society that not only believed in the humane treatment of animals, but also actively promoted legislation protecting them and criminalizing their abuse. The RSPCA had been rescuing and sheltering animals and raising public awareness of the dignity of animals for over 40 years. Bergh spent several weeks with Harrowby and decided to start a kindred society in the United States.

Upon his return to the United States in 1866, Bergh found a nation deeply wounded by the horrors of the Civil War. Compounding the pain was the enormous social dislocation caused by the Industrial Revolution. People were leaving farms and small towns and pouring into the cities looking for factory jobs. Cities were now teeming with people and animals crowded in unsanitary quarters.

The chaos and inhumanity of the times reached its epitome in New York City. Horse-drawn streetcars had become the backbone of its urban transportation system. Overcrowded cars were drawn through muddy, filthy streets by overworked draft horses who were often beaten and prodded until they died in their tracks. Slaughterhouses throughout the city used the most barbaric and unsanitary methods to kill livestock. Stray dogs and cats were routinely captured, locked in cages and drowned in the East River.

Still, the time and the place were ripe for Bergh's message of kindness. Some historians believe that Bergh's plea for humane treatment might have fallen on deaf ears even ten years earlier. Bergh launched his crusade with a speech at New York's Clinton Hall before an influential audience on February 8, 1866. He denounced cruelty against animals and pleaded for the establishment of a society similar to the RSPCA to enforce laws which would protect them.

As a result of his personal eloquence and appeal, a number of wealthy and powerful New Yorkers signed his "Declaration of the Right of Animals" which he then presented to the state legislature. On April 10, 1866 the American Society for the Prevention of Cruelty to Animals (ASPCA) was officially chartered.

Just days after the incorporation of the ASPCA, New York passed the first effective animal humane law ever enacted in the United States. There were earlier laws but they had no real mandate or method to enforce them. It read: "Every person who shall by his act or neglect, maliciously kill, maim, wound, injure, torture, or cruelly beat any horse, mule, cow, sheep or other animal belonging to himself or another, shall upon conviction, be adjudged guilty of a misdemeanor." Punishment for such a conviction was imprisonment for not more than one year, or a fine, or both.

The original statute was so carefully drawn by Bergh and so comprehensive that it was adopted in some form by every state in the union and across Canada. Even today, over 130 years later, this is the statute under which most prosecutions for animal cruelty are brought before the court. Amendments have been added to strengthen it, but it remains the basis of much anti-cruelty legislation.

Once Bergh succeeded in getting the charter passed and the Society started, he personally saw to it that the law was obeyed. Every day for hours he would go out in the mean streets of New York City, cajoling, educating, and in some instances arresting offenders. Despite the derision of many, he began to have an impact on the treatment of animals. Constant visits to the slaughterhouses led to the adoption of swift and humane methods of slaughter for livestock. Horses that had faithfully spent their lives drawing streetcars were allowed a dignified retirement on shelter-sponsored farms or were humanely euthanized. Popular bloody pastimes of dog fighting, cockfighting and ratting (where dogs were made to fight with rats) were outlawed.

The ASPCA celebrated its first birthday in 1867 by getting an ambulance with which to pick up and transport sick and injured horses, and placing ten wrought-iron drinking fountains for horses around the city. These oases often meant the difference between life and death for the horses of New York, especially during the hot summer.

Bergh's ideas quickly spread throughout the country. By the turn of the century over 650 humane organizations were operating nationwide. On March 12, 1888 as New York dug itself out of what became known as "the great blizzard of '88", Henry Bergh passed away, his health compromised by endless days and nights on city streets searching for and correcting animal abuse.

Henry Bergh's original idea of reverence for life and respect for all animals remains very much alive today. With over 420,000 members and donors the Society continues the mission begun by its founder. Today there are hundreds of humane organizations throughout the United States. Their policies, goals and services may vary widely, but they all remain dedicated to the elimination of cruelty and the advancement of the humane treatment of animals.

The needs of society have changed over the years and the ASPCA has evolved to respond to those needs. For instance, in 1894 abuses were so flagrant citywide that the Society was placed in charge of New York's animal control duties—picking up lost, strayed or injured animals and maintaining shelters to house them. To cover expenses, the ASPCA collected revenues from dog licensing fees.

The Society's guiding principle of humane treatment for animals has always been respected. If an animal went unclaimed, a humane method of euthanasia was implemented.

On January 1, 1995 the ASPCA's contract to provide animal control for the city of New York expired and a decision was made not to renew it. The euthanasia rate was reduced considerably over the years but the cost of local animal control was draining the Society of resources meant for national programs. In 1928 the per capita euthanasia rate was 511 dogs and cats for every 10,000 people; by 1994, the rate dropped to 53 per 10,000 people, ranking New York as one of the lowest among major U.S. cities.

Between the 1950's and 1960's, pet care had improved so much in this country that the average life expectancy of cats and dogs increased by 2 or 3 years. With the exploding popularity of pet ownership, the ASPCA greatly expanded its education and public information programs. Pets were becoming important members of their human families and the need for well-behaved companion animals grew. The ASPCA instituted a series of dog training class to foster closer companionship between dog and owner.

Today the Society continues to educate the public through books, videos, pamphlets and courses while it crusades against animal abuse and promotes responsible pet ownership. Its agents enforce the humane laws in New York City and often throughout the State. It works to promote and improve the laws that protect animals in every state and at the federal level. It runs a small adoptions center in Manhattan and the Bergh Memorial Animal Hospital, one of the largest small animal hospitals in the country. It runs the National Animal Poison Control Center (NAPCC) which provides expertise in veterinary toxicology to veterinarians and the public. Finally, it provides supportive services to animal shelters around the country through its National Shelter Outreach (NSO) program.



Animal Sheltering in the United States: From Impound to Humane Community

Today, many plan a visit to their local animal shelter much as they would a visit to a museum. They come to see the animals, spend time with them, learn about them, to stroll down interpretive trails, to take classes—both with and without their pets—send their children to summer camp there, and so much more. That's because many modern shelters are bright cheery places located both physically and figuratively at the heart of the community. Yet one may still find areas where the prevailing sentiment about the local "pound" is not nearly so warm and positive. There remain pockets where people typically give little thought to their shelter unless they lose a pet. Then, a trip past the garbage facility will bring them to the pound where they will walk by rows of spartan cages or runs looking for their animal. At the other end of the spectrum are the few but slowly increasing animal loving communities that don't have a stray animal housing facility per se, but do have an active network of people who assist local animals in need.

The Pound's Origins

The concept of the pound in the U.S. derives from colonial times when animal impoundment areas were used to contain wandering livestock. These facilities also housed dogs found at large, creating a nuisance or posing a threat to public safety. People would go to the impound or "pound" to reclaim their wayward animals who had been picked up by the "poundmaster."

Over the centuries, as more communities became less agriculturally based, the pound's principal focus shifted from livestock to dogs, and eventually to cats as well. Livestock, being a valuable commodity, was typically reclaimed, while dogs and cats were often not. Poundmasters generally did not receive a salary but depended on redemption fees paid by owners reclaiming their animals as well as on income derived from the sale of unclaimed livestock.

Since resources were at a premium, unclaimed dogs and cats were often killed in the most economical way, usually by clubbing or drowning. With increasing urbanization dogs became the most common animal impounded and illegal money making enterprises sprang up, particularly in cities where pet dogs were relatively easy to catch and likely to be reclaimed. In some urban areas, a criminal racket developed to kidnap pets and take them to the pound for a bounty. Distressed owners, relieved to learn that their dogs had been found safe and sound, would claim their dogs and pay the redemption fees.

Mad Dogs and (Former) Englishmen

Rabies is one of the world's first recognized diseases and it was long suspected that it was transferred to other animals and to humans through the saliva of an infected animal. Nearly always fatal, rabies was the primary risk that animals at large posed to society and the development of pounds was in great part an effort to minimize the spread of this disease. For centuries, any animal even suspected of having rabies was killed immediately.

By 1812 Massachusetts' Revolutionary War surgeon James Thacher published Observations on Hydrophobia in which he advised that all animals that bite other

animals or people should be held under observation rather than be killed. He also recommended that healthy dogs receive inoculation with saliva from a rabid animal.ⁱ

72 years later in 1884, Louis Pasteur created the first canine rabies vaccine. In 1921 the vaccine was adapted for use in domesticated dogs as part of a rabies control program in Japan. Mass vaccination of dogs, and later cats, was finally instituted in the United States in the 1940's. The vaccine use has had a profound effect. Before 1960 the majority of rabies cases reported to the U.S. Center for Disease Control were in domestic animals, now more than 90% of reported incidents are in wildlife.

From Helpmate to Companion

The role of dogs and cats in society gradually shifted along with the nation's demographic shift from rural to urban and finally suburban. In the rural era, dogs were utilitarian herders, watchdogs, and guarders—keeping the fox out of the henhouse, for example. Cats have always been prized as ratters and for keeping down populations of other rodents and snakes in barns, granaries and ships. Colonial church pews were designed with room for parishioners' dogs to help keep their feet warm during long winter sermons. In the late 1800's, working men who could not afford a horse relied on dogs to turn treadmills and pull small carts.

"Pet ownership as we know it today is a post-World War II phenomenon," notes Andrew Rowan, Ph. D., director of Tufts University Medical School's Center for Animals and Public Policy.ⁱⁱ At the same time, there is a long tradition of wealthy men raising dogs for hunting jaunts and enjoying their companionship. Elegant ladies have ever cradled a small, cherished dog, or more rarely a cat, as their constant companion. These gentry so valued their pets that they would often be painted with them. However, this relationship where the animal's main purpose and value to humans was his companionship, was a pleasure that was restricted to the upper class until the 20th century. With rise of the middle class and its move to suburban tract homes, the creation of pre-packaged pet food, the widespread use of the rabies vaccine, and the invention of kitty litter in 1947, ownership of dogs and cats solely as pets, or companions, increased tremendously.

License to Run

While it is now taken for granted as part of dog ownership, the concept of purchasing a permit from the local municipality for the right to house a dog did not come into existence until 1866 in Cleveland, Ohio. The practice spread and became further refined when the first dog license tags were issued in Dodge City, Kansas in 1877. This advancement meant that any dog running free was immediately identifiable as belonging to someone, thereby increasing the chances that a wayward dog would be reunited with his family. In many areas, license fees eventually became the primary source of funding for pounds.

Humane Seeds

The nineteenth century was a time of tremendous social exploration, turmoil and growth. Increasingly, science answered questions that were once solely the dominion of religion. Age-old assumptions were challenged. There were numerous experiments in utopian communities, outspoken women started demanding greater rights, and after protracted struggle, slavery was abolished.

This urge to social progress led some to expand their consideration beyond the well being of oppressed people to even nature and her beasts. As industry and technology altered nature irrevocably, the seeds of the environmental conservation movement were sown. This source of altruism also led some to consider the suffering of animals. Indeed, perhaps it has always been that those who are touched by one struggle tend to be sympathetic to others. Women, for example, were prominently involved in many of the earliest societies for the prevention of cruelty to animals (SPCA's) and animal humane societies (some early "humane societies" concerned themselves with both animals and people).

In 1866 the ASPCA in New York City, modeled after England's Royal SPCA, was founded. The next year the Erie County SPCA in Buffalo, New York opened. Soon Boston, Philadelphia and San Francisco organized SPCA's in 1868. Like pounds, they developed as a local response to animals in their respective cities. Indeed, many of them took issue with the treatment of animals in their local pounds. They also rallied for more humane ways of killing the animals that were not reclaimed by owners or placed into new homes.

Private Entities Emerge

Though founded for similar purposes, humane societies and SPCAs maintained--and continue to maintain to this day--highly individualized and localized approaches to the needs of their communities. The Philadelphia SPCA (later renamed the Women's Humane Society) built the first known private animal shelter as an alternative to the deplored city "pound". The SPCA provided strays with more humane care and medical treatment, and placed animals into new homes. When that was not possible, they sought to provide animals a quick and painless death. A steel chamber was developed into which a gas was introduced to asphyxiate the animals.

In the meantime in New York, Henry Bergh, founder of the ASPCA, urged the city to make humane reforms at the pound while steadfastly refusing to let the ASPCA run it. He believed that operating the city's pound could conflict with the society's role as an advocate for animals and place undue financial strain on the organization. Bergh's foresight was remarkably accurate; more than a century later many humane organizations are divesting themselves from animal control responsibilities for some of the same reasons cited by Bergh in the 1800s.ⁱⁱⁱ

Numbers That Count

At the outset, it made good sense for pounds, shelters and humane groups to form in response to the needs in their own communities. The independent, locally focused nature of these organizations in the United States is a legacy that endures to the present with varying degrees of success. Even Henry Bergh's nationally named ASPCA, in its early years, focused its efforts primarily on the care and humane treatment of animals at its doorstep in New York City.

While individuality and local focus may well have enhanced responsiveness to local needs, the approach also had a substantial and unintended consequence-- animal sheltering is a largely unregulated endeavor in this country.

The federal government has few regulations and even less oversight of animal shelters. There is no national agency required to oversee animal shelter operations.

There has been no standard method for keeping animal shelter statistics and indeed, no federal requirement that such statistics be kept. While pet ownership trends could be tracked with relative ease through the U.S. Census, there must first be enough public pressure to demand that that legal imperative be added.

Despite the absence of government mandate, animal shelters are beginning to recognize the importance of keeping accurate data on what they do. Only by keeping statistics on each animal that passes through their facilities can humane organizations track prevailing and changing trends, identify their needs and measure their success. Animal sheltering reached a new level of professionalism in 1993 with the formation of the National Council on Pet Population Study and Policy (NCPSP) who took on the task of scientifically compiling and analyzing data on pets and animal shelters. The NCPSP conducted a four-year study of over 5,000 animal shelters that in the aggregate handled more than two million animals each year. It continues to gather research on pet ownership and assist shelters in compiling their own data. The Council's studies can be viewed at www.petpopulation.org.

The process of gathering and understanding animal sheltering data continues to gain prominence. In 2004, representatives of national and local animal welfare organizations from across the country met in Asilomar, California to "work together to save the lives of all healthy and treatable dogs and cats." The agreement they reached, known as the "Asilomar Accords" embodies two main imperatives: the development of universal definitions, and the creation of guidelines and tables to allow the keeping of meaningful statistics and records. These can be viewed at www.asilomaraccords.org.

Climbing the Spiral of Life

The close of the nineteenth century saw the rise of humane societies and SPCA's that opened private shelters to care for strays in a more humane manner than the municipal pounds. The efforts of these private enterprises influenced many pounds to adopt more humane standards themselves.

The end of the twentieth century witnessed a flourishing crop of grassroots organizations seeking an alternative to the humane death that so many animals still faced in shelters simply because there were not enough new homes to be found. This new "no kill" movement challenged traditional shelters to call this aspect of their work frankly, "the killing" of animals, rather than the softer, euphemistic, "euthanasia." In a way, it was progress in an upward spiral. While the touchstone issue remained death, the focus had largely moved beyond *how* animals are killed—a swift, gentle, painless death by lethal injection was (and remains) widely preferred—to the necessity of death at all.

Traditional shelters countered that a swift, painless death without fear was indeed an act of mercy when compared to the alternative: a lifelong sentence in a cage or endless suffering from disease. Moreover, if they served a municipality they had a responsibility to keep the public safe from dangerous animals and they had to have a place to put them. To effectively optimize limited resources, shelters had to focus their efforts on supporting the animals most likely to succeed in a new home.

Still, many "traditionalists" recognized that even the term "no kill" had immediate appeal for the public at large. The dynamic tension between these two views led many shelters to re-evaluate long held presumptions and practices.

Today, the “no-kill,” organization at its best strives to place every homeless pet in a new home so that no animal will ever be killed to make space available for incoming animals. Some organizations have now moved well beyond the grassroots stage and operate large facilities or national programs themselves.

Navigating this uncharted territory is often challenging for people striving to be humane. In this changing environment even the terms and labels that each organization chooses can be fraught with discord. An “open-admission” or “open access” shelter that accepts all animals may be denigrated as a “kill” shelter, while a “no-kill” shelter may feel demeaned by the label “closed door” or “limited access” shelter.

However, in a growing number of communities, these very different kinds of organizations are learning to work together, to understand each other, to respect and learn from each other, to maintain open communication and dialogue, and to stay focused on their shared goals. The results are impressive--rehoming and spay/neuter of many more animals resulting in an unprecedented reduction in euthanasia.

The Humane Community of the Future

Let us imagine what the humane community of the future will look like. What characteristics would wealthy and poor humane communities have in common? In a truly humane community people would respect all sentient beings, including their fellow humans. What specific evidence would indicate respect for companion animals? Some envision a place where dogs are with their families, not tied outside or left alone and unattended in a fenced yard. Some see a place where feral cats would be a vestige of the past, their populations nearly eradicated through effective spay/neuter programs.

Stray pets would be equally rare and it would be obvious whom to contact in the unlikely event someone encountered one. Affordable veterinary care for anyone who needed assistance would be widely available. Pet ownership and behavioral enrichment training would be broadly accessible to all. Sociable, well-mannered pets would be welcome in many, if not all, public places. They would be desired tenants in all the forms of housing in the community. Devoting time and effort to helping animals would be considered an important and well-respected community activity. Animal neglect and abuse would be rare and held in check by strong laws and effective enforcement, as well as universal societal scorn.

And what will become of companion animal services and facilities in this brave new humane world? When dog and cat reproduction levels have stabilized, will shelters seek out new sources of animals to adopt when the public doesn’t bring in enough? Certainly, many visitors do come to the shelter to see the animals. Will the shelter still need to draw people in to get its message out? Without a large influx of animals as people keep their animals for as long as they live, will traditional shelters still need to exist, albeit in a reduced role as a “safety net” for housing unwanted animals in the community? Or might an effective network of foster homes that provide emergency housing to animals in need make them obsolete? Will animal shelters become less about housing homeless animals and more about providing affordable training, medical care, grooming, day care, and other support for pets living in the community? Perhaps there will come a day when even this will not be needed

because services for animals will be so well integrated into the activities of other organizations in the community that a facility is no longer necessary.

While we continue to help individual animals in our care today, we must at the same time, consider our ultimate goal--a humane community--where animals and humans live together in harmony, kindness and good health without fear, or hunger, or needless pain and suffering. Working together, not only to help the animals we can today, but also to measure and evaluate the effectiveness of those efforts so that we can best chart our course for the future, will help us achieve this. As Einstein once challenged society, "Our task must be to free ourselves by widening our circles of compassion to embrace all living creatures and the whole of nature in its beauty."

i *Kaplan, MM and Meslin, FX. A brief history of rabies, in Microbe Hunters—Then and Now, Bloomington, IL, Medi-Ed Press, 1996 pp. 45-55.*

ii *from Spring 1996 issue of ASPCA Animal Watch® by Pune Dracker*

iii *Adapted from "The Evolving Animal Shelter" by Stephen Zawistowski, PhD, and Julie Morris in Shelter Medicine for Veterinarians and Staff, Blackwell Publishing, 2004*

Chapter 1

Understanding Humane Organizations



Chapter One

Understanding Humane Organizations

Henry Bergh and his successors won the big battle for the basic legal protection of animals, but the war continues against animal abuse, neglect, and pet overpopulation. Forward-thinking shelters strive not only to address these problems but also to refashion themselves as community resources for information and guidance on creating better pets, being better owners, strengthening the human-animal bond, and improving the well-being of all animals in the community. Citizens concerned with the humane treatment of animals should offer whatever talents they may have to help their local shelter.

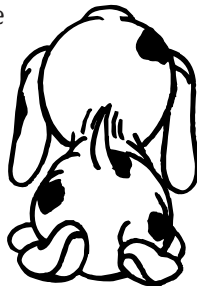
Humane animal sheltering requires people specially trained in animal handling, shelter

sanitation, and animal health in addition to other administrative and management skills. Few shelters can afford to operate without the help of dedicated volunteers who contribute time, money, and effort toward educating people, handling adoptions, walking dogs, and fundraising.

Today's shelters perform a public service by educating and involving citizens in the prevention of cruelty to animals. They are also customer service businesses that seek the public's patronage to help find good homes for healthy animals. Further, a number of groups other than shelters are also important in providing animal support services.

Varieties of Humane Organizations

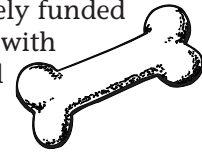
- **Grassroots humane groups** are primarily operated by volunteers. Grassroots groups are often involved in community outreach, legislative lobbying, and providing public information on animal issues.
- **Non-sheltering humane organizations** do not operate a shelter facility but are often involved in foster care, animal placement, community outreach, and distribution of information on animal issues.
- **Privately funded nonprofit open-admission or open access animal shelters** are generally known as either the humane society, the society for prevention of cruelty to animals, the anti-cruelty society, or the animal rescue league. Open-admission shelters accept all animals and are often forced to euthanize animals based on space, species, age, health and "adoptability." Private humane organizations depend on public donations and generally offer a variety of programs such as animal rescue, cruelty investigation, and community education.
- **Privately funded nonprofit limited-access animal shelters** (sometimes referred to as "no kill" shelters) operate a shelter facility that accepts a limited number of animals based on such criteria as species, age, health, adoptability, and cage space. These groups utilize euthanasia only as an option of last resort. Once they are at maximum capacity, they will avoid taking in new animals until the present ones are placed in homes.
- **Municipally run animal shelters**, historically known as "pounds," are funded by tax funds and user fees. The historical function of these facilities was to enforce animal control ordinances and protect the health and welfare of people in the community. Additional services generally include licensing dogs (and sometimes cats, depending on the local ordinances), providing quarantine for animals who have recently bitten, and identifying stray pets and returning them to their owners. Progressive animal



control facilities are involved in animal placement, community education, rabies vaccination clinics, and broader animal protection efforts.

- **Animal sanctuaries** provide long-term and often lifelong care for animals in an appropriate setting. A sanctuary may specialize in companion animals, farm animals, unreleasable wildlife, or exotic animals.
- **Animal rights organizations** promote the concept that animals should have legally recognized rights as individuals or at least should not be classified simply as property to be protected. These organizations usually disseminate information to the public, lobby government, draft and promote legislation, and coordinate public demonstrations. They may also operate or support a sheltering facility.

- **Variations of the above** also exist. For example, there are privately funded nonprofit animal shelters with full-service animal control or housing contracts, as well as municipally run facilities that house a non-sheltering humane group which manages education and outreach activities.



Clearly, not all humane organizations are alike. In fact, there are excellent, good, bad, and mediocre animal shelters. Because the term “animal shelter,” like the term “SPCA” or “humane society,” is generic, it provides no indication of the services provided or the quality of care. There is no such thing as a centrally organized SPCA or humane society beyond the state level. Neither The ASPCA nor The Humane Society of the United States (HSUS) is a parent or umbrella organization for other SPCAs and humane societies.

Euthanasia

Unfortunately, as long as there are more dogs and cats than responsible pet owners, animal shelters will need to euthanize animals. Working at an animal shelter is one of the hardest jobs imaginable. Unlike the visitor to an animal shelter, the shelter worker sees firsthand on a daily basis the grim stories that others only read about. They pick up dogs and cats who have been hit by cars. They see animals with collars embedded in the flesh of their necks because their owners did not replace the collar as the pet grew. Millions of dogs and cats are brought to shelters every year by owners who, for a variety of reasons, simply don't want their pets anymore. Animal cruelty investigators find dogs who have spent their entire lives at the end of a four-foot chain

on a bare patch of earth or cement. Still, most animals who find their way to an animal shelter, whether stray or brought in by their owners, were once desired pets.

Shelters are formed out of a love for animals, literally as safe havens offering protection from harm. Unfortunately, shelters often have to euthanize even healthy, “adoptable” animals. Shelter staff euthanize because they are concerned for the quality of an animal's life. It takes a responsible person with a gentle hand and a caring attitude to give an animal a humane death. How ironic that the very people who love animals so much that they have chosen animal protection as a career end up the executioners for society's irresponsibility.



Benchmarks of a Good Shelter

The adage, “You can’t judge a book by its cover,” also applies to shelters. A shelter should not be judged by either its name or its appearance.

The first indication of a good animal shelter is mandatory sterilization of all animals. This includes both males and females, mixed breed as well as purebred animals. No responsible shelter will adopt animals without making provisions for their sterilization. Ideally, all animals leaving a shelter should be sterilized prior to entering their new homes. The revolving-door syndrome of adopting out one animal only to get back six of its offspring at a later date is patently self-defeating.

Additionally, a good shelter will:

- Work diligently to place as many animals as possible into responsible, loving, permanent homes. Shelter workers know that adopting animals without a comprehensive consultation all too often means placing animals into homes that are temporary at best.
- Distribute a variety of educational materials on proper pet care, animal behavior issues, and overpopulation. These references will be disseminated not only to those people adopting or giving up pets, but to the general public through community education and outreach programs.
- Be well maintained and have a cheerful, bright appearance.
- Have hours that are convenient to the most people possible.
- Have a comprehensive health care program that includes both treatment of sick animals and preventive inoculations and medication.
- Insure that the animals in its care are as clean, dry, and comfortable as possible.
- Aim to reduce stress for the animals in its care through grooming, exercise, behavioral enrichment, separation of species, and providing general tender loving care.
- Have a friendly, inviting staff that is willing and able to assist the public.

A good shelter is not merely content to deal with animal problems in the community after the fact. A good shelter should be involved in all aspects of animal care and pet ownership and should aim to educate people about animals. In short, a shelter’s job is to get people to see the consequences of their actions so that animal suffering is prevented, not merely soothed.

Before You Complain About Your Local Animal Shelter

It is very easy to misinterpret animal shelters from the outside. It is equally possible to misunderstand what one observes happening on the inside. The following are some common complaints that can easily be caused by misinterpretation on the part of volunteers or visitors. On the other hand, these may also be valid complaints. In either case, before you complain take a moment to talk with the shelter management and find out more about the daily operations. For instance, PLEASE DON'T MISCONSTRUE the following situations:

- **No water.** Many dogs and cats tip over their water bowls frequently. If their water was constantly refilled, they would be soaking wet. Therefore, some animals are watered on a regular basis but not provided with water around the clock.
- **No food.** Animals fed on a free-feed basis often overeat and get diarrhea. Shelter animals are generally fed twice a day (more for sick, younger, or special-needs animals), so you will not necessarily see food in their cages.

Food or water may also be withheld for medical reasons.

- **Euthanasia.** Yes, open access animal shelters need to euthanize animals. Few shelters have both the staff and the space to house all animals in need in the community. Most shelters have carefully formulated guidelines on euthanasia decision-making.
- **Dirty cages.** No matter how often or how well a shelter cleans, there will be some dirty cages at any one time. Cages are often at their worst first thing in the morning before the shelter staff has had a chance to thoroughly clean and disinfect all the animal runs and cages.
- **Sick animals.** No matter how comprehensive the health program a shelter conducts, there will always be some sick animals. Most animals arrive unvaccinated, and many harbor contagious diseases. A good shelter isolates and treats sick animals as soon as possible.
- **Adoption refusals.** No shelter has a crystal ball. It will sometimes refuse to adopt to a potentially good owner or, worse, adopt animals to an unsatisfactory owner. Good shelters try hard to match the right pet with the right owner and give the new owner realistic expectations about their new companion.
- **Cruelty complaints.** Shelters with cruelty investigation programs can only enforce existing laws (as well as lobby for new, stronger legislation). Shelters do not condone irresponsible, uncaring, or ignorant pet owners but often cannot correct the situation without owner cooperation. Investigators can only enforce existing (and often insufficient) laws. All too often, they witness poor conditions, but if no law is violated, agents must limit their actions to educating the owner about improving his care of his animals.

So before you complain, take a moment to talk to the shelter management and find out if your complaint is indeed valid. Give the shelter the benefit of the doubt. Is there something you can do to help with the situation?

CENTRAL WEST VIRGINIA SPCA'S NON-SHELTER SOLUTION

Sometimes an organization's best course of action is *not* starting a shelter. This was the decision of the Central West Virginia SPCA after months of fostering animals in homes.

The Central West Virginia SPCA, in Flatwoods, West Virginia, covers five counties in an area that is primarily rural and very poor. As recently as 1996, the county of Braxton did not have a humane society or a shelter. The local pound was limited to dogs, and the treatment they received there was far from ideal. The area's only animal control officer was paid less than \$5000 per year, including mileage. Whatever strays he found, he kept on his brother's farm. If they were not claimed within five days, he shot them and buried them.

"We were so appalled at the way the county treated stray animals that six of us started going to county commission meetings to raise the issue of cruelty to animals," says Kelley Priest, one of the founders of the Central West Virginia SPCA.

Unfortunately, with so many other problems, the issue of animal cruelty was at the bottom of the commission's list. "They thought we were just a bunch of loud-mouthed women and that we would go away if they ignored us. All we were trying to do was to get them to follow the laws."

After several frustrating months, the group stopped going to the commission meetings and decided they would start their own shelter. They organized several fact-finding visits to shelters and humane organizations in neighboring counties and states and researched how to raise funds and organize as a non-profit 501(c)3 corporation.

For about eight months, they kept the "shelter" going through foster homes and adoptions, but the high number of animals and low number of adoptions was very depressing for them. "This is a very rural, very poor area," says Priest. "People tend to throw away animals here. There are a lot of abandoned animals and a number of feral cat colonies." Priest and the other volunteers realized that the scope of the problem in their county was too great. As the numbers of euthanized animals grew, they often felt they were accomplishing nothing.

Eventually they accepted the dictates of economics and decided to focus their energies on offering county residents an affordable spay/neuter program. They started an education program to raise the public's awareness about responsible pet ownership. Rather than rescuing and adoption, they made spay/neuter the main goal of their organization. They changed their by-laws to reflect this new mission.

"In retrospect," says Priest, "we [had been] so excited about having a shelter, we were blind to other solutions to our problems."

They reached out for assistance and called Esther Mechler of Spay/USA, who put them in touch with Susan Goodman of Spay Today of Winchester, Virginia. Goodman sat down with Kelley and the other board members and helped them outline an effective spay/neuter program.

Their program offers discounts on spay/neuter procedures, makes appointments for pet owners, arranges pick-up and drop-off for pets of elderly or disabled owners, pays the entire fee for indigent owners, and will spay or neuter a stray if someone is willing to keep the animal. Before long, a veterinarian in a neighboring county joined forces with the SPCA, enabling them to reach out to many more pets and their owners.

In fact, their education program inspired a group of students in middle school to start a junior SPCA. With the assistance of their teacher, the students show high school, middle and elementary school children how to be responsible pet owners. They contacted the ASPCA National Shelter Outreach department for humane education and public information materials, including a video called "Throwaways" that informs middle and high school children about the tragedy of pet overpopulation.

One of the prime goals of the Central West Virginia SPCA is to see that animal cruelty laws are enforced. When someone reports a possible cruelty case, the SPCA passes on the information to the sheriff's office. If nothing happens, they get the prosecuting attorney to step in and request a file that can only be obtained by the sheriff's office.

"We bug them to death," says Priest proudly. "We call them every day and tell them to call us back once they do a file on the offender. They never call us back, but we keep bugging them. They know we aren't going away."

Ironically, it was one of the Central West Virginia SPCA's cruelty cases that inspired the group's innovative Pet Pantry program that seeks donated pet food for people who can't afford it. This program originated from a starving dog who initially appeared to be a victim of animal cruelty and was taken into custody. The dog's owner insisted that the dog was being fed and showed a closet full of dog food to prove it. The problem was that the generic brand of dog food did not contain enough nutrients to provide proper nutrition. While in custody, the dog was fed a major name brand and got better. As a result, Pet Pantry was started to help owners who can't afford proper nutrition for their pets.

The SPCA promotes its programs through radio public service announcements (PSAs), brochures distributed at local homes and stores, advertisements in the weekly newspaper, and booths at county fairs.

Priest's suggestion to anyone thinking of starting a shelter: Make sure you look at *all* the options. Know the problems specific to your area. Maybe starting a shelter is not your best solution. Talk to as many people as possible. She feels that if they had talked to more people at the outset, they might have realized sooner that a shelter wouldn't work for them. She also recommends that you enlist as much community support as possible before organizing a humane organization; you'll need develop a solid core of volunteers whether for a spay/neuter program or for a shelter.



Chapter 2

Improving Your Community's Shelter



Chapter Two Building a Better Organization

Starting a humane organization is an immense undertaking. The ASPCA suggests that you try to work with an existing humane organization in your area rather than start a new one or incorporate as a nonprofit organization. You can accomplish a lot by volunteering whether you're helping a well-run organization or lending a hand to one that needs it.

Contact the volunteer coordinator at your local shelter and offer your services as a dog walker, greeter, adoption counselor, publicity manager, computer expert, receptionist, bookkeeper, or all-around "utility player." Many volunteer coordinators in smaller organizations are themselves volunteers. If your shelter does not have a volunteer coordinator, offer to create the position.

Shelters are always looking for enthusiastic people who can help with many activities, especially fundraising. Here are some of the many possible ways to participate:

- Staff a booth for your shelter at a street fair or county show.
- Promote a walkathon. Volunteers are needed to sign up participants, staff booths, write and distribute publicity, set up before the event, and clean up afterward.
- Recruit local businesses to sponsor animal days for the benefit of the shelter. For instance, a pet store or a dog groomer could donate a day of shelter animal make-overs, which would highlight the animals while it promotes the business.
- Pet store customers could receive store coupons as thanks for donations of toys or food to the shelter.
- Recruit veterinary clinics and hospitals to sponsor spay/neuter specials for indigent or elderly pet owners.
- Get school children involved in an after-school project like delivering pet food to people who can't leave their homes or making cat toys.

When You See Problems

As a volunteer within a shelter you may find that there are problems that you want to correct. Talk to the staff and management about these problems and propose possible solutions. Maybe the problem can be solved simply by having a volunteer answer phones during busy hours or asking a computer-savvy person to improve the record-keeping system. An effective grant proposal can result in funding for needed kennel improvements. If your skills make you a likely candidate to oversee a fundraising event, offer to join the board of directors. Get other skilled people to join you.

If your efforts to improve your shelter seem fruitless, direct your energies elsewhere. Work to support a humane society that does have strong and effective programs. If you have a humane-related idea or program that you want implemented and need financial support, there are a variety of fiscal sponsorship arrangements that don't require incorporation. For example, if you want to introduce a spay/neuter program or inaugurate a humane education program for local schools, write up a detailed business plan and present it to humane organizations in your area. If one or more agree to sponsor the idea, you can use their nonprofit status for fundraising (usually for a small sponsorship fee). Attorney Gregory Colvin details these arrangements in his book *Fiscal Sponsorship: Six Ways to Do It Right* (Nolo Press, 1994; order from www.nolo.com or call 800-484-4173, ext. 1073).

Common Problems in Shelters

Most animal shelters and humane societies are staffed with dedicated, caring individuals and are operated with the animals' best interests at heart. Nonetheless, when problems arise, the first step to correcting them is recognizing them. Typical shelter problems include:

- high or unexplained expenses
- overcrowding
- poor disease control and sanitation procedures
- inadequate or disorganized record-keeping
- conflicting policies
- insufficient staff and/or volunteers
- lack of skills and professionals
- insufficient training for staff and volunteers
- poor relationships among animal control officers, shelter managers, and volunteers
- low morale, lack of motivation
- poor customer and community service
- the need for building expansion and capital improvement
- insufficient kenneling proportionate to human population (see worksheet in Chapter 8 appendix)
- low adoption rates and/or high euthanasia rates

Although laws and regulations vary by area, shelters are ethically and legally required to house animals in a way that minimizes stress, affords protection from the elements, and provides for appropriate ventilation and sanitation. To determine how well your shelter meets these obligations, familiarize yourself with local ordinances and review the annual operating reports of your shelter. Since many shelters are publicly funded, these records should be available to you on request.

A shelter depends on the public for its success in furthering humane goals and developing a close and harmonious relationship with the community it serves. If you feel that your shelter is failing to provide the best service for your community, take steps to improve it. Resources are finite, and duplication of efforts can divert needed energy and finances from the shelter.

The West Milford Animal Shelter Society in New Jersey is a unique organization that wrested control of their town shelter over the course of several years. They now run it entirely by volunteers. Bettina Bieri, the executive director, offers the following action plan based on the group's experience.

An Action Plan to Improve Your Shelter

Whether you would like to reform a municipal shelter or a private organization, the process is fundamentally the same. A private nonprofit organization must maintain the support of donors; a government-run facility is responsible to the public; and many organizations are a blend of the two. If you find that your shelter is failing to provide proper care for animals, discuss this with the shelter management. If they are indifferent or even hostile to suggestions to improve conditions, go to the board of directors or to the city or county administrator who oversees the shelter. If severe problems persist, you may want to bring charges against the shelter or municipal government for violating animal abuse laws. Before you file charges, be sure you know all applicable state and local laws.

Once you know the law and can substantiate your charges, you should enlist the help of influential people (public figures, donors, veterinarians, animal welfare advocates) who are sympathetic to your cause. You should also contact The ASPCA, the Humane Society of the United States (HSUS), the American Humane Association (AHA), the National Animal Control Association (NACA), and other humane groups for advice. (See list in Appendix ___???)

Organize.

If the problems at the shelter are too big for a single person to handle, think about organizing a group to work together for maximum effectiveness. Common goals include:

- establish a spay/neuter clinic with affordable fees
- develop a network of foster homes that can care for rescued animals until permanent homes can be found
- set adoption criteria for placement of healthy animals in permanent homes
- determine appropriate and humane euthanasia policies
- set realistic holding periods for unwanted or stray animal

For many groups, the ultimate goal is to gain complete control of the animal sheltering and adoption duties at the shelter. Once they operate the shelter, they contract with the city for such activities as euthanasia, dead animal pickups, rabies control, and dog registration.

It is not unusual for conflict to occur when such organizations start to work with municipal shelters. Typically, employees consider themselves professionals and may regard volunteers as critical and interfering. Volunteers believe their donation of time, effort and often money can improve the care of sheltered animals and may see municipal workers as hindering them from achieving their goals.

Ideally, the best approach to improving conditions is to forge an amicable relationship between the two groups. Employees should candidly assess their problem areas, and volunteers should offer assistance where invited. For instance, if the shelter is hindered by an antiquated record-keeping system, volunteers could hold a fundraiser to buy a more efficient computer system. If there are too few employees to clean cages adequately or walk dogs, volunteers could arrange for dependable relief during those hours or days that lack of workers is particularly acute. If there are not enough employees to greet customers and handle incoming calls, volunteers could organize responsible teams to help employees at busy times. Creativity and flexibility on both sides are essential to achieving a harmonious system for improving conditions.

If all efforts to work together fail, the best way to translate your group's good intentions into effective actions is to organize. As a legitimate organization, your group can address the shelter's problems in a public forum and accomplish real improvements in the shelter's operations. If your organization wants to overhaul or even take over the shelter, you'll need a specific agenda and proof that you have sufficient financial and managerial support for your recommendations. If you plan to incorporate as a nonprofit corporation under the Internal Revenue Service's 501(c)3 requirements, read the specific steps in Chapter 3.

Once you have verified that you are a legitimate organization, you'll need to evaluate the shelter. Although most shelters do have the animals' best interests at heart, problems always arise, and the first step to correcting them is recognizing them.

Self-Assess.

It is essential to success that you be specific in your goals and realize that you cannot change everything overnight. Develop a mission statement and an agenda for achieving your goals. Include short-term goals (for example: improve operations, increase adoption rates, improve public relations, institute effective fundraising, improve the physical facility. Your organization should also address your long-term goals and offer a detailed five-year plan on how to accomplish them.

Before you embark on your campaign, you must have sufficient volunteer staffing to achieve your goals. You also need to have the support of the public or a reasonable certainty that you can obtain it. You must determine if you have the financial stability to achieve your goals and continue the operation into the future.

It is critical that you become familiar with the demands of the field of animal sheltering. Subscribe to HSUS's *Animal Sheltering* magazine and AHA's *Protecting Animals* and order appropriate back issues. Obtain the MIS Animal Control Report and review it carefully

(see bibliography). Visit shelters in your state and beyond. Refer to the Must-See Shelters list in the appendix for suggestions. Make appointments to talk with management and staff about what works well for them, what they have tried, and what they would have done differently. Take notes and photos or videos to share with the rest of your organization.

When you have done this important groundwork, ask yourselves the following kinds of questions:

- What are our fundraising capabilities?
- Do we have adequate knowledge of shelter operations?
- Are we familiar with the rules, regulations, and laws governing animal shelters?
- Do we have positive and powerful public relations?
- Are accountants, lawyers, veterinarians, and veterinary technicians available to help with daily operations and problems?
- Do we have a spokesperson?
- Do we have dependable leadership?
- Have we obtained the necessary permits, licenses, and certifications?
- Is our organization professional in its behavior and its interaction with other groups?

After analyzing your own organization, you will be ready to set into action your plan for correcting problems at the shelter.

Document.

Once you have determined a strategy for improving the shelter, you should schedule visits to the shelter at regular intervals. A sample *shelter inspection sheet* is included at the end of this chapter. Note all substandard conditions at the shelter, and fill out the shelter inspection sheet after the visit. Whenever possible, take photographs of possible violations, recording each photo with the date, time, and weather conditions on a gummed label on the back of the photo.

It is essential that the people in your organization work together to get things done. Members must agree to report often to one another and to cooperate. Once individuals begin to act independently, the organization loses its effectiveness. You should also strive to work with other relevant humanitarian groups.

It is not productive if your organization comes across as a vigilante group. One way to avoid this is to enlist concerned citizens outside the organization to visit the shelter. If they concur that there are violations, have them sign affidavits attesting to the date, time, place, and details of alleged violations. The affidavit may be handwritten or typed, but it must be signed before a notary public.

A municipal shelter is a public facility and should be available for inspection during normal working hours by any local citizen. A private shelter that depends on contributions has a legal responsibility to the community and a duty to provide humane care for animals. Therefore, an accurate financial accounting by the society is required. The board of directors of any private animal welfare organization should be available for questions and comments from the public. Private nonprofit organizations should make their annual reports available to the public. Their federal income tax 990 form, from which you will surmise much of their budget, is also public information and can be obtained directly from the organization or the IRS. As you assemble your facts, you should include the following municipal records for the same time frame, preferably for two or three years:

- budgets and financial summaries of animal control and related departments
- financial reports detailing individual expenditures, dates, accounts
- time cards and daily activity sheets of shelter employees
- payroll records for the department

You will also require the following records from the shelter itself:

- adoption and euthanasia rates
- rates for animals claimed and if they wore license tags
- average stay for each sheltered animal
- details of expenses, by account charged
- details of medical expenses (general and spay/neuter)
- total number of animals handled annually, broken down by species

After you compile your data, prepare a comparative summary that highlights, for example, the results for the municipality without volunteers to the results with volunteers. Some questions you should be asking:

- Can you show unusual or unnecessary municipal expenses or consistent increases?
- Is your township's per capita cost of animal control comparatively high?
- Can you prove that your proposal will reduce the municipal budget by using volunteers to their potential?
- Can you prove that the level of services could be higher if your organization's proposal was accepted—without any additional costs, or better yet, with additional savings?
- Can you show that the municipality has already spent more than necessary because volunteer help was turned away?
- Do you have proof that your group has attained or could attain better statistics, such as higher adoption rates and lower euthanasia rates?
- Can you show that the animals would be better cared for and more comfortable under your control, without sacrificing disease control or risking overpopulation?
- Can you provide evidence that the municipality's "defense statements" are not accurate?
- Are you prepared for a defense if questioned on any of your statements?



The Freedom of Information Act should permit you to obtain most municipal records you will need. The following is where you should look when undertaking your records search:

- state health department (laws governing animal shelters)
- local health department (daily activity logs of shelter employees)
- local treasurer's office (financial details, reports, and payroll)
- local manager's office (generally approves release of information)
- council members (can get anything you cannot obtain)
- animal shelter files (animal-related records and expenses)
- libraries (general information and reference materials)
- the Internet

It may take you weeks or months to receive requested information. Expect delays and possibly lack of cooperation. Friendly relations with council members (or related governmental agencies) are always extremely helpful.

Duplicate all documentation, including photographs, and keep it in a secure, separate location to protect it from loss.

Campaign

Once you've collected your information, request a hearing before those responsible for the shelter: the city council, the board of county commissioners, or the humane society's board of directors.

Enlist as much outside participation as possible (at least 25 or 30 people from outside your immediate organization) to show community awareness of the problems and support for your recommendations for improvements.

Using the legal requirements of animal sheltering in your area as specified by law and statute, show specific instances of where the shelter falls below the standard. Only statements that are thoroughly documented by date, time, circumstance, and notarized affidavits may be presented.



Although shelter conditions are an emotional issue, avoid a shrill or preachy tone in your presentation. Remember that most people involved in animal sheltering share a concerned attitude toward animals; they do not deliberately set out to construct substandard shelters or mistreat animals. The best approach is to appeal to the commonality of your goals and avoid a confrontational approach.

If your organization has the funds to use an attorney, you may want to hire one to advise you. However, many problems can be worked out more easily in a direct manner if the authorities are receptive to your suggestions. Cooperation and understanding between your group and the shelter's officials can be most beneficial to the conditions of the animals as well as the most effective way of achieving your goals. Of course, this may not always occur, especially if personalities get in the way of negotiation. However, striving for cooperation and working together should be the goal of both sides.

In all public communications—letters to the editor, televised council meetings, press interviews, public service announcements—maintain a professional demeanor, stick to the facts, be as objective as possible, and never come across as extremists. Bettina feels that most municipalities fear animal rights groups but do understand the need for animal welfare.

Use publicity judiciously. Initially, try to work out differences quietly without causing embarrassment to either party. However, if quiet negotiations do not progress, some publicity may be necessary. Stick to the facts and data you can prove. The emotions people generally feel toward animals can be used to your advantage in publicizing your position. However, it is a mistake to permit conflicts or statements to become personal.

Finally, if you still have not resolved the problems, use publicity to the best of your abilities. The more informed people are, the more likely they are to get involved. Sometimes greater public involvement can bring about changes quickly. Of course, publicity can be a double-edged sword, causing both sides to become less likely to reach an agreement. With this in mind, don't overlook the following avenues of publicity:

- **Local newspapers.** Get in touch with the editors of your local newspapers. Meet with them and give them a feel for your problems. Have them visit the shelter or witness the conflicts. Local papers need news, and animal welfare, combined with volunteerism, makes newsworthy stories. Do not pay for your publicity. There are several methods of publicity that should be available at no charge. For example, the paper's reporters could write articles on the problems the shelter is facing; your group could also write letters to the editor or advice columns.
- **Town meetings.** Depending on your local government organization, meetings of the town council or similar governing body are generally scheduled at least bimonthly. These meetings are attended or viewed by concerned residents. Prepare speeches in advance, being sure to remain factual at all times. If your organization includes someone who knows or has had positive contact with your council members, use this person to be your spokesperson.
- **Local cable TV.** Your local cable channel usually needs newsworthy items. Talk shows are always an option. Often council meetings are televised for township residents. Information commercials can also be useful. Again, do not assume you need to pay for any of these programs.
- **Radio.** Radio broadcast of facts or short commercials may be useful.
- **Posters.** The power of strategically placed posters cannot be overlooked. Some poster board, catchy colors, photographs of animals, and some markers are all you need. Computer-generated flyers provide a more professional look. Place these posters in high-traffic areas such as food stores, malls, post offices, delis, and schools.



Here are some suggestions to make your presentations go smoothly:

- Be well organized, objective, and professional at all times, in words, actions, and appearance.
- Carefully plan everything you say publicly.
- Be willing to say "I don't know" or "I can find out."
- Take a position of animal welfare, not animal rights.
- Use easy-to-understand yet technically accurate language.
- Use charts and graphs or other easy-to-grasp materials.
- Carefully select your spokesperson (preferably a well-respected resident or professional in the community) who accurately represents your organization's view.
- Enlist as many outside supporters as possible
- Enlist the public's help to write letters and call governing bodies to show this is a real issue in the community.
- Let emotional issues work for you, not against you. The emotions stirred by high euthanasia rates, for example, will work in your favor. Personal attacks on employees can work against you.
- Be sure you understand rules, regulations and policies of animal sheltering.
- Make sure you have, or at least have applied for, any operating permits from regulatory bodies (Department of Environmental Protection, U.S. Drug Enforcement Authority, state and local health departments, certification from veterinarians, etc.) if you intend to run a shelter.
- Never doubt your organization's abilities. Your doubt will be picked up by others and could prevent your success.
- Be prepared for more work and responsibility than you can imagine!

Allow a reasonable time for corrections to be made and then schedule a follow-up meeting to discuss what improvements remain. Work together to make changes; do not barrage the management of the shelter with nagging follow-up calls and letters unless it becomes apparent that they have no intention of following through on promised reforms.

You can make a difference!

How the All-Volunteer WMASS Took On Township Government and Won

by Bettina Bieri

The West Milford Animal Shelter Society (WMASS) in West Milford, New Jersey, is a unique all-volunteer operation. The story of how its leaders successfully handled conflict with township government should be of interest to everyone who runs an animal welfare organization.

WMASS was formed in 1976 out of a need for humane treatment for animals in the township's shelter as well as for those animals *not* sheltered by the township. In particular, cats were ignored by the township until the WMASS was formed. For eighteen years, WMASS worked side by side with the paid animal control officers (ACOs) in the township's facility. WMASS provided all the labor, food, supplies, and medical care for shelter animals from the proceeds of fundraising efforts and donations from the general public. While the shelter itself was owned and operated by the municipality, WMASS's volunteers worked at the shelter and fell under the township's jurisdiction when it came to issues such as insurance and permits.

Although there were always conflicts between the volunteers and the ACOs, they coexisted more or less peacefully until 1993 when the township decided to put more restrictions on WMASS's responsibilities. All euthanasia decisions were suddenly transferred to the ACOs while the volunteers were restricted to providing the labor, food, medical care, finances, and love to the animals. It was not unusual for a volunteer to care for an animal for an extended period of time and test and vaccinate it, only to enter the facility one day and find the animal had been euthanized by an ACO. This would be done without any warning and sometimes the day after the animal had been spayed or neutered.

For six months WMASS tried to negotiate terms with the ACOs and the town manager. Ultimately, the organization requested only one item: 24-hour notice about which specific animals were to be euthanized. The town would not concede. At that point, WMASS decided to write a letter to the newspaper. The letter merely asked the township residents to question why the changes were made. This was the start of the hottest controversy in township history.

The town's justifications for making the changes were reported in the local paper and were publicly contradicted by WMASS. The issue became enormously charged over the next seven months with hundreds of letters written.

WMASS members attended town council meetings and proposed a contract between the parties delineating responsibilities. A contract committee was formed, and negotiations took place over a five-month period. WMASS members attended weekly council meetings and workshops and presented charts and graphs depicting the "volunteer difference." Pie charts showed the kinds of expenses the organization had, including cleaning, medical, and food supplies. Medical costs were further broken down to include testing, vaccinating,

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and spay and neutering as compared with general medications. This was necessary as the township claimed that the animal shelter, under volunteer influence, had become a long-term hospital care facility. These claims were contradicted by the actual figures, which proved that only a small portion of medical costs were dedicated to treatment of sick animals.

A bar graph depicted the average length of stay of sheltered animals under volunteer authority in response to the township's claim that "the stock was not being rotated." The facts proved that the vast majority of the animals stayed at the shelter for less than 30 days, with the remainder leaving the facility within 90 days. Only 2 percent of the population remained at the facility for a longer time. (Several years before the controversy, the volunteers had built a building specifically designed to house cats in a community, cage-free environment. This cattery allows for longer holding periods of cats in a humane manner.)

For six months WMASS volunteers were allowed on the shelter premises only after official operating hours. They were still able to clean, feed, and walk the animals, but medical work ceased and adoptions became the town's responsibility. Charts illustrating euthanasia and adoption rates were also subsequently presented. These charts showed that adoption rates of 60 percent under volunteer authority reversed to euthanasia rates of 60 percent under township authority.

Ultimately, the facts and figures, organized and televised speeches, letters to the editor, newspaper articles, and visits to the shelter proved that the volunteers were more professional than the ACOs. After one year of controversy, the WMASS was awarded a contract for complete responsibility over the animal shelter.

Animal control and the animal shelter became two separate divisions, with animal control (town employees) providing licensing, summonses, and stray animal pickups. The animal shelter, under volunteer jurisdiction, is completely responsible for animals that arrive at the facility, whether through animal control or through residents of the community. WMASS recognized the potential for gaining complete control and had already applied for and obtained all necessary permits and licenses. Separate and sufficient insurance (commercial, liability, and directors' and officers') was also obtained. Complete authority for the animals from arrival to departure became the responsibility of the volunteers.

It is hard to overstate how much determination, time, and devotion the volunteers showed in order to make their campaign a success. WMASS achieved the best result for the shelter and the animals. Organization, professionalism, dedicated volunteers, accuracy, and reasonableness were all necessary components of their success.

Chapter 3

Steps to Incorporate



Chapter Three *Steps to Incorporation*

What is a Nonprofit Organization?

A corporation is a “legal fiction.” A corporation—for example, Disney—is composed of shareholders who own, direct, and control it and its employees. A corporation is treated as a legal entity, separate from its owners and managers, and through its human intermediaries it can enter contracts, incur debts, and pay taxes just like any person. The corporation’s rights and obligations are separate from those of the people who own or run it. For example, if the corporation were to lose a lawsuit, its owners and employees would not be personally financially accountable (with some exceptions.)

A nonprofit corporation is organized and operated for one of the purposes recognized under state corporation law and federal and state tax statutes. It may earn money, but earnings are put back into the nonprofit corporation’s charitable activities, rather than distributed to people for individual gain.

What makes a corporation “nonprofit” is that its mission is to undertake activities without the primary goal of earning a profit. No one owns shares of the corporation or interest in its property. This does not mean that the corporation cannot make a profit.

The typical nonprofit organization is controlled by a board of directors. Some organizations have members who elect the board of directors. Other boards are self-perpetuating; that is, the board elects its own successors. As a practical matter, officers, key volunteers, or employees are often in control.

To survive, a nonprofit organization has to make enough income to cover its expenses. If its income exceeds its expenses, that profit must be channeled into its charitable mission. The profit be distributed among individuals, nor can the nonprofit pay its employees excessive compensation.

A nonprofit organization is not automatically tax-exempt. It can be a nonprofit organization for state law purposes, yet still have to pay federal income tax and state taxes.

Four Good Reasons to Incorporate as a Nonprofit

Becoming a nonprofit organization requires some paperwork and filing expenses, but for many humane groups, it is worth the effort. Here are some advantages.

First, you won’t have to pay taxes on the profits you make. If your humane group raises a lot of money to build a shelter or for shelter improvements, you won’t have to give any of that to the government.

Second, you can qualify for public or private grant money, which is very difficult to achieve for an organization that the IRS does not recognize as a tax-exempt nonprofit.

Third, you can solicit tax-deductible contributions from donors who can then deduct their gifts to you on their federal and state tax returns. This tax break to your supporters makes it more attractive for them to give money as well as supplies and bequests to your organization.

Fourth, individual members of your organization will be protected from personal liability should your group be sued. This is not the case for an unincorporated association. In addition, reasonably priced insurance is available to protect volunteer directors who may otherwise be reluctant to serve on the board.

Additionally, corporate statutes in most states specifically grant each corporation organized in the state all those powers reasonably necessary for the accomplishment of its proper purpose. By accepting the application for incorporation, the state effectively approves the purposes for which the organization was established. Among those basic powers given the corporation are the rights to:

- use a corporate name or title
- acquire, own, deal with, and dispose of property, both real and personal
- have continuous existence as a legal entity even though the membership changes
- appoint and compensate officers and agents
- sue and be sued in the corporate name
- make bylaws and procedures, consistent with the law, to establish the internal regulations of the organization in carrying out its approved purposes

Corporate status also makes it easier for your organization to raise funds and accomplish its goals. Examples of long-range goals might be to contract with the municipality for complete control of a shelter and to undertake capital improvements and expansion.

How to Incorporate as a Nonprofit

Specific steps for immediate action plans for the next 12 to 18 months should be developed. These steps require a detailed budget, personnel, and time as well as resource and evaluation statements. An action plan should be prepared for each objective. Common short-term goals might be to reduce euthanasia rates, place more healthy pets in good homes, improve quality of care that animals receive at the shelter, expand a spay/neuter program, and upgrade the image of the shelter and the animals rescued.

Once your group has decided to incorporate, you'll need to contact the Secretary of State or comparable office in the state in which you will operate and ask for the appropriate application forms. Make sure to ask for all materials that explain the rules regarding charitable solicitations, hiring employees, payroll and unemployment taxes, tax-exemption application and anything else that applies to nonprofits.

It is always best to complete this paperwork with the help of an attorney, but if you can't afford detailed legal assistance, at least have an attorney go over the documents once you have completed them. Here are some details about each type of document:

- **Articles of incorporation.** These are the fundamental governing documents that establish your organization's name, purpose, and any limitations on its activities. The articles also include the names and addresses of the directors and officers.
- **Recognition of nonprofit status** from the IRS and state.
- **Bylaws.** These are the details about how your organization will operate. Sample bylaws can be found in the appendix. They are usually adopted at the first meeting of the board of directors, which is held after the filing of the articles of incorporation.
- **Minutes of the first board meeting.** After the articles of incorporation are filed, you'll need to hold the first meeting of the new organization's board of directors. At the first meeting, the board usually adopts the bylaws, elects officers, adopts a resolution to open a bank account (many banks can provide you with the necessary resolution), authorizes the officers to apply for tax-exempt status, and takes care of any other start-up business.
- **The mission statement.** This should clearly describe the purpose of your organization. It is usually included in the articles of incorporation or the organization's bylaws. The mission statement must address all short-term and long-term goals so that policies consistent with those goals can be clearly formulated. The statement must also include all matters relating to personnel, animal health and welfare, accountability, and selection and responsibilities of board members.

Applying for Tax-Exempt Status

Once you have decided your group can qualify as a 501(c)3 organization, the next step is to file Form 1023 and related forms and supporting documents with the Internal Revenue Service. Form 1023 should be filed within 15 months of the date you form your organization, but the Internal Revenue Service allows an automatic 12-month extension of this deadline. If Form 1023 is filed on time and is approved, the organization's tax exemption will be retroactive to the date on which the organization was formed. Your organization does not have to file Form 1023 if it has annual gross receipts of less than \$5,000.

If your organization is not a 501(c)3 organization, you can use Form 1024 to ask the IRS to recognize tax-exempt status under another 501 category. You are generally not required to file Form 1024, but it is usually a good idea because it ensures your tax-exempt status. The fee for filing Form 1023 or 1024 varies, depending on the organization's projected income. See Form 8718 for the details.

Typically, the Internal Revenue Service takes two or three months to process Form 1023. However, if the form is carefully completed and the IRS has no questions about the organization, it can take less than a month. If the form is poorly prepared and there are significant questions about the organization's eligibility for tax exemption, it can take longer than three months.

Procedures and available tax exemptions vary widely by state. Check with your state's tax authorities or with your attorney or accountant.

The Board of Directors

Dennen Reilly presents the following guidelines in his book, *The Animal Welfare Board of Directors* (see appendix). Since board members are called upon to assume substantial roles, carry out considerable responsibilities, and perform many important duties, only those who are best able to commit themselves to the organization should be asked to join the board. It is essential that there be an effective working relationship between the board and staff. No nonprofit organization can effectively meet its responsibility to the community it serves unless everyone is working together and is committed to a clear plan. Organizations with a plan are more focused in their approach to programs and costs than those that simply go from one crisis to another.

In developing a long-range plan, the board should be the initiating force behind the plan, and board members should be active participants in most of the planning steps. Although it is not involved in day-to-day operations, the board should ensure that any plan is fully developed and carried out. The board should delegate to staff the operational aspects of a long-range plan, making sure accountability measures are in place and on schedule. The board should participate in an annual review and update of the plan and determine if an outside consultant or meeting facilitator would be helpful.

Basic Board Responsibilities

This is probably the most difficult area to define because, within prescribed legal limits, the board's responsibilities can be whatever the board defines them to be. These roles and responsibilities change over time as the organization moves through the typical phases of its life cycle. It is most important that the board members commit to being flexible in assuming roles the organization may require, even though they may be quite different from those originally delineated.

As 501(c)3 organizations, animal welfare agencies are acknowledged to be carrying out an important public function. The reason nonprofit status is conferred is to allow all of the organization's resources to be devoted to the organizational mission. Board members are responsible for determining the organization's mission, setting policies for its operation, and establishing its general course from year to year. In addition, they must:

- establish fiscal policy and boundaries and approve and monitor budgets
- provide adequate resources for organizational programs through direct financial contributions and a commitment to fundraising
- evaluate, select, and, if necessary, fire the executive director

- develop and maintain a communication link to all segments of the service area
- ensure that the provisions of the organization's charter and the law are being followed
- provide for the continuity and the continuing development of the board

Equally important are those areas of responsibility that are strictly off limits to board members once the organization reaches a certain size, such as engaging in day-to-day operations, hiring or evaluating the staff other than the executive director, and making detailed programmatic decisions beyond involvement in developing and approving the long-range plan.

The board should review organizational bylaws to insure that they foster responsible trusteeship and are not designed to promote self-perpetuation by a few individuals who may or may not have the competencies required at this point in the organization's development. In preparing job descriptions for board members, functions as well as competencies must be clearly detailed.

Defining Board Responsibilities

A nonprofit organization looks to its board of directors to make sure that the organization stays on track in its policies and procedures and meets its financial and legal requirements. Organizations often run into problems because no one is quite sure who is responsible for what. We recommend that the board's responsibilities be clearly outlined. The following is a fairly typical outline of board responsibilities. Reilly organized it as a questionnaire. He suggests each item be answered with a YES, NO or NEEDS IMPROVEMENT. The board may answer the survey independently or together then review it as a group to help determine where the board is strong and what areas need work.

