

Council Members

R. Gary Allen
Charmaine Crabb

Travis L. Chambers
Glenn Davis

Byron Hickey
Bruce Huff

R. Walker Garrett
Toyia Tucker

Judy W. Thomas
Joanne Cogle

Clerk of Council
Sandra T. Davis



Council Chambers
C. E. "Red" McDaniel City Services Center- Second Floor
3111 Citizens Way, Columbus, GA 31906

January 07, 2025
9:00 AM
Regular Meeting

MAYOR'S AGENDA

CALL TO ORDER: Mayor B. H. "Skip" Henderson, III, Presiding

INVOCATION: Offered by Pastor, Rev. Dr. Arthur H. Mitchell- Friendship Baptist Church of Columbus, Georgia

PLEDGE OF ALLEGIANCE: Led by Mayor Henderson

OATHS OF OFFICE ADMINISTERED BY CHIEF SUPERIOR COURT JUDGE ARTHUR L. SMITH, III:

1. Councilor Glenn Davis – District 2
Councilor Toyia Tucker – District 4
Councilor R. Gary Allen – District 6
Councilor R. Walker Garrett – District 8
Councilor Travis L. Chambers – District 10 At-Large

MINUTES

2. Approval of minutes for the December 17, 2024 Council Meeting and Executive Session.

PROCLAMATION:

3. **Proclamation:** Law Enforcement Appreciation Day

Receiving: Public Safety

TRANSITIONAL AUDIT REQUEST

4. Request from Newly Elected Solicitor General Shevon Thomas for a Transitional Audit of the Solicitor General's Office.

CITY ATTORNEY'S AGENDA

ORGANIZATIONAL MEETING

- 1.** A resolution appointing the Mayor Pro-Tem for Columbus, Georgia for a term of two (2) years.
- 2.** A resolution appointing the Clerk of Council for Columbus, Georgia for a term of two (2) years.
- 3.** A resolution appointing the Deputy Clerk of Council for Columbus, Georgia for a term of two (2) years.

ORDINANCES

- 4.** **2nd Reading-** An ordinance amending Section 11-17.15 of the Columbus Code, to amend certain provisions pertaining to the position of division chief within the Columbus Department of Fire and Emergency Services; and for other purposes. (Mayor Pro-Tem)
- 5.** **2nd Reading-** An ordinance amending Section 2-69 of the Columbus Code pertaining to the duties of the internal auditor, to clarify an additional duty; and for other purposes. (Councilor Tucker)
- 6.** **1st Reading-** REZN-10-24-2210: An ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia, to change certain boundaries of a district located at **5201 Macon Road** (parcel # 098-001-002) from Single Family Residential - 2 (SFR2) to Single Family Residential - 3 (SFR3) Zoning District with conditions and Residential Multifamily - 1 (RMF1) Zoning District. (Planning Department recommends conditional approval. PAC recommends denial.) (Councilor Hickey)

- 7. 1st Reading-** REZN-10-24-2232: An ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia to change certain boundaries of a district located at **1126 30th Street** (parcel # 029-013-001) from Neighborhood Commercial (NC) Zoning District to Residential Multifamily - 1 (RMF1) Zoning District. (Planning Department and PAC recommend approval.) (Councilor Garrett)
- 8. 1st Reading-** An ordinance amending the budgets for the Fiscal Year 2025 by appropriating amounts in each fund for various operational activities. (FY25 MID-YEAR BUDGET AMENDMENT) (Budget Review Committee)
- 9. 1st Reading-** An ordinance amending Section 2-68 of the Columbus Code to provide that the internal auditor/compliance officer shall be solely subject to the direction of the Columbus Council; and for other purposes. (Councilor Hickey)
- 10. 1st Reading-** An ordinance amending Section 3-5(e) of the Columbus Code, to revise a provision pertaining to the issuance of alcohol licenses; and for other purposes. (Councilors Davis and Garrett)

PUBLIC AGENDA

1. Mrs. Audrey Holston Palmore, Re: Property located at 2928 10th Street that was previously listed on the demolition list on January 23, 2024 and was removed.
2. Ms. Theresa El-Amin, representing Southern Anti-Racism Network, Re: Paws Humane Negotiations.

CITY MANAGER'S AGENDA

1. Resolution for Management & Operation Agreement for Animal Shelter and Animal Field Services

A Resolution authorizing the execution of a contract with the PAWS animal services division of PAWS humane, Inc. (Columbus, Ga) for animal care and control services.

To view the Animal Care and Control/PAWS Humane Public Meeting held on December 30, 2024, please copy the link in your browser.

<https://youtu.be/fME-DSxidCg?si=c5VfwAjDCW4Zz8xC>

2. FY2026 Georgia Department of Transportation – Transportation Planning Contract

Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). Transportation planning funds in the amount of \$342,502.81 are requested in the form of a contract with the Georgia Department of Transportation. This is an annual contract with the Georgia Department of Transportation and the Federal Highway Administration, which will require a 20% match of \$85,625.70, which is budgeted in the FY2026 General Fund.

3. FY2026 Georgia Department of Transportation – Y410 Funds -Transportation Planning Contract

Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Y410 Planning funds for Safe & Accessible Transportation Options - (H.R. 3684 - Sect, 11206), as outlined in the Infrastructure Investment and Jobs Act (IIJA). This funding is required to be included in the Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). The Y410 Transportation planning funds in the amount of \$8,782.12 is requested in the form of a contract with the Georgia Department of Transportation and to amend the Multi-Governmental Fund by the amount awarded. This is a five-year annual contract with the Georgia Department of Transportation and the Federal Highway Administration which began in FY 2023 and will conclude in FY 2027, as outlined in the IIJA. This will require a new budget to be created by the Finance Department.

4. Memorandum of Agreement: CFEMS & RightSite Health Physicians PLLC

Approval is requested to execute the Memorandum of Agreement (MOA) related to telehealth services jointly provided through the Columbus Department of Fire and Emergency Medical Services by RiteSite Health Physicians PLLC.

5. Lease of Equipment for Golf Courses - Toro Grounds Keeping Equipment

Approval is requested to enter a lease of one piece of Toro grounds keeping equipment, with accessories, from Huntington National Bank over a 48-month period in the total amount of \$33,824.57.

6. Lease of Equipment for Golf Courses – Yamaha Golf Car Equipment

Approval is requested to enter a lease for one piece of Yamaha Golf Car equipment from Yamaha Motor Finance Corporation over a 48-month period in total amount of \$9,146.40.

7. **PURCHASES**

- [A.](#) Infantry Road and Follow Me Trail PI # 0015285 – RFB No. 24-0040
- [B.](#) Additional Resource for Pursuit Vehicle Buildout Services (Annual Contract) – TIPS USA Cooperative Contract
- [C.](#) Georgia First Responder Post Traumatic Stress Disorder (PTSD) Program Insurance
- [D.](#) Extension of Memorandum of Agreement for Mental Health Services for Muscogee County Prison
- [E.](#) Repair of Caterpillar D7R II Bulldozer for Public Works
- [F.](#) Annual Maintenance/Service Agreement for the Camera Integration Platform for Police Department – Cooperative Contract Purchase

INFORMATION ONLY:

1. Information Only: Exigent “Off the Lot” Vehicle Purchases – Resolution No. 106-24

On December 16, 2024, a purchase order was executed for one (1) 2024 Chevrolet Silverado 3500HD Flatbed Dump Truck for Public Works Department-Community Services due to exigent circumstances, as approved by Council per Resolution No. 354-24.

The vehicle will be purchased from Son’s Chevrolet LLC (Columbus, GA) at a unit price of \$70,937.00. The vehicle will be used to haul materials and move equipment. This is a new vehicle.

Funds are budgeted in the FY25 Budget: General Fund – Public Works – Public Works – Light Trucks; 0203-260-3130-ROWM-7722.

8. **UPDATES AND PRESENTATIONS**

- [A.](#) Update on Proposed Management Agreement Between CACC and PAWS Humane - Isaiah Hugley, City Manager
- [B.](#) Proposed General Aviation Terminal Building - Amber Clark, Airport Director, CSG Columbus Airport

CLERK OF COUNCIL'S AGENDA

ENCLOSURES - ACTION REQUESTED

1. Letter from Mr. Alfred Hayes, Jr. resigning from his seat on the Board of Zoning Appeals effective January 30, 2025.
2. RESOLUTION - A resolution excusing Councilor Judy Thomas from the January 7, 2025 Council Meeting. **(Add-On)**
3. **Minutes of the following boards:**

Audit Committee, November 20, 2024

Board of Tax Assessors, #41-24

Board of Zoning Appeals, October 2, and November 6, 2024

Convention & Visitors Board of Commissioners, November 20, 2024

Historic & Architectural Review Board, August 12, 2024
4. RESOLUTION - A resolution excusing Councilor Bruce Huff from the January 7, 2025 Council Meeting. **(Add-On)**

BOARD APPOINTMENTS - ACTION REQUESTED

5. **COUNCIL'S DISTRICT SEAT APPOINTMENT- ANY NOMINATIONS MAY BE CONFIRMED FOR THIS MEETING:**
 - A. **PUBLIC SAFETY ADVISORY COMMISSION:**

VACANT

(Council District 5- Crabb)

Term Expires: October 31, 2025

Councilor Crabb is nominating Pete Berry to fill the unexpired vacant seat.

**Daniel Street was confirmed to fill the unexpired term of Jennifer Upshaw; however, the onboarding process was not completed.*

6. **COUNCIL’S CONFIRMATION - NOMINATIONS RECEIVED FROM AN ORGANIZATION / AGENCY MAY BE CONFIRMED:**

A. **HISTORIC & ARCHITECTURAL REVIEW BOARD:**

Toney Johnson

(Historic District Preservation Soc. Rep)

Eligible to succeed

Term Expires: January 31, 2025

*Nomination from the
Historic District Preservation Society
(Council’s Appointment)*

The Historic District Preservation Society is recommending Toney Johnson to serve another term of office.

7. **COUNCIL APPOINTMENTS- ANY NOMINATIONS WOULD BE LISTED FOR THE NEXT MEETING:**

A. **HISTORIC & ARCHITECTURAL REVIEW BOARD:**

Alex Griggs

(Architect Rep)

Rotating off the board

Term Expires: January 31, 2025

Open for Nominations
(Council’s Appointment)

The terms are three years. Meets monthly.

Women: 6

Senatorial District 15: 10

Senatorial District 29: 1

B. PERSONNEL REVIEW BOARD:

Dennis Walsh

(Alternate Member 1)

Not Eligible to succeed

Term Expires: December 31, 2024

Open for Nominations
(Council's Appointment)

Willie L. Belfield, Jr.

(Alternate Member 2)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Open for Nominations
(Council's Appointment)

Donna D. Baker

(Alternate Member 3)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Open for Nominations
(Council's Appointment)

The terms are three years. Meets monthly.

Women: 4

Senatorial District 15: 5

Senatorial District 29: 5

C. VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY:

Monte Galbraith

Resigned

Term Expires: June 30, 2026

Open for Nominations
(Council's Appointment)

The term is four years. Meets every other month beginning in February.

Women: 0

Senatorial District 15: 2

Senatorial District 29: 1

The City of Columbus strives to provide accessibility to individuals with disabilities and who require certain accommodations in order to allow them to observe and/or participate in this meeting. If assistance is needed regarding the accessibility of the meeting or the facilities, individuals may contact the Mayor's Commission for Persons with Disabilities at 706-653-4492 promptly to allow the City Government to make reasonable accommodations for those persons.

File Attachments for Item:

2. Approval of minutes for the December 17, 2024 Council Meeting and Executive Session.

COUNCIL OF COLUMBUS, GEORGIA
CITY COUNCIL MEETING
MINUTES

Council Chambers
 C. E. "Red" McDaniel City Services Center- Second Floor
 3111 Citizens Way, Columbus, GA 31906

December 17, 2024
 9:00 AM
 Regular Meeting

MAYOR'S AGENDA

PRESENT: Mayor B. H. "Skip" Henderson, III and Mayor Pro Tem R. Gary Allen and Councilors Travis L. Chambers, Joanne Cogle, Charmaine Crabb, Glenn Davis, R. Walker Garrett, Byron Hickey, Bruce Huff and Toyia Tucker (arrived at 9:06 a.m.). City Manager Isaiah Hugley, City Attorney Clifton Fay, Clerk of Council Sandra T. Davis, Deputy Clerk of Council Lindsey G. McLemore and Deputy Clerk Pro Tem Tameka Colbert.

ABSENT: Councilor Judy W. Thomas was absent.

The following documents have been included as a part of the electronic Agenda Packet: (1) Muscogee County Sheriff's Office Park Patrol Presentation; (2) CACC/PAWS Negotiation City Presentation; (3) FY24 Consolidated Annual Performance and Evaluation Report (CAPER) Presentation; (4) CACC/PAWS Negotiation Presentation; (5) Former GA State Farmer's Market History & Restrictions Presentation

The following documents were distributed around the Council table: (1) CACC/PAWS Negotiation City Presentation and Proposed Agreement

CALL TO ORDER: Mayor B. H. "Skip" Henderson, III, Presiding

INVOCATION: Offered by Pastor John Burnett – Hilton Terrace Baptist Church of Columbus, Georgia

PLEDGE OF ALLEGIANCE: Led by Mayor Henderson

NOTE: Councilor Tucker arrived at 9:06 a.m.

MINUTES

1. Approval of minutes for the December 10, 2024 Council Meeting. Mayor Pro Tem Allen made a motion to approve the minutes, seconded by Councilor Crabb and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

PRESENTATION:

2. Muscogee County Sheriff's Office Park Patrol (Presented by Sheriff Greg Countryman)

Councilor Glenn Davis shared his appreciation and admiration for the work done by the Muscogee County Sheriff's Department for their diligence in addressing crime in the community. He explained that the initiative Sheriff Countryman is going to speak about is Council driven based on several areas

of concern, such as the local parks; and members of Council asked Sheriff Countryman to design a plan to address these concerns.

Muscogee County Sheriff Greg Countryman approached the rostrum to provide a presentation on the creation and implementation of the MCSO Park Patrol, that would be comprised of 10 deputies and 2 sergeants to provide a strong presence to provide families a sense of comfort when using these amenities. He explained having an increase in concentrated patrols will aid in reducing criminal activity in the parks with the help of technology such as drones and tag readers, and equipment such as four wheelers and motorized bikes. Sheriff Countryman stated the cost to provide these valuable services are estimated at \$927,440.00 for salaries, \$69,840.00 for uniforms/equipment, and \$840,000.00 for a one-time capital outlay purchase of vehicles.

Councilor Davis made a motion to amend the Muscogee County Sheriff’s Office FY2025 Budget by the amount in the presentation to implement the MCSO Park Patrol for a total cost of \$1,837,280.00, seconded by Councilor Cogle and opened for further discussion.

City Attorney Clifton Fay reminded Council of Ordinance No. 21-057, that gives the City Manager, in consultation with the Chief of Police or the Department of Public Health, the authority to change the hours of any public park or playground when warranted by public safety or public health concerns. He explained the Sheriff would need to be added to the ordinance and the budget amendment could come at mid-year, both of which can be handled in January.

Councilor Crabb made a motion to add Sheriff Countryman to Ordinance No. 21-057, seconded by Councilor Cogle and opened for further discussion.

Muscogee County Prison Warden Herbert Walker, III approached the rostrum to explain that he was present for the meetings after the incidents took place at Lakebottom Park and Shirley B. Winston, and he could not stand by and not offer any assistance. He explained his staff knows how to handle criminal situations, so they provided aid to Parks & Recreation in locking up parks and being present when other facilities were closing to ensure employees were getting to their vehicles safely.

Clerk of Council Sandra T. Davis called attention to the two motions still on the floor, at which time, Councilor Davis and Councilor Crabb withdrew their motions.

CITY MANAGER’S AGENDA

11. UPDATES AND PRESENTATIONS

- A. Update on CACC/PAWS Negotiations - Isaiah Hugley, City Manager

City Manager Isaiah Hugley approached the rostrum to provide an update on the agreement negotiations with PAWS Humane Society, Inc./PAWS to operate and manage the Columbus Animal Care & Control Center/CACC Facility, as well as programs and services for the community. (*NOTE: This update was called up as the next order of business as listed on the City Manager’s Agenda Item 11“A”*) After the negotiation team members were introduced, City Manager Hugley shared the recommended budget that has been negotiated for an annual cost of \$3,292,536.00, with a one-time cost of \$100,000.00 for capital improvements to the CACC Facility. He then broke down the various elements of expenses included for personnel, animal care and operations. Lastly, the next steps were provided to include a review of PAWS Humane financials, a public meeting for community input, presentation to Council on January 7, 2025, for approval of agreement, and the transfer of all CACC operations to PAWS Humane, Inc. effective no later than February 1, 2025.

Columbus Police Chief Stoney Mathis came forward to speak on behalf of Assistant Chief Debroah Kennedy, who was part of the negotiations and shared her thoughts with him.

CITY ATTORNEY'S AGENDA

ORDINANCES

1. **Ordinance (24-070) - 2nd Reading-** REZN-10-24-2164: An ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia to change certain boundaries of a district located at **988 Farr Road** parcel # 089-022-002) from General Commercial (GC) Zoning District to Single Family Residential – 4 (SFR4) Zoning District with Conditions. (Planning Department and PAC recommend approval.) (Councilor Huff) Mayor Pro Tem Allen made a motion to adopt the ordinance, seconded by Councilor Huff and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.
2. **Ordinance (24-071) - 2nd Reading-** An ordinance amending the budgets for the Fiscal Year 2024 by appropriating amounts in each fund for various operational activities. (Final amendment) (Budget Review Committee) Mayor Pro Tem Allen made a motion to adopt the ordinance, seconded by Councilor Tucker and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.
3. **Ordinance (24-072) - 2nd Reading-** An ordinance to revise and clarify certain provisions of Chapter 19 of the Columbus Code which provide for business activities not covered by this chapter; and for other purposes. (as amended on 1st Reading) (Mayor Pro-Tem) Councilor Tucker made a motion to allow Councilors Chambers and Crabb to recuse themselves, seconded by Councilor Hickey and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. Councilor Garrett made a motion to adopt the ordinance, seconded by Mayor Pro Tem Allen and carried unanimously by seven members of Council, with Councilors Chambers and Crabb recusing, and Councilor Thomas being absent from the meeting.
4. **1st Reading-** An ordinance amending Section 11-17.15 of the Columbus Code, to amend certain provisions pertaining to the position of division chief within the Columbus Department of Fireman and Emergency Services; and for other purposes. (Mayor Pro-Tem) **(Public Hearing Held)**
5. **1st Reading-** An ordinance amending Section 2-69 of the Columbus Code pertaining to the duties of the internal auditor, to clarify an additional duty; and for other purposes. (Councilor Tucker) **(Public Hearing Held)**

Councilor Hickey made a motion to put the Internal Auditor under the City Council, seconded by Councilor Crabb and opened for discussion.

City Attorney Clifton Fay recommended doing that as a separate ordinance; since, this would be a restructuring and a major change.

Human Resources Director Reather Hollowell came forward stating all new hires are informed of their rights and responsibilities, for example the hotline that is available. She also shared that quarterly

emails are sent out to all employees regarding the fraud and waste hotline and this information is also provided in the bi-monthly newsletter.

Mayor Pro Tem R. Gary Allen stated for the record, the system is already in place and information is provided several times a year to employees to educate them on how it works and that they would remain anonymous.

Clerk of Council Sandra T. Davis reminded Council that the first meeting of 2025 is scheduled for January 7th at 9:00 a.m. and called attention to the motion on the floor from Councilor Hickey, who then withdrew his motion.