1. Accountability

- Aware of legal and fiduciary responsibilities
- Makes sure 501(c)3 status is maintained
- Approves contracts
- Avoids conflict of interest
- Attends all scheduled meetings
- Knows organizational and individual liabilities
- Exercises prudent judgment
- Adheres to appropriate laws

2. Planning

- Develops an organizational long-range plan
- Reviews and updates mission
- Works with staff to realize mission and achieve goals
- Approves staff-prepared action plans
- Monitors the plan
- Conducts annual review and update of plan

3. Meetings

- Holds regular meetings (at least ten per year)
- Has an attendance requirement
- Provides preprinted agenda
- Adheres to established time schedule
- Focuses on policies, planning, and evaluation
- Ensures meetings are characterized by free and open discussion
- Circulates written minutes in timely fashion
- Conducts meetings expeditiously
- Ensures decisions are reached by consensus prior to vote

4. Financial

- Reviews financial statements
- Approves budgets
- Inquires into unanticipated expenditures
- Approves certain expenditures and contracts
- Oversees investments

- Ensures appropriate accounting standards are followed
- Schedules regular outside audits
- Establishes fair and equitable salaries and benefits

5. Fundraising

- Regularly contributes to the organization
- Helps the organization maintain sufficient funds
- Reviews and approves development plan
- Actively engages in capital campaigns
- Solicits community support
- Assists volunteers and staff with special events
- Uses contacts in the community to assure long-term financial viability

6. Board Development

- Has an orientation program for new members
- Provides key documents to all members including:
 - Articles of incorporation
 - Bylaws
 - Employee manual (personnel policies)
 - Trustee manual (board policies/procedures)
- Participates in workshops and seminars
- Represents multiple constituencies
- Prepares and updates board job descriptions
- Conducts periodic reviews of the board's activities and performance

7. Continuity

- Nominating committee works year-round
- Job descriptions exist for board members
- Term limits for board members and directors
- Board terms overlap for continuity
- Assures broad community representation
- Determines competencies required on the board
- Sets procedures for identifying potential members

8. Executive Director

- Has a clear job description
- Relationship between the director and the board is clearly defined
- Establishes clear procedures for carrying out board policies
- Oversees day-to-day functioning of organization
- Compensation is competitive and equitable

9. Public Relations

- Represents the organization in community
- Makes sure the appropriate image is projected
- Reviews PR campaigns and literature
- Assures all community perspectives are presented to board
- Does not fight organizational battles through the media
- Provides training on handling PR and the media
- Makes it clear that executive director is the official spokesperson

10. Policies

- Accepts policy formulation as its primary role
- Establishes policies consistent with organizational mission
- Formulates policy and delegates implementation to executive staff
- Adheres to all policies
- Among others, adopts policies relating to:
 - personnel
 - animal health and welfare
 - nepotism and conflict of interest
 - professional growth
 - safety of staff and the public
- Determines which matters require board review and approval

11. Working committees

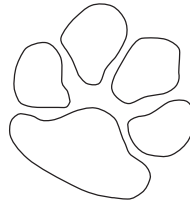
- Establishes written mission and guidelines for each committee
- Regular reports are required at board meetings
- Agendas and minutes are available in writing
- Selects chairs based on competence
- Reviews assignments periodically
- Committees are established and disestablished as required
- Determines if an executive committee is necessary

12. Collaboration

- Board and staff work together to achieve shared goals
- Roles and relationships are clear and adhered to
- The president and executive director work together effectively
- Board members do not engage in day-to-day operations (except as volunteers)
- Board decisions are reached by consensus
- Involvement and collaboration are encouraged at all levels
- New leadership is constantly emerging from within board

13. Board president

- Elected on basis of merit and competency
- Maintains regular contact with executive director, committee chairs, board members, and all officers
- Ensures the board confines itself to setting goals, achieving goals, and evaluating executive director
- Restricts communication about board activities to official meetings
- Works to provide support for executive, especially in critical times
- Disciplines members who behave inappropriately
- Keeps staff informed through the organization's executive
- Conducts annual review of board performance
- Ensures all issues listed previously are addressed professionally and in a timely manner



Growing Pains: Four Common Stages of Growth

Reilly notes that organizations mature in several stages. Throughout each stage, the common theme is decision making and the new roles that have to be assumed by key persons at critical transition stages.

Stage One is a period of intense energy and commitment by an individual or small group of volunteers who are dedicated to animal rescue and often care for animals in their own homes until adoptive homes can be found. They dream of someday building a shelter and staffing it themselves. Relationships are relaxed, communication is easy, and decisions are made collaboratively. As the volunteers find themselves unable to do it all by themselves, they begin to hire full- and part-time staff to help carry out the multiple and time-consuming tasks of running a shelter. The employees are rarely as committed as those who created the humane society, and friction may develop.

Founders realize they need stronger management, but are reluctant to give up control. They often hire a manager to run the shelter. If they had not done so previously, they now formulate bylaws, incorporate as a 501(c)3 nonprofit agency, and constitute themselves as the board of directors.

Stage Two often begins with the hiring of an executive director. Organizational matters are handled more formally, and day-to-day operations are more structured. The volunteer board is unwilling to relinquish old patterns of

control, and the new executive director becomes frustrated by a board that doesn't really understand the ongoing realities of running a shelter. Often the executive director quits or is fired, and board members realize they either have to run the shelter themselves or delegate some control and decision-making authority. Sometimes board members become disillusioned and leave the board.

Stage Three is characterized by growth and expansion in programs and activities and often in the facility as well. The executive director is more self-assured, and the volunteer board feels more comfortable in delegating responsibility to the chief administrative officer and employees. The staff grows as public relations, education, fund development, and other programs become increasingly important.

As the shelter becomes more visible in the community, shelter staff may feel they have diminished roles because the board assumes more of an oversight, advisory, and policy-making role. As new board members with broader public concerns join, there may be a new professional competence to the group, but communication at the staff level lessens because every department becomes so involved in its own work that people lose sight of what others in the organization are doing. This is usually the period in which a long-range plan begins to take shape.

Stage Four is characterized by a more integrated approach to managing the organization and adherence to a plan developed jointly by the board and the staff. Formal systems are in place for review and approval of new ideas and programs. There is a greater sense of collaboration at the staff level and between board and staff. Job descriptions and terms of office are in place for board members, and there is a common agreement as to the roles and responsibilities of volunteers. A heightened sense of trust encourages initiative. Recognition is provided for outstanding achievement at the volunteer, staff, management, and board levels.

Although some organizations move through these stages more quickly or with fewer problems than others, it seems that these phases are normal and probably necessary to the development of a cohesive and effective organization.

Three ways to reduce conflicts and smooth the transition from one stage to another are:

- 1) Develop a clear job description prior to hiring an executive director. The board should think through and discuss their expectations, the authority that will be delegated, and new roles for themselves now that a new person will be taking over management responsibilities.
- 2) Develop strategies for board development that should include but not be limited to board job descriptions, board orientation, and training activities. Board recruitment should include an analysis of competencies needed that are not now resident on the board, and terms of office and rotation for board members should be defined.
- 3) Develop a long-range plan for the organization.



HOW A "DUMP" BECAME A SUCCESSFUL ANIMAL SHELTER

The run-down, overcrowded shack that was supposed to be the dog pound looked like something straight from the old *Sanford & Son* TV show. Known by the local townsfolk as "the dump," it was the pound for five area towns and occupied a corner in the Bloomingdale, NJ Department of Public Works yard. Carole Crossman was actively involved with an animal adoption group that ran a small shelter in the neighboring town of Butler. Crossman would come to the "dump" for dogs and cats to take to her small group for care, spay/neuter, and eventual adoption. Although the pound was "open" to the public from 8 a.m. to 10 a.m., they were not permitted inside the building. Instead the public waited outside for the ACO to bring animals out to them. Crossman and her group also waited outside for the animals. Although she pitied the poor creatures left behind she had no control over this situation. Then one cold, rainy March day, Crossman ventured inside for the first time and "saw to my horror and disgust the dungeon-like conditions inside this place."

The 'dump' consisted of five outdoor pens, some with wood floors, others on the ground, and one with gravel. Inside the "facility" were six makeshift kennels with wood partitions and wood guillotine doors. All the wood was chewed through. Cat cages lined a narrow aisle directly across from the dog kennels. Not a single bar of soap, paper towel, or rag was available. The dogs spent 22 hours a day in this building. Two hours a day they were in the outside pens, getting some fresh air. On Sundays the local police department delivered a blitzkrieg of gunfire at the firing range not 50 feet from the kennels.

Crossman and a few others decided to clean up this "dump" for the animals. In the beginning a few people, including the new ACO, worked with the Bloomingdale shelter to diligently provide care and do adoptions. They struggled every day, but somehow they worked wonders. Adoptions were beyond their expectations. Crossman often wondered if the only reason people adopted was because they felt sorry for the animals in this pitiful place. After a while the group decided they needed to run the shelter. In the summer of 1996 this small group spent about four months getting organized. The group consisted of the mayor, a retired dentist, a woman with a long commitment to town activities and Crossman. These are the steps they took to get started as an incorporated nonprofit, tax-exempt organization and some of the lessons they learned:

Decided if the group was to be connected to a town or municipality. The group realized they'd be better off as a free agency without political entanglements. However, since the mayor and the town had the job of hiring an ACO and providing animal control services to five towns the group decided to form an alliance. This alliance was the inter-local agreement—a cost efficient method of providing services. The volunteer organization would provide care, adoption services, spay/neuter and would raise funds for these activities. The town provided animal control and licensing. Although some clashes between the volunteer group and the municipal employee were inevitable it helped to have a very clear job description for the ACO, to spell out the ACO's responsibilities and those of the volunteers. They are still struggling with this delineation.

Named the group and appointed officers. The group chose the name Bloomingdale Animal Shelter Society (BASS), elected the president, vice-president, secretary, and treasurer, which was enough to begin, and all that is required for corporation status. Next they developed by-laws. A volunteer attorney with the animals at heart was an essential recruit, as was an animal-loving accountant. These professionals were critical to understanding the ins and outs of the legal quagmire. BASS was unaware that the definition of membership status was necessary until they applied for a New Jersey State raffle permit. The lack of this definition required that the corporate papers be amended at an additional cost.

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Found a facility. BASS decided they wanted their own facility rather than utilize volunteer homes, kennels, or a local vet's office. One of the board members, a long-time township resident, was well known and loved. He heard about a piece of property on the tax rolls—an old sewage treatment plant with three small buildings, which sat abandoned by the town in total disrepair. BASS arranged with the town to lease the building and land for \$1 a year. Their attorney made sure the agreement covered their major needs, including BASS' complete authority regarding operating the shelter. They settled on minor issues such as fencing and where the dog runs faced. BASS' political connections really helped here. They went before the local town council and pled their case. BASS showed the town why they should lease the property, how it would benefit the residents, and why it would be advantageous to the town if the land and building was off the tax rolls (if it's at no cost to the town, politicians will be more interested.) BASS appealed to the public for support during this process and people who cared came to their aid. Public support was essential to BASS' success.

Negotiated a lease.

- **Utilities, water, sewer.** BASS wanted to have the city pick up these costs; however, unless they gave in on this item they would have lost the opportunity to obtain the shelter. BASS plans to renegotiate this issue in the future.
- **Insurance.** Insure the organization and the building for fire, property loss, or injury. The building may be covered under municipal insurance. If the facility is leased, and the land and property is town owned, coverage may already exist. Consider separate volunteer insurance for accidents, personal injury, dog bites, etc. In 1997 BASS paid about \$2,400 per year to cover the group, which included nonprofit directors' and officers' liability.

Designed and constructed the facility. BASS rallied the support of local builders, carpenters, plumbers, and architects who were willing to donate time, supplies, or money, and it paid off. They received free roofing material, electrical, plumbing, concrete, and various other materials. Grant money paid for materials BASS could not get for free. They received \$36,000 in grant money and raised funds through garage sales, raffle tickets, Tricky Tray, and direct donations from private citizens. Six months into construction BASS discovered the American Humane Association manual, *Planning an Animal Shelter*, by David Lantrip P.E., which was an excellent resource. The group visited and received many of their best ideas from two local shelters. They were blessed with a man who, along with a talented plumber, literally built the shelter from top to bottom. BASS' creative team worked every Saturday for a year and a half, doing the construction and directing other laborers.

Raised funds and consolidated nonprofit status. The group began this step immediately! They sent out a Christmas appeal to local businesspeople before the group was even incorporated, and came up with \$1,500, which was very encouraging. Crossman thinks it helped in their appeal to keep the group separated from the town. Utilize grants (be careful to following the grantor's instructions to the letter), locally tailored fundraising events, and publicity opportunities to be visible to the public.

Developed policies and procedures. BASS developed a written policy and procedure manual to deal with adoptions, fees, shelter cleaning, spay/neuter, and euthanasia. This manual started off as a few simple pages and grew over time as they implemented new policies. Written policies are also essential for grant applications! Fine-tune these policies by looking at those of other area shelters.

The town officials were astounded and pleased on the Grand Opening Day in October 1997. The old sewage treatment plant had been transformed into a viable, clean, and comfortable animal shelter—a remarkable feat that had heads turning. BASS has a third building to work on, which they hope to use as a cat habitat and maybe a small gift shop to benefit the shelter. What keeps the group going with such dogged determination? Crossman's answer: "...the animals. They are our reward, our solace, and the source of our commitment."

Chapter 4

The Business of Caring



Chapter Four

The Business of Caring

Just because you're not in the business of making money doesn't mean you're not running a real business. At too many shelters, people become so caught up in the rescuing and adoption aspects of sheltering that they forget they are running a business. In fact, a successful shelter is very similar to a profitable retail operation: both rely on quality products and services, and both depend on repeat business. As one highly successful retailer once put it: "The secret to retail is detail, detail, detail."

Details include accurate financial records, good internal controls, proper incoming and outgoing paperwork for each animal, current adoption lists, complete donor and volunteer lists, and whatever records are required by local regulations. These are the kinds of details essential for smooth daily operations as well as grant applications, IRS tax forms, budget purposes, and information for your supporters.

Bettina Bieri, a CPA and the director of the West Milford Animal Shelter Society in New Jersey, makes the following recommendations regarding basic record keeping.

Money Management

Although computerized records save time and effort, they are not necessary. If you do use computers, don't spend a lot on accounting programs. There are many good ones on the market that are very inexpensive and user-friendly. Simple manual spreadsheets will also serve your needs.

Here are some simple suggestions that may help you improve your business practices:

- Always buy wholesale or, better still, get as much of your office and kennel equipment donated as possible. Some shelters in New Jersey received many kennels from a pharmaceutical company whose kennel inventory became outdated when government regulations changed. Sometimes shelters receive free pet food from manufacturers who occasionally discover large orders with packaging defective for merchandising. It never hurts to ask! Refer to the list of pet food companies in the appendix.
- Always give receipts to supporters to document tax-deductible contributions.
- Keep an updated mailing list of supporters for future fundraising or volunteer considerations.
- Limit access to the petty cash box and maintain proper records for any incoming or outgoing cash. A small ledger containing 13 columns works fine to record daily transactions. Each column represents a source of funding, such as release fees, impoundment fees, donations, fundraisers, adoption fees, and sales. Date all entries so that errors or irregularities can be traced to specific days or workers. You may also want to reference the entries to the animal involved. All column totals should add up to the increase or decrease in your daily cash balance.
- Use bound ledgers/journals so that pages cannot be removed or lost.
- Make deposits frequently to limit the amount of cash on hand on any given day.
- Establish good internal controls. Make sure no one person is responsible for opening the mail and making deposits.
- Endorse incoming checks immediately with your organization's name and account number.
- Limit the number of people with check-writing and bill-approving authority. Set an acceptable amount for one person to approve, and require two signatures for amounts exceeding this limit.

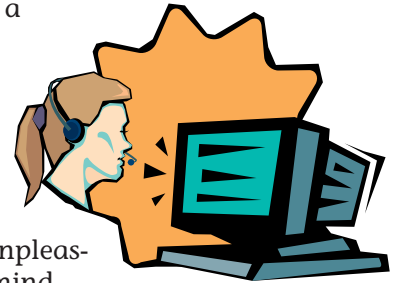
- Keep track of sales taxes collected on merchandise sold and remit to your state tax division monthly or quarterly, depending on volume.
- Spreadsheets for your finances, whether manual or computerized, should be kept up to date and totaled monthly. Prepare financial statements at least quarterly. Compare amounts to budgeted figures, and determine reasons for any unusually high or low figures.
- Keep any reserves in an interest-bearing account. Let the money work for you, but keep it safe and liquid in case of an emergency.

You should always know where your money comes from and where it goes. Accuracy is vital to financial records but should not be time-consuming. Just keep the records simple, detailed, current, and correct!

Sheltering is a Customer Service Business

The heart of animal sheltering is customer service. Creating a comfortable and upbeat atmosphere for everyone who visits your shelter is the first step toward finding loving homes for your rescued animals. Every personal interaction at the shelter should reflect positively on your organization, whether you are screening adopters or enforcing a cruelty statute.

A courteous, friendly, and informative staff will attract good will, patronage, donations, volunteers, and the support of your community. For better or worse, almost every interaction between the shelter and the public has a ripple effect. A satisfied owner of an adopted animal spreads the word of his or her experience with the shelter to family, friends, and co-workers. Unfortunately, if that experience was unpleasant, that word will be even more likely to get around. Always keep in mind that the way you treat one customer will influence dozens of people in their view of your shelter.



Good word of mouth may be the most effective advertising, but knowing that doesn't always make dealing with the public easier. Sometimes staying courteous can be very difficult, especially when the shelter is busy and a patron happens to be particularly abrasive. Just remember that your words and actions do have repercussions far beyond the immediate moment, so maintain a professional attitude.

Conflict Management

Because there is the potential for conflict in any interaction with the public, preparing your staff for conflict resolution should be an essential part of your training program. The following is an outline that we use at the ASPCA in our staff and volunteer orientation:

How to Diffuse or Avoid Conflict

- Treat the other person with respect
- Understand that an irate person wants to know:
 - Someone is listening
 - He or she is understood
 - He or she is important and appreciated
 - He or she is going to be helped
 - He or she is talking to the right person
- You cannot win by being irate also; the one who stays calm has control
- Do not take things personally
- Pointing out to someone that he or she is upset does not have a calming effect
- State your point of view briefly
- Do not use "trigger" words or phrases such as "You have to," or "It's the policy..."
- Do not withhold important information
- Collaborative problem solving means making a distinction between means and ends by determining what is the ultimate goal of the resolution; it also means brainstorming possible solutions
 - If you must say no:
 - Give an explanation
 - Express your feelings
 - Provide an alternative; be helpful

Employee Management

In nonprofit organizations, employees are the most costly and the most important resource. Employees who feel their organization values them as people as well as workers, involves them in a broad range of organizational issues and activities, and treats them fairly and equitably are more highly motivated and more productive than those who do not. Shelter management consultant, Dennen Reiley suggests the following guidelines in his publication, "Personnel Policies and Procedures", Occasional paper #2 from Applied Research Associates, Fall 1996.

The role of management is to develop policies that assure the best people will be selected and retained and to engage in those activities that promote productivity and motivate staff. Make sure that your policies and procedures are clearly written, rational, and unambiguous and that all employees are subject to fair and equitable standards.

The characteristics of an organization with a motivated and productive staff are:

- Teamwork: employees and managers work together to achieve goals
- Collaboration: employee input is sought and, as appropriate, used on decisions affecting the workplace
- Trust: management and staff deal openly and honestly with one another
- Communication: regular staff meetings are held to share ideas on how to improve the organization

Six Steps to a Successful Personnel Program

Step One: Staff Projections

Personnel planning should be an integral part of shelter activities. Only through planning can organizations prevent "crisis" hiring and adequately provide for future organizational staffing needs. Responsible personnel planning includes:

- Detailed organizational plans, both long- and short-term
- A clear sense of personnel needs and skills required to reach goals
- Current staff assessments, including prior performance, training, and potential
- Projected new hires

Step Two: Employee Selection

The first step in employee recruitment is to develop a job description. You can't hire someone if you don't know what skills and competencies are required. Determine the job requirements before advertising and interviewing. Hiring pitfalls including hiring people who are "just like me," settling for the mediocre, talking instead of listening, not probing for limitations, and overselling the job and/or the organization.

Use all the tried and true ways to recruit employees: local and regional newspapers, word of mouth, trade publications (HSUS' *Animal Sheltering* magazine and AHA's *Protecting Animals* also post job listings on their websites). Most regional and national animal welfare conferences set up bulletin boards for job postings and other news. Also consider hiring valued volunteers.

When screening applicants look for team players who are friendly, outgoing, people-oriented individuals especially if you are a small organization where all staff must deal with the public. Remember shelters are customer service businesses.

Step Three: Employee Training

The quickest way to gain the confidence and loyalty of a new employee is to show every consideration in getting him or her off to a good start. Training should include a review of items in the orientation program, shelter policies and procedures, safety concerns for both staff and animals, specifics of the job, record keeping required for the position, and information about job-related workshops or seminars.

Step Four: Employee Evaluation

Continuing supervision of employees is an ongoing and essential part of management and includes:

- Feedback distinct from formal performance reviews
- Periodic evaluations of performance—conducted as a collaborative process, rather than an adversarial review experience dreaded by employee and manager alike
- Follow-up to upgrade employee skills in areas where performance was below expectations
- Progressive discipline

Step Five: Employee Retention

There are many basic things that will help you hold on to and develop good staff. Hire the right person for the job, train the person adequately, provide appropriate supervision or feedback, and properly motivate the employee. Additionally, a good manager will:

- Provide each employee with a written job description
- Develop and implement adequate training programs
- Evaluate employees regularly and maintain written reviews
- Enforce all policies uniformly
- Encourage open communication and discuss problems as they occur; don't wait until they are intolerable
- Establish a formal grievance procedure

Step Six: Employee Dismissal

Termination is more often than not a result of poor supervision but unfortunately, it is the employee who must pay for these management failures. Institute sound management practices and:

- Make sure all personnel are aware of the procedures for dismissal
- Don't malign the employee being terminated



Cross Training Improves Shelter Flexibility

According to "Cross Training" published in the July/August issue of *Animal Sheltering Magazine*, because shelters are often short of staff and volunteers, cross training is an effective and often essential approach to management. In its basic form, cross training means that for every task in a shelter there is at least one person doing it and another cross trained to do it. For managers, this means fewer headaches, a more flexible work force, and improved employee morale. For staff members, cross training translates into a greater variety of work, new knowledge and skills to help them prepare for management positions, and often greater job security.

Small shelters have to cross train employees to cover situations when someone is sick or on vacation. But even very large shelters with around-the-clock staff will benefit if everyone is familiar with duties on all shifts to fill in when emergencies occur.

Cross training with other departments, not just within departments, gives shelter managers even more flexibility. *Animal Sheltering* recounts how one shelter in Texas was contacted to remove more than 400 exotic animals from the home of an animal collector. Thanks to the cross training program, many employees had previously spent up to two weekends doing the jobs of others at the publicly funded facility. During the rescue operation, many employees rolled up their sleeves and worked in the kennels in the mornings while animal care technicians went out and loaded animal control trucks in the afternoons.

Cross training not only gives everyone a chance to do a variety of tasks but also sensitizes employees to the responsibilities and stresses of other workers' jobs. By switching jobs with a receptionist for a day or two, the kennel attendant learns what it's like to wait for an attendant to come get a dog. By switching with a kennel attendant, the customer service person learns what it's like to be paged and paged while she's in the middle of hosing a dog run or unloading a dog from an animal service truck. Cross training helps employees understand the demands placed on co-workers in other departments and helps them see how what they do affects other employees.

Building Solid Staff/Volunteer Relations

People are the most important resource in any organization. Since most shelters rely on staff and volunteers, good working relations between them is an absolute must! From the very beginning, the success of a volunteer program depends as much on staff motivation as it does on volunteer motivation. Staff should have solid ownership of the volunteer program via their participation in planning, screening, job design, orientation and training, supervision, and evaluation of volunteers. Volunteers need to be perceived by everyone as direct or indirect support for staff and the organization as a whole. Volunteers are not meant to replace staff.

Start off new staff members with the right attitude about volunteers. In every staff job description include a strong statement that volunteers are one important way to get things done.

Individual staff receptivity to volunteers should be carefully assessed. With rare exceptions, volunteers should be first assigned to the most receptive staff members, preferably those who are also knowledgeable about working with volunteers. Develop a buddy or mentoring system to match good, experienced volunteers with beginners.

Make sure there is an effective grievance mechanism available to everyone for handling staff/volunteer problems.

The biggest reason that volunteer programs fail to produce wonderful results is lack of proper management. Good intentions do not necessarily produce good results. Managing volunteers can be the most difficult of all jobs, yet it is an essential element to the success of most animal shelters. When a broad range of volunteers feel invested in the shelter, the organization has the opportunity to listen and respond to them and truly become the community's animal shelter.

Eight Tips for Supervising Volunteers

In their book *Focusing on Volunteering Kopykat* (1992, Parlay International, available through Energize, Inc. 1-800-395-9800) Susan J. Ellis and Katherine H. Noyes offer the following tips:

- It is a much greater offense to waste a volunteer's time by giving him or her nothing meaningful to do than to waste an employee's time. At least an employee is being paid.
- Volunteers deserve clearly designated work spaces, including storage space for papers, supplies, and correspondence.
- Supervising volunteers requires instant accountability; there is less room for mistreatment than with salaried staff.
- Some socializing is appropriate as a demonstration of friendliness, as long as it doesn't inhibit productivity.
- The key to best utilizing volunteers is to analyze the task to be done; break jobs down into segments that can be accomplished in two-to-five hour shifts, and list instructions in sequence for doing each task.
- Volunteers should receive continual recognition in the form of thanks and acknowledgment of input.
- Courtesy is a major form of recognition. Equally important is recognizing the work of exemplary volunteers and taking action to correct the poor performance of others.
- Create a self-fulfilling prophecy: expect the best, most skilled performance from volunteers, and see what happens.

Warning Signs of Staff/Volunteer Problems

It is unrealistic to think that all operations are going to run perfectly all the time. Personality conflicts and misunderstandings are all part of daily life. The best we can do is to stay alert for potential problems. The following are typical indications:

- "It's easier to do it myself." If you hear staff members say this, you'll know you're in trouble. Volunteers do take up staff time, particularly in the early stages of program planning and implementation, but this investment does pay off handsomely in the long run.
- "The thing about volunteers is that you can't order them to do anything and you can't fire them." Make it clear to all staff and volunteers from the very beginning that a volunteer's services can be terminated for cause. Just because they are working for nothing doesn't mean they can hinder the organization's operation. Goofing off or not showing up for scheduled work should not be tolerated.
- "You can't have too many volunteers." Having more volunteers is not necessarily better. Targets for increased numbers of volunteers need to be realistic. A small, quality effort is far more efficient than a large "revolving door" program.
- "Volunteers are miracle workers!" Volunteer coordinators are prone to oversell volunteers, often presenting them as a cure-all. This can make the volunteer program sound like a rescue operation and can be extremely offensive to staff. After all, nobody likes to be seen as so beleaguered they need to be rescued. Make sure your praise is even handed and includes stories about exemplary staff as well as volunteers. Better yet, how about stories about the great achievements of staff/volunteer teams!
- "You know volunteers really care because they're unpaid." When management starts saying things like this, it implies that paid staff members don't care. Comments like this weaken working relationships between staff and volunteers.
- "Staff members are trained professionals." Not stated but implied is that volunteers are nonprofessional. An effective volunteer program dovetails the needs of the shelter with the talents of everyone, staff and volunteer alike.



Chapter 5

FUNDING THE ORGANIZATION



Chapter 5 *Funding the Organization*

The Fundamentals of Fundraising

Fundraising is more than just soliciting money; it's also an essential activity for attracting recognition, community support, more volunteers, and non-monetary donations to your organization. Not only are donors more responsive to organizations that solicit funding from a variety of sources, but fundraising events offer many opportunities for your organization to develop relationships with local businesses.

It would be wonderful to have a mysterious benefactor arrive one day with a blank check to underwrite everything on your wish list, but since that is unlikely, your organization must accept fundraising as an essential part of its work.

In spite of the obvious advantages of developing solid fundraising strategies, many nonprofit organizations struggle for years with minimal resources and ineffective fundraising efforts, thinking good intentions and hard work alone will help them achieve their goals. If your organization suffers from fundraising phobia, it's time to realize that a nonprofit organization will succeed or fail *only as a business*. Although you have a charitable, nonprofit purpose, you'll need to use sound management skills and good business practices to achieve that purpose.

Take heart. Once you accept fundraising for what it is and begin to strategize, it does get easier. Your success will build on itself. Your list of donors will grow, your fundraisers will become annual events, and you'll bring in more money each year with less work. No, you will never be done with fundraising, but you may find that successful fundraising can be very rewarding. In fact, you may actually begin to like it!

Bonney Brown, former president of the Neponset Valley Humane Society in Canton, Massachusetts, was not a born fundraiser. Nonetheless, she has become an expert in the field through her efforts on behalf of her local organization, and today she helps other organizations achieve their fundraising goals. In her manual, *Getting Your Paws on More Money* (Neponset Valley Humane Society, P.O. Box 609, Canton, MA 02021, 617-341-2675), she recommends the following fundraising suggestions to humane organizations.

Six Steps to Successful Fundraising

The growth of a successful organization does not happen by accident; it happens by design. Here's how you can design your own successful fundraising campaign.

Step one: explain your organization. Write a short and positive statement of your organization's purpose and goals. This statement of purpose should explain, in one or two sentences, the mission or primary objective of your organization. Your goals should explain specifically what you plan to accomplish and how you intend to do it. Include brief descriptions of relevant programs, services, or projects and what part they play in your plan this year and next year. Assess the needs of your constituents—the animals and the people in your community—and how you address these needs.

Step two: prepare a case statement. A case statement explains why you are asking for money and why people should support you. The purpose of this written statement is to spark feelings of empathy and compassion in others for your organization and to inspire them to join in your efforts. The case statement is an essential fundraising tool in two ways: first, it helps you focus your efforts on raising the necessary funds to carry out your goals; second, it communicates your mission to others.

Keep your audience in mind as you put together your case statement. What would motivate potential donors in your area to contribute? You should focus not only on your organization's needs, but on the needs of the community. Your case statement should be well supported with evidence, research, and statistics and should not exceed your organization's capacity to respond to the needs you describe.

With these specifics in mind, consider how you would sell your program to would-be supporters. Don't simply tell the story of your organization and think you are making the case for support. Donors do not care about the survival of your organization; they care, and rightly so, about making a difference for the animals. You need to convince potential donors that meeting your organization's needs will also provide solutions to the community's problems. The spay/neuter clinic that you want to open should be presented as a solution to the community's animal overpopulation problem, not just as something your organization wants! Tell them how many animals you can neuter and why that makes such a difference.

Make your case statement personal. Tell the story of one animal as a unique individual, deserving of attention and care, and how your organization provided that animal with a happy ending. Remember, a picture (or an image) is worth a thousand words. Don't just provide information; evoke action! Convey a sense of urgency in your fundraising appeal, but not disaster or panic.

Never assume that people are completely informed about the problems your organization is trying to solve. This is where accurate recordkeeping is essential, because it will let you quantify your accomplishments. How many animals have you neutered? How many were adopted out? How many calls have you handled? How many volunteer hours are given to your group? What percentage of resources directly benefits animals?

One effective way to reduce long explanations and pages of evidence is to show that your project has high-status endorsement by including a list of respected community leaders whose names lend credibility to your organization.

Support your case statement with news clippings, brief biographies of your directors and staff, statistics about the problem and your proposed solution, and a list of your accomplishments. In some situations, a slide presentation, a photo album, a site visit, or bringing an actual (animal) beneficiary of your program can help to make your case. A case statement will form the basis for all of your fundraising efforts this year. One overall fundraising case statement can be tailored for special situations. Make sure your case statement:

- defines the problem and tells who is affected by it
- explains the solution and the difference your organization will make
- approximates the total cost of the program
- conveys accurate information neatly and clearly
- focuses on the needs of the animals and the community
- educates and inspires in a simple and positive tone
- makes a specific request
- lists the benefits of its proposal

Step three: You'll need to track your expenses as well as your sources of income and non-cash contributions. Make sure you have a good accounting system that documents income and expenses in understandable categories. If you don't have an accountant on board, get one.

Based on your track record of spending and bringing in resources and on your plans for the year, you can project expenses. Keep in mind that you're just trying to make an educated guess. The budget is a guideline; you don't have to get it penny perfect. Do the best you can, knowing you'll get better at projections over time. When doing your budget, do not neglect to allocate resources to fundraising. It takes money to make money!

Step four: develop a fundraising strategy for next year. Once you've described your organization's purpose, its goals, and why people should support you, you'll need to come up with a fundraising strategy for the coming year.

Begin with a brainstorming session that gives everyone the opportunity to discuss ideas freely and get the creative juices flowing. Write down every idea that comes to mind. Even a really absurd idea may trigger a useful suggestion from someone else or give you the unique ingredient that will set your event apart.

Keep an idea file of fundraising possibilities. Remember, fundraising is an ongoing process... do research, read books, attend workshops, talk with other groups, contact professionals for advice, seek out local talent. There's always room to grow and learn.

Your fundraising strategy should include seeking resources and suggestions from members and volunteers, community groups, the general public, and businesses and foundations (through grants, matching gifts, in-kind donations, sponsorships, partnerships).

Don't neglect to develop and maintain your mailing list. Include people who come to your events, adoptive families, people who express an interest in your work, and donor prospects you wish to cultivate. Maintaining good donor records is important for targeting fundraising requests. You may even consider renting your mailing list as an additional source of income.

As you compile your list, think about how can you convert a sometime donor into a regular donor. How can you increase the size of the gift that the donor will give? Consider these questions as you develop your year's plan.

Step five: assign tasks and set deadlines. Once you have selected the components of your fundraising strategy, you'll need to assign tasks to specific individuals and set deadlines. To ensure that things get done, have written job descriptions and a timeline for accomplishing essential tasks. This will make it easier to get effective volunteers on board, train new people, and measure performance. A job description should include the area of responsibility (a brief statement of the job function or purpose) and a listing of the tasks involved with that responsibility as well as that position's supervisor.

Take care to plan events and tasks in doable amounts. You don't want to overextend your volunteers and staff. Be organized and do what you do well, don't just barely pull things together.

Step six: extend your plan to the next five years. This part sounds painful, but actually it's one of the easiest components of fundraising. Just take your plan for the first year and continue by projecting out numbers for the next four years. Besides the budget, the five-year plan should include your fundraising strategy. Plan for success! It gets easier because as events become annual events they grow a bit each year, generating more money with less effort. Many large-scale donors, particularly foundations and businesses, will want to see your five-year plan before they consider funding you.

As time goes on, continually evaluate your progress. What is working? What isn't? Adjust your plan as you go along.

Who Gives?

According to a survey by Giving USA, nonprofits receive donations in the following proportions: 6 percent from businesses, 8 percent from foundations, and 86 percent from individuals.

Donors aged 45 to 54 give the most, whereas those aged 75 and over give a higher percentage of their income, as do households with \$60,000 or more in annual income. The hierarchy of giving goes as follows: former major (\$100 plus) donors, members of the board of directors, and management-level employees are the greatest sources of funds. They are followed in order by members, volunteers, clients, employees, general donors, former participants, people who have animals, and people who are interested in animal welfare.

Not surprisingly, the higher a donor's income, the more likely he or she is to give a larger amount. Giving USA states that male donors are more interested in giving for recognition, whereas women give more for personal reasons.

According to Jim Greenfield's book *Fund Raising Management*, the national average in fundraising costs is 20 cents to raise \$1.00. Percentages of expenses will vary depending on the method, but Greenfield suggests:

Direct mail (first event)	\$1.00/\$1.25 raised
Direct mail renewal.....	\$0.20/\$1.00 raised
Benefit events.....	\$0.50/\$1.00 raised
Corporation/foundation.....	\$0.20/\$1.00 raised
Planned giving.....	\$0.10/\$1.00 raised
Capital campaign.....	\$0.10/\$1.00 raised

Why People Give

People give for all kinds of reasons, from belief in a mission to the thrill of seeing their name on a plaque. They give to immortalize a beloved pet or in gratitude for the companion they may have adopted from a shelter. They give because they cannot have a pet of their own, or because of a particularly heartwarming animal story they may have seen in the news. They give out of the sheer joy of giving or to receive tax benefits. They give out of a sense of community responsibility or respect for the organization's leadership. But above all, they give because they were asked.

Checklist for Successful Fundraising

- Have a worthy cause and an effective program that serves that cause
- Put in the necessary time and resources to create a well-thought-out plan
- Aggressively carry out that plan
- Communicate effectively with volunteers, staff, and the public at large

Ten Ways to Sabotage Your Fundraising Efforts

- Don't gain the necessary expertise yourself or bother to find the right people for the job
- Allow yourselves to be paralyzed by fear
- Believe that only goodness and pure intentions really matter, and money doesn't count
- Don't invest enough time researching fundraising possibilities
- Don't bother to make a careful, detailed, and structured fundraising plan
- Don't put in enough resources, time, or effort for your plans to succeed
- Let inaccurate information and unclear communication cause confusion
- Rely on guilt or the "save our sinking ship" strategy to sell your program (Would you like to get on a sinking ship?)



How to Operate as a Nonprofit without Incorporating

Want to enjoy the benefits of being a nonprofit organization without going through the lengthy 501(c)3 nonprofit incorporation process? Here's a great shortcut. All you need is a nonprofit organization willing to let you operate under its tax-exempt status. This kind of arrangement is sometimes called "fiscal sponsorship," and it can be an easy, faster way of getting your organization off the ground.

Bea Schermerhorn had never heard of the term when she started the Spay Neuter Now (SNN) program in her rural upstate New York community of Hammond, but that's the route she took. Hammond is located in Lawrence County, a large and sparsely populated county in New York State. This area, sometimes referred to as the North Country, is situated in the St. Lawrence Valley near the northern foothills of the Adirondack Mountains and the scenic Thousand Islands.

When Schermerhorn and her husband approached retirement, they shifted most of their family business to their children, and Schermerhorn decided to pursue her interest in animal welfare. She and her husband had always contributed to national humane organizations and had even set up a small scholarship for veterinary science students at the nearby Canton College, which is part of the state university system.

She settled on the idea of opening a spay/neuter clinic because she felt that reducing the number of unwanted animals is the simplest yet most compelling issue in the humane movement and the most effective way to solve many problems.

Schermerhorn attended a spay/neuter seminar in Boston, met with other organizations, and sought the advice of SpayUSA. Her earlier volunteer experience at a spay/neuter clinic helped her understand how to establish a clinic. When she decided to incorporate as a nonprofit organization, she sought the advice of her accountant. She and her husband still had a small corporation under their names, and she wanted to change its tax status to nonprofit so she could use the funds as seed money. Their accountant told her that they would be unable to change their corporation's tax status. He advised that forming a new nonprofit organization might not be the most productive choice because of the lengthy nonprofit incorporation process. Instead, he suggested she contact Canton College to see about working with that institution under its tax-exempt status.

Although Canton College was interested in working with her, the college's directors did not want to open a clinic because of liability issues. "What about issuing spay/neuter vouchers for pet owners who could not otherwise afford this procedure?" she asked. The college was more receptive to this plan but concerned about antagonizing local veterinarians. She convinced the college's directors that the benefits—aiding seniors and low-income people and greatly reducing the number of unwanted animals—outweighed the drawbacks.

The program would be similar to other assistance programs, Schermerhorn explained. She would go over applications from pet owners with limited resources such as senior citizens and people on disability or public assistance. Qualifying applicants would be given vouchers. Participating veterinarians would accept the vouchers (along with a small fee) to spay or neuter pets. The college would reimburse the vets for the difference between their usual fee and the amount given by applicants.

Schermerhorn met with some initial reluctance from veterinarians and was only able to enlist a few of them in her program. But soon every small animal practitioner in the area realized it was a good idea to sign up.

"It's been very good for their business," she explains. "They get paid their full fee, and they are also exposed to a large segment of the population that they might not have seen. Even clients temporarily on public assistance do continue seeing the vets after they are off assistance."

Spay Neuter Now never needed to incorporate. Instead, the organization raises funds for two accounts at the college; one account supports the spay/neuter program and another is an endowment fund that fosters humane education. The 1999 dog walk netted \$3400, a 16 percent increase over the previous year. This was very gratifying for a small-town organization, especially since the day was rainy and miserable. Raffles are also popular and well supported by the community; local artists have contributed a quilt, wall hangings, and other original art, and an SNN advisory board member contributed a time share.

In February they run a "Beat the Heat" campaign that targets animals going into heat in that month by doubling the number of vouchers for cats. Instead of the usual 90-day limit, these special vouchers are good only for 30 days. The campaign has been very successful.

The coalition between Schermerhorn's organization and Canton College has been very effective in educating the community about animal welfare issues. Ties between the two continue to be strong; among the SNN's advisory board members are a veterinarian who graduated from Canton and several college instructors. College students are enthusiastic supporters of the program and often volunteer at fundraising events.

Besides avoiding the nonprofit incorporation process, what has been the best part about working with the college? "It gave us instant credibility in the community," Schermerhorn explains. "It also helped us enlist local veterinarians who at first felt threatened by the voucher program."

Sources of Revenue

The possible sources of revenue are only limited by your imagination. Here are a few suggestions to spark your creativity:

adoption fees	corporate partnerships	open house
adult prom	costume party	pageant
antique show/art fair	dance	pet show
auction	direct mail	photo contest
bake sale	dog training fees	plant sale
bazaar	dog walk	premiums for donations
bequests	dog wash	rabies vaccination clinic
bingo night	fashion show	radio-thon
boat/yacht party	fees for services	raffle
book sale	festival	school programs
capital campaign	foundation grants	spay/neuter clinic
carnival	house tour	speakers' fees
casino night	individual donations	sponsorship programs
cat show	marathon	sporting event
celebrity lecture	matching gifts	street fair
cocktail reception	membership drive	telemarketing
coin canisters	memorials	telethon
conference/seminar	merchandise sales	trip/excursion
corporate sponsorship	movie premiere	walk event
cook-off	off-site adoptions	workshops

Donated Goods and Services: As Good as Gold

One of the best ways to cut expenses is to solicit needed goods and services. Anything your organization doesn't have to pay for is as good as cash. Typical donated goods and services (sometimes referred to as "in-kind donations") include office equipment, printing services, accounting services, veterinary care, office supplies, pet food, animal handling equipment, mailing lists, training, meeting space, refreshments for meetings and events, furniture, free advertising space—such as adoption ads in newspapers—legal advice, land, billboard space,

vaccines and medical supplies, cars or vans. It never hurts to ask for what you need! Sources of such donations include your members, the public, corporations, retailers, wholesalers, manufacturers, and local small businesses.

Maintain a wish list of needed items and services, and share it with your members! Other avenues to explore are food banks or reclaim centers; using volunteers instead of paid staff; borrowing equipment or reference books; and shared facilities and group purchasing.

Magic, Miracles and Merci's

If there was some magic way to motivate people, to keep them interested, make them feel involved, and encourage them to keep on giving, you'd want to use it...wouldn't you? Well, that magic is the thank-you note. And it's essential in building long-term relationships with volunteers and supporters. Make yours as personal as possible, specifically mentioning what was given or done, what was so special about it, and how it has helped your organization.

Including a photograph of a recently rescued animal with your note gives donors the feeling that their dollars are going to help specific animals. For instance, send a photo of a kitten or puppy with a note that reads: "Thanks to your donation, this animal was rescued from an alley (or pound or dump) and given to a loving family." Such a gesture puts a face on your donor's gift. Other ways of thanking donors include special mention in your newsletter, a certificate of appreciation, or a plaque or other public display of the donor's name.

If people give to make a difference, to feel involved, appreciated, or to feel good, your note can help keep them in a generous mood! Every donor must feel that his or her contribution counts, whether it be a couple of cans of cat food or a check for \$100. A significant part of what we humane organizations are trying to accomplish is encouraging warm and giving feelings toward the animals. That's why every donor deserves a gracious thank-you note.

The miracle of a heartfelt thank you is that it can make a regular donor out of an occasional one and a big donor from a small one. So keep current on your thank-you notes and keep the miracles coming.

Fundraising and Board Members

One of the principal ways in which a board fulfills its responsibilities is through developing and implementing a strategy for finding the funds necessary for the organization's mission. Success requires good programs, but it also requires the necessary funding to implement those programs and services. In its governance role, the board is responsible for ensuring that a fundraising strategy is developed. In its supporting role, the board helps the organization raise funds.

It is a tremendous asset to any organization to have an active board of directors involved in fundraising. Most professional fundraisers will tell you that before boards get involved in fundraising, they must first be involved in the mission and governance of the organization. This involvement with the large scope of the organization often leads to more focused commitment to the fundraising program.

First and foremost, board members must work with staff members to determine what the organization needs to fulfill its mission. Involvement in planning builds ownership of the plans, which essentially become the organization's agenda for the future and the foundation for all subsequent fundraising. After goals, programs, and services have been determined, these aspirations must be translated into dollar figures, often reflected in budgets. It is essential that the board participate in determining financial needs if they are to be committed to serious fundraising in the future.

Part of the fundraising planning process is formulating a strategy—a plan for how the organization will raise the funds it needs. It is essential to choose an appropriate mix of various methods of raising money and developing the resources needed to carry out the strategy.

All fundraising strategies turn on two ideas: first, using several methods by which to raise money, and second, connecting lots of people to one or more vehicles. The more people who know the good work of the organization and who are committed to the organization, the more people there are with contacts who can be connected to fundraising vehicles.

Board members can play different roles in the process. Some board members may be involved with face-to-face solicitation of gifts, while other board members can plan special events, write mail appeals, or send thank-you notes. In its governance role, the board should:

- Work with staff to develop a fundraising plan for the organization. This plan identifies the primary means through which the organization expects to raise funds, and often includes a calendar showing when events, grant proposals, government contracts, telethons, and other components are due or scheduled.
- Monitor progress on the plan. The board should review whether revenue goals are being met in each category of funds. If performance is falling short of the goal, the board needs to consider what action may be called for or whether projections need to be revised.
- Ensure that donations are acknowledged promptly and appropriately, and that cash and in-kind contributions are documented properly.
- Recruit board members who can help the organization with its fundraising strategy and ensure that new board members are aware of board practices on fundraising.

Bob Christiansen recommends the following in "Boards and Fundraising" from *Board of Directors Handbook*, 1998 Canine Learning Center Publishing (707-226-5575). As supporters, board members should:

- **Give money.** Most organizations should be able to make the powerful statement: "One hundred percent of our board members have made a significant personal contribution this year." All board members should give annually, and be expected to make a generous gift. Obviously, each board member will have to determine what constitutes generosity based on his or her own financial situation. Some boards specify that board members must be major donors (major donor level is \$100 annually); others set annual quotas that state, for example, that a board member must be responsible for raising a set amount of revenue.
- **Help obtain donated items or services** that will be of real value to the organization. Goods and services can help an organization as much as money. Board members may be able to find volunteers through their churches, raffle donations from stores they patronize, a big photocopying job from their workplace, or food for the food bank from their neighbors.

- **Ask others for money.** Some board members may work for companies that will match employee contributions. Others may be able to hold fundraising events at their homes, clubs or other organizations that they belong to. Board members can accompany staff to meetings with foundations or government agencies.
- **Offer skills to help implement the fundraising plan.** A board member with strong writing skills might volunteer to help write the mail appeal. Another board member might volunteer to help input recent contributions into the computer filing system. Still another might take photographs for the annual report or do the layout for a brochure.

The actual fundraising task is immeasurably strengthened when a true partnership between board and staff is in place. As with other management functions, staff members manage the fundraising program while board members get involved in those elements that are suited to their interests, skills, and capabilities. A good fundraising plan is explicit about both board and staff responsibilities.

Typical board responsibilities would include:

- help create the fundraising plan
- organize and participate on fundraising committee
- identify and cultivate new prospects/donors
- ask peers for donations

- be an advocate for the organization
- make introductions for staff to follow up
- accompany staff on key visits to donors
- evaluate success of fundraising activities
- donate to the organization

Tasks assigned to the staff would include:

- research new and existing donors
- write grant proposals
- assist board in any way possible
- write case materials
- ask for money when appropriate
- write expressions of thanks
- plan, plan, plan
- plan and orchestrate special events
- produce marketing materials

Most board members do not gravitate to fundraising naturally or easily. It can be helpful to get board members involved in a process to explore their personal feelings about giving and asking.

Fundraising requires commitment from people. The first place to look for this commitment is within the board because the board is the vital link between a nonprofit organization and the public. Board membership in itself represents a significant level of commitment, and the fundraising process demands a deepening of this commitment. Once a committed board is in place, the organization has a powerful asset for reaching out into the larger community for gift support.

Special Events

Special events create public exposure for your organization, raise money, and help to engender a feeling of cohesiveness among volunteers. Events also present opportunities for you to increase public awareness of the problems you are working to solve.

Sooner or later, most shelter managers find they need to launch a capital campaign, and a special event is usually the best way to accomplish this. A capital campaign is an intensive fundraising effort by an organization to secure extraordinary gifts and pledges for a specific purpose such as a building, renovations, equipment, acquisition, or endowment.

Sometimes the primary goal of a special event isn't to raise money directly but to gain public exposure and new volunteers.

What event is right for you?

Consider these factors in your decision:

- 1) Maximize your profits. Consider what type of event will be most economical, not only financially but in its use of board, staff, and volunteer time.
- 2) Prepare a master budget and estimate what you think it will cost to put on this event. Include all expenses, everything you may need to purchase or rent. Don't forget the price of setup, printing, and other services.
- 3) How much is it possible to make on this event? It's very possible to lose money on a special event if you run into unexpected costs, so plan carefully.

- 4) Will the community respond? Is it right for your constituency?
- 5) Does it fit into your mission statement?
- 6) Find an appropriate theme for the event; it should be something fun that will inspire people to participate.

Checklist for a Special Event

- ✓ Start early; most special events take a year's planning
- ✓ Create a timeline
- ✓ Pick a date that won't compete with other large events, holidays, last or first week of school, election day, etc.
- ✓ Choose a location that is easy to reach and offers sufficient parking
- ✓ Set a financial goal for the event and tell everyone about it
- ✓ Select an inspiring purpose and theme for the event
- ✓ Share your plans with your attorney before you start

Remember to do a post-event evaluation immediately afterward, when events are still fresh in your mind, and write comments down. If your event was a success, make it annual. Keep careful records to make your preparations easier for the following year, allowing your organization to generate more money with less work.

A Sample Event Timeline

Eight to 12 months before the event:

- Appoint event chairperson
- Determine purpose of the event
- Recruit and meet with committees
- Select theme/concept for the event
- Locate and confirm site/location
- Invite exhibitors, vendors, key volunteers
- Prepare the budget and set a financial goal for the event
- Seek honorary/celebrity chairperson
- Develop publicity materials
- Devise publicity plan, logo, color scheme
- Create list of potential sponsors, entertainers, vendors, etc.

Four to seven months before the event:

- Schedule regular meetings with staff and volunteers
- Select caterer, entertainers, speakers, and other important staff
- Develop the site or logistics plan
- Apply for any necessary permits; confirm details in writing

- Create detailed distribution plan for publicity materials
- Send publicity press releases to periodicals and local media
- Order premiums, tokens, and giveaways
- Arrange interviews with services and suppliers

Two to four months before the event:

- Print and send invitations, brochures, posters
- Finalize and confirm in writing plans and arrangements with key people
- Organize registration process
- Finalize details, menus, events schedule
- Send press releases

One month before the event:

- Purchase paper goods, materials, decorations, prizes
- Rehearse speakers
- Train volunteers
- Finalize logistics/site plan, seating arrangements
- Send final press release, media advisories
- Call all essential people to confirm details
- Call media contacts to invite them to send photographers/reporters
- Pick up donated items, arrange deliveries and storage
- Prepare name tags and registration materials
- Prepare an emergency plan; have a list of phone numbers in place
- Prepare information on the organization for distribution at the event

Day of the event:

- Put up directional signs
- Meet with site officials
- Set up registration tables, etc.
- Clean up

Day after the event:

- Take down outdoor signs
- Return borrowed items
- Make notes on event evaluation

Post-event (within two weeks):

- Send thank-you notes to volunteers and donors
- Send post-event press release
- Meet with committee for wrap-up meeting and evaluations
- Finish all budget-related details and calculate profit (or loss)
- Gather and organize materials and data for next year's event
- *Recuperate!*

Dog Walks

A dog walk is one of the very few ways for pet lovers to be involved in an event along with their pets. Participants, pet-related companies, and the media love dog walks, but they can be very labor-intensive and costly. Be forewarned: this event needs to be perfectly planned, and staff time and expenses will be high the first year. Contact the ASPCA's National Shelter Outreach department for a comprehensive information pack on running a dog walk.



Getting Started. When figuring your budget for the first year, set a goal and figure expenses at 30 percent of income. Keep in mind that the goal of a dog walk is not just raising money; you also want to attract a roster of corporate sponsors, bring in the media and raise community awareness of your organization and the work you do. A successful dog walk should generate enough enthusiasm, publicity, and sponsorship to make it an annual event.

Responsibilities. This is a team effort, and coordination is essential to making your event a success. You should have an event chairperson who recruits committee members and assists them in achieving their objectives, keeps plans on schedule, deals with corporate representatives, and represents the organization and the event to the media, sponsors, and the general public. Your office staff should be handling such jobs as getting materials, answering phones, sending out faxes, and processing registrations. The volunteer committee should recruit day-of-event and pre-event volunteers, appoint crew leaders, conduct volunteer training sessions, and make sure that volunteers are well taken care of during the event and thanked afterwards.

Sponsorship. Your sponsorship committee should start early; many companies prepare their marketing budgets a year in advance. Use your board and committee for contacts and give your sponsors as much recognition as possible for their money. Don't forget to sell sponsorship of things like mile markers and rest stops.

Public Relations. This committee will work with staff to formulate a publicity plan including theme, media plan, and mass distribution of brochures, mailings, and other advertising. Ideally, they should secure an honorary chairperson with high local celebrity to attract as much attention as possible to your event.

Media Magic

Many factors are critical to fundraising success, but it's hard to find one more important than good publicity. Publicity is more than just sending out press releases and making posters; in the larger sense, it's getting the message across. If you put your message out there, but it does not reach the intended audience for whatever reason, you have missed the mark.

The timing of publicity should be part of your planning timetable for a special event. Notices must reach the public in time for them to plan to attend, yet not so early that they forget. Press releases must reach the media in time for their deadlines, so your media contact list should include a schedule of deadlines. Good communication can make the difference between a moderately successful event and a real winner.

Your organization's image—the services you provide, your staff and volunteers, the level of organization at your events and meetings, the look of your newsletter—must inspire the public to support your work. The news media must be convinced that your press release is worthy of their attention, i.e., that the public will be interested. Your posters and meeting notices must entice the public to attend your event. One important component is to convince them of the importance of your cause and make them understand what they can do to help. Regular communication by newsletter can help give you the foundation you need for support from the public. People need to know what you are doing and that your organization is active. Be sure always to tell people what you need them to do and how they can respond to that need.

In the same way that a newsletter keeps your name before the public, you must find a way to make your organization's name familiar and welcome among the media.

The greatest challenge in placing a story is gaining the ear of a busy reporter. You'll get a hearing more readily if you have a reputation as an institution that provides good information quickly and offers ready access to experts. Reporters are usually on deadline and are eager to rely on people they trust.

If you do not have someone on staff who can develop a public relations strategy, it may be worth it to hire a professional publicist. Studies have shown that 60 to 80 percent of the stories appearing in newspapers originate from public relations people. The media need you. They'll cover your organization more than ever if you follow the basic rules of media relations. The following tips will help you to develop good media relations:

Checklist for Attracting Media Attention

- ✓ **Accuracy.** Make sure that what you tell a reporter is correct. If you don't have the information, tell the journalist you'll find out—and do so.
- ✓ **Credibility.** Never try to promote a story that isn't newsworthy.
- ✓ **Speed.** Drop everything you're doing and deliver the information a reporter requests immediately.
- ✓ **Helpfulness.** Pass along good stories to a reporter, whether or not they have to do with your organization. Good relations work both ways.
- ✓ **Look for topical stories.** The easiest way to attract coverage is to tie your organization to a breaking news story. Reporters are always searching for local angles to a major national or international story.
- ✓ **Look for trend stories.** Scan national magazines and dailies for trends and see if what's going on at your organization can tie into a current trend.
- ✓ **Don't overlook weeklies.** Your story could get front-page coverage in a weekly because it has an important local angle, even if the story would not be covered in a daily or would be buried in the back pages.
- ✓ **Targeting.** With an eye toward reporters' names, carefully read each newspaper and magazine to know where to direct your news release or query letter.
- ✓ **Find and cultivate good freelance writers.** Good freelancers often find new markets for your stories, and may develop stories on their own.

Applying for Grants

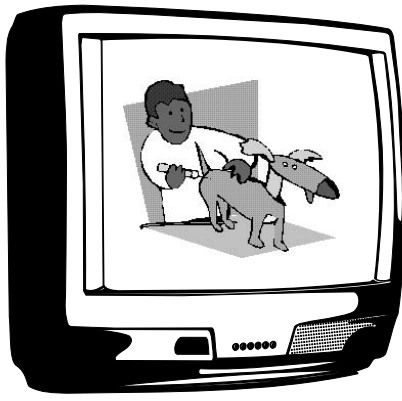
There are many foundations and grants that offer organizations substantial funds for special programs or capital expenditures if you can persuade them to support your organization instead of someone else's. Since the main voice a decision maker hears is your written grant proposal, it's important that you make your proposal shine.

After you've identified those foundations and corporations that give grants to animal-related programs, follow the grantwriting instructions and make sure that your proposal is consistent with their criteria. Be as clear, concise, and brief as possible in the creation of your proposal.

Key Elements in Creating a Proposal

- **Title** (cover page)
- **Table of contents**
- **Summary.** Give the basics of your proposal in simple, persuasive language. The summary is often the first and sometimes the only section foundations will read.
- **Introduction.** Describe your organization, its mission, and a list of achievements.
- **Statement of need.** Identify the problem your organization will solve using the grant, and be specific.
- **Goals and objectives.** List the overall goals of your program in measurable terms. For example, how many animals do you expect to have spayed or neutered as a result of your program?
- **Method.** Explain how you will achieve the stated goals and objectives from start to finish. Develop a means of evaluating the program to determine its ongoing effectiveness.
- **Budget.** Specify how the requested funding will enable your organization to achieve your goals and objectives. Be specific and detailed.
- **Additional information.** Include your annual report, audited financial statement, copies of your incorporation certificate, bylaws, contact information for members of your board, and letters of support from prominent people in your community.





Using Public Access Television to Showcase Your Animals

Public-access television is a simple, very effective way to publicize your organization's efforts. It doesn't cost you anything to be on public-access TV, and most public-access channels will welcome your participation. Animal welfare groups are highly desirable compared with many other interests seeking publicity on the airwaves. That's why public-access television can be one of your organization's greatest resources.

PAWS, a rescue group in Norwalk, Connecticut produces PAWS TV, a public-access show that started in 1997. The organizers have been very happy with the public exposure their shelter has received and especially with the increase in adoptions. These adoptions include hard-to-place animals like two white cats—a mother and her blind daughter—who found a caring home together; a three-legged chow mix who found happiness with a loving family; a pit bull who was reunited with a relieved owner after he appeared on the show; and even feral cats from bad neighborhoods who were placed in good barn situations.

How do you get started with public-access TV? It's surprisingly simple. All you need is a volunteer to call the local cable company to find out how to submit a program. In most cases, someone representing your organization must take a brief course at the station to become approved to use public access. If you already have a connection to a local video editing facility, you can just submit a tape to the cable company.

Allison Allen of PAWS TV said her organization was fortunate because it already had a video camera and a camcorder that produced air-quality footage, so PAWS TV didn't need to spend time and energy borrowing (and returning) equipment from its local station. She is an unabashed fan of public-access cable television for humane organizations. It helps to increase adoptions (she estimates their adoption rate has tripled thanks to cable) and improves general visibility in the community.

"Every time a show airs, the phone rings," says Allen, "and it's someone who wants to adopt one of the animals or to volunteer or donate a service we've requested on air. Practically everything we've asked for we've gotten."

Allen continues: "In every show, we ask for our viewers' help in ending pet overpopulation. We may not have seen an end to this problem yet. We do know we're helping to educate and inform the

public about the importance of spay/neuter, that it's not okay to let your pet have a litter or roam—especially if it's unneutered. We promote responsible pet ownership every time we show one of our pets who was given up when someone moved or who had received the pet as a gift. We get lots of calls from kids, so we know they are hearing these important messages at an early age and we believe that if you get to kids early, they may be more responsible pet owners later on."

PAWS TV is a very basic 30-minute show that only requires two people—one to hold the camera and narrate the story of each animal and one to hold and play with each animal.

As everyone in animal rescue knows, there is no shortage of stories. As each animal is shown, its story is told. Each one gets about a minute of air time before the next one is featured. Allen notes: "To keep the animals occupied, it helps to have some food or a toy to keep their attention."

The show always has an animal on camera. "No channel-surfing animal lover will pass by our show," declares Allen. Along with the image of the animal and the shelter phone number, graphics are used that state things such as "adopt or sponsor," "spay/neuter all pets," or "barns needed."

The show is shot live-to-tape, which means there's no editing allowed. The filmmakers just keep going regardless. It's shot indoors and outdoors; events like dogs appearing in the Memorial Day Parade are covered. Volunteers are filmed showing animals at local pet stores and nursing homes; anywhere the animals go, PAWS TV goes. The show airs approximately ten times a week and is updated every two weeks. Allen goes to the cable station at night to dub and add graphics.

"Every shelter should be using public access," Allen says. "Every cable system has a franchise agreement with their city that requires them to provide public-access facilities to anyone in the community at no charge. Many people think that no one watches public access, but the response we've gotten proves otherwise."

The cable industry claims that 97 percent of all the nation's television homes have access to cable television. Contact the cable company to find out when the public-access course is offered. Learn how to use the equipment and pass the test. That's all that's required to use the cable company's video equipment to produce your show. Give it a try!

Chapter 6

Shelter Programs



Chapter Six *Shelter Programs*

Adoption Programs

For many people who work for an animal welfare organization, the most rewarding part is finding permanent, responsible homes for adoptable animals. Adoption programs will, and should, vary from one animal shelter to another. However, all good adoption programs have certain elements in common. In particular, the main emphasis of a good program should be education. While a good program will screen potential adopters, it will also have policies in place to make the adoption process a positive experience.

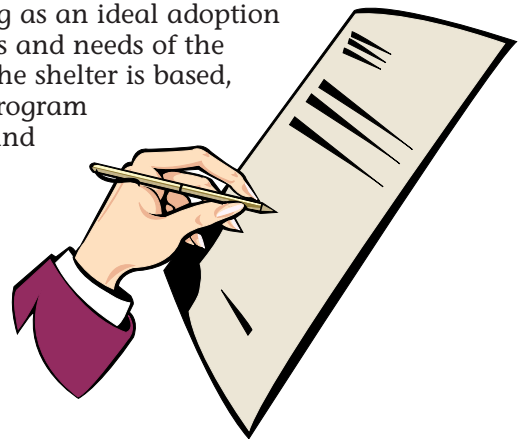
Acting as the temporary guardian of an animal and making a “correct” placement determination is a difficult task requiring diplomacy and people skills. Adoption counselors must simultaneously screen potential adopters and educate potential pet owners.

The hallmark of a good adoption program is that it helps people to become good pet owners, whether or not they actually adopt at the shelter. Acting in the best interest of the animals never means antagonizing the public. Nor does it mean that every potential adopter should be given a pet. It simply means that everyone who comes to the shelter seeking to adopt should be treated with respect and consideration.

Every shelter needs to develop policies and guidelines to help visitors make adoption decisions. These will vary from shelter to shelter, depending on the wants and needs of the community it serves. However, when formulating an adoption policy for your shelter, keep in mind that:

- Loving and responsible pet owners can be made as well as born. Given the right information in the right way, most people can become good pet owners.
- Once a person decides to have a pet, if he or she is denied at the shelter, it is likely that person will get one somewhere else.
- Anyone taking the time to come to an animal shelter to adopt a pet, when so many pets are available free in the community, deserves to be given every consideration.

The best adoption policy balances the interest of the individual animal with the needs and wants of the community. There is no such thing as an ideal adoption program because each one must be based on the numbers and needs of the animals served by that shelter, the community in which the shelter is based, and the overall goals and objectives of that shelter. The program of an animal shelter in Jackson Hole, Wyoming, cannot and should not be identical to one in Newark, New Jersey.



Goals and Objectives

In developing a policy for your shelter, the first step should be to identify goals and objectives. Shelter staff and volunteers responsible for the maintenance of a program cannot work together effectively if goals and objectives have not been determined and clearly communicated.

The basic goals of a progressive adoption policy are to:

- place as many healthy, temperamentally sound pets as possible in homes where they will receive good and stable lifelong care
- help prospective pet owners select a pet that will be most compatible with their lifestyle
- extend educational efforts to the adopters and the community by providing information and advice about pet care, behavior problems, training, and pet overpopulation
- help solve the pet overpopulation problem in the community
- upgrade both the image of animal shelters and the public's perception about the kind of animals available for adoption at shelters
- promote animal shelters in general as places to adopt pets
- promote the individual animal shelter to the public as a successful, professional, and caring organization with many worthwhile programs

Adoption Guidelines

A good shelter seeks quality lifelong homes for each of its suitable animals, not just homes for as many animals as possible. In order to do this, guidelines are necessary to determine which animals should be available for adoption and which potential adopters are likely to be responsible owners. Adoption counselors who know the animals well can make more informed placements.

But nothing is set in stone, and adoption criteria need to be evaluated on a case-by-case basis. Shelters should screen prospective adopters fairly and compassionately. The consultation between the adopter and a counselor is important in ensuring a good home for the animal and is also an essential part of the educational process.

A companion animal requires a long-term commitment: 15 to 20 years for most cats and 10 to 15 years for most dogs. The ideal adopter should be emotionally stable, financially secure, and an experienced dog or cat owner. However, the ideal adopter seldom walks in the door. Most potential adopters would be fine companions for their chosen animals with a little help from the shelter. But for some people, the emotional, physical, and financial commitment can be too much of a burden. Others may want a pet for reasons other than acquiring a loving companion.

Philosophies about pet adoption will vary tremendously from shelter to shelter and even from staff member to staff member. Once adoption counselors are experienced in animal placement, review and revise your policies to give experienced staff more ability to stretch the rules when their instincts tell them they might otherwise miss making a good match. It is usually better to take a chance on a questionable adopter than to euthanize animals because people don't meet strict criteria. Encourage people to call the shelter for advice and to return the animal to the shelter if it is not working out. Animal placement is not an exact science, but flexibility and compassion should be exercised in making any adoption decision.



Determining Adoptability

The twin goals of every humane organization are to prevent animal suffering and to find high-quality permanent homes for unwanted pets. Naturally, given the surplus of pets, not all animals are going to find homes. That's why it's important that shelters maximize their resources and efforts by selecting animals that have the best chance of finding loving and responsible homes. See the appendix following this chapter for a sample Pet Temperament Status Form. Usually adoptability is a subjective decision, but it can generally be made based on the following criteria:

- **Outward demeanor.** Keeping in mind that the kennel is a very stressful environment, what is the basic outward demeanor of the animal? Is the animal extremely frightened, shy, or aggressive? What are its chances of adjusting well to a new home?
- **Previous history.** Does the animal have a history of neglect or poor care? Has it been kept strictly outdoors? These factors do not rule out adoption but should be considered as part of the animal's adjustment to a new home. Does the animal have a history of elimination problems such as not using the litterbox? Unless you know the reason for the animal's behavior and are reasonably certain this will not recur, the animal should not be considered for adoption.
- **Aggression.** Is there a history of biting or aggressive behavior? Aggressive animals and those with a bite case history are normally not placed for adoption.
- **Health.** Older animals or those with medical conditions may be more difficult to place and have less resistance to the stress and disease of the shelter.
- **Temperament.** The animal's ability to get along with other dogs or cats and children is a factor in determining adoptability. Animals with temperament problems should be evaluated carefully and put up for adoption only under special circumstances.
- **Behavior problems.** Does the animal jump fences, dig holes, scratch furniture, or chew destructively? Depending on the severity of the problem, the animal may or may not be put up for adoption. If such an animal is placed for adoption, it may require a special placement.
- **Space.** How crowded are the kennels? How many other animals are available that are similar to the one being evaluated? Is there extra holding space in the non-adoption areas? Are there any appropriate foster homes?

New Pet Info Packets

Packets with adoption and general pet care information should be made available to adopters. The best packet is one made expressly for the individual adopter to meet his or her specific needs. Packets should include the telephone number of the animal shelter and an open invitation to call if the adopter needs assistance or has problems or questions.

Included in the packet could be:

- Collars and identification tags. Help ensure the pet's future safety by fitting it with a collar and a tag at the time of adoption.
- Free veterinary health examination certificate. Encourage responsible pet ownership and set up a preventive schedule at the shelter's facility or through a program with participating veterinarians.
- Pet carriers and leashes. Don't let newly adopted animals risk running off in the parking lot. Give owners a pet carrier or a leash. Cardboard cat carriers and temporary leashes are inexpensive when bought in quantity, and they can be customized with your shelter's name and logo.
- Post-adoption veterinary care policy. Although you make your best effort to adopt healthy animals, some will become sick after adoption. For the sake of the adopted animal and for the general good will of the adopter, shelters often institute a post-adoption veterinary care policy for a limited time after adoption (usually fifteen days). During this period, adopters can receive free care for infectious diseases that may have been acquired before the animal arrived or during its stay at the shelter.

OFF-SITE ADOPTIONS

Regular visits to a local pet supply store can be very effective for placing animals, fundraising, and overall public relations and networking. A big, busy store provides great visibility for your group and your animals, and it is also an opportunity to present the animal issues you're concerned about to an audience already interested in animals. The following are essential ingredients for successful pet store appearances:

- **Regular visits.** Focus first on the store with the most traffic that does not sell dogs or cats. Many groups set a regular monthly (or even weekly) visit to the local PETCO or PETsMART. The store announces these visits with signs in the store and circulates a flyer. Ideally, the store will promote appearances in its local print advertising or on local cable TV commercials.
- **Valiant volunteers.** Send outgoing, knowledgeable, and reliable volunteers who can manage the animals and talk about the organization. These volunteers will be your key to a good relationship with the store management. It may be hard to find volunteers willing to commit to one Sunday or Saturday a month, but it is important. One missed appearance and you can lose the store manager's confidence.
- **Packing list.** Determine in advance which animals will go. Prepare a pet supply store procedural list that itemizes the materials that volunteers must bring, i.e., water dishes, extra litterboxes and litter, towels, literature, forms, adoption questionnaires, posters, a bulletin board, and crates with featured animals. Sometimes the store will allow you to use cages already set up in the store.
- **Information table.** Ask if you may set up a tabletop display. Most stores will lend you a table. Put out all your flyer and literature, T-shirts, raffle tickets, and other items you can sell with the store's permission. Don't forget petitions and volunteer and mailing list sign-up sheets. Last but not least should be a donation jar—the bigger the better, because the biggest canister attracts the most money.
- **Network, network, network.** You may not place animals every time, but you will get some new names for your mailing list, new volunteers, and new contacts in the community that can help in other ways. Pet store customers love animals and want to help them.
- **Nurture the relationship.** Once you've established a sound relationship with the store owners, see if they will work on other kinds of cross-promotion such as pet food drives or pet pictures with Santa. Maybe they can donate broken bags of food. Ask if they will keep a donation canister at the register. It's amazing what one well-placed canister can raise. Make sure the canister is securely sealed and that volunteers monitor it a few times a month.

Working together helps both the store and the animal welfare organization. The store wins because it looks good supporting a community-based animal welfare group, and because ideally your presence increases traffic to the store. You win because you find good homes for animals and meet new people who can help your organization achieve its goals.

Adoption Follow-Up

Satisfied customers usually make the most reliable supporters. That's why a smart adoption program goes beyond checking up on spay/neuter contracts. By keeping in touch with your adopters, you help ensure successful adoptions and increase support for your organization.

Granted, most shelters are understaffed and underfunded. But keeping in touch with adopters is something that can be done by a volunteer and can reap enormous rewards for your animals and shelter.

Julie Miller Dowling makes the following suggestions on how to stay in touch in "After They Go Home: Staying in Touch with Adopters" in the November/December 1996 issue of *Animal Sheltering*.

- Make a friendly "just checking" phone call to each new adopter to see how animal and adopter are doing and whether or not there are any problems or questions. Adopters are usually proud of their new pets and happy to share information about them.
- Send a short and easy-to-answer questionnaire that includes information like the pet's new name and the name and location of the veterinarian. Be sure to ask the adopter to rate his or her shelter experience for courtesy, competency, and professionalism.
- Give each adopter a one-year complimentary membership in your organization. They'll usually be happy to be included in the family and receive your newsletter and other mailings. Besides, what proud new owner wouldn't want to participate in your next dog walk?
- Be sure to make a mailing list that includes all adopters. Even if you can't offer a free membership or don't have a newsletter, all adopters should receive notices about events and fundraisers.
- Ask adopters to send in a picture of their new companions. A bulletin-board display of happily adopted pets in your lobby is a wonderful morale booster to staff and volunteers. It's also a great way to communicate the success of your adoption policy to all who come to your shelter looking for a pet.
- Keep your adopters aware of training and behavior classes as well as educational programs that your organization sponsors.

Keeping in touch with your adopters will take some staff and volunteer time management, but it pays off. You can help troubleshoot problems, nurture adoptions, encourage support, and benefit from word-of-mouth recommendations. Doing everything you can to keep the animals you adopt in good homes is, after all, what your adoption program is about.¹

Holding and Euthanasia Guidelines

The predominant goal of an animal shelter is to prevent animal suffering. However, preventing suffering is different from preserving life at all costs. The quality of life experienced by an animal is at least as important as the mere fact of being alive. The goal of a good adoption program is to humanely hold and place as many animals as possible. To achieve these two at times contradictory goals, you'll need to formulate adoption and euthanasia policies. These are intended to ensure that each animal at the shelter is provided the maximum opportunity for a life free from suffering. It should be recognized that, of necessity, decisions about the animal's fate will ultimately rest on the expertise, intuition, and commitment of the staff.

Holding guidelines should be established to help the staff carry out its stewardship function. The first consideration is legal: all animals should be held for the full time required by the appropriate state and/or local statutes. Many laws provide for exceptions to this holding period in cases of emergency, illness, or injury, so be sure to check your laws thoroughly.

Release forms must be written with an attorney, and the owners of all owner-surrendered animals must be required to read the release form carefully before signing it. Make sure the form includes a clear relinquishment of all rights of ownership, a release of liability for the shelter, and an acknowledgment that the animal may be euthanized. A sample release form can be found in the appendix.

Euthanasia guidelines covering the selection of animals for euthanasia and for the actual euthanasia procedure should be established. Animals that show signs of disease or emotional deterioration (revealed by behavior in the kennel or in temperament evaluations) who are not responding to medical and behavioral treatment or intervention should be considered for euthanasia. Ask yourself if the animal will be a stable companion. *Placing an animal that has shown signs of aggression can leave you vulnerable to a lawsuit if the animal injures someone shortly after being adopted.* We have a responsibility to safeguard the health and welfare of the animals in our care and that of the public who welcomes them into their homes.

Spay/Neuter Programs

Since pet overpopulation is a problem in most communities, no shelter or rescue organization can be effective without a sound spay/neuter program in place. The goal of an effective shelter/rescue organization should be quality adoptions versus quantity. You do not want your organization to create a “revolving door” situation wherein adopted animals are permitted to breed and create more animals that may be turned in to the shelter. That’s why an affordable accessible spay/neuter program is essential to your shelter’s programs.

If your area or shelter does not already offer an effective spay/neuter program, try to persuade your community to start one.

Overpopulation of pets is not an animal problem; it is a community problem. To convince your city and county officials that a reduced-fee sterilization program can save taxes, collect the data that support your position and present the information at your next town or county meeting. Most of this is easily obtainable and should include the following:

- Number of animals handled annually at local shelter, including the cost of personnel, sheltering, food, and adoption
- Annual increases in the cost of euthanasia and the number of animals euthanized
- Rabies control costs such as clinics, treatment, and investigation
- Costs to private homeowners for property damage done by dog packs and free-roaming cats
- Medical costs for bites and scratches on children and veterinary costs of pets attacked by feral animals
- Salaries of animal control officers and vehicle maintenance costs
- Sanitation costs associated with feral dog packs and cat colonies, including sewage and dead-animal pickup
- Insurance claims paid because of animal-related problems
- Annual cost of animal licensing, record keeping, and enforcement

You can obtain this information from public records, municipal animal shelters, sanitation officials and insurance agents. The local shelter, whether municipally run or an incorporated nonprofit organization, should provide much of this information to you on request.

Once you’ve collected all the data, put together a simple proposal that states the problem of pet overpopulation and recommends the establishment of a public low-cost spay/neuter program. Include the following in your proposal:

- Startup costs of operating a public low-cost spay and neuter program, including budget, salaries, overhead, drugs, and equipment
- Revenue from projected use and an estimate of how deficits, if any, may be covered by city and county
- Operating costs of shelter without clinic

- Comparisons with costs and results of clinics in other communities
- Explanation of how clinic will be operated, the anticipated number of surgeries, and any profits returned to county government
- Letters and petitions from private citizens and neighborhood associations

Spay/USA, a National Network

Many cities and communities do not have the funds or staff to start a spay/neuter facility in their shelter. Ironically, many low-cost spay/neuter programs are already available to these areas but are so underpublicized that the public is unaware of their work. Humane advocate Esther Mechler recognized this problem. In 1991, she started Spay/USA, a national clearinghouse of low-cost spay/neuter information that has swelled to encompass 250 volunteers in 48 states.

If a particular area has no low-cost spay/neuter clinic, Mechler and her volunteers will try to find a veterinarian willing to help pet owners. She has found that many veterinarians care deeply about the problem of pet overpopulation and are willing to spend one or two days a week or a month performing low-cost spay/neuter operations.

Mechler is justifiably proud of the veterinarians in her network. Participation is by invitation only. To be considered, a veterinarian must have excellent surgery and public service records and pass a screening by network volunteers.

Pet owners pay participating vets directly. No money goes through Mechler, whose motivation is to make spaying and neutering as simple as possible. Rates through the network vary depending on the area and program involved.

Mechler created the service to help the many people who find strays and want to do the right thing but cannot afford to have the animals spayed or neutered. For communities that cannot afford a spay/neuter clinic, this service is indispensable in furthering the goals of their shelter.

The programs on which Spay/USA is built have yielded many new clients for participating doctors. The initial contact provides an opportunity to establish rapport and educate the pet owner about the importance of other preventive health-care procedures such as annual checkups. In addition, veterinarians who participate in Spay/USA know they are a vital part of the solution to the problem of pet overpopulation. Contact Spay/USA at 800-248-SPAY.

Pre-Sterilization and Early Sterilization

No dog or cat that is up for adoption should be allowed to reproduce. Shelters should strive to sterilize *all* puppies and kittens, cats and dogs *before* adoption unless health considerations—as determined by a licensed veterinarian—dictate otherwise. This may not be immediately possible for all organizations but should be the ultimate goal.

Early (pediatric) spay/neuter for puppies and kittens as young as eight weeks of age is widely supported by humane organizations. Preliminary research on physical and behavioral effects of pediatric spay/neuter shows no adverse effects. (See references in appendix.)

To ensure that all adopted animals are unable to reproduce, surgery should be done before placement with the new owner whenever possible. Pre-sterilization is the only way to ensure 100% compliance with a mandatory spay/neuter policy.

Sterilization Contracts

A primary goal of a progressive animal adoption program should be to reduce pet overpopulation. Allowing animals to leave without any provision for sterilization is inexcusable. No responsible shelter places animals without making provisions for their sterilization. Otherwise, shelters would be trying to find homes for animals only to get their offspring later.

Ideally, all animals being adopted must be sterilized either at the shelter by an in-house sterilization program or by a private practitioner before being placed. If the shelter wishes to be a

truly professional animal shelter and have a positive impact on the community's pet overpopulation problem, this is a *must!*

Adopters of animals that have not yet been sterilized should be required to sign a sterilization contract and pay a deposit for the surgery. The deposit should be substantial enough to convince the adopter to fulfill the sterilization contract. A suggested fee is \$25 or more.

Some states already have mandatory sterilization laws for animals adopted from shelters. If your state does not have such a law, contact your state representative and discuss the possibility of having one proposed. The basic elements of a sterilization contract are:

- Acknowledgment of receipt of the animal
- Agreement to sterilize the animal by a specified date
- Acknowledgment of a sterilization deposit to be refunded on fulfillment of the contract (actual terms may vary, depending on the sterilization arrangements made by the shelter)
- Agreement that the adoption is conditional and not final until the animal is sterilized

Because sterilization contracts are often difficult to enforce, the best policy is to screen adopters carefully for compliance with this policy and to emphasize the importance of sterilization.

Effective follow-up is essential to the success of the sterilization contract. Timely follow-up is very important. Volunteers can play a valuable role in sterilization follow-up by taking responsibility for these steps:

1. Have the adopter fill out and sign the sterilization contract at the time of the adoption. Only one person's name should be on the contract. Suggested deadline for sterilization is six months of age.
2. The original copy of the contract should be retained by the shelter and the copy given to the client.
3. Send a postcard reminder to the client two to three weeks before the sterilization date on the contract. Have the client self-address the postcard at the time of adoption.
4. Call client one week before the sterilization date to confirm or make arrangements.
5. Adopters who have not arranged for a sterilization appointment two to three weeks after the sterilization due date should be sent a friendly letter reminding them of their contractual obligations.
6. Adopters with contracts still outstanding one month from the sterilization due date should be contacted by phone for a final reminder. If there is still no response, an official (legal) letter signed by the cruelty investigation department or legal department of the shelter should be sent by certified mail to the client. Reclaiming the animal by the shelter's cruelty investigation department may be considered as a final action. (Make sure your attorney has reviewed this protocol).

The key to a strong sterilization follow-up program is persistence and timeliness. It is estimated that close to 20% of the population moves in a year's time. The longer an agency waits to contact adopters, the greater the chance that they will be difficult to contact. People have a vast variety of schedules, so it is necessary to be persistent in calling clients; it is helpful to make calls on weekends and evenings.

If the adopter is willing to sterilize the animal but transportation or finances are the stumbling blocks, alternative arrangements may be made. If the adopter refuses to sterilize the animal, all of the intermediate steps should be skipped and the legal letter and/or visit from the cruelty investigation department should be done immediately. Shelters should be prepared to reclaim an animal if the adopter has not fulfilled the terms of the contract.

An added bonus of sterilization follow-up is the solicitation of new members and donation revenue for the organization. Adopters who comply and have learned the importance of spay/neuter are often positive about the agency and are willing to donate their refund or have their donation kept as a membership. It never hurts to ask!

Auxiliary Programs

Foster Care.

A foster program can give a “not ready for placement” animal a chance to become adoptable. For animals who would have difficulty surviving in a shelter, such as the very young or those with compromised immune systems, it is the only alternative to euthanasia. Orphan kittens and puppies can also be fostered until a mother and littermates are found.

A foster program allows staff and volunteers to provide care in their homes for currently unadoptable animals until they are in adoptable condition. A foster program can do wonders for staff and volunteer morale and promote good public relations.

However positive this type of program can be, it should be considered carefully, and foster agreements should be taken seriously. A disorganized or poorly supervised foster program can be disastrous. Staff or volunteers wishing to foster one or more animals should first receive supervisory approval. If the program includes members of the public, they should be thoroughly screened and it should be mandatory that all animals they own be current on their inoculations and spayed or neutered.

Fostering should be a positive experience for the animal, not a simple extension of life. The decision to place an animal in foster care should be made carefully and only after considering the following questions:

1. Will this animal, after being fostered, likely meet adoptability guidelines?
2. Will fostering this animal likely lead to adoption?
3. Does the potential foster home have the resources to provide needed veterinary care? Does the shelter have the available resources to treat the animal?
4. Does the foster applicant have proper housing available?
5. If the animal is to be fostered by a staff member, will fostering the animal interfere with that person’s essential shelter activities?

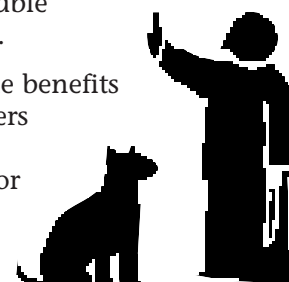
A foster agreement contract is strongly recommended. Animals in foster homes must be regularly monitored, and adoption placements of foster animals should be conducted identically to those for animals in the shelter.

Obedience Training Clinics

Training is a key factor in increasing the long-term success of adoptions at your shelter and in preventing the surrender of owned dogs because of easily preventable or correctable behaviors. It is also one of the best ways to strengthen the human-animal bond.

Consider offering a dog training program. Almost any organization can reap the benefits of such a program: it strengthens your commitment to lifelong placements, fosters goodwill in the community, and increases revenue. Nora Parker of St. Hubert’s Animal Welfare Center in Madison, New Jersey, offers the following guidelines for slow-growth success.

1. Identify a few staff members, volunteers, or other friends of your organization who share your interest in offering training. Make sure they have completed or are willing to complete one or more reputable basic obedience courses. Local kennel clubs are an excellent source for instructor/trainers.
2. If you have absolutely no space where you can start, check with local service organizations or corporations to help you locate an area that you could use for an hour or so a week. Even a parking lot could work.
3. Consider offering your initial classes to your own adopters at a very nominal fee. Do a local survey of normal charges for an hour of any type of instruction (music, dance, horseback riding) in your area, and use that as a guide.
4. Offer just one level of training, say a five-week course. The first orientation class should be



without dogs present to discuss training and dog behavior basics; use the remaining four weeks to address actual training. Cover the basic commands with increasing difficulty each week: sit/stay, down, heel, leave it, come. Don't get too technical. Most well-intentioned owners need consistency, patience, and practice reinforced to train their dogs successfully.

5. Keep classes small—four to six students—until you are comfortable handling more. Unless you are using very experienced trainers, limit enrollment at first to friendly, well-socialized, and nonaggressive dogs. This will improve your chances of success and help you garner valuable word-of-mouth advertising. Have each student sign a basic liability waiver before class begins.
6. Have a list of experienced trainers; offer these references to owners of difficult dogs. Contact the Association of Pet Dog Trainers at 800-PET-DOGS for the names of trainers in your area. Make sure the trainer uses lure-and-reward or positive-reinforcement-based training. Avoid compulsion-based trainers who push and jerk the dogs around. Dog hanging is an absolute no.
7. As your experience grows, so will your program. Network with other shelters that have successful programs for advice and sharing of simple printed materials that you can adapt for your own use.
8. Make it fun. Students who have a good time at your classes will not only bond with their animals more strongly but will also be more successful in their training. Have a graduation ceremony at the end of your course and present inexpensive certificates. Enlist volunteers to take photos of the alumni for a nominal fee to the owners. You may also want to consider videotaping.
9. Have your students fill out a simple questionnaire about their class experience. Accept their comments with an open mind.

Once you have completed several sessions of the most basic training classes, you can begin to expand to additional levels of training. You will then be ready to advertise more extensively and create a bigger market for an invaluable service to both dogs and people. Remember, a well-trained dog is welcome in more places and, consequently, better able to fulfill the role of a companion.

Training clinics are excellent programs that solidify the human-animal bond, are great for raising revenue, and contribute to the shelter's stature as an important community resource. Parker suggests that a well-rounded dog training program include several different types of classes:

Puppy Kindergarten: A combination of a seminar on dog behavior and seven workshops with puppies. The classes cover basic manners, socialization to prevent inter-dog aggression, handling exercises, and puppy problems such as housebreaking, mouthing, and chewing. Puppies must be 11 to 19 weeks old at the start of class and must have received at least two sets of vaccinations.

Basic Obedience: A combination of one seminar on dog behavior and six workshops that include sit-stay, down-stay, walking on a loose leash, coming when called, and leave it/drop it. Commands are taught using inductive methods. Dogs must be at least 17 weeks at the start of class.

Canine Good Citizen/Advanced Beginner: Eight hands-on workshops including Canine Good Citizen (CGC) test preparation, hand signals, distraction training, and beginning off-leash work. Dogs must have completed Basic Obedience or have comparable skills.

Fun 'n' Games is an eight-week series of contests, games, trick training, agility, freestyle, and problem solving for you and your canine partner. The CGC/Advanced Beginner class or comparable skill level is the prerequisite for this course.

Advanced Therapy Dog Training is an advanced program for those who volunteer in educational or health-related facilities with their dogs. Pet Partner certification is a prerequisite.

Introductory Agility. Jacque Schultz of the ASPCA notes that agility classes are great for building confidence in shy dogs and are a welcome outlet for exuberant adolescents to express their energy in a positive way.

Humane Education Programs

The aim of humane education is to teach students to be kind and caring toward animals and other living beings. By promoting the value of all living things, humane education fosters an appreciation of the environment and all creatures in their respective habitats. It also teaches people how to accept and fulfill their responsibility to companion animals and to understand the consequences of irresponsible behavior. Most of all, it encourages people to find out more about animals and their roles in the environment through non-invasive, observational methods.

The ASPCA asks the following questions when evaluating humane education materials:

- Do they use good educational methods?
- Do they present accurate, up-to-date information about animals?
- Do they offer clear philosophical options and goals?

Part of humane education is the debunking of the many myths that surround animals, such as the common ones that cats have nine lives or that snakes are slimy. Understanding the important role of each species in its habitat encourages respect, especially important for less “cuddly” species such as spiders, worms, and bats. This part of humane education lends itself particularly well to integration with a science curriculum.

Humane education also has a clear philosophical component, which distinguishes it from other academic disciplines. Not only should educators try to impart some understanding of animals and the environment, but they should also instill some sense of responsibility and respect. It is important to guard against indoctrination.

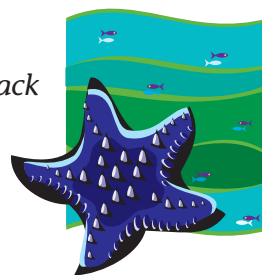
Educators should strive to separate humane education from animal rights rhetoric: humane education is less about vegetarianism and leghold traps than about the natural habitats of the cow and the fox. If lessons of respect are offered early, kinder lifestyles will follow. Humane education should promote the development of a mature moral sense in individuals.

It is also important to be sensitive to cultural differences and place issues into proper historical and cultural contexts. This will make it more interesting to students while enriching their exposure to other cultures. It also provides a better basis for understanding and greater opportunity for the changes that will improve the treatment of animals.

Education about responsible pet ownership should be a major goal for every shelter. All potential adopters should be taught about providing properly for animals brought into the home and helped to recognize which animals make appropriate pets and which don't.

The following story offers a succinct way of looking at the importance of humane education.

One morning after a heavy storm, a man is walking along a beach. On the sand are scattered hundreds of starfish washed up by the storm. A short distance ahead, the man sees a child picking up a starfish and flinging it back into the ocean. As he approaches, the man remarks: “There are millions of starfish in the sea and hundreds of them here on the beach. You really won't make much difference like that.” As the child bends to pick up another starfish and throw it back, she replies, “It makes a lot of difference to that one!”



Humane education should teach people to appreciate the natural world, one starfish at a time.

The ASPCA Humane Education department offers a comprehensive packet, “Starting a Humane Education Program.” To request this free packet, write to the ASPCA Humane Education department, 424 East 92nd Street, New York, NY 10128.

Grassroots Lobbying

One person can make a real difference in the lives of animals; all it takes is the “write” stuff. With pen (or computer), you can go solo and make a big impact for animal causes in a simple, effective way: by writing a letter. And one of the best places to start is with your elected officials.

As more constituents write and call, legislators increasingly give consideration to animal-related issues such as pet overpopulation, laboratory experiments, and protecting endangered species. Cruelty to animals has been upgraded in some states from misdemeanor to felony status because of massive local campaigns

Writing a letter to the editor of a newspaper or a magazine is also an excellent way to get legislators’ attention, educate the public, and focus the spotlight on a specific piece of legislation. Before you can comment on a piece of legislation, it helps to know the process by which federal laws are enacted. Most state and municipal governments follow a similar set of steps.

How a Bill Becomes a Law

(Federal Level)

1. Similar versions of a bill that will create a new law, or amend or repeal an existing one, are introduced in the House of Representatives and the Senate.
2. The House and Senate bills are referred to the appropriate subcommittees for consideration.
3. The subcommittees hold hearings, debate the bills, and usually amend them. If the subcommittees approve the bills, they are returned to the full committees.
4. The full committees hold more hearings, engage in further debate, and often add more amendments. If the House bill is approved, it is referred first to the House Rules Committee, which sets the conditions for the debate and amendment of bills, and then to the full House. If the Senate bill is approved, it is referred directly to the full Senate.
5. The bills are debated again, usually amended again, and then voted on. If both pass, a conference committee made up of House and Senate members will create one bill that reconciles the differences between the House and Senate bills. If it is approved by both houses, it is sent to the President for his signature.
6. The President signs the bill, making it law, or vetoes it.
7. If the President vetoes the bill, it becomes law only if two-thirds of the members of both the House and the Senate vote to override the veto.

Working with Your Elected Officials

1. Meet with your representatives and their staff members.
2. Tell them about the problem. Be prepared to present facts.
3. Urge your representatives to sponsor and/or support legislation that will address the problem. Be sure to find out if there is any such legislation already pending.
4. Help your representatives promote the legislation. Invite them to speak at social gatherings and business functions.
5. Follow up with a thank-you letter.
6. Encourage family members and friends to urge their representatives to support the legislation.

Letter-Writing Campaigns

1. Write to your representatives and other key legislators, such as the chairpersons of the committees considering the legislation and the House and Senate majority leaders.
2. Send concise, timely, factual, and unemotional letters written in your own words. These are much more effective than postcards or form letters.
3. Organize a letter-writing campaign.
4. Keep your letter to one or two pages. Attach a fact sheet if necessary.
5. Write letters to the editors of local newspapers and magazines to get the attention of legislators and inform members of the public.
6. Make telephone calls and send e-mail, faxes, and mailgrams just before the legislation is scheduled to be voted on.

Coalition Building

1. Work with other respected humane organizations and shelters.
2. Work with government officials who can help. Get them involved from the very beginning.
3. Show members of the community how they are affected by the problem and how working together will benefit everyone involved.
4. Work with the media. Concentrate on local media, stick to the facts, appoint a press spokesperson, and time your coverage so that it appears while the legislation is being considered.



Letters to the Editor

1. Write immediately, while the issue is hot. By the time you succeed in writing a masterpiece, editorial interest may be long gone.
2. Whenever possible, bring new information or a fresh perspective to the subject.
3. Focus your readers with a well-chosen headline and stick to one issue.
4. Familiarize yourself with the letters-to-the-editor page so you'll know what kind of letters the editors tend to select.
5. Keep your language simple. Use short words, short sentences, and short paragraphs. Avoid trite phrases and clichés.



Cruelty Investigations

Effective humane agencies have trained staff and formalized procedures to handle cruelty complaints—even if the agencies simply refer callers to the local police department. Response procedures vary, but anyone who calls to report animal cruelty is concerned about animals and should be treated professionally and courteously. Callers should feel that they are taken seriously and that their complaints will be investigated by authorized, competent personnel. Shelters must thoroughly train everyone who answers the phones to respond effectively to such calls.

Many shelters that do animal control also respond to cruelty complaints. It is important to know that in most states any police officer has the right to investigate animal cruelty. In many states, peace officers also have this right. If humane law enforcement is lacking in your community and you can't or don't want to branch into it, consider approaching your local police department and asking if any officers are interested in being trained in humane law. Offer to send them to training programs and purchase materials that will teach them about animal cruelty laws, enforcement, and investigations. (See appendix for references.)



Chapter 7

Shelter Health and Welfare



Chapter Seven Animal Health and Welfare

Maintaining a healthy shelter requires constant vigilance. It is the responsibility of everyone who works in or visits a shelter to adhere to policies and guidelines designed to minimize the spread of disease. Most diseases are opportunistic and seek the proper environment in which to spread. Shelters are ideal places for this to happen. The continuous introduction of animals with unknown medical backgrounds and vague histories is a veterinarian's nightmare when it comes to disease control.

Stress also plays a major role in the spread of disease in shelters. Stress can be physical, emotional, or environmental. Animals that are malnourished, pregnant, lactating, injured, or diseased are under physically stress. New environments, unfamiliar faces and noises, new animal companions, and overcrowding all contribute to emotional stress. Environmental stresses are found in shelters that lack the proper ventilation, or are too warm or too cold. A stressed animal has a lowered resistance to illness.

The healthiest shelters have a good health care program, use sound management practices, and try to minimize stress to each individual animal and the entire group.

Veterinary Professionals

The veterinarian's role in maintaining healthy shelter animals is critical. If your budget is too small to hire your own doctor, make sure you develop good relations with local veterinarians. The most desirable veterinarians are those you can rely on to visit the shelter regularly and who will allow you to bring animals needing urgent care to them immediately (be sure to call first as a courtesy). Pay close attention to how they examine animals, and ask lots of questions. This will help you learn how to evaluate an animal's condition more accurately.

Some private practice small animal veterinarians may not be very familiar with the unique problems associated with maintaining the health of animals in shelter situations. While there are many medical conditions that can be treated at home when an animal is owned by an individual, the shelter manager must safeguard the health of all the animals in the facility. If animals with contagious but otherwise treatable conditions cannot be treated outside the shelter, they must sometimes be euthanized to protect the health of the rest of the "herd" in the shelter. Sometimes financial or staffing considerations will prohibit treatment in the shelter. The American Humane Association (AHA) holds a conference for shelter veterinarians every year. Try to sponsor your favorite veterinarians to attend. They will learn a lot about the unique demands of veterinary care in the shelter and also network with other shelter-oriented veterinarians who may be able to help them.



Small organizations unable to hire a veterinarian may still be able to afford a veterinary technician. A well-educated, experienced licensed or certified veterinary technician can be a tremendous asset in maintaining a healthy shelter. They can help develop policy and procedure guidelines, do health evaluations and treatments, and teach kennel staff what to be aware of. Licensed or certified veterinary technicians cannot legally diagnose, prescribe medication, or do surgery. However, they can consult closely with your veterinarian, and can provide information and perform many treatments that will reduce the demands on your veterinarian, thereby helping reduce costs.

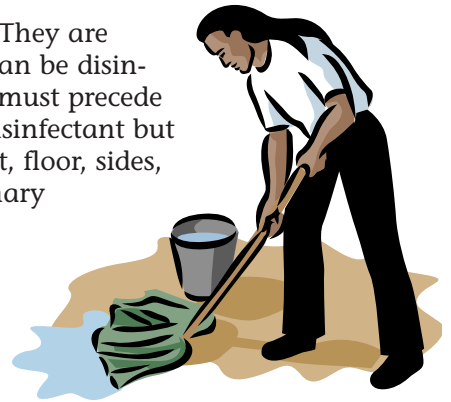
Contact the American Veterinary Medical Association (AVMA) at 847-925-8070 or 800-248-AVMA, www.avma.org, or the North American Veterinary Technician's Association (NAVTA) at www.avma.org/navta for more information about veterinary technicians. They can also tell you if your state licenses or certifies veterinary technicians and where the nearest accredited program is: Contact NAVTA at P.O. Box 224, Battle Ground, IN 47920 or e-mail them at: NAVTA@compuserve.com.

Cleaning and Disinfecting

The single most effective measure that every shelter can take to minimize disease transmission is to make sure every staff member knows the importance of proper sanitation. Everyone who walks through the shelter must be seen as a potential vehicle for the spread of disease, whether or not they have direct contact with the animals.

There are two separate steps to sanitation: cleaning and disinfecting. They are not synonymous. An area can be clean but not disinfected. An area can be disinfected but not clean. Effective disease control requires both. Cleaning must precede disinfecting for both to be successful. Many shelters use bleach as a disinfectant but never get rid of all the fecal material caught in the crevices of the mat, floor, sides, or door of the kennels. Hidden infected fecal matter is one of the primary means of spreading parvo, one of the most serious shelter diseases.

The first step in cleaning is to remove everything from the cage or kennel. This includes the animal and all the mats, papers, platforms, litter pans, toys, bowl, and bedding. Soak bowls in disinfectant, then rinse and air dry before reusing (or use a commercial dishwasher). Launder bedding and blankets with bleach in a washing machine. Keep non-disinfectable toys with the same animal throughout its stay, then send them home with the animal or dispose of them afterward. Consider purchasing enough extra litterboxes and bowls, preferably stainless steel, so that when cleaning a cage you can immediately replace all of the items rather than waiting for the completion of the wash cycle. Discard plastic feeding bowls and litterboxes when they become scratched or damaged, as this makes them nearly impossible to disinfect. Another excellent means of controlling the spread of disease is to use separate cardboard gift boxes or cardboard food service trays as disposable litterboxes and paper french fry boats as disposable food bowls.



Next, remove all organic debris and fecal material. Cleaning should be done with hot water and soap and a high-pressure hosing system that can mechanically flush away debris embedded in cracks, crevices, and other hidden areas. Use extra care when cleaning with a high-pressure water system during a disease outbreak to avoid splattering disease particles into areas that are inaccessible or overlooked for disinfecting. Don't use mops; they only move dirt and organic debris with viral and bacterial particles from one spot to another. If a high-pressure water system is not available, clean with an unused towel or rag and launder it before reuse. Make sure that the entire cage is scrubbed and cleaned, including the top, bars, glass fronts, sides of the walls, and between fencing links.

The next step is to apply the disinfectant to all surfaces for the minimum amount of time recommended by the manufacturer to kill virus, bacteria, spore, fungus, and parasite larvae and eggs. Follow the manufacturer's directions for best results.

The last step is to rinse the area thoroughly and allow it to air dry or squeegee or towel dry before returning the animal to its cage.

Important Cleaning Tips:

- Carriers used to transport or hold animals temporarily must be cleaned and disinfected after each use. This is frequently overlooked.
- Cages should be routinely cleaned twice a day and as soon as possible after they are soiled.

- If the animals are placed in a communal area while their cages are cleaned, the communal area must be cleaned and disinfected also.
- Toys that cannot be disinfected should be discarded once an animal leaves.
- Animals should be returned to the same cages to minimize disease spread.
- Workers who clean several areas should work in the healthy areas first and clean the treatment, isolation, and quarantine areas last.
- Separate, labeled cleaning equipment should be kept in each ward and not taken from one area to another. A disease outbreak in one area can be carried to another area on the cleaning equipment.
- Foot baths, hand sanitizers, disposable aprons, and shoe covers used properly are excellent aids to maintaining a healthy shelter.
- Disinfectants and cleaners should be used according to the manufacturers' recommendations only. Mixing them together could inactivate them or cause them to form highly toxic gases.
- Although many quaternary ammonia products claim to kill the parvo virus, most do not. The most effective way to kill parvo is to use household bleach at a 1:32 dilution with water.
- Personnel should be equipped with safety equipment when using chemicals. This includes gloves, masks, and eye goggles.
- Drainage should not go to other areas in the shelter.



What's the best disinfectant? Sodium hypochlorite (regular household bleach) is one of the most cost-effective, readily available, and potent virucides available. When diluted and used properly, there is minimal odor and irritation to cats. Betadine and quaternary ammonium compounds ("quats"), such as Roccal, Lysol, and Nolvasan are other less cost-effective disinfectants. Lysol can be toxic to cats, and the quats may not be effective against parvo virus or feline panleukopenia, two diseases of major concern to shelters.

Health Exams

All incoming animals should receive a thorough health examination and receive necessary veterinary medical treatment before being placed in contact with other animals or put up for adoption. Health problems that are noticeable upon close contact with the animal can often go undetected once that animal has been put in a cage (mange is a good example). Therefore, a thorough initial health check is very important.

A preliminary health exam and subsequent treatment are critical to reduce the threat and spread of disease. Regular daily health rounds must be conducted to monitor the kennel areas for any subsequent signs of ill health or injury.

Good lighting is essential for performing a complete physical examination. Adequate time should be allocated for the procedure. The examination area should have a sturdy table to place the animal on and hot and cold running water to ensure cleanliness.

The purpose of a physical examination is to discover and describe disease or other abnormalities, either physical or behavioral. The physical examination must be thorough, and this is best accomplished by establishing a routine whereby the exam is done in the same manner for every incoming animal.

What to Note on Initial Exam

- Describe the animal. Include breed, size, sex (including intact/neutered), all colors, coat patterns, coat texture, coat length, tail, and ears. Signs of age vary with the individual dog or cat, depending on breed, genetic background, quality of the animal's life, previous and current health care, and diet. Have breed identification books on hand to help determine animal's predominant breed and particular characteristics.

- Estimate age. Teeth are the best indicators of age. Check closely the development and pattern of wear of the animal's teeth. In young animals, particularly, the appearance of permanent teeth closely correlates with age.
- Notice signs of aging. Older animals often have long, thickened toenails. Some older dogs and cats may have nuclear sclerosis, a hardening of the eye lens, which is normal but may cause the eye to have a hazy appearance. Nuclear sclerosis does not usually affect the animal's vision. Some older animals have a graying of the muzzle, and their haircoat may become a little rough.
- Observe the animal's general appearance and attitude. This is another good indicator of age. Like us, they usually "act their age."
- Note the posture, gait, and behavior. Fading vision can cause an animal to walk slowly and sometimes appear clumsy as he bumps into objects or people in his path. Arthritic joints and weakened muscles may also cause slow and uncoordinated movements. Frightened animals may be reluctant to walk at all, and this can be confused with a real physical abnormality.
- Note animal's response to sounds. Be alert for deafness in certain breeds and in white and merle-colored animals.
- Take the temperature and examine the rear quarters. Check pulse and respiration. While taking the temperature, check whether rectal area is matted or stained with diarrhea; note the consistency, color, and odor of any feces which may remain on the thermometer. Also check for hernias and swollen, distended, inflamed, or painful anal sacs (especially in animals who resist the thermometer). This is a good opportunity to check for fleas and flea dirt by examining the skin and hair over the animal's lower back and rear quarters.
- Normal temperature range for dogs and cats is 100.0° to 102.5°. Body temperature can become elevated if the animal is excited or it's very hot outdoors. A high temperature does not indicate disease in such circumstances. It should be taken later when the animal has cooled down. A normal heart rate (at rest) for large dogs is 80 to 100 beats/minute; medium dogs, 100 to 120 beats/minute; and small dogs and cats, 120 to 180 beats/minute. A respiratory rate (at rest) is 16 to 26 breaths/minute. Look for tapeworm segments, which resemble grains of rice.
- Record the animal's weight. It is needed for calculating the correct dosage of most medications and to monitor changes in health.
- Be consistent in how you examine body parts to minimize the chance of forgetting to check all areas. Proceed in a logical order: head and neck, eyes, nose, mouth and throat, ears, trunk and extremities, mammary glands, penis, vulva, scrotum, testicles, anus, and tail.

Basic medical tests should be taken at this time. These tests include, but are not limited to: fecal checks, heartworm tests, feline leukemia immunodeficiency virus tests, and any applicable skin scrapings or parasite examinations. All abnormalities should be noted and adoptability decisions should be based on the severity of the condition, the prognosis for long term health, the shelter's ability to treat the abnormality, and the adoption potential of the animals.

Obvious Signs of Disease, Illness or Distress:

- Emaciation, dehydration (indicated by failure of the skin between the shoulder blades to fall quickly back into place after being gently lifted and twisted, and tacky mucous membranes)
- Weak, refuses to move, cries as if in pain
- Eyes or nostrils show a discharge
- Ears: look for infection (indicated by strong odor in ear canal or red, thickened scaly tissue) or mites (looks like coffee grounds in the ear canal) and swelling of the ear flap
- Obvious cuts, swellings, or other injuries
- Observe the animal walk: does it limp or drag its limbs? Is there any dislocation or broken

limbs? Do the legs appear to be properly aligned? Touch them. Do they feel properly aligned?

- Check body conformation. Is the animal pregnant or nursing? Are there any swellings? Check mammary glands and testicles individually and look for symmetry
- Is the animal breathing normally? Open mouthed?
- Check mouth and tongue for ulcers and condition of teeth. Are teeth discolored, broken, loose, missing? Is there excessive tartar, or putrid breath?
- Check skin and coat for areas of hair loss which may indicate possible flea allergies, mange, or ringworm
- Does the animal seem alert and conscious? Is it responsive to external stimuli? Is it in a coma? Is it having a seizure?
- Sneezing? Coughing? Check around nostrils for evidence of discharge

Defining an Animal's Mental Attitude

The mental attitude or mentation of an animal being examined is a good indicator of its health status and should be included as part of the physical examination. The words below are used in various combinations to describe an animal's mentation. For example, a normal healthy animal's mentation is often bright, alert and responsive or "BAR". A healthy puppy may be "active and playful," while a sick puppy may be "moderately depressed and inactive." The terms mild, moderate, and severe are useful modifiers for the adjectives used to describe mentation, to better relate the animal's attitude.

Leslie Sinclair, D.V.M., in her presentation on health care for shelter animals at the HSUS Animal Care Expo, February, 1997 suggested using the following words used to characterize the mental attitude or "mentation" of an animal:

inactive	bright	fearful	agitated
unresponsive	alert	fear-aggressive	friendly
unconscious	responsive	active-aggressive	playful
nervous	depressed	semiconscious	quiet
active	lethargic	confused	

Disease Symptoms and Treatments

Most communicable diseases have an incubation period of six to ten days. That is the period from the first day of exposure to showing signs of clinical disease. Washing hands often and changing clothes are critical to minimize the spread of disease in a shelter. Unless your facility has the resources to institute strict isolation procedures, in-house treatment of communicable diseases should be minimal. Animals with even mild contagious diseases should be isolated, fostered out, adopted with medication, or euthanized to maintain a healthy shelter.

Visual health inspection rounds should be done more than once a day. This is critical in detecting signs of illness in previously examined animals. There are two quick ways to check for signs of disease on rounds:

- Observe the animal's attitude and posture, listen for sneezing or coughing, note ocular or nasal discharges
- Check each animal's environment for such things as vomit, diarrhea in cage, uneaten food, and blood on the floor

Immediately move any animal showing signs of illness to an isolation room for evaluation and treatment.

If seen, the following signs of illness should be discussed with your veterinarian:

- Sneezing, runny eyes and nasal discharges indicate upper respiratory infection (URI), which is very common and should be considered highly contagious
- Early signs of diseases such as feline leukemia and distemper are often vague but may include loss of appetite, weight loss, depression, and dehydration
- Vomiting or diarrhea may be due to stress, change in diet, overfeeding, parasites, hair-balls, or to more serious disease
- Loss of appetite may be due to stress, disease, or being given a texture or flavor of food that is unfamiliar to the animal
- Check the color of mucous membranes. If very pale, there may be anemia due to severe internal parasite infestation, internal bleeding, or leukemia
- Take temperature rectally; a temperature of 103° or above may indicate illness (rule out high ambient temperature or excitement)
- Open-mouthed breathing may be due to respiratory infection, asthma, heart condition, chest trauma, heat stroke, or intense stress. Immediate treatment may be indicated
- Patchy hair loss may be caused by stress, self-mutilation, skin disease, or parasites. Ringworm is particularly difficult to eradicate from the shelter and can be transmitted to humans
- A distended abdomen may indicate pregnancy, intestinal parasites (worms), abdominal tumors, or feline infectious peritonitis (FIP)
- Shaking the head and scratching the ears is usually a sign of ear mites or ear infection
- Excessive drinking and urinating may indicate diabetes or kidney disease. If accompanied by a reddish-brown vaginal discharge and depression, there may be a pyometra (infected uterus)
- Coughing may be a sign of heartworm disease, kennel cough, or heart or lung disease. Kennel cough is usually accompanied by gagging
- Urinating outside the litterbox, straining in the litterbox, crying while in the litterbox, and excessive licking of the perineal area could indicate urinary infection, blockage, or constipation. A blockage can quickly become life-threatening; seek veterinary care immediately
- If the animal is exhibiting abnormal behavior, you must consider rabies, particularly if it has wounds or scars or there has been a potential exposure

Fleas and Ticks

Fleas and ticks present a serious concern for shelters. In extreme cases, fleas can spread life-threatening diseases to humans and animals if not diagnosed properly such as the episode of bubonic plague in the Southwest and transmission of cat scratch fever.

Fleas can cause dogs and cats intense itching, hair loss, and discomfort due to allergic reactions. They also transmit tapeworms and cause anemia in young animals if present in sufficient numbers. They are often difficult to find because they move so fast. Look for them on the back, trunk, or abdomen of the afflicted animal. If the animal has mostly dark hair, look in areas where there may be white hair. It's usually easier to locate white flea eggs and black flea dirt, the excrement from fleas. These tiny, black, gritty-feeling specks are usually found on the animal's back and around the base of the tail. Often they are felt before they are seen. Place the animal on a white surface or paper and comb hair close to the skin with a flea comb to spot them better when they fall to the paper.

Ticks spread disease and Rocky Mountain spotted fever, which can also have serious health consequences if not properly diagnosed. Heavy tick infestations can cause potentially fatal anemia in very young animals. Ticks may be found anywhere on the body, but it is important to search between the toes and in the ears, areas that are often overlooked. Removal with tweezers should be done gently, with care being taken not to leave the head embedded in the skin.

All animals coming in to the shelter should be examined very carefully for the presence of these external parasites. Animals with fleas should be treated and rechecked before adoption to make certain they have not been reinfected. Make sure the animal's environment is also treated to prevent reinfestation.

There are many once-a-month products available that involve either pills or topical applications to the animal's coat. This new generation of flea-control products is ideally suited for flea control in the shelter environment. They include the drug fipronil, marketed by Rhone Merieux as Frontline®, and imidacloprid, marketed by Bayer Corporation as Advantage®. Applied to the skin of dogs, cats, puppies and kittens, the products are non-toxic, easy to use, and highly effective. Both products can kill virtually every flea on every animal within 24 hours of treatment and prevent any new fleas from infesting the animal for one month or longer. The downside is that both products must be used under the direction of a veterinarian and may cost more than your shelter currently spends on flea control.

Euthanasia

Euthanasia is the most effective and least desirable means of infectious disease control once an outbreak has occurred. Unless an area of total isolation exists where treatment can take place, all animals with signs of communicable disease should be removed from the shelter. Animals in direct contact with sick animals must also be quarantined, removed, or euthanized. Delay usually results in disease spread and the necessity of more euthanasia!

Unfortunately, shelters that accept all animals must sometimes euthanize healthy adoptable animals to prevent overcrowding which leads to stress, disease spread, and more euthanasia.

The most widely accepted method of performing euthanasia in the shelter is by injectable pentobarbital. It is administered intravenous (IV, in vein), intraperitoneal (IP, in abdominal cavity), or intracardiac (IC, in the heart).

- IV requires more skill by technicians; death is fast; this is the preferred method
- IP requires less skill, but death takes longer
- IC is performed *only* on unconscious, sedated, or anesthetized animals

Proper protocol requires:

- Staff training, certification, monitoring, and counseling are essential
- Room should be clean, quiet, and well lit
- Animals should be done one at a time if by injection. Other animals should not be able to hear, see, or smell the activity

Zoonosis

Zoonosis is the term used to describe diseases that can be passed from animals to humans and vice versa. This is a very important issue to shelter staff because of the unknown background and high incidence of disease in shelter animals. Veterinary staff in animal hospitals, zoos, and laboratories know more about the medical history and background of their patients than shelter workers who deal with stray animals on a daily basis. There are at least 200 known zoonotic diseases, and more are being added to the list continually.

Fortunately for most shelter workers dealing mainly with dogs and cats, the list of zoonotic diseases to be concerned about is much shorter than 200. Diseases most likely to be contracted in a shelter are ringworm, sarcoptic mange, roundworms (visceral larval migrans in humans), cat scratch fever (bartonella) and pasteurella (from dog and cat bites). Other diseases that are less frequently encountered but still of concern are toxoplasmosis, leptospirosis, brucellosis, salmonella, Lyme disease, Rocky Mountain spotted fever, giardia, campylobacter, psittacosis, and rabies.

The good news is that most of these diseases can be avoided or their impact minimized by following a few straightforward rules. The single most effective way to prevent contracting a disease from an animal or from the shelter is: Always wash your hands after handling any animal, and make certain to wash before handling any food or putting your hands in your mouth or up to your face and eyes. Most diseases are spread through the oral route or by penetration through the breaks in the skin or mucous membranes.

Common Sense Steps to Prevent Infection

- Wear gloves when cleaning and disinfecting cages, food and water bowls, litterpans, etc. This is especially important if you have any open wounds on your hands and arms (including hangnails and damaged cuticles)
- Seek prompt medical attention for any scratches, bites or wounds on the job.
- Use gloves and proper equipment when handling dangerous animals. Wash and disinfect any wounds received immediately, and seek professional attention. Self treatment is not sufficient
- Do not let animals lick your face or wounds
- Avoid bites and scratches by using extreme care when handling excited animals
- If you do become ill, let your physician know that you work with animals
- Do not eat in animal wards

If you don't know whether a disease or condition is zoonotic or not, assume that it is and act accordingly. Wear gloves and masks, wash hands, and disinfect, disinfect, disinfect!

Most people who work with or own animals do not contract any of these diseases. The people most at risk are the elderly, young children, and people who are immune-compromised such as HIV and cancer patients. For most of us, the rewards obtained from the human-animal bond far outweigh the risks of becoming ill from contact with animals.

Vaccination Policies

Good sanitation and isolation procedures alone cannot rid your shelter of viruses and bacteria. Animals entering your shelter are exposed to many other animals and airborne viruses. Since vaccinations are usually the best weapons to protect the animals from many diseases, a comprehensive vaccination and treatment protocol should be established.

All healthy animals accepted for adoption or long-term holding should be vaccinated as soon as possible after entering the shelter. Vaccines stimulate the body to produce antibodies against specific disease entities. If the body is compromised from disease, stress, or previous disease exposure, it may not mount a sufficient immune response, leaving the animal vulnerable. Generally, the most effective vaccines for use in a shelter are modified live virus (MLV) products. Intranasal vaccines are strongly recommended to control upper respiratory diseases. If these vaccines are not part of the regular protocol, at least consider using them during a disease outbreak. Although they are more expensive and slightly more difficult to use, animals respond to them more quickly.

Create a health and behavior card or record for each incoming animal so you can record its medical and behavior history. Make sure you include everything about the vaccination, including the date, type (modified live or killed), the site and route of the vaccination, and the vaccine manufacturer and lot serial number. This cage card should follow each animal during his stay at your shelter to make it easy to monitor his well-being. When the animal is placed, keep it for your records and make a copy for the adopter.

Keep in mind that shelters are notorious for providing a breeding ground for infectious health problems that no vaccination program alone can control. The constant turnover of the population, the individual animal's failure to respond to vaccination, previous exposure to disease, overcrowding, and poor sanitation and ventilation make disease outbreaks almost inevitable even in the best managed shelters. Many of these factors are beyond a shelter's control, but you can vary procedures that are within your control, such as the vaccines.

Usually, the efficacy of the different vaccines on the market is about the same, so changing manufacturers may not yield any results. Vaccines should be selected based on their cost, availability, and the prevalent diseases seen in your shelter area. An exception to this is protocol is the high titer parvo vaccine, which is not affected by maternal antibodies and may be more effective in controlling the disease in young animals. Consult with your licensed veterinarian for an assessment of your shelter's needs and to train your staff in the proper administration of the vaccines.

Store all vaccines at the temperature recommended by the manufacturer. Do not split doses between animals. Don't reuse syringes or needles, even when resterilized, because traces of disinfectant or other vaccine may inactivate the vaccine you're using.

Keep in mind there are situations that limit the efficacy of vaccines. For instance, when kittens and puppies are nursing, they are protected against disease through their mother's milk. This protection is called maternal or passive immunity and is present until 12 to 16 weeks of age. As the young develop their own immune systems, this maternal immunity begins to wane. This is when the young puppy or kitten is most vulnerable to disease. While maternal immunity may limit a vaccine's effectiveness, animals should begin their series of vaccinations at six to eight weeks of age.

Some animals may already be incubating a disease but have not yet developed clinical signs or antibodies against it, making detection impossible. An animal could contract a disease for which it has just been vaccinated simply because of the lag time between the vaccination and antibody production. Sometimes stress interferes with the efficacy of a vaccine.

Recommended Vaccination Schedule for Dogs and Puppies over Six Weeks of Age

Give distemper, hepatitis, parvo, parainfluenza (DA2PP), or other combination of vaccines recommended by your veterinarian. Vaccines are given as a series of injections three to four weeks apart until puppies are 18 to 20 weeks old.

Give adults booster shots three weeks after initial vaccination.

- Bordetella bronchiseptica/parainfluenza (BBP) intranasal vaccine
- If there is a particular disease problem in your shelter, some veterinary immunologists advise boosting every two weeks until 18 weeks of age
- Leptospirosis: use only if disease is seen in your area
- Corona: same as above; efficacy of vaccine is questionable
- Parvo: if it is a problem, consider the use of a high-titer vaccine such as Progard by Intervet. High titer is the name given to vaccines that overcome maternal antibodies of very young puppies (from four to 12 weeks) at a younger age, shortening the period that puppies are vulnerable to disease
- Consider using distemper measles vaccine in puppies under six weeks of age

Recommended Vaccination Schedule for Cats and Kittens over Six Weeks Old

- Panleukopenia, rhinotracheitis (herpes), and calici virus (FVRCP) are available as injectable or intranasal and given at eight weeks initially, then boosted at three months, then annually
- Feline leukemia testing is strongly recommended. However, vaccinations are usually too expensive for shelters. If a leukemia vaccination is given, the initial vaccine is given at eight weeks of age, boosted at 10 to 11 weeks, and then boosted annually
- A ringworm vaccine is available, but it is not well researched yet. Some shelters have found the vaccine to be effective in treating an outbreak of ringworm when combined with other conventional therapies. Use only as a preventive when contact with a carrier is suspected
- Rabies: many states now require a rabies vaccination for both cats and dogs. An initial rabies vaccination is given at 12 weeks, then one year later, then every three years or as required by local health codes

GROOMING

Grooming is an important part of animal care for several reasons. First, a clean and well-groomed animal has an enhanced sense of well-being and is less stressed and less susceptible to disease. Second, grooming and medicated baths are recommended for the prevention of many dermatological problems and control of parasites. Finally, the cleanliness of the animal makes it more appealing to a potential adopter.

Pedicures. Nail trimming is an important part of care. Excessively long nails can cause lameness problems, become ingrown, cause infections, or become caught in carpeting or cages and tear painfully. Your veterinarian or technician can instruct you how to trim the nails safely.

Ear cleaning. Make sure ears are clean and dry. Wrap cotton around an index finger to remove all visible wax from the ear canal. Never clean deeply in the ear with Q-tips as you risk puncturing the ear drum. After the ears are well cleaned, instill any medication that may be prescribed by the veterinarian.