Ms. Theresa El-Amin came forward to make comments regarding the proposed ordinance on 1st Reading. She shared her thoughts and opinions on the strife faced by whistleblowers who complain on their employers and could potentially face retaliation.

REFERRAL(S):

FOR THE CITY ATTORNEY:

- Wants it stated by ordinance that all whistleblowers are protected not only by State Law, but also by CCG policy, so that all whistleblowers are aware that they are protected and only answers to the Internal Auditor. *(Request of Councilor Tucker)*

FOR THE CITY MANAGER:

- Add hotline information to employee paystubs. *(Request of Mayor Pro Tem Allen)*
- Ensure that the whistleblower guidelines are included in the employee handbook. *(Request of Councilor Chambers)*
- Provide posters/flyers with whistleblower guidelines to be put up in conspicuous locations, such as breakrooms, etc. *(Request of Councilor Chambers)*

RESOLUTION:

6. **Resolution (473-24)** - A resolution authorizing the Tax Commissioner to accept checks and other methods of payment. (Request of Tax Commissioner Elect) Mayor Pro Tem Allen made a motion to approve the resolution, seconded by Councilor Tucker and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

PUBLIC AGENDA

1. Rev. Johnny Flakes, III, Re: Questions regarding the Internal City Auditor.
2. Ms. Theresa El-Amin, representing Southern Anti-Racism Network, Re: Upcoming lobby days in Georgia Legislature on Ending Mass Incarceration and the Death Penalty and on Housing Justice in February 2025. Asking support from Council in January 2025.

CITY MANAGER'S AGENDA

5. TSPLOST Project Budgets, TIA 2

Resolution (474-24) - A resolution to proceed with project development if preliminary estimates exceed the project budget by either electing to locally fund possible overruns or make selective adjustments to the scope of the project to remain within the allocated TIA 2 budgeted funds. Councilor Davis made a motion to amend the resolution by adding “any such adjustments will be approved by Council”, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. Councilor Davis made a motion to approve the resolution as amended, seconded by Councilor Tucker and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Councilor Garrett requested his vote be cast in the affirmative upon returning to his respective seat.)*

Deputy City Manager Pam Hodge approached the rostrum to clarify that this resolution is being presented for approval at the request of the TIA/GDOT Office. She went on to explain the purpose of the resolution is to state that there is a TSPLOST budget for each project listed, and if the cost of that project exceeds that budget, then it is the responsibility of the local municipality to cover the difference. She stated that approval of this resolution would allow them to proceed with the conceptional design work being done with the consultants, but they would have to come back to Council for approval if the actual construction costs exceed that of the TSPLOST budget.

1. Infantry Drive Supplemental Agreement No. 1 and Construction Agreement

Resolution (475-24) - A resolution to enter into a supplemental agreement and a construction agreement with the Georgia Department of Transportation (GDOT) to receive additional funding for the preliminary engineering and construction phases of the Infantry Road and Follow Me Trail Extension Project. Councilor Tucker made a motion to approve the resolution, seconded by Councilor Cogle and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Councilor Garrett requested his vote be cast in the affirmative upon returning to his respective seat.)*

2. Acquisition of GDOT Property - 6th Street and 6th Avenue

Resolution (476-24) - A resolution to submit an application to acquire excess property from the Georgia Department of Transportation located at 6th Street and 6th Avenue. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Councilor Garrett requested his vote be cast in the affirmative upon returning to his respective seat.)*

3. Installation, Maintenance, and Repair Services for Outdoor Lighting Systems

Resolution (477-24) - A resolution to execute a lighting service agreement with Georgia Power for the maintenance of the Bradley Park Drive DDI Outdoor Lighting System. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Councilor Garrett requested his vote be cast in the affirmative upon returning to his respective seat.)*

4. **Bulldog Bait and Tackle – Lease Amendment and Extension**

Resolution (478-24) - A resolution to execute a lease amendment and extension through December 31, 2029, with Bulldog Bait and Tackle for the purpose of leasing space at 1300 Victory Drive. Mayor Pro Tem Allen made a motion to approve the resolution, seconded by Councilor Crabb and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

In response to a question from Councilor Hickey, **City Manager Isaiah Hugley** stated the lease term that authorizes the City to terminate the lease at anytime with a 60-day written notice is standard language that is included in all leases for City owned facilities.

7. **2024-2025 Victims of Crime Act (VOCA) Grant – District Attorney**

Resolution (479-24) - A resolution to submit an application, on behalf of the District Attorney and, if approved, to accept a VOCA Grant of \$144,246 or as otherwise awarded from the Criminal Justice Coordinating Council of Georgia along with \$132,077 from the 5% Crime Victim Assistance Surcharge Fund allocated in the Chattahoochee Judicial Circuit from October 1, 2024 through September 30, 2025, and, amend the Multi-Governmental Fund by like amount. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

8. **FY25 - FY26 – Solicitor General Crime Victim Assistance Grant**

Resolution (480-24) - A resolution to accept a VOCA Grant Award of \$57,483 or as otherwise awarded to operate the Solicitor General’s Victim Witness Assistance Program from October 1, 2024 to September 30, 2025 with no local match required, and amend the Multi-Governmental Fund 0216 by the amount awarded. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

9. **Georgia Trauma Commission – Georgia Trauma Care Network Grant**

Resolution (481-24) - A resolution to accept a grant of \$10,679.90, or as otherwise awarded, from the Georgia Trauma Commission – Georgia Trauma Care Network Commission Grant, with no local match requirement and to amend the Multi-Governmental Fund by the amount award. Funds will be utilized for the purchase of trauma equipment to aid the citizens of Columbus and surrounding counties. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting.

NOTE: Councilor Davis left the Council Chambers and was present via teleconference at 11:51 a.m.

6. **Allowance of the Insolvent List**

Resolution (482-24) - A resolution authorizing the allowance of the insolvent lists of Tax FiFas by the Tax Commissioner. Councilor Tucker made a motion to approve the resolution, seconded by Councilor Crabb and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis)*

Tax Commissioner Lula Huff approached the rostrum to explain that Tax Commissioner’s Office is responsible and has fiduciary responsibility to safeguard the assets of the City of Columbus, as it pertains to real and personal property. She stated the way personal property is disposed of or removed from the digest is to have an insolvent list, which is made up of personal property such as inventory of businesses or homeowners’ personal property with the taxing value starting over \$7,500. She explained once all efforts to locate the personal property have been exhausted; it remains on the records and needs to be accounted for; then, an insolvent list is made to allow the Tax Assessor’s Office to remove this property from the digest once approved by Council.

City Manager Isaiah Hugley acknowledged that this would be the Tax Commissioner's last Council Meeting with her officially retiring on December 31, 2024.

10. PURCHASES

A. First-In Alerting System for Fire & EMS – Sourcewell Cooperative Contract Purchase

Resolution (483-24) - A resolution authorizing the purchase of the First-in-Alerting Smart Station System from Westnet, LLC (Hunting Beach, CA) in the amount of \$109,408.50. The purchase will be accomplished by cooperative purchase via Sourcewell Contract #042021-WNT. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis.)*

B. Repair of Caterpillar D7E Bulldozer for Public Works

Resolution (484-24) - A resolution authorizing payment to Yancey Brothers (Fortson, GA), in the amount of \$192,067.97, for the repair of a Caterpillar D7E Bulldozer, Vehicle #11467. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis.)*

C. Repair of Caterpillar 330F Excavator for Public Works

Resolution (485-24) - A resolution authorizing payment to Yancey Brothers (Fortson, GA), in the amount of \$109,856.94, for the repair of a Caterpillar 330F Excavator, Vehicle #11622. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis.)*

D. Contract Extension for Alcohol Management Services for Columbus Civic Center Locations (Annual Contract) – RFP No. 18-0020

Resolution (486-24) - A resolution authorizing extension of the annual contract with Ovation Food Services, LP d/b/a OVG Hospitality (Philadelphia, PA), through March 31, 2025, to provide alcohol management services for Columbus Civic Center Locations. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis.)*

E. Contract Extension for Recycling Services for Public Works – Resolution No. 457-23

Resolution (487-24) - A resolution authorizing extension of the agreement with AmWaste of Georgia, LLC (West Point, GA) to provide recycling services for the Public Works Department for a period of three (3) months, beginning January 8, 2025, through April 8, 2025. Councilor Tucker made a motion to approve the resolution, seconded by Mayor Pro Tem Allen and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. *(Clerk of Council Davis indicated to Mayor Henderson the affirmative vote of Councilor Davis.)*

11. UPDATES AND PRESENTATIONS

A. Update on CACC/PAWS Negotiations - Isaiah Hugley, City Manager

(NOTE: This update, as provided by City Manager Isaiah Hugley, was called upon earlier in the meeting during the Mayor’s Agenda.)

B. Consolidated Annual Performance and Evaluation Report (CAPER) Update - Rob Scott, Director, Community Reinvestment

Community Reinvestment Director Rob Scott approached the rostrum to provide an update on the department’s Consolidated Annual Performance and Evaluation Report (CAPER). He shared information on the various programs and resources the Community Reinvestment Department has been a part of or implemented in the community.

C. Recycling Center Update - Drale Short, Director, Public Works

(NOTE: This update was delayed by City Manager Isaiah Hugley to be presented with a presentation on Integrated Waste planned for January 2025.)

D. Farmers Market Update - Pam Hodge, Deputy City Manager, Finance, Planning & Development

Deputy City Manager Pam Hodge approached the rostrum to provide a presentation on the history of the former Georgia State Farmer’s Market and the use restrictions on the property. She explained the City of Columbus acquired the property in 2018 with the approval of Resolution No. 458-18, which was initiated by a letter from the Riverdale-Porterdale Cemetery Foundation, Inc. She went on to explain other funding that came from CDBG funds for costs associated with closing, remediation, and demolition of existing structures; and included the deed restrictions stating that if the property does not remain for public use, then it shall revert back to the State of Georgia. Deputy City Manager Hodge shared some of the questions her and staff have regarding the property being used for the Columbus Futbol Club, Inc.

Councilor Joanne Cogle made statements regarding her request for a resolution to enter into a lease agreement with Columbus Futbol Club, Inc. regarding this property. She stated the Woodruff Farm Soccer is steadily gaining popularity with a waiting list for kids, the fields need a break, and there is nothing available for soccer in the Uptown Area.

City Attorney Clifton Fay stated the restrictions shared by Deputy City Manager Hodge regarding the deed restrictions and CDBG funds being utilized are correct. He recommended asking the Columbus Futbol Club, Inc. what public programs or usage of the fields would be available if the City were to enter into a lease agreement with the organization.

REFERRAL(S):**FOR THE CITY MANAGER:**

- Have a conversation with the Columbus Futbol Club, Inc. to gain clarification on the questions and bring back to Council for further discussion at the January 7, 2025 Council Meeting. (*Request of Councilor Cogle*)

BID ADVERTISEMENT

DATE: December 10, 2024

SUBJECT: Advertised Bids/RFPs/RFQs

December 18, 2024**1. Muscogee County Jail Roof Project – RFB No. 25-0006****Scope of Bid**

Provide all labor, equipment, and materials to remove the existing roof system at the Muscogee County Jail and install a new TPO roof system as specified, in full compliance with the project manual.

A mandatory Site Visit is scheduled for 9:00 AM, Friday, November 22, 2024. Vendors shall convene at the Muscogee County Jail, which is located at 700 E 10th St, Columbus, GA 31901.

December 20, 2024**1. Stage Curtains for Columbus Civic Center – RFB No. 25-0008****Scope of Bid**

The Consolidated Government of Columbus, Georgia (the City) is requesting bids for a total of twenty-three (23) stage curtains, consisting of fourteen (14) side curtains and nine (9) middle stage curtains for the Columbus Civic Center arena. The curtains will be used as backdrops, to keep out sunlight, and to block backstage activity during shows. ***The curtains must meet or exceed specifications for DD 9919 Nirvana B.O.B.***

2. Single Stream Recycling Materials Processing (Re-Bid) (Annual Contract) – RFB No. 25-0013**Scope of RFP**

The Consolidated Government of Columbus, Georgia (the City) invites qualified and interested parties to receive recycling materials delivered by Public Works collection vehicles and serve as a processor, as well as an end market, for recycling materials. This contract is needed while the City prepares its facility to receive recycling materials, which may take approximately 2 years.

Please Note: The receiving of this material must be on the property of the proposer. The City's current facility, 8001 Pinegrove Way, will not be available for this purpose. The Public Works Department will be working with a consultant to purchase and install recycling equipment for the City's recycling facility in preparation for future processing.

CLERK OF COUNCIL'S AGENDA

ENCLOSURES - INFORMATION ONLY

1. Recommendations submitted by Clerk of Council Sandra Davis for the restructuring and composition of certain city boards, commissions, committees and authorities.

Clerk of Council Sandra T. Davis stated if the Council does not have any objections to the recommendations submitted, she plans on bringing the restructuring and composition for the Recreation Advisory Board mission and membership. She explained the changes to the membership would add a representative of the Columbus Aquatics Center and dissolve the Columbus Aquatics Commission.

ENCLOSURES - ACTION REQUESTED

2. **Minutes of the following boards:**

Board of Tax Assessors, #40-24

Columbus Golf Course Authority, October 22, 2024

Mayor Pro Tem Allen made a motion to receive the minutes of various boards, seconded by Councilor Tucker and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. (*Clerk of Council Davis confirmed and announced the affirmative vote of Councilor Davis.*)

3. **RESOLUTION (488-24)** - A resolution excusing Councilor Judy Thomas from the December 17, 2024 Council Meeting. (**Add-On**) Mayor Pro Tem Allen made a motion to approve the resolution, seconded by Councilor Hickey and carried unanimously by the nine members present, with Councilor Thomas being absent from the meeting. (*Councilor Davis' vote was cast in the affirmative.*)

BOARD APPOINTMENTS - ACTION REQUESTED

4. **COUNCIL APPOINTMENTS- ANY NOMINATIONS WOULD BE LISTED FOR THE NEXT MEETING:**

A. HISTORIC & ARCHITECTURAL REVIEW BOARD:

A nominee for the seat of Alex Griggs (*Rotating off the board*) for a term expiring on January 31, 2025, as an Architect Representative on the Historic & Architectural Review Board (*Council's Appointment*). There were none.

NOMINATIONS RECEIVED FROM AN ORGANIZATION / AGENCY:

A nominee for the seat of Toney Johnson (*Eligible to succeed*) for a term expiring on January 31, 2025, as the Historic District Preservation Society Representative on the Historic & Architectural Review Board (*Nomination from the Historic District Preservation Society – Council's Appointment*). There were none.

A nominee for the seat of Tyler J. Pritchard (*Eligible to succeed*) for a term expiring on January 31, 2025, as the Historic Columbus Foundation Representative on the Historic & Architectural Review Board (*Nomination from the Historic Columbus Foundation – Council’s Appointment*). There were none.

A nominee for the seat of Jonathan K. Pelletier (*Eligible to succeed*) for a term expiring on January 31, 2025, as the Columbus Homebuilders Association Representative on the Historic & Architectural Review Board (*Nomination from the Columbus Homebuilders Association – Council’s Appointment*). There were none.

Clerk of Council Sandra T. Davis explained she is in the process of contacting the various organizations for a nominee.

B. PERSONNEL REVIEW BOARD:

A nominee for the seat of Dennis Walsh (*Not Eligible to succeed*) for a term expiring on December 31, 2024, as Alternate Member 1 on the Personnel Review Board (*Council’s Appointment*). There were none.

A nominee for the seat of Willie L. Belfield, Jr. (*Appointed to Regular Member seat*) for a term expiring on December 31, 2024, as Alternate Member 2 on the Personnel Review Board (*Council’s Appointment*). There were none.

A nominee for the seat of Donna D. Baker (*Appointed to Regular Member seat*) for a term expiring on December 31, 2024, as Alternate Member 3 on the Personnel Review Board (*Council’s Appointment*). There were none.

C. VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY:

A nominee for the seat of Monte Galbraith (*Resigned*) for a term expiring on June 30, 2026, on the Valley Partnership Joint Development Authority (*Council’s Appointment*). There were none.

COUNCIL HEARINGS:

1. Request for Refund of Penalty and/or Interest submitted by Mr. Chandra Chikkakalbalu – Owner of AARC HOLDINGS LLC on (5) Real Property Parcels.

Mr. Chandra Chikkakalbalu approached the rostrum to request a refund of penalty and/or interest for property taxes of five rental properties. He explained the struggle to collect rent from tenants facing financial hardships after receiving rental assistance from the State of Georgia in 2021 and 2022 due to COVID-19; and for this reason, he was unable to meet the deadline for the 2023 property taxes.

Tax Commissioner Lula Huff approached the rostrum to summarize the request submitted by Mr. Chikkakalbalu. She stated the request listed inflation, high interest rates, tenants’ inability to make rent payments, tenant evictions, and required renovations as the reasons for the property tax payments not being paid in a timely manner. She stated Mr. Chikkakalbalu has paid all the taxes due and upon her investigation, there was no gross or willful neglect in paying the property taxes due in accordance with the law.

NOTE: Councilor Davis exited the meeting via teleconference at 12:40 p.m.

Mayor Pro Tem Allen made a motion to approve the refund of penalties and interest in the amount of \$2,185.26, seconded by Councilor Huff and carried unanimously by the eight members present, with Councilor Davis being absent for the vote, and Councilor Thomas being absent from the meeting.

- 2. Request for Refund of Penalty and/or Interest submitted by Mr. Philip Losonsky on (1) Real Property Parcel.

Mr. Philip Losonsky approached the rostrum to request a refund of penalty and/or interest for property taxes for the years 2021 and 2022. He explained during that period he suffered the loss of his father, wife and brother and it was never his intention to neglect to pay his property taxes.

Councilor Huff made a motion to approve the refund of penalties and interest in the amount of \$684.06 for 2021 and \$1,435.68 for 2022, seconded by Councilor Garrett and carried unanimously by the eight members present, with Councilor Davis being absent for the vote, and Councilor Thomas being absent from the meeting.

EXECUTIVE SESSION:

Mayor Henderson entertained a motion to go into executive session to discuss matters of property acquisition and disposal as requested by City Attorney Fay earlier in the meeting. Mayor Pro Tem Allen made a motion to go into Executive Session, seconded by Councilor Cogle and carried unanimously by the eight members present, with Councilor Davis being absent for the vote, Councilor Thomas being absent from the meeting, and the time being 12:49 p.m.

The Regular Meeting reconvened at 1:23 p.m., at which time, Mayor Henderson announced that the Council did meet in executive session to discuss matters of property acquisition and disposal; however, there were no votes taken.

With there being no further business to discuss, Mayor Henderson entertained a motion for adjournment. Motion by Councilor Garrett to adjourn the December 17, 2024 Regular Council Meeting, seconded by Mayor Pro Tem Allen and carried unanimously by the seven members present, with Councilors Davis and Tucker being absent for the vote, Councilor Thomas being absent from the meeting, and the time being 1:24 p.m.

Sandra T. Davis, CMC
Clerk of Council
Council of Columbus, Georgia

File Attachments for Item:

1. A resolution appointing the Mayor Pro-Tem for Columbus, Georgia for a term of two (2) years.

A RESOLUTION

No. _____

A Resolution appointing the Mayor Pro-Tem for Columbus, Georgia for a term of two (2) years.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA HEREBY RESOLVES:

We hereby appoint _____ as Mayor Pro Tem for Columbus, Georgia, to serve for a term of two (2) years to end at the first Council Meeting in January 2027.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January, 2025, and adopted at said meeting by the affirmative vote of _____ members of Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.

Sandra T. Davis
CLERK OF COUNCIL

B. H. "Skip" Henderson, III
MAYOR

File Attachments for Item:

2. A resolution appointing the Clerk of Council for Columbus, Georgia for a term of two (2) years.

A RESOLUTION

No. _____

A Resolution appointing the Clerk of Council for Columbus, Georgia for a term of two (2) years.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA HEREBY RESOLVES:

We hereby appoint _____ as Clerk of Council for Columbus, Georgia, to serve for a term of two (2) years to end at the first Council Meeting in January of 2027.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January, 2025, and adopted at said meeting by the affirmative vote of _____ members of Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.

Sandra T. Davis
CLERK OF COUNCIL

B. H. "Skip" Henderson, III
MAYOR

File Attachments for Item:

3. A resolution appointing the Deputy Clerk of Council for Columbus, Georgia for a term of two (2) years.

A RESOLUTION

No. _____

A Resolution appointing the Deputy Clerk of Council for Columbus, Georgia for a term of two (2) years.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA HEREBY RESOLVES:

We hereby appoint _____ as Deputy Clerk of Council for Columbus, Georgia, to serve for a term of two (2) years to end at the first Council Meeting in January of 2027.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January, 2025, and adopted at said meeting by the affirmative vote of _____ members of Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.

Sandra T. Davis
CLERK OF COUNCIL

B. H. "Skip" Henderson, III
MAYOR

File Attachments for Item:

4. 2nd Reading- An ordinance amending Section 11-17.15 of the Columbus Code, to amend certain provisions pertaining to the position of division chief within the Columbus Department of Fire and Emergency Services; and for other purposes. (Mayor Pro-Tem)

AN ORDINANCE

NO.

An Ordinance amending Section 11-17.15 of the Columbus Code, to amend certain provisions pertaining to the position of division chief within the Columbus Department of Fireman and Emergency Services; and for other purposes.

SECTION 1.

Columbus Code Section 11-17.15 is hereby amended by striking the existing code section and adopting a new code section to read as follows:

“Sec. 11-17.15. - Position of division chief.

- (a) The position of division chief includes the ranks of fire marshal division chief and health and safety division chief. The position of division chief is an appointed rank. Said appointment shall be made by the chief.
- (b) Reserved.
- (c) To be eligible for the position of division chief, a candidate must be a permanent rank of fire captain. An associate's degree (or equivalent two-year degree) is required. The candidate must be a credentialed chief fire officer or obtain such credential within three years of appointment.”

SECTION 2.

All ordinances and parts of ordinances in conflict with this ordinance are hereby repealed, and it shall take effect on February 1,2025.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 17th day of December, 2024; introduced a second time at a regular meeting of said Council held on the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T Davis
Clerk of Council

B. H. “Skip” Henderson, III
Mayor

Sec. 11-17.15. - Position of division chief.

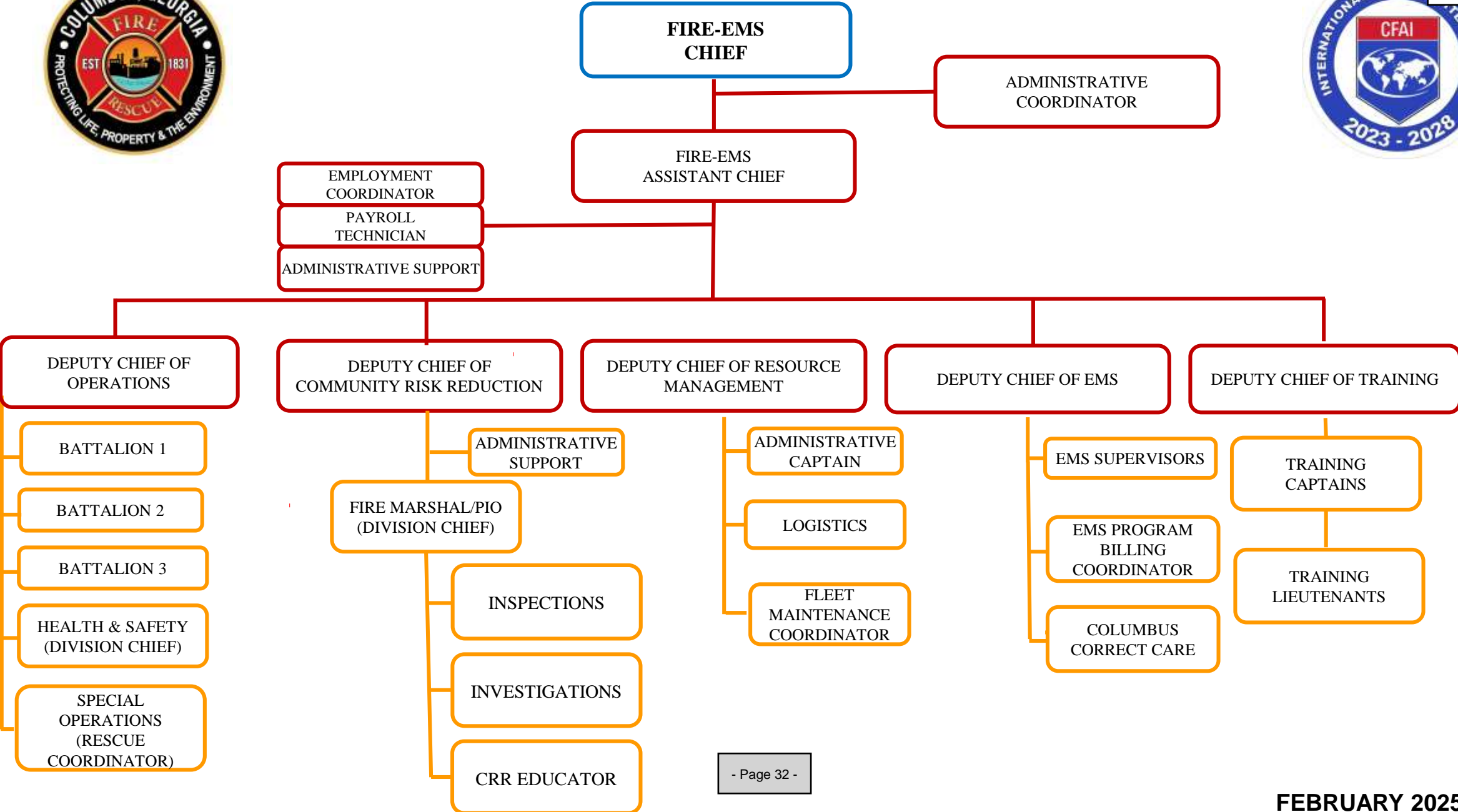
(a) The position of division chief includes the ranks of fire marshal division chief, and ~~EMS coordinator~~ health and safety division chief. The position of division chief is an appointed rank. Said appointment shall be made by the chief.

(b) Reserved.

(c) To be eligible for the position of division chief, a candidate must be a permanent rank of fire captain. An associate's degree (or equivalent two-year degree) is required. The candidate must be a credentialed chief fire officer or obtain such credential within three years of appointment.



Columbus Fire and Emergency Medical Services Organizational Chart



File Attachments for Item:

5. 2nd Reading- An ordinance amending Section 2-69 of the Columbus Code pertaining to the duties of the internal auditor, to clarify an additional duty; and for other purposes. (Councilor Tucker)

AN ORDINANCE

NO.

An Ordinance amending Section 2-69 of the Columbus Code pertaining to the duties of the internal auditor, to clarify an additional duty; and for other purposes.

SECTION 1.

Columbus Code Section 2-69 is hereby amended by adding a new paragraph (k) to read as follows and renumbering the remaining paragraph in the code section:

“Sec. 2-69. - Duties.

It shall be the duty of the internal auditor/compliance officer to:

- (k) investigate complaints from whistleblowers under OCGA Section 45-1-4.
- (l) Perform such other duties as may be required by resolution of the Columbus Council.

SECTION 2.

All ordinances and parts of ordinances in conflict with this ordinance are hereby repealed.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 17th day of December, 2024; introduced a second time at a regular meeting of said Council held on the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

Councilor Allen	voting _____
Councilor Chambers	voting _____
Councilor Cogle	voting _____
Councilor Crabb	voting _____
Councilor Davis	voting _____
Councilor Garrett	voting _____
Councilor Hickey	voting _____
Councilor Huff	voting _____
Councilor Thomas	voting _____
Councilor Tucker	voting _____

Sandra T Davis
Clerk of Council

B. H. “Skip” Henderson, III
Mayor

Sec. 2-69. Duties.

It shall be the duty of the internal auditor/compliance officer to:

- (a) Plan and conduct internal reviews and audits within the consolidated government, to ensure compliance with applicable federal, state, and local laws and regulations, and generally accepted accounting principles and auditing standards;
- (b) Review, monitor and make recommendations concerning accounting procedures and review internal control procedures to ensure adherence to good management practices and protection of government interests;
- (c) Review records pertaining to monetary, physical and manpower assets to ensure accountability and efficient utilization;
- (d) Analyze work processes, administrative procedures, work flow, layout and utilization of physical facilities, equipment, and manpower to determine productivity levels, and compliance with established standard operating procedures;
- (e) Recommend and develop performance standards; and
- (f) Conduct costs/benefit analyses and recommend procedures to detect waste, fraud, abuse, inefficiency and to insure compliance with ethical standards.
- (g) Prepare an annual schedule of internal audits to be performed, subject to approval of Columbus Council prior to the beginning of each fiscal year.
- (h) Direct, plan, conduct and prepare written reports of audit findings to the Columbus Council.
- (i) Advise Columbus Council as deemed appropriate on financial impact of policy changes and implementation of policies.
- (j) Direct and participate in special investigations, projects or programs as directed by Columbus Council.
- (k) Investigate complaints from whistleblowers under OCGA Section 45-1-4.
- (k!) Perform such other duties as may be required by resolution of the Columbus Council.

File Attachments for Item:

6. 1st Reading- REZN-10-24-2210: An ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia, to change certain boundaries of a district located at **5201 Macon Road** (parcel # 098-001-002) from Single Family Residential - 2 (SFR2) to Single Family Residential - 3 (SFR3) Zoning District with conditions and Residential Multifamily - 1 (RMF1) Zoning District. (Planning Department recommends conditional approval. PAC recommends denial.) (Councilor Hickey)

AN ORDINANCE

NO. _____

An Ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia, to change certain boundaries of a district located at **5201 Macon Road** (parcel # 098-001-002) from Single Family Residential - 2 (SFR2) to Single Family Residential - 3 (SFR3) Zoning District with conditions and Residential Multifamily - 1 (RMF1) Zoning District.

**THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY ORDAINS AS
FOLLOWS:**

Section 1.

The Zoning Atlas on file with the Planning Department is hereby amended by changing the parcel described as Parcel A below from Single Family Residential 2 (SFR2) Zoning District to Single Family Residential 3 (SFR3) Zoning District with Conditions.

Parcel A

Part of Land Lots 7, 25 & 26, 9th District

“All that tract or parcel of land being Part of Parcel Two as shown on plat recorded in Plat Book 165, Page 347, Office of the Clerk of Superior Court, Muscogee County, Georgia, lying in Land Lots 7, 25 & 26, 9th District, being more particularly describes as follows: BEGIN at an oak stump marking the common corner of Land Lots 6, 7, 26 & 27, 9th District, thence South 13 degrees 33 minutes 15 seconds East, 900.34 feet to an iron stake; thence South 13 degrees 33 minutes 15 seconds East, 157.55 feet to a point; thence South 76 degrees 26 minutes 45 seconds West, 180.0 feet to a point; thence South 10 degrees 59 minutes 02 seconds West, 280.0 feet to a point; thence South 41 degrees 07 minutes 29 seconds East, 100.0 feet to a point; thence South 13 degrees 33 minutes 15 seconds East, 1400.0 fee to a point; thence South 45 degrees 56 minutes 31 seconds East, 230.0 feet to a point on the northwesterly line of Macon Road; thence South 37 degrees 30 minutes 47 seconds West, along the northwesterly line of Macon Road, 380.73 feet to a concrete monument; thence leaving the northwesterly line of Macon Road, North 53 degrees 27 minutes 36 seconds West, 126.89 feet to an iron stake on the southeasterly line of Wilmington Drive; thence North 36 degrees 32 minutes 24 seconds East, along the southeasterly line of Wilmington Drive, 5.0 feet to an iron stake at the terminus of Wilmington Drive; thence across the terminus of Wilmington Drive and beyond, North 53 degrees 27 minutes 36 seconds West, 179.21 feet to an iron stake; thence North 10 degrees 28 minutes 36 seconds West, 121.57 feet to an iron stake; thence North 17 degrees 46 minutes 54 seconds East, 193.72 feet to an iron stake; thence North 72 degrees 13 minutes 06 seconds West, 140.0 feet to an iron stake on the southeasterly line of Saddle Ridge Drive; thence _____ degrees 46 minutes 54 seconds East,

along the southeasterly line of Saddle Ridge Drive, 9.26 feet to an iron stake at the terminus of Saddle Ridge Drive; thence across the terminus of Saddle Ridge Drive and beyond, North 72 degrees 13 minutes 06 seconds West, 155.0 feet to an iron stake; thence South 88 degrees 30 minutes 24 seconds West, 113.0 feet to an iron stake; thence South 73 degrees 58 minutes 54 seconds West, 180.15 feet to an iron stake; thence North 69 degrees 06 minutes 36 seconds West, 150.0 feet to an iron stake; thence South 58 degrees 23 minutes 54 seconds West, 85.0 feet to an iron stake; thence South 52 degrees 40 minutes 24 seconds West, 77.0 feet to an iron stake; thence South 01 degree 55 minutes 24 seconds West, 80.0 feet to an iron stake; thence South 01 degree 43 minutes 36 seconds East, 10.0 feet to an iron stake; thence South 88 degrees 16 minutes 24 seconds West, 320.0 feet to an iron stake; thence North 27 degrees 17 minutes 06 seconds West, 61.84 feet to an iron stake; thence South 56 degrees 06 minutes 24 seconds West, 70.0 feet to an iron stake; thence North 74 degrees 18 minutes 36 seconds West, 157.90 feet to an iron stake at the terminus of the northwesterly line of Bentwood Drive; thence South 15 degrees 41 minutes 24 seconds West, along the northwesterly line of Bentwood Drive, 105.99 feet to an iron stake; thence leaving the northwesterly line of Bentwood Drive, North 74 degrees 18 minutes 36 seconds West, 187.54 feet to an iron stake; thence North 01 degree 12 minutes 18 seconds West, 583.92 feet to an iron stake, thence North 01 degree 16 minutes 36 seconds West, 1903.88 feet to an iron stake; thence North 88 degrees 08 minutes 07 seconds East, 1130.01 feet to an iron stake; thence North 01 degree 07 minutes 41 seconds West, 306.92 feet to an iron stake; thence North 89 degrees 04 minutes 54 seconds East, 398.25 feet to an oak stump and the POINT OF BEGINNING, containing 100.88 acres.”

Section 2.

Parcel A as described above will be rezoned subject to the following conditions:

Conditions Proposed by Applicant:

- 1. Oversize boundary lots** - 10,000 sq. ft. minimum area for all lots touching immediately adjacent to existing SFR2 lots along Sears Road, Brentwood Drive, Saddle Ridge Drive and Wilmington Drive (herein referred to as Boundary Lots). Shown as yellow lots on revised site concept plan.
- 2. Boundary fencing** - If an existing fence is not already in place, developer will install a fence along the common boundary with the Boundary Lots noted in #1.
- 3. Planted screening** - A planted screen will be installed along the common boundary of Boundary Lots in #1 above. Screen to be tall growth Holly plants or similar evergreen plants planted five (5) feet on center.
- 4. Identifying subdivision signs** - An identifying subdivision sign shall be installed at each entrance to the 5201 Macon Road development with the subdivision name.
- 5. Homeowners Association** - A Homeowners Association will be in effect for the subdivision.
- 6. Modified front setback** - A 20 feet front setback will be in effect for all lots.
- 7. Fifty (50) foot right of way** - A fifty (50) foot right of way within

the subdivision shall be approved for road A, B and C assuming not more than 30 lots are served from any one of these roads.

8. Modified Stream Buffer - The state of Georgia twenty-five (25) foot stream buffer will be the default standard for stream buffering along the stream corridor from point X to point Y as shown on the revised site concept plan.

9. Flag lot variance approval - Flag lots are approved as a condition of the rezoning approval are noted on the concept plan as supplemental pages Var B, Var C and Var D (entry locations noted in RED).

10. Macon setback variance - A variance shall be approved for a setback along Macon Road consistent with the SFR3 zoning setback plus future widening requirements per UDO 7.3.5 F.

11. New Macon Road intersection entry point - For the new subdivision entry off Macon Road, the new street requirement shall be at the discretion of the Georgia Department of Transportation per UDO 7.9.6, the approved entry shall satisfy the street separation requirement of UDO 7.3.

Conditions Proposed by Staff:

1. Remove Condition number 7 and 8 per the Engineering Department.
2. Revise Condition number 11 to state Access onto a State Road will require compliance with both City's and GDOT requirements.

Section 3.

The Zoning Atlas on file with the Planning Department is hereby amended by changing the property described below as Parcel B from Single Family Residential 2 (SFR2) Zoning District to Residential Multifamily - 1 (RMF1) Zoning District.

Parcel B

Part of Land Lots 7 & 26, 9th District

“All that tract or parcel of land being Part of Parcel Two as shown on plat recorded in Plat Book 165, Page 347, Office of the Clerk of Superior Court, Muscogee County, Georgia, lying in Land Lots 7 & 26, 9th District, being more particularly describes as follows: Commence at an oak stump marking the common corner of Land Lots 6, 7, 26 & 27, 9th District, thence South 13 degrees 33 minutes 15 seconds East, 900.34 feet to an iron stake; thence South 13 degrees 33 minutes 15 seconds East, 157.55 feet to a point and the POINT OF BEGINNING; thence South 13 degrees 33 minutes 15 seconds East, 1840.0 feet to an iron stake on the northwesterly line of Macon Road; thence South 39 degrees 35 minutes 08 seconds West, along the northwesterly line of Macon Road, 104.49 to an iron stake; thence continue along Macon Road, South 37 degrees 30 minutes 47 seconds West, 55.53 feet to a point; thence leaving the northwesterly line of Macon Road, North 45 degrees 56 minutes 31 seconds West, 230.0 feet to a point; thence North 13 degrees 33 minutes 15 seconds West, 1400.0 feet to a point; thence North 41 degrees 07 minutes 29 seconds West, 100.0 feet to a point; thence North 10 degrees 59 minutes 0

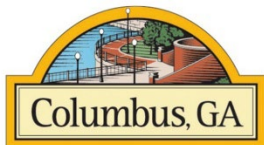
76 degrees 26 minutes 45 seconds East, 180.0 feet to a point and the POINT OF BEGINNING, containing 10.68 acres.”