Dematting. Dematting of the coat is usually best accomplished with a slicker brush and a matting comb. The coat should be brushed up and then down to loosen the mats. A matting comb should then be run through the coat to remove the mats. Certain coat conditioners or tangle removers may be applied to the coat before brushing. Dematting should be done before bathing as water tends to tighten the mats. Do not use an electric clipper without a veterinary technician, groomer, or other experienced person guiding you. Always follow the grain of the hair while clipping unless otherwise indicated. Clipper blades should be sharpened periodically to prevent hair pulling and pain to the animal.

At printing time there were a few new products of particular interest to shelters:

1. A new vaccine against Bordetella infection in cats is now being marketed. The clinical signs of the disease in cats mimic the signs of kennel cough in dogs: sneezing and coughing
2. A new rabies vaccine for cats is available which can be used in kittens as young as eight weeks of age
3. A new vaccine against giardia will be available soon

Good Nutrition

Kittens, puppies, sick animals, older animals, and animals with bad teeth may require canned food. Pregnant, lactating, debilitated, very young, very old, and injured animals may need supervised feedings and vitamin supplements. There should always be fresh water available.

Unlike most pets, cats are true carnivores and have special food requirements. Taurine, for example, is an amino acid that is vital to eyesight. Non-meat eaters can make taurine in their body, but cats cannot. Therefore, they must eat foods that contain taurine. In general, it's best to use high-quality low-magnesium dry food for cats, supplemented with canned food when needed. Do not feed dog food to cats.

Commercial diets for cats are concentrated and slightly more expensive than dog foods. Wet or dry food for a cat should contain 30 to 40 percent protein. Offer only as much as the cat will likely eat in one feeding and preferably only fresh food.

If a cat does not eat well within the first 36 hours at the shelter, try feeding some strong-smelling canned foods to stimulate appetite. Smell is the major appetite stimulant for the cat. Since dry foods do not have as strong a smell as canned foods, some cats are reluctant to eat dry food. Unlike dogs, cats will not eat if they don't like the available food and can starve themselves. Therefore, the search for palatable food can become critical.

Water is extremely important for the cat. Insufficient fluid intake can cause the urine to become too concentrated, leading to urinary stone problems. Cats may not drink sufficient water. Adults should ingest about a cup of water daily. Water may have to be added to the cat's food to insure adequate intake.

Soft stools and diarrhea can have many causes. If parasites and disease are ruled out, overfeeding and diet changes are common causes. Certain breeds of dogs have more sensitive digestive systems, and an effort should be made to feed these animals a consistent diet and let adopters know which food the dog does well on. Milk is not necessary in the diet of weaned dogs and cats. Never

give cow's milk as it may cause digestive upsets and diarrhea. Consistent feeding of a high-quality diet usually results in more compact, less malodorous stools and makes for easier cleaning and healthier animals.

Be careful not to overfeed, especially animals that are in the shelter a long time. Overweight animals are much more susceptible to a variety of medical conditions. Weigh and record animals' weight every two weeks and modify diet as needed. Resist the temptation to feed cheap food. Generic foods may have poor bioavailability of nutrients, making animals more susceptible to stress, diarrhea, and disease.

Long-term Sheltering Considerations

Plan ahead! If you expect that an animal may be in the shelter for longer than two weeks, during the initial veterinary exam you may decide to do a few extra things as soon as the animal is admitted. Animals should be examined immediately upon entering the shelter. If an animal is too fractious and cannot be examined ASAP, note this on the record and make whatever notations you can about the animal from a safe distance.

You will need to make a special effort to maintain the animals' emotional well-being. An animal shelter is inherently extremely stressful. Use the following guidelines to monitor the animals' physical and emotional well-being. Keep detailed records about any medical procedures that may be performed: what was done, by whom, and when.

Admittance

- Record the animal's weight.
- Note any scars, wounds or other abnormalities even if they seem minor or appear normal. This includes mild ocular discharges, discharges from the penis or vagina, areas of hair loss or scratching, excessive dirt, matted hair, fleas or flea dirt, etc.
- If you don't normally perform fecals, arrange to have one done and use a broad-spectrum dewormer such as Panacur or Drontal.
- Take a picture of the animal detailing such things as matting and overgrown nails.
- Make certain to check the teeth if the animal will permit it (wear gloves). Many animals won't eat if their teeth are in bad shape, and you need to know this upon entry.
- Perform leukemia tests on cats. If a cat is positive, he should be isolated immediately. If the cat is to be returned to his original owner, you don't want him to contract another disease while in your shelter.
- Do heartworm tests on dogs at entry. Heartworm disease is transmitted by mosquitoes, and incubates for several months. An asymptomatic dog may develop symptoms while in your care, implicating you as the source of infection. Consider giving a heartworm preventive medication if the test is negative.

Routine Vaccinations

- Vaccinate as soon as the animal is examined and admitted to the shelter unless health conditions contraindicate it.
- Follow the manufacturer's recommendations and give boosters in two to three weeks unless proof of vaccinations is provided.
- Make certain the vaccination schedule is appropriate for the animal's age.

Special Vaccinations

- Consider giving rabies shots. Check your state regulations. They may be required but may have to be given by a licensed veterinarian or veterinary technician.
- Consider other vaccinations for diseases that may be endemic in your area. Consult local veterinarians about Lyme disease, Corona virus, etc.
- Give strong consideration to intranasal Bordetella/Parainfluenza vaccine for kennel cough.
- Deworm on entry, and repeat in three weeks to break the life cycle of most parasites. Do this even if the fecal is negative.

Physical Examination

- A thorough hands-on physical examination should be done every one to two weeks to check for health problems that may not be apparent from just performing rounds — for example, ingrown nails, abscesses, dental problems. Record the animal's weight at this time.
- Follow up on abnormal findings as soon as they appear; delays can be costly.
- Medical problems should receive daily evaluation and treatment.

Signs of Stress

- Dogs may pace the kennel, spin, or jump against the walls
- They may shiver, pant, or have a very taut face
- They may chew bedding or kennel fixtures
- They may hide in corners behind beds or under bedding
- They may bark incessantly, start self-mutilation, or become aggressive
- Signs can also be physical: loss of weight, diarrhea, loss of appetite, vomiting of bile, mental depression with little or no response to stimuli

Canine Environment

- Dogs look for a calm leadership position to be taken by kennel staff. A nervous handler confuses dogs by being inconsistent
- Kenneling dogs singly deprives them of the comfort of a pack
- An incorrect mix of dogs in one pack can be even more stressful

Limiting Stress

- Know past history of dog to help assess its temperament
- Provide the dog with appropriate play group
- Exercise dogs with leash walks and play groups
- Providing bed and bedding gives comfort
- Provide toys to prevent boredom (Kong®, Buster Cube®)
- Control noise — radio volume, banging bowls, slamming doors
- Establish a daily routine of cleaning and feeding
- Same caretakers should take care of the same animals, as much as possible
- Speak softly and reassuringly
- Don't stare
- Never hover or loom over animals
- Don't force or drag animals in and out of cages
- Talk to the animals often
- Remember their keen sense of smell — clean up immediately

Emotional Well-Being Reducing Kennel Stress

- Stress plays a major role in the spread of disease in shelters
- Stress can be physical, emotional, or environmental

- Animals which are malnourished, pregnant, lactating, or injured are physically stressed
- New environments, unfamiliar faces and noises, new animal companions, and overcrowding contribute to emotional stress
- Environmental stresses are found in shelters that lack proper ventilation or are too warm or too cold
- An animal that is stressed has a lowered resistance to illness, and this can lead to epidemics of infectious disease
- The healthiest shelter environments are ones which have a good health program, sound management practices, and make an effort to minimize stress to each individual animal as well as the entire group
- Bitches in heat keep intact males in constant arousal. Isolate bitches from males and neuter as soon as possible.

Kenneling Restricts the Dog's Use of Its Senses

- Vision is limited. Kennel walls block vision. Can lead to jumping up
- Noise levels are accentuated. Try to keep noise from radios, banging gates, and other animals to a minimum
- Smells of food preparation cause excitement. Try to prepare food in a separate area

Behavioral Enrichment

Animal sheltering is changing. More humane organizations are holding animals for longer periods of time before they are placed. As this occurs, the welfare of shelter animals involves more than just meeting basic needs. Long-term sheltering requires taking a holistic approach to care for the animal's entire well-being.

Animals that remain in a kennel environment for extended periods of time need outlets for their natural behaviors, social interaction, sensory stimulation, and exercise, balanced with quiet time. Behavioral and environmental enrichment techniques will increasingly become an integral part of sheltering in the future.

Kennel enrichment requires creativity and greater staff involvement. It may seem impossible to institute new programs in overworked, short-staffed situations. A few simple changes are all it takes to get started. Give staff a voice when planning an enrichment program. Making everyone part of the process ensures its success.

The goal of enrichment is to provide variety. It should reduce stress as well as introduce change into a static environment. Anything that is unchanging loses its uniqueness and becomes part of the scenery. Items used to improve an area should be easy to move and sanitize and of course affordable. Budgets may present roadblocks; finding ways to drive around them is part of the process.

Listed below are some suggestions for helping cats and dogs to cope while kenneled. John Rogerson's "Rescue and Rehoming" course deserves the credit for inspiring many of them. The ideas are based on play therapy or giving a focus for behavior that may become intensified in a shelter. Mouthing by adolescent dogs is a good example of a behavior that can be solved by providing outlets, rewarding positive behavior, and teaching an alternative response.

Dogs

- Create communal play areas. Any dog kenneled for longer than two to four weeks who is dog-friendly needs a social outlet. Groups of three to five dogs work best. Train staff and volunteers to read canine body language to prevent altercations. Equipping the area with multiples of identical toys helps to reduce the likelihood of toy guarding. A plastic kiddie pool can be filled with water or sand for the dogs to splash or dig in.

- Supply durable easy-to-clean toys such as Buster Cubes®, Kongs®, Booda Ropes®, etc. Teach staff to stuff Kongs with peanut butter and biscuits. Interactive toys give the dogs great mental exercise.
- Introduce everyday items into the kennel such as vacuum cleaners, blenders, bicycles and shopping carts, etc. Move them around daily. Turn appliances off and on. Do not place items directly in front of the kennel but off to the side if the dog shows any fear.
- Give the dogs a different view every few days by switching their kennels. Try not to place "trigger barkers" and "wall scalers" next to each other or impressionable puppies.
- Equip each dog with an elevated resting bench or different surface within the kennel. This is primarily for comfort but also helps maintain house training—especially important for puppies and young dogs.
- Encourage quiet in the kennels. Reward dogs for not barking. Have staff and volunteers teach the dogs that barking means no attention and quiet means you get love. For dogs that don't shush, try peeling an orange in front of the kennel to interrupt their barking. Consider purchasing a citronella collar to place on incessant or lead barkers.
- Alternate the type of disinfectant (or bleach) used every other week. Introduce smells that are pleasant. Natural oil essences like lavender, diluted in a spray bottle, can be spritzed throughout the kennel several times daily (only if there is no disease outbreak). Scents have different effects; some calm while others energize.
- Hang wind chimes of various tonal registers. Leave them up for a few days and then remove. Do not place them directly in front the kennel entrance. This may reinforce greeting barking.
- Emphasize calm greeting behavior. Ignore jumping and reward sitting. Do not open kennel door for walks until dog has held a sit for two seconds. Build time that you expect the sit to be held and the concept of stay has automatically been introduced to the dog.
- Ask dog to sit and lure her into position with a small biscuit or treat. If she sits for two seconds, reward. If not, move on to the next cage.
- Teach the dogs to make eye contact both in and outside of the kennel. Dogs that never look at a potential adopter are less likely to get chosen.
- Discuss with staff and volunteers the proper way to enter the kennel. Anyone that interacts in any capacity with the animals affects them. Angry or hyper personalities will bring that mood into the kennel. Ask people to be aware of how their behavior may be overstimulating or stressing the dogs.

Cats

- Provide shy cats with hiding zones such as perches, shelves, or cardboard boxes. For 48 hours drape the kennel, then slowly reduce the size of the drape as the cat settles in.
- Construct "busy" boxes by cutting multiple holes in a shoebox and placing toys inside.
- Make mini-scratching posts out of cardboard wrapped with sisal twine. Lay flat or attach vertically, depending on cat's scratching preference.
- Hang toys from top of kennel. Use Velcro adhesive strips to attach. This will make high prey drive cats happy. Easy to remove, the toy can go home with the cat rather than being thrown out.
- Place an aquarium with tropical fish that have different swimming patterns in the cat room. Put the aquarium stand on wheels or casters to make it mobile.
- If designing a new cat room, allow for cats to have window-view access.
- Use whiffle balls with sponge toys inside for cats that bat everything out of their kennel. This prevents fallen toys from going back in with the wrong cat, reducing the spread of upper respiratory infections.
- Film containers with pennies or small stones inside make good batting toys and can be hung from the top of the kennel or left loose for batting practice.

- Hang fluttery and reflective mobiles from the ceiling. Move them around the kennel area; do not leave them up in one spot longer than three to four days.

General

- Consider creating a "home life" room. Furnish with an old couch, a coffee table, a TV, etc. This kind of space is ideal for socialization, behavioral evaluations, and training. This room can also double as a staff/volunteer relaxation room when not scheduled for use. Some cats love to watch nature films or other kitty video tapes.
- Ask people to donate audiotapes with household sounds, soap operas, low-key music, crying babies, etc. Play at a very low volume for short periods during the day.
- Personalize the animals. Take photos of animals in other settings. Post in magnetic Lucite frames on the door of their kennel. This gives each animal a personality outside the shelter environment.
- Start a "clean" team. Teach staff and volunteers how to give baths and do light grooming.
- Consider using clicker training for the shelter dogs. For more information on conditioned reinforcers, read Karen Pryor (see bibliography). Clicker training easily transfers to the new owner to continue training.
- Formalize a dog walking program. Rate the dogs on ease or difficulty for walking.
- Ask local dog trainers for help in creating shelter dog training classes. Emphasize basic manners and have staff and volunteers choose a specific dog to work with. Reciprocally, your adoptees could be referred to the trainer to finish classes once they are in their new homes.
- Shut off the kennel lights at scheduled times. Animals need darkness to balance their circadian rhythms; too much light is stressful.
- Involve the local community. Hold a "best ever" cat/dog toy contest. Approach schools to participate. Provide guidelines for safe materials and construction ideas. Post the winners' pictures in your adoption area with examples of their projects. Children are an excellent resource for suggestions for an enrichment program. They get bored with sameness, too.

These suggestions are meant to get you thinking. Spend a few hours in an empty kennel without a book, chair, or toilet and you may come up with many more. Think about what a dog or cat would consider a priority, and get creative!



Therapeutic Dog Walking

Why?

- To exercise kennelled dogs and improve their quality of life.
- To improve chance of adoption by exercising off some of their excess energy.
- To maintain housebreaking habits of already housebroken dogs.

Who Benefits?

- Adolescents of all breeds who are at their physical, hyperactive peak.
- Dogs bred to do certain jobs—sporting, herding, sled, sight and scent hounds, terriers—are all dogs that have tremendous stamina.

Animal Placement Benefits?

- Makes dog more placeable.
- Allows staff to see more of the dog's temperament.
- Assists in making the proper placement.
- Provides opportunity for basic manners training: sit, wait, proper greeting, down, leave it.
- Provides opportunity to work on solving jumping-up problems.

What Equipment Is Needed?

- Slip collar—a chain or nylon collar with two rings. There is a right and a wrong way to put on this collar. Make a P and place the dog's face through it. It is now on properly for a dog to be walked on your left.
- Martingale-style collar—for greyhound-type dogs or those who need only minor corrections.
- Buckle collar—for small or medium dogs. Should be used with fearful dogs. The collar should fit so that it cannot slip up and over their ears.
- Head halter—for dogs who pull, have a high prey drive or are excessively bossy or shy.
- Six-foot leash—preferably cotton web; nylon is okay for smaller dogs.
- Plastic bags—for cleaning up after your dog.

What Happens When Dogs Aren't Properly Exercised?

- They become over excited and do everything to the nth degree including fearful or aggressive responses.
- They become incessant yappers.
- They dig/chew/trash their homes.
- They self-mutilate, pull out hair and nip at flanks, feet or tail.
- They engage in obsessive behavior, constantly moving and pacing, circling.

Warning Signs for Loss of Quality of Life

By Sue Sternberg

With long-term kenneling, it becomes unacceptable merely to provide for the physical health and needs of dogs in shelters. It is not enough just to hope for more adoptions, as the days pass by and the dogs deteriorate mentally. The behavioral and emotional well-being of the dogs in your care must be addressed daily. Their status should at least be maintained, with a long-term goal of improvement while sheltered. Without intervention, the dog will become less and less adoptable, and its chances for a longer and longer shelter life will increase.

Repetitive Action Behaviors

- Spinning, circling
- Pacing (slowly or quickly)
- Pouncing, bounding and rebounding off kennel walls/doors
- Leaping up and down repeatedly

Self-mutilating Behaviors

- Excessive licking, lick sores, lick granulomas
- Flank sucking
- Wearing of toenails (from excessive pacing, chewing, digging)

Overall Appearance

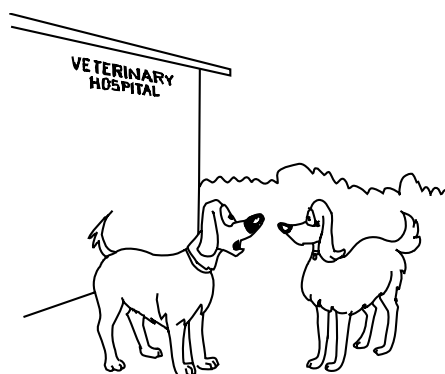
- Dog no longer focuses on humans and is continually distracted
- Inability to gain or maintain proper weight
- Deteriorating coat quality (excessive shedding, dull, dryness, often from lack of petting, brushing, and handling)
- Pressure sores, heavy calluses
- Dog smears excrement all over kennel walls and doors
- Dog is continually covered in excrement
- Disgusting odor (dog continually reeks of urine and feces)
- Dog remains depressed and shows no signs of adjusting (dog is devastated in shelter, traumatized: usually seen in older, previously pampered dogs)
- Dog seems to have "given up," looks hopeless
- Repeated displays of aggression
- Lunging at the bars toward humans (danger, practice makes perfect—dogs are rehearsing for "real" life)
- Lunging at bars toward other dogs

Unacceptable Standards of Care

- Overcrowding and constant dog fighting or bullying
- Dog gets less than 20 minutes accumulated total of direct, human physical contact daily (petting, stroking, leash walking, play)
- Dog is restricted to indoor kennels and doesn't experience outdoor environment every day
- Dog is restricted to outdoor environment and doesn't experience indoor living environment every day

Repeated Return to Shelter

- Dog is repeatedly adopted and returned to shelter for no apparent reason (there usually is a more serious underlying problem)
- Dog is returned because it cannot adjust to home life



STRESS SIGNALS CHECKLIST FOR DOGS

EYES:

- Dilated pupils ☐
- Glazed over ☐
- Squinting ☐
- Avoidance of eye contact ☐
- Direct stare ☐

VOCALIZING:

- Whining ☐
- Screaming ☐
- Excessive barking ☐
- Growling ☐

FACE:

- Furrowed brow/scowling ☐
- Veins popped out under eyes ☐
- Ears uneven ☐
- Ears up and aroused ☐
- Ears plastered back ☐

POSTURE:

- Stiff ☐
- Avoidance ☐
- Hiding in back of kennel ☐
- Turning away ☐
- Stretching ☐

MOUTH:

- Lip licking ☐
- Clomping jaw ☐
- Yawning ☐
- Panting—too wide ☐
- Panting—too shallow ☐
- Velvet tongue ☐
- Drooling ☐
- Snarling ☐

OTHER:

- Sniffing ☐
- Trembling ☐
- Red pigment—ears/eye rims ☐
- Chewing/scratching at self ☐
- Spinning/circling ☐
- Digging/escape behaviors ☐
- Chewing at bars ☐
- Top of nose abraded ☐

Courtesy of Sue Sternberg®

Rondout Valley Animals for Adoption, 4628 Rte. 209, Accord, NY 12404, 845-687-7619

Caring for Rabbits in a Shelter

Rabbits are not like little dogs or cats, nor are they rodents. They are herbivores with their own special needs and they are the third most common animal found in shelters. They make excellent pets, but should not be adopted out to families with very young children because they can nip and kick with sharp claws when frightened or excited.

Rabbits have delicate skeletal systems and must be handled carefully. They should never be picked up by the scruff of the neck or under the abdomen without supporting and restraining their hindquarters. If they are not supported properly when handled, it is very easy to break their backs or cause a fracture.

Like cats, rabbits groom themselves and ingest loose hair. However, they are unable to vomit hairballs, so they need constant access to fresh hay because the fiber helps the hair pass through their digestive system. Bromelin or papain given orally, hay, fresh vegetables, and pineapple juice also help prevent hairballs. Keep rabbits brushed and groomed, especially during their shedding season. When hairballs do occur, rabbits can be given cat hairball preparations such as Petromalt or Laxatone.

Hairballs are also caused by fur chewing and excessive grooming that is often a result of boredom, insufficient roughage in diet, hormonal changes during breeding season, or mineral deficiencies leading to pica. Common symptoms are loss of appetite, diarrhea, weight loss, depression, and fewer feces.

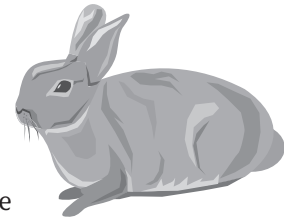
Another common problem of rabbits is a condition known as malocclusion (misalignment of teeth) which occurs when their rapidly growing teeth are not properly worn down. If the malocclusion is bad, the teeth need to be clipped periodically so that the rabbit can eat. Typical malocclusion symptoms include a wet chin caused by drooling, hair loss around the mouth, moist dermatitis on chin, loss of appetite, or inability to eat. A rabbit may reject hard food but continue to eat soft food. Rabbits must have access to pieces of hard wood, dog biscuits, or cardboard to gnaw on so they can keep their teeth worn down to a proper size.

Basic Rabbit Information:

- Rabbits live for five to nine years. Their heart rate is between 130 and 325 beats per minute and their respiratory rate is 32 to 60 breaths per minute. Normal temperature is 100 to 104° Fahrenheit.
- Female rabbits, called does, have four to five pairs of mammary glands and nipples and reach sexual maturity at four to eight months of age. Male rabbits, or bucks, do not have nipples and reach sexual maturity at six to ten months of age. Gestation is 30 to 33 days. Rabbits nurse only once or twice a day for a few minutes and wean their young at four to six weeks of age.
- Normal rabbit urine may be orange, pink, or red in color.

Housing

Rabbits should be housed indoors, preferably in a ward with other rabbits or small mammals. They may be housed in the cat room, but not facing the cats. Avoid housing them with dogs because barking frightens them. Abandoned dog wards are great for rabbits because they offer them plenty of space.



The minimum space for a single rabbit is two feet wide by two feet deep and four feet high. More space must be provided for any additional rabbits. Rabbits ten pounds and over should have five square feet of floor space. If a wire mesh cage is used, make sure the bottom is covered with wood, corrugated cardboard, or some other material to prevent sore hocks. The mesh should be a half inch by five-eighths inch square.

Rabbit cages should be lined with newspaper or hay to absorb strong urine odors. Avoid clay litter, corn cob, cedar, pine, or other wood shavings because fumes from these materials can damage rabbits' livers. Rabbits like litter-boxes and will use them when provided. They also like to burrow, so give them a box or other object to hide in. If housed outdoors, rabbits should never be in direct sunlight or temperatures below 40 degrees. They can die of heat stroke in temperatures above 85 degrees.

Diet

Rabbits' primary diet should consist of pellets and hay, preferably timothy and alfalfa, which are also available in cube form. Alfalfa should be given in small quantities, while timothy hay can be freely given. Pellets should also be freely available. Occasionally free choice feeding of pellets will lead to overeating, obesity, and diarrhea. If this occurs, the average eight-to-10 pound rabbit should eat ½ to one cup of pellets per day. Store rabbit pellets carefully to prevent vitamin loss due to exposure to moisture or light.

Rabbits over six months may be fed greens such as dandelion greens, parsley, carrot tops, and watercress. Avoid lettuce, tomatoes, cabbage, potatoes, rhubarb, and seeds or nuts. Fruits such as carrots, bananas, apples, and strawberries are good choices. Pineapple and papaya are excellent for preventing hairballs.

Rabbits have sensitive digestive systems and often come down with diarrhea. Typical causes are abrupt changes in diet, insufficient roughage and fiber, spoiled food, bacteria, hairballs, and stress. Seek veterinary advice regarding treatment.

Fresh water must always be available. A water bottle prevents water from getting soiled or spilling over in the cage.

Rabbit Diseases and Problems

Typical skin and hair problems include:

- Ear mites. Symptoms: thick, dry, flaky gray or tan crusts on the inner surface of an ear flap and intense itching. Lesions may appear on the feet. Treatment: clean away crusts and debris, apply Mitox or use ivermectin. Ear mites are highly contagious, so isolate from other animals and disinfect bedding and cages.
- Mange. Symptoms: flakes and scales with a grayish white tinge. Lesions appear around the back of the trunk and shoulders. Skin is reddened and inflamed. Treatment: lime sulfur, pyrethrins, carbamates, ivermectin. Mange is contagious so isolate from other animals and disinfect bedding and cages.

- Ringworm. Common symptoms are hair loss on head, ears, feet, neck. These may or may not be circular. Skin is reddened, accompanied by flaking and scaling, and may be itchy. Treatment: topical miconazole, such as Conofite, systemic griseofulvin (avoid in pregnant animals), lime sulfur dips. Some types of ringworm are contagious to humans, so keep afflicted animal isolated and strictly sanitize environment.
- Sore hocks are caused by wet bedding, lack of exercise, and abrasive flooring. Symptoms include redness and thinning hair on hock bottoms, ulcerative sores on hocks, and lameness. Treatment: clean wounds, correct causes, and apply topical antibiotics and bandages if necessary. Avoid systemic antibiotics unless the animal is depressed and not eating.



Typical Respiratory Problems Include:

- Paranasal sinusitis is caused by *Pasteurella multocida*, *Bordetella bronchiseptica*, or *Staphylococcus aureus*. Typical symptoms are clear nasal discharge, conjunctivitis or red eyes, loss of appetite, lethargy, or no symptoms. Treatment: systemic antibiotics, topical eye antibiotics.
- Pasteurellosis or "snuffles" is caused by *Pasteurella multocida*. This is the most common cause of pneumonia in rabbits and can cause sudden death. Prognosis for recovery is usually guarded. Symptoms: rhinitis, conjunctivitis, pneumonia, abscesses on the jaw and joints, head tilt, twisted neck, or neurological disorders. Treatment: antibiotics and fluid therapy, surgical drainage of abscesses. Isolate and disinfect thoroughly as this is very contagious to rabbits and humans.

Chapter 8

Making Your Shelter User-Friendly



Chapter Eight Making Your Shelter User-Friendly

Shelters are not just in the business of taking good care of animals. They're also in the business of meeting the humane needs of the communities they serve. This means they must educate the public about responsible pet ownership, raise awareness of animal suffering, emphasize the positive emotional benefits of companion animals, and help to reduce the problem of pet overpopulation.

To accomplish these goals, they must reach out for the support of their communities. They have to change the way people view animal shelters. Unfortunately, too many people avoid visiting a shelter when looking for a pet because they believe that shelters are overcrowded, dirty, smelly, located next to toxic waste dumps, and

have surly, overworked staff overwhelmed by desperately sick animals.

A big part of a shelter's mission—particularly a new shelter—is debunking these old myths and presenting itself as a humane, user-friendly facility staffed by caring professionals and volunteers. Take a cue from retail stores. You want your shelter to become known as a bright, welcoming place to find a healthy companion animal and an excellent source of related information and education.

Changing old attitudes isn't easy; a good reputation must be earned. That means constantly evaluating your shelter from the customer's point of view.

First Impressions Hello, Operator?

Since most people first come in contact with a shelter by phone, your shelter's reputation is literally on the line with every call. Are the phone lines always busy? Are callers put on hold so long that they give up and hang up? If so, chances are they won't call again. If your shelter receives enough calls to warrant an automated phone system, are the options clear? Can callers speak with a live human being at any time during the recording? Are your calls being answered courteously and professionally?

Is it easy for someone to find your number in the directory or by calling information? Suppose someone is reporting an injured animal. How easy is it to get emergency information from a live human voice at your shelter? What happens if such a call comes through after hours?

Here are some suggestions for making your shelter more phone-friendly:

- Use a professional recording with the answers to the most frequently asked questions. Make certain that callers have the opportunity to speak with a shelter worker at any time during the recorded message.
- If you don't use an automated system, use an outside answering service during off hours to guarantee that each caller is greeted by an operator at any hour.
- If your facility is in a lightly populated area, you may want to try organizing a volunteer staff to respond to all calls forwarded to an answering machine.
- Make sure your local telephone information provider gives your number when someone requests "the local animal shelter" or "the pound." Always have a number that can be given when the shelter is closed.
- List your shelter throughout the Yellow Pages under multiple listings such as Animal Shelters, Humane Society, SPCA, Animal Hospitals (if you offer emergency medical services), Pet Stores-Retail, Pet Supplies-Retail.
- List your number at the front of the phone directory as well, under Government (if appropriate) and specialty services such as Emergency Services, Abuse/Crisis Intervention, and Volunteer Opportunities.
- Make sure your number is included on emergency phone list stickers distributed by local vendors or the chamber of commerce.

Location, Location, Location

Convenience is essential to a successful shelter. Is your shelter easy to find, or is it tucked away in an obscure, outlying area of town like so many older shelters? If so, make sure you have a number of legible, professionally made and

well-maintained signs posted along major roads that give good directions to your location and its hours of operation. When building a new shelter a high traffic location is a top priority.

Extended Hours

Your shelter depends on your community's patronage, so make your hours of operation convenient for everyone, especially for those who work. Offer some early and/or late weeknight hours for the working public as well as weekend

hours. Note time on adoption forms and visitor logs and experiment with different schedules until you find one that works best for your community. Use volunteers or flex-time staff schedules to cover extended operating hours.

Curb Appeal

Is your shelter an appealing and pleasant facility? Neat, well-lit grounds with plants and landscaping can do wonders in projecting an upbeat, positive feeling to visitors. See if you can interest some local businesses in donating paint, plants, and equipment in return for your public thanks in a newsletter or on a plaque.

Is there sufficient parking on the premises or reasonably near the shelter? Does your staff take the best spaces, or are they reserved for the public? Are your parking spaces and ramps consistent with Equal Employment Opportunity Commission guidelines on accessibility?

Greetings

How are customers greeted once they're inside the shelter? Is there a reception area? Is the reception crowded with other visitors? Are there enough chairs in the reception area? All visitors should be greeted in a clean, well-lit, fresh-smelling professional facility by a friendly and informative staff. Have volunteers and staff wear name tags and/or T-shirts with "volunteer" and "staff" written on the back or

smocks so customers know who can answer their questions.

Make sure everyone who enters the shelter is acknowledged as soon as possible. Keep plenty of free literature available for visitors to read while they are waiting. If the reception area becomes crowded, have volunteers available at peak times to welcome visitors and show them around until a counselor is available.

Proper Shelter Design

The two most common design shortcomings in shelters are lack of space and poor ventilation. Not only do these problems contribute to disease transmission among animals in shelters, but they also support those nasty notions we all want to erase: that shelters are crowded, smelly, and depressing. Sanitation, disease control and routine maintenance are best achieved by using extremely durable, non-porous building materials such as fiberglass resin, RFP, tile, glazed block, aluminum, and polymer and terrazzo floors. Proper mechanical design can virtually eliminate odors and limit noise and disease to provide a bright, calm and safe place for people and animals.

Create settings that display the animals attractively. Consider some highlight displays enclosed with glass instead of bars. Include visiting rooms and dog walk areas where people can spend time interacting and getting to know the animals out of the cages.

How you design your shelter in terms of animal areas and daily traffic patterns determines to a great extent the comfort level of your animals and staff.

A full service shelter will need many separate animal areas or wards depending on the number of animals they handle and the services they provide.

Basic Shelter Design Principles

- During the stray holding period and for the first two weeks in the shelter, adult animals should be housed alone, while kittens and puppies can be housed together for warmth and socialization.
- Housing two adults together is acceptable if they came in together or are known to be compatible.
- Young animals should be separated from adults (unless nursing).
- Platform perches for cat cages expand the surface area of the cage and give cats a place to sleep away from the litter-box.
- Dogs should have resting platforms so they don't have to lie on a cold floor.
- There should be no physical contact for animals in adjacent kennels or cages in short-term holding areas. Visual contact should also be minimized, either by layout of cages or by erecting visual barriers.
- Clean, shredded paper in puppy cages creates an absorbent litter and gives them something to play with.
- Good ventilation (not drafts) or an efficient air exchange system of 10 to 20 changes per hour is essential for disease control.
- Floors should be properly sloped to drains for easy cleaning. Cover drains for safety.
- Clutter accumulates dust, hair, and germs and makes your shelter appear disorganized. If you need more storage, look into shelving or a separate shed.
- Inventory each room for proper storage of all items, and remove those that are nonessential to daily operations.
- Consider multiple cat "condo" type cages or cat colony rooms if you are housing adult cats for months at a time.

The American Humane Association suggests the following capacity formula to determine if you have enough runs and cages for your community:

$$y = 365 (r n) \div a$$

y = the approximate number of dogs or cats handled per year

365 = the number of days in a year

r = the number of runs or cages you need

n = the number of dogs or cats per run or cage

a = the average holding time for dogs or cats in days

EXAMPLE:

$$y = 365 (12 \text{ runs} \times 1 \text{ dog/run}) \div 4 \text{ holding days}$$

$$y = 365 (12) \div 4$$

y = 1,095 animals current facility should handle each year

This formula assesses your present capacity versus the total number of animals you take in yearly. If "y" is smaller than the number of animals you handled last year, you need to plan to renovate or expand.

Guidelines for Types of Wards

- Separate animals by species and age. Dogs and cats should be kept in separate areas. Place cat areas as far away as possible from dog sounds and smells. Kittens and puppies should be kept in separate areas from adult animals, and preferably in separate wards.
- Incoming animals awaiting evaluation should be in a ward separate from other animals.
- Sick animals and those with contagious conditions or diseases should be kept in an isolation ward and removed from the shelter as soon as possible.
- Have different wards for animals ready for adoption: dogs, puppies, cats, kittens.
- Have different wards for animals to stay during their stray holding period: dogs, puppies, cats, kittens.
- Designate a holding area that is not open to the public for animals involved in bite, cruelty, or abuse cases.
- Have a separate euthanasia room.
- Consider creating an exotics or small mammals room.
- Consider establishing large animal holding areas (if needed).

The shelter's layout should permit you to remove animals from their cages and place them in carriers, adjacent cages, or holding areas while their cages are being cleaned and disinfected. Allowing animals to run loose while their cages are being cleaned greatly increases the risk of disease transmission in the ward among other potential hazards. A cage should never be

cleaned while the animal is still inside unless it is dangerous to move the animal.

Sick animals should be isolated and should have their treatments done in the isolation area. While it might seem desirable to have a separate room for medical treatments, moving sick animals around only increases the risk of spreading disease.

Minimizing Stress Levels

Since stress is a leading factor in the spread of disease among shelter animals, minimizing it is essential to the well-being of your shelter. Of course, there are forms of stress that shelters simply can't control or immediately eliminate like malnourishment, pregnancy, lactation, and injury. There is also the emotional anxiety every animal feels in a shelter because of the strange new surroundings and companions. This anxiety is especially acute for an owned animal, whose life typically has been much more predictable than that of a stray.

Environmental stress is the one factor that every shelter can minimize. Many good basic design principles mentioned (keeping litter and house mates together, segregating by sex even if the animals are neutered, and placing the same age groups together) also reduce stress levels.

Noise levels can also be minimized. Since barking dogs are particularly stressful to cats and other animals, keep these areas as far apart as possible. Soft music can be wonderfully soothing for both animals and staff as long as there is a consensus regarding the choice of music. There are sound absorbing ceiling and wall materials available (for a shelter they

should also be disinfectable). When building a new shelter an experienced designer can incorporate elements of acoustical engineering to minimize noise in the kennels. Since noise raises stress levels for staff and animals, reducing it should always be a goal for more than just reasons of comfort.

Maintaining proper atmospheric conditions such as temperature, humidity and ventilation, and light promotes comfort levels for animals and staff. Optimum temperature is between 65° and 75° Fahrenheit with a humidity level of 30 to 70 percent. Heating elements imbedded in kennel floors can work very well. The temperature at floor level for infant animals should be at least 75° Fahrenheit; for adult animals, 65° to 70°. Respect animals' circadian rhythms by turning music and lights off at night.

Daily procedures such as cleaning and moving animals from cages or taking them to the veterinarian's office are also stressful, even if an animal seems overjoyed to get out of its cage. Animals should be moved gently when their cages are being cleaned. Take extra care to keep them dry because wet animals are subject to chills and increased susceptibility to disease.

Other suggestions for reducing stress are:

- Get as much past history of an animal as possible to better assess its temperament.
- Provide dogs with appropriate play groups.
- Dogs should be exercised and walked daily.
- Clean and dry bedding is especially comforting to animals.
- Dog toys such as Kongs® and Buster Cubes® help prevent boredom.
- Speak softly and reassuringly to animals, and never hover or loom over them.
- Never force or drag animals into and out of cages.
- Minimize movement around the animals as much as possible.
- Respect animals' acute sense of smell and clean messes immediately.

Main Kennel

There are two types of traditional kennels: fully enclosed and indoor/outdoor. Fully enclosed kennels are more expensive because of higher utility bills, but they are usable year round and are easier to maintain. They offer tighter security, greater visibility of animals, quieter community presence and improved vermin and insect control. Enclosed kennels must have heating, air conditioning, ventilation, and positive fresh air exchange. If your facility is located near a residential area, you should have fully enclosed kennels.

The entire dog kennel should be surrounded with a sealed concrete block or glazed block wall to control noise within the facility. This wall should extend to the roof deck and be sealed tight. You should have it filled with sound-deadening insulating granules. Any doors leading from the kennel should be equipped with sound stops on all four edges.

Indoor/outdoor kennels give animals the freedom to move from inside to outside runs except when exterior access doors are closed at night and during bad weather. The animals probably enjoy having this choice. Naturally, indoor/outdoor kennels do require heat and ventilation, but they can be open during fair weather. An indoor/outdoor facility is most desirable in areas with mild weather year-round.

When enclosing outdoor animal spaces with chain-link fence it should be of at least nine gauge and no larger than two-inch mesh for dogs and one-and-a-quarter-inch mesh for cats.

Although more costly, the smaller and tighter mesh will last longer, and animals can't damage their teeth and gums on mesh as they do on wire. Keeping the fence in good repair and rust-free will also reduce your maintenance expenses.

A solid partition five feet high between animal spaces is the best way to reduce nose-to-nose disease transmission or the less attractive route through urine, feces, and vomit. For animals that are known escape risks, keep that animal's space or kennel covered.

Shelters that are keeping animals for months at a time are exploring innovative approaches to kenneling and designs that are less stressful, more home like and provide more opportunities for animals to socialize with their species and with people. Some are as simple as retrofitting a small storage area with discarded furniture and appliances (TV, stereo, etc.) and creating what trainer Sue Sternberg calls a "real life holodeck" where animals can relax out of a cage and staff can cuddle them while on breaks. Another simple retrofit is to turn a ward into a cageless cat colony room (see appendix for guidelines). More and more new shelters are incorporating home-like apartments or suites with comfortable furniture for dogs and colony rooms with lots of places to climb, hide, snuggle and look out windows for cats for at least some of their kenneling. When done well the animals are more comfortable, less stressed and therefore better behaved plus they are showcased in a welcoming atmosphere more conducive to adoptions.

Kennel Drainage

Drainage should be provided in all areas where animals are housed so that proper cleaning techniques can be used. The best cleaning occurs in areas that can be hosed down with high pressure water, disinfected, and allowed to air dry.

A shelter can produce a high daily volume of hair, oils, fecal matter, and cleaning chemicals. If its drainage and plumbing system is inadequate, an unsanitary backup of these materials can occur, putting animals and staff at risk of disease. To minimize the risk of drainage backups and costly plumbing repairs, use a large-diameter (eight inch) drain with a grid over the opening and a drain pipe at least six inches in diameter.

Also critical to proper floor drainage design is the ease with which the staff can perform thorough daily cleaning. A floor slope of one-quarter to one-half inch per running foot from the corridor into the back of the run allows the kennel staff to stand in the corridor and hose directly toward the drain at the rear of the run. Drains for each run should be carefully situated to prevent cross contamination of other runs by urine or feces.

An older-style drainage has the gutter and drain at the front edge of the run. This means that the staff has to enter each run, walk to the rear, and then hose back toward the gutter at the front of the run, an awkward procedure compared to the newer design.

Outside runs can be designed to slope from the walkway to the rear of the run, for fastest hose washing. All gutters should be situated out of reach of the animals and be easily accessible for washing. They should also be covered or at least painted with a high-visibility paint to prevent people from tripping or falling into them.

The type of material used in the kennels is very important for disease control. As much as possible, all surfaces in the kennel areas should be waterproof and nonporous. Porous materials such as wood, cinderblock, and concrete are difficult to clean and dry. Disease particles, dirt, and other organic materials can lodge in crevices and small holes and harbor disease for months. Porous materials should be resealed on a regular basis or covered with some type of tile, vinyl, polymer, or epoxy.

Air Quality Control

Good ventilation is critical for maintaining a healthy environment. 15 to 20 fresh air exchanges per hour is desirable in a shelter. Air circulation patterns are also important. Airflow should be directed from areas with healthy animals to areas with sick ones and from puppies and kittens to adults, who are more resistant to disease. Older shelters without sophisticated air handling systems must isolate sick animals immediately. For these shelters, rigorous cleaning methods are even more critical. Bacteria, viruses, molds, fungus and other biological contaminants thrive in moist and dark environments. Every effort must be made to dry kennels quickly after cleaning. In areas with relatively clean air, open the windows in mild weather, especially if they are on opposing walls and will allow a cross breeze. Be mindful that the animals are not subjected to cool drafts and that the ambient temperature is comfortable. A heating, ventilation and air conditioning (HVAC) contractor can supply information on air-to-heat exchangers which ventilate with fresh air but limit heat loss to 20 to 30 percent.

There are three types of air purification systems. *Media filters*, where various absorbing or adsorbing media filter out particles and odor or trap

them mechanically, carbon and high efficiency particulate arrestance (HEPA) are two examples of this. *Electrostatic filters* charge particles in the air which cause them to adhere to a metal grid. *Ion or ozone generators* pump negative ions or ozone into the air to oxidize, weigh down and neutralize odors and certain biologicals. No system will remove all contaminants or deliver the quality of fresh air in a pristine outdoor location. Each method has advantages and limitations; it's important that the method selected be able to handle the problems particular to an animal shelter. Air purifiers that are effective in shelters are rarely available in stores. Contact an HVAC specialist for guidance.

Some shelters have found that common houseplants will also help purify the air. Most people appreciate that well-cared-for plants not only look attractive but also make us feel good, too. Many people find that UV plant lights do the same (they may also inhibit the growth of some biological contaminants). *How to Grow Fresh Air: 50 Houseplants That Purify Your Home or Office* by B.C. Wolverton relies on research done by NASA and explains which plants are the best air purifiers and suggests how many are needed to be effective.

Food and Food Preparation Area

Good nutrition is essential to minimizing stress and having healthy animals. Just being in a shelter is stressful to most animals. Don't compound it with lousy food. Many animals are likely to reject it or have digestive upsets. The best quality dry food that is affordable should be given to adult animals, and the very young and old with special needs should be fed appropriate diets. Animals that are pregnant, lactating, or injured will also have increased needs for additional calories and protein because of their condition. This means feeding canned food, supervised feedings and additional supplements according to needs. Make sure old food is discarded and fresh food is served at each feeding.

The area used for animal food preparation should include a sink with hot and cold water, a refrigerator, a high-temperature dishwasher, and a pantry or closet for storing utensils, bulk food dispensers, and other equipment. This area should be used exclusively for food preparation. Make sure all food is secured in lidded metal or glass containers and feed bags on pallets or shelves away from walls to avoid possible chemical or vermin contamination.



Shelter Vehicles

If your shelter has a vehicle for transporting animals, make sure that it is properly maintained and temperature controlled. Your particular area will determine whether or not you need heating and/or air conditioning.

Animal compartments must provide adequate

protection from weather, have solid partitions to prevent the spread of disease, and be cleaned and disinfected after each use. Keep animals in the vehicle for the minimum amount of time possible. They should never be in the vehicle for more than two hours.

The American Humane Association has compiled the following sample list of equipment:

- appropriate forms and paperwork
- blanket and towels
- cadaver bags
- cat carriers
- control sticks and cat tongs
- fire extinguisher
- first-aid kit
- halters and lead ropes
- humane traps
- ladder
- leashes/leads
- leather and rubber gloves

- muzzles
- nets (two sizes)
- overhead emergency warning lights
- pillow case or sack for snakes
- rope or lasso
- shovel
- small animal/bird boxes
- spotlight (night vehicles)
- stretcher
- tool kit
- two-way radio and portable radio

Adhere to a regular maintenance schedule that includes daily, weekly, monthly, and seasonal checks. Drivers should fill out a log of services required and performed to keep the vehicle in peak operating condition.



Your vehicle should be identified with your shelter's name and phone number on both sides and the rear as a public service and to increase your exposure in the community.

Construction Considerations

The Feasibility Study: To Build or Renovate?

No matter how badly you may want a new shelter, an honest assessment may indicate that all you really need is a renovation or addition. An objective feasibility study will help you determine whether your organization should build or renovate. Typical of the kind of questions your study should address are:

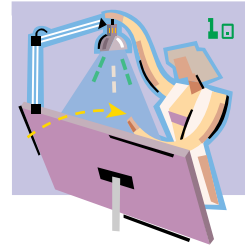
- What are your shelter's present costs? Do these figures cover utilities, insurance, repairs, loans, grounds maintenance? How about additional overhead needed to complete basic work?
- What is the public perception of your facility? Is it attractive inside and out? Would you enjoy a visit there if you were the customer? How can it be improved and at what cost?
- How accessible is your facility? Can someone carrying squirming puppies or kittens get inside without losing them? Do you have adequate parking? Is your facility conveniently located?
- Is your facility safe? Do you ever worry about an employee or customer tripping or falling in the facility? Are animals frequently becoming sick? Do dogs get caught in holes in the fence? Do animals escape regularly? Can you breathe well?
- How efficient is your facility? Are you constantly trying different brands of cleaning and disinfectant materials to cover odors? Is there gridlock extending from the cat room to the front desk every Saturday morning?
- How is your staff and volunteer morale? Do you have high turnover?

Once you've answered these questions, you'll need to determine how much, if any, public support you can reasonably expect for a capital campaign. In evaluating the economic climate of your community, a feasibility study should also:

- Identify potential major donors in the community.
- Raise awareness of your work in the business community.
- Identify your competition.
- Address the needs of the shelter twenty or thirty years from now.
- Make decision making much easier.

Selecting the Site

After deciding whether or not you need to build, your most critical decision will be where to build. Often the first temptation is to put a new facility in the lowest-valued and most remote location in the community, such as in or near maintenance yards, landfill sites, or industrial or urban decline areas. If at all possible, resist that temptation and try to find a site that is near major residential populations and central to the area to be served. The site should be on a major roadway and easily seen by the public. It should also have an enough land, grade barriers, and/or foliage to isolate noise from neighbors. (This is especially critical for indoor/outdoor shelters.) Adequate parking space is a must. Consider whether you need space for livestock and wildlife holding depending on your community's needs, as well as for future building expansion. Other important elements are availability of adequate sewers, water, and utility access and zoning restrictions or easements.



Typical zoning considerations include:

- Permitted uses. Animal care facilities or outdoor keeping of animals may not be permitted in certain zones in urban sites. This may be true even if the lot is zoned for commercial or even industrial use.
- Conditional use permit. In certain zones, a conditional use permit is required before a shelter may be built. This generally involves a public hearing before a planning commission. This may take two or more months.
- Design review. In certain zones, approval from a design review committee is required to ensure compatibility with the architectural style of the neighborhood.
- Zone change and variance. Allow three to six months if a zone change or variance from zoning code is necessary. A public hearing is generally required.

Research and Planning

Once the feasibility study is in, the capital raised, and the site selected, you're ready to begin planning, designing, and creating blueprints for the new facility. This is when time you have spent researching other facilities—shelters, veterinary hospitals, pet stores, even nursing homes and other facilities where health and sanitation are important issues—pays off. Look at facilities similar in size and general operation. Visit shelters near you and in other parts of the country (see appendix for suggestions). Make an appointment to meet the directors and discuss how the physical layout helps or hinders the staff in the performance of their typical shelter jobs such as cleaning, adoptions, feeding, and intake. What do they like? What has proved durable? What would they have done differently?

Take lots of notes and photos on these field trips. The data you collect will not only give you lots of ideas for your own facility, it will also be very useful when you start to select equipment.

Hiring the right people is critical to your success. It's always a good idea to have an architectural firm work with you on your project (certainly on facilities larger than 3000 square feet). For a smaller shelter design, the contractor often has a person available to prepare working drawings based on a schematic design.

The architect is responsible for developing contract documents, handling the bidding process, and supervising construction. A design consultant does not take the place of an architect but assists and guides the architect with the schematic design, which is the foundation of the entire project.

Interview at least three local architects, looking at examples of their completed projects and discussing their past experiences and fee schedules. (See appendix for architects and designers with shelter experience.)

There is no one standard design that will work for all shelters. Once the staff and board agree what their needs, priorities, and resources are a design can be developed. There are some books and manuals that offer a basic framework for developing plans, designs, traffic patterns, floor plans, technical drawings, mock-ups and finishes for shelter construction. The following are particularly helpful:

Planning an Animal Shelter. Another of the American Humane Association's excellent operational guides takes a look at the basics of any facility and introduces the kinds of features you must consider in your own plan. The formulas for determining the size are very helpful, but the cat information is outdated. Shelters need a lot more cat space these days.

Description and Recommendations for a Prototype Animal Shelter. This manual from the Humane Society of the United States is older, but is still a great source of information and ideas.

Guidelines for the Operation of an Animal Shelter. This is a good supplement to the HSUS prototype manual and will help determine general sizes of facilities. Again the cat information is outdated.

Designing an Animal Shelter Facility by George Miers and William Hoffman. This handout was distributed at the HSUS 1992 Expo.



Chapter 2 Appendix

West Milford Animal Shelter Society Agreement with West Milford Township

Chapter Two Appendix

West Milford Animal Shelter Society Agreement with West Milford Township

Agreement

Agreement entered into this 5th day of April, 1995, by and between the Township of West Milford (hereinafter referred to as the "Township"). 1480 Union Valley Road, West Milford, NJ 07480, and the West Milford Animal Shelter Society, Inc. (hereinafter referred to as "WMASS"), P.O. Box 72, West Milford, NJ 07480.

Witnesseth:

Whereas, the Township deems it advisable and in the best interest of the Township to contract with the WMASS for the management and control of the West Milford Animal Shelter and the enforcement of local ordinances and State statutes pertaining to the operation of said facility; and

Whereas, the WMASS is duly incorporated under New Jersey Law as a not-for-profit, charitable corporation, and under the provisions of Section 5018 (3) of the Internal Revenue Code (see copies of Certificate of Incorporation, By-Laws and Section 501(c)3 determination attached as Exhibits A, B and C.

It is therefore agreed by the parties hereto, in consideration of the mutual covenants and promises herein contained, as follows:

1. The Township, as provided by N.J.S.A. 40A:12-14, shall lease the property known as the West Milford Animal Shelter (hereinafter referred to as "Animal Shelter") located on Marhill Road in West Milford, NJ, and all facilities situated thereon, to the WMASS for the sum of \$1.00 per year for the term of five (5) years. The area to be leased is set forth on the attached map (Exhibit D). As provided in N.J.S.A. 40A:12-14, the WMASS shall annually submit a report to the Township, setting out the use to which the leasehold was put during each year; the activities of the lessee undertaken in furtherance of the public purpose for which the leasehold was granted; the approximate value or cost, if any, of such activities in furtherance of such purposes; and an affirmation of the continued tax-exempt status of the nonprofit corporation pursuant to both State and Federal Law.
2. The Township hereby recognizes the WMASS as a nonprofit corporation as described in N.J.S.A. 40A:12-14, organized for the purpose of operating an animal shelter. The WMASS shall be permitted to use the Animal Shelter in connection with any and all activities related to the purpose of the WMASS as described in its bylaws, as well as activities pursuant to the Agreement.
3. The WMASS shall open the Animal Shelter to the public, at a minimum, during the hours of 10 a.m. - 1 p.m. Monday through Friday, 7:30 p.m. - 9 p.m. Wednesday evenings, and 10 a.m. - 3 p.m. Saturday/Sunday, so as to be of service to the general public. The stated hours of operation are not applicable during Township recognized holidays or Township emergency closings. During said hours, the Animal Shelter shall be under the care and responsibility of a WMASS member.
4. The WMASS shall be responsible for and have complete authority and exclusive rights to the adoption efforts of animals at the Animal Shelter. This authority shall include, but not be limited to, decisions regarding medical care, euthanasia, and all other operating and managerial decisions. The WMASS shall appoint a veterinarian of its choice to act as the animal shelter's Supervisory Veterinarian, at WMASS' expense. Medical records are to be kept for all animals. The Township shall appoint its own veterinarian to inspect the facility at Township expense. The Township Veterinarian shall conduct a minimum of two (2) unannounced inspections to verify compliance with State of New Jersey guidelines and shall provide a copy of all inspection reports to the WMASS on a timely basis. The WMASS Veterinarian set forth above shall not be the Township Veterinarian.

5. The WMASS shall be totally responsible for and have complete authority and exclusive right to the collection, handling, and accounting of any funds, supplies or equipment received by them and in their name, for the benefit of the Animal Shelter. Said funds shall include, but not be limited to, fundraisers, adoption donations and fees, charitable donations, membership fees and similar funds. The WMASS shall provide the Township with a summary of financial activity in the form of annual statements of income and expenses. In addition, the WMASS shall supply reports as required by N.J.S.A. 40A:12-14 referred to in Paragraph #1.

6. The WMASS shall have complete responsibility for the implementation of the Township's statutory responsibilities during the first seven (7) days of an unowned or identified/unknown owned dog or cat's stay at the Animal Shelter (10 days in the event of a bite.) Animals that are brought to the Animal Shelter by the Township Division of Animal Control shall become the responsibility of the WMASS upon the signing of an appropriate release form. At the time of drop-off, the Township shall be responsible for providing complete information concerning all incoming animals, such as exact location found, name and telephone number of finder, circumstances regarding impoundment, ownership status, known medical history, temperament and similar information. In the case of an animal impounded for quarantine, victim name, address, and telephone number shall be provided as it becomes available to the Animal Control Officer for the purpose of quarantine displaying any signs of illness indicative of a possible rabid condition shall be transported directly by the Township to a veterinarian for examination prior to impoundment if possible, during regular business hours for veterinarians.

7. The WMASS shall accept responsibility for wildlife impounded by the Township Animal Control Officers. At the time of impoundment, the Township shall be responsible for providing complete information regarding location found, finder's name and telephone number, and reason for impoundment (i.e. injured, diseased, public nuisance). Final disposition of said wildlife shall be determined by the WMASS. In consideration of the health risks involved with handling wildlife, the Township shall purchase and administer rabies pre-exposure inoculations (up to six shots to WMASS volunteers) annually.

Any wildlife involved in a human bite shall be transported directly to a veterinarian by the Township Animal Control Officer for the purpose of euthanasia, specimen preparation, and transportation for rabies analysis at Township expense.

8. The WMASS shall provide two empty dog runs, an area for cat cages, and an area specifically designated for wildlife. Said areas shall be used as temporary holding areas for the animals brought to the Animal Shelter by the Township Animal Control Officers at times other than the official operating hours as outlined in Paragraph #3 above. These animals are to remain in said holding areas until the release forms are signed by the WMASS, at which time responsibility for the animals transfers to the WMASS. The WMASS shall provide a list of telephone numbers and contacts for the Township Police Department, in order of preference, to be used in the event the holding areas have been filled by the Township Division of Animal Control.

9. During the required impoundment period, the WMASS shall assume full responsibility for the feeding, cleaning, care and maintenance of the animals, liabilities and any financial obligations incurred.

10. The Township hereby assigns all impoundment, detention, and release fees to the WMASS. The collection of said fees is the responsibility of the WMASS. These fees represent consideration for the services herein contracted to the WMASS as outlined in Paragraph #9 above. In the event State of New Jersey regulations change to require remittance of some portion of said fees to the State, the Township shall notify the WMASS and the WMASS shall be responsible for said remittance.

11. After the required impoundment period, the WMASS shall continue to assume full responsibility for, and exclusive rights to the animals at the Animal Shelter until the animal is adopted or euthanized.

12. The Township Division of Animal Control shall remain responsible for all animal control responsibilities as specified by the Township, except as herein contracted to the WMASS. The Township shall provide the WMASS with lists of licensed animals (both dogs and cats) in license number order, street order, and alphabetical order, with telephone numbers included, on a quarterly basis; on or about the first of January, April, July and October.

The statutory responsibilities of the WMASS shall be limited to the NJAC, Title 8:23-3.1 through 8:23-3.10 and 8:23-3.1 (copy attached hereto as Exhibit F).

The WMASS shall notify the Township Health Department immediately when rabies is suspected to be infecting any animal in the WMASS' care. If the Township deems it necessary, the WMASS shall be responsible for arranging a veterinary examination of the animals. In the event the veterinarian determines the need for decapitation and analysis by the State, the WMASS shall be responsible for all veterinary fees concerning said procedures.

13. The WMASS shall maintain the Animal Shelter in a clean and sanitary condition as provided by State of New Jersey regulation. The WMASS shall have the right to provide for any capital improvements it deems necessary or desirable for the improvement of conditions at the Animal Shelter, provided the appropriate local permits and Township approval have been obtained. Any maintenance or repairs on said improvements shall be the responsibility of the WMASS.

14. Minor routine maintenance and repairs shall be the responsibility of the WMASS, including pumping the septic system twice each year. Major structural repairs, or standards required by State regulations, as well as any capital improvements to the existing buildings, shall be the responsibility of the Township. Examples of such items include, but are not limited to, plumbing, electrical or heating system repairs, roof repairs, flooring and septic systems. The Township shall not be responsible for said repairs if said repairs are necessary as a direct result of wilful and wanton actions of the WMASS members, its agents or its employees.

The Township official to be notified by the WMASS in the event major repairs are required shall be the Township Manager. The distinction between minor routine maintenance and repairs to be provided by the WMASS and major items to be provided by the Township shall be made on the basis of cost. Any one such item exceeding \$1,000.00 shall be deemed a major item to be provided by the Township.

15. The WMASS shall be responsible for all utility and telephone charges related to the Animal Shelter.

16. In consideration for staffing the facility as a community service, providing for a certain euthanasia technician, obtaining permits and licenses, filing the appropriate records with the Township Division of Animal Control, and paying for food, supplies, veterinary care, utility charges, drugs, disposal fees and technicians, the Township shall pay the WMASS \$1,350.00 per month. Said fees are to be adjusted annually by the Municipal Cap, beginning with January 1, 1996.

17. The WMASS shall maintain its own offices and telephone lines, separate from the Township Division of Animal Control.

18. The WMASS agrees that at least five (5) of its seven (7) trustees shall be residents of the Township of West Milford. The Township recognizes the WMASS' right to function as an autonomous organization and will not interfere with the WMASS' internal operations.

19. The WMASS shall maintain liability insurance in the amount of \$1,000,000.00 naming the Township as an additional insured. The WMASS agrees to indemnify and hold harmless the Township from any liability incurred as a result of their actions pursuant to this Agreement. The Township shall provide for insurance coverage on the building in case of fire or other structural damage. The WMASS shall provide for insurance coverage on the contents of the Animal Shelter.

20. The WMASS shall be responsible for the control of the population in the Animal Shelter pursuant to State regulations as to space per animal. This may be accomplished in any way deemed appropriate to the WMASS, including, but not limited to, enhanced adoption efforts, fostering programs and euthanasia when necessary, provided it is in compliance with State regulations.

21. Keys to the Animal Shelter gate and to the designated incoming holding areas shall be provided to the Township Division of Animal Control. A set of keys to the Animal Shelter gate and the Animal Shelter building proper shall be provided to the Township Police Department. Said keys shall be released only in the case of an emergency and only to authorized emergency personnel.

22. All Animal Shelter personnel shall wear ID badges and smocks while in the Animal Shelter or while acting as agents of the Township, and shall leave said smocks at the Animal Shelter upon completion of their work. The Township shall provide the WMASS with said smocks and ID badges at Township expense.

23. Any disagreements over interpretation of this Agreement or between the parties shall, in order to resolve any differences, first be discussed between the Health Officer and the WMASS President for resolution. If an agreement cannot be reached, the Health Officer and the WMASS President shall meet with the Township Manager.

24. The covenants and conditions herein contained shall be subject to applicable State statutes, rules and regulations governing the sanitary conduct and operation of the Animal Shelter.

In Witness Whereof, the parties have caused their corporate seals to be affixed and this Agreement to be signed by their duly authorized officers this 6th day of April, 1995.

Township of West Milford

By:_____

West Milford Animal Shelter
(OF WEST MILFORD)

By:_____

Chapter 3 Appendix

Resources for Boards & Managers

Resources for Boards and Managers

Applied Research Associates

57 Brook Road
Sharon, MA 02067

This nonprofit organization is dedicated to helping other nonprofits meet their goals. ARA publishes a number of titles by nationally known author and speaker Dennen Reilly, including *The Animal Welfare Board of Directors; Personnel: Forms, Sample and Worksheets for Nonprofit Organizations*; and *Management Perspectives for Animal Care and Control Professionals*, volumes I and II. Reilly is a developer of the American Humane Association's board development, management/leadership training, and executive training programs, a member of the faculty for the new Humane Society of the United States (HSUS) training initiatives, and a consultant to numerous animal welfare agencies.