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th_ day of January, 2025; introduced a second time at a regular meeting of said Council held on the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

Councilor Allen	voting _____
Councilor Chambers	voting _____
Councilor Cogle	voting _____
Councilor Crabb	voting _____
Councilor Davis	voting _____
Councilor Garrett	voting _____
Councilor Hickey	voting _____
Councilor Huff	voting _____
Councilor Thomas	voting _____
Councilor Tucker	voting _____

Sandra T Davis
Clerk of Council

B. H. “Skip” Henderson, III
Mayor



CONSOLIDATED GOVERNMENT
What progress has preserved.
 PLANNING DEPARTMENT

COUNCIL STAFF REPORT

REZN-10-24-2210

Applicant:	Wizer Home Builders, LLC
Owner:	Calhoun Investments, LLC
Location:	5201 Macon Road
Parcel:	098-001-002
Acreage:	111.56 Acres
Current Zoning Classification:	Single Family Residential - 2
Proposed Zoning Classification:	Single Family Residential – 3 (100.88 ac) with Conditions & Residential Multifamily – 1 (10.68 ac)
Proposed Conditions:	<ol style="list-style-type: none"> 1. Oversize boundary lots - 10,000 sq. ft. minimum area for all lots touching immediately adjacent to existing SFR2 lots along Sears Road, Brentwood Drive, Saddle Ridge Drive and Wilmington Drive (herein referred to as Boundary Lots). Shown as yellow lots on revised site concept plan. 2. Boundary fencing - If an existing fence is not already in place, developer will install a fence along the common boundary with the Boundary Lots noted in #1. 3. Planted screening - A planted screen will be installed along the common boundary of Boundary Lots in #1 above. Screen to be tall growth Holly plants or similar evergreen plants planted five (5) feet on center. 4. Identifying subdivision signs - An identifying subdivision sign shall be installed at each entrance to the 5201 Macon Road development with the subdivision name.

5. Homeowners Association - A Home Owners Association will be in effect for the subdivision.

6. Modified front setback - A 20 feet front setback will be in effect for all lots.

7. Fifty (50) foot right of way dimension -A fifty (50) foot right of way within the subdivision shall be approved for road A, B and C assuming not more than 30 lots are served from any one of these roads.

8. Modified Stream Buffer - The state of Georgia twenty-five (25) foot stream buffer will be the default standard for stream buffering along the stream corridor from point X to point Y as shown on the revised site concept plan.

9. Flag lot variance approval - Flag lots are approved as a condition of the rezoning approval are noted on the concept plan as supplemental pages Var B, Var C and Var D (entry locations noted in RED).

10. Macon setback variance - A variance shall be approved for a setback along Macon Road consistent with the SFR3 zoning setback plus future widening requirements per UDO 7.3.5 F.

11. New Macon Road intersection entry point - For the new subdivision entry off Macon Road, the new street requirement shall be at the discretion of the Georgia Department of Transportation per UDO 7.9.6, the approved entry shall satisfy the street separation requirement of UDO 7.3.

Conditions Proposed by Staff:

- 1. Remove Condition number 7 and 8.
- 2. Revise Condition number 11 to state Access onto a State Road will require compliance with both City's and GDOT requirements.

Current Use of Property:

Vacant/Undeveloped

Proposed Use of Property:

Single and Multi Family Residential

Council District:

District 1 (Hickey)

PAC Recommendation:

Denial based on incompatibility with existing land uses.

Planning Department Recommendation: **Conditional Approval** based on compatibility with the Future Land Use Plan (single family); transitional zoning bordering the RMF2 property to the east (townhomes); compatible with existing land uses; and the traffic study states low impact to the transportation network.

Fort Moore’s Recommendation: N/A

DRI Recommendation: N/A

General Land Use: Inconsistent
Planning Area E

Current Land Use Designation: Vacant/Undeveloped

Future Land Use Designation: Single Family Residential

Compatible with Existing Land-Uses: Yes (**Single Family Residential**)

Environmental Impacts: The property does not lie within the floodway and floodplain area. The developer will need an approved drainage plan prior to issuance of a Site Development permit, if a permit is required.

City Services: Property is served by all city services.

Traffic Impact: A preliminary traffic study projects a trip generation of approximately 2,960 total net new daily trips (1,480 in and 1,480 out), 211 AM peak hour trips, and 284 PM peak hour trips, once fully developed.

Traffic Engineering: This site shall meet the Codes and regulations of the Columbus Consolidated Government for residential usage.

Surrounding Zoning:

North	Single Family Residential – 2 (SFR1)
South	Single Family Residential – 3 (SFR1)
East	Residential Multifamily - 2 (RMF2)
West	Single Family Residential – 1 (SFR1)

Reasonableness of Request: The single-family residential request is compatible with existing land uses.

School Impact: The School District does not have any concerns; they have anticipated development in this area and

have been preparing for additional growth.

Buffer Requirement:

The site shall include a Category B buffer along all property lines bordered by the SFR2 zoning district. The 3 options under Category B are:

- 1) 15 feet with a certain amount of canopy trees, under story trees, and shrubs / ornamental grasses per 100 linear feet.
- 2) 10 feet with a certain amount of shrubs / ornamental grasses per 100 linear feet and a wood fence or masonry wall.
- 3) 20 feet undisturbed natural buffer.

Attitude of Property Owners:

One Hundred and Twenty (120) property owners within 300 feet of the subject properties were notified of the rezoning request. The Planning Department received 49 calls and/or emails regarding the rezoning.

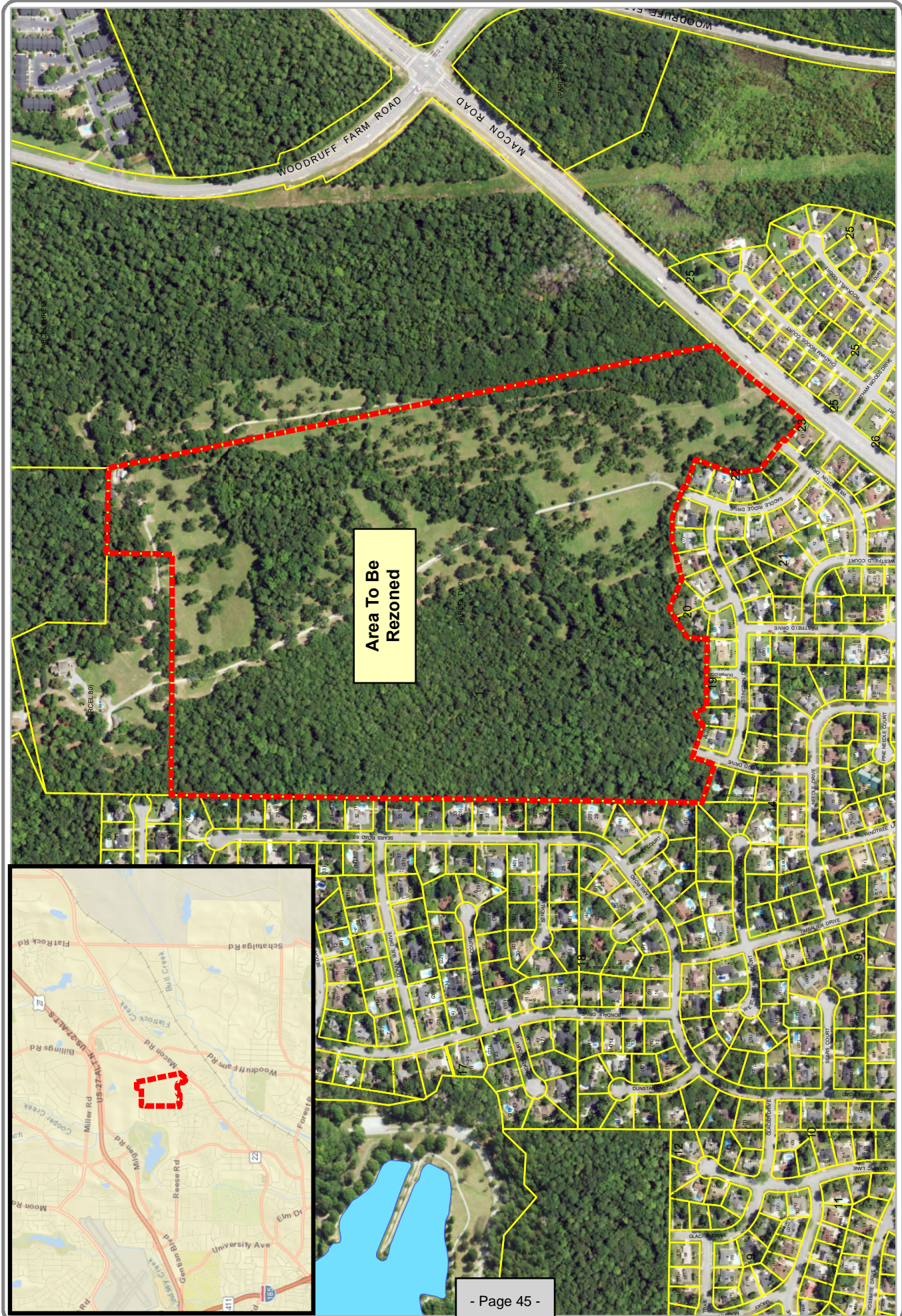
Approval 0 Responses
Opposition 849 Responses (Petition with 800 names opposed was submitted)

Additional Information:

84 townhomes and 253 single family homes proposed. A total of 337 residential units.

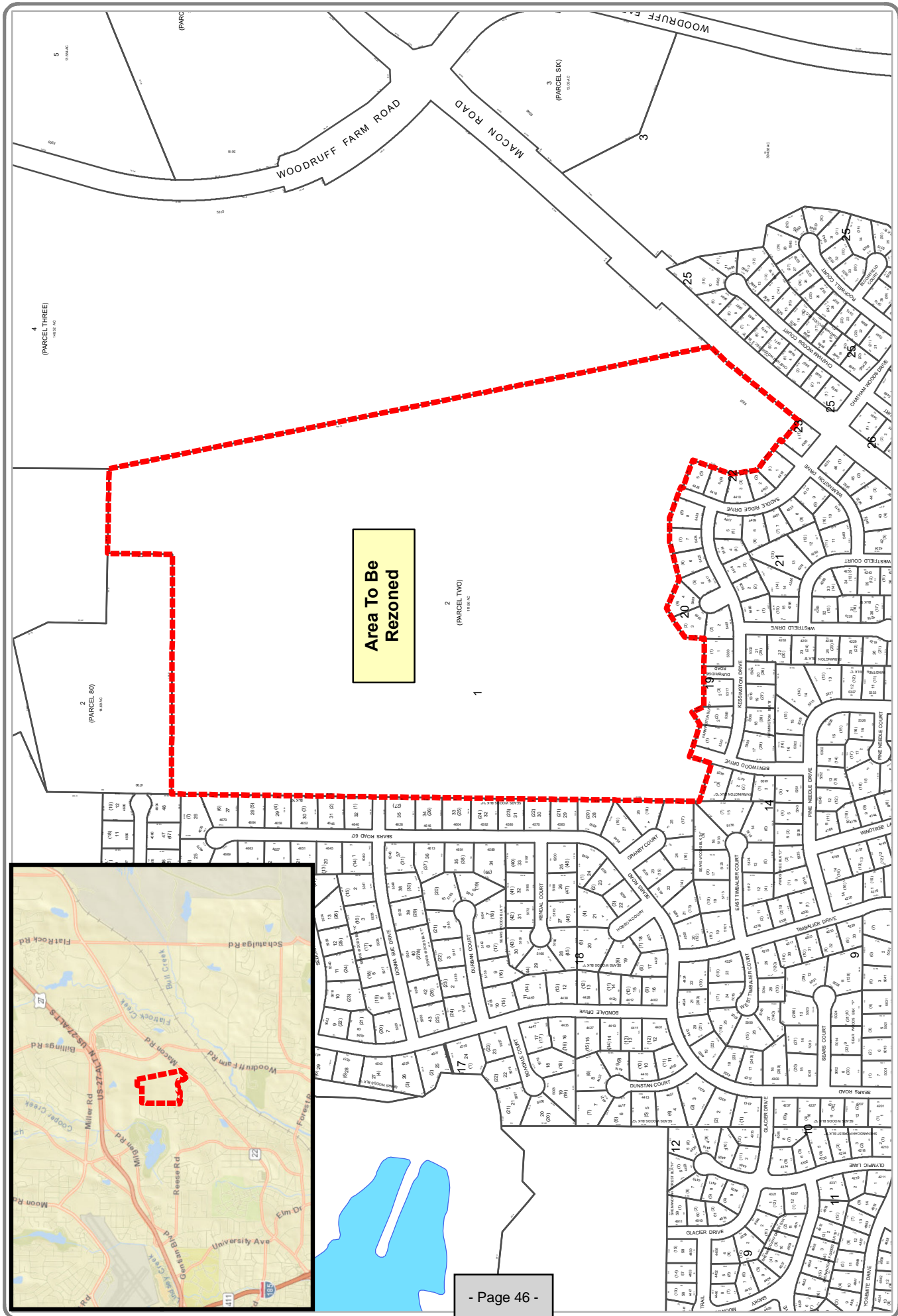
Attachments:

Aerial Land Use Map
Location Map
Zoning Map
Existing Land Use Map
Future Land Use Map
Flood Map
Traffic Report
Concept Plan

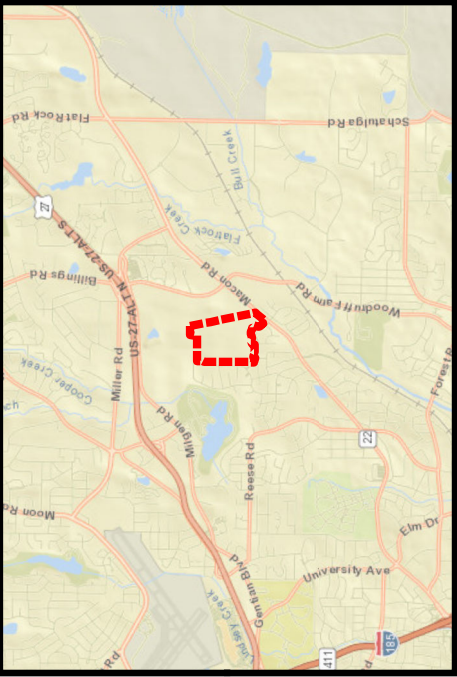


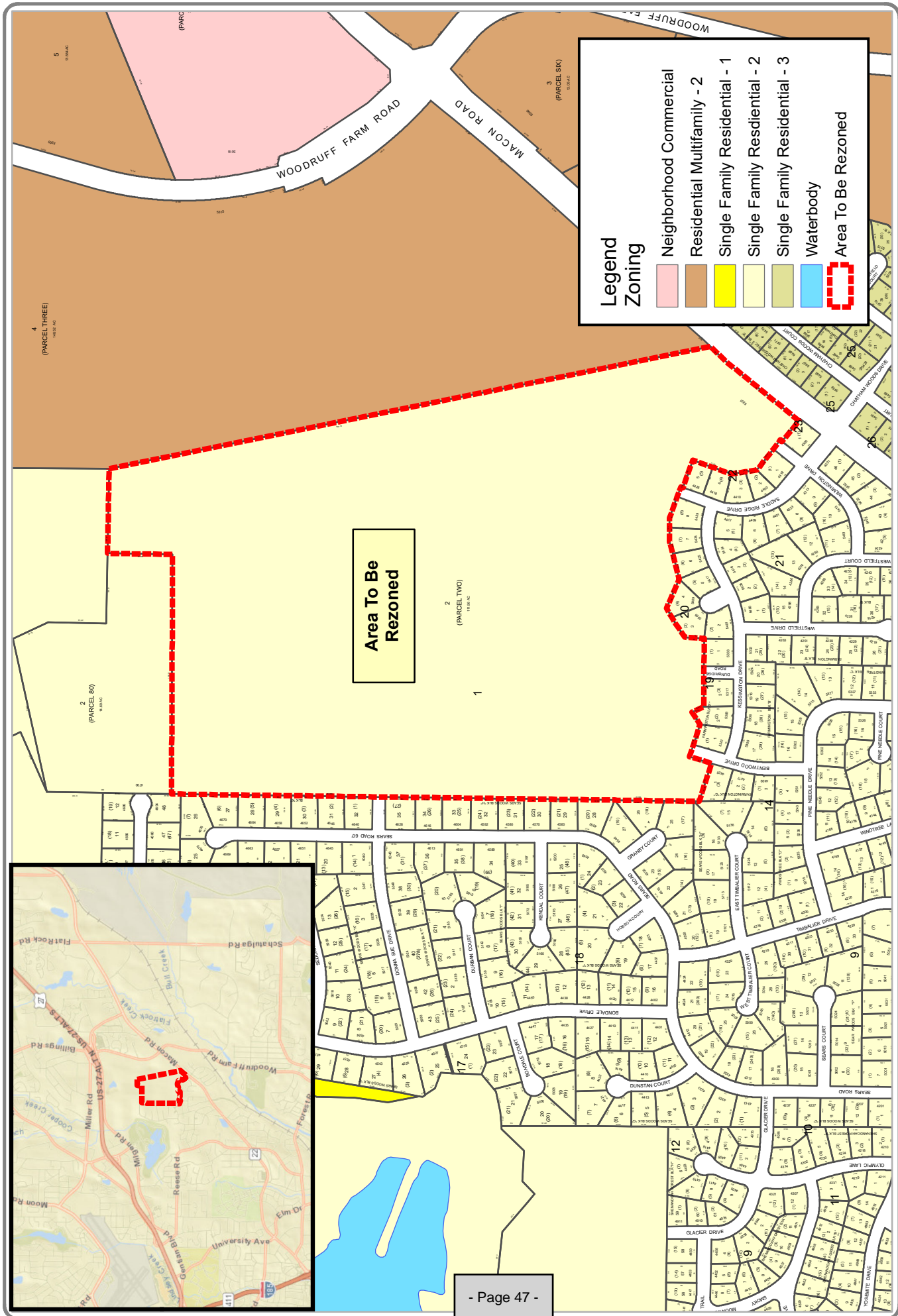
Area To Be Rezoned

This material is made available as a public service. Maps and data are to be used for reference purposes only. The data contained is subject to constant change. Map information is believed to be correct but is not guaranteed.