Applied Research and Development International, Inc.

6740 E. Hampden Ave., Suite 311
Denver, CO 80224
303-691-6076
Fax: 303-691-6077
www.ardi.org

Publishes a catalogue, *Management and Leadership Resources for Nonprofits*, which includes materials from many nonprofit management resources.

Aspen Publishers

7201 McKinney Circle
Frederick, MD 21701
800-638-8437
www.aspenpub.com

Publishes *Nonprofit Volunteer Management Manual* with a companion forms diskette. Also publishes *Nonprofit Personnel Policies Manual*.

CLC Publishing

P.O. Box 10515
Napa, CA 94581
707-226-5574
www.saveourtstrays.com

Publishes *Board of Directors Handbook*, a comprehensive manual that covers all aspects of nonprofit board structure, responsibilities, and evaluation. This is a valuable, easy-to-use tool for board members and staff.

Energize

5450 Wissahickon Avenue
Philadelphia, PA 19144
800-395-9800

Energize is an international training, consulting, and publishing firm specializing in volunteerism. Publications and other materials concerning all facets of volunteer programs are listed in their free *Volunteer Energy Resource Catalogue*.

National Council of Nonprofit Associations (NCNA)

1001 Connecticut Ave., NW, Suite 900
Washington, DC 20036
202-833-5740
www.ncna.org

The National Council of Nonprofit Associations supports a network of 27 state associations of nonprofit organizations. Member associations offer training, publications, and technical assistance. Contact NCNA for information about your state nonprofit association.

Nonprofit Risk Management Center

NoRMaC Publications

1001 Connecticut Ave., NW, Suite 900

Washington, DC 20036

202-785-3891

Fax 202-833-5747

www.nonprofitrisk.org

Publishes handbooks and booklets on legal liability, screening, and insurance issues for nonprofit organizations. Contact NoRMaC for a current publications list or information about the center's services.

Points of Light Foundation

P.O. Box 221586

Chantilly, VA 22022

800-272-8306

A large selection of publications, videos, and other tools for volunteer programs. Call or write for a free catalog.

Society for Nonprofit Organizations

6314 Odana Road, Suite 1

Madison, WI 53719

800-424-7367

Provides training and publications about nonprofit organization, operation, and management. Call or write for a free copy of their catalog.

Study Center Press

1095 Market Street, Suite 602

San Francisco, CA 94103

800-484-4173, ext. 1073

Support Centers of America

70 10th Street, Suite 201

San Francisco, CA 93103

Provides technical assistance and training for nonprofit organizations from a network of regional centers located throughout the country.

United Way of America

701 North Fairfax Street

Alexandria, VA 22314

703-836-7100

Offers a variety of resources for management of nonprofit organizations. Nonprofit management resources are available through local United Way affiliates, several of which include "volunteer centers" created to encourage utilization of volunteers to provide community services.

Community Development Programs

Public Counsel

601 South Ardmore Avenue

Los Angeles, CA 90005

213-385-2977

NonProfit-Related Books and Software

Board of Directors Handbook, by Bob Christiansen. CLC Publishing: Humane Education That Saves Animal Lives (PO Box 1051, Napa, CA 94581, www.saveourstrays.com); \$15.00.

California Nonprofit Corporation Handbook, seventh edition, by Anthony Mancuso; Barbara Kate Repa, editor. Nolo Press, 1996; paper, \$29.95.

Complete Guide to Nonprofit Corporations: Step-by-Step Guidelines, Procedures, and Forms to Maintain a Nonprofit Corporation, by Ted Nicholas. Dearborn Trade, 1993; paper, \$19.95.

Fiscal Sponsorship: Six Ways to Do It Right, by Gregory Colvin. Study Center Press, 1993. (800-484 4173, ext. 1073); cloth, \$14.95.

Guidebook for Directors of Nonprofit Organizations, by George W. Overton. American Bar Association, 1993; paper, \$19.95.

How to Create a Grassroots Community Program to Help Feral Cats, by Bonney Brown and June Mirlocca. Neponset Valley Humane Society (P.O. Box 609, Canton, MA 02021, 617-341-2675; nvhs@conejo.com), 1998; paper, \$15 postpaid.

Neponset Valley Humane Society's Cat Action Team program has become a model for other successful humane management programs for feral cats. This packet includes information on how to start a successful program, trapping instructions, press releases, CAT newsletter, volunteer and cat tracking forms, resources, etc.

How to Form a Nonprofit Corporation, fourth edition, by Anthony Mancuso. Nolo Press (800-992 6656), 1998; cloth, \$39.95. An excellent guide for new organizations.

Puts the IRS regulations into plain English; easy to understand.

A Legal Guide to Starting and Managing a Nonprofit Organization (Nonprofit Law, Finance, and Management), second edition, by Bruce R. Hopkins. John Wiley & Sons, 1993; paper, \$26.95.

MIS Report: Local Animal Control Management, ICMA Management Information Service (MIS) Report.

Written by the HSUS and published by the International City/County Management Association. Details animal-control problems confronted by local governments and gives guidance in establishing or updating a successful, publicly supported animal care and control program. Available from HSUS, \$8.00

Legal Forms and Agreements: Special Edition for Dog and Cat Shelters and Rescue Groups, by M. Ellen Dixon, Esq. 1999, paper, \$24.95. Order from author at 234 Canterbury Court, Blue Bell, PA 19422, tel. 610-239-0357, email liacob@aol.com.

A self-help manual of essential legal forms and contracts to assist companion animal charities. M. Ellen Dixon is a practicing attorney who provides legal representation to startup nonprofit shelters and adoption and rescue organizations. She is a member of the board of directors of the Pennsylvania SPCA and a member of the Animal Legal Defense Fund.

Staff Screening Tool Kit: Building a Strong Foundation Through Careful Staffing, Non-Profit Risk Management Center, 1001 Connecticut Ave., NW, Washington, DC 20036, tel. 202-785-3891, www.nonprofitrisk.org, \$30.

Starting and Managing a Nonprofit Organization: A Legal Guide, by Bruce R. Hopkins. John Wiley & Sons, 1993; paper, \$26.95.

Starting and Running a Nonprofit Organization, second edition, by Joan M. Hummel. University of Minnesota Press, 1996; paper, \$14.95.

Starting an Non-Profit Organization to Help Animals, revised edition, by Bonney Brown. Neponset Valley Humane Society (P.O. Box 609, Canton, MA 02021, 617-341-2675), 1998; \$12 postpaid. Includes *Starting a Low-Cost Spay/Neuter Clinic*, by Vivan Gela of Animal Advocates. Lays out a basic plan for developing a grassroots organization and includes a resource listing and appendix.

Tax-Exempt Status for Your Organization. Internal Revenue Service Publication 557. Order directly from the IRS at 800-829-3676.

Same material as in other books, but more difficult to read.

Web Sites

There are many Web sites that can help you in setting up as a nonprofit organization. Some groups have put their bylaws on the Internet. Two search engines that are particularly helpful are www.about.com and www.altavista.com. Enter the keyword "nonprofit."

www.agmconnect.org	Associated Grantmakers of Massachusetts. Although geared to Massachusetts, this is a terrific resource.
www.exemptlaw.com	This Web site provides legal and tax information. Includes links to commonly used IRS forms.
www.give.org	Web site for National Charities Information Bureau.
www.irs.ustreas.gov/plain	IRS Web site contains forms and publications.
www.mncn.org	The Minnesota Council Of Nonprofits has a set of sample by-laws on its Web site.
www.nonprofitlaw.com	General information for nonprofits, includes IRS forms.
www.nonprofits.org	The Internet Nonprofit Center.

The Calgary Humane Society

Basic Responsibilities of the Board of Directors

The Board of Directors of a Humane Society has three primary responsibilities. These responsibilities, to distinguish them from specific functions, are general concepts which are broadly applicable to everything the board does.

1. **Attaining the Goals or Purposes.**
Most humane organizations have a statement of aims and objectives of their basic organization and as part of their constitutional structure. In essence, humane organizations exist for the purpose of preventing cruelty and promoting kindness. Corollary provisions are often included. It is the primary responsibility of the board to direct the organization toward these goals in the best possible manner. It is understood that the board is entitled to emphasize certain program areas or to initiate certain projects before others as needs or assets dictate. However, the basic aims and objects must be followed at all times. This is a moral as well as legal, requirement.
2. **Honorable Trusteeship.**
Honorable trusteeship is the second and a dual responsibility. Directors are responsible to the community which supports the organization either through service fees or donations. They are also responsible to the organization on behalf of the animals being helped. Directors are expected to use diligence and prudence in working for the best interest of the organization. They must display the same concern and good faith on behalf of the organization they would normally display in their own personal affairs. They must avoid becoming involved in the remotest suspicion or appearance of conflict of interest. Their motivation for serving on the board must be in the highest traditions of voluntary charitable service.
3. **Teamwork.**
Teamwork is the third responsibility. The board of directors is expected by law and by tradition to function as a group rather than as individuals. The very title "The Board of Directors" emphasizes this principle.

Individual directors have no authority except within the framework of the board meeting unless specifically provided for by the constitution or proper board action. Often board members also serve as volunteer workers at the animal facility. This is a separate end distinct function apart from the individual's board function.

As a volunteer, the director is under the supervision of the Executive and must not interfere with the management of the facility. Suggestions to the executive or staff must be channeled through the entire board in accordance with democratic principles.

Individual directors are expected to discuss, suggest, agree and disagree regarding operational management provided that they do so at a board meeting. This is the way a democracy functions. But as in a democracy, once the will of the majority has been established the director is obligated to accept and abide by the group decision. To do otherwise is to weaken the organization and act unethically.

Duties of the Board

The following list represents the more important areas of policy determination. The list is supplemented by a brief analysis and comment on some of the more common problem areas. Equally valid alternate suggestions may occur to the reader.

Important board responsibilities in this regard are:

- Creating the structure
- Discharging legal responsibilities
- Providing the necessary facilities
- Deciding operational policy
- Employing the executive
- Meeting financial responsibilities
- Interpreting the community to the organization and vice versa

1. Creating the Structure.

A humane organization is more than a loose association of interested people. It requires a formal structure in order to have stability. A humane organization employs people. It makes contracts. It incurs debts. It has creditors. It undertakes risks and may own real property and securities.

Duly constituted charitable organizations may obtain exemption from income taxes and authority may be obtained to give tax-deductible receipts for donations.

Internally, a humane organization requires structuring in the form of by-laws and regulations. The board is entitled to have a brief but specific set of regulations to govern its own work. They should clearly outline the duties of officers and procedures by which the board will transact business and cope with problems.

2. Discharging Legal Responsibilities.

The board has the responsibility of seeing that the humane organization's legal structure is proper and complies with applicable legislation. The organization also must comply with other laws, including licensing and local zoning regulations.

The board must recognize that even desirable deviation from statutory requirements is permitted only when changes in the law (which the organization may well seek) make it possible.

Boards are legally bound to carry out the organization's stated purpose in accordance with the articles of incorporation.

Legal counsel should be utilized whenever there is any doubt as to the legality of board action. Many boards find it helpful to enlist the services of public-spirited attorneys, who may also serve on the board.

3. Providing the Necessary Facility.

It is the responsibility of the board of directors to provide and maintain any required shelter facilities and equipment required by the organization and its programs and services. In this regard, the board should consult with the executive and consider his advice on facilities and equipment.

It is advisable for the board to have first-hand knowledge of the organization's facilities and any inherent deficiencies. The board is responsible for the health, safety and well being of the staff and animals at the facility. It is accountable for hazards to life or health in the facilities under its control.

This does not mean that the board is responsible for physically maintaining the shelter or overseeing actual day-to-day operations. This is the responsibility of the executive and staff. The board's responsibility is to be aware of problem areas and to direct improvements or action requiring policy decisions.

4. Deciding Operational Policy.

The purpose and goals of the Society determine the general direction in which it is going. Service policies represent the means for program achievement. Policies must be spelled out if the program is to proceed in an orderly fashion.

Many charitable organizations have found it helpful to prepare comprehensive statement of policies, principles and general procedures for guidance of new personnel and board members. Some organizations have developed a loose- leaf guide to bring these statements together as a permanent reference.

It is the duty of the governing board to prescribe the services to be provided as well as the basic policies for the administration of services, the board should remember that formulation of service policies and programs must be a joint process involving the board and the executive if they are to have validity and practical applications. The executive serves as a technical advisor. The board takes the responsibility before the public for its decision. The executive accepts these decisions and becomes the agent of the board in carrying them out.

5. Employing the Executive.

One of the most important functions of the board is to select a qualified executive; the executive director more than any other single factor, determines the humane organization's performance as well as the efficiency of the staff and the quality of the operation. A poor executive is no bargain at any price. Good executives do not cost, they pay. A staff favorite local candidate, or someone's friend should, "be appraised on the same objective basis as any other." It is easier to hire an adequate executive than it is to dismiss an inadequate one.

Boards often neglect an important responsibility after hiring an executive. Proper initiation of the appointee can launch him quickly and favorably as part of the community, his appointment should be followed up by press announcements, receptions and public speaking appointments. He should be taken as a guest to clubs and civic functions and favorably introduced to those he will meet in his work. Helping a new executive to get started adds to his effectiveness and lends prestige to the organization.

Occasionally it is necessary to dismiss an executive. The board should proceed in an ethical, businesslike manner. There is absolutely no excuse for 'death of the night' replacements. Such action often indicates that the board has not given the matter due deliberation and is acting hastily in order to avoid debating with its own conscience.

Personnel practice policies including such matters as pensions, retirement, vacations and grievance arbitration, to name a few, should be provided for by the board, in accordance with corresponding practices in other service agencies. These could include police departments, welfare agencies and other charitable groups.

The board is responsible for continuously evaluating its personnel policies and working conditions in to order to continue to attract the best type of employee.

6. Meeting Financial Responsibilities

The board must set up the necessary policies for adequate financial control and accounting fidelity. Accounting procedures must conform to good business practice. Chartered accountants should be utilized to prepare annual audits and such other checks as are deemed advisable.

A policy should be adopted with regard to staff authorization of expenditures or purchases. Customarily, a limit is placed on the amount that an executive can spend without authorization from the board. The petty cash fund or rotating cash fund should be checked periodically and funds replaced according to prescribed procedures. Receipts should be required for all expenditures.

Purchase orders are advisable for purchasing control. All donations should be acknowledged with proper foolproof receipts. Animal inventory records should be set up.

The secondary financial responsibility of the board is to set the budget. The budget of a humane organization is its plan for future services. Budget preparation must grow out of the organization's operations, such of the data needed in creating an adequate budget comes from current or past financial experience. The organization's executive may develop the preliminary draft of the budget for the guidance of the board.

It is accepted practice for boards to have finance committees. Their function is to study the agency's needs as well as ways of financing them. They may review the preliminary draft of the budget and make tentative decisions on the policy factors of the budget rather than burden the entire board. When their study is completed and the budget is tentatively determined, they submit it to the board for its consideration and approval. The entire board should approve a humane organization's plans for spending money.

No board can authorize a budget and then take lightly its duty to provide the needed funds. An approved budget is the board's authorization to spend money. The authorization cannot incur expenditures beyond the authority of the budget.

7. Interpreting the Community to the Organization and Vice Versa

The board, in effect, is a trustee for the community which supports the organization. Therefore, it is the responsibility of the board to study the needs of the community, consult with the executive and to guide the general direction the organization will take to answer community needs for service.

It is the function of the board, for example, to represent the community when discussing policy matters with the staff. It is essential that the board be informed concerning community reaction to the organization's activities. This carries with it an obligation to evaluate and interpret community reaction for the executive and staff.

If board members take too much for granted regarding the community or the organization, or if they become institutionalized by seldom changing the board's membership, or lack familiarity with good standards of work, or in other ways cease to interpret the community reaction effectively, then they fail their trusteeship.

It is also the responsibility of the board to interpret the organization to the community. The board is responsible for setting up policies for organized public relations efforts. These may include annual reports, other industrial publications, speeches, formal meetings, open house visits, press, radio and television releases. These are the ways through which the humane organization interprets itself to the community. In many larger organizations, the board utilizes the advice of a public relations counsel. The board need not actually do these things

itself, although in smaller organizations, volunteers often do participate. It is the function of the board to suggest the general needs and periodically to review organized efforts.

It is the board's responsibility to utilize contacts with other agencies in the community, such as social planning bodies, civic groups, service clubs and other such groups where they can represent the humane agency in their various community activities. Through such contacts, board members are in a position to learn of adverse or favorable attitudes which have been created by the humane organization's services.

The board improves or weakens the public relations of the agency by the wisdom or indiscretion, tact or arbitrariness, care or neglect, of those matters which affect the organization's image.

8. Appraising Performance

The humane organization's plans have been decided. Policies have been determined, a good executive has been employed and a competent staff is now on the job. The finances are arranged. Can the board no forget about the operation of the service? Definitely not. The members must check the operations periodically to see to it that all is going well. They will observe the work through contacts with the executive, by examining reports, by inquiring on progress and by checking for significant comments on the organization's services made by the community.

The directors of a human organization are responsible to the public for their stewardship of the organization. To fulfill this duty they must know that services are being provided as they have directed. Committees are helpful in this area. It is the responsibility of the board to encourage and supervise committees. The board should keep informed on committee performance through regular reports.

Procedures of the Board

We have taken a brief look at some of the responsibilities of the board in terms of specific functions. How does a board actually do something? Briefly, the board reviews, confirms counsels, decides and negotiates matters which are brought to its attention.

1. Reviews.

The board reviews operating and financial statements, reports and the minutes of the meetings. The board reviews executive and committee actions, thus indirectly passing on these actions. The board reviews the overall operation to see that policies adopted by the board are being followed. Reviewing also may indicate areas where special attention is needed.

2. Confirms.

The board confirms, modifies or rejects executive or committee proposals. After a complete background discussion, the board makes an evaluation and acts on the executive or committee decision. Although the refusal to confirm may be infrequent, the board is not a 'rubber stamp' provided it agrees on the basis of its own conviction. When the executive knows the board will question his proposal, he is likely to support recommendations with careful analysis and planning. This is to the board's advantage in arriving at an objective decision.

3. Counsels.

The board advises when planning or administrative decisions are in initial stages. The board meeting provides group judgments or direction on matters where the executive seeks such counsel. Preliminary direction saves time and effort and contributes to the organization's efficiency.

4. Decides.

The board considers, debates and decides. These are the primary functions of the board. The board takes the jurisdiction over those areas for which it is legally responsible. It weighs the facts, chooses executives, decides personnel policy, restates policy, and determines operational policies. It determines the course of action, settles or adjudicates conflicts, and makes decisions.

5. Negotiates.

The board, directly or by appointed representation, negotiates on behalf of the agency with such bodies as municipal agencies, public groups or legislators. There is one requirement common to all of these board functions; the board must function as a whole and in accordance with the basic responsibilities listed in the above.

Function of the Board

There are various ways to approach defining the function of a humane organization's Board of Directors. One practical approach is to indicate that the board is responsible for determination of organization policy.

Webster defines policy as 'wisdom in the management of affairs.' Policy, then indicates a definite course of action adopted by the board. Policy specifies what is to be done, what procedures are to be followed and what governing principles are to be applied.

Policy includes broad details of the overall programs, financial regulations and structure, and shelter management guidelines.

Problems arise because the difference between policy and day-to-day operational decisions are frequently misunderstood. Policy adoption is a legislative function. It is a responsibility of the board. Executing policy, the translating of goals into plans and finally into services, is a staff responsibility. As many decisions are made from day to day by staff or volunteers actually involve policy, administrative and program tasks are simplified by the adoption of guiding policies on these matters. Policy serves as a general guide to everyone in the organization.

A lack of policy in matters under board jurisdiction burdens the staff with the need to obtain repetitive decisions.

Policy determination is a never-ending process. Policies must be revised continuously to meet the challenge of changing times and circumstances.

Since operating policies contribute to the organization's efficiency, the executive also has a responsibility to spot those problems which have come up before and bring them to the attention of the board. The board then determines what policy or action should be taken in the future. Planning includes the clarification of long and short-term objectives. This co-operative approach indicates that policy formulation and planning is the responsibility of both the board and executive staff. The final determination of policy, however, is the sole responsibility of the board. This derives from the board's legal status and its responsibility to the community and the humane organization.

Once policies are established, it is the task of the executive and the staff to see that they are carried to. The executive is responsible to the board for results no matter who joins in the actual work.

The Executive and the Board

The executive of a humane organization plays a vital role in assisting the board. This role has several distinct responsibilities. It is important for the board to utilize them fully in order to guide the humane organization efficiently.

1. Technical advisor.

The executive must provide facts and information constantly to the board, enabling it to make the required judgments and decisions. Certain matters will be brought to the attention of the board on the executive's own initiative because of the executive's awareness that the matters require board policy. In other situations, the executive may supply technical information at the request of the board on the basis of his experience and professional knowledge. He thereby serves as a technical advisor.

2. Agent of the Board.

Once the situation has been brought to the attention of the board, and the facts presented, the board is able to consider and make a decision. This decision is communicated to the executive by the president. The executive carries out the board's decision acting as its agent. He initiates any necessary staff activity and supervises until the assignment is completed.

3. Dual Role and Liaison.

In these important areas the executive is acting in a dual role. He is both advisor and agent assisting the board in conducting its business and carrying out its responsibilities. He also serves as the liaison between the staff and the board and vice versa.

There is a fine balance to be maintained in these functions. The autocratic executive may attempt to administer the humane organization as if the board did not exist. His opposite number, the weak executive, may attempt constantly to utilize the board as a buffer to avoid his own responsibility and strive to help by accepting his own responsibility.

The vital philosophy of the board and the executive should be that they each have a vital function to perform. This requires absolute cooperation to achieve a full measure of efficient service. Neither is indispensable, nor is either self-sufficient. Each must respect the other's authority and communication protocol. They are both essential to the successful operation of a humane organization

Officers and Committees

The by-laws specify the number of officers, their election, terms of office and their functions. In addition, certain functions have accrued to each office by tradition and practice.

The more common offices are:

1. **The President**
The president is the chief executive officer of the organization. He or she presides at Meetings of members and of the board. He/she may be given authority to execute documents and countersign checks signed by the treasurer. He/she is the liaison between members and the board. He/she directly supervises the executive and sees that board policies are implemented. He/she calls meetings and arranges with the secretary to give proper notice to all members or directors. Additionally he/she is usually the official representative of the organization at all public events.
2. **Vice-President**
The vice president(s) is (are) empowered by the by-laws to act in the absence or disability of the president, by custom, the president consults with the vice-president(s) on matters of policy and public relations.
3. **Secretary**
The secretary gives notice of the time and place of all meetings. Also he/she keeps the record of all proceedings of both members' and the board of directors' meetings and has custody of the corporate seal, by-laws, records and general archives of the organization. The board for convenience may appoint one or more assistant secretaries to serve in the absence of the secretary.
4. **Treasurer**
The treasurer is a member of the board of directors and of the Finance Committee. He/she is in charge of the books and accounts of the organization, and is responsible for depositing all money received by the organization in appropriate bank accounts in the name of the organization. Usually he/she has the authority to sign checks drawn on the bank account of the organization, or countersignature by the president. The treasurer is required to present a financial statement at such times, and in such detail as may be required by the board. The board, for convenience, may appoint one or more assistant treasurers to serve in the absence of the treasurer. The treasurer and any employees handling funds should be bonded.
5. **Committees.**
The president of a humane organization may appoint such committees, as may be considered necessary for the efficient and progressive operation or management of the organization. Usually, the chairman of any such committee is a member of the board, and is often given the power to add to his/her committee. However, other committee members, may not necessarily be members of the board.
During his/her term of office, the committee chairman will keep the board informed on committee performance and progress through regular reports.
The president of the organization shall be an 'ex officio' member of all committees, excepting the Nominating Committee for the purpose of choosing his/her successor.

The essential committees are:

(a) **Finance Committee**

This committee is composed of a chairman, who may be the treasurer of the organization, and at least three other persons, not necessarily members of the board.

The responsibilities of this committee are: (1) The financial management of the organization, including periodical reviews, studies and assessments. (2) Determination of salary schedules and categories, salary negotiations and any other financially related employee benefit program. (3) On recommendation of the executive, and in cooperation with the Operational Committee, establish new staff positions and salary categories, subject to the approval of the board. (4) Capital expenditures and expenditures over the amount, which the executive has been authorized to spend without board approval. All recommendations by the committee on such expenditures are subject to board approval. (5) Review and make tentative decisions on the annual budget, as presented to the committee by the executive, for presentation and consideration by the board. (6) Review and make tentative decisions on any financially related proposal or suggestion, which

may be presented to the committee by the executive for presentation and consideration by the board. (7) Provide control supervision and directions for any fund raising activity or program the organization may decide upon.

The executive may be invited to attend any meetings of the committee in a capacity of technical advisor.

(b) Operational Committee (Shelter)

The chairman of this Committee is a member of the board and is usually given, by appointment, the power to add to the committee as may be required.

The responsibilities of this committee are: (1) Provide the board with a necessary overview of the practical operation and services, to enable the board to establish, in cooperation with the executive, operational and service policies, which will conform to applicable legislation and the needs of the community. (2) Staff relations including arbitration and review periodical staff performance evaluations, as prepared by the executive. (3) Review and make tentative decisions on any proposal or suggestion with regards to the practical operation, which may be presented to the committee by the executive, for presentation and consideration by the board. (4) Provide assistance and advice to the executive on matters of the practical operation of the animal facility and services. (5) Through contacts with the executive, and periodical visits to the animal facility, keep informed and familiar with the practical operation and services provided by the organization.

The executive may be invited to attend any meeting of the committee in a capacity of technical advisor.

(c) Building Design and Site Committee.

The chairman of this committee is a member of the board, and is usually, by appointment, given the power to add to the committee may be required.

The responsibilities of this committee are: (1) the physical facility and site, excluding equipment and other inventory. (2) Subject to board approval, negotiates with proper authorities and individuals regarding service of the faculty, and any purchase, lease or sale or transaction of property or buildings, which may be necessary or affect the organization (3) Review and make tentative decisions on any proposal or suggestion, which may be presented to the committee by the executive, with regard to maintenance, major repairs or expansion of the physical facility, for presentation and consideration by the board.

(d) Publicity Committee (Humane Education)

The chairman of this committee is member of the board and is usually, by appointment, given the power to add to the committee as may be required.

The responsibilities of this committee are: (1) interpreting the community to the organization and vice versa. (2) establish areas of concentration and priorities of continuous publicity and special events. (3) Ensure that media contact and liaison with other organizations, clubs and associations is established and maintained. (4) In cooperation with the executive, establish publicity guidelines and procedures. (5) Ensure that a proper and effective humane education and public information program is prepared, executed and maintained. (6) Reviews and make tentative decisions on any proposal or suggestion, which may be presented to the committee by the executive. With regard to any publicity or education program, for presentation and consideration by the board.

The executive may be invited to attend any meeting of the committee in a capacity of technical advisor.

(e) Animal Welfare Committee (Legislation)

The chairman of this committee is a member of the board and is usually, by appointment, given the power to add to the committee as may be required.

The responsibilities of this committee are: (1) Through periodical surveys, reviews, and assessments, establish the needs of the area served by the organization and, in cooperation with the Operational Committee and the executive, make recommendations to the board on how animal welfare needs in this area, can best be met by organization. (2) Review and interpret all legislation, (municipal, provincial and federal), which may affect the operation of the organization and animal welfare in general. (3) In cooperation with the Operational Committee and the executive, review and assess operational procedures and policies to ensure adherence to relevant legislation. (4) Provide assistance and advice to the executive, on matters of legislation and general animal welfare. (5) Obtain legal opinion and counsel when required. (6) Establish and maintain communication and liaison with other animal oriented organizations, clubs, agencies and associations with regard to legislation and animal welfare in general, on

municipal, provincial, federal and international level. This committee should be concerned not only with companion animals in the community, but with livestock, wildlife and exotic animals as well.

The executive may be invited to attend any meetings of the committee in a capacity of technical advisor.

(f) Membership Committee.

The chairman of this committee is a member of the board and is usually, by appointment, given the power to add to the committee as may be required.

The responsibilities of this committee are: (1) Ensure that a constant campaign for enrollment of new members and retaining present members is maintained. (2) Ensure that accurate membership records are maintained. (3) Ensure that communication with the general membership is maintained through personal contacts, public announcements or mailing to the individual number. (4) In cooperation with the Publicity Committee and the executive, plan and prepare recommendations to the board with regard to new membership programs, membership drives and required changes in membership structure.

The executive may be invited to attend any meeting of the committee in a capacity of technical advisor.

(9) Nominating Committee.

The chairmen of this committee is not necessarily a member of the board and usually, by appointment, given the power to add to the committee as may be required. Other members of the committee are normally recruited from the general membership.

The working term of this committee is a relatively short one, generally speaking three months before the Annual General meeting of the organization.

The responsibility of the committee is to establish a slate of officers and directors for nomination to office, at the Annual General Meeting of the organization and in accordance to the by-laws.

Due to the complexity of animal welfare organization, at times, certain areas of the different committees responsibilities will appear to be overlapping. In such cases, it is expected that committee chairmen will coordinate the efforts of their committees to avoid duplication and repetition of committee performances, and thereby increase the efficiency of the organization's overall program.

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HSUS Suggested Bylaws for Humane Societies

The suggested bylaws that follow are for illustration only. They should not be adopted wholesale or indiscriminately but should be carefully tailored, with the assistance of an attorney, to the requirements of your state's corporation law and your society's particular needs.

ARTICLE I Purposes and Policy

Section 1. The purpose of this society is the prevention of cruelty to animals, the relief of suffering among animals, and the extension of humane education.

Section 2. It is the policy of the society to provide humane care and treatment for all animals needing protection in the area served by the society; to seek to return lost animals to their owners; to seek suitable homes for animals without owners; to provide euthanasia when necessary. No animal under control of the society may be disposed of except as here specifically provided. In its care and disposition of animals, the society shall maintain the minimum standards prescribed by The Humane Society of the United States.

ARTICLE II Headquarters and Branches

The principle office and headquarters of the society shall be in _____(city) _____(county), _____(state). The society may establish and maintain branches and offices elsewhere.

ARTICLE III Seal

The board of directors may prescribe the design for a corporate seal. The seal may be used by causing it or a facsimile thereof to be impressed or affixed or reproduced otherwise.

ARTICLE IV Members

Section 1. Membership shall be of two classes. Every person accepted as a member who shall pay \$10 or more annually shall be classed as an Active Member. Every person accepted as a member who shall pay less than \$10 annually shall be classed as an Associate Member.

Section 2. No person shall be a member unless elected to membership by the board of directors, which may reject any application for reasonable cause. Any person refused membership or expelled may appeal such rejection or expulsion to the members at the next ensuing annual meeting of the members of the society by addressing a notice of appeal to the secretary at least 10 days before such meeting. The members may at such meeting by a majority vote overrule any such rejection or expulsion. Their decision shall be final.

Section 3. All Active Members shall be entitled to cast one vote at any meeting of the society or in any referendum, provided, however that a member shall not have any such rights until he has been a member of the society for three months. For the purpose of this section, a person shall be deemed to have become a member, if elected to membership, on the date his or her application is received by an officer or director of the society. Associate Members shall not be entitled to vote.

Section 4. The annual meeting of the society for the purpose of electing directors and for the transaction of any other business authorized to be transacted by the members shall be held at such time and place as shall be specified by the board of directors.

Section 5. Special meetings of the members may be called at any time by the board of directors or by any 25 members qualified to vote, upon their filing with the secretary a written request for the meeting stating the purpose or purposes of the proposed meeting. Special meetings for which written request is made shall be held not less than 30 days nor more than 60 days after the filing of the request, at a time and place that the president shall designate.

Section 6. Advance notice of all meetings of members shall be given the members by the secretary or, in his or her absence, by another officer. All such notices shall be sent by mail, at least 10 days in advance of the date set for the meeting, to the last known post office address of each Active Member of record at the time the notice is sent, and only such Active Members as are in good standing shall be entitled to notice and to vote at such meeting.

Section 7. At each annual meeting the members shall elect a nominating committee of three members to serve for the ensuing year. At least 60 days before then next annual meeting, the nominating committee shall nominate a number of candidates for membership on the board of directors not less than the number to be elected at the ensuing annual meeting. The committee shall notify the secretary of the nominations, and the secretary shall, at least 45 days before the annual meeting, notify the members of the nominations through the official publication of the society or by direct mail addressed to the members at the last known post office address of each Active Member or record at the time the notice is sent. Any 25 Active Members may also nominate one or more candidates for membership on the board by written petition filed with the secretary at least 30 days before the annual meeting, and the secretary shall at least 20 days before the annual meeting give notice of the nominations in the same manner as is prescribed for nominations by the nominating committee.

Section 8. At any meeting of the society, those members present in person shall have authority to transact all business that may come before the meeting. Voting by proxy shall not be permitted.

ARTICLE V Directors

Section 1. The concern, direction, and management of the affairs of this society shall be vested in the board of directors.

Section 2. Only Active Members are eligible for election as directors. No person employed by or receiving remuneration for services from a humane society; no person who derives his or her livelihood or any significant income from the purchase, sale, use, care or commercial exploitation of animals; and no person convicted of cruelty to animals or who engages or has engaged in blood sports involving animals may be a director.

Section 3. The members of the board of directors shall be elected at annual meetings by the Active Members of the society and shall serve for terms of three years each, except that at the first election following the adoption of these bylaws, one-third of the members of the board of directors shall be elected to serve for one year, one-third for two years, and one-third for three years. Thereafter, one-third of the board of directors shall be elected annually.

Section 4. The board of directors shall be composed (until the first annual meeting of the society) of not fewer than five nor more than 15 members. The board of directors, until such first annual meeting, shall have the power to add to their numbers such additional members as shall be necessary to increase their number to 15. At any time when the number of directors in office shall be fewer than five directors in office, but no act of this society shall be void at any time merely because there are fewer than five directors in office.

Section 5. In case any director shall by death, resignation, incapacity to act, or otherwise, cease to be a director during his or her term, his or her successor shall be chosen by the board to serve until the next annual meeting of the members. At such meeting the Active Members shall elect a director to fill the unexpired term of the director, unless the unexpired term of the director whose vacancy is to be filled expires after such meeting, in which event a director shall be elected for a full term by the Active Members.

Section 6. An annual organization meeting of the board of directors of the society shall be held not more than 30 days after each annual meeting of the members of the society. Regular meetings of the board of directors shall be held at such times and places as shall be fixed by the board provided that the board of directors shall meet at least quarterly for the transaction of business.

Section 7. Special meetings of the board of directors may be called by the president or by the secretary when requested to do so in writing by any three directors.

Section 8. For meetings called by the president, 20 days, and for meetings called at the request of directors, 30 days notice by mail shall be given. No notice shall be required for any meeting at which all of the directors are present.

Section 9. Any meeting may be held without notice provided every directors shall waive in writing the notice otherwise required.

Section 10. A majority of the members of the board of directors shall constitute a quorum.

Section 11. If any member of the board of directors shall be absent from three consecutive regular meetings without being excused from attendance by the board, he shall be deemed to have resigned from office, and the vacancy so caused shall be filled as herein provided for the filling of vacancies in the membership of the board of directors.

Section 12. Except as otherwise prescribed in these bylaws, decisions at any meeting of the board of directors, the executive committee, or other committees shall be by majority vote of those present and voting. Each directors shall have one vote, and no voting by proxy shall be permitted.

Section 13. The board of directors may appoint an executive committee composed of five or more of their number, and such committee shall include the president, the treasurer, and such other members as may be elected by the board at its annual organization meeting or at any meeting by a majority of the members of the entire board of directors. The executive committee shall have and may exercise all of the powers of the board of directors when the board is not in session, except such powers, if any, as the board may specifically reserve to itself, or as may be specifically assigned to any other committees or any officer of the society. The executive committee shall adopt such rules and regulations as it may deem prudent for its management. The board of directors may provide for such other committees as the board deems desirable and may delegate to such committees such duties and powers from time to time as it shall deem necessary or desirable.

Section 14. Directors, as such, and member of committees, shall be classed as volunteers and shall not receive any salaries or fees for their services but may be reimbursed for any expenses incurred in fulfilling their duties.

ARTICLE VI Officers

The fiscal year of the society shall commence January 1 of each year.

ARTICLE VII Amendments

These bylaws may be amended by the members at any annual meeting provided that a proposal to amend shall be submitted in writing to the secretary with signatures of at least 25 members at least 40 days prior to the annual meeting. The secretary shall include the text of the proposed amendment in the notice of meeting.

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Constitution and By-Laws of The Animal Welfare Federation of New Jersey

PREAMBLE

The Animal Welfare Federation of New Jersey (herein “the AWFNJ”), was incorporated on the third day of October, 1995, under Title 15 of the Laws of the State of New Jersey. The AWFNJ is a New Jersey Not-For-Profit Corporation.

The mailing address of the AWFNJ is Animal Welfare Federation of New Jersey, P.O. Box 712, Montclair, New Jersey 07042.

ARTICLE I

Mission and Purpose

It is the mission and purpose of the AWFNJ to unite all New Jersey animal protection organizations, to exchange ideas and information to work collectively to elevate the standard of care and level of knowledge related to animal welfare in the state of New Jersey.

- a. To act as a unified voice in supporting animal welfare issues.
- b. To gather and distribute information and to promote a Federation position on proposed animal welfare legislation.
- c. To encourage the enforcement of laws that protect animals.
- d. To develop, promote and sponsor programs of education to encourage better understanding, greater appreciation and better care of all animals.
- e. To improve animal protection and control services.
- f. To act as a resource and information center.
- g. To engage in other activities to encourage and promote kindness and compassion toward animals and the prevention of cruelty to animals.

Definition

The AWFNJ is organized under a Board of Directors and operated for non-profit purposes, and no part of the net earnings shall inure to the benefit of any members, shareholders, or individual, and no substantial part of its activities will be to carry on propaganda or otherwise attempt to influence legislation, nor will it participate in or intervene in any political campaign on behalf of, or in opposition to, any candidate for public office. The AWFNJ is intended to be and remain an independent, non-profit corporation and the directors, officers, members, agents and employees thereof will refrain from any action or activity which will prevent or compromise in any way such status of the AWFNJ or its right to receive donations which may be tax deductible, or which may jeopardize its status as a corporation whose receipts are tax exempt from income taxation of every kind under United States Internal Revenue Laws, and specifically section 501(c)(3).

ARTICLE II

Membership and Dues

Membership

Membership in the AWFNJ shall be open to persons who are interested or concerned about the welfare of animals and who qualify and continue to qualify for membership under the rules and principles adopted by the Board of Directors and elected members.

There are two levels of membership: voting and non-voting.

Voting: Any organization interested in the purposes for which the Federation has been incorporated, and which desires to support the Federation’s programs and which meets the eligibility requirements may apply for voting membership in the Federation. Application must be made in writing. A majority of the Board must approve all applications. Each voting member is entitled to only one (1) vote. Voting must be done in person by a delegate of the member organization. Voting by proxy is not allowed. Only organizations may be voting members.

Non-Voting: Any individual or organization wishing to attend Federation meetings, or receive Federation publications may do so upon payment of yearly dues. Non-voting members will not be allowed to vote or hold office in the Federation, but with permission by the Board of Directors, may participate in general business.

Advisory Members

The name of such individual(s) shall be proposed at a meeting of the Board, and accepted by a ? vote of the Board members. Advisory members may give counsel to the Board of Directors and pay dues, but do not have voting privileges.

Honorary Members

The name of such individual(s) shall be proposed at a meeting of the Board, and accepted by a ? vote of the Board members. Honorary members may give counsel to the Board of Directors and pay dues, but do not have voting privileges.

Dues

The Board of Directors will set dues for membership. Dues will be published at least annually in one of the AWFNJ's publications. Initial dues shall be payable with application for membership. Dues not paid within thirty (30) days of the end of the fiscal year shall result in automatic termination of membership.

ARTICLE III

Elections

Board of Directors

The Board of Directors shall have charge of the management of the AWFNJ, its assets, property and business.

Members of the Board of Directors may serve a maximum of two (2) consecutive terms of office. Only active voting members in good standing are eligible for election as Directors. Directors shall be elected for a three-year term by a majority of voting members present at the Annual Meeting. After two consecutive terms of office, Directors must step down from the Board for a two-year period, after which time, that individual may run again for inclusion on the Board of Directors.

The Board of Directors shall be composed of not fewer than nine or more than 15 members. At any time when the number of Directors in office shall be fewer than nine, the Directors remaining in office shall add to their number until there be not fewer than nine directors in office, but no act of the AWFNJ shall be void at any time merely because there are fewer than nine Directors in office.

In case any Director shall by death, resignation, incapacity to act, or otherwise, cease to be a Director during his or her term, his or her successor shall be chosen by the Board at its next regular meeting to serve until expiration of that Director's term.

If any Director shall be absent from two consecutive regular meetings without being excused from attendance by the Board, he or she shall be deemed to have resigned from office, and the vacancy so caused shall be filled as herein provided for the filling of vacancies in the membership of the Board.

Except as otherwise prescribed in these bylaws, decisions at any meeting of the Board of Directors, the Executive Committee, or other committees shall be by majority vote of those present and voting. Each Director shall have one vote, and voting by proxy shall be permitted. If a Director is absent from a meeting at which a vote was taken with which he or she disagrees, a written statement of his or her disagreement may be sent to the Secretary to be included with the minutes of said meeting.

Directors, as such, and members of committees, shall be classified as volunteers and shall not receive any salaries or fees for their services but may be reimbursed for any reasonable expenses incurred in fulfilling their duties.

The Board of Directors shall order, receive and review an annual audit of the books, record, books of accounts and business of the AWFNJ.

ARTICLE IV

Officers and Board of Directors

Officers

1. President: The President shall preside at all meetings of the AWFNJ and of the Board of Directors. The President shall appoint all committees of the AWFNJ and shall be an ex officio member of each committee.

2. Vice-President: The Vice-President shall perform all the duties of the President in his/her absence and in the event of a vacancy in the office of President, shall fill the office of President for the remainder of the term.

3. Treasurer: The Treasurer shall keep an account of all moneys received and expended for the use of the AWFNJ and shall make disbursements authorized by the Board. The Treasurer shall make a report at least as frequently as every quarterly meeting or when called upon by the President. The funds, books, and vouchers in the Treasurer's hands shall at all times be subject to verification and inspection by the Board at the direction of a majority of the Board of

Directors.

4. Secretary: The Secretary shall keep a record of the proceedings of all meetings of the AWFNJ and the Board of Directors. The Secretary shall issue all notices of meetings, shall preserve the records of the AWFNJ, shall conduct the general correspondence, charts, by-laws, records and other documents of the AWFNJ. Upon expiration or termination of the Secretary's term, all records and documents shall immediately be turned over to the successor or the President.

Officers

Officers shall be elected from the Board of Directors by a ? majority for a one-year term after the election of Directors at the Annual Meeting of the Federation. The Board of Directors shall elect a President, Vice President, Secretary and Treasurer.

No candidate for office shall be balloted for unless he or she shall have signaled his or her acceptance of the nomination, either in writing filed with the nominating committee, or by declaration in open meeting and recorded by the Secretary.

The Board of Directors shall fill all vacancies in office, other than that of President, with such designee to serve until the next election of officers.

Eligibility for Office: In order to be eligible for candidacy or to serve in office, a person must be a voting member of the AWFNJ in good standing, and, for the office of President or Vice-President, and must have served as a member of the Board of Directors, for a period of at least one year, and concurrently when nominated. All terms are for a period of one year.

Only members of the Board of Directors of the AWFNJ who are in good standing and with active status shall have the right to vote or to sign a petition for nomination. No member will hold more than one office at the same time.

Two tellers appointed by the President shall count the votes immediately after the conclusion of the voting and announce the results of the election. All voting shall be by secret ballot and shall be cast in person. A plurality of votes cast shall determine the results of the election, and all elected officers shall be installed and shall assume office at a general or special Board of Directors meeting following the date of the election.

ARTICLE V

Standing Committees

The following Standing Committees will consist of at least three appointed members selected by the Board of Directors or as designated below. The President of the Board of Directors will appoint standing Committee Chairpersons. Additional committees may be added by the President of the Board of Directors as needed.

1. Executive: From time to time, an Executive Committee consisting of the President, Vice President, Secretary, Treasurer, and one Director appointed by the Board of Directors shall have all the powers of the Board to conduct the business of the AWFNJ (in emergency situations or in between regularly scheduled meetings of the Board), except for the power to terminate memberships or to fill vacancies on the Board or its offices.

2. Nominating: The Board of Directors shall appoint a nominating committee consisting of not less than three (3) members. Nominations for Board membership shall be submitted to the nominating committee by voting members not less than sixty days (60) days prior to the election. The Nominating Committee is empowered to actively solicit and cultivate candidates for Board vacancies from its voting membership. Written notification of nominations shall be sent to all voting members no less than thirty (30) days prior to the election.

3. Other: The Board of Directors shall establish other committees as deemed necessary to carry out the purposes of the AWFNJ. The members of such committees may be, but need not be, members of the Board of Directors.

ARTICLE VI

Director

The Director shall be the administrative agent of the Board of Directors and the managing director of all offices of the AWFNJ. He/she shall be available to the officers, committees and members for professional consultation in connection with the affairs of the AWFNJ. The Director will act as an ex-officio member of the Board of Directors, with no voting privileges. He/she shall direct and manage the preparation of an annual budget and submit the same to the Board of Directors for its consideration. He/she may employ such office and other personnel and acquire for the AWFNJ such material and equipment, or direct the same, as the budget specifications warrant. The Director is authorized to pay expenses up to \$1,000 necessary for the day-to-day operation of the AWFNJ. Any acquisition or expenditure in the amount of \$1,000 or more, however, must be submitted to and approved by the Board of Directors in advance.

The Director shall be responsible and shall supervise the day-to-day operations of the AWFNJ and its various locations and facilities. The Director will organize regular programs to meet the mission of the organization and the needs of the membership and the general public as approved by the Board. The Director will be responsible for a report of the AWFNJ to be delivered to the Board of Directors at regularly scheduled meetings. The Director is responsible for coordinating fundraising activities with the Board of Directors and for the preparation of the Annual Report to be presented at the Annual Meeting.

If a vacancy shall occur in the position of Director due to retirement, death, resignation, termination, or any other cause, a Search Committee of three persons shall be selected by the Board of Directors, which Committee may include persons from within and without the AWFNJ, persons of skill, training and known abilities. Such committee shall search out and recommend to the Board of Directors the engagement of a qualified person to be engaged as Director. In making such recommendation, the Search committee may use such means as may to them be appropriate in determining their selectee, whether by advertisement, solicitation among other organizations, invitations to interview from within or without the AWFNJ and any other method the Committee deems appropriate. The final selection shall be preceded by an interview by the Committee, followed by an interview by the Executive Committee of the Board of Directors.

The annual budget of the AWFNJ shall be prepared by the Director, with the assistance of the Treasurer, and submitted in person to a regular or special meeting of the Board of Directors, for its approval and adoption. Such submission of the budget shall be made prior to the commencement of each new fiscal period of the AWFNJ.

ARTICLE VII

Limitation of Liability and Indemnification of Directors and Officers

Personal liability of Directors and Officers acting in the course of their duties as directors or officers is hereby eliminated to the fullest extent permitted by law.

The AWFNJ does hereby indemnify and hold harmless the Directors and Officers of the AWFNJ, acting in the course of his/her duties as such, to the fullest extent permitted by law, from all liability, expenses and damages, incurred or threatened to be incurred in the performance of their respective duties as such director or officer, and the AWFNJ shall at all times, procure and keep in effect, insurance, in a reasonable amount, to assure against such liability.

ARTICLE VIII

Meetings

Meetings of the membership shall be held at least annually in every calendar year, as scheduled by the Board of Directors, and a notice of the meeting shall be sent by mail, telephone, fax or email at least fifteen days prior to the meeting, setting forth the time, date and place of the meeting.

Meetings of the Board shall be held at the mutually agreed upon location unless, for good cause, the President shall select another convenient place for the meeting. The presence of at least two-thirds of the Board shall constitute a quorum, and action shall be taken only by a majority of those present and voting. There shall be an open portion of the meeting which members in good standing may attend and a closed portion to discuss AWFNJ business.

Meetings of the Committees of the AWFNJ shall be held at the call of the chairperson of the committee, as and when necessary and notice thereof shall be given to each committee member by mail, fax, email or by telephone, stating the date, time and place of the meeting. At least two-thirds of the committee members shall be present to constitute a quorum and action shall be taken by the vote of a majority of those present.

Special meetings of the Board may be called by the President or by at least three members of the Board who have provided written notice thereof stating the date, time and place of meeting, as well as the special purpose of the meeting. Ten days notice of the meeting, by mail, email, fax or telephone, shall be given to all Directors.

The proceedings of all meetings of the AWFNJ, the Board of Directors and Committees shall be governed by the latest edition of Robert's Rules of Order, unless otherwise stated herein. Minutes of meetings of the Board of Directors shall be made available to each and every Board member ten days prior to the following scheduled Board meeting.

ARTICLE IX

Amendments

Amendments to this Constitution and By-Laws may be proposed in writing by a member of the Board of Directors and submitted to the Secretary. Notice thereof, setting forth the Amendment proposed, shall be included in the next regular meeting of the Board of Directors and shall be voted upon by the Board at a meeting for which the same has been noticed. Approval by vote of two-thirds of the Board of Directors shall be necessary for the passage of any amendment. Following approval of the Board, copies of such proposed amendments shall be mailed to all voting members of the AWFNJ, not less than 45 days prior to the holding of the meeting. A two-thirds majority of the vote cast by members in good standing at the meeting is required to amend these by-laws.

ARTICLE X

Miscellaneous

All withdrawals of funds and checks of the AWFNJ, as orders of payment of moneys of the AWFNJ shall be signed by or bear the signature of any one of the authorized signatories.

Contracts for the purchase, sale or lease of real and personal property by the AWFNJ must be approved by the Board of Directors and signed, on behalf of the AWFNJ, by one of the authorized signatories.

In the event that the useful purposes of the AWFNJ shall terminate, the AWFNJ will provide for payment of all liabilities and will dispose of all remaining assets to any New Jersey non-profit animal welfare organization which will at the same time qualify as a corporation exempt from payment of income taxes under United States Internal Revenue Laws and whose mission, goals and standards reflect that of the AWFNJ.

The fiscal year of the AWFNJ shall commence January 1 of each year and end on December 31 of each year.

(Revised and Adopted August 2000)

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How to Start a Nonprofit: Sample (Bylaws)

BYLAWS OF: _____

ARTICLE I - NAME, PURPOSE

Section 1: The name of the organization shall be _____

Section 2: The _____ is organized exclusively for charitable, scientific and educational purposes, more specifically to _____.

ARTICLE II - MEMBERSHIP

Section 1: Membership shall consist only of the members of the board of directors.

ARTICLE III - ANNUAL MEETING

Section 1: Annual Meeting. The date, time and place of the regular annual meeting shall be set by the Board of Directors.

Section 2: Special Meetings. Special meetings may be called by the Chair or the Executive Committee.

Section 3: Notice. Notice of each meeting shall be given to each voting member, by mail, not less than ten days before the meeting.

ARTICLE IV - BOARD OF DIRECTORS

Section 1: Board Role, Size, Compensation. The Board is responsible for overall policy and direction of the Council, and delegates responsibility for day-to-day operations to the Council Director and committees. The Board shall have up to _____ and not fewer than _____ members. The board receives no compensation other than reasonable expenses.

Section 2: Meetings. The Board shall meet at least _____ at an agreed upon time and place.

Section 3: Board Elections. Election of new directors or election of current directors to a second term will occur as the first item of business at the annual meeting of the corporation. Directors will be elected by a majority vote of the current directors.

Section 4: Terms. All Board members shall serve _____ year terms, but are eligible for re-election.

Section 5: Quorum. A quorum must be attended by at least _____ percent of the Board members before business can be transacted or motions made or passed.

Section 6: Notice. An official Board meeting requires that each Board member receive written notice two weeks in advance.

Section 7: Officers and Duties. There shall be five officers of the Board consisting of a Chair, Vice Chair, Secretary and Treasurer. Their duties are as follows:

The Chair shall convene regularly scheduled Board meetings, shall preside or arrange for other members of the executive committee to preside at each meeting in the following order: Vice-Chair, Secretary and Treasurer.

The Vice-Chair will chair committees on special subjects as designated by the board.

The Secretary shall be responsible for keeping records of Board actions, including overseeing the taking of minutes at all board meetings, sending out meeting announcements, distributing copies of minutes and the agenda to each Board member, and assuring that corporate records are maintained.

The Treasurer shall make a report at each Board meeting. The Treasurer shall chair the finance committee, assist in the preparation of the budget, help develop fundraising plans, and make financial information available to Board members and the public.

Section 8: Vacancies. When a vacancy on the Board exists, nominations for new members may be received from present Board members by the Secretary two weeks in advance of a Board meeting. These nominations shall be sent out to Board members with the regular Board meeting announcement, to be voted upon at the next Board meeting. These vacancies will be filled only to the end of the particular Board member's term.

Section 9: Resignation, Termination and Absences. Resignation from the Board must be in writing and received by the Secretary. A Board member shall be dropped for excess absences from the Board if s/he has three unexcused absences from Board meetings in a year. A Board member may be removed for other reasons by a three-fourths vote of the remaining directors.

Section 10: Special Meetings. Special meetings of the Board shall be called upon the request of the Chair or one-third of the Board. Notices of special meetings shall be sent out by the Secretary to each Board member postmarked two weeks in advance.

ARTICLE V - COMMITTEES

Section 1: The Board may create committees as needed, such as fundraising, housing, etc. The Board Chair appoints all committee chairs.

Section 2: The five officers serve as the members of the Executive Committee. Except for the power to amend the Articles of Incorporation and Bylaws, the Executive Committee will have all of the powers and authority of the Board of Directors in the intervals between meetings of the Board of Directors, subject to the direction and control of the Board of Directors.

Section 3: Finance Committee. The Treasurer chairs the Finance Committee, which includes three other Board members. The Finance Committee is responsible for developing and reviewing fiscal procedures, a fundraising plan, and annual budget for staff and other Board members. The Board must approve the budget, and all expenditures must be within the budget. Any major changes in the budget must be approved by the Board of the Executive Committee. The fiscal year shall be the calendar year. Annual reports are required to be submitted to the Board showing income, expenditures and pending income. The financial records of the organization are public information and shall be made available to the membership, Board members and the public.

ARTICLE VI -AMENDMENTS

Section 1: These Bylaws may be amended when necessary by a two-thirds majority of the Board of Directors. Proposed amendments must be submitted to the Secretary to be sent out with regular Board announcements.

These Bylaws were approved at a meeting of the Board of Directors of _____ on _____, 20XX.

Caveat: This publication was prepared to provide accurate information regarding the topics covered. Legal requirements and nonlegal administrative practice standards discussed in the document may be changed due to new legislation, regulatory and judicial pronouncements, and updated and evolving guidelines. The Minnesota Council of Nonprofits is providing this information for your reference, and this service does not constitute an engagement to provide legal, tax or other professional services on either the part of the Minnesota Council of Nonprofits or the professionals who authored and/or reviewed it. If you require professional assistance on these or other nonprofit tax or administrative law issues, please contact an attorney, accountant or other professional advice, or the relevant government agency.

Minnesota Council of Nonprofits
2700 University Ave. W. #250
St. Paul, MN 55114
Phone (612) 642-1904
Fax: (612) 642-1517

Articles of Incorporation

In order to incorporate as a non-profit organization, all states require that an organization describe itself fully and completely in a formalized document called the Articles of Incorporation. These articles detail such things as: the purpose of the organization, its operating name and seal, composition of its board of directors and membership, policies and procedures, elections and board meeting processes and all other legal and financial information that pertains to the incorporation of the organization.

How to Start a Nonprofit: Sample (Articles of Incorporation)

ARTICLES OF INCORPORATION OF NAME OF ORGANIZATION

The undersigned incorporator(s), a natural person 18 years of age or older, in order to form a corporate entity under Minnesota Statutes, Chapter 317A, adopt(s) the following articles of incorporation.

ARTICLE I

NAME/REGISTERED OFFICE

The name of the organization shall be _____, located at _____
(street address, city, state, zip).

ARTICLE II

PURPOSE

This corporation is organized exclusively for charitable, scientific and educational purposes (pick one or more), more specifically to _____. To this end, the corporation shall at all times be operated exclusively for charitable purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended. All funds, whether income or principal, and whether acquired by gift or contribution or otherwise, shall be devoted to said purposes.

ARTICLE III

EXEMPTION REQUIREMENTS

At all times shall the following operate as conditions restricting the operations and activities of the corporation:

1. The corporation shall not afford pecuniary gain, incidentally or otherwise to its members. No part of the net earnings of this corporation shall inure to the benefit of any member of the corporation, except as that reasonable compensation may be paid for services rendered to or for the corporation affecting one of more of its purposes. Such net earnings, if any, of this corporation shall be used to carry out the nonprofit corporate purposes set forth in Article II above.
2. No substantial part of the activities of the corporation shall constitute the carrying on of propaganda or otherwise attempting to influence legislation, or any initiative or referendum before the public, and the corporation shall not participate in, or intervene in (including by publication or distribution of statements), any political campaign on behalf of, or in opposition to, any candidate for public office.
3. Notwithstanding any other provision of these articles, the corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code of 1986, as now enacted or hereafter amended.

ARTICLE IV

DURATION

The duration of the corporate existences shall be perpetual.

ARTICLE V

MEMBERSHIP/BOARD OF DIRECTORS

The corporation shall have one or more classes of members, as provided in the corporation's bylaws. The management of the affairs of the corporation shall be vested in a Board of Directors, as defined in the corporation's bylaws. No Director shall have any right, title, or interest in or to any property of the corporation.

OR

The corporation shall have no members. The management of the affairs of the corporation shall be vested in a Board of Directors, as defined in the corporation's bylaws. No Director shall have any right, title, or interest in or to any property of the corporation.

The number of Directors constituting the first Board of Directors is _____, their names and addresses being as follows:

Name, Address

Members of the first Board of Directors shall serve until the first annual meeting, at which their successors are duly elected and qualified, or removed as provided in the bylaws.

ARTICLE VI

PERSONAL LIABILITY

No (member) officer or Director of this corporation shall be personally liable for the debts or obligations of this corporation of any nature whatsoever, nor shall any of the property of the (members) officer or Directors be subject to the payment of the debts or obligations of this corporation.

ARTICLE VII

DISSOLUTION

At the time of dissolution of the corporation, the Board of Directors shall, after paying or making provisions for the payment of all debts, obligations, liabilities, costs and expenses of the corporation, dispose of all of the assets of the corporation. In no case shall a disposition be made that would not qualify as a charitable contribution under Section 170(c)(1) or (2) of the Internal Revenue Code of 1986 as now enacted or hereafter amended, in such manner as the Board of Directors shall determine.

ARTICLE VIII

INCORPORATOR(S)

The incorporator(s) of this corporation is/are:

The undersigned incorporator(s) certify(ies) that she/he/they execute(s) these articles for the purposes herein stated.

Signature & Date.

*Courtesy
Minnesota Council of Nonprofits
2700 University Ave. W. #250
St. Paul, MN 55114
Phone (612) 642-1904
Fax: (612) 642-1517
email: mcn@mncn.org*

Animal Shelter Society of West Milford

BYLAWS

Article One - Name and Purpose

Section 1.1 The corporate name of this organization is "The Animal Shelter Society of West Milford," hereinafter referred to as the WMASS. The WMASS is a not-for-profit, non-stock corporation organized under New Jersey law and under section 501 (C)3 of the Internal Revenue Code. The date of incorporation is April 9, 1976.

Section 1.2 The purpose of the WMASS is to provide humane care and treatment for all animals needing protection in the area served by the society; to seek to return lost animals to their owners; to seek suitable homes for animals without owners; to discourage cruelty to animals of all types; to influence public opinion with respect to care, treatment, and welfare of animals; to educate the public in all animal welfare areas; to promote spay/neuter programs as a method of animal population control. In its care and disposition of animals, the WMASS shall maintain minimum standards prescribed by the State of New Jersey or it shall exceed said standards.

Article Two - Headquarters and Address

Section 2.1 The principle office and base of operations of the WMASS shall be located at the West Milford Animal Shelter located on Marhill Road, West Milford, Passaic County, New Jersey.

Section 2.2 The mailing address of the WMASS shall be PO Box 72, West Milford, NJ 07480.

Article Three - Seal

Section 3.1 The Board of Directors may prescribe the design for a corporate seal. The seal may be used by causing it or a facsimile thereof to be impressed or affixed or otherwise reproduced.

Article Four - Membership Provisions

Section 4.1 Membership shall be of three classes: Active, Associate, and Sponsor. All members, regardless of responsibilities and duties, shall be classed as volunteers, and as such, shall not receive any salaries or fees for their services, but may be reimbursed for any expenses incurred in fulfilling their duties. Such expenses must be appropriately approved and proof of payment must be provided.

Section 4.2 Active members are defined as members capable of devoting time to the shelter or its purposes on a regular basis. Active members must attend a minimum of eight general membership meetings annually, unless excused in advance by the President or Vice-President. Lack of said minimum attendance shall be deemed voluntary relinquishment of Active membership status. Active membership may be available upon appropriate application, completion of a liability waiver, and satisfactory completion of a 90-day training period. No person shall be an Active member unless elected in by the Active membership, which may reject any applicant for reasonable cause. All Active members are entitled to vote at general membership meetings and special meetings.