Area To Be Rezoned



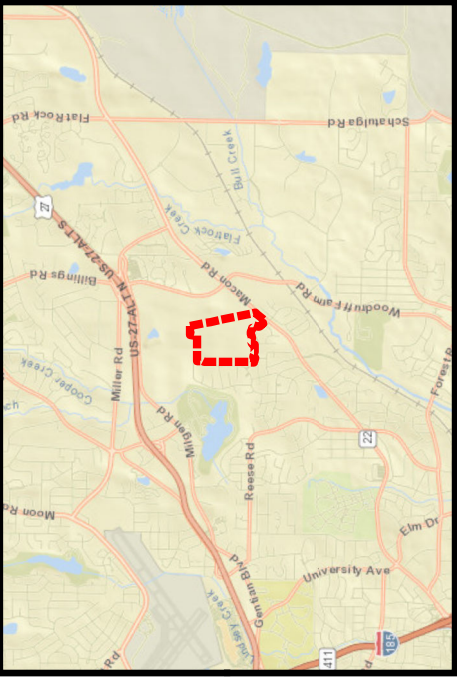


Legend

Zoning

- Neighborhood Commercial
- Residential Multifamily - 2
- Single Family Residential - 1
- Single Family Residential - 2
- Single Family Residential - 3
- Waterbody
- Area To Be Rezoned

Area To Be Rezoned



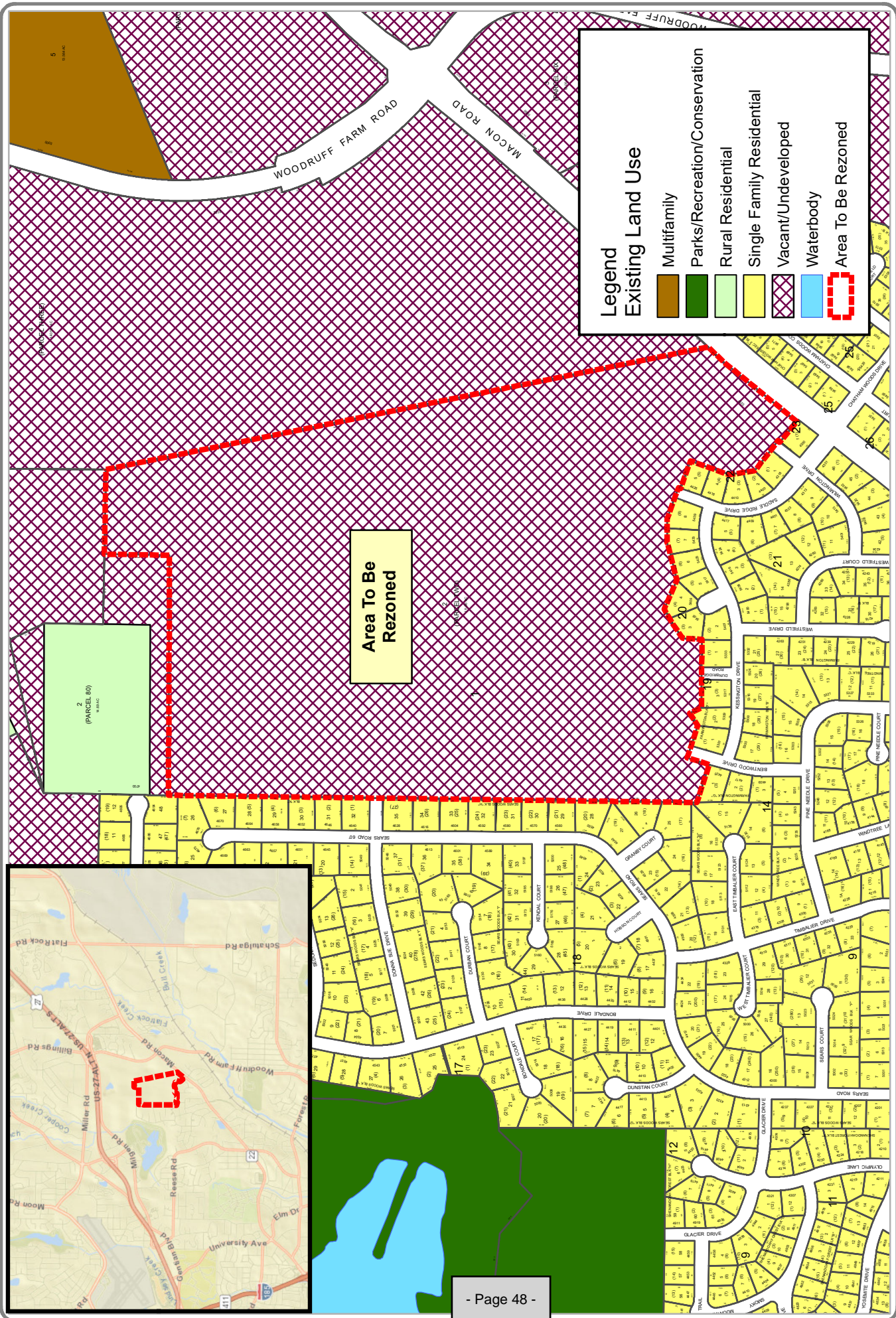
Item #6.

600 Feet
300
1 inch = 600 feet
Data Source: IT/GIS
Author: DavidCooper

Zoning Map for REZN 10-24-2210
Map 098 Block 001 Lot 002
 Planning Department-Planning Division
 Prepared By Planning GIS Tech

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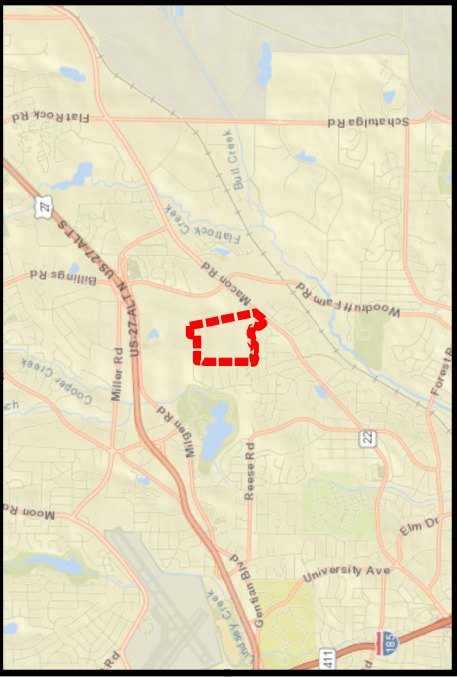
Date: 10/23/2024



Legend
Existing Land Use

- Multifamily
- Parks/Recreation/Conservation
- Rural Residential
- Single Family Residential
- Vacant/Undeveloped
- Waterbody
- Area To Be Rezoned

Area To Be Rezoned



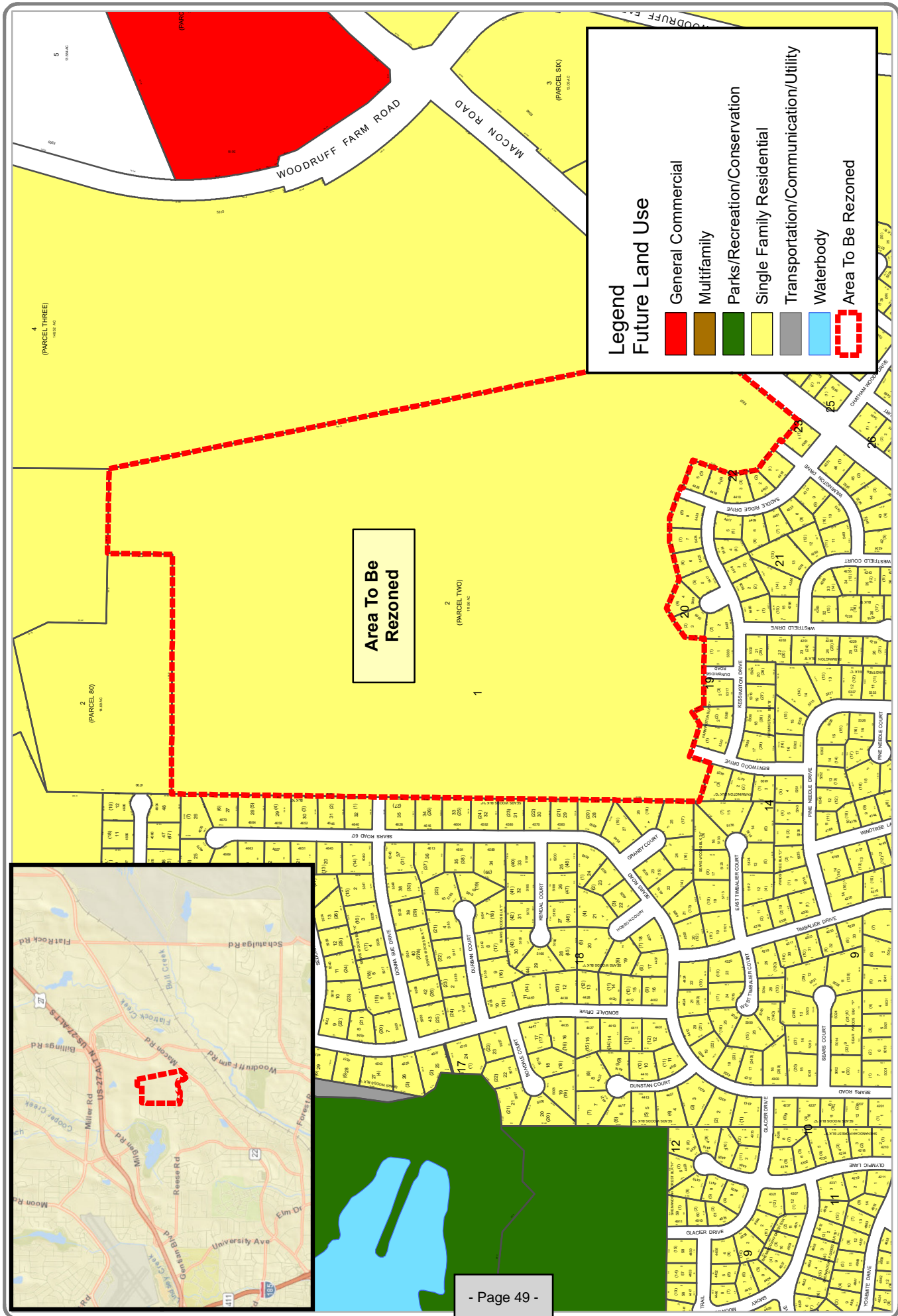
Item #6.

600 Feet
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 Author: DavidCooper

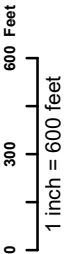
Existing Land Use Map for REZN 10-24-2210
 Map 098 Block 001 Lot 002
 Planning Department-Planning Division
 Prepared By Planning GIS Tech

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Date: 10/23/2024



Item #6.



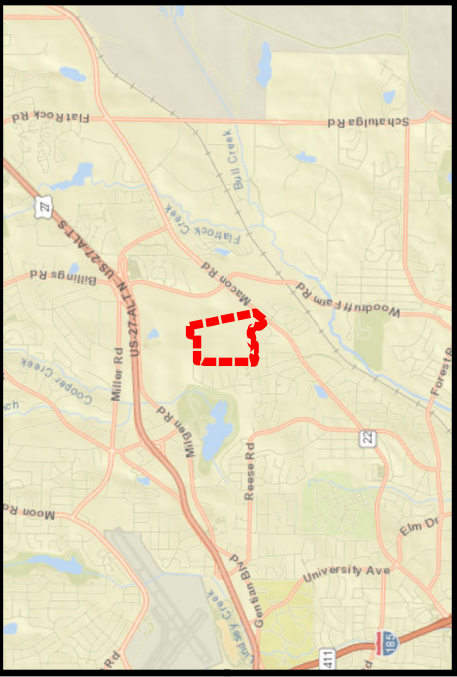
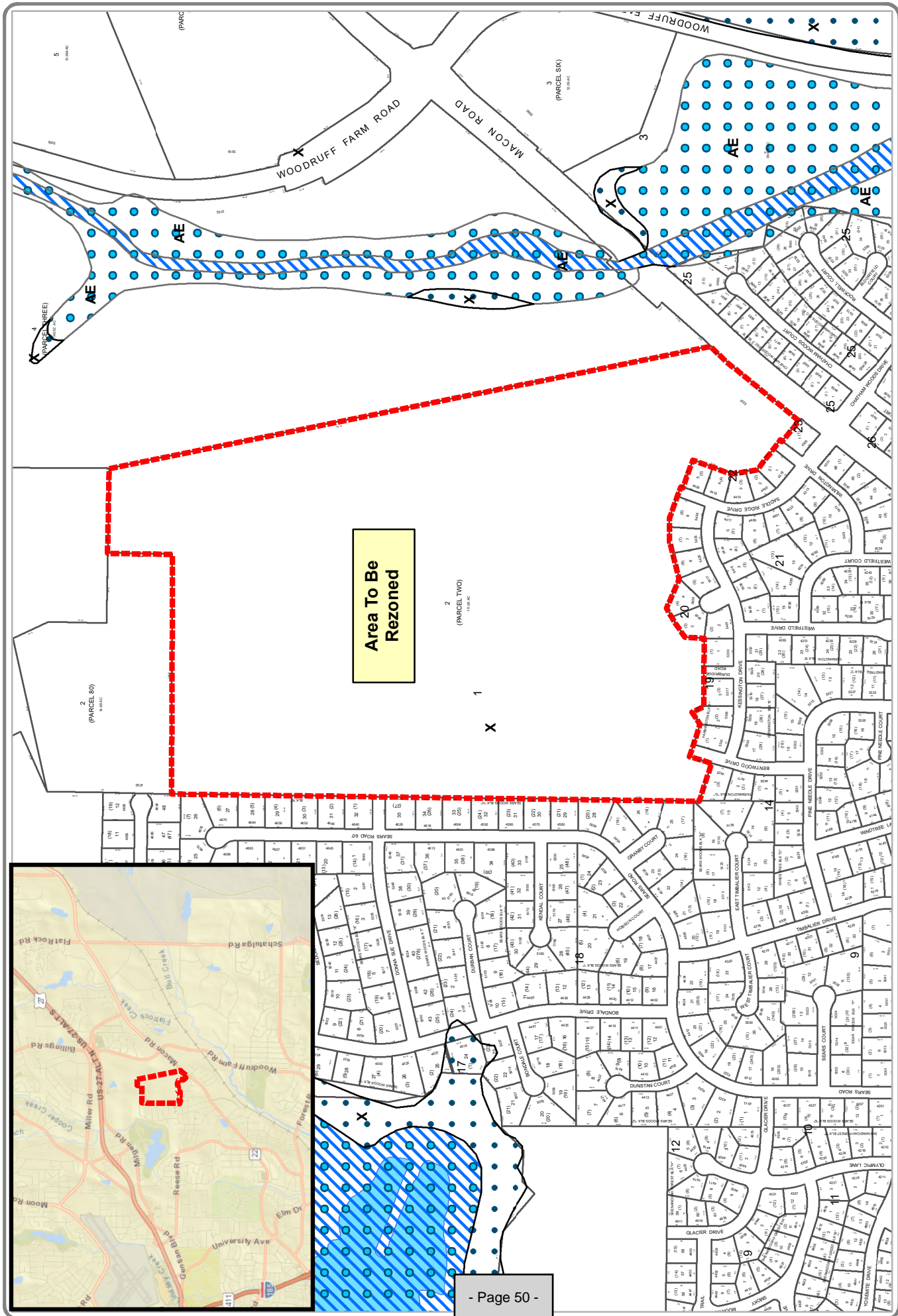
Data Source: IT/GIS
Author: DavidCooper

Future Land Use Map for REZN 10-24-2210
Map 098 Block 001 Lot 002
 Planning Department-Planning Division
 Prepared By Planning GIS Tech

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Date: 10/23/2024



Area To Be
Rezoned

Item #6.

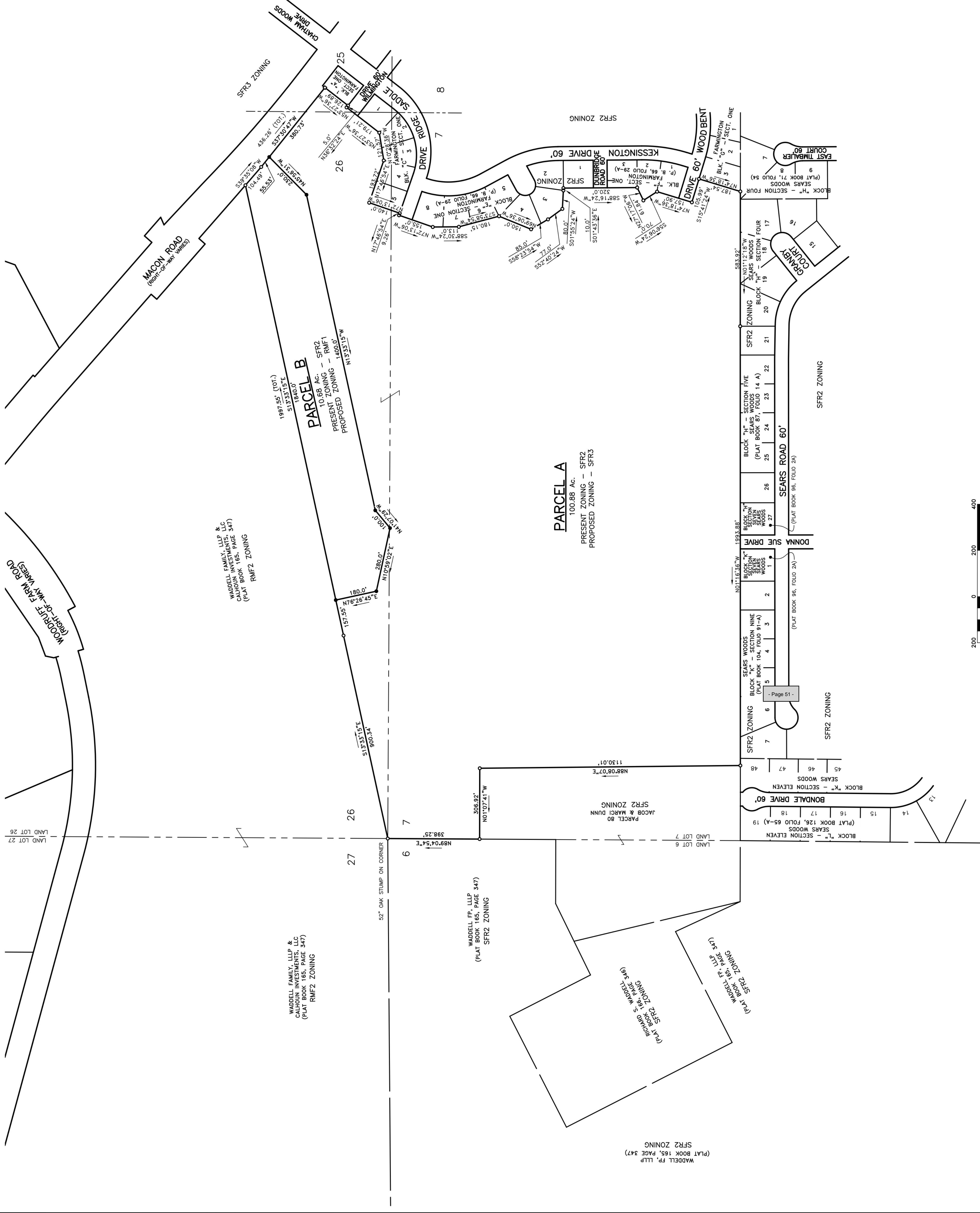
600 Feet
300
1 inch = 600 feet
Data Source: IT/GIS
Author: DavidCooper

Flood Hazard Map for REZN 10-24-2210
Map 098 Block 001 Lot 002
Planning Department-Planning Division
Prepared By Planning GIS Tech

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Date: 10/23/2024

Notes:
 1. No field work was performed for the purpose of this plat. The information is derived from the following records:
 Plat Book 165, Page 347 & Plat Book 167, Page 141, Muscogee County, Georgia records.



PARCEL A
 100.88 Ac. - SFR2
 PRESENT ZONING - SFR2
 PROPOSED ZONING - SFR3

PARCEL B
 10.68 Ac. - SFR2
 PRESENT ZONING - RMF1
 PROPOSED ZONING - SFR3

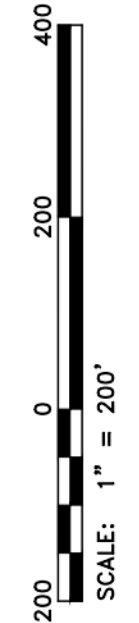
WADDELL FAMILY, LLP &
 CALVIN INVESTMENTS, LLC
 (PLAT BOOK 165, PAGE 347)
 RMF2 ZONING

WADDELL FAMILY, LLP &
 CALVIN INVESTMENTS, LLC
 (PLAT BOOK 165, PAGE 347)
 RMF2 ZONING

WADDELL FP, LLP
 (PLAT BOOK 165, PAGE 347)
 SFR2 ZONING

WADDELL FP, LLP
 (PLAT BOOK 165, PAGE 347)
 SFR2 ZONING

Richard S. Wadell
 (PLAT BOOK 165, PAGE 347)
 SFR2 ZONING



REZONING PLAT
PART OF LAND LOTS 7, 25 & 26,
9th DISTRICT
 COLUMBUS, MUSCOGEE COUNTY, GEORGIA
 Scale 1" = 200' 11 October 2024
MOON MEEKS & ASSOCIATES, INC.
 Civil Engineers & Land Surveyors
 100 Southern Way, (706) 527-8306

10,000 SF MINIMUM LOT SIZE



FENCE & LANDSCAPE BUFFER

SITE DATA:

ADDRESS: 5201 MACON ROAD
 PARCEL NUMBER: 098 001 002
 ACREAGE: 111.5 ac.
 LAND LOTS: 6, 7, 25 AND 26
 DISTRICT: 9TH
 CURRENT ZONING: SFR-2
 PROPOSED ZONING: SFR-3 W/ CONDITIONS
 WATER/SEWER: +RMF-1
 PROP. OWNER: COLS. WATER WORKS
 CALHOUN INVEST. LLC
 APPLICANT: WIZER HOME BUILDERS, LLC

Item #6.

HOUSING TYPE BREAKDOWN:

UNIT TYPE	# OF UNITS
SINGLE FAMILY	253
TOWNHOMES	84
TOTAL	337



Reference: Rezoning at 5201 Macon Road.

Revised 11/8/2024

Proposed Zoning: SFR 3 and RMF-1 with conditions w/ **Conditions Exhibit Sheet attachment**

List of conditions requested to accompany the SFR 3 rezoning. Revised 11/8/2024.

1. **Oversize boundary lots** - 10,000 sq. ft. minimum area for all lots touching immediately adjacent to existing SFR2 lots along Sears Road, Brentwood Drive, Saddle Ridge Drive and Wilmington Drive (herein referred to as Boundary Lots). Shown as yellow lots on revised site concept plan.
2. **Boundary fencing** - If an existing fence is not already in place, developer will install a fence along the common boundary with the Boundary Lots noted in #1.
3. **Planted screening** - A planted screen will be installed along the common boundary of Boundary Lots in #1 above. Screen to be tall growth Holly plants or similar evergreen plants planted five (5) feet on center.
4. **Identifying subdivision signs** - An identifying subdivision sign shall be installed at each entrance to the 5201 Macon Road development with the subdivision name.
5. **Home Owners Association** - A Home Owners Association will be in effect for the subdivision.
6. **Modified front setback** - A 20 feet front setback will be in effect for all lots.
7. **Fifty (50) foot right of way dimension** – A fifty (50) foot right of way within the subdivision shall be approved for road A, B and C assuming not more than 30 lots are served from any one of these roads.
8. **Modified Stream Buffer** - The state of Georgia twenty-five (25) foot stream buffer will be the default standard for stream buffering along the stream corridor from **point X to point Y** as shown on the revised site concept plan.
9. **Flag lot variance approval** - Flag lots are approved as a condition of the rezoning approval are noted on the concept plan as supplemental pages Var B, Var C and Var D (entry locations noted in **RED**).
10. **Macon setback variance** - A variance shall be approved for a setback along Macon road consistent with the SFR3 zoning setback plus future widening requirements per UDO 7.3.5 F.
11. **New Macon Road intersection entry point** - For the new subdivision entry off Macon Road, the new street requirement shall be at the discretion of the Georgia Department of Transportation per UDO 7.9.6, the approved entry shall satisfy the street separation requirement of UDO 7.3..

10,000 SF MINIMUM LOT SIZE



FENCE & LANDSCAPE BUFFER

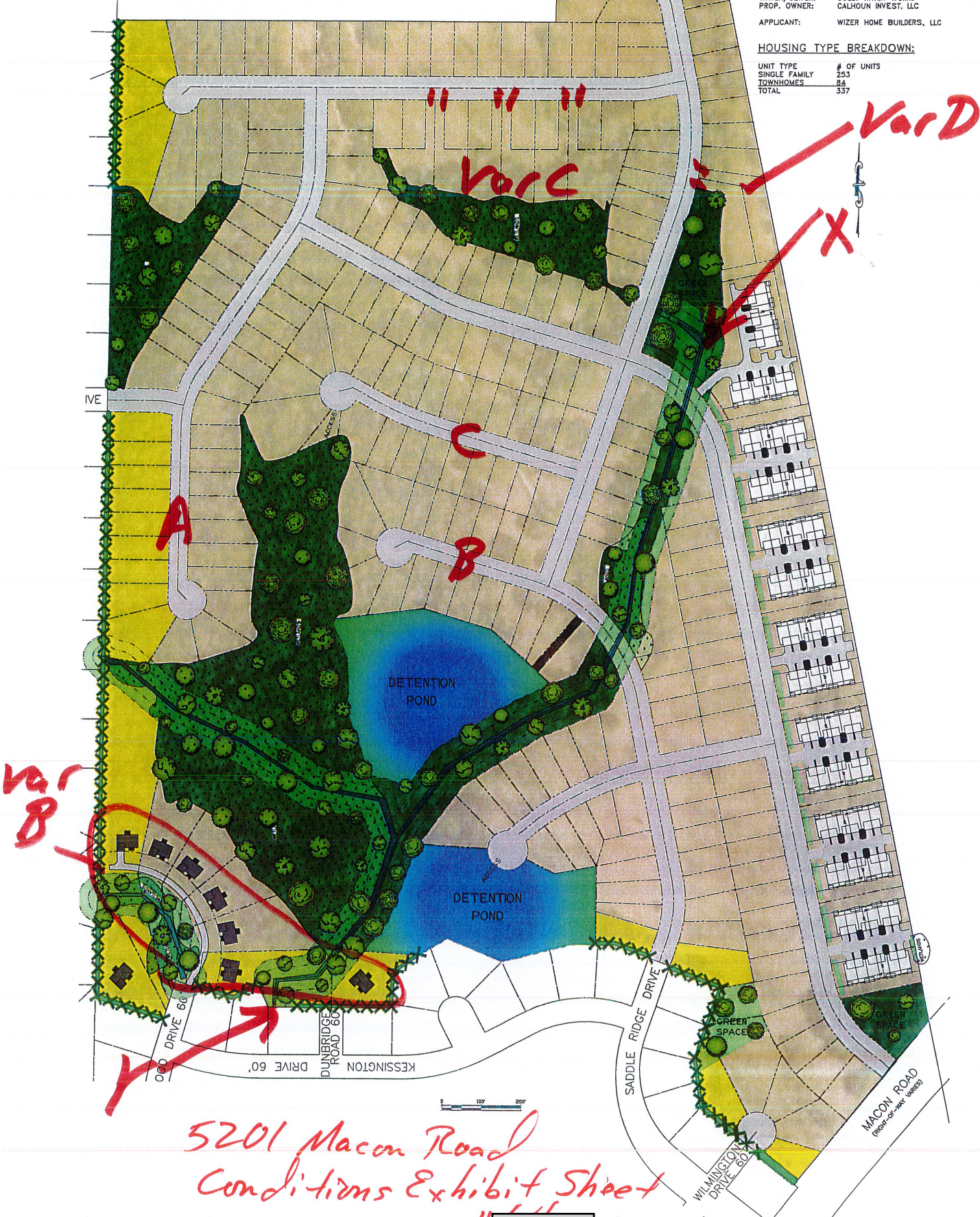
SITE DATA:

ADDRESS: 5201 MACON ROAD
 PARCEL NUMBER: 098 001 002
 ACREAGE: 111.5 ac.
 LAND LOTS: 6, 7, 25 AND 26
 DISTRICT: 8TH
 CURRENT ZONING: SFR-2
 PROPOSED ZONING: SFR-3 W/ CONDITIONS
 WATER/SEWER: +RMF-1
 PROP. OWNER: COLS. WATER WORKS
 CALHOUN INVEST, LLC
 APPLICANT: WIZER HOME BUILDERS, LLC

Item #6.

HOUSING TYPE BREAKDOWN:

UNIT TYPE	# OF UNITS
SINGLE FAMILY	253
TOWNHOMES	84
TOTAL	337



5201 Macon Road
 Conditions Exhibit Sheet
 11/11/24

File Attachments for Item:

7. 1st Reading- REZN-10-24-2232: An ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia to change certain boundaries of a district located at **1126 30th Street** (parcel # 029-013-001) from Neighborhood Commercial (NC) Zoning District to Residential Multifamily - 1 (RMF1) Zoning District. (Planning Department and PAC recommend approval.) (Councilor Garrett)

AN ORDINANCE

NO. _____

An Ordinance amending the Zoning Atlas of the Consolidated Government of Columbus, Georgia to change certain boundaries of a district located at **1126 30th Street** (parcel # 029-013-001) from Neighborhood Commercial (NC) Zoning District to Residential Multifamily - 1 (RMF1) Zoning District.

THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY ORDAINS AS FOLLOWS:

Section 1.

The Zoning Atlas on file with the Planning Department is hereby amended by changing the property described below from Neighborhood Commercial (NC) Zoning District to Residential Multifamily - 1 (RMF1) Zoning District.

“All that lot, tract or parcel of land being situated, lying and being in the State of Georgia, County of Muscogee, City of Columbus and being known and designated as PART OF LOT NUMBERED ONE (1), in BLOCK LETTERED "M", of that certain subdivision of land known as WAVERLY TERRACE, as said lot is shown upon that certain map or plat of said subdivision recorded in the Office of the Clerk of Superior Court of Muscogee County, Georgia in Deed Book 5, Page 488, and said PART OF LOT NUMBERED ONE (1) being shown upon a plat or survey dated March 2, 2017, made by Hobbs, Smith & Associates, Inc., which is recorded in Plat Book 165, Page 120, in the Office of the aforementioned Clerk, to which reference is hereby made for a more particular description of said Part of Lot One.

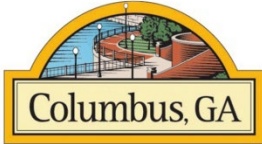
Said property being more particularly described as follows: BEGINNING at the intersection of the southerly line of 30th Street with the southeasterly line of Peabody Avenue, and from said Point of Beginning running thence N 87 degrees 30 minutes 35 seconds East along the southerly line of 30th Street a distance of 42.87 feet to the southwesterly corner of the intersection of 30th Street and 12th Avenue; thence running South 02 degrees 00 minutes 00 seconds East along the westerly line of 12th Avenue a distance of 98.0 feet to a point; running thence S 87 degrees 59 minutes 35 seconds West a distance of 37.48 feet to a point; thence running N 71 degrees 35 minutes 13 seconds West a distance of 39.31 feet to a point located on the southeasterly line of Peabody Avenue; thence running N 18 degrees 32 minutes 42 seconds East along the southeasterly line of Peabody Avenue, a distance of 89.63 feet to the POINT OF BEGINNING.”

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January, 2025; introduced a second time at a regular meeting of said Council held on the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

Councilor Allen	voting _____
Councilor Chambers	voting _____
Councilor Cogle	voting _____
Councilor Crabb	voting _____
Councilor Davis	voting _____
Councilor Garrett	voting _____
Councilor Hickey	voting _____
Councilor Huff	voting _____
Councilor Thomas	voting _____
Councilor Tucker	voting _____

Sandra T Davis
Clerk of Council

B. H. "Skip" Henderson, III
Mayor



CONSOLIDATED GOVERNMENT
What progress has preserved.
PLANNING DEPARTMENT

COUNCIL STAFF REPORT

REZN-10-24-2232

Applicant:	Howard Jefferson
Owner:	Marty Sanders
Location:	1126 30 th Street
Parcel:	029-013-001
Acreage:	0.17 Acres
Current Zoning Classification:	Neighborhood Commercial
Proposed Zoning Classification:	Residential Multifamily
Current Use of Property:	Single Family Residential
Proposed Use of Property:	Single Family Residential
Council District:	District 8 (Garrett)
PAC Recommendation:	Approval based on the Staff Report and compatibility with existing land uses.
Planning Department Recommendation:	Approval based on compatibility with existing land uses.
Fort Moore's Recommendation:	N/A
DRI Recommendation:	N/A
General Land Use:	Consistent Planning Area D
Current Land Use Designation:	Single Family Residential

Future Land Use Designation: Single Family Residential

Compatible with Existing Land-Uses: Yes

Environmental Impacts: The property does not lie within the floodway and floodplain area. The developer will need an approved drainage plan prior to issuance of a Site Development permit, if a permit is required.

City Services: Property is served by all city services.

Traffic Engineering: This site shall meet the Codes and regulations of the Columbus Consolidated Government for residential usage.

Surrounding Zoning:

North	Neighborhood Commercial (NC)
South	Residential Multifamily – 1 (RMF1)
East	Neighborhood Commercial (NC)
West	Residential Multifamily – 1 (RMF1)

Reasonableness of Request: The request is compatible with existing land uses.

School Impact: N/A

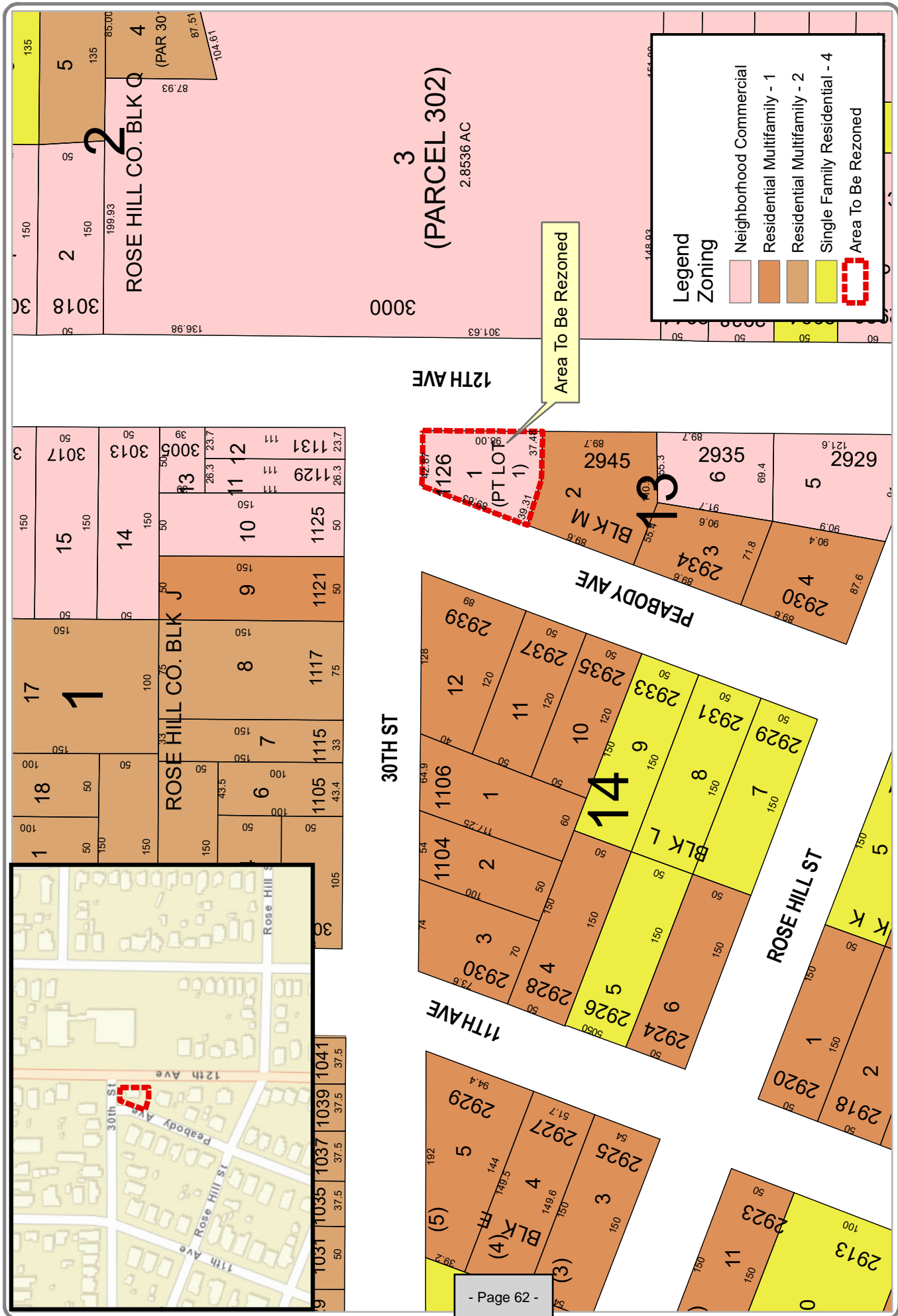
Buffer Requirement: N/A

Attitude of Property Owners: **Forty-Six (46)** property owners within 300 feet of the subject properties were notified of the rezoning request. The Planning Department received two inquiry calls and/or emails regarding the rezoning.

Approval	0 Responses
Opposition	0 Responses

Additional Information: Existing home will continue to be used as Single-Family Residential.

Attachments: Aerial Land Use Map
Location Map
Zoning Map
Existing Land Use Map
Future Land Use Map
Flood Map



Item #7.

100 Feet

1 inch = 100 feet

Data Source: IT/GIS

Author: DavidCooper

Zoning Map for REZN 10-24-232

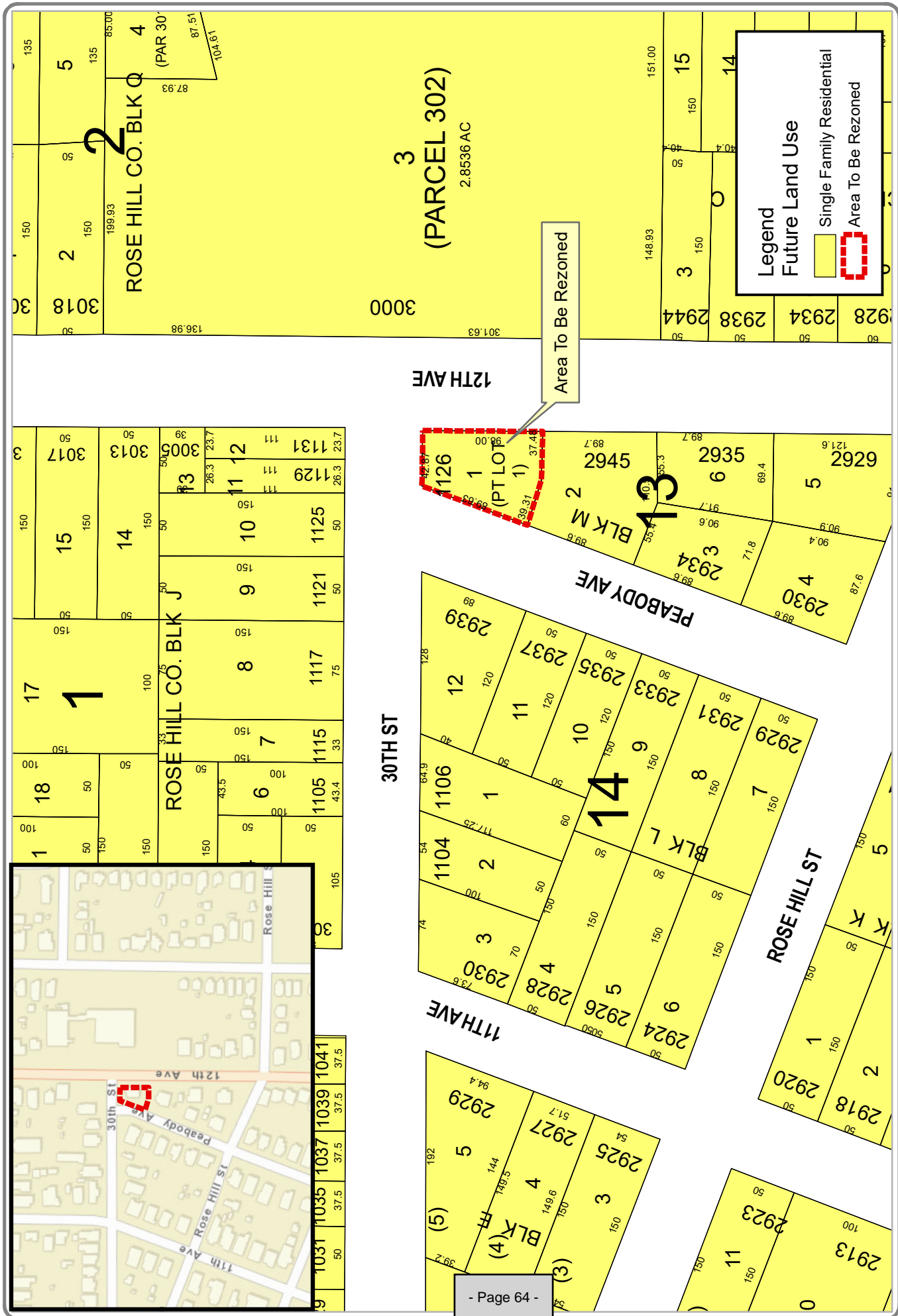
Map 029 Block 013 Lot 001

Planning Department-Planning Division

Prepared By Planning GIS Tech

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ROSE HILL CO. BLK Q 4
(PAR 30)
2.8536 AC

3
(PARCEL 302)
2.8536 AC

Legend
Future Land Use
Single Family Residential
Area To Be Rezoned

12TH AVE
Area To Be Rezoned



Item #7.