Section 4.3 Associate members are defined as members capable of devoting time to the shelter or its purposes on an occasional basis. Associate membership may be available upon appropriate application and completion of a liability waiver. Associate members shall not participate in or vote at any general membership meetings.

Section 4.4 Sponsors are members whose support is primarily financial in nature, with donations in the form of funds or goods. Sponsors shall not participate in or vote at any general membership meetings.

Section 4.5 All memberships are subject to compliance with the latest revision of WMASS rules and regulations, and these bylaws.

Section 4.6 Membership shall not be denied on the basis of race, creed, color, gender, marital status, parental status, sexual orientation, physical/mental limitations, or political affiliation.

Section 4.7 Expulsion of Active members for cause shall be determined by a simple majority of members of the Board.

Section 4.8 Any person refused Active membership or expelled may appeal such rejection or expulsion to the members at the next membership meeting of the WMASS by addressing a notice of appeal to the secretary at least 10 days before such meeting. The members present at such meeting may overrule said rejection or expulsion by a majority vote. Their decision shall be final.

Article Five Membership Privileges and Meetings

Section 5.1 General membership meetings shall be held on the second Sunday of each month at 4 pm.

Section 5.2 All Active members shall be entitled to cast one vote at any general membership meeting of the society or in any referendum.

Section 5.3 The annual meeting of the WMASS for the purpose of nominating and electing a Board of Directors, as well as for the transactions of any other business on the agenda, shall take place in October. The term of the Board of Directors shall be for one year beginning at said October election meeting.

Section 5.4 An annual budget for the upcoming calendar year is to be prepared by the Board of Directors and proposed to the membership in November. Said budget is subject to amendments and approval by the membership in December.

Section 5.5 Special meetings may be called at any time by the Board of Directors. Special meetings may also be scheduled at the request of 10% of Active members, upon their filing said request with the secretary. Special meetings shall be held at the earliest convenience to the membership, at a time and place the Board designates.

Section 5.6 Advance notice of any special meetings shall be given to Active members by the secretary or by another officer when necessary. All such notices shall be posted at the WMASS headquarters. In addition, the Board of Directors shall ensure that proper notification is provided to all Active members of record at the time the notice is prepared. Only Active members in good standing shall be entitled to notice and to vote at such meeting.

Section 5.7 At any general membership meeting of the WMASS, a simple majority of Board members must be present to conduct any official business. Board and non-board Active members present shall have authority to transact all business that may come before the meeting. A majority vote of those present shall determine the outcome of said vote.

Article Six - The Board of Directors

Section 6.1 The concerns, direction, and management of the affairs of the WMASS shall be vested in the Board of Directors.

Section 6.2 Only Active Members are eligible for election as Directors.

Section 6.3 The members of the Board of Directors shall be elected at an annual meeting in October by the Active Members of the WMASS and shall serve for terms of one year each, beginning upon election at the October meeting.

Section 6.4 The Board of Directors should be composed of not fewer than five nor more than 15 members. The Board shall have the power to add to their numbers such additional members as shall be necessary to increase their number to a maximum of 15. The Board is required to consist of an odd number of members at all times. No act of this society shall be void at any time merely because there are fewer than five directors in office.

Section 6.5 In case any director shall by resignation, incapacity to act, or otherwise, cease to be a director during his or her term, his or her successor shall be chosen by the Board to serve until the next membership meeting. At such meeting, the Active members shall elect a Director to fill the unexpired term remaining, if any.

Section 6.6 Regular meetings of the Board of Directors shall be held at such times and places as shall be fixed by the Board provided that the Board of Directors shall meet at least quarterly for the transaction of business.

Section 6.7 Appropriate notice of meetings shall be given to the Board of Directors. No notice shall be required for any meeting at which all the Directors are present. Any meeting may be held without notice provided every Director shall waive the notice otherwise required.

Section 6.8 A majority of the members of the Board of Directors shall constitute a quorum. A quorum shall be required to conduct any official business.

Section 6.9 If any member of the Board of Directors shall be absent from three consecutive regular meetings, without being excused from attendance by the Board, he/she shall be deemed to have resigned from office, and the vacancy so caused shall be filled as herein provided.

Section 6.10 Except as herein provided, decisions at any meeting of the Board of Directors, executive committees, or any other committees, or any other committees shall be by majority vote of those present and voting. Each Director shall have one vote.

Section 6.11 The Board shall prepare an annual budget in November to be presented to the active members for approval in December. The budget shall be for the period of one calendar year.

Section 6.12 Directors shall be classed as volunteers and shall not receive any salaries or fees for their services, but may be reimbursed for any expenses incurred in fulfilling their duties. Said expenses must be appropriately approved and proof of payment must be provided.

Article Seven - Officers

Section 7.1 The Officers shall consist of seven positions, including a President, Vice-President, Secretary, Treasurer, Health Officer, Director of Shelter Operations, and Advertising/Fundraising Director. At least five of the seven Officers must be residents of West Milford Township. The Board of Directors may choose such other officer positions as the business of the WMASS may require. All officers are to be elected by the Active membership to serve in their capacity, as well as in the capacity of a member of the Board of Directors.

Section 7.2 Vacancies shall be filled as per the guidelines contained herein pertaining to Board of Directors.

Section 7.3 The President shall be ex officio, with vote, on all committees. The President shall coordinate and schedule meetings as herein provided for and shall provide the Active members with a comprehensive report of the programs and policies followed by the WMASS. The President shall serve as the official spokesperson for the WMASS, responsible for representing the views of the majority of the Active members. The President shall perform any other duties as necessary or as assigned by the Board.

Section 7.4 The Vice-President shall fill all functions of the one President when the latter is unavailable, is incapacitated, or for any reason cannot serve. The Vice-President shall keep and publish a current list of Active members, and shall be responsible for policy management, investigations of alternative methods of operations, and recommendations. The Vice-President shall perform any other duties as necessary or as assigned by the Board.

Section 7.5 The Secretary shall take and preserve minutes of all meetings of the members of the society and of the Board, notify members and Directors of meetings, and perform other duties assigned by the Board. The Secretary shall cause minutes of all meetings to be published in a form which shall be available, upon request, to all members. The Secretary shall answer all such correspondence to the Board and shall answer all such correspondence as directed by the Board. The Secretary shall have custody of all files, records, and other documents and be responsible for their safekeeping.

Section 7.6 The Treasurer shall receive and deposit in a bank designated by the Board all monies and securities in an account of the WMASS, disburse funds in accordance with a budget approved by the membership, and submit to the Board and to the membership of the WMASS a report of the income and expenditures, and of the liabilities and assets of the WMASS. Said report is to be submitted not less than quarterly. The Treasurer shall perform any other financial duties or duties assigned by the Board.

Section 7.7 The Health Officer is to have the appropriate medical expertise to assume the responsibilities of determining the need for and amount of medications and testing provided to the animals, and ensure such medications/testing are appropriately administered. The Health Officer shall determine the need for other veterinary care to be provided by the WMASS or by outside services. The Health Officer is to keep and safeguard all medications and medical supplies. The Health Officer shall also serve on a committee responsible for decisions regarding final disposition

of all animals offered to and under the control of the WMASS. The remaining members of such committee shall include the President and the Director of Shelter Operations. The Health Officer shall be responsible for implementing WMASS policies concerning spaying and neutering.

Section 7.8 The Director of Shelter Operations shall coordinate and schedule shelter staff, and shall oversee shelter operations to ensure the responsibilities and duties of the Shelter and the WMASS members are fulfilled. The Director of Shelter Operations shall serve on the committee as per Section 7.7 contained herein.

Section 7.9 The Advertising/Fundraising Director shall be responsible for approval of any advertising published on behalf of the WMASS, and shall coordinate, schedule, and propose fundraising activities to be sponsored by the WMASS.

Section 7.10 All officers and Board members are responsible for reporting directly to the President.

Section 7.11 The positions and duties of any other officers are to be determined, as necessary, by the Board, subject to approval and elections by the membership.

Article Eight - Miscellaneous

Section 8.1 All meetings of members of the WMASS, the Board, and committees shall be conducted pursuant to *Roberts Rules of Order* as set forth in the last published revision thereof.

Section 8.2 The fiscal year of the WMASS shall commence on January 1 of each year.

Article Nine - Amendments

Section 9.1 These bylaws may be amended by the members at any meeting provided that a proposal to amend shall be submitted in writing to the secretary with the signatures of at least 10% of the Active members. Appropriate notice of said meeting shall be provided to the Active members and shall include the text of the proposed amendment. Amendments will be decided by a majority vote of Active members present.

Chapter 4 Appendix

Pet Food Contact List

Pet Food Contact List

Best Feeds

Makers of Joy, Joy Demand Pet Food
Attention: Tom Neth
P.O. Box 246
Oakdale, PA 15071
800-245-4125

Blue Seal Feeds

Makers of Blue Seal Pet Food
P.O. Box 8000
Londonberry, NH 03053
800-367-2730

Breeder's Choice Pet Foods

Makers of Breeder's Choice, Avo-Diets, and
Advanced Pet Diets Pet Foods
16321 East Arrow Highway
Irwindale, CA 91706
800-255-4286

Century Pet Care

Makers of ANF Pet Food
P.O. Box 326
Dana Point, CA 92629
714-489-5522

Cornucopia Pet Foods

Makers of Cornucopia Pet Food
229 Wall Street
Huntington, NY 11743
516-427-7479

Diamond Pet Food Company

Makers of Diamond Pet Food
Mike Kampeter
P.O. Box 156
Meta, MO 65058
800-442-0402

Eagle

Makers of Eagle Pet Food
John David Cocquyt, Product Manager
P.O. Box 506
Mishawaka, IN 46546
800-255-5959

Eukanuba

Makers of Eukanuba and Iams Pet Foods
P.O. Box 14597
Dayton, OH 45413
800-525-4267

Friskies Pet Care Company

Makers of Friskies, Alpo, Mighty Dog
800 North Brand Boulevard
Glendale, CA 91203
818-543-7749

Heinz Homeless Pets Program

Amy Thate
93 Albany Post Road
Montrose, NY 10548
800-457-2472

Heinz Pet Products

Makers of Ken-L Ration Pet Food
The Contributions Committee
1 River Front Place
Newport, KY 41071
800-828-9980

Hill's Pet Nutrition

Makers of Science Diet Pet Food
Joyce Waita
P.O. Box 148
Topeka, KS 66601
800-445-5777

Kal Kan Pet Care

Makers of Pedigree, Waltham Formula
Pet Foods
Product Donations
P.O. Box 58853
Vernon, CA 90058
800-525-5273

Kelly Foods Corporation

Makers of Bil Jac Pet Food
Andrew Beck
3457 Medina Road
Medina, OH 44256
800-321-1002

Natura Pet Products

Makers of Anmar, California Natural, Innova,
Matrix Pet Foods
1171 Homestead Road, # 275
Santa Clara, CA 95050
800-532-7261

Nature's Recipe Pet Foods

Makers of Nature's Recipe Pet Food
Attention: Susie
341 Bonnie Circle
Corona, CA 91720
Fax 909-278-9727
Please fax requests on company letterhead

Nutro

Makers of Nutro Pet Food
445 Wilson Way
City of Industry, CA 91744
626-968-0532

Old Mother Hubbard Dog Food Company

Makers of Neura Pet Food
David Wells
9 Alpha Road
Chelmsford, MA 01824
800-225-0904

Pet Products Plus

Makers of Excel, Kasco, Sensible Choice,
Wayne Pet Foods
5600 Mexico Road, Suite 2
St. Peters, MO 63376
800-592-6687

PETsMART

19601 North 27th Avenue
602-580-6100
800-785-0557 to locate nearest store

Precise Pet Products

Makers of Precise Pet Products
Attention: Mike Gerber
P.O. Box 630009
Nacogdoches, TX 75963
800-446-7148

Ralston Purina Company

Makers of Pro Plan, Purina O.N.E.,
Chuck Wagon
P.O. Box 1606
St. Louis, MO 63188
800-778-7462 Main Line
Regarding donations: 888-838-5487

Solid Gold Holistic Animal/Equine Nutrition Center

Makers of Solid Gold Pet Food
1483 North Cuyamaca
El Canjon, CA 92020
800-364-4863

Wal-Mart Stores

702 Southwest Eighth Street
Bentonville, AR 72716
800-925-6278

Wysong

Makers of Wysong Pet Food
1880 North Eastman
Midland, MI 48640
517-631-0009

updated 12/99

Volunteering

Volunteer programs should check the volunteer protection laws in their states. Most states have laws protecting volunteers from personal liability for mere negligence, but permit claims in some circumstances. Lawsuits against volunteers are rare and actual liability even less common. On the other side of the coin, there is now legislation designed to protect children from convicted abusers who volunteer or work as paid staff for schools, child care centers, and youth programs. An organization may protect its volunteers with insurance and indemnification (an undertaking by the organization to pay legal costs and any settlement or judgement).

RESOURCE:

Community Risk Management and Insurance, Published 3X/Annually by the Nonprofit Risk Management Center, 1828 L Street, NW, Suite 505, Washington, D.C. 20036, (202) 785-3891

Volunteer Insurance

Unlike paid staff, volunteers are not entitled to worker's compensation benefits (this can vary from state to state – in some states volunteers are entitled to worker's compensation). So who pays when a volunteer gets injured on the job?

Volunteer insurance policies can provide your volunteers with insurance coverage for accident and injuries on the job at a fairly low cost. Coverage is generally limited to specified accident-related expenses. Most pay claims regardless of fault. Policies, however, only cover "excess" insurance, meaning that they pay only after other available medical insurance is exhausted. Buying an accident and injury policy can be in your organization's best interest, even if your volunteers do not engage in hazardous activities. Purchasing the coverage generally serves both financial and humanitarian purposes by enabling you to help an injured volunteer who needs financial assistance.

Building Staff/Volunteer Relations Do's

Staff Are People, Too! The success of a volunteer program depends as much on staff motivation as it does on volunteer motivation. Staff should have solid ownership of the volunteer program via their participation in planning, screening, job design, orientation and training, supervision, and evaluation of volunteers. Staff participation involves both policy setting and whatever program implementation staff have time for. We cannot expect staff to carve out meaningful roles for volunteers when they don't even adequately understand their own role – satisfy staff first! Don't just treat volunteers as if they were staff; treat staff as if they were volunteers! Each equally has the right to respect for ability and extra-mile effort; each needs intangible rewards, good training, and supervision, and work which is fulfilling.

Commitment From Top Management! Each top management person should model the agency's commitment to volunteers by recruiting and supervising at least one volunteer. You cannot expect the line staff to "utilize" volunteers if the top management is unwilling to do so as well. Furthermore, volunteers need to be clearly perceived by everyone as either a direct or indirect support for staff and the organization as a whole. Volunteers are not meant to replace staff.

Balance of Praise! You cannot form a staff/volunteer team by praising one member of the team and not the other. Whenever we sanctify volunteers, we run the risk of satanizing staff. Again, it is not enough to treat volunteers like staff, we must also treat staff like volunteers!

Volunteers Are One Important Way to Get Things Done! Start new staff members off with the right attitude. In every staff job description, include a strong statement to the effect that volunteers are one important way to get things done. Have the volunteer coordinator provide a serious orientation towards volunteers with every new staff member's orientation to the agency.

Build Teamwork! Individual staff receptivity to volunteers needs to be carefully assessed. With rare exceptions, volunteers should be first assigned to more receptive staff who are also knowledgeable about working with volunteers. Develop a buddy or mentoring system, matching good experienced volunteers with neophytes.

Train, Train, Train! Do your volunteers receive more training than your staff – this is no joke! In many agencies, volunteers receive more extensive training than staff in the same areas. At the very least staff must receive the same level of training and training opportunities.

Complain, Complain, Complain! Do you have an effective grievance mechanism for handling staff/volunteer problems. This should be available for both volunteers and staff.

Don'ts

It's Easier To Do It Myself! A sure death sentence for a volunteer program, when pronounced by staff who sincerely believe it. Yes, volunteers take staff time. Particularly in the early stages of program planning and implementation. Initially, staff might be putting in a hour or two for every hour of volunteer time they get back. That's to be expected. But when things settle down, you should expect to get back at least 10 to 15 hours of work from volunteers for every hour you invest in them. Staff should be expected to help develop meaningful assignments for volunteers.

The Thing About Volunteers Is That You Can't Order Them To Do Anything and You Can't Fire Them! From the very beginning, in all volunteer program policy statements, volunteer supervision guidelines, and orientation materials, make it crystal clear to volunteers and staff, that a volunteer's services can be terminated for cause. Use a clause such as: Our bottom line is the best possible service for our clients. Therefore, it's irrelevant whether you're paid or not; we expect high standards of performance in your assigned work and will give you the best support and supervision we can, to that end. If your work still isn't up to necessary standards, we reserve the right to terminate your service, or re-assign you to some other more suitable work, exactly as we do for paid staff.

Don't Play the Numbers Game! More volunteers are not necessarily better. Targets for increased number of volunteers need to be realistic. A small, quality effort is far more efficient than a large "revolving door" program.

Watch What You Say and How You Say It!

Volunteers Are Miracle Workers! Volunteer coordinators are prone to over-sell volunteers. It is often suggested that all volunteer are "miracle workers." This sounds like staff needed to be rescued and nobody likes to be seen as needing to be rescued. If you must miracle-ize volunteers, at least tell a few counterpart stories about exemplary staff. Better yet, how about stories about the great achievements of staff-volunteer teams.

Volunteers Care! You know volunteers care because they're unpaid. Not said but implied – on the other hand, staff who are paid, don't care.

Staff Are Professionals! Staff are trained professionals. Not said, but implied – on the other hand, volunteers are "not professionals."

Four “Fears” About Volunteers

- * Volunteers take too much time and will become an additional burden rather than a help.
- * One can never get rid of volunteers, even when they can't or won't do their jobs.
- * Volunteers pose a threat to confidentiality.
- * Volunteers will take jobs away from employees, and/or be used as justification for a reduced budget.

Chapter 5 Appendix

Applying for Grants

Applying for Grants

Research

The best place to start is The Foundation Center. The Foundation Center is a foundation-supported clearinghouse of information on private funding sources in the field of philanthropy. The center offers a variety of publications, of particular interest are:

Grants for Environmental Protection and Animal Welfare

Published by the Foundation Center, \$75

National Guide to Funding for the Environment and Animal Welfare

Published by the Foundation Center, \$95

The Foundation Directory

Revised annually, compiled by the Foundation Center

All books available from the Foundation Center (1-800-424-9836)

The Foundation Center also offers an Associate's Program which includes:

- In-person visit or phone consultation with Foundation Center staff member at the New York City or Washington, D.C. library.
- Toll-free telephone number for information specialists to answer reference questions.
- Member's guide and special billing privileges.
- Complimentary copy of *Foundation Fundamentals* which takes you step by step through the funding research process.

The Center also offers "Custom Computer Searches" — a computer search of the Foundation Center's databases for granting agencies that custom-fit your agency's needs.

The Foundation Center

79 Fifth Avenue

New York, NY 10003

212-620-4230

FAX 212-691-1828

www.fdncenter.org

Creating a Proposal

Be as clear, concise, and brief as possible in the creation of your proposal. The following are key elements in the construction of a proposal.

1) **Summary/Introduction**

- State the problem, the proposed solution, your organization's expertise, and the cost involved.
- *The summary is key because it is often the first and sometimes the only section foundations will read.*

2) **Statement of Need**

- Clearly define the problem and support the existence of that problem with statistics and/or other facts and figures.
- Make the connection between the problem and your organization's background.
- *Avoid circular reasoning.*

3) **Goals and Objectives**

- State the overall aim of your program.
- Detail the objectives, or the specific results your organization is seeking.

4) **Method**

- Explain how you will achieve the stated goals and objectives.
- Display your knowledge of your given area and explain why your approach will be the best to solve the stated problem.
- Develop a means of evaluating the program to determine its on-going effectiveness.

5) **Budget**

- Specify how the requested funding will enable your organization to achieve your goals and objectives.
- Be specific and detailed.

6) **Additional Information**

- Cover Letter
- IRS Determination Letter
- Audited Financial Statement
- Annual Report
- Board of Directors List
- Budget for your organization's fiscal year

Grant Writing References

The Foundation Center's Guide to Proposal Writing

Jane C. Geever and Patricia McNeill, 1993

This guide features up-to-date advice on how to craft an effective funding request.

The Literature of the Nonprofit Sector

A Bibliography with Abstracts, Volume 7

The Foundation Center, 1995

This comprehensive bibliography lists the best references in fundraising, foundation, corporate giving, nonprofit management, volunteerism, and more.

A User's Guide to Proposal Writing or How to Get Your Project Funded.

Christiana Coggins

International Planned Parenthood Federation, New York, 1990

Primarily intended for use in submitting a proposal to the Planned Parenthood Federation, this brief how-to guide is divided into the eight components of a proposal: summary, introduction, justification, objectives, activities, monitoring and evaluation, future funding, and budget. Concludes with a useful sample proposal.

Getting a Grant in the 1990's: How to Write Successful Grant Proposal.

Robert B. Lefferts

Prentice Hall Press, New York, 1990

Provides guidelines for preparing, writing, and presenting proposals to foundations and governmental agencies.

The Proposal Writer's Swipe File: 15 Winning Fundraising Proposals.

Prototypes of Approaches, Styles, and Structures.

Susan Ezell Kalish, editor

Taft Group, Rockville, MD 1984

Contains fifteen sample proposals. Each example provides insights into how fundraising proposals should be constructed, organized, styled, and presented.

Greening the Grassroots:

How Wildlife and Habitat Organizations Can Write Winning Grants

Graciella Rossi, editor

Wildlife Network, 401 San Miguel Way, Sacramento, CA 95819

(\$12 plus \$4 for shipping and handling)

Advice from foundation funders and grant writing experts. Includes keys to successful grant seeking.

Foundations and Organizations That Make Animal Welfare Grants

Adobe Philanthropy Council

Adobe Systems
345 Park Avenue
San Jose, CA 95110-2704

Ahimsa Foundation

82 Devonshire Street, S7
Boston, MA 02109-3614
(617) 292-7133

Favors shelters with small budgets. Average grant \$2,000 to \$5,000.
Deadlines: 5/1 and 9/1.

Animal Assistance Foundation

Erik Taylor, Executive Director
455 Sherman Street, Ste. 462
Denver, CO 80203
(303) 744-8396

Primarily Colorado

Animal Care Equipment & Services (ACES) Foundation

P.O. Box 3275
Crestline, CA 92325
FAX: 909-338-2799

Awards small grants to aid in the *formation* of statewide associations of animal control agencies or of animal welfare organizations. The grant would typically be awarded to a local agency willing to invest the time and effort to do the organizing, but lacking the funds to organize a state association. Grant would be awarded to an association to improve or start a conference. In one page or less, simply outline your goals, how you propose meeting them, and a budget with a reasonable request.

Elinor Patterson Baker Trust Fund

c/o Putnam Trust Company
10 Mason St.
Greenwich, CT 06830
FAX: (203) 869-7412

Offers grants four times a year for a wide variety of shelter needs, including prevention of cruelty, spay/neuter, shelter improvement and innovative new programs.

Bernice Barbour Foundation

Eve Lloyd Thompson, Secretary
2455 Muir Circle
Wellington, FL 33414-7096
(561) 791-0861

Hands-on animal care projects. Only funds shelters with a mandatory spay/neuter policy before adoption.

Regina Bauer-Frankenberg Foundation for Animal Welfare

Uwe Lindner, Vice President
Chemical Bank
270 Park Avenue
New York, NY 10017-2070

Leonard X. Bosack and Bette M. Kruger Foundation

8422 154th Avenue NE
Redmond, WA 98052
(425) 556-9392

Helen Brach Foundation

Raymond F. Simon, President
55 W. Wacker Drive, Ste. 701
Chicago, IL 60601
(312) 372-4417

National, emphasis on Illinois.

Company of Animals Fund

Michael J. Rosen
1623 Clifton Avenue
Columbus, OH 43203

Primarily, companion animal programs such as low-cost spay/neuter, cruelty investigation, and rescue.

Doris Day Animal League

227 Massachusetts Avenue NE, Ste. 100
Washington, DC 20002

Applications reviewed monthly for all types of animal issues. Average grant \$2,000.

DJ & T Foundation

9201 Wilshire Blvd, Ste. 204
Beverly Hills, CA 90210

For low-cost and mobile spay/neuter clinics. The Foundation does not underwrite voucher programs or other fees.

Geraldine R. Dodge Foundation

David Grant, Executive Director
P.O. Box 1239
Morristown, NJ 07962-1239
(973) 540-8442

Directed toward projects with national implications that encourage a more humane ethic for how we treat and view animals. Does not provide grants for capital projects, equipment purchases, endowment funds, deficit financing, or scholarships. The foundation also funds an Animal Shelter Assistance Program in New Jersey.

Thelma Doelger Charitable Trust

Edward M. King, Trustee
950 John Daly Boulevard, Ste. 300
Daly City, CA 94015
(415) 755-2333

California, focus on San Francisco Bay area.

Doris Duke Foundation

Robert Pondiscio
Hill & Knowlton
466 Lexington Avenue
New York, NY 10017
(212) 885-0331

Caleb C. and Julie W. Dula Educational and Charitable Foundation

Gale Fitch, Trust Officer c/o Chemical Bank
270 Park Avenue, 21st Floor
New York, NY 10017
(212) 270-9066

Emphasis on New York and Missouri.

Irene C. Evans Charity Trust

c/o Jast Sohi, Trustee
Nations Bank, NA
1501 Pennsylvania Avenue NW
Washington, DC 20005
(202) 637-5401

Awards grants for all kinds of animal projects. Grants about \$40,000 per year spread among about 10 animal groups. Deadline: 3/15.

Ada Strickland and Gertrude Goble-Pearl Foundation

P.O. Box 1440
Solomons, MD 20688
301-681-5692

Awards five grants for a total of \$30,000 for animal welfare efforts.

Edith J. Goode Residuary Trust

William R. Harvey, Vice President
Riggs National Bank of Washington
P.O. Box 96202
Washington, DC 20090
(202) 835-6761

Provides financial aid for the following types of animal protection programs: education, spay/neuter, promotion of adoption, new organizations setting up specific programs or established organizations setting up specific programs which they are lacking.

Robert Z. Hawkins Foundation

William H. Wallace, Chairman
One E. Liberty Street, Ste. 509
Reno, NV 89501
(702) 786-1105

Northern Nevada, focus on Reno.

International Fund for Animal Welfare

Kristina Heminway
P.O. Box 193
Yarmouthport, MA 02675
(508) 362-4944

Assists small "no-kill" shelters with grants ranging from \$2,500 to \$10,000.

Maddie's Fund

Richard Avanzino
2233 Santa Clara Avenue, Suite B
Alameda, CA 94051
(510) 337-8989
Fax: (510) 337-8988
E-Mail: info@maddies.org

Please review the guidelines carefully before submitting a grant request. Offers funding for collaborative, community-wide projects that include at a minimum of participation of animal control agencies, traditional shelters, no-kill organizations, volunteer rescue and foster groups, veterinarians, and others. Proposals must set forth an immediate, direct, and measurable strategy to increase adoptions, spay/neuter surgeries and reduce the death of dogs and cats in order to guarantee every adoptable shelter dog or cat a loving, responsible home within five years. Grants will not be awarded to government-funded animal control agencies or organizations that derive a substantial portion of their funding through government contracts. Range varies, but generally grants multi-million dollar, multi-year awards.

Meacham Foundation Memorial Grant

American Humane Association
63 Inverness Drive East
Englewood, CO 80112
1-800-227-4645/FAX: (303) 792-5333

Awards grant of up to \$4,000 for construction, capital improvements, repairs, or equipment which directly affect the welfare of the animals in the shelter. May not be used for operating budget, reducing deficits, vehicles, or routine maintenance. Agencies must be a Supporting Agency member of AHA. Deadlines: every 2/28 and 8/31.

Meadows Foundation

Bruce Esterline, Vice President
3003 Swiss Avenue
Wilson Historic Block
Dallas, TX 75204-6090
(214) 827-7042
Texas only

Ohrstrom Foundation

George L. Ohrstrom, President
540 Madison Avenue
New York, NY 10022
(212) 759-5380
Nationally, focus on Virginia.

Pajeau Wildlife Foundation

Michel Hauser
Northern Trust Company
50 South LaSalle Street
Chicago, IL 60675
312-630-6000

Primarily for organizations that advocate the comfort of birds and mammals.

William and Charlotte Parks Foundation for Animal Welfare

Dr. Andrew Rowan
Chair, Grants Committee
2100 L Street, NW
Washington, D.C. 20037
301-548-7771

Provides grants for humane programs, including grassroots activities or academic studies in areas such as humane laboratory practices for animals used in research, education, research on euthanasia methods, humane treatment and handling of food animals, issues concerning the use of animals in fur, methods of population control of companion animals and of so-called pest animals such as disease carriers, and international projects to improve conditions for animals. Awards may also be made for specific projects that benefit animals, for construction of shelters, or for general operating grants.

PETsMART Charities

19601 North 27th Avenue
Phoenix, AZ 85027
602-587-2832

PETsMART Charities provides limited financial assistance to fund new programs which will take an organization above and beyond what is currently being done within that organization to end euthanasia. PETsMART is especially interested in the development of programs in which partnerships among various organizations are developed. Write to PETsMART to request a grant application.

Gladys W. Sargeant Foundation

P.O. Box 1244
Danville, CA 94526
925-831-3716

Offers funding to nonprofit organizations that work to encourage kindness and understanding of human beings towards all animals; acquire unwanted domestic pets from any source and place them in suitable homes; build or otherwise acquire, maintain, and operate a shelter for dogs, cats and other domestic animals; and control the animal population through spaying and neutering.

Albert Schweitzer Animal Welfare Fund

Barbara Cassidy, Director
1200 Fairchild Drive
Winston-Salem, NC 27105

Small grants for animal welfare programs. Grants are awarded to foster humane education, enhance the humaneness and efficiency of animal shelter operations, and implement humane solutions to the problem of animal overpopulation. Range \$5,000 or less.

Kenneth A. Scott Charitable Trust

Key Bank – Foundations and Endowments Group
127 Public Square, 17th Floor
Cleveland, OH 44114-1306
216-556-4062

Primary purpose of the Trust is to promote the humane treatment of companion animals. Research, education and current interventions are priorities. Projects outside of Ohio should be of national scope or significance.

Second Chance Fund

American Humane Association
63 Inverness Drive East
Englewood, CO 80112
(800) 227-4645

Awards of up to \$500 for rehabilitation of animals who are the victims of criminal acts of violence. The grant must be matched by funds or in-kind donations.

William G. Selby and Marie Selby Foundation

Robert E. Perkins, Executive Director
1800 Second Street, Ste. 905
Sarasota, FL 34236
(813) 957-0442
Sarasota, FL and adjoining counties

Summerlee Foundation

Melanie Lambert
5956 Sherry Lane, Ste. 1414
Dallas, TX 75225
(214) 363-9000

Support of shelters, wildlife sanctuaries and emergency care. The foundation emphasizes companion animals, including cruelty investigations and rescue, feral cat issues, overpopulation, and euthanasia reduction. Priority given to shelters in low-income areas.

Wallace Genetic Foundation

Polly Lawrence, Research Secretary
4900 Massachusetts Avenue NW, Ste. 220
Washington, DC 20016
(202) 966-2932
No geographic restrictions

Chapter 6 Appendix

Foster Care Programs

Foster Care Programs

CONSIDERATIONS

Why Foster Care?

- Foster care can give temporarily unadoptable animals a second chance at adoption. It provides these animals with an environment where they can thrive. Such a program allows staff and volunteers to provide foster care in their homes to currently unadoptable animals until they are in Adoptable condition. Additionally, a foster care program can do wonders for staff and volunteer morale as well as promote positive public relations.
- Young animals in particular, and sick or injured animals do not do well in a shelter situation. Stress decreases their already compromised immune system.

Considerations:

- Consider carefully before starting a foster care program. Foster care contracts/agreements should be taken seriously. A disorganized or unsupervised foster program can be disastrous. Staff or volunteers wishing to foster one or more animals should first receive supervisory approval. If the foster program includes members of the general public, they should be thoroughly screened and show documentation that all animals they own are current on their inoculations and spayed or neutered.
- Zoonotic diseases are diseases that are transmitted from animals to humans. Common transmissible diseases are: ringworm, mites, fleas, mange and less frequently roundworm, tapeworm, coccidia, toxoplasmosis, or giardia. Foster caretakers should be educated about possible zoonotic diseases and sanitary precautions. Keep in mind that elderly adults, very young children and immune compromised individuals are the most susceptible to disease.
- New foster animals should be kept separate from the foster caretaker's animals for at least a week, even if they appear outwardly healthy.
- Animal-to-animal disease transmissions. Foster caretakers that own other animals need to understand the risks of fostering. Cat-owning caretakers fostering cats should make certain their cat has tested negative for feline leukemia and feline retro virus. Both dog and cat owners should have their animals current on vaccinations. Be sure that fosterers understand that many diseases are spread via contact with hands, clothing, or other items that have been contaminated with disease as well as through direct contact between the animals.

Criteria

Future Adoptability

Will this animal, after being fostered, likely be adopted?

Veterinary Care Needed

Does the potential foster home have the resources available to provide needed veterinary care and/or does the shelter have the available resources to treat the animal?

Housing Availability

Does the individual wishing to foster have proper housing available?

Time Taken From Essential Shelter Activities

If the animal is to be fostered by a staff member, will fostering the animal detract or detain the staff member from essential shelter activities?

SUPERVISION:

- A foster agreement contract is strongly suggested.
- Animals in foster homes must be regularly monitored.
- Adoption placements of foster animals should be conducted at least as stringently as those of animals in the shelter.
- Fostering should be a positive experience for the animal, not a mere prolonging of life.

Caring for Foster Animals

Sanitary living conditions are essential to effective foster care. After cleaning carriers, wipe them out with bleach solution (four ounces of bleach mixed with one gallon of water) before each use. Living quarters should be cleaned and scrubbed DAILY with this solution and litter boxes must be changed and disinfected daily to avoid spreading infection. Provide at least one litter box per cat in a communal situation.

Additionally:

- Keep foster animals separate from one's own pets.
- Give the animal fresh water every day. A fresh, clean supply of water is essential for good health.
- Commercial diets must be balanced and nutritional and specialized. Offer only what the animal will probably eat in a one-day period.
- If a cat does not eat well within the first 36 hours, try giving it some strong smelling canned foods to stimulate the appetite. Dry foods do not have as strong a smell as canned foods and are less palatable. Hospitalized cats often respond to Fancy Feast—Beef and Liver Flavor, or fish flavors.
- Make any diet change slowly over the course of several days. Abrupt changes can cause digestive upsets resulting in diarrhea and/or vomiting.
- Never give cow's milk as it causes digestive upsets resulting in diarrhea which can cause dehydration. Kitten and puppy milk replacer formula may be used to encourage sick neonates to drink or when raising orphans.

Caring for young puppies or kittens

Keep puppy and kitten areas immaculately clean. This is very important for good health. The bedding in their box should be changed at least three times daily.

Puppies and kittens cannot maintain their own body temperature for at least the first two weeks of their life, so it is vital to keep them warm and away from drafts.

You should also:

- Line their box with clean cloths, towels, blankets or disposable diapers.
- A large bottle of water can be warmed in a bucket of very hot water then wrapped with a towel and placed in the cage for the safest warming.
- Use a heating pad on low heat only. Secure the pad so that half of it is against the outer side of the box and half is under the bottom. This way the animals can get off if it gets too hot. Cover the heating pad with a waterproof material. Keep a towel secured tightly around the pad so that orphans cannot crawl underneath.
- A heat lamp can be used instead of a heating pad as long as there is a readily accessible warm spot and cool spot in the box.
- Check electrical heat sources regularly to make sure they are working properly and monitor the animals closely to avoid burns. A thermometer is essential whatever your method of providing heat. Hang it from the side of the box to monitor temperature at the orphan's level.

The ideal environmental temperatures are:

- 1st week—85 to 90 degrees
- 2nd week—80 to 85 degrees
- 3rd week—75 to 80 degrees
- 4th week—70 to 75 degrees

Normal body temperature of a newborn is 96-97°F. After 10-14 days, this increases to 100°F. Kittens and puppies vary in body temperature depending on age. If your foster animal has a temperature lower or higher than normal, contact your veterinarian.

- **Humidity.** Heated environments do become dry. To keep the air sufficiently moist for oral and respiratory tissues, use a humidifier or vaporizer. There should not be so much humidity that the animals or their bedding is damp.

Feeding puppies and kittens, newborn to two weeks of age

- **Milk Replacer** - Follow guidelines on the label of the milk replacer for amounts to feed. Avoid overfeeding which leads to diarrhea. Mild overfeeding leads to yellow diarrhea, whereas green diarrhea indicates a more serious problem, and grey diarrhea indicates a severe problem. Make dietary changes gradually
- Orphans reject their milk replacer when full. A newborn has had enough if the abdomen feels full, not distended. If they refuse bottle feedings for two consecutive feedings, contact your veterinarian.
- Orphans require a lot of sleep. Waking an orphan for feedings is stressful and undesirable. However, avoid underfeeding as well.
- If the orphan is wakeful, restless, crying, listless and fails to gain weight, this indicates the need for additional feedings.
- If diarrhea develops upon increasing formula, return to the last tolerated feeding level for at least three to four days. Then increase. If diarrhea persists: give 2-3 drops of Kaopectate every 3-4 hours until it helps. If diarrhea persists for over 24 hours, see the veterinarian.
- Eyes of newborns open between 12-21 days. At this point, encourage orphans to lap the milk replacer from a shallow bowl. Leave the bowl in box for one hour. If the orphan does not lap from the bowl, bottle feed it for three to five days more and try again.
- After orphan is drinking all its milk replacer from the bowl for a few days, add small amounts of kitten food (canned or dry moistened) to the formula.
- Do not feed chilled or listless orphans. Warm them gradually and offer a small amount of warmed honey and water before resuming regular feeding when they return to normal.

Introducing Orphans to New Mother and Littermates

Single puppies and kittens under 21 days (three weeks) may be fostered as individuals until a suitable litter is found. If a litter is not found by the time the orphan is three weeks old, as hard as it may be, the most humane alternative is to euthanize the infant. Numerous studies show us that single orphans without the benefit of litter or species-specific maternal attention grow up to experience developmental and behavioral difficulties such as excitability and aggression. They show random, undirected activity and often develop asthma-like disorders and upper respiratory infections.

When a foster mother and litter of appropriate age and temperament are found, take the following steps to insure the most successful introduction.

- Separate the mother from the litter.
- Move the litter to a clean cage, or space.
- Wipe the orphan down with a warm slightly damp cloth, do not bathe him/her as infants of this age cannot regulate their body temperature. Place the orphan with the litter.
- Wash the mother, making sure to fully rinse her. This distracts her while she's separated from her litter and keeps her self-involved when you introduce her back to her litter. If bathing her is not possible, put Nutri-Cal on the mother's paws. Another alternative for dogs is peanut butter and for cats, tuna oil/anchovy paste.
- If you have been feeding the orphan with formula, place some formula on the mother's nipples as a cue for the orphan. It helps to takes some milk from the mother and smear it on the orphan.

-
- Release the mother near her litter, but do not place her next to them. Let her find them. Usually, she will attend to grooming herself then begin to wash and groom the infants. Afterwards, they should all fall sleep. Nursing usually begins upon awakening if it hadn't begun with reintroduction. Rarely does a mother reject an infant introduced this way.
 - Do not panic if the mother seems disinterested in the litter, if she is close enough to hear their cries for food it usually stimulates lactation and will prompt her to seek the litter out.
 - If the orphan has not started to nurse in three to four hours after introduction, especially if the rest of the litter is nursing, smear one teat generously with formula. Sometimes orphans become imprinted on formula and momentarily refuse the real thing. Usually hunger sets in, and they copy the behavior of their litter mates within six hours.

Diarrhea

- Learn to differentiate between loose but formed stool, and diarrhea which is not formed, is watery and leads to electrolyte loss. If you're unsure, call the veterinarian or the shelter.
- Diarrhea can be lethal because of water and electrolyte loss. Learn to check for hydration by checking the elasticity of the skin and moistness of mucous membranes.
- If activity and appetite are normal in juveniles (8 weeks and over) and adults, treat diarrhea by withholding food for 12-24 hours, then add boiled rice and water to a small amount of the normal diet. You can also substitute baby rice cereal or a prescription diet from the veterinarian.
- For neonates, give 3 drops Kaopectate per ounce of body weight every 3-4 hours. If diarrhea continues after 2-3 bowel movements, contact your veterinarian.

Upper Respiratory Infections - Dogs and Cats

- Coughing, sneezing, ocular and nasal discharge are signs of upper respiratory infections: If the activity and appetite are normal, monitor the animal closely. If these signs are seen in very young animals, the veterinarian should be contacted immediately as the young are less immune competent and more likely to become seriously ill.
- If symptoms persist and activity and/or appetite is decreased, call your contact for medication. A typical course of action would be antibiotics, antihistamine, vaporizer and force feeding KMR, Esbilac or puppy/kitten gruel.

Sample Foster Care Agreement

Control No. _____ Species _____ Breed _____

Sex _____ Age _____ Description _____

If LITTER, list number of animals and individual descriptions:

1. I hereby acknowledge receiving the above described animal(s).
2. I agree to foster said animal(s) for a period not to exceed _____ days.
3. I understand that the animal(s) shall remain the sole property of _____
4. I agree to return said animal(s) upon request, or at the expiration of the above time period, or if I am no longer able to care adequately for them.
5. I agree to provide the animal(s) with good and loving care, including but not limited to food, water, and medication when required.
6. I understand and acknowledge that I do not have any right or authority to keep or place foster animals in other homes or with other individuals.
7. I agree to hold _____ harmless from any direct or consequential damages arising out of this foster care arrangement.

Signature of Foster Caregiver

Signature of Staff/Volunteer

Date

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ALL FOSTER PLACEMENTS ARE SUBJECT TO APPROVAL
AND ARE AT THE SOLE DISCRETION OF FOSTER CARE MANAGEMENT

**AMERICAN SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS
FOSTER CARE AGREEMENT**

The parties hereto agree as follows: The Foster Caretaker signing below hereby acknowledges receipt from the American Society for the Prevention of Cruelty to Animals (ASPCA), 424 East 92nd Street, New York, NY 10128, of the animal(s) described below for foster care: and in accepting this (these) animal(s), and in consideration for being entrusted with the care, custody, and possession of the animal(s), agrees to be bound by the covenants and conditions stated below.

Foster Care Personal Information

Name: _____

Address: _____ Apt. #: _____

City: _____ State: _____ Zip: _____

Daytime Phone: _____ Evening Phone: _____

Animal(s) Received

Intake # & Name	Intake Date	Breed/Sex/Age	Medical Condition

The parties agree that:

- a) The Foster Caretaker shall provide the animal(s) with good care, including, but not limited, to food, water, shelter, grooming, training and medication when required.
- b) As between the Foster Caretaker and the ASPCA, the animal(s) shall remain the sole property of the ASPCA.
- c) The animal(s) shall be returned to the ASPCA upon request by the ASPCA, or if the Foster Caretaker is no longer able to adequately care for the animal(s), or if the Foster Caretaker is relocating outside of the New York City metropolitan area.
- d) Agents of the ASPCA will be allowed to inspect the premises in which the animal(s) will be maintained or are maintained, from time to time, for the purpose of determining the suitability of those premises for the care and maintenance of the animal(s).
- f) The Foster Caretaker understands and acknowledges that she/he does not have any right or authority to keep the foster animal(s) or to place foster animal(s) in other homes or places with other individuals unless permission is given in writing by ASPCA Foster Caretaker Management Personnel.
- g) The Foster Caretaker understands and acknowledges that she/he is responsible for all expenses incurred as a result of fostering an animal. The sole exception to this is that the ASPCA will provide, at no charge, initial vaccination and medication for minor existing ailments. All other expenses will be at the Foster Caretaker's expense.
(Note: Active ASPCA volunteers and staff are entitled to a 20% discount and ASPCA members are entitled to a 10% discount on services acquired from the ASPCA. Those persons who actively volunteer/work at the ASPCA and are members receive a 30% discount at Bergh Memorial Animal Hospital.

- h) The Foster Caretaker agrees that should the animal(s) require extensive medical treatment the ASPCA may request immediate return of the animal(s) and may euthanize the animal(s) for humane reasons.
- i) In the unfortunate event that the animal(s) becomes so ill during foster care as to warrant humane euthanasia, the Foster Caretaker will notify the ASPCA before having the animal(s) euthanized and supply the ASPCA with medical documentation from her/his veterinarian verifying euthanasia and the reasons for euthanasia.
- j) The Foster Caretaker agrees to defend, indemnify and hold the ASPCA harmless from any direct or remote and consequential damages arising out of this foster care arrangement.

The Foster Caretaker agrees to return said animal to the ASPCA no later than _____
(subject to change if authorized by Foster Care Management Personnel).

This contract represents the entire agreement between the parties and any modifications will be made in writing and signed by both the Foster Caretaker and a representative of the Foster Care Management Personnel.

Foster Caretaker:

Executed this _____ day of _____

Signed: _____

For the ASPCA:

Executed this _____ day of _____

Signed (Foster Care Management ONLY): _____

COLONY HOUSING FOR SHELTER CATS

Considerations

Colony housing for cats can provide a positive alternative to individual cat cages. Cats can roam free in a home like environment, have the opportunity for greater activity such as climbing, perching and window viewing as well as social interaction. However, disease control and fighting in cat colony housing pose special challenges.

Social Interaction:

Cats in nature usually are loners or members of small matrilineal groups. As such, no complex dominance hierarchy exists. Often one male becomes “top cat”, in a cageless set up one or two other cats are the “pariahs” at the bottom of the totem pole and any other cats are equal in their positions. While feline social stratification is rather fluid, crowding tends to increase the rigidity of the group and a more distinct hierarchy occurs. Extreme crowding in an enclosed area leads to each cat huddling in one spot. In multi-cat cages at animal shelters hierarchies do develop. The cats which make the most adoptable pets for multi-cat households are those “in-betweens”, because most top cats are extremely aggressive and the pariahs often fear their own shadows.

Health-Care Strategies:

- Cats living in colony housing are particularly susceptible to infectious parasitic diseases if not carefully maintained.
- Overcrowding is the most common cause of increased disease and stress in colony housing. Multiple cat housing should not be overcrowded.
- Cat colony housing requires a sound preventive health-care program, scrupulous sanitation practices, and adequate air handling and filtration.
- Isolation is essential when infectious disease is high. All proven and even suspected disease carriers must be removed from the population.
- If a colony has chronic problems with infectious diseases, determine if one of the common culprits is present:
 1. Mixing of cats of different age groups and overall health
 2. The presence of previously undetected carriers
 3. Inadequate vaccination protocols
 4. The accumulation of pathogens as a result of inadequate sanitation and/or ventilation
 5. The uncontrolled introduction of new animals into the group
 6. An inappropriately high population density.

Housing:

- Long-term housing emphasizes comfort, care and adequate space.
- One litter box per cat plus one extra is recommended. An inadequate number of litter boxes often leads to indiscriminate elimination, one of the major reasons that cats are brought to shelters. Do not put food and litter boxes close to each other.
- Litter boxes should be kept immaculately clean. Scoop out feces and urine balls at least once a day, twice or more is recommended. Litter boxes should be soaked and scrubbed at least twice a week if using regular litter and once a week for clumping litter. Follow the manufacturer’s directions regarding the length of time for disinfectant soaking. Use simple clay or unscented clumping litter—no liners, no hoods.

- Furniture offers mental and physical stimulation, gives cats hiding places and gives the public a warm feeling about the colony. Use furniture that can be disinfected such as resin chairs and PVC perches. Cover perches with washable towels, synthetic fleece and covers. Give cats perching opportunities at varying heights. Cubby holes where shy or new cats adjusting to the colony can hide is a good idea.
- Safe outdoor enclosures with adequate shade and protection from the elements can enrich the lives of indoor cats by offering access to the great outdoors without risk. Make sure that cats have access to the indoor enclosure at all times.

Setting Up a Colony:

- No cat should be introduced into colony housing until it has been spayed or neutered, vaccinated and tested for feline leukemia. Wait at least ten days and preferably a few weeks after cats are vaccinated to introduce them into the colony to allow them to build their immunities. Have a veterinarian verify that they are in excellent health.
- No cat, even if currently vaccinated, should be placed into a colony for at least ten days after admittance to the shelter. It's best to wait a few weeks to judge the cat's attitude.
- Colonies should contain cats of similar ages, i.e less than a year, elderly (greater than eight years) and middle-aged.
- Cats that are good colony candidates can be introduced in several ways. Some shelters set up cages within the colony room for new admittances. Otherwise, make some sort of arrangement to introduce new cats gradually. Some shelters will choose five to ten compatible cats and set up a complete colony that they do not add to. The entire colony is adopted out, the room is thoroughly disinfected, and a new colony is then created.
- Cats need space! For instance, a typical 8' x 10' room equipped with lots of perches and hiding places, would accommodate ten cats comfortably, depending on their temperament.
- Cats like quiet! Avoid setting up a cat colony in hearing range of barking dogs.

Most shelter staff and volunteers can quickly lose their sensitivity to cat odors. If an odor is offensive to a person it has been offending a cat for days. Ask friends and family who will be honest (self-professed cat haters are ideal) to visit the shelter for a sniff test.

Sample Adoption Agreement

Control No. _____ Tag No. _____ Sterilization No. _____
Adopter _____
Address _____
City _____ State _____ Zip _____
Home Phone _____ Work Phone _____
Drivers License No. _____
Breed _____ Description _____
Approximate Age _____ Sex _____ Stray _____ Owned _____
Pet's Name _____

IMPORTANT! READ BEFORE SIGNING!

1. I hereby acknowledge receiving the above described animal.
2. I agree to provide proper food, water, adequate shelter and kind treatment at all times.
3. I agree to take the animal to a veterinarian for examinations and immunizations as needed; and to procure immediate veterinary care, at my own expense, should the animal become ill or injured.
4. I agree not to allow the animal to breed and to spay or neuter any unaltered animal in accordance with the terms of the Sterilization Contract.
5. I agree to license the animal in compliance with the laws and ordinances in force in the municipality in which I reside.
6. I agree to notify the _____ shelter if I decide at any time I can no longer keep the animal.
7. I agree not to allow the animal to be used for medical or other experimental purposes.
8. I have read this section. I have had it explained to me and I completely understand and accept the rights and obligations involved.
9. I understand that the _____ shelter cannot guarantee the health, temperament or training of the above described animal and hereby agree to release them it all liability once the animal is in my possession.
10. I further understand that I may have to give up custody of a stray animal if it is claimed within thirty days of my adoption by the former owner.

REMEDY FOR NON-COMPLIANCE; It is agreed that the _____ shelter retains superior title in said animal limited to and for the express purpose of assuring the animal's well-being and will only exercise its superior claim in the event it appears to the _____ shelter that the proper and humane care as specified in the above adoption provisions is not being afforded said animal, in which case the animal may be taken through a Claim and Delivery proceeding.

Signature of Adopter _____

Signature of Staff/Volunteer _____

Date _____

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THANK YOU FOR ADOPTING A PET FROM _____

Your Animal has already received the following veterinary care:

Vaccinations:

Date: _____

Date: _____

Date: _____

Laboratory Work:

Date: _____

Date: _____

Date: _____

Medications:

Date: _____

Date: _____

Date: _____

In order to keep your pet healthy, we strongly recommend that you have the animal examined by a veterinarian within five days of adoption.

If your new pet is less than four months old, it must receive a series of three inoculations in order for it to establish immunity to contagious disease. When this series is completed, your pet will then require only a yearly booster to maintain full protection against disease.

Your pet will need the following veterinary care:

Boosters:

Date: _____

Date: _____

Date: _____

Medications:

Date: _____

Date: _____

Date: _____

CONGRATULATIONS ON YOUR NEW FAMILY MEMBER!

Going to a new home can be very a stressful experience for your new pet. Here's how you can minimize anxiety:

Do's and Don'ts for New Pet Families

- Do give your new pet plenty of love and attention.
- Do bring your new pet to the vet within the first week.
- Don't forget that all pets require annual vet visits to ensure uninterrupted protection from a variety of diseases and overall good health.
- Don't ever allow pets and young children to be together unsupervised. Accidents happen very quickly, and even the gentlest of animals can bite when provoked.
- Don't ignore your other pets. In order to avoid jealousy, they should be receiving more attention now than ever before.
- Do keep your new pet separated from any other pets until it has been to the vet and until you know they can be trusted together.
- Don't expect love at first sight if you already have pets at home. Love and respect take time to develop.
- Do introduce your new pet slowly and gradually to other pets.
- Do keep your pet's diet as consistent as possible, and make any changes gradually.
- Do provide cats and kittens with a clean litter box, dry food, and water at all times.
- Don't give cats and kittens dairy products. Milk and other dairy goods tend to give them diarrhea.
- Do limit the amount of canned food your new pet receives. Both dogs and cats obtain their nutritional requirements from most name brand dry foods.
- Don't have food available to your dog on a regular basis. Feed your dog on a schedule, but always provide access to fresh water.
- Don't expect your new pet to train himself. What you put into your new pet is what you'll get out! Dogs need rules to follow and consistency at all times.
- Do consider crate training your new dog. This is a truly wonderful and successful training method if done properly.
- Do train your cat as well. Plant misters filled with water and loud noises send clear messages. Cats need to scratch so give her something she's allowed to scratch.
- Do keep your new cat or kitten confined to a small area for the first several days. This will help him find his litter box, keep him separated from other pets until he has seen the vet, and allow pets to get acquainted without direct contact.
- Do obey the laws. Keep your dog on a leash, license your pets, and make sure they always wear identification. Your pet can't tell anybody where she lives.

Sample Sterilization Contract

Control No. _____ Tag No. _____ Sterilization No. _____
Adopter _____
Address _____
City _____ State _____ Zip _____
Home Phone _____ Work Phone _____
Drivers License No. _____
Breed _____ Description _____
Approximate Age _____ Sex _____ Stray _____ Owned _____
Pet's Name _____

IMPORTANT! READ BEFORE SIGNING!

1. I hereby acknowledge receiving the above described animal from _____ pursuant to the pet adoption agreement.
2. I agree to have the animal surgically sterilized by (date)_____.
3. To guarantee that the animal will be sterilized, I am placing a surgical deposit with _____.
4. I understand that this payment will be refunded to me (or act as full or partial payment for sterilization of said animal) upon timely presentation or proof of sterilization by my own veterinarian (or cover the full or partial cost of the basic sterilization if done at the _____ clinic).
5. I understand that the adoption is conditional and not final until the animal described above is sterilized.
6. I further understand that failure to sterilize the adopted animal and provide proof within the time period stated will constitute a default under this agreement and the pet adoption agreement referred to above, and that the _____ shelter shall be entitled to immediate possession of such animal and I shall forfeit all amounts paid to the _____.
7. Finally, I agree to allow an agent of the _____ shelter to remove the animal from any premises occupied by me if the animal is not sterilized as agreed, and entry shall not constitute a trespass.

Initials _____

Signature of Adopter _____

Signature of Staff/Volunteer _____

Date _____

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Sample Adoption Telephone Follow-up Outline

Date of Adoption _____
Adoption Counselor _____
Adopter's Name _____
Adopter's Phone Number _____

Animal Information: Control No. _____ Sterilization No. _____
Name at Time of Adoption _____
Description _____
Sex _____ Age _____
If Unaltered, Sterilization Due Date _____

Date of Adoption Follow-up _____
Follow-up Counselor/Volunteer _____
Current Name of Animal _____

DISCUSSION:

Veterinary Care

Name of Veterinarian _____
Has Animal Been to Veterinarian Yet? _____
Any Health Problems? _____

Adjustment/Behavioral Problems

Any Specific Problems _____

VETERINARIAN OR TRAINER REFERRAL IF NECESSARY

Overall Satisfaction _____

Reminders

Sterilization Due Date, if appropriate _____
Pet Care Clinics _____
Membership Promotion _____
FEEL FREE TO CALL WITH ANY PROBLEMS OR CONCERNS

Spay and Neuter Information

The Procedure:

- Spaying is the surgical removal of the reproductive organs of the female animal.
- Neutering or castration is the surgical removal of the reproductive organs of the male animal.
- Females and males should be spayed or neutered by six months of age.
- Some clinics perform the surgery as early as eight weeks.
- Older animals can be spayed or neutered as long as they are in good health.
- All animals over the age of six months should be spayed/neutered unless the veterinarian testifies that this procedure would be harmful to the animal.

Heat Cycles and Pregnancies:

- Spaying before the first litter or heat cycle is usually a simpler procedure and is more beneficial to the animal's future health.
- Female dogs and cats can be spayed when pregnant if the veterinary surgeon is comfortable with the procedure. These surgeries are more complicated, take longer and generally cost more.
- Gestation for both dogs and cats is about 63 days.
- Female cats can become pregnant again in as little as ten days after giving birth (while still nursing).
- The heat cycle for most dogs is twice a year starting as early as six months of age. Duration is about three weeks.
- Heat cycles in cats can start at six months of age or earlier and occur every three to four weeks usually from early spring until early fall.

The Facts:

- Contrary to popular belief, spaying and neutering does not negatively affect the animal.
- It protects females from breast, ovarian and uterine cancer, and males from prostate and testicle cancer.
- It does not make the pet fat or lazy. Overeating and too little exercise does that.
- It will reduce tendencies to roam, therefore reducing the likelihood of the pet being hit by a car, getting lost, or getting into fights.
- Spaying and neutering can also alleviate territorial and sexual aggressive tendencies, and tend to result in a calmer, gentler, more family oriented pet— especially when done before sexual maturity.
- Undesirable male behaviors, such as inappropriate urination or spraying are prevented. If they have already started they can be diminished by sterilization.
- This is the giant step everyone can take to help reduce the short and long-term suffering of companion animals by reducing the overpopulation problem.
- Currently between 5 and 10 million healthy dogs and cats die in animal shelters across the country due to a lack of responsible homes.
- One unspayed female cat and one unneutered male cat, along with their offspring, can produce over 2.5 million cats in only six years!

Supplemental Adoption Form

For office only:

☐ Approved

☐ Disapproved

Supervisor's Initials: _____

Please fill out the following questions. Your answers will help us to make the best match possible based on your level of experience. The supplemental form will need a supervisor's approval to complete the adoption.

Applicant's Name _____

Animal Name _____ Breed _____ Age _____ Sex _____

Why are you interested in this dog? _____

What does the term "dominant dog" mean to you? _____

Have you previously owned a dominant dog? ☐ YES ☐ NO

What breed types have you owned in the past? _____

How long did you have the dogs? _____ Where are they now? _____

Did the dog ever bite or show aggression towards ☐ YOU, ☐ FAMILY MEMBERS, ☐ and/or ANOTHER INDIVIDUAL(s). (Check all that apply)

If yes, what were the circumstances? _____

Have you ever trained a dog before? ☐ YES ☐ NO

If yes, what training methods did you use? _____

In general, what kinds of discipline/corrections do you use with a dog?

1. If the dog refused to obey a command such as "get off the couch" how would you get the dog off the couch?

2. If you returned home to find that a dog had chewed your favorite shoes or urinated on the floor what would you do?

3. If the dog growled or snapped at you as you approached it while it was eating or chewing something, how would you handle this situation?

What would you do to correct this behavior in the future?

1. _____

2. _____

3. _____

Are there any children in your household or children who visit frequently? ☐ YES ☐ NO

If yes, how many boys? _____, how many girls? _____ What ages? _____

Where will the dog be kept most of the time? _____

Will you be using a crate for the purpose of training? ☐ YES ☐ NO

Why or why not? _____

If not, how would you confine the dog? _____

If the dog needs professional training, are you willing and financially able to enroll the dog in a group class or with a private in-home trainer? ☐ YES ☐ NO

Who will be financially responsible for any medical and/or training cost? _____

Are you interested in cropping the dog's ears or docking its tail? ☐ YES ☐ NO

Sample Release Form

1. I can no longer care for this animal(s) and by leaving this animal(s) with the _____ shelter, I am relinquishing all rights of ownership.
2. I understand that by relinquishing ownership to this animal(s), I will not be able to determine its final disposition. I do understand, however, that the _____ shelter does not sell animals for research. I understand that the animal(s) I give up will either be placed in a new home or humanely euthanized.
3. I agree that neither the shelter nor its employees will incur any obligation to me on account of such disposition of said animal(s).
4. In this regard, I understand that the shelter receives more than _____ animals each week, and whereas approximately _____% of these animals are adopted, the rest are euthanized. The shelter can make no guarantee that any animal(s) will either be put up for adoption or adopted.
5. I understand that if I seek to reclaim this animal, I may have to go through the regular adoption procedures.
6. Circle one: To the best of my knowledge, this animal IS / IS NOT sick and HAS / HAS NOT bitten anyone within the past ten days. I also affirm that I have not taken this animal(s) from another person without that person's consent.

Owner of surrendered animal

Date

Print name

Pet Temperament Status Form
(Adapted from the Humane Society of Santa Clara Co.)

Impound Number: _____

Kennel Acquisitions

- ☐ easy to remove from kennel, came forward
- ☐ shy, took some coaxing
- ☐ difficult to obtain: playful/shy
- ☐ unable to obtain: growling/hissing
- ☐ other: _____

CANINE: Walking on Leash

- ☐ pulls leash forward
- ☐ lags behind
- ☐ walks nicely, calmly
- ☐ unable to walk on leash: balked/screamed
- ☐ growling/barking at other dogs as passing
- ☐ other: _____

Body Sensitivity

- ☐ easy to touch and pet, affectionate
- ☐ slightly fearful, shy
- ☐ very shy, frozen
- ☐ growling/hissing
- ☐ snapped/attempted to bite
- ☐ other: _____

Taking Temperature

- ☐ easy to do, no problem
- ☐ resisted, struggle: little/some/much
- ☐ growled/hissed
- ☐ snapped/attempted to bite
- ☐ other: _____

Handling Mouth

- ☐ easy to do, no resistance
- ☐ resisted, struggled: little/some/much
- ☐ growled/hissed
- ☐ snapped/attempted to bite
- ☐ other: _____

General Attitude in Health Check Room

- ☐ very high activity level, investigated everything
- ☐ active, investigated room
- ☐ somewhat reserved, little activity
- ☐ very shy, cowered, did not want to move
- ☐ jumping on people, body slamming
- ☐ mouthing: hands/body
- ☐ leaning on people, clingy
- ☐ hissing/clawing
- ☐ urinated/defecated: excitement submissive
- ☐ purring/affectionate
- ☐ sweaty paws, nervous shedding, nervous purring
- ☐ other: _____

Handouts Recommended

- ☐ Barking
- ☐ Crate Training
- ☐ Housetraining
- ☐ Kids 'n Dogs
- ☐ Mouthing/Biting
- ☐ Socialization
- ☐ Separation Anxiety
- ☐ Problem Solving

Name: _____

Date: _____

Comments _____

Adoption # _____

Initial _____

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Shelter Temperament Evaluations for Cats

The average adopter comes into an animal shelter hoping to find either a high-spirited, well-adjusted kitten or a calm, affectionate older cat. They would like a cat that they can put in a carrier or medicate when need be, one whose nails can be trimmed without bloodshed and they can cuddle with whenever they so desire. Most are not looking for a feral cat to rehabilitate or an easily stressed cat lacking coping mechanisms that will demand careful management. By employing a few simple evaluations, the most adoptable cats will make themselves known to you. The ASPCA's behavior specialist Jacque Schultz suggests the following guidelines.

All evaluations should be done after the cat has been in the shelter system at least 48 hours and preferably 1-2 hours after any major kennel upheaval such as cleaning or feeding. In the evaluation, you are looking at the following:

1. Response to Environment/Adaptability
2. Sociability
3. Ease of Handling/Acceptance of Restraint/Arousal Level

1. RESPONSE TO ENVIRONMENT

Observe the cat's placement in the cage. Where is he/she?

- A) Front of the cage
- B) Rear of the cage
- C) Resting in litterbox
- D) Hunkering down in litterbox
- E) Hiding under bedding or paper liner

What is the cat's body posture?

- A) Relaxed (sprawled out, on side or back, dangling feet through bars, etc.)
- B) Reserved (sitting upright, tail wrapped around body)
- C) Fearful (flattened body, pupils dilated)
- D) Aggressive (charging front of the cage, low-pitched growls)

2. SOCIABILITY

Approach the front of the cage and speak softly to the cat.

- A) Cat approaches front of cage in a friendly manner
- B) Cat stays in place
- C) Cat retreats to back of cage
- D) Cat crouches down in back of cage
- E) Cat charges front of cage

Open the cage door, extend forefinger and observe cat's behavior.

- A) Cat approaches and head-bumps finger
- B) Cat approaches, no contact
- C) Cat does not approach or retreat
- D) Cat retreats
- E) Cat crouches down in back of cage
- F) Cat charges front of cage

Pick up cat and carry to another surface such as a grooming table or food-prep surface. Put cat down but do not allow him /her to jump off surface.

- A) Cat approaches handler
- B) Cat stays on surface but does not seek human contact
- C) Cat tries to escape
- D) Cat becomes aggressive

3. EASE OF HANDLING/AROUSAL LEVEL/ACCEPTANCE OF RESTRAINT

While the cat is in the cage, begin stroking cat by starting out at face and neck and then moving to long strokes on the body and down the tail. Watch for any signs of overstimulation/arousal like dilated pupils or a tail twitch (especially with unneutered males) which may indicate the cat is about to become aggressive.

- A) Cat accepts stroking, rising up to meet the hand
- B) Cat moves away
- C) Cat objects by warning with an inhibited bite
- D) Cat bites hard

(Note sensitive spots on cat)

Acceptance of restraint is noted during the time the cat is carried to the new surface.

- A) Cat settles into handler's body. May purr.
- B) Cat stiffens but allows carrying.
- C) Cat struggles at first and then settles.
- D) Cat squirms and struggles the entire time he/she is restrained.
- E) Cat becomes aggressive

After setting the cat on the new surface (or in the cage for cats that cannot handle being restrained), look in the ears, open the mouth, run a flea comb down the back to the tail, and press paws to unsheathe claws.

- A) Cat accepts all handling
- B) Cat has a sensitive area (Note area).
- C) Cat fights all handling.

The higher up the list the cat scores in each category, the more adoptable the cat. This cursory evaluation should assist you in determining which cats will be best for first-time pet-owners and households with young children and well as pinpointing those cats that may be dangerous if placed.

Sample Shelter Cat Behavior Evaluation Form

Animal ID# _____

Cat's name _____

Age _____ Sex _____

Date Admitted _____

Date Evaluated _____

1. What is the cats' reaction when cage is approached?
 - A) Walks up to front of cage and rubs against bars
 - B) Stays at the back of cage
 - C) Charges the bars swatting and hissing
 - D) Stays at the back of the cage and hisses
 - E) Retreats to rear of cage
2. What does cat do when evaluators' hand is held up to bars of cage?
 - A) Walks to bars and rubs on hands
 - B) Walks up bars of cage rubs on hands and nibbles
 - C) Stays at rear of cage but, rolls over exposing stomach
 - D) Charges bars hissing and swatting
 - E) Retreats to rear of cage
3. What does cat do when cage door is opened?
 - A) Walks up to evaluator and rubs against him/her.
 - B) Walks up to evaluator, rubs against him/her and bites.
 - C) Backs away from evaluator hisses and swats.
 - D) Charges evaluator hissing, swatting, biting etc.
 - E) Retreats to rear of cage.
4. What does cat do when evaluator strokes cheek and/or neck area?
 - A) Offers face for petting allows, enjoys.
 - B) Offers face for petting allows for short time than bites or swats.
 - C) Does not offer face for petting but will allow.
 - D) Does not allow hisses, swats or bites
 - E) Retreats to rear of cage, avoids interaction.
5. What does cat do when top of head is stroked?
 - A) Offers top of head for petting, allows, enjoys.
 - B) Offers to of head for petting, allows for a short time than bites or swats.
 - C) Does not offer head for petting but will allow.
 - D) Does not allow hisses, swats and or bites.
 - E) Retreats to rear of cage avoids interaction.
6. What does cat do when length of body is stroked?
 - A) Offers body for petting, allows, enjoys.
 - B) Offers body for petting, allows for short time than bites or swats.
 - C) Does not offer body for petting but will allow.
 - D) Does not allow petting, hisses swats and or bites.
 - E) Retreats to rear of cage, avoids interaction.

7. What does cat do when picked up?
 - A) Allows, is relaxed .
 - B) Allows, but tenses.
 - C) Allows for a short time than struggles and jumps down.
 - D) Does not allow but remains affectionate.
 - E) Does not allow, hisses, swats and or bites.
 - F) Does not allow ,retreats to rear of cage.
8. Interactive play (measures prey drive, possible play aggression)
 - A) Cat is mildly interested in cat toy, will bat around from a leisurely pace.
 - B) Cat is very interested, bats around cat toy, stalks, and pounces.
 - C) Cats is over stimulated, can't take eyes of toy, jumping, stalking biting, kicking toy.
 - D) Cat has no interest.
 - E) Cat is scared, retreats to back of cage.

If cat has not responded well to testing spend time interacting through desensitization and interactive play, then retest.

NOTES:

Adapted from ASPCA Companion Animal Services

Sample Format for Letter to Representative

Honorable _____

Title _____

Address _____

Re: Bill #

Dear Representative _____:

- A) State that you are writing as a constituent and your concern about the problem.
- B) State the problem you are concerned about in a concise and factual manner.
- C) Address the bill and what it would do (or if there is no bill pending, respectfully request your representative to introduce one).
- D) Thank your representative and respectfully request a response.

Your name and address.

Sample Letter

Congressman John Smith
United States House of Representatives
Washington, D.C. 20515

RE: HR. 2

Dear Congressman Smith:

I am writing as one of your constituents and to urge you to support H.R. 2. This legislation would give the elderly and disabled who live in any federal or federally-assisted housing the right to have a pet.

Currently, only senior citizens who live in specially designated federally assisted housing for the elderly or disabled are permitted to have a pet. Seniors who do not live in this specially designated housing are not permitted to have a pet. I do not believe this is fair. All senior citizens who want a companion animal and who can properly care for the animal should be able to have one.

Numerous studies have shown the tremendous health benefits the elderly derive from pets such as lower blood pressure and decreased depression. The federal government also has acknowledged that there have been no problems with those pets living with senior citizens in specially designated housing.

I would very much appreciate your response to my letter. Please inform me as to your position on H.R. 2. Thank you very much.

Your name and address

ASPCA
LEGISLATIVE ALERT

THE AMERICAN SOCIETY FOR THE
PREVENTION OF CRUELTY TO ANIMALS
424 East 92nd Street
New York, NY 10128

Dear Fellow Animal Friend:

Thank you for your interest in the ASPCA and in wanting to take an active role in improving the lives of animals.

If you want to help get legislation passed to better protect animals and you are willing to write letters to your representatives, please *print clearly* your name, address and telephone number below and return to us at the above address. As a member of our Legislative Action Team, you will receive regular mailings of our alerts informing you of the status of various bills and instructing you to take certain action! Participation and active involvement by concerned individuals like yourself are extremely important in the successful passage of legislation to better protect animals in need.

Thank you again for your concern. Together we can make a difference!

Very truly yours,

Lisa B. Weisberg
Vice President of
Government Affairs

Yes, I want to become a member of the ASPCA's Legislative Action Team.

Name: _____

Address: _____

City/State/Zip: _____

Telephone: _____

Fax: _____

E-mail address: _____

Are you an ASPCA member? ☐ Yes ☐ No

Do you have issues of special concern? _____

Do you know any of your legislators personally? _____

Have you ever volunteered on any of their campaigns? _____

☐ Check here if you would like to be a telephone coordinator.

☐ Check here if you are a senior citizen.

☐ Check here if you are interested in becoming a volunteer legislative representative for the ASPCA in your state.

Return this coupon to the Government Affairs Department,
The ASPCA, 424 East 92nd Street
New York, NY 10128

Telephone (212) 876-7700 Ext. 4550
Fax (212) 860-3560

Visit our web site:
www.asPCA.org

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Pediatric Spay Neuter References

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Veterinary Medicine, pp. 756-760, August 1995
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Animal Health Newsletter, Vol. 5, No. 12, February, 1988
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Early Neuters Could Safely Cure Overpopulation Study Says
DVM Magazine, pp. 11- 12, March 1993
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Compendium on Continuing Education, 21 (3): pp. 197-201, March 1999
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JAVMA 211: pp.57-62, 1997
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A Case for Neutering Pups and Kittens at Two Months of Age
JAVMA, 191: pp. 518-521, 1987
- Mackie, Marvin
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California Veterinarian, pp. 3-5, Jan. 1993
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Veterinary Radiology and Ultrasound, Vol. 37, No. 5, pp. 363-366, 1996
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Veterinary Clinics of North America: Small Animal Practice, Pediatrics: Puppies and Kittens, Vol. 29, Number 4, July 1999, pp. 935-943
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JAVMA, 216: pp.1556-1567, 2000

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JAVMA, 198: pp. 1193-1203, 1991
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JAVMA, 209: pp. 1864-1871, 1996
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JAVMA, 202, No. 6 pp. 914-917, 1993
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Acquired Urinary Incontinence in Bitches: Its Incidence and Relationship to Neutering Practices
Journal of Small Animal Practice, Vol.39: pp. 559-566, December 1998

Videos

The Case for Early Neutering
American Humane Association
800-227-4645

Early Age Neutering of Puppies and Kittens
MSPCA/AHES Public Affairs
350 South Huntington Avenue
Boston, MA 02130
617-541-5066

Early-age Neutering: A Practical Guide for Veterinarians

University of California-Davis School of
Veterinary Medicine and the Association of
Veterinarians for Animal Rights
Contact UC Davis
530-752-1324
www.calf.vetmed.ucdavis.edu

Cruelty Investigation Resources

The following agencies may be able to provide guidance related to animal cruelty complaints. Some agencies can provide you with information and possibly assist in your cruelty investigation. Based on the nature of the complaint, some agencies can bring their own charges against the abuser.

American Humane Association

63 Inverness Drive West
Englewood, CO 80112
800-227-4645

Information about the national cruelty investigators training program

American Kennel Club

Investigations and Inspections Unit
51 Madison Avenue
New York, NY 10010
212-696-8257

Inform the AKC about animal cruelty cases that involve dog breeders selling AKC registered dogs. The AKC can remove the breeder's accreditation. Also lists breed rescue groups throughout the country.

American Society for Prevention of Cruelty to Animals (ASPCA)

424 East 92nd Street
New York, NY 10128
212-876-7700

Assistance with cruelty investigations in New York State. Can also provide legal guidance in cruelty cases. For guidance in cruelty investigations ask for "Humane Law Enforcement." For legal guidance, ask for "Legal Department - General Counsel"

Animal Legal Defense Fund

127 Fourth Street
Petaluma, CA 94952
707-769-7771
Fax 707-769-0785
www.aldf.org

Network of attorneys and paralegals with expertise in prosecution of animal-related crime.

Animal Rescue League of Boston

P.O. Box 265
Boston, MA 02117
Humane Law Enforcement Unit
617-426-9170

Expertise in ritual and cult-related crime and animal cruelty.

Code 3 Associates

P.O. Box 1128
Erie, CO 80516
509-877-4049

Code 3 Associates, Inc. is dedicated to both professional disaster response for animal rescue operations and to training individuals working in animal related law enforcement throughout the country. Equine investigations academy held two times a year in two locations Middleburg, VA and Durango, CO.

City and County Health Departments

Contact your local health department for assistance in animal cruelty cases that involve problems that may endanger human health, such as animal hoarding, vermin, ground water pollution, and suspected rabies. May also be responsible for licensing and inspecting animal shelters, pet stores, farms, stables, breeders, etc.

Humane Society of the United States

2100 L Street NW
Washington, DC
202-452-1100

Provides expert information on animal behavior and animal cruelty that can be used in cruelty investigations. Call and ask to be directed to the person that has expertise in the desired area.

Law Enforcement Training Institute, (LETI)

University of Missouri
Columbia, MO
800-825-6505

Operates the National Cruelty Investigations School, Levels I, II, and III, and Bite Stick Certification at various locations around the country.

National Animal Control Association (NACA)

Training Academy
P.O. Box 480851
Kansas City, MO 64148
800-828-6474
913-768-1319
Fax 913-768-0607
www.netplace.net/naca

The National Animal Control Association (NACA) was formed in 1978 to assist its members to perform their duties in a professional manner. This includes the National Animal Control Academy Levels I, II, and III, and intensive training in animal care and control, enforcement, communication, and safety.

State Agencies

Each state's department of agriculture has different authorities which may include responsibility for interpreting animal cruelty laws, inspecting shelters, pet shops, stables, farms, breeders, and oversight of animal licensing and control. Contact your state capitol for more information. Wildlife issues and licensing of wildlife rehabilitators and nuisance wildlife trappers is authorized by state agencies with names such as Division of Fish and Game, Division of Fish and Wildlife, Department of Environmental Conservation, Department of Environmental Protection, etc. Look for the regional office in your telephone book.

United States Department of Agriculture – Animal and Plant Health Inspection Service (APHIS)

Regulatory Enforcement & Animal Care
2568-A Riva Road
Suite 302
Annapolis, MD 21401
www.aphis.usda.gov

Contact the USDA when you have a cruelty case involving animal breeders, animal dealers, etc. Such enterprises must be licensed by the USDA and operated according to the standards established by the Animal Welfare Act.

Publications

California Humane Laws Handbook

State Humane Association of California, P.O. Box 299, Pacific Grove, CA 93950, tel. 831-647-8897.

Child Abuse, Domestic Violence and Animal Abuse: Linking the Circles of Compassion for Prevention and Intervention by Frank R. Ascione and Phil Arkow. Indiana: Purdue University Press, 1999 (at press)

Companion Animal Demographics for Communities and Shelters by the Center for Animals & Public Policy at Tufts University School of Veterinary Medicine. Grafton: MA.

The C.H.A.I.N. Letter

Quarterly newsletter published by the Collective Humane Action and Information Network. Reports cruelty investigations, legislative updates, job and event announcements, and news blurbs from around the country. Subscriptions are \$15 for one year, \$28 for two. C.H.A.I.N., Sam Marsteller, P.O. Box 576, Tujunga, CA 91043.

Cruelty to Animals and Interpersonal Violence, Readings in Research and Application, Readings in Research and Application by Randall Lockwood and Frank Ascione. Indiana: Purdue University Press, 1998

Humane Law Enforcement Manual

Washington Humane Society
7319 George Avenue NW
Washington, DC 20012
202-723-5730

Introduction to Animal Cruelty Investigation

Humane Society of the United States
HSUS Investigations Section
2100 L Street NW
Washington, DC
202-452-1100

Investigating Animal Cruelty

New York State Humane Association
P.O. Box 3068
Kingston, NY 12402
914-336-4514

Operational Guides

American Humane Association
63 Inverness Drive East
Englewood, CO 80112
800-227-4645

Recognizing and Reporting Animal Abuse: A Veterinarian's Guide by the American Humane Association, 1997

Training Guide

National Animal Control Association
P.O. Box 480851
Kansas City, MO 64148
800-828-6474

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PETS AND PEOPLE PROFILE

DOGS

Control # _____
Adoption Date _____
Dog Name _____
Counselor _____
IP ☐ _____

Thank you for filling out this profile. The information you provide will help us help you find the best match for you and your family.

Name _____ Driver's Lic. # _____

Street Address _____ P.O. Box _____ City _____

State _____ Zip _____ Home Phone _____ Work Phone _____

Names of others in household (include ages of children) _____

Housing (check all that apply) _____

☐ Own ☐ Rent ☐ Live with Parents ☐ Military ☐ House ☐ Condo ☐ Apt. ☐ Mobile

Landlord name & phone number _____ Length of time at address _____

Name and phone number of a friend not living with you _____

Are you a member of the Marin Humane Society? Yes ☐ No ☐

Veterinarian _____

Applicant's Name _____

Date _____

PET HISTORY	YOU & YOUR HOUSEHOLD	HOPES AND EXPECTATIONS
<p>CURRENT PETS</p> <p>Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____</p> <p>Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____</p> <p>Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____</p> <p>Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____</p>	<p>DOG EXPERIENCE</p> <p><input type="checkbox"/> First-time owner <input type="checkbox"/> Have had one or two <input type="checkbox"/> Knowledgeable & Experienced</p> <p>▼▼▼</p> <p>TIME AWAY FROM HOME</p> <p><input type="checkbox"/> Home all day <input type="checkbox"/> Out part-time <input type="checkbox"/> Away 7-10 hours daily</p> <p>▼▼▼</p> <p>HOUSEHOLD ACTIVITY LEVEL</p> <p><input type="checkbox"/> Quiet <input type="checkbox"/> Active <input type="checkbox"/> Very Active</p> <p>▼▼▼</p> <p>HOME ATMOSPHERE</p> <p><input type="checkbox"/> Grand Central Station <input type="checkbox"/> Some activity <input type="checkbox"/> Zen-garden serene</p>	<p>BREED TYPE/MIX _____</p> <p>SIZE</p> <p><input type="checkbox"/> 0 - 20 pound / Small <input type="checkbox"/> 20 - 50 pound / Medium <input type="checkbox"/> 50 - 100 pound / Large <input type="checkbox"/> 100 + pound / Giant</p> <p>COAT</p> <p><input type="checkbox"/> Short <input type="checkbox"/> Medium <input type="checkbox"/> Long <input type="checkbox"/> No preference</p> <p>AGE</p> <p><input type="checkbox"/> 8-16 weeks <input type="checkbox"/> 4-12 months <input type="checkbox"/> 1-3 years <input type="checkbox"/> Older <input type="checkbox"/> No preference</p> <p>TRAINING</p> <p><input type="checkbox"/> Has none <input type="checkbox"/> Is housebroken <input type="checkbox"/> Has some obedience training <input type="checkbox"/> Is fully trained</p> <p>ACTIVITY LEVEL</p> <p><input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High</p> <p>SEX</p> <p><input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> No preference</p>

CURRENT PETS



Past PET HISTORY (Last 5 years)

Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Spayed/Neutered <input type="checkbox"/>	Spayed/Neutered <input type="checkbox"/>	Spayed/Neutered <input type="checkbox"/>
Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both	Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both	Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both
How long owned? _____	How long owned? _____	How long owned? _____
Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out
How long owned? _____	How long owned? _____	How long owned? _____
What happened? _____	What happened? _____	What happened? _____
Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out
How long owned? _____	How long owned? _____	How long owned? _____
What happened? _____	What happened? _____	What happened? _____

FOR STAFF USE ONLY

Comments:

Discussion Topics

1. Reasons for Wanting ☐
2. Lifestyle ☐
3. Sterilization ☐
4. Keeping/Confinement ☐
5. Allergies ☐
6. Other (list) ☐

SUGGESTION BOX

Guideline Exceptions

Init. _____

Counselor Reviewing _____ Approved for _____ Initials _____
 _____ Pending _____
 _____ L'lord Approv. (date) _____ Applicant informed _____
 _____ Parent Approv. (date) _____ Check impound file _____

Request Files _____

The Marin Humane Society • 171 Bel Marin Keys Blvd. • Novato • CA • 94949 • (415) 883-4621



PETS AND PEOPLE PROFILE

CATS

Control # _____
Adoption Date _____
Cat Name _____
Counselor _____
IP ☐ _____

Thank you for filling out this profile. The information you provide will help us help you find the best match for you and your family.

Name _____ Driver's Lic. # _____

Street Address _____ P.O. Box _____ City _____

State _____ Zip _____ Work Phone _____ Home Phone _____

Names of others in household (include ages of children) _____

Housing (check all that apply) _____

☐ Own ☐ Rent ☐ Live with Parents ☐ Military ☐ House ☐ Condo ☐ Apt. ☐ Mobile

Landlord name & phone number _____ Length of time at address _____

Name and phone number of a friend not living with you _____

Are you a member of the Marin Humane Society? Yes ☐ No ☐

Veterinarian _____

Applicant's Name _____

Date _____

PET HISTORY	YOU & YOUR HOUSEHOLD	HOPES AND EXPECTATIONS
CURRENT PETS Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____ Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____ Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____ Type _____ Name _____ Age _____ Sex _____ Spayed/Neutered <input type="checkbox"/> Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both How long have you owned this pet? _____	CAT EXPERIENCE <input type="checkbox"/> First-time owner <input type="checkbox"/> Have had one or two <input type="checkbox"/> Knowledgeable & Experienced ▼▼▼ TIME AWAY FROM HOME <input type="checkbox"/> Home all day <input type="checkbox"/> Out part-time <input type="checkbox"/> Away 7-10 hours daily ▼▼▼ HOUSEHOLD ACTIVITY LEVEL <input type="checkbox"/> Quiet <input type="checkbox"/> Active <input type="checkbox"/> Very Active ▼▼▼ HOME ATMOSPHERE <input type="checkbox"/> Grand Central Station <input type="checkbox"/> Some activity <input type="checkbox"/> Zen-garden serene	BREED TYPE/MIX _____ ADULT SIZE <input type="checkbox"/> 0 - 12 lbs. Small/Medium <input type="checkbox"/> 10 - 20 lbs. Medium/Large <input type="checkbox"/> No Preference COAT <input type="checkbox"/> Short <input type="checkbox"/> Medium <input type="checkbox"/> Long <input type="checkbox"/> No preference AGE <input type="checkbox"/> 8-16 weeks <input type="checkbox"/> 4-12 months <input type="checkbox"/> 1-3 years <input type="checkbox"/> Older <input type="checkbox"/> No preference ACTIVITY LEVEL <input type="checkbox"/> Low <input type="checkbox"/> Medium <input type="checkbox"/> High SEX <input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> No preference

CURRENT PETS



Past PET HISTORY (Last 5 years)

Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Spayed/Neutered <input type="checkbox"/>	Spayed/Neutered <input type="checkbox"/>	Spayed/Neutered <input type="checkbox"/>
Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both	Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both	Kept <input type="checkbox"/> In <input type="checkbox"/> Out <input type="checkbox"/> Both
How long owned? _____	How long owned? _____	How long owned? _____

Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out
How long owned? _____	How long owned? _____	How long owned? _____
What happened? _____	What happened? _____	What happened? _____

Type _____	Type _____	Type _____
Name _____	Name _____	Name _____
Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out	Sex _____ Kept <input type="checkbox"/> In <input type="checkbox"/> Out
How long owned? _____	How long owned? _____	How long owned? _____
What happened? _____	What happened? _____	What happened? _____

FOR STAFF USE ONLY

Comments:

Discussion Topics:

1. Reason for Wanting ☐
2. Lifestyle ☐
3. Sterilization ☐
4. Safe Confinement ☐
5. Allergies ☐
6. Declawing ☐
7. Other (list) ☐

SUGGESTION BOX

Guideline Exceptions

Counselor Reviewing _____	Approved for _____	Initials _____
_____ Pending _____		
_____ L'lord Approv. (date) _____	Applicant informed _____	
_____ Parent Approv. (date) _____	Check impound file _____	

Request Files

The Marin Humane Society • 171 Bel Marin Keys Blvd. • Novato • CA • 94949 • (415) 883-4621

DOG ADMISSION PROFILE

Dog's Name _____ Age _____
 Breed _____

Where did you get your dog? ☐ breeder ☐ pet shop
☐ humane society ☐ friend ☐ other

Sex: ☐ Male ☐ Female Has your dog been sterilized? _____

For office use only

Date entered shelter

____/____/____

Record # _____

Tag # _____

Cage # _____

Rabies Tag # _____

Microchip # _____

Please answer the following questions.

How long have you owned your dog? _____

How would you describe the dog? ☐ family dog ☐ dogs for adults only ☐ one person dog
☐ other (please explain) _____

Is the dog housebroken? _____ How many times in a 24 hour period does the dog go out? _____

What was the dog fed? (Please give specific brand) _____

Is the dog from a single dog household? ☐ yes ☐ no

If no, please list the ages of the other dogs in the household _____

How many hours a day is the dog left alone? _____

Where do you keep the dog when you have to leave the house?

- ☐ loose in the house ☐ left loose outside in the yard
☐ restricted to one or two rooms ☐ chained in the yard
☐ placed in a cage or crate ☐ placed in an outdoor kennel

Is the dog destructive when left alone? ☐ always ☐ sometimes ☐ never

When left alone does the dog: (check all that apply)

- ☐ bark ☐ chew furniture ☐ chew personal items (clothing, shoes, etc.)
☐ scratch on doors or window sills ☐ pee or poop in the house ☐ none of the above
☐ other (explain) _____

How did you attempt to correct the problem(s)?

How did the dog respond to this method of correction?

When allowed outside the dog was: ☐ chained in yard ☐ loose ☐ in fenced yard ☐ in kennel
☐ other (explain) _____

When outside unsupervised did the dog: (check all that apply)

- ☐ dig holes ☐ escape frequently ☐ bark continuously ☐ bark at strangers
☐ bark at other animals ☐ seem content ☐ other (explain) _____

Has the dog consistently been around children? ☐ yes ☐ noIf yes, ages: ☐ 2-5 ☐ 5-7 ☐ 7-12 ☐ 12-18Have the kids and dogs played alone together? ☐ yes ☐ noHave the dogs experiences with children always been positive? ☐ yes ☐ no (explain)

Can a two-year-old child take a bone from this dog? ☐ yes ☐ no Can you? ☐ yes ☐ no
 Is the dog too rough when playing with kids or does it play politely?

Has the dog been obedience trained? ☐ yes ☐ no
 If yes, ☐ at home by you or a family member ☐ in a class ☐ with a private trainer

When you tell the dog to do the following it does it:

	Always	Most of the Time	Sometimes	Hardly Ever	Never
Sit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lie down	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stay	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Come	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heel on Leash	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please select the definition that best describes the dog in the following circumstances.

How does your dog react when:

- | | |
|--|---|
| 1. you or other family members enter the house? | A. Very excited - the dog will bark, whine and jump up on objects. The dog seeks out activity and will chase people or things. The dog has a hard time calming down and is usually removed from whatever is causing the excitement. |
| 2. male visitor enters the house? | B. Excited - The dog will bark and whine and may jump up on people or objects, but calms within a short time. |
| 3. a female visitor enters the house? | C. Happy - the dog is interested, but very polite. It does not jump up, but will wag its tail and approach. |
| 4. children who are visitors enter the house? | D. Indifferent - the dog is not interested and does not break away from whatever it may be doing. |
| 5. the dog sees a jogger or a child on a bicycle? | E. Anxious - The dog appears to be excited and will approach. The ears are down and its tail will be tucked but wagging. The dog has a very guilty look. The dog gets so excited or anxious it pees. |
| 6. you take away a favorite toy or bone? | F. Scared - The dog runs away from the situation and attempts to hide under or behind a table or other object. The dog may eventually approach depending on the circumstances. |
| 7. the dog is disturbed while sleeping in a favorite spot? | G. Growls - The dog growls in a low tone and may assume a stiff body posture. |
| 8. you take away the dog's food? | H. Shows teeth - The lips curl back so that the front teeth can be seen. |
| 9. you try to remove the dog from under a table or chair? | I. Snaps - The dog attempts to bite but does not bite hard or break the skin. |
| 10. the dog sees a person of a race other than your own? | J. Nips - The dog bites but does not bite hard or break the skin. |
| | K. Bites - The dog bites and breaks the skin or tears clothing |
| | L. Barks - The dog is very vocal. |
| | M. Don't know - I am not familiar with how the dog will react. |
| | N. Other - Please explain in the space provided |

Additional Comments:

Would you say that most of the time the dog is: (check all that apply)

☐ friendly ☐ playful ☐ shy ☐ withdrawn ☐ protective ☐ affectionate
☐ hyper ☐ active ☐ aggressive ☐ stubborn ☐ noisy ☐ quiet ☐ destructive

Has the dog ever been allowed to play with other dogs? ☐ yes ☐ no

Does it get along with other dogs? ☐ always ☐ sometimes ☐ never

Has it ever been in a severe dogfight in which either dog was injured? ☐ yes ☐ no

If yes, explain _____

Has the dog ever been in contact with cats? ☐ yes ☐ no ☐ don't know

Does the dog get along with cats? ☐ yes ☐ no ☐ don't know

Is the dog afraid of: (check all the apply)

☐ visitors ☐ loud noises ☐ thunder ☐ being alone ☐ vacuum cleaner

☐ other _____ ☐ no fears that I am aware of

Will the dog let you groom it? (bathing and brushing) ☐ yes ☐ no ☐ don't know

Clip its nails? ☐ yes ☐ no ☐ don't know

What would be the ideal home for the dog?

Does the dog have any medical problems or require medication? ☐ yes ☐ no ☐ don't know

If yes, please explain _____

Is the dog current on its vaccinations? ☐ yes ☐ no

Has the dog been heartworm tested? ☐ yes ☐ no

What, if any, behavioral problems does the dog have?

What are two things you like the most about the dog's behavior?

1. _____

2. _____

What are two things you dislike the most about the dog's behavior?

1. _____

2. _____

Why are you surrendering the dog to the Humane Society? (Be specific)

What would have to happen for you to keep the dog?

FOR STAFF AND VOLUNTEER USE ONLY

Additional Comments: _____

SURGERY: _____

MEDICAL: _____

Courtesy of Wisconsin Humane Society

500 West Wisconsin Avenue, Milwaukee, WI 53208-3156 414-ANIMALS Fax: 414-431-6200

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CAT ADMISSION PROFILE

Cat's Name _____ Age _____
 Breed or markings _____

Where did you get your cat? ☐ breeder ☐ pet shop
☐ humane society ☐ friend ☐ other _____

Sex: ☐ Male ☐ Female

Has your cat been sterilized? _____

Has the cat been declawed? ☐ yes ☐ no

If yes: ☐ front paws only ☐ all four paws

For office use only

Date entered shelter

____/____/____

Record # _____

Tag # _____

Cage # _____

Rabies Tag # _____

Microchip # _____

Please answer the following questions.

How long have you owned the cat? _____

How would you describe the cat's behavior most of the time? (check all that apply)

☐ very active ☐ couch potato ☐ friendly to family ☐ friendly to visitors ☐ shy to family

☐ shy to visitors ☐ playful ☐ talkative ☐ quiet ☐ affectionate ☐ destructive

☐ other (please explain) _____

Does the cat use its litter box? ☐ always ☐ sometimes ☐ never

If sometimes, how often does the cat make mistakes? _____

How many litter boxes did the cat have access to? _____

How often were the box(es) cleaned? _____

What kind of litterbox did the cat use? ☐ open ☐ hooded ☐ other (describe) _____

What kind of litter was provided for the cat? ☐ sand-like ☐ clumping ☐ litter ☐ clay ☐ other
 (Please give specific brand) _____

Was the litter: ☐ scented? ☐ unscented? ☐ don't know

Where were the litterboxes located? (If the cat lived in a multi-level home or apartment please indicate on which floor the boxes were kept, as well as location.)

What was the cat fed? (Please give specific brand) _____

Does the cat like to cuddle? ☐ always ☐ sometimes ☐ never

Does the cat like to sit on your lap? ☐ always ☐ sometimes ☐ never

Does the cat like other cats? ☐ yes ☐ no ☐ don't know

Is the cat from a single cat household? ☐ yes ☐ no

If no, how many cats has the cat been in contact with on a regular basis? _____

Has the cat ever been in a severe cat fight in which either cat was injured? ☐ yes ☐ no

If yes, please explain _____

Has the cat ever been in contact with dogs? ☐ yes ☐ no

If yes, does the cat get along with dogs? ☐ yes ☐ no

Was the cat allowed to roam outside unattended? ☐ yes ☐ no

When you were gone was the cat:

☐ loose in the house ☐ let outside ☐ restricted to one or two rooms ☐ tied out in yard

Is the cat destructive when left alone? ☐ always ☐ sometimes ☐ never

Please explain _____

Does the cat: (check all that apply)

☐ jump onto counters or tables ☐ scratch furniture ☐ chew personal items (clothing, shoes etc.)

☐ scratch on doors or cabinets ☐ pee or poop outside the box ☐ chew plants

How did you attempt to correct the problem(s)? _____

How did the cat respond to this method of correction? _____

Does the cat like to be pet? ☐ sometimes ☐ always ☐ never

Does the cat ever get annoyed while it is being pet? ☐ yes ☐ no

Does the cat ever pounce on your feet or ankles unexpectedly? ☐ yes ☐ no

How often does this happen? _____

Has the cat consistently been around children? ☐ yes ☐ no

If yes, ages: ☐ 2-5 ☐ 5-7 ☐ 7-12 ☐ 12-18

Have the kids and cat played alone together? ☐ yes ☐ no

Have the cat's experiences with children always been positive? ☐ yes ☐ no (explain) _____

Is the cat too rough when playing with kids or does it play politely (not using its teeth or claws)?

When visitors enter the home the cat will usually:

☐ run and hide until they leave

☐ run and hide and then come out later to greet guests

☐ does not hide, stays to greet newcomers

☐ other _____

If a visitor tries to pick up the cat it usually:

☐ hisses and scratches in an attempt to get away

☐ does not like being picked up, but will accept it for a short period of time

☐ reacts calmly and accepts being picked up

☐ wants to be picked up and purrs affectionately

☐ other _____

What types of people does the cat feel most comfortable with:

☐ children ☐ teenagers ☐ men ☐ women ☐ elderly

What would be the ideal home for the cat? _____

Does the cat have any fears that you are aware of? ☐ yes ☐ no

If yes, please explain _____

Will the cat let you groom it? Brushing? ☐ yes ☐ no Clip its nails? ☐ yes ☐ no

Bathe it? ☐ yes ☐ no

Does the cat ever get destructive or stop using the litterbox after you return from a trip?

☐ yes ☐ no ☐ don't know

Has the dog ever been in contact with cats? ☐ yes ☐ no ☐ don't know

Does the dog get along with cats? ☐ yes ☐ no ☐ don't know

Is the dog afraid of: (check all the apply)

☐ visitors ☐ loud noises ☐ thunder ☐ being alone ☐ vacuum cleaner
☐ other _____ ☐ no fears that I am aware of

Will the dog let you groom it? (bathing and brushing) ☐ yes ☐ no ☐ don't know

Clip its nails? ☐ yes ☐ no ☐ don't know

What would be the ideal home for the dog?

Does the dog have any medical problems or require medication? ☐ yes ☐ no ☐ don't know

If yes, please explain _____

Is the dog current on its vaccinations? ☐ yes ☐ no

Has the dog been heartworm tested? ☐ yes ☐ no

What, if any, behavioral problems does the dog have?

What are two things you like the most about the dog's behavior?

1. _____
2. _____

What are two things you dislike the most about the dog's behavior?

1. _____
2. _____

Why are you surrendering the dog to the Humane Society? (Be specific)

What would have to happen for you to keep the dog?

FOR STAFF AND VOLUNTEER USE ONLY

Additional Comments: _____

SURGERY: _____

MEDICAL: _____

Courtesy of Wisconsin Humane Society

500 West Wisconsin Avenue, Milwaukee, WI 53208-3156 414-ANIMALS Fax: 414-431-6200

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PETS AND PEOPLE PROFILE

DOGS

Control # _____
Adoption Date _____
Dog Name _____
Counselor _____
IP ☐ _____

Thank you for filling out this profile. The information you provide will help us help you find the best match for you and your family.

Applicant's Name

Name _____ Driver's License # _____

Street Address _____ City _____ ZIP _____

Home Phone _____ Work Phone _____

Are you at least 18 years of age? ☐ Yes ☐ No

Information to help us locate you if your pet is lost and returned to our shelter. _____

Name and phone number of friend or relative not living with you _____

Name of your veterinarian _____

Information about your lifestyle to help us find the best companion for you. _____

Who will be responsible for the animal's care? _____

Names of **adults** in household _____ Names and ages of **children** in household _____

Type of housing: ☐ own house ☐ own condo ☐ own mobile home ☐ own mobile home
☐ rent house ☐ rent apartment ☐ rent mobile home Length of time
at present address _____

If you rent, what is your landlord's name? _____ Landlord's Phone _____

Where will the animal be kept:

During the day? _____ At night? _____

Describe the pet's play area: _____

Length of time animal will be left alone: ☐ I am home all day ☐ 1-4 hours ☐ 6-8 hours ☐ 8-10 hours

Please describe all **current** pets:

Type of pet	Age	Sex	Spayed/Neutered?	Kept In/Out?	How long owned?

Please describe pets **previously** owned in last 5 years:

Type of pet	Age	Sex	Spayed/Neutered?	Kept In/Out?	What happened to pet?

How can we help you today? _____

☐ I found the pet I want to adopt. ☐ I need help selecting an animal.

Reason for wanting pet:

- ☐ gift
☐ watchdog
☐ companion
☐ companion for other pet
☐ other

Age preference:

- ☐ Under 6 months
☐ Over 6 months
☐ No preference

Size preference:

- ☐ Small
☐ Medium (20-50 lbs.)
☐ Large

Activity level preference:

- ☐ Low (housepet)
☐ Medium
☐ High (jogging companion)

Signature: _____ Date: _____

Date

For Staff Use Only

Requirements before adoption:

(1) Landlord approval

(2) Yard check

(3) Socialization with (list all names of household)

(4) Socialization with other dog

(5) Other _____

.....

Requirement met - staff initial:

(1) _____

(2) _____

(3) _____

(4) _____

(5) _____

- Comments:

Comments:

Staff Counselor Approval: _____ Date: _____

Date: _____

Welcome to the **Peninsula Humane Society**



**Seeking a
permanent,
loving,
responsible
home
for all
companion
animals.**



SO THAT WE MAY BE ASSURED that the cat you wish to adopt is best suited to you, your home and your lifestyle, and is placed in an environment that is compatible with his/her needs, we ask that you complete this application.

FOR YOU TO ADOPT AN ANIMAL, WE NEED YOU TO...

- Be sure that you are financially able to provide for the animal's needs. This includes food, supplies, license and veterinary care.
- Be certain you have adequate time to spend with your new pet, including time for training, exercise and grooming.
- Have your landlord's permission to bring an animal onto his/her property.
- Have the consent of all adults in your household.
- Be at least 18 years of age and have verifiable identification.
- Complete this application and discuss it with an adoption counselor.
- Understand that this is an adoption, not a sale. PHS reserves the right to postpone or refuse an adoption.

Thank you!

People/Animal Companion Profile

Welcome to the Peninsula Humane Society! This application is designed to help us help you make the best possible choice: the right home for each animal and the right animal for your home. Please reply to the following questions carefully and completely.

Household Information

Name _____

Driver's license # _____ Identification _____

Street address _____

City _____ State _____ Zip _____

Home phone (____) _____ Work phone (____) _____

Housing: _____ Own _____ Rent _____ Live w/parent _____ House _____ Condo _____ Apt _____ Mobile _____

Landlord name _____ Phone number (____) _____

Length of time at address _____

Others living in household (include ages of children) _____

Pet History

Who is your animal's veterinarian? _____

What animals do you currently own? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long have you had this animal? _____	How long have you had this animal? _____	How long have you had this animal? _____

What inoculations have your current animals had in the past year? _____

What animals have you owned in the past? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long did you have this animal? _____	How long did you have this animal? _____	How long did you have this animal? _____

What is your experience with cats?

____ First-time owner ____ Have had one or two ____ Knowledgeable and experienced

Please rate your household activity level:

____ Grand Central Station ____ Couch potato ____ Somewhere in between

Hopes and Expectations

Why are you interested in adopting a cat? _____

Do you have a certain type of cat in mind? ☐ Yes ☐ No If yes, please describe below.

What personality traits are you looking for in your companion animal? _____

Cats are known for their long daytime naps, however, they still need exercise. How will you provide this? _____

Scratching is typical cat behavior. How will you deal with this? _____

It sometimes takes a cat longer to adjust to a home that already has resident cats. In some cases the new cat and the other animals may never bond, only tolerate each other. How will you handle this? _____

Adoption Follow-Up

As part of our commitment to having each adoption be a success, we will be keeping in touch with you. Please indicate the most appropriate time and place to reach you.

Time _____ Phone (____) _____

Please Read and Sign

I hereby release to the Peninsula Humane Society all veterinary records of any and all animals I have had or currently have.

Name of Veterinary Hospital _____

Phone (____) _____

I certify that all the information in this application is true and I understand that false information may void the application. I also understand that failure to comply with future requirements, such as spaying or neutering, could result in my inability to adopt other animals from the Peninsula Humane Society.

Signature _____ Date _____

For Staff Use Only

The best match would be: _____

Pending _____ Yes _____ No _____

Landlord permission _____ Obtained _____ Denied _____

Parental permission _____ Obtained _____ Denied _____

File: ____ Yes ____ No If yes, reviewed with PA? ____ Yes ____ No

I have reviewed the following cat-related issues with the potential adopter:

(please initial each as reviewed)

____ Cat/cat introductions

____ Cat/dog introductions

____ Litterbox issues

____ Cats and change

____ Vaccinations

____ Identification, lost and found

____ Providing scratching surfaces

____ Cats and children

____ Declawing

____ Behavior helpline

Comments _____

Adoption counselor reviewing application _____ Date _____

Animal shown by _____ Date _____

Additional counselors _____ Date _____

Adoption finalized ____ Yes ____ No If no, why not? _____

Welcome to the **Peninsula Humane Society**



**Seeking a
permanent,
loving,
responsible
home
for all
companion
animals.**



SO THAT WE MAY BE ASSURED that the dog you wish to adopt is best suited to you, your home and your lifestyle, and is placed in an environment that is compatible with his/her needs, we ask that you complete this application.

FOR YOU TO ADOPT AN ANIMAL, WE NEED YOU TO...

- Be sure that you are financially able to provide for the animal's needs. This includes food, supplies, license and veterinary care.
- Be certain you have adequate time to spend with your new pet, including time for training, exercise and grooming.
- Have your landlord's permission to bring an animal onto his/her property.
- Have the consent of all adults in your household.
- Be at least 18 years of age and have verifiable identification.
- Complete this application and discuss it with an adoption counselor.
- Understand that this is an adoption, not a sale. PHS reserves the right to postpone or refuse an adoption.

Thank you!

People/Animal Companion Profile

Welcome to the Peninsula Humane Society! This application is designed to help us help you make the best possible choice: the right home for each animal and the right animal for your home. Please reply to the following questions carefully and completely.

Household Information

Name _____
 Driver's license # _____ Identification _____
 Street address _____
 City _____ State _____ Zip _____
 Home phone (____) _____ Work phone (____) _____
 Housing: ___ Own ___ Rent ___ Live w/parent ___ House ___ Condo ___ Apt ___ Mobile
 Landlord name _____ Phone number (____) _____
 Length of time at address _____
 Others living in household (include ages of children) _____

Pet History

Who is your animal's veterinarian? _____
 What animals do you currently own? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long have you had this animal? _____	How long have you had this animal? _____	How long have you had this animal? _____

 What inoculations have your current animals had in the past year? _____

What animals have you owned in the past? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long did you have this animal? _____	How long did you have this animal? _____	How long did you have this animal? _____

What is your experience with dogs?

___ First-time owner ___ Have had one or two ___ Knowledgeable and experienced

Please rate your household activity level:

___ Grand Central Station ___ Couch potato ___ Somewhere in between

Hopes and Expectations

Why are you interested in adopting a dog? _____

Do you have a certain type of dog in mind? ____Yes ____No If yes, please describe below.

What personality traits are you looking for in your companion animal? _____

Where will you keep the animal during the day? (i.e., indoors, indoors and out, at work, in the yard) _____

How long will the dog be without human companionship? _____

Where will the animal sleep at night? _____

What behavior problems have you experienced with companion animals in the past and how did you resolve them? _____

Availability to Exercise Dog

____ Minimal exercise during week/ lots of exercise on weekends

____ Would go running five miles a day with me

____ Long morning and evening walks

____ Three 15-minute walks a day

Adoption Follow-Up

As part of our commitment to having each adoption be a success, we will be keeping in touch with you. Please indicate the most appropriate time and place to reach you.

Time _____ Phone () _____

Please Read and Sign

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Name of Veterinary Hospital _____

Phone () _____

I certify that all the information in this application is true and I understand that false information may void the application. I also understand that failure to comply with future requirements, such as spaying or neutering, could result in my inability to adopt other animals from the Peninsula Humane Society.

Signature _____ Date _____

For Staff Use Only

The best match would be: _____

Pending _____ Yes _____ No _____

Landlord permission _____ Obtained _____ Denied _____

Parental permission _____ Obtained _____ Denied _____

File: ____Yes____ No If yes, reviewed with PA? ____Yes____ No

I have reviewed the following dog-related issues with the potential adopter:

(please initial each as reviewed)

____ Separation anxiety

____ Dog/cat introduction

____ Dog/dog introduction

____ Shelter behavior vs. behavior at home

____ Housebreaking/crate training

____ Dog training

____ Dogs and children

____ Identification/lost and found

____ Vaccinations

____ Chew toys

____ Destructive behavior

____ Behavior helpline

Comments _____

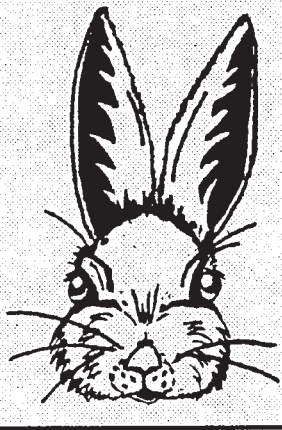
Adoption counselor reviewing application _____ Date _____

Animal shown by _____ Date _____

Additional counselors _____ Date _____

Adoption finalized ____Yes____ No If no, why not? _____

Welcome to the **Peninsula Humane Society**



**Seeking a
permanent,
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SO THAT WE MAY BE ASSURED that the small animal you wish to adopt is best suited to you, your home and your lifestyle, and is placed in an environment that is compatible with his/her needs, we ask that you complete this application.

FOR YOU TO ADOPT AN ANIMAL, WE NEED YOU TO...

- Be sure that you are financially able to provide for the animal's needs. This includes food, supplies and veterinary care.
- Be certain you have adequate time to spend with your new pet, including time for training, exercise and grooming.
- Have your landlord's permission to bring an animal onto his/her property.
- Have the consent of all adults in your household.
- Be at least 18 years of age and have verifiable identification.
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Thank you!

People/Animal Companion Profile

Welcome to the Peninsula Humane Society! This application is designed to help us help you make the best possible choice: the right home for each animal and the right animal for your home. Please reply to the following questions carefully and completely.

Household Information

Name _____

Driver's license # _____ Identification _____

Street address _____

City _____ State _____ Zip _____

Home phone () _____ Work phone () _____

Housing: ___ Own ___ Rent ___ Live w/parent ___ House ___ Condo ___ Apt ___ Mobile

Landlord name _____ Phone number () _____

Length of time at address _____

Others living in household (include ages of children) _____

Pet History

Who is your animal's veterinarian? _____

What animals do you currently own? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long have you had this animal? _____	How long have you had this animal? _____	How long have you had this animal? _____

What inoculations have your current animals had in the past year? _____

What animals have you owned in the past? (list below)

Species _____	Species _____	Species _____
Age _____ Sex _____	Age _____ Sex _____	Age _____ Sex _____
Altered? _____	Altered? _____	Altered? _____
Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both	Kept ___ in ___ out ___ both
How long did you have this animal? _____	How long did you have this animal? _____	How long did you have this animal? _____

What is your experience with small animals?

___ First-time owner ___ Have had one or two ___ Knowledgeable and experienced

Please rate your household activity level:

___ Grand Central Station ___ Couch potato ___ Somewhere in between

Hopes and Expectations

Why are you interested in adopting a small animal? _____

What personality traits are you looking for in your companion animal? _____

If you already have the small animal's cage, please describe the cage, including size. _____

If you do not have the cage, please describe the cage you plan to use, including size. _____

Where will the small animal be kept during the day?

Free to roam: ____ indoors ____ outdoors Caged: ____ indoors ____ outdoors

Where will the small animal be kept at night?

Free to roam: ____ indoors ____ outdoors Caged: ____ indoors ____ outdoors

Small animals love to chew (they will chew just about anything). How do you plan to animal-proof your home? _____

What steps would you be willing to take to litterbox train your rabbit/rat? _____

Please describe the social time you will spend with your small companion animal. _____

Please describe a typical day for your small companion animal. _____

Adoption Follow-Up

As part of our commitment to having each adoption be a success, we will be keeping in touch with you. Please indicate the most appropriate time and place to reach you.

Time _____ Phone () _____

Please Read and Sign

I hereby release to the Peninsula Humane Society all veterinary records of any and all animals I have had or currently have.

Name of Veterinary Hospital _____

Phone () _____

I certify that all the information in this application is true and I understand that false information may void the application. I also understand that failure to comply with future requirements, such as spaying or neutering, could result in my inability to adopt other animals from the Peninsula Humane Society.

Signature _____ Date _____

For Staff Use Only

The best match would be: _____

Pending _____ Yes _____ No _____

Landlord permission _____ Obtained _____ Denied _____

Parental permission _____ Obtained _____ Denied _____

File: ____ Yes ____ No If yes, reviewed with PA? ____ Yes ____ No

I have reviewed the following small animal-related issues with the potential adopter:

(please initial each as reviewed)

____ Cages

____ Food

____ Handling/socialization

____ Litterbox training (rabbits/rats)

____ Chewing

____ Spaying/neutering

____ Rabbits and cats/dogs

Comments _____

Adoption counselor reviewing application _____ Date _____

Animal shown by _____ Date _____

Additional counselors _____ Date _____

Adoption finalized ____ Yes ____ No If no, why not? _____

For office only:

☐ Approved ☐ Disapproved

Supervisor's Initials _____

SUPPLEMENTAL ADOPTION FORM

Please fill out the following questions. Your answers will help us to make the best match possible based on your level of experience. The supplemental form will need a supervisor's approval to complete the adoption.

Applicant's Name _____

Animal Name _____ Breed _____ Age _____ Sex _____

Why are you interested in this dog? _____

What does the term "Dominant Dog" mean to you? _____

Have you previously owned a dominant dog? YES ☐ NO ☐

What breed types have you owned in the past? _____

How long did you have the dogs? _____ Where are they now? _____

Did the dog ever bite or show aggression towards YOU _____, FAMILY MEMBERS _____, and/or ANOTHER INDIVIDUAL(s) _____. (Check all that apply)

If yes, what were the circumstances? _____

Have you ever trained a dog before? YES ☐ NO ☐

If yes, what training methods did you use? _____

In general, what kinds of discipline/corrections do you use with a dog? _____

1. If the dog refused to obey a command such as “get off the couch” how would you get the dog off the couch?

2. If you returned home to find that a dog had chewed your favorite shoes or urinated on the floor what would you do?

3. If the dog growled or snapped at you as you approached it while it was eating or chewing something, how would you handle this situation?

What would you do to correct this behavior in the future?

1.

2.

3.

Are there any children in your household or children who visit frequently? YES ☐ NO ☐

If yes, how many boys _____, how many girls _____? What ages? _____

Where will the dog be kept most of the time? _____

Will you be using a crate for the purpose of training? YES ☐ NO ☐

Why or Why not? _____

If no, how would you confine the dog? _____


If the dog needs professional training, are you willing and financially able to enroll the dog in a group class or with a private in-home trainer? YES ☐ NO ☐

Who will be financially responsible for any medical and/or training cost?

Are you interested in cropping the dog's ears or docking it's tail? YES ☐ NO ☐

(Revised: March 24, 1998)



 Route 10, P.O. Box 678,
West Swanzey, NH 03469
HUMANE SOCIETY
ESTABLISHED 1875 (603) 352-9011

Rehoming Service for Valued Pets

Box 678,
NH 03469

Matchmaker, matchmaker,
find me a DOG!



MY PREFERENCES	EXERCISE
<p>I like dogs that are:</p> <p><input type="checkbox"/> Small <input type="checkbox"/> Medium <input type="checkbox"/> Large <input type="checkbox"/> Any Size</p> <p>The breeds or mixes I like best are: _____</p> <hr/> <p>Please describe the temperament & activity level you are looking for in a dog. Check all that apply.</p> <p><input type="checkbox"/> Athletic/high energy <input type="checkbox"/> Outdoor dog <input type="checkbox"/> Lap dog</p> <p><input type="checkbox"/> Mellow <input type="checkbox"/> Very affectionate <input type="checkbox"/> Quiet</p> <p>When it comes to relating to dogs, I tend to be more</p> <p><input type="checkbox"/> strict, demanding, a real leader (the dog must sit for a cookie), or</p> <p><input type="checkbox"/> lenient, a little wishy-washy, easily coerced by the dog (the dog looks cute so s/he gets the cookie even without performing the sit)</p> <p>Someone in my home is nervous or unsure of dogs ...</p> <p><input type="checkbox"/> very (e.g. bitten as a child) <input type="checkbox"/> moderately</p> <p><input type="checkbox"/> some (no experience with dogs) <input type="checkbox"/> N/A</p>	<p>I prefer a dog whose energy level is ...</p> <p><input type="checkbox"/> high <input type="checkbox"/> medium <input type="checkbox"/> low</p> <p>I prefer a dog that ...</p> <p><input type="checkbox"/> will enjoy walking with me on a leash</p> <p><input type="checkbox"/> will enjoy walking with me on or off leash</p> <p><input type="checkbox"/> will run, jog or hike with me</p> <p><input type="checkbox"/> will exercise him/herself in our yard</p> <p><input type="checkbox"/> requires only enough exercise to do his/her "business"</p> <p>I have or am planning for:</p> <p><input type="checkbox"/> a fenced yard <input type="checkbox"/> a run <input type="checkbox"/> a stationary tie-out</p>
GENERAL	
<p>My ideal dog would: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Bad doggie habits that I just can't tolerate are: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Please tell us anything else you would like us to know about you or the dog you're looking for.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	
ABOUT ME AND MY HOUSEHOLD	
<p>I share my home with _____ adults and _____ children.</p> <p>Ages of children: _____</p> <p><input type="checkbox"/> I have children that visit or live next door. Ages: _____</p> <p>_____</p> <p>I have _____ indoor cat(s), _____ in/out cats, _____ dogs, and</p> <p>these other pets and livestock: _____</p> <p>_____</p> <p>The noise/activity level in my home is usually</p> <p><input type="checkbox"/> low <input type="checkbox"/> medium <input type="checkbox"/> high</p> <p>When it comes to keeping a clean and tidy house I am</p> <p><input type="checkbox"/> very particular <input type="checkbox"/> particular <input type="checkbox"/> easy-going</p> <p>I need a dog that will tolerate being alone _____ hours a day.</p> <p>I'd enjoy brushing or grooming my dog:</p> <p><input type="checkbox"/> rarely <input type="checkbox"/> occasionally <input type="checkbox"/> monthly</p> <p><input type="checkbox"/> weekly <input type="checkbox"/> daily</p> <p>I would enjoy taking my dog in the car:</p> <p><input type="checkbox"/> daily <input type="checkbox"/> frequently <input type="checkbox"/> once in a while</p>	

Adoption Application for a Dog

NAME (FIRST, MIDDLE INITIAL, LAST)		MAIDEN NAME		DATE OF BIRTH		DAY PHONE	
SPOUSE OR PARTNER'S NAME		MAIDEN NAME		DATE OF BIRTH		EVENING PHONE	
STREET ADDRESS		MAIL ADDRESS (IF DIFFERENT)		DO YOU: <input type="checkbox"/> OWN YOUR HOME? <input type="checkbox"/> RENT?		IF YOU RENT-- LANDLORD'S NAME	
CITY, STATE, ZIP		CITY, STATE, ZIP				LANDLORD'S PHONE	
HOW LONG AT CURRENT ADDRESS?		IF LESS THAN ONE YEAR, PLEASE SHOW PREVIOUS ADDRESS					
ARE YOU: <input type="checkbox"/> WORKING <input type="checkbox"/> ATTENDING SCHOOL <input type="checkbox"/> RETIRED <input type="checkbox"/> HOMEMAKER <input type="checkbox"/> OTHER _____		EMPLOYER'S NAME		SPOUSE OR PARTNER'S EMPLOYER'S NAME			
		EMPLOYER'S PHONE		SPOUSE OR PARTNER'S EMPLOYER'S PHONE			
WHAT PETS HAVE YOU OWNED IN THE PAST FIVE YEARS?							
PET'S NAME	BREED/TYPE OF PET	AGE	SEX (M or F)	SPAYED/ NEUTERED (✓)	DO YOU STILL HAVE THIS PET? (✓)		
				Y N	Y N		
				Y N	Y N		
				Y N	Y N		
				Y N	Y N		
WHO IS/HAS BEEN YOUR VETERINARIAN?				VETERINARIAN'S PHONE NUMBER			
VETERINARIAN'S ADDRESS							
PLEASE LIST TWO PERSONAL REFERENCES:							
NAME		ADDRESS				PHONE	
NAME		ADDRESS				PHONE	
I certify that the information I have given is true, and I authorize the holder to contact veterinarians, landlords and references to investigate all statements in this application, and to do follow-up property checks.							
SIGNATURE _____ DATE _____							
NOTES							

MONADNOCK



Route 10, P.O. Box 678,
HUMANE West Swanzey, NH 03469
SOCIETY
ESTABLISHED 1975 (603) 352-9011

Rehoming Service for Valued Pets

Your honest answers to these questions
will help to find the most appropriate home for your dog.