0 50 100 Feet
1 inch = 100 feet
Data Source: IT/GIS
Author: David Cooper

Future Land Use Map for REZN 10-24-2232
Map 029 Block 013 Lot 001
Planning Department-Planning Division
Prepared By Planning GIS Tech

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Date: 11/18/2024



28	2932	2934	2938	2946	2948	2952	2956	2964	2968	3000	3030
----	------	------	------	------	------	------	------	------	------	------	------

1039	1041	1105	1115	1117	1121	1125	1129	1131	1133	3000	3003	3013	3017	3018	3019	3023
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100 Feet
1 inch = 100 feet
Data Source: IT/GIS
Author: DavidCooper

Flood Hazard Map for REZN 10-24-2232
Map 029 Block 013 Lot 001
Planning Department-Planning Division
Prepared By Planning GIS Tech

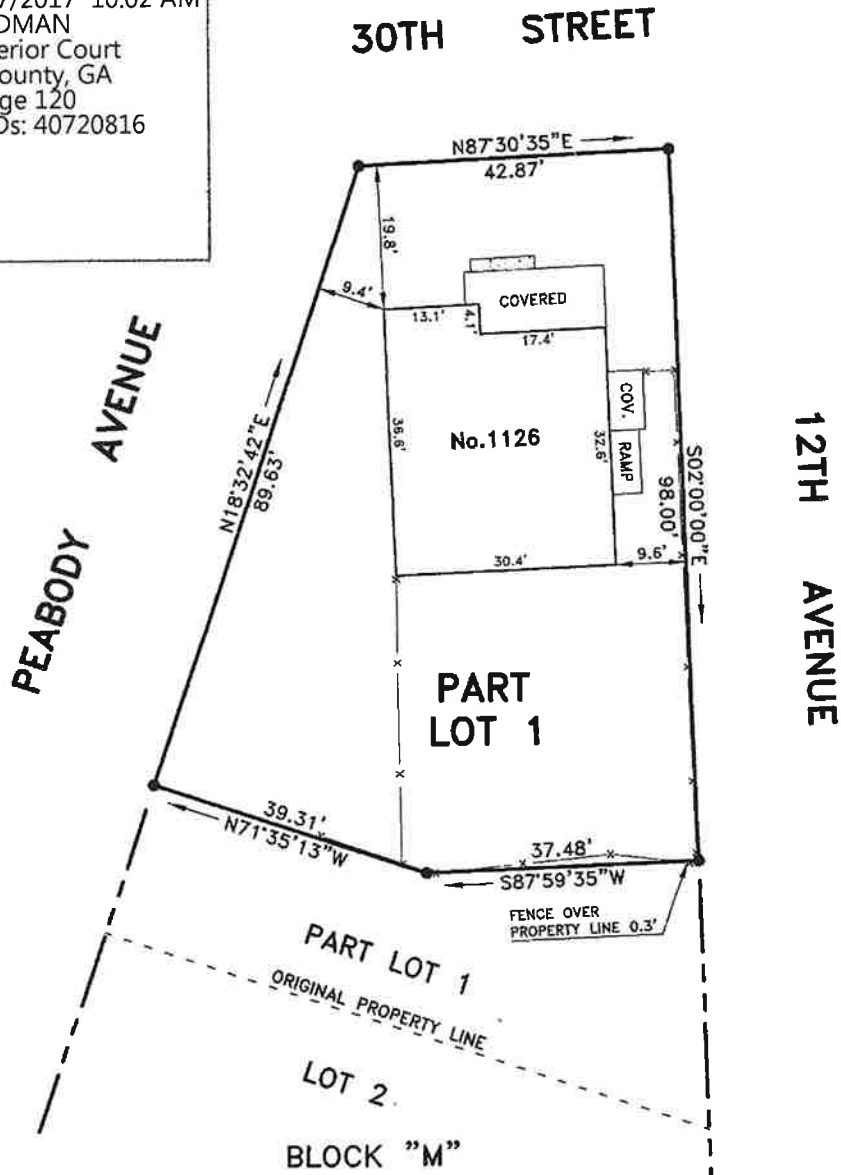
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Date: 11/18/2024

Item #7.

Plat
Recorded 3/7/2017 10:02 AM
ANN L. HARDMAN
Clerk of Superior Court
Muscogee County, GA
Book 165 Page 120
Participant IDs: 40720816



This Survey Approved For Filing By:
Austin Ledwith
 Engineering Dept.
 Date: 3/7/2017

I have this date examined the official flood insurance rate map covering Columbus, Georgia and I have determined that this property is not in a 100 year flood zone.

Bobby R. Hobbs
 Bobby R. Hobbs, L.S.
 Georgia Reg. No. 1610

ALL PROPERTY CORNERS WERE FOUND IN PLACE.

- NOTES:
- POWER POLE
 - IRON PIN FOUND
 - IRON PIN SET
 - FENCE
 - WALL
 - CONCRETE

619-43
 SCALE: 1" = 20'
 DATE: MARCH 02, 2017

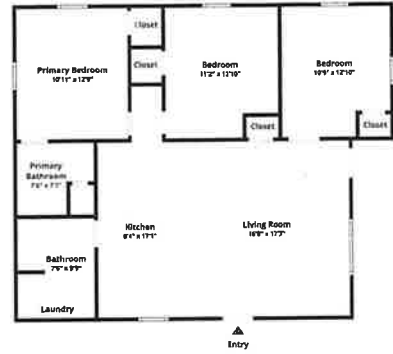


SURVEY OF
 PART LOT 1, BLOCK "M"
 WAVERLY TERRACE
 LYING IN THE 8TH DISTRICT
 COLUMBUS, MUSCOGEE COUNTY, GEORGIA

This survey was prepared in conformity with The Technical Standards for Property Surveys in Georgia as set forth in Chapter 180-7 of the rules of the Georgia Board of Registration for Professional Engineers and Land Surveyors and as set forth in the Georgia Plat Act O.C.G.A. 15-6-67.

Bobby R. Hobbs
 Bobby R. Hobbs L.S. Ga. Reg. No. 1610 Ala. Reg. No. 9052

Hobbs Smith & Inc. 221 9th St., Columbus, Ga 31901



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File Attachments for Item:

8. 1st Reading- An ordinance amending the budgets for the Fiscal Year 2025 by appropriating amounts in each fund for various operational activities. (FY25 MID-YEAR BUDGET AMENDMENT) (Budget Review Committee)

AN ORDINANCE**NO.**

AN ORDINANCE AMENDING THE BUDGETS FOR THE FISCAL YEAR 2025 BEGINNING JULY 1, 2024, AND ENDING JUNE 30, 2025, FOR CERTAIN FUNDS OF THE CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA, APPROPRIATING AMOUNTS SHOWN IN EACH FUND FOR VARIOUS ACTIVITIES; AND FOR OTHER PURPOSES.

THE COUNCIL OF COLUMBUS, GEORGIA HEREBY ORDAINS AS FOLLOWS:

SECTION 1.

1. The General Fund expenditure budget in the amount of \$202,849,985 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$20,456,550 to \$223,603,535 and the revenue budget in amount of \$191,575,880 is hereby increased by \$406,623 to \$191,982,503 for the departments listed on the attached chart.
2. The Other Local Option Sales Tax Fund revenue budget in the amount of \$43,400,000 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$14,726,006 to \$62,026,006 for the departments listed on the attached chart.
3. The Stormwater (Sewer) Fund expenditure budget in the amount of \$6,602,311 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$133,805 to \$6,736,116 for the departments listed on the attached chart.
4. The Paving Fund expenditure budget in the amount of \$18,415,329 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$303,727 to \$18,719,056 for the departments listed on the attached chart.
5. The Integrated Waste Fund expenditure budget in the amount of \$15,307,047 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$222,622 to \$15,529,669 and the revenue budget of \$15,307,047 is hereby increased by 44,516 to \$15,351,563 for the departments listed on the attached chart.
6. The Emergency Telephone Fund expenditure budget in the amount of \$4,714,478 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$12,941 to \$4,727,419 for the departments listed on the attached chart.
7. The Community Development Block Grant Fund expenditure and revenue budget in the amount of \$1,666,654 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$2,172,121 to \$3,838,775 for the departments listed on the attached chart.
8. The HOME Program Fund expenditure and revenue budget in the amount of \$1,230,820 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$6,762,497 to \$7,993,317 for the departments listed on the attached chart.
9. The Multi-Governmental Fund expenditure and revenue budget in the amount of \$8,332,487 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$53,079 to \$8,385,566 for the departments listed on the attached chart.

10. The American Rescue Plan Fund expenditure budget in the amount of \$29,407,196 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$13,812,226 to \$43,219,422 for the departments listed on the attached chart.
11. The Vice/Special Operation Forfeiture Fund expenditure budget in the amount of \$300,000 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$2,165 to \$302,165 for the departments listed on the attached chart.
12. The Bond and Lease Purchase Pool Fund expenditure budgets in the amount of \$0 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$11,732 to \$11,732 for the departments listed on the attached chart.
13. The Metra Transportation Fund expenditure budget in the amount of \$25,297,579 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$1,376,436 to \$26,674,015 and the revenue budget in the amount of \$25,297,579 is hereby increased by \$96,000 to \$25,393,579 for the departments listed on the attached chart.
14. The Trade Center Fund expenditure budget in the amount of \$4,065,743 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$959,983 to \$5,025,726 for the departments listed on the attached chart.
15. The Bull Creek Golf Course Fund expenditure budget in the amount of \$2,207,179 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$186,103 to \$2,393,282 for the departments listed on the attached chart.
16. The Civic Center Fund expenditure and revenue budget in the amount of \$6,412,136 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$2,939,453 to \$9,351,589 for the departments listed on the attached chart.
17. The Risk Management Fund expenditure budget in the amount of \$7,204,360 for the fiscal year beginning July 1, 2024, and ending June 30, 2025, is hereby increased by \$663,130 to \$7,867,490 for the departments listed on the attached chart.
18. The following position changes are hereby adopted as part of the FY25 Mid-Year Budget Amendment and are as follows:

NEW POSITIONS:

- City Attorney – One (1) Paralegal - G119 (Effective 01/01/2025)
- Finance – Three (3) License & Tax Clerk - G115, One (1) Revenue Auditor - G121, One (1) Revenue Analyst - G123, One (1) Administrative Assistant - G115, One (1) Assistant Finance Director - G132, and One (1) Purchasing Analyst - G123 (Effective 01/01/2025)
- Inspections & Code – Two (2) Sign & License Inspector – G116 (Effective 01/01/2025)
- Sheriff – Two (2) Sergeant – PS3 and Ten (10) Deputy Sheriff – PS0 (Effective 01/01/2025)

19. Section 25 of Columbus Ordinance No. 24-027 is hereby modified to insert the following:

- Effective January 1, 2025, an expense allowance shall be provided to Municipal/Chief Magistrate Court Judge Steven Smith in the amount of \$3,600 to be distributed in equal payment over 12 monthly pay periods. This expense allowance only applies to Steven Smith so long as he remains in office serving as Municipal/Chief Magistrate Court Judge. The amount is fixed and is not subject to any Cost of Living Adjustments or additional longevity increases in accordance with O.C.G.A. 15-10-23.1.
- Beginning with the onset of the first complete FLSA pay cycle after January 1, 2025, for each public safety department/agency, the Court Attendance Pay authorized pursuant to O.C.G.A. 24-13-28(b) is hereby increased from \$25 to \$50 per appearance for public safety officers entitled to said pay in accordance to O.C.G.A. 24-24-28 (a)(3) and Columbus Ordinance No. 15-035.

20. Ten (10) Police Officer positions were expressly reinstated per Council Resolution 408-24. Therefore, Section 33 of Columbus Ordinance No. 24-027 is hereby modified by amending the following reference to read as follows:

Thirty-Four (34) Police Officer positions shall remain unfunded, until expressly approved by Council, in order to fund the implementation and continued costs associated with the \$5,000.00 pay adjustments for the full-time Sworn Officers and Emergency 911 Technicians employed in the Columbus Police Department. Said pay adjustments as referenced above shall be continued in FY2025 for all authorized personnel.

21. Each budget increase provided herein is to be funded with fund balances and various revenue sources of the accounting fund for those funds that are being affected by the stated actions.
22. Within the overall budget limitations, authority is hereby delegated to the City Manager, or the Finance Director when acting on the authority delegated by the City Manager, to effect such intra-fund transfers of appropriation and revenue anticipation as may be deemed necessary to the effective performance and delivery of services approved herein.
23. The minimum budget requirements set forth in O.C.G.A. Title 36, Chapter 81, are hereby adopted.

SECTION 2.

All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed.

Introduced at a regular meeting of the Council of Columbus, Georgia, held on the 7th day of January 2025; introduced a second time at a regular meeting held on the ___ day of January 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

Councilor Allen	voting _____.
Councilor Chambers	voting _____.
Councilor Cogle	voting _____.
Councilor Crabb	voting _____.
Councilor Davis	voting _____.
Councilor Garrett	voting _____.
Councilor Hickey	voting _____.
Councilor Huff	voting _____.
Councilor Thomas	voting _____.
Councilor Tucker	voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson, Mayor

FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT

Item #8.

Fund	Original Expenditure Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offset	FY25 Amendment	Pay Plan	Mid Year Amended Budget
OPERATING FUNDS							
0101 General Fund	\$202,849,985	\$2,789,877	\$15,433,626	\$406,623	\$1,826,424	\$0	\$223,306,535
0102 2009 Other LOST Public Safety Fund	33,110,000	3,656,700	8,741,880	0	0	0	45,508,580
0109 2009 Other LOST Infrastructure Fund	14,190,000	2,327,426	0	0	0	0	16,517,426
0202 Stormwater (Sewer) Fund	6,602,311	133,805	0	0	0	0	6,736,116
0203 Paving Fund	18,415,329	303,727	0	0	0	0	18,719,056
0204 Community Care Fund	11,957,488	0	0	0	0	0	11,957,488
0207 Integrated Waste Fund	15,307,047	178,106	0	0	0	44,516	15,529,669
0209 E911	4,714,478	12,941	0	0	0	0	4,727,419
0230 Economic Development Authority	4,380,321	0	0	0	0	0	4,380,321
0405 Debt Service	16,154,724	0	0	0	0	0	16,154,724
0751 METRA	25,297,579	1,280,436	0	0	0	96,000	26,674,015
0753 Trade Center	4,065,743	166,111	0	0	0	793,872	5,025,726
0755 Bull Creek Golf Course	2,207,179	1,103	0	0	0	185,000	2,393,282
0756 Oxbow Creek Golf Course	654,842	0	0	0	0	0	654,842
0757 Civic Center	6,412,136	2,219,616	0	0	0	719,837	9,351,589
TOTAL OPERATING FUNDS	\$366,319,162	\$13,069,848	\$24,175,506	\$406,623	\$1,826,424	\$1,839,225	\$407,636,788
OTHER NON-OPERATING FUNDS							
0210 CDBG Fund	\$1,666,654	\$677,491	\$0	\$0	\$0	\$1,494,630	\$3,838,775
0213 HOME Fund	1,230,820	153,912	0	0	0	6,608,585	7,993,317
0216 Multi-Government Project Fund	8,332,487	53,079	0	0	0	0	8,385,566
0218 American Rescue Plan Fund	29,407,196	13,812,226	0	0	0	0	43,219,422
0225 Vice/SpecialOperations Forfeiture Fund	300,000	2,165	0	0	0	0	302,165
0542 Lease Purchase Pools Fund	0	11,732	0	0	0	0	11,732
0860 Risk Management Fund	7,204,360	0	0	0	0	663,130	7,867,490
TOTAL NON-OPERATING FUNDS	\$48,141,517	\$14,710,605	\$0	\$0	\$0	\$8,766,345	\$71,618,467

FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
GENERAL FUND 0101

Item #8.