MHS ID NO.		<input type="checkbox"/> Male <input type="checkbox"/> Neutered Male <input type="checkbox"/> Female <input type="checkbox"/> Spayed Female		BREED	
SIZE <input type="checkbox"/> S <input type="checkbox"/> M <input type="checkbox"/> L <input type="checkbox"/> XL		DOG'S NAME		COLOR/SIZE/DESCRIPTION	
REASON FOR rehoming					AGE
VET		VET'S PHONE		DATE LAST SEEN	REASON SEEN BY VET
IS THIS DOG GOOD WITH ... Dogs? <input type="checkbox"/> Yes <input type="checkbox"/> No Cats? <input type="checkbox"/> Yes <input type="checkbox"/> No Kids? <input type="checkbox"/> Yes <input type="checkbox"/> No Child Ages _____ Food? <input type="checkbox"/> Yes <input type="checkbox"/> No Other pets or livestock? <input type="checkbox"/> Yes <input type="checkbox"/> No IS THIS DOG GOOD IN ... The Car? <input type="checkbox"/> Yes <input type="checkbox"/> No The House? <input type="checkbox"/> Yes <input type="checkbox"/> No EXPLAIN: _____ _____ _____			HOW LONG HAS THIS DOG LIVED WITH YOU? _____ YRS. _____ MOS. HOW IS S/HE RESTRAINED? WHERE DOES THE DOG LIVE <input type="checkbox"/> Inside Only <input type="checkbox"/> Outside Only <input type="checkbox"/> Inside/Outside PLEASE EXPLAIN ANY MEDICAL PROBLEMS _____ _____ HAS THIS DOG EVER BITTEN ANYONE? IF YES, PLEASE EXPLAIN AND TELL WHEN. <input type="checkbox"/> Yes <input type="checkbox"/> No _____ DOES THIS DOG HAVE ANY NAUGHTY DOG HABITS? IF YES, PLEASE EXPLAIN. <input type="checkbox"/> Yes <input type="checkbox"/> No WHAT ARE SOME OF THIS DOG'S FAVORITE ACTIVITIES? _____ _____		
THIS DOG IS PROTECTIVE OF HIS/HER ... ? (CHECK ALL THAT APPLY) <input type="checkbox"/> Food <input type="checkbox"/> Home <input type="checkbox"/> Family <input type="checkbox"/> Bed <input type="checkbox"/> Car <input type="checkbox"/> Other _____					HAS THIS DOG EVER LIVED WITH KIDS? <input type="checkbox"/> Yes <input type="checkbox"/> No
WHERE DID YOU ACQUIRE THIS DOG? <input type="checkbox"/> This Humane Society <input type="checkbox"/> Another Shelter <input type="checkbox"/> Breeder <input type="checkbox"/> Pet Shop <input type="checkbox"/> Friend/Relative <input type="checkbox"/> Newspaper <input type="checkbox"/> Found/Stray <input type="checkbox"/> Born at Home					
THIS DOG WOULD DO WELL IN A HOME WITH ... <input type="checkbox"/> Lots of activity <input type="checkbox"/> Some Activity <input type="checkbox"/> Quiet atmosphere <input type="checkbox"/> People who are steady on their feet <input type="checkbox"/> People who have difficulty walking • Someone home ... <input type="checkbox"/> All day <input type="checkbox"/> Part of the day <input type="checkbox"/> Evenings only <input type="checkbox"/> Doesn't matter <input type="checkbox"/> Someone who enjoys grooming ... <input type="checkbox"/> Weekly <input type="checkbox"/> Monthly <input type="checkbox"/> A few times a year <input type="checkbox"/> Not at all					
HOW WOULD YOU DESCRIBE THIS DOG'S BEHAVIOR AROUND CHILDREN? (CHECK ALL THAT APPLY) <input type="checkbox"/> Friendly <input type="checkbox"/> Playful <input type="checkbox"/> Tolerant <input type="checkbox"/> Afraid <input type="checkbox"/> Shy <input type="checkbox"/> Too much for small children <input type="checkbox"/> Never been with children					
HOW OFTEN AND FOR HOW LONG WOULD THIS DOG LIKE TO BE WALKED/EXERCISED?					DOES OR HAS THIS DOG USE(D) A CRATE? <input type="checkbox"/> Yes <input type="checkbox"/> No
HOW DOES THIS DOG INDICATE S/HE HAS TO GO OUT?		WILL THIS DOG RELIEVE HER/HIMSELF IN FRONT OF YOU? <input type="checkbox"/> Yes <input type="checkbox"/> No		THE DOG'S FAVORITE SLEEPING PLACE IS:	
CAN THIS DOG BE EXERCISED OFF-LEASH?		DOES THIS DOG CHASE ... <input type="checkbox"/> Adults <input type="checkbox"/> Children <input type="checkbox"/> Animals <input type="checkbox"/> Cars <input type="checkbox"/> Other _____			
DOES THIS DOG HAVE ACCIDENTS IN THE HOUSE? <input type="checkbox"/> No <input type="checkbox"/> Yes		IF YES, HOW OFTEN AND WHERE? <input type="checkbox"/> All the time <input type="checkbox"/> Once a day <input type="checkbox"/> Once a week <input type="checkbox"/> Near door <input type="checkbox"/> In crate <input type="checkbox"/> Hidden places <input type="checkbox"/> Everywhere <input type="checkbox"/> Other _____			
HOW DOES THIS DOG BEHAVE ... SCORE FROM 1 FOR VERY WELL TO 5 FOR VERY BADLY _____ On a leash _____ Tied outside _____ On a run _____ In a fenced yard or pen _____ Loose outside _____ Loose in the house _____ In the car					

WHAT OTHER ANIMALS HAS THIS DOG LIVED WITH?	
IS THIS DOG AFRAID OF ANYTHING? <input type="checkbox"/> No <input type="checkbox"/> Yes _____	THIS DOG IS ACCUSTOMED TO <input type="checkbox"/> Bathing <input type="checkbox"/> Nail Clipping <input type="checkbox"/> Ear Cleaning <input type="checkbox"/> Brushing/Combing
FOOD, BONE, TOYS, ETC. CAN BE TAKEN FROM THIS DOG BY <input type="checkbox"/> Anyone <input type="checkbox"/> Certain people <input type="checkbox"/> Adults only <input type="checkbox"/> No one Comments _____	
WILL THIS DOG EAT IN FRONT OF YOU? <input type="checkbox"/> Yes <input type="checkbox"/> No	IF GIVEN A CHANCE, THIS DOG WILL ... <input type="checkbox"/> Bolt at an open door <input type="checkbox"/> Hang around as long as you're outside <input type="checkbox"/> Come back when you call
WHAT TYPE OF FOOD(S) DOES THIS DOG EAT?	WHEN IS THE DOG FED? <input type="checkbox"/> Morning <input type="checkbox"/> Evening <input type="checkbox"/> Morning & Evening <input type="checkbox"/> Free fed
WILL THIS DOG DESTROY THINGS WHEN LEFT ALONE? <input type="checkbox"/> No <input type="checkbox"/> Yes IF YES, ARE THEY ... <input type="checkbox"/> Exits (doors, windows, etc.) <input type="checkbox"/> Personal items (clothes, shoes, other belongings) <input type="checkbox"/> All sorts of things (furniture, carpet, etc.)	
THIS DOG ALREADY KNOWS THE FOLLOWING TRICKS & COMMANDS:	
OBEDIENCE TRAINING? WHERE DID YOUR DOG ATTEND OBEDIENCE TRAINING CLASSES? <input type="checkbox"/> No <input type="checkbox"/> Yes	
THIS DOG'S FAVORITE TOYS:	
THIS DOG'S WORST HABITS ARE:	
THINGS WE'VE DONE TO TRY AND CHANGE BAD HABITS:	
THE MOST IMPORTANT FACT ABOUT MY DOG IS ...	
WHAT ADVICE WOULD YOU GIVE TO A PERSON ADOPTING YOUR DOG?	
OTHER COMMENTS:	

Signature _____ Date _____

Notes



 Route 10, P.O. Box 678,
West Swanzey, NH 03469
HUMANE SOCIETY
ESTABLISHED 1875 (603) 352-9011

Rehoming Service for Valued Pets

Matchmaker, matchmaker,
find me a CAT!



MY PREFERENCES	EXERCISE
<p>I like cats that are:</p> <p><input type="checkbox"/> short hair <input type="checkbox"/> medium hair <input type="checkbox"/> long hair <input type="checkbox"/> any</p> <p>I prefer a <input type="checkbox"/> male <input type="checkbox"/> female cat.</p> <p>Please describe the temperament & activity level you are looking for in a cat. Check all that apply.</p> <p><input type="checkbox"/> zippy, high-energy, kitten-like</p> <p><input type="checkbox"/> mellow, easy-going</p> <p><input type="checkbox"/> a lap cat</p> <p><input type="checkbox"/> very affectionate</p> <p><input type="checkbox"/> responsive</p> <p><input type="checkbox"/> independent</p> <p><input type="checkbox"/> talkative</p> <p><input type="checkbox"/> quiet</p> <p>Someone in my home is nervous or unsure of cats ...</p> <p><input type="checkbox"/> very <input type="checkbox"/> moderately</p> <p><input type="checkbox"/> some (no experience with cats) <input type="checkbox"/> N/A</p>	<p>I prefer a cat whose energy level is ...</p> <p><input type="checkbox"/> high <input type="checkbox"/> medium <input type="checkbox"/> low</p> <p>I prefer a cat that ...</p> <p><input type="checkbox"/> will enjoy living indoors</p> <p><input type="checkbox"/> will enjoy being outside while I'm with him/her</p> <p><input type="checkbox"/> will come and go independently</p> <p><input type="checkbox"/> will enjoy living in our barn</p>
	<h3>GENERAL</h3> <p>My ideal cat would: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Bad kitty habits that I just can't tolerate are: _____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Please tell us anything else you would like us to know about you or the cat you're looking for.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>
<h3>ABOUT ME AND MY HOUSEHOLD</h3> <p>I share my home with _____ adults and _____ children.</p> <p>Ages of children: _____</p> <p><input type="checkbox"/> I have children that visit or live next door. Ages: _____</p> <p>_____</p> <p>I have _____ indoor cat(s), _____ in/out cats, _____ dogs, and these other pets and livestock: _____</p> <p>_____</p> <p>The noise/activity level in my home is usually</p> <p><input type="checkbox"/> low <input type="checkbox"/> medium <input type="checkbox"/> high</p> <p>When it comes to keeping a clean and tidy house I am</p> <p><input type="checkbox"/> very particular <input type="checkbox"/> particular <input type="checkbox"/> easy-going</p> <p>I need a cat that will tolerate being alone _____ hours/day,</p> <p><input type="checkbox"/> weekends <input type="checkbox"/> for frequent short trips</p> <p>I'd enjoy brushing or grooming my cat:</p> <p><input type="checkbox"/> rarely <input type="checkbox"/> occasionally <input type="checkbox"/> weekly <input type="checkbox"/> daily</p>	

Adoption Application for a Cat

NAME (FIRST, MIDDLE INITIAL, LAST)		MAIDEN NAME	DATE OF BIRTH	DAY PHONE
SPOUSE OR PARTNER'S NAME		MAIDEN NAME	DATE OF BIRTH	EVENING PHONE
STREET ADDRESS	MAIL ADDRESS (IF DIFFERENT)		DO YOU: <input type="checkbox"/> OWN YOUR HOME? <input type="checkbox"/> RENT?	IF YOU RENT - LANDLORD'S NAME LANDLORD'S PHONE
CITY, STATE, ZIP	CITY, STATE, ZIP			
HOW LONG AT CURRENT ADDRESS?	IF LESS THAN ONE YEAR, PLEASE SHOW PREVIOUS ADDRESS			
ARE YOU: <input type="checkbox"/> WORKING <input type="checkbox"/> ATTENDING SCHOOL <input type="checkbox"/> RETIRED <input type="checkbox"/> HOMEMAKER <input type="checkbox"/> OTHER _____		EMPLOYER'S NAME	SPOUSE OR PARTNER'S EMPLOYER'S NAME	
		EMPLOYER'S PHONE	SPOUSE OR PARTNER'S EMPLOYER'S PHONE	
WHAT PETS HAVE YOU OWNED IN THE PAST FIVE YEARS?				
PET'S NAME	BREED/TYPE OF PET	AGE	SEX (M or F)	SPAYED/ NEUTERED (✓)
				DO YOU STILL HAVE THIS PET? (✓)
				Y N Y N
				Y N Y N
				Y N Y N
				Y N Y N
WHO IS/HAS BEEN YOUR VETERINARIAN?			VETERINARIAN'S PHONE NUMBER	
VETERINARIAN'S ADDRESS				
PLEASE LIST TWO PERSONAL REFERENCES:				
NAME	ADDRESS			PHONE
NAME	ADDRESS			PHONE
I certify that the information I have given is true, and I authorize the holder to contact veterinarians, landlords and references to investigate all statements in this application, and to do follow-up property checks.				
SIGNATURE _____ DATE _____				
NOTES				

MONADNOCK



Route 10, P.O. Box 678,
HUMANE West Swanzey, NH 03469
SOCIETY
ESTABLISHED 1975 (603) 352-9011

Rehoming Service for Valued Pets

Your honest answers to these questions
will help to find the most appropriate home for your cat.



MHS ID NO.		<input type="checkbox"/> Male <input type="checkbox"/> Neutered Male <input type="checkbox"/> Female <input type="checkbox"/> Spayed Female		BREED	
				<input type="checkbox"/> Short-hair <input type="checkbox"/> Medium <input type="checkbox"/> Long-hair	
SIZE <input type="checkbox"/> S <input type="checkbox"/> M <input type="checkbox"/> L <input type="checkbox"/> XL		CAT'S NAME		COLOR/SIZE/DESCRIPTION	
REASON FOR REHOMING					AGE
VET		VET'S PHONE		DATE LAST SEEN	REASON SEEN BY VET
IS THIS CAT GOOD WITH ... Dogs? <input type="checkbox"/> Yes <input type="checkbox"/> No Cats? <input type="checkbox"/> Yes <input type="checkbox"/> No Kids? <input type="checkbox"/> Yes <input type="checkbox"/> No Child Ages _____			HOW LONG HAS THIS CAT LIVED WITH YOU? _____ YRS. _____ MOS.		HOW IS S/HE RESTRAINED?
IS THIS CAT GOOD IN ... The Car? <input type="checkbox"/> Yes <input type="checkbox"/> No The House? <input type="checkbox"/> Yes <input type="checkbox"/> No EXPLAIN: _____ _____ _____			WHERE DOES THE CAT LIVE <input type="checkbox"/> Inside Only <input type="checkbox"/> Outside Only <input type="checkbox"/> Inside/Outside		IS YOUR CAT DECLAWED? <input type="checkbox"/> Yes <input type="checkbox"/> No
PLEASE EXPLAIN ANY MEDICAL PROBLEMS					
HAS THIS CAT EVER BITTEN OR SCRATCHED? IF YES, PLEASE EXPLAIN AND TELL WHEN.					
<input type="checkbox"/> Yes <input type="checkbox"/> No					
DOES THIS CAT ...					
<input type="checkbox"/> Play bite? <input type="checkbox"/> Chew plants? <input type="checkbox"/> Climb the curtains?					
WHAT ARE SOME OF THIS CAT'S FAVORITE ACTIVITIES?					
IS THIS CAT LITTER BOX TRAINED?					
<input type="checkbox"/> Yes <input type="checkbox"/> No					
WHERE DID YOU ACQUIRE THIS CAT? <input type="checkbox"/> This Humane Society <input type="checkbox"/> Another Shelter <input type="checkbox"/> Breeder <input type="checkbox"/> Pet Shop <input type="checkbox"/> Friend/Relative <input type="checkbox"/> Newspaper <input type="checkbox"/> Found/Stray <input type="checkbox"/> Born at Home					IS THIS CAT TRAINED FOR HARNESS OR LEASH? <input type="checkbox"/> No <input type="checkbox"/> Yes
WHAT SEXES AND AGES OF PEOPLE HAS YOUR CAT LIVED WITH?					
<input type="checkbox"/> Men <input type="checkbox"/> Women <input type="checkbox"/> Seniors <input type="checkbox"/> Children (ages) _____					
HOW WOULD YOU DESCRIBE THIS CAT'S BEHAVIOR AROUND CHILDREN? (CHECK ALL THAT APPLY)					
<input type="checkbox"/> Friendly <input type="checkbox"/> Playful <input type="checkbox"/> Tolerant <input type="checkbox"/> Afraid <input type="checkbox"/> Shy <input type="checkbox"/> Aggressive <input type="checkbox"/> Never been with children <input type="checkbox"/> Too much for small children					
HOW DOES YOUR CAT REACT TO VISITORS?					
DOES THIS CAT USE A SCRATCHING POST?			HAS THIS CAT SCRATCHED FURNITURE?		
<input type="checkbox"/> No <input type="checkbox"/> Yes: Type _____			<input type="checkbox"/> No <input type="checkbox"/> Yes: <input type="checkbox"/> Fabric <input type="checkbox"/> Wood		
HOW DOES THIS CAT LIKE TO BE PETTED?					
WHERE DOES THIS CAT DISLIKE BEING PETTED?					
DOES THIS CAT HAVE ANY BEHAVIORAL ODDITIES?					
WHICH WORDS DESCRIBE THIS CAT?					
<input type="checkbox"/> Playful <input type="checkbox"/> Rambunctious <input type="checkbox"/> Affectionate <input type="checkbox"/> Vocal					
WHAT IS THIS CAT FRIGHTENED OF, IF ANYTHING?					
WHAT OTHER ANIMALS HAS THIS CAT LIVED WITH?					

WHAT OTHER ANIMALS DOES THIS CAT GET ALONG WITH?		
WHAT ARE THIS CAT'S FAVORITE TOYS, IF ANY?		
DOES THIS CAT LIKE CATNIP? <input type="checkbox"/> Yes <input type="checkbox"/> No	IS THIS CAT A HUNTER? <input type="checkbox"/> Yes <input type="checkbox"/> No	HOW DOES THIS CAT BEHAVE IN THE CAR?
IS YOUR CAT ACCUSTOMED TO ... <input type="checkbox"/> Bathing? <input type="checkbox"/> Nail Clipping? <input type="checkbox"/> Ear Cleaning? <input type="checkbox"/> Brushing/Combing?		
DOES THIS CAT HAVE ANY OLD INJURIES OR HEALTH PROBLEMS? IF YES, EXPLAIN. <input type="checkbox"/> Yes <input type="checkbox"/> No		
DOES THIS CAT NEED ANY MEDICATIONS OR SPECIAL DIET? IF YES, EXPLAIN. <input type="checkbox"/> Yes <input type="checkbox"/> No		
WHAT TYPE OF FOOD(S) DOES THIS CAT EAT?		WHEN IS THE CAT FED? <input type="checkbox"/> Morning <input type="checkbox"/> Evening <input type="checkbox"/> Morning & Evening <input type="checkbox"/> Free fed
IS THIS CAT LITTER BOX TRAINED? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Goes outside only	WHERE IS THE LITTER BOX KEPT?	WHAT KIND OF LITTER DO YOU USE? <input type="checkbox"/> Clay <input type="checkbox"/> Sand (clumping) <input type="checkbox"/> Other _____
	HOW OFTEN DOES THE CAT HAVE ACCIDENTS IN THE HOUSE? <input type="checkbox"/> All the time <input type="checkbox"/> Once a day <input type="checkbox"/> Once a week <input type="checkbox"/> Never (If never, skip to last question*)	
DOES THIS CAT SPRAY IN THE HOUSE? <input type="checkbox"/> No <input type="checkbox"/> Yes: Where? _____		ARE THE LITTERBOX ACCIDENTS ... <input type="checkbox"/> Urine <input type="checkbox"/> Feces <input type="checkbox"/> Both
WHERE ARE THE ACCIDENTS OCCURRING? <input type="checkbox"/> Near litter box <input type="checkbox"/> Other area of the house _____ <input type="checkbox"/> Carpeted floor <input type="checkbox"/> Wood floor <input type="checkbox"/> Other _____		
HOW LONG HAS THE CAT BEEN HAVING ACCIDENTS IN THE HOUSE? <input type="checkbox"/> 1 Week <input type="checkbox"/> 1 month <input type="checkbox"/> Several months <input type="checkbox"/> Other _____		
DOES THE CAT SHARE THE BOX WITH OTHER CATS? <input type="checkbox"/> No <input type="checkbox"/> Yes: How many? _____		
HAVE THERE BEEN ANY RECENT CHANGES TO YOUR HOUSEHOLD OR ROUTINE (SUCH AS NEW BABY, MOVED, NEW PET, NEW CAT IN THE NEIGHBORHOOD?)		
*WHAT ADVICE WOULD YOU GIVE TO A PERSON ADOPTING YOUR CAT?		
OTHER COMMENTS:		

Signature _____ Date _____

Notes

Formula for Projecting Animal Shelter Size and Cost

This formula should be used to project a range of possible shelter sizes and costs. A change in any variable will have a dramatic effect on the result.

- Line 1** Number of dogs to handle per year
- 2** \times Required minimum holding period for each dog, in days
- 3** $\div 365 =$ Average number of stray dogs in kennel per day
- 4** $\times 1.5 =$ Total number of stray and adoption runs
- 5** $\times .1 =$ Number of isolation, quarantine, and rabies observation runs needed
- 6** Add results of lines 4 and 5 for total number of dog runs needed
- 7** $\times 56 =$ Total square feet needed for dog kennel area
- 8** Number of cats to handle per year
- 9** \times Required minimum holding period for each cat, in days
- 10** $\div 365 =$ Average number of stray cats housed per day
- 11** $\times 2 =$ Total number of stray and adoption cages
- 12** $\times .1 =$ Number of isolation, quarantine, and rabies observation cages needed
- 13** Add results of lines 11 and 12 for total number of cat cages needed
- 14** $\times 12 =$ Total number of square feet needed for cat caging areas
- 15** Enter amount of administrative, clerical, and staff office space needed in square feet
- 16** Enter amount of space needed for education room
- 17** Enter amount of space needed for truck bays or sallyports
- 18** Enter amount of space needed for spay/neuter clinic
- 19** Add lines 7, 14, 15, 16, 17 and 18
- 20** Multiply line 19 by .25 for utility, bathroom, locker and storage
- 21** Add lines 19 and 20 for total square feet
- 22** Local building cost per square foot \$
- 23** Multiply line 21 by line 22 \$ Approximate cost of construction
- 24** Multiply line 23 by .1 for architect's fee \$
- 25** Multiply line 23 by .1 for contingencies \$
- 26** Cost of land, utility connections, and landscaping \$
- 27** Add lines 23, 24, 25, and 26 for total design, land, and construction costs \$

Reproduced from the ICMA MIS Local Animal Control Management Report, September 1993, developed by the HSUS.

Chapter 7 Appendix

Animal Protection and Related Organizations

Animal Protection and Related Organizations

Alley Cat Allies

Excellent resource for management of feral cat colonies. Operates "Feral Friends Network" to help new caretakers of feral cats.

P.O. Box 397
Mount Rainier, MD 20712
301-229-7890
www.alleycat.org

Alternative Veterinary Medicine (AltVetMed)

www.altvetmed.com/index.html

Animal Legal Defense Fund

127 Fourth Street
Petaluma, CA 94952
707-769-7771
Fax 707-769-0785
www.aldf.org

Animal Protection Institute

P.O. Box 22505
Sacramento, CA 95822
916-731-5521
Fax 916-731-4467
www.api4animals.org

American Animal Hospital Association

12575 W. Bayaud Avenue
Lakewood, CO 80228
303-986-2800
Fax 303-986-1700
www.aahanet.org

American Anti-Vivisection Society

801 Old York Road
Jenkintown, PA 19046
215-887-0816
Fax 215-887-2088
www.aavsonline.org

American Association of Human-Animal Bond Veterinarians

Dr. Tom Lane
University of Florida College of Veterinary Medicine
P.O. Box 100136
Gainesville, FL 32610
352-392-4700, ext. 4024

American Association of Veterinarians for Animal Welfare

Dr. Carole Ecker
50877 U.S. 31 North
South Bend, IN 46637
219-272-7172

American Horse Protection Association

1000 29th Street NW, Suite T-100
Washington, DC 20007
202-965-0500
Fax 202-965-9621

American Humane Association (AHA)

Provides a wealth of information for animal shelters. Sponsors annual national conference and regional training for animal shelter professionals.

63 Inverness Drive East
Englewood, CO 80112
303-792-9900 or 800-227-4645
www.americanhumane.org

American Red Cross

Offers an on-line booklet, Pets in Natural Disasters.

www.redcross.org/disaster/safety/pets.html

American Society for the Prevention of Cruelty to Animals (ASPCA)

Broad selection of humane education materials, National Shelter Outreach (NSO) program provides advice to animal protection organizations.

424 East 92nd Street
New York, NY 10128
212-876-7700
www.aspca.org

American Veterinary Medical Association (AVMA)

1931 North Meacham Road, Suite 100
Schaumburg, IL 60173
847-925-8070 or 800-248-AVMA
www.avma.org

Association of Pet Dog Trainers (APDT)

Members dedicated to humane techniques. Sponsors training conferences.

66 Morris Avenue, Suite 2A
Springfield, NJ 07081
800-PET-DOGS
www.apdt.com

The Association of Professional Humane Educators (APHE)

Formerly the Western Humane and Environmental Educator's Association (WHEEA)
c/o The Latham Foundation
1826 Clement Avenue
Alameda, CA 94501
Membership:
c/o The Humane Society of Southern Arizona
3450 N. Kelvin Boulevard
Tucson, AZ 85716
Attn: Marsh Myers
520-321-3704, ext. 125
www.aphe.vvview.org

Association of Sanctuaries, The (TAOS)

5700 Serrania Avenue
Woodland Hills, CA 91367
818-346-8657
Fax 818-346-8603

Association of Veterinarians for Animal Rights (AVAR)

P.O. Box 208
Davis, CA 95617
916-759-8106
www.avar.org

Canadian Federation of Humane Societies

30 Concourse Gate #102
Nepean, Ontario K2E 7V7
613-224-8072
Fax 613-723-0252
www.cfhs.ca

Cat Fanciers Association

P.O. Box 1005
Manasquan, NJ 08736
908-528-9797
Fax 908-528-7391
www.cfainc.org

Cornell Feline Health Center

Offers a wide variety of professional advice on topics from cat behavior problems to the most deadly feline diseases.

College of Veterinary Medicine
Cornell University
Box 13
Ithaca, NY 14853
607-253-3414 or 800-548-8937
Fax 607-253-3419
<http://web.vet.cornell.edu/public/fhc/felinhealth.html>

Delta Society

International resource for the human-animal bond, including Pet Partners animal-assisted therapy registry and National Service Dog Center.

Delta Society
289 Perimeter Road East
Renton, WA 98055
425-226-7357
Fax 425-235-1076
www.deltasociety.org

Doing Things for Animals (DTFA)

Publishes directory of no-kill organizations, presents annual no-kill conference.

59 South Bayles Avenue
Port Washington, NY 11050
516-883-7767
Fax 516-944-5035
www.dtfa.org

Doris Day Animal League

Suite 100
227 Massachusetts Avenue N.E.
Washington, DC 20002
202-546-1761
www.ddal.org

Farm Sanctuary

P.O. Box 150
Watkins Glen, NY 14891
607-583-2225
Fax 607-583-2041
www.factoryfarming.com

Feral Cat Coalition

Advice on managing and maintaining feral cat colonies.

9528 Miramar Road
San Diego, CA 92129
619-497-1599
www.feralcat.com

Friends of Animals

Operates a nationwide low cost spay/neuter certificate program with cooperating veterinarians.

777 Post Road, Suite 205
Darien, CT 06820
800-321-PETS
www.friendsofanimals.org

Fund for Animals

200 West 57th Street
New York, NY 10019
212-246-2096
Fax 212-246-2633
www.fund.org

Greyhound Protection League

P.O. Box 669
Penn Valley, CA 95946
1-800-G-HOUNDS (800-446-8637)
www.greyhounds.org

House Rabbit Society

1524 Benton Street
Alameda, CA 94501
650-829-4988
www.rabbit.org

Humane Society International (HSI)

Founded in 1994, this organization is an Australia-based affiliate of HSUS.

P.O. Box 439
Avalon, New South Wales 2107
Australia
www.hsi.org.au

Humane Society of the United States (HSUS)

Provides a wealth of information for animal shelters. Sponsors annual expo for animal shelter professionals.

2100 L Street, N.W.
Washington, D.C. 20037
202-452-1100
www.hsus.org

Missing Pet Network

A national network for listing lost and found animals. It has a link to other lost/found sites.
www.missingpet.net

National Animal Control Association (NACA)

Offers professional training workshops. Sponsors annual training conference.

P.O. Box 480851
Kansas City, MO 64148
913-768-1319
Fax 913-768-0607
www.netplace.net/naca

National Anti-Vivisection Society (NAVS)

53 West Jackson Suite 1552
Chicago, IL 60604
800-888-NAVS
www.navs.org

National Association for Humane and Environmental Education (NAHEE)

P.O. Box 362
East Haddam, CT 06423
203-434-8666
Fax 860-434-6282
www.nahee.org

National Council of Pet Population Study and Policy (NCPSP)

Coalition of national animal protection organizations collects and publishes animal sheltering statistics.

Darlene Larson
Public Information Director
7020 171 Avenue NE
New London, MN 56273
320-354-3050
Fax 320-354-3051
email glarson@midstate.tds.net
www.petpopulation.org

National Greyhound Adoption Program

8301 Torresdale Avenue
Philadelphia, PA. 19136
215-331-7918 or 800-348-2517
Fax 215-331-1947
www.ngap.org

National Humane Education Society

521A East Market Street
Leesburg, VA 20176
703-777-8319
www.nhes.org

New England Anti-Vivisection Society

333 Washington Street, Suite 850
Boston, MA 02108
617-523-6020
www.neavs.org

People for the Ethical Treatment of Animals (PETA)

501 Front Street
Norfolk, VA 23510
757-622-7382
Fax 757-622-0457
www.peta-online.org

Performing Animal Welfare Society (PAWS)

P.O. Box 849
Galt, CA 95632
209-745-2606
www.pawsweb.org

Petfinder.com

A national network that offers a state-by-state listing of animals available for adoption, lost and found, and shelters. Provides the largest searchable database of animals. "Back page" for members only offers advice from The ASPCA's National Shelter Outreach experts including an on-line library, and provides a networking resource to shelters and rescues. Membership is free.

908-810-1976
www.petfinder.com

Pet Savers Foundation

Offers a shelter supplies discount program.
750 Port Washington Boulevard, Suite 2
Port Washington, NY 11050
516-944-5025
Fax 516-944-5035
www.petsavers.org

Pet Shelter Network

Groups with Web sites can be accessed through their individual listings.
www.petshelter.org

Pigs – Sanctuary

Advice on caring for pigs.
P.O. Box 629
Charlestown, WV 25414
304-725-7447

Purdue University College of Veterinary Medicine

Center for the Human-Animal Bond
www.ecn.purdue.edu/~laird/animal_rescue/

Psychologists for the Ethical Treatment of Animals (PSYETA)

P.O. Box 1297
Washington Grove, MD 20880
301-963-4751
www.psyeta.org

Rutgers University School of Law

Animal Rights Law
www.animal-law.org

SPAY/USA

This organization provides nationwide service to shelters by providing referrals to local low-cost spay/neuter programs and helping to develop new programs and clinics.
750 Port Washington Blvd
Port Washington, NY 11050
800-248-SPAY
www.spayusa.org

Tufts University School of Veterinary Medicine

The Center for Animals & Public Policy
200 Westboro Road
Grafton, MA 01536
508-839-7991
www.tufts.edu/vet/cfa

United Animal Nations

5892A South Land Park Drive
P.O. Box 188890
Sacramento, CA 95818
916-429-2457
www.uan.org

World Animal Net

Site lists more than 6,000 organizations worldwide and links to more than 1,500 Web Sites.
19 Chestnut Square
Boston, MA 02130
617-524-3670
www.worldanimalnet.org

World Society for the Protection of Animals (WSPA)

Conducts a variety of animal protection activities from offices around the world.
29 Perkins Street
P.O. Box 190
Boston, MA 02130
617-522-7000
www.wspa.org.uk

Periodicals

Advocate

Quarterly magazine on animal welfare for AHA members.

American Humane Association
63 Inverness Drive East
Englewood, CO 80112
303-792-9900 or 800-227-4645

The Animals' Agenda

Bimonthly news magazine on animal rights and cruelty-free living.

Animal Rights Network
1301 South Baylis Street, Suite 325
Baltimore, MD 21224
410-675-4566
fax 410-675-0066
www.animalsagenda.org

Animal People

"News for people who care about animals."
Published ten times per year.

P.O. Box 960
Clinton, WA 98236
360-579-2505
fax 360-579-2575
www.animalpepl.org

Animal Sheltering Magazine

Published bimonthly by HSUS for animal care and control professionals. A must for anyone seriously interested in animal sheltering.

Humane Society of the United States
2100 L Street, N.W.
Washington, DC 20037
202-452-1100
www.animalsheltering.com

Animal Watch

Published by the ASPCA.

424 East 92nd Street
New York, NY 10128
212-876-7700
www.asPCA.org

Animal Welfare

Universities Federation for Animal Welfare (UFAW)

The Old School, Brewhouse Hill
Wheathampstead,
Saint Albans AL48AN, U.K.
011-44-1582-831-818
fax 011-444-1582-831-414

Animals

Bimonthly; published by the Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA).

350 South Huntington Avenue
Boston, MA 02130
617-522-7400
www.mspca.org

Animals International

Published by World Society for the Protection of Animals (WSPA)

29 Perkins Street
P.O. Box 190
Boston, MA 02130
617-522-7000
fax 617-522-7077

Anthrozoös

Scholarly journal on human-animal interactions.

International Society for Anthrozoology
University of Cambridge
Department of Clinical Veterinary Medicine
Maddingley Road
Cambridge CB3 0ES, U.K.
011-44-1223-33-0846
fax 011-44-1223-33-0886

Catnip

Monthly 24-page newsletter from Tufts University School of Veterinary Medicine.

Belvoir Publications
75 Holly Hill Lane
Greenwich, CT 06836
508-839-7991 or 800-829-0926
fax 203-661-4802
www.tufts.edu/vet/publications/catnip

Greyhound Network News

Quarterly newsletter.

P.O. Box 44272
Phoenix, AZ 85064
www.greyhounds.org/gnn

Journal of Applied Animal Welfare Science (JAAWS)

Scholarly quarterly, a joint project of the ASPCA and Psychologists for the Ethical Treatment of Animals (PSYETA).

10 Industrial Avenue
Mahwah, New Jersey 07430
800-9-BOOKS-9
fax 201-236-0072

Journal of Resources on Human-Animal Relationships

Rockydell Resources
8732 Rock Springs Road
Penryn, CA 95663
916-663-3294

NACA News

Published bimonthly by National Animal Control Association (NACA).

P.O. Box 480851
Kansas City, MO 64148
800-828-6474
fax 913-768-1378
www.netplace.net/naca

Protecting Animals

Quarterly magazine for animal care and control professionals.

American Humane Association
63 Inverness Drive East
Englewood, CO 80112
303-792-9900 or 800-227-4645
www.americanhumane.org

Wildlife Rehabilitation Today

Published quarterly.

Coconut Creek Publishing
2201 NW 40th Terrace
Coconut Creek, FL 33066
954-977-5058 or 888-WRT-1020
fax 954-977-5158
www.wildliferehabtoday.com

Animal Behavior Resources

Jacque Lynn Schultz's article "*Information, Please!*" in the spring 1998 issue of ASPCA Animal Watch explains that:

A Trainer learns his or her craft through apprenticing, assisting in group classes, volunteering at animal shelters, attending seminars, and working with as many dogs as possible. While thousands of people call themselves trainers, this is an unlicensed profession in most states, so quality and methodology vary tremendously.

Canine Trainers offer group classes, private lessons, or board-and-train sessions. All manner of canine etiquette and dog sports are taught in group classes. Private lessons are best for solving in-home problems or for obedience instruction when owners have erratic schedules. Board-and-train allows someone else to train the dog without owner supervision. For this to be effective, the caretakers must be brought up to speed on what the dog was taught and how, as well as how to reinforce it.

Applied Animal Behaviorists have an advanced degree in animal behavior and may also be certified by the Animal Behavior Society. They are far fewer in number than trainers. As of spring 1998, there were only 29 certified behaviorists in North America. They work with the client's veterinarian to rule out any physical causes for behavior problems, and treatment can include drug therapy. The field is well suited for solving severe fears and phobias, obsessive/compulsive disorders, and aggression.

Veterinary Behaviorists are the newest members of the problem-solving triad, as the specialty just became available for board certification by the American Veterinary Medical Association's Behavior College in 1995. These professionals may perform the diagnostic tests needed to rule out physical sources for a problem behavior (or, more likely, refer you to your own veterinarian) and then recommend appropriate behavior modification techniques, coupled with nutritional and drug therapies, if needed.

For more information, contact the following organizations.

American Veterinary Society of Animal Behavior

Victoria Voith, DVM
5129 Scarsdale "D"
Dayton, OH 45440
avsabe@yahoo.com
www.avma.org/avsab

Animal Behavior Society

Stephen Zawistowski, Ph.D
ASPCA
424 East 92nd Street
New York, NY 10128
212-876-7700
stevez@aspca.org
www.animalbehavior.org

Association of Pet Dog Trainers

P.O. Box 385
Davis, CA 95617
800-PET-DOGS
www.apdt.com

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Animal Care and Welfare Reading List

Adopting the Racing Greyhound, second edition, by Cynthia Branigan and Cleveland Amory. Howell Book House, 1998; paper, \$12.95. Available through ASPCA Companion Animal Services.

The Adoption Option: Choosing and Raising the Shelter Dog for You, by Eliza Rubenstein; Shari Kalina, contributor. Howell Book House, 1996; paper, \$12.95.

Alphabetize Yourself: Help Your Dog Regard You as a Leader booklet, by Terry Ryan. Legacy, 2025 NW Friel Street, Pullman, WA 99163, 808-877-3589, \$2.00.

The ASPCA Complete Cat Care Manual, by Andrew Edney, BVM. Dorling Kindersley, 1992; cloth, \$24.95. Available through ASPCA Humane Education.

The ASPCA Complete Dog Care Manual, by Dr. Bruce Fogle. Dorling Kindersley, 1993; cloth, \$24.95. Available through ASPCA Humane Education.

The ASPCA Complete Guide to Dogs: Everything You Need to Know About Choosing and Caring for Your Pet, by Sheldon L. Gerstenfeld, VMD with Jacque Lynn Schultz. Chronicle Books, 1999; paper \$24.95. Available through ASPCA Humane Education.

The ASPCA Complete Guide to Cats: Everything You Need to Know About Choosing and Caring for Your Pet, James R. Richards, DVM. Chronicle Books, 1999; paper \$24.95. Available through ASPCA Humane Education.

The Atlas of Dog Breeds of the Wild, fifth edition, by Bonnie Wilcox; Chris Walkowicz, contributor. TFH Books, 1995; cloth, \$89.95.

Baby Training Your Other Baby, by the ASPCA; \$3.00. Available through ASPCA Companion Animal Services.

Behavior Sampler, by Gary Wilkes. Sunshine Books, out of print.

Cat Love: Understanding the Needs and Nature of Your Cat, by Pam Johnson, Pamela Ford Johnson, and Constance Oxley (editor). Storey Books, 1990; paper, \$12.95. Available through ASPCA Companion Animal Services.

Cat Owner's Home Veterinary Handbook, by Dr. Delbert Carlson and James M. Giffin (contributor). Howell Book House, 1995, \$24.95.

Cat's Mind: Understanding Your Cat's Behavior, by Dr. Bruce Fogle. Howell Book House, 1991 (cloth) and Macmillan, 1995 (paper), \$15.95.

The Chosen Puppy: How to Select and Raise a Great Puppy from an Animal Shelter, by Carol Lea Benjamin. Howell Book House, 1990; paper, \$7.95. Available through ASPCA Companion Animal Services.

Circles of Compassion: A Collection of Humane Words and Work, edited by Elaine Sichel. Voice and Vision Publishing, 1995; paper, \$14.00.

Clicker Training for Dogs, by Karen Pryor. Sunshine Books, 1999; paper, \$8.95.

The Complete Cat Book, by Richard H. Gebhardt. Howell Book House, 1995; paper, \$19.95.

Cornell Book of Cats: A Comprehensive and Authoritative Medical Reference for Every Cat and Kitten, second edition, by the faculty, staff, and associates of the Cornell Feline Health Center, College of Veterinary Medicine, Cornell University; edited by Mordecai Siegal. Villard Books, 1997; cloth, \$35.00.

Culture Clash: A Revolutionary New Way of Understanding the Relationship between Humans and Domestic Dogs, by Jean Donaldson. James and Kenneth Publishing, 1997; paper, \$17.95.

Disposable Animals: Ending the Tragedy of Throwaway Pets, by Craig Bestrup. Camino Bay Books, 1998; paper, \$14.95.

Dr. Pitcairn's Complete Guide to Natural Health for Dogs and Cats, by Richard H. Pitcairn, Susan Hubble Pitcairn (contributor), and Dr. Michael W. Fox. Rodale Press, 1995; paper, \$16.95.

Dog Behavior: An Owner's Guide to a Happy, Healthy Pet, by Dr. Ian Dunbar. James and Kenneth Publishing, 1998; paper, \$12.95.

The Dog's Mind: Understanding Your Dog's Behavior, by Dr. Bruce Fogle. Howell Book House, 1992; paper, \$16.95.

Dog Owner's Home Veterinary Handbook, second edition, by Delbert G. Carlson and James Giffin. Howell Book House, 1992; paper, \$25.00.

The Dog Who Loved Too Much: Tales, Treatments, and the Psychology of Dogs, by Dr. Nicholas Dodman. Bantam Books, 1997; paper, \$12.95.

Don't Shoot the Dog: The New Art of Teaching and Training, by Karen Pryor. Bantam Books, 1985; paper, \$6.50.

Encyclopedia of Animal Rights and Animal Welfare, Edited by Marc Bekoff with Carron A. Meaney. Westport: Greenwood Press, 1998

The Encyclopedia of the Dog, by Dr. Bruce Fogle. Dorling Kindersley, 1995; cloth, \$39.95.

Eyewitness Handbook of Cats, by David Alderton. Dorling Kindersley, 1992; paper, \$18.95.

Eyewitness Handbook of Dogs, by David Alderton. Dorling Kindersley, 1993; paper, \$18.95.

Good Dog, Bad Dog: Dog Training Made Easy, revised edition, by Mordecai Siegal. Henry Holt, 1991; cloth, \$22.50.

Hiss and Tell, True Stories from the Files of a Cat Shrink, by Pamela Johnson. The Crossing Press, 1996; paper, \$15.00.

Holistic Guide for a Healthy Dog, by Wendy Volhard and Kerry L. Brown. Howell Book House, 1995; paper, \$27.95.

How to Raise a Puppy You Can Live With, third edition, by Clarice Rutherford and David Neil; Alpine, 1999; paper, \$9.95.

How to Teach a New Dog Old Tricks, by Dr. Ian Dunbar. James & Kenneth Publishing, 1998; paper, \$17.95.

Inhumane Society: The American Way of Exploiting Animals, by Dr. Michael W. Fox. New York: St. Martin's Press, 1990

K-9 Structure and Terminology, by Edward M. Gilbert and Thelma Brown. Howell Book House, 1995; paper, \$24.95.

Know Your Cat, by Dr. Bruce Fogle. Dorling Kindersley, 1991; cloth, \$24.95.

Lost and Found: Dogs, Cats, and Everyday Heroes at a County Animal Shelter, by Elizabeth Hess. Harcourt Brace & Company, 1998; cloth, \$23.00.

Manual of Canine Behavior, by Valerie O'Farrell. Originally published (1986) by British Small Animal Veterinary Association Publications. Second edition by Iowa State University Press, 1995; paper, \$51.95.

Manual of Feline Behavior, by Valerie O'Farrell and Peter Neville; Christopher Ross, editor. Originally published by British Small Animal Veterinary Association. Iowa State University Press, 1995; paper, \$39.95.

The Perfect Puppy: How to Raise a Well-Behaved Dog, by Gwen Bailey. Reader's Digest, 1996; paper, \$19.95.

Reckoning with the Beast: Animals, Pain, and Humanity in the Victorian Mind, by James Turner. The Johns Hopkins University Press, 1990

The Right Dog for You, by Daniel Tortora. Simon & Schuster, 1983; paper, \$12.00. Available through ASPCA Companion Animal Services.

Second Hand Dog: How to Turn Yours into a First-Rate Pet, by Carol Lea Benjamin. Howell Book House, 1994; paper, \$6.95. Available through ASPCA Companion Animal Services.

Twisted Whiskers: Solving Your Cat's Behavior Problems, by Pamela Johnson. The Crossing Press, 1994; paper, \$12.95.

Understanding Your Cat, by Dr. Michael Fox. St. Martin's Press, 1992; paper, \$9.95.

Understanding Your Dog: Everything You Want to Know about Your Dog But Haven't Been Able to Ask Him, by Dr. Michael Fox. Bantam Books, 1992; paper, \$11.95.

UC Davis School of Veterinary Medicine Book of Dogs: A Complete Medical Reference Guide for Dogs and Puppies, by the faculty and staff, School of Veterinary Medicine, University of California at Davis; Mordecai Siegal, editor. Harper Collins, 1995; cloth, \$30.00.

What All Good Dogs Should Know : The Sensible Way to Train, by Jack Volhard; Melissa Bartlett, contributor. Howell Book House, 1991; paper, \$10.00. Available through ASPCA Companion Animal Services.

When Good Dogs Do Bad Things, by Mordecai Siegal. Little, Brown, 1993; paper, \$12.95.

Why Does My Cat...?, by Sarah Heath. Souvenir Press, 1998; paper, \$18.95.

Why Does My Dog...?, by John Fisher. Souvenir Press, 1999; paper, \$16.95.

Your Aging Cat: How to Keep Your Cat Physically and Mentally Healthy into Old Age, by Kim Campbell Thornton, et al. Howell Book House, 1997; cloth, \$24.95.

Animal Handling Safety Tips

By Jacque Lynn Schultz

Safe, effective animal handling demands total concentration on the animal you are handling and the knowledge to read the body language that animal is displaying. Taking a few moments to visually assess the dog or cat you are about to handle can make your job both safer and easier. Is the animal you are about to move someone's healthy, even-tempered pet who just strayed out of the backyard? A feral cat? An undersocialized Chihuahua who has never been out of her home before? The latest feline victim of high-rise syndrome? Your handling technique and the tools you choose to assist you would vary depending on the scenario.

Handling Healthy, Even-Tempered Animals

Signs: No signs of illness or injury. Animal is at the front of the cage exhibiting relaxed body postures. For example: sprawled, possibly with belly exposed, sitting upright and alert. Head bumping and scent marking with glands in the chin and above the eyes (cats). Wiggly body, bouncing up and down, tail wagging, licking and nose nudging (dogs).

Before opening the cage door, speak to the animal in a pleasant, upbeat voice. Let the animal sniff at your fingers through the bars. If you have never handled this animal before, review the information on the kennel card.

Dogs

Prepare kennel rope or lead to slip over animal's head or attach to collar. Open cage door just enough to slip lead onto dog without letting the dog loose. Use inside your knee and leg or your hip and shoulder to control the door. This frees both of your hands should you need them to keep a rambunctious animal in the kennel. When using a slip lead, keep it taut enough that the dog cannot back out of it if startled. Allow the dog to exit the cage.

To return a dog to a walk-in cage, open the cage door fairly wide and use a forward-moving arm gesture while moving the lead forward and uttering the command, "Go in." For dogs that balk, try throwing a treat in ahead of them. Quickly close the door as soon as the dog jumps in. Open it a crack to take off the lead after the dog is already kenneled. Do not enter the cage with the dog unless you are totally familiar with the dog. Some dogs become territorial about their space, and walking into their cages could provoke a bite.

For smaller dogs who are housed in higher-level cages, after slip lead is put on, place one hand behind the dog's head and grab the ring and lead to prevent it from tightening up and to prevent the dog from turning around and nipping. With the other hand, reach over the back and support the chest and abdomen. Lift up and cradle the dog's body against yours while holding the head away from you if necessary. Carry the cage or place it on the floor. Return the dog to the cage the same way. Immobilize the head by grasping the lead behind the head, reach over the back, cradle the chest in the palm of your hand, and then lift the dog back into the cage.

Cats

The handling technique for cats is similar to that for small dogs. Instead of holding the lead behind the head, place the crook of your hand (area between thumb and forefinger) on the cat's neck at the base of the skull to keep the cat facing away from the handler. Reach your other arm over the cat's back and support the chest and abdomen with your hand and forearm, cradling the cat against your body (football carry). Move to another cage or a carrier. I do not recommend carrying cats any great distance as they are highly reactive animals that can easily startle, changing from friendly to defensive/aggressive in a few short seconds.

Handling Fearful Animals

Signs: Dilated pupils. Standing or lying tensely at the rear of the cage. Facing the back corner of the cage, glancing over the shoulder to keep handler in sight. Ears pulled back. Tucked tail in dogs. Agitated tail swishing in cats.

Speak to the animal in a soft, soothing, yet upbeat tone of voice. Stand sideways or crouch down near cage. Looming over the animal directly head on will only increase its fear level. Avoid direct eye contact, for it can be misconstrued as a challenge to fight. Whenever possible, allow the animal to approach the front of the cage and check you out in its own time. Offer a treat without making eye contact. It is a good sign if the animal is relaxed enough to take the treat.

It is safer to take the time to allow the animal to come to you rather than to enter into the cage or reach in to grab it. Most fearful animals would rather flee than fight, but they will bite if they feel cornered. Whenever possible, give a fearful animal 12 to 48 hours to acclimate before removing it from its cage for a procedure. Fearful cats will relax faster if you cover the front of the cage with paper or a towel. Fearful dogs should be housed in the quietest area of the kennel.

Dogs

To move mildly fearful dogs, try to get them on lead without entering too far into the cage. Once he is on lead, gently coax the dog out of the cage. Allow the dog some extra leash so he can move three to five feet away from the handler. Muzzle with the lead or a sleeve muzzle before treatment if necessary. Hold the dog in a firm yet gentle manner against your body, and continue to talk to the dog in a soft, confident tone. Do not remove the muzzle until the dog has been placed back on the floor or, if he is thrashing around, until back in his cage.

Use an animal control pole to move excessively fearful dogs who absolutely must be moved. While this may very well increase the animal's fear, handler safety can be maintained.

Cats

The importance of moving slowly and quietly in a gentle manner cannot be stressed strongly enough when handling fearful cats. Mildly fearful cats can be most easily handled by grabbing the scruff at the back of the neck with one hand and holding the forepaws with the other hand while using your elbow to hold the rear weight of the cat's body against your side.

If it is absolutely necessary to handle a very fearful cat, use a large, thick towel or blanket to scoop up the cat and place it in a carrier. To remove from a carrier into another cage, open the carrier and tilt slightly into the cage. As the cat steps out and retreats to the back of the cage, swiftly close the door.

For feral cats, use of a squeeze cage or net is recommended for inoculations.

Handling Aggressive Animals

Signs: Growling, snarling, snapping, attempting to bite. Charging the front of the cage. Standing frozen at the front of the cage and hard-staring at people. Ferocious barking and lunging.

If it is not absolutely necessary to handle an animal when it is acting aggressively, don't. If you must, take every possible precaution. Use your animal control pole with dogs and cat graspers or net with cats. *Never* use an animal control pole on a cat. Whenever possible, have a second experienced handler with you to assist you should something go wrong. Double leashing (in which two handlers have an aggressive dog leashed between them on taut leads) may be considered where you are unable to use a pole. Consider tranquilization.

In the event that a dog you are moving on lead tries to attack you, move your leash arm up and away from your body. An attack on a human being is the only time it is appropriate to execute a maneuver called "hanging" a dog. The idea is to cut off the dog's air supply long enough to make the dog light-headed to stem the attack. This defensive tactic should only be executed when the handler is in jeopardy and the dog can be swiftly returned to a cage.

Handling Sick and Injured Animals

Signs: Labored breathing. The presence of blood, mucus, or open wounds. Limbs at odd angles. Limping, whimpering, lethargy, not eating.

The sweetest animal in the world can bite in response to pain. Before handling an injured animal, if possible ask medical personnel to assess the animal before moving it to determine the proper handling technique for the specific injury. If an animal is brought to the shelter in a box or a carrier, keep it confined there until a medical exam is possible when circumstances allow.

Once a medical exam has been completed and the animal has been treated, take special care to be gentle with the animal. Avoid putting any pressure on the injured area. For dogs with neck injuries like embedded collars or tracheal collapse, provide body harnesses for movement since regular slip leads cannot be used. Soft bedding is particularly important for animals with splints and casts. Elizabethan collars (e-collars) may be necessary to prohibit chewing on bandages. Since e-collars intensify noise and block an animal's peripheral vision, try to kennel the animal in as quiet a spot as possible during recuperation.

When you assess the individual animal's behavior and respond accordingly, your handling skills protect both ends of the lead.

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Chapter 8 Appendix

“Must See” Shelters

Must See Shelters

Each of these animal shelters is worth visiting. Some are small, some are large. Some are older facilities, some are brand-new. Some are run on a shoestring, some are well funded. Each shelter has something to offer organizations looking to build or improve a shelter. Some have innovative programs, warm and inviting atmospheres, unique kenneling, impressive lobbies or are immaculately clean. They all have several outstanding aspects. If you are planning to build a shelter—visit, visit, visit. Take notes, photos, videos, whatever you need to remember them and explain highlights to others. Make appointments to meet with the executive directors and ask about what they feel are the strengths and weaknesses, compare and contrast. Take the time to find out what will work best for you and your community.

CALIFORNIA

Oakland SPCA

8323 Baldwin Street
Oakland, CA 94621
510-569-0702

San Francisco SPCA

2500 16th Street
San Francisco, CA 94103
415-554-3000

San Francisco Animal Care and Control

1200 15th Street
San Francisco, CA 94103
415-554-9410

San Clemente Animal Shelter

535 Avenida Fabricanta
San Clemente, CA 92672
714-462-1617

COLORADO

Denver Dumb Friends League

2080 South Quebec St.
Denver, CO 80231
303-696-4941

Humane Society of Boulder Valley

2323 55th Street
Boulder, CO 80301
303-442-4030

FLORIDA

Alachua County Animal Shelter

3400 NE 53rd Avenue
Gainesville, FL 32609
(352) 955-2333

Humane Society of Broward County

2070 Griffin Road
Fort Lauderdale, FL 33312
954-989-3977

Palm Beach County Animal Care

7100 Belvedere Road
West Palm Beach, FL 33411
(561) 233-1200

ILLINOIS

McLean County Animal Control

P. O. Box 401
Bloomington, IL 61702
309-664-7387

Peoria Animal Welfare Shelter

2600 NE Perry Street
Peoria, IL 61603
309-686-7297

INDIANA

Humane Society of Indianapolis

7929 North Michigan Rd.
Indianapolis, IN 46268
317-875-6888

Fort Wayne Animal Control

2225 Dwenger Avenue
Fort Wayne, IN 46803
219-427-1244

IOWA

Dubuque Humane Society

175 Menard Court
Dubuque, IA 52003
319-582-6766

MAINE

Animal Welfare Society

P.O. Box 43
West Kennebunk, ME 04094
207-985-3244

MASSACHUSETTS

Faxon Animal Rescue League of Greater Fall River

474 Durfee Street
Fall River, MA 02720
508-676-1061

Berkshire Humane Society

108 Cadwell Road
Pittsfield, MA 01201
413-447-7878

MINNEAPOLIS

Animal Humane Society
845 Meadow Lane North
Minneapolis, MN 55422
612-522-6009

MISSOURI

Humane Society of Missouri
1210 Macklind Avenue
St. Louis, MO 63110
314-647-8800

NEBRASKA

Nebraska Humane Society
8829 Fort Street
Omaha, NE 68134
402-444-7800

NEVADA

Nevada Humane Society
200 Kresge Lane
Sparks, NV 89431
775-331-5770

NEW HAMPSHIRE

Monadnock Humane Society
P.O. Box 678
West Swanzey, NH 03469
603-352-9011

NEW JERSEY

West Milford Animal Welfare Society
P. O. Box 72
West Milford, NJ 07480
973-728-2859

NEW YORK

**Animal Protective Foundation
of Schenectady**
53 Maple Avenue
Scotia, NY 12302
518-374-3944

North Shore Animal League
Lewyt Street
Port Washington, NY 11050
516-883-7909

Humane Society at Lollypop Farm
P.O. Box 299
Fairport, NY 14450
716-223-1330

OREGON

Oregon Humane Society
1067 NE Columbia Blvd.
Portland, OR 97211
503-285-7722

RHODE ISLAND

Robert Potter League for Animals
P.O. Box 412
Newport, RI 02840
401-846-0592

TEXAS

Houston SPCA
900 Portway Drive
Houston, TX 77024
713-869-7722

**Humane Society of Austin
and Travis Counties**
124 W. Anderson Lane
Austin, TX 78752
512-837-7985

WISCONSIN

Wisconsin Humane Society
4500 West Wisconsin Avenue
Milwaukee, WI 53208
414-961-0310

Shelter Designers

The following are architects, designers, and contractors that have experience in shelter construction and design, some even specialize in it. Some will work with you on site, some will also consult long distance. Inclusion on this list does not imply endorsement. Contact them directly for a list of projects.

Animal Care Equipment and Services (ACES) in CA

P.O. Box 3275
Crestline, CA 93325
800-338-2237

ARQ Architecture

1925 A, 18th Street
San Francisco, CA 94107
415-821-9004

Bacon Design Group

126 Third Ave., Suite 102
Safety Harbor, FL 34695
813-725-0111

Bumpus & Assoc. Architects

222 Church Street, Suite 202
Kissimmee, FL 34741
407-846-1994

Connolly Architects AIA

400 N. Marienfield, Suite 101
Midland, TX 79701
915-687-1976

Copich & Assoc., Inc. Architects

314 Churchill-Hubbard Road
Youngstown, OH 44505-1327
330-759-0226

Warren Freedenfeld & Assoc.

39 Church Street
Boston, MA 02116
info@freedenfeld.com
800-426-2557

Gates Hafen Cochrane Architects

735 Walnut Street
Boulder, CO 80302
800-332-4413

Gencon Building Corp.

257 Cherry Street
Fall River, MA 02720
508-678-2275

Houndquarters, Inc.

3135 N. 38th Street, #12
Phoenix, AZ 85018
www.houndquarters.com
602-955-2420

Jensen Stenbak

4 Auburn Road
Londonderry, NH 03053
603-425-5100

Tom Johnson

218 Fairhill Road
Morton, PA 19070
610-328-7580

Knapp, Schmidt, Baptista Architects

2801 Fish Hatchery Road
Madison, WI 53713
800-236-0140

George Miers

1150 Moraga Way
Moraga, CA 94556
510-465-5787

Morton Buildings

P.O. Box 399
Morton, IL 61550
www.mortonbuildings.com
800-447-7436

Shelter Equipment and Supply Companies

The following list of shelter equipment and supply companies was compiled as a reference for those involved in animal care and control. Inclusion of any business on this list does not imply our approval and is not an endorsement. The ASPCA National Shelter Outreach program may be able to offer guidance when selecting major purchases. If you would like such assistance, please contact us at 212-876-7700, ext. 4408.

AIR PURIFIERS

Alpine Air Purification Systems

2616 Squire Street
Irving, TX 75062
972-255-6264

Animal Care and Equipment Services (ACES)

340 South Highway 138, P.O. box 3275
Crestline, CA 93325
909-338-1791
800-338-ACES; fax 909-338-2799

OxiDyn

P.O. Box 58483
Raleigh, NC 27658
919-790-6767
800-486-7769; fax 919-790-6768

ANIMAL HANDLING & CARE EQUIPMENT

Animal Behavior Consultants

2465 Stuart Street
Brooklyn, NY 11229
718-891-4200

Animal Care and Equipment Services (ACES)

340 South Highway 138, P.O. Box 3275
Crestline, CA 93325
909-338-1791
800-338-ACES; fax 909-338-2799

Animal Management, Inc. (AMI)

P.O. Box 957
Mechanicsburg, PA 17055-8957
800-745-8173; fax 800-745-8193
e-mail: aminc@epix.net
www.trib.com/CUMBERLINK/ami

Azel Corporation

P.O. Box 2351
Costa Mesa, CA 92628
714-557-6426; fax 714-979-3306

C. Specialties

P.O. Box 68591
Indianapolis, IN 46268
317-872-7022; fax 317-875-7065

Campbell Pet Company

P.O. Box 122
Brush Prairie, WA 98606
Street address:
11917 N.E. 95th Street
Vancouver, WA 98682
360-892-9786; fax 360-944-9999

Deerskin Manufacturing

P.O. Box 127
Springtown, TX 76082
817-523-5535 or 800-880-608? — this was cut-off on fax

Frank Doerr Truck Equipment

1912 Mary Street, P.O. Box 4281
Pittsburgh, PA 15203
412-488-8640; fax 412-488-3787

J.A. Webster

86 Leominster Road
Sterling, MA 01564
978-422-8211
800-225-7911; fax 978-422-8959

Jackson Creek Manufacturing

2413 Bescher Chapel Road
Denton, NC 27239
910-241-3045
888-221-7823

Ketch-All Company

4149 Santa Fe Road #2
San Luis Obispo, CA 93401
805-543-7223

Margo Supplies LTD/Wildlife Control

P.O. Box 5400
High River, AB, Canada T1V 1M5
403-652-1932; fax 403-652-3511
www.wldf-cntrl.com

Matthews Specialty Vehicles

6116 Old Mendenhall Road
Archdale, NC 27263
910-434-0420
800-627-1707; fax 910-861-4646

Mitlyng Development

P.O. Box 43
Darwin, MN 55324
612-275-2523

Nelson Manufacturing Company

3049 12th Street, S.W.
Cedar Rapids, IA 52404
319-363-2607

On Target A.D.C.

P.O. Box 5345
Glendale Heights, IL 60139
708-858-4895

Paws Depot

P.O. Box 128
Elnora, IN 47529
800-852-7297; fax 812-692-5665

Schroer Manufacturing Company

(Shor-Line)
2221 Campbell Street
Kansas City, MO 64108-2788
816-471-0488
800-444-1579; fax 816-471-5339

S.K.U.N.K.S.

P.O. Box 82
Topanga, CA 90290
310-724-9643

Suburban Surgical Company

275 12th Street
Wheeling, IL 60090
847-537-9320
800-323-7366; fax 847-537-9061

Tomahawk Live Traps and Equipment

P.O. Box 323
Tomahawk, WI 54487
715-453-3550; fax 715-453-4326

Tru-Catch Traps Manufacturing Systems

300 Industrial Street
P.O. Box 816
Belle Fourche, SD 57717
605-892-2717
800-247-6132; fax 605-892-6327

UPCO

3705 Pear Street, P.O. Box 969
St. Joseph, MO 64502
816-233-8800

Whitco Manufacturing

301 West Sixth Street
Weatherford, TX 76086
817-594-2142
800-562-5715

Wildlife Pharmaceuticals

1401 Duff Drive, Suite 600
Fort Collins, CO 80524
970-484-6267; fax 970-482-6184
www.wildpharm.com

Wildlife Rehabilitation Today Magazine

Coconut Creek Publishing
2201 NW 40th Terrace
Coconut Creek, FL 33066
305-972-6092

Zoologic

261 Keyes Avenue
Hampshire, IL 60140
800-323-0877 or 800-JEFFERS

ANIMAL ID SYSTEMS**Animal Care and Equipment Services (ACES)**

340 South Highway 138, P.O. Box 3275
Crestline, CA 93325
909-338-1791
800-338-ACES; fax 909-338-2799

Animal Care Consultants

P.O. Box 760
Agoura Hills, CA 91376
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