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
100 COUNCIL	\$821,387					10,135	\$831,522
110 MAYOR	\$708,026		20,000			10,722	\$738,748
120 CITY ATTORNEY	\$1,838,551				26,976	8,955	\$1,874,482
130 CITY MANAGER	\$2,281,626	701,688				35,249	\$3,018,563
200 FINANCE	\$3,021,144	117			242,132	42,210	\$3,305,603
210 INFORMATION TECHNOLOGY	\$8,671,172	251,956	151,200			36,937	\$9,111,265
220 HUMAN RESOURCES	\$2,488,042	191,449				19,023	\$2,698,514
240 INSPECTIONS & CODE	\$3,370,782				48,712	32,130	\$3,451,624
242 PLANNING	\$377,522		2,000			5,263	\$384,785
245 COMMUNITY REINVESTMENT	\$189,241	115,000				949	\$305,190
250 ENGINEERING	\$1,604,604	337,176	114,167			16,863	\$2,072,810
260 PUBLIC WORKS	\$13,957,418	193,677	2,191,586			90,183	\$16,432,864
270 PARKS AND RECREATION	\$15,117,394	447,308	1,277,777			103,996	\$16,946,475
280 COOPERATIVE EXTENSION	\$137,865					0	\$137,865
290 BOARDS AND COMMISSIONS	\$3,451,694		322,787			39,463	\$3,813,944
400 POLICE	\$30,177,884	110,348			403,666	368,384	\$31,060,282
410 FIRE & EMS	\$37,163,918	48,363				425,348	\$37,637,629
420 MCP	\$11,129,392	255,181				100,923	\$11,485,496
450 HOMELAND SECURITY	\$413,411					4,021	\$417,432
500 SUPERIOR COURT	\$9,785,795	4,428	29,975			134,315	\$9,954,513
510 STATE COURT	\$2,032,221					33,731	\$2,065,952
520 PUBLIC DEFENDER	\$2,780,722	2,272				10,963	\$2,793,957
530 MUNICIPAL COURT	\$1,460,084					21,456	\$1,481,540
540 PROBATE COURT	\$681,307					10,221	\$691,528
550 SHERIFF	\$35,725,600	66,042	49,855	406,623	455,816	308,923	\$37,012,859
560 TAX COMMISSIONER	\$2,155,745	15,600				31,243	\$2,202,588
570 CORONER	\$515,272					6,783	\$522,055
580 RECORDER'S COURT	\$1,716,398					25,280	\$1,741,678
590 MISCELLANEOUS	\$8,881,782	49,272	11,274,279		649,122	(1,934,879)	\$18,919,576
610 PARKING MANAGEMENT	\$193,986					1,210	\$195,196
TOTAL GENERAL FUND	\$202,849,985	\$2,789,877	\$15,433,828	\$406,623	\$1,826,424	\$0	\$223,306,535
REVENUE*	\$191,575,880			406,623			\$191,982,503
USE OF FUND BALANCE	\$11,274,105						\$11,274,105
TOTAL REVENUE	\$202,849,985	\$0	\$0	\$406,623	\$0	\$0	\$203,256,608

FY25 Carryovers (Reserved from FY24)
 \$20,000 - Mayor - Martin Luther King Event Donations & Expenses
 \$2,000 - Planning - Computer Equipment
 \$151,200 - Information Technology - Vehicles (New & Replacement)
 \$114,167 - Engineering - Capital Equipment/Vehicle Replacements
 \$2,191,586 - Public Works - Building Maintenance/Repairs, Capital Equipment/Vehicle Replacements
 \$1,277,777 - Parks & Recreation - Capital Equipment/Outdoor Pool Change Orders/Vehicle Replacements
 \$322,787 - Tax Assessor - Capital Equipment/Vehicle Replacements
 \$29,975 - Juvenile Court - Courtroom Audio/Visual Equipment
 \$49,855 - Sheriff - Various Public Safety Initiatives (Funded by Private School Zone Camera Fines)
 \$36,000 - Miscellaneous - Professional Services MOU with Chamber of Commerce Per Resolution 380-22
 \$261,279 - Miscellaneous - City Hall Software Licensing & Garage Camera Expenses
 \$295,000 - Miscellaneous - Demolitions For Blight Reduction Initiative
 \$182,000 - Miscellaneous - CIP Transfer for Columbus Rail Yard Study Project
 \$200,000 - Miscellaneous - CIP Transfer for FF&E Due to Multiple Building Purchases
 \$300,000 - Miscellaneous - CIP Transfer for Moving Expenses Due to Multiple Building Purchases
 \$4,000,000 - Miscellaneous - CIP Transfer for Stormwater Improvement Project (19th St Flood Abatement)
 \$6,000,000 - Miscellaneous - CIP Transfer for Jail Improvement Project

FY25 Revenue Offsets
 \$406,623 - Sheriff - Various Public Safety Initiatives (Funded by Private School Zone Camera Fines)

FY25 Amendments
 \$26,976 - City Attorney - Add 1 Paralegal (G119) position effective 1/1/25 (12 month amount - \$53,952)
 \$242,132 - Finance - Add 3 License & Tax Clerk (G115), 1 Revenue Auditor (G121), 1 Revenue Analyst (G123), 1 Administrative Assistant (G115)
 1 Assistant Finance Director (G132), and 1 Purchasing Analyst (G123) positions effective 1/1/25 (12 month amount - \$484,263)
 \$48,712 - Inspections & Code - Add 2 Sgn & License Inspector (G116) positions effective 1/1/25 (12 month amount - \$97,424)
 \$403,666 - Police - Reinstate 10 Police Officer (PDO) positions effective 11/1/24 Per Resolution 408-24 (12 month amount - \$692,000)
 \$455,816 - Sheriff - Add 2 Sergeant (PS3) and 10 Deputy Sheriff (PS0) positions effective 1/1/25 (12 month amount - \$845,952) and Operating Materials
 \$250,000 - Miscellaneous - Uptown Playground & Splash Pad Improvements per Resolution 220-24
 \$399,122 - Miscellaneous - CIP Transfer for Sheriff Admin Building/Recorder's Court Annex Project

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
2009 Other Local Option Sales Tax Public Safety Fund 0102**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
110 Crime Prevention	\$1,111,056					1,773	\$1,112,829
260 Public Works	\$135,889						\$135,889
270 Parks & Rec	\$50,473						\$50,473
400 Police	\$12,074,107	965,722	1,175,625			103,871	\$14,319,325
410 Fire	\$3,908,043	938,882	1,087,500			21,352	\$5,955,777
420 MCP	\$1,024,364	92,723	594,375			4,994	\$1,716,456
450 Homeland Security	\$15,530	800,566					\$816,096
500 District Attorney	\$179,096					3,102	\$182,198
500 Clerk of Superior Court	\$50,008					811	\$50,819
500 Juvenile Court	\$47,098					721	\$47,819
510 State Court	\$246,473					3,977	\$250,450
520 Public Defender	\$244,306						\$244,306
530 Clerk of Municipal Court	\$194,455						\$194,455
540 Probate Court	\$63,576					1,065	\$64,641
550 Sheriff	\$4,914,718	699,271	877,000			42,401	\$6,533,390
570 Coroner	\$11,647						\$11,647
580 Recorder's Court	\$96,642					1,558	\$98,200
590 Non-Categorical	\$8,738,636	159,536	5,007,380				\$13,905,552
610 METRA	\$3,883					(185,625)	-\$181,742
EXPENDITURE TOTAL	\$33,110,000	\$3,656,700	\$8,741,880	\$0	\$0	\$0	\$45,508,580
REVENUE	\$33,110,000						\$33,110,000
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$33,110,000	\$0	\$0	\$0	\$0	\$0	\$33,110,000

FY25 Carryovers (Reserved from FY24)

- \$1,175,625 - Police - Use of Fund Balance for GETAC Video Systems, Ballistic Tank, & 9 Replacement Vehicles
- \$1,087,500 - Fire/EMS - Use of Fund Balance for First-In Alerting Smart Station System, 1 Engine, & Misc Equipment
- \$594,375 - MCP - Use of Fund Balance for Key Control System (Replacement), 5 Vehicles w/ Buildouts & 5 Additional Buildouts
- \$877,000 - Sheriff - Use of Fund Balance for Park Patrol Vehicles/Equipment
- \$1,500,000 - Non-Categorical - Fire/EMS Administration Building Renovations
- \$3,507,380 - Non-Categorical - Fire/EMS Administration Building Purchase

FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
2009 Other Local Option Sales Tax Infrastructure Fund 0109

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
210 Information Technology	\$750,000	81,492				\$831,492
250 Roads/Bridges	\$1,200,000	45,340				\$1,245,340
250 Stormwater	\$1,800,000	1,962,401				\$3,762,401
260 Facilities	\$2,525,927	238,193				\$2,764,120
590 Non-Categorical	\$7,914,073					\$7,914,073
EXPENDITURE TOTAL	\$14,190,000	\$2,327,426	\$0	\$0	\$0	\$16,517,426
REVENUE	\$14,190,000					\$14,190,000
USE OF FUND BALANCE	\$0					\$0
REVENUE TOTAL	\$14,190,000	\$0	\$0	\$0	\$0	\$14,190,000

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
STORMWATER (SEWER) FUND 0202**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
250 ENGINEERING	\$905,697	58,000				\$11,836	\$975,533
260 PUBLIC WORKS	\$4,289,338	75,805				45,621	\$4,410,764
590 MISCELLANEOUS	\$1,407,276					(57,457)	\$1,349,819
EXPENDITURE TOTAL	\$6,602,311	\$133,805	\$0	\$0	\$0	\$0	\$6,736,116
REVENUE	\$6,602,311						\$6,602,311
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$6,602,311	\$0	\$0	\$0	\$0	\$0	\$6,602,311

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
PAVING FUND 0203**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
250 ENGINEERING	\$1,495,852	75,413				19,052	\$1,590,317
260 PUBLIC WORKS	\$15,665,966	228,314				139,509	\$16,033,789
590 MISCELLANEOUS	\$1,253,511					(158,561)	\$1,094,950
EXPENDITURE TOTAL	\$18,415,329	\$303,727	\$0	\$0	\$0	\$0	\$18,719,056
REVENUE	\$18,415,329						\$18,415,329
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$18,415,329	\$0	\$0	\$0	\$0	\$0	\$18,415,329

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
COMMUNITY CARE FUND 0204**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
200 INDIGENT CARE	\$8,000,000					\$8,000,000
590 INDIGENT CARE-INMATES	\$3,957,488					\$3,957,488
EXPENDITURE TOTAL	\$11,957,488	\$0	\$0	\$0	\$0	\$11,957,488
REVENUE	\$11,957,488					\$11,957,488
REVENUE TOTAL	\$11,957,488	\$0	\$0	\$0	\$0	\$11,957,488

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
INTEGRATED WASTE FUND 0207**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
260 PUBLIC WORKS	\$12,217,578	178,106			44,516	104,931	\$12,545,131
270 PARKS & RECREATION	\$229,603					966	\$230,569
590 MISCELLANEOUS	\$2,859,866					(105,897)	\$2,753,969
EXPENDITURE TOTAL	\$15,307,047	\$178,106	\$0	\$0	\$44,516	\$0	\$15,529,669
REVENUE	\$15,307,047				\$44,516		\$15,351,563
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$15,307,047	\$0	\$0	\$0	\$44,516	\$0	\$15,351,563

FY25 Amendments
\$44,516 - Public Works - Recycling Cart Grant Per Resolution 209-23

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
E911 FUND 0209**

Item #8.

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
400 E911	\$4,511,050	12,941				46,841	\$4,570,832
590 MISCELLANEOUS	\$203,428					(46,841)	\$156,587
EXPENDITURE TOTAL	\$4,714,478	\$12,941	\$0	\$0	\$0	\$0	\$4,727,419
REVENUE	\$4,714,478						\$4,714,478
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$4,714,478	\$0	\$0	\$0	\$0	\$0	\$4,714,478

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
ECONOMIC DEVELOPMENT FUND 0230**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
590 MISCELLANEOUS	\$4,380,321					\$4,380,321
EXPENDITURE TOTAL	\$4,380,321	\$0	\$0	\$0	\$0	\$4,380,321
REVENUE	\$2,860,643					\$2,860,643
USE OF FUND BALANCE	\$1,519,678					\$1,519,678
REVENUE TOTAL	\$4,380,321	\$0	\$0	\$0	\$0	\$4,380,321

Funding for Economic Development is based on the collection of 0.50 mills, 0.25 mills allocated to the Development Authority.

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
DEBT SERVICE FUND 0405**

Item #8.

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
200 DEBT SERVICE	\$16,154,724					\$16,154,724
EXPENDITURE TOTAL	\$16,154,724	\$0	\$0	\$0	\$0	\$16,154,724
REVENUE	\$16,154,724					\$16,154,724
USE OF FUND BALANCE	\$0					\$0
REVENUE TOTAL	\$16,154,724	\$0	\$0	\$0	\$0	\$16,154,724

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
METRA TRANSPORTATION FUND 0751**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
260 PUBLIC WORKS	\$15,000						\$15,000
590 MISCELLANEOUS	\$464,533					(90,492)	\$374,041
610 METRA	\$24,818,046	1,280,436			96,000	90,492	\$26,284,974
EXPENDITURE TOTAL	\$25,297,579	\$1,280,436	\$0	\$0	\$96,000	\$0	\$26,674,015
REVENUE	\$25,297,579				\$96,000		\$25,393,579
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$25,297,579	\$0	\$0	\$0	\$96,000	\$0	\$25,393,579

FY25 Carryovers (Reserved from FY24)

\$96,000 - METRA - Replacement of Marquee Sign for Administration Building Using FTA/ARP Funds

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
TRADE CENTER FUND 0753**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
590 MISCELLANEOUS	\$164,084					(\$32,729)	\$131,355
620 TRADE CENTER	\$3,901,659	166,111			793,872	32,729	\$4,894,371
EXPENDITURE TOTAL	\$4,065,743	\$166,111	\$0	\$0	\$793,872	\$0	\$5,025,726
REVENUE	\$4,065,743						\$4,065,743
USE OF FUND BALANCE	\$0						\$0
REVENUE TOTAL	\$4,065,743	\$0	\$0	\$0	\$0	\$0	\$4,065,743

FY25 Amendments

\$225,496 - Trade Center - Use of Fund Reserves to Improve Facility Internet Service

\$568,376 - Trade Center - Use of Fund Reserves for Emergency Carpet Replacement

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
BULL CREEK GOLF COURSE FUND 0755**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
590 MISCELLANEOUS	\$50,821					(\$13,353)	\$37,468
630 BULL CREEK	\$2,156,358	1,103			185,000	13,353	\$2,355,814
EXPENDITURE TOTAL	\$2,207,179	\$1,103	\$0	\$0	\$185,000	\$0	\$2,393,282
REVENUE	\$2,207,179						\$2,207,179
REVENUE TOTAL	\$2,207,179	\$0	\$0	\$0	\$0	\$0	\$2,207,179

FY25 Amendments

\$185,000 - Bull Creek - Use of Fund Reserves for Capital Equipment Purchases Per Golf Authority

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
 OXBOW CREEK GOLF COURSE FUND 0756**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
590 MISCELLANEOUS	\$19,165					(\$4,803)	\$14,362
640 OXBOW CREEK	\$635,677					4,803	\$640,480
EXPENDITURE TOTAL	\$654,842	\$0	\$0	\$0	\$0	\$0	\$654,842
REVENUE	\$654,842						\$654,842
REVENUE TOTAL	\$654,842	\$0	\$0	\$0	\$0	\$0	\$654,842

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
CIVIC CENTER FUND 0757**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
160 CIVIC CENTER	\$6,031,281	\$2,219,616			719,837	\$20,692	\$8,991,426
260 PUBLIC WORKS	\$125,000						\$125,000
590 MISCELLANEOUS	\$255,855					(20,692)	\$235,163
EXPENDITURE TOTAL	\$6,412,136	\$2,219,616	\$0	\$0	\$719,837	\$0	\$9,351,589
REVENUE	\$6,412,136			2,219,616	\$719,837		\$9,351,589
REVENUE TOTAL	\$6,412,136	\$0	\$0	\$2,219,616	\$719,837	\$0	\$9,351,589

FY25 Amendments

\$2,219,616 - Civic Center Budget Adjustment Due to Facility Improvement Projects Reimbursed From Friends of Columbus Funds

\$719,837 - Civic Center Budget Adjustment Due to Pass Thru Cost Increases for Intermittent Staff Per Ordinance 24-047

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
CDBG FUND 0210**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
245 COMMUNITY REINVESTMENT	\$1,662,532	677,491			1,494,630	\$4,122	\$3,838,775
590 MISCELLANEOUS	\$4,122					(4,122)	\$0
EXPENDITURE TOTAL	\$1,666,654	\$677,491	\$0	\$0	\$1,494,630	\$0	\$3,838,775
REVENUE	\$1,666,654			677,491	\$1,494,630		\$3,838,775
REVENUE TOTAL	\$1,666,654	\$0	\$0	\$677,491	\$1,494,630	\$0	\$3,838,775

FY25 Amendments

\$1,494,630 - CDBG Program Funding Allocations (HUD Carryover Funds Available from Prior Years)

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
HOME PROGRAM FUND 0213**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
245 COMMUNITY REINVESTMENT	\$1,229,109	153,912			6,608,585	\$1,711	\$7,993,317
590 MISCELLANEOUS	\$1,711					(1,711)	\$0
EXPENDITURE TOTAL	\$1,230,820	\$153,912	\$0	\$0	\$6,608,585	\$0	\$7,993,317
REVENUE	\$1,230,820			\$153,912	\$6,608,585		\$7,993,317
REVENUE TOTAL	\$1,230,820	\$0	\$0	\$153,912	\$6,608,585	\$0	\$7,993,317

FY25 Amendments

\$6,608,585 - CDBG Program Funding Allocations (HUD Carryover Funds Available from Prior Years)

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
MULTI-GOVERNMENTAL FUND 0216**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
VARIOUS	\$8,332,487	53,079				\$8,385,566
EXPENDITURE TOTAL	\$8,332,487	\$53,079	\$0	\$0	\$0	\$8,385,566
REVENUE	\$8,332,487	\$0		53,079		\$8,385,566
REVENUE TOTAL	\$8,332,487	\$0	\$0	\$53,079	\$0	\$8,385,566

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
 AMERICAN RESCUE PLAN - FISCAL RECOVERY FUND 0218**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
VARIOUS	\$29,407,196	\$13,812,226			\$0	\$43,219,422
EXPENDITURE TOTAL	\$29,407,196	\$13,812,226	\$0	\$0	\$0	\$43,219,422
REVENUE	\$0					\$0
REVENUE TOTAL	\$0	\$0	\$0	\$0	\$0	\$0

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
VICE/SPECIAL OPERATIONS FORFEITURE FUND 0225**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
VICE/SPECIAL OPERATIONS	\$300,000	2,165				\$302,165
EXPENDITURE TOTAL	\$300,000	\$2,165	\$0	\$0	\$0	\$302,165
REVENUE	\$300,000					\$300,000
REVENUE TOTAL	\$300,000	\$0	\$0	\$0	\$0	\$300,000

FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
BOND AND LEASE PURCHASE POOLS FUND 0542

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Mid Year Amended Budget
LEASE PURCHASE POOL	\$0	11,732				\$11,732
EXPENDITURE TOTAL	\$0	\$11,732	\$0	\$0	\$0	\$11,732
REVENUE	0			11,732		\$11,732
REVENUE TOTAL	\$0	\$0	\$0	\$11,732	\$0	\$11,732

**FY25 (July 1, 2024 - June 30, 2025) BUDGET AMENDMENT
RISK MANAGEMENT FUND 0860**

Department	Original Adopted Budget	(Reserved Fund Balance from FY24) PO Roll	(Reserved Fund Balance from FY24) Carryovers	FY25 Revenue Offsets	FY25 Amendments	Pay Plan Adjustments	Mid Year Amended Budget
220 HUMAN RESOURCES	\$7,204,360				\$663,130	\$0	\$7,867,490
EXPENDITURE TOTAL	\$7,204,360	\$0	\$0	\$0	\$663,130	\$0	\$7,867,490
REVENUE	\$3,691,221						\$3,691,221
USE OF FUND BALANCE	\$3,513,139				\$663,130		\$4,176,269
REVENUE TOTAL	\$7,204,360	\$0	\$0	\$0	\$663,130	\$0	\$7,867,490

FY25 Amendments

\$663,130 - Use of Reserve Funds to Cover State Mandated PSTD Insurance

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #8.

TO:	Mayor and Councilors
AGENDA SUBJECT:	FY25 MID-YEAR BUDGET AMENDMENT
AGENDA SUMMARY:	Approve an Ordinance amending the budgets for the Fiscal Year 2025 by appropriating amounts in each fund for various operational activities.
INITIATED BY:	Finance Department

Recommendation: Approve an Ordinance amending the budgets for the Fiscal Year 2025 by appropriating amounts in each fund for various operational activities.

Background: The Council has adopted the City’s Annual Operating budget and in special actions has adopted various special purpose budgets. All of these budgets appropriate funding for planned operations. During the course of the year, adjustments become necessary to increase or redistribute funding based on actions of Council, changes in departmental activities and changes in funding sources.

Staff is requesting a budget amendment to appropriate monies needed for various operational activities. As provided in the charter and state law, only Council has the authority to change spending levels. Adjustments are included in this Ordinance to reflect changes needed to complete organizational objectives. These adjustments are necessary to modify budgets to change the legal level of control at the department level as per O.C.G.A. Chapter 36. Staff is requesting adjustments for operational expenditures like administrative and operating costs for the following funds. In order to keep an accurate record of authorized spending levels and positions, this budget amendment is submitted for Council consideration.

Analysis: The recommended budget adjustments are outlined on the attached summary table immediately following the memorandum identifying the amount to be appropriated in each accounting fund. The appropriation will change the total approved budget of each fund as indicated in the accompanying chart.

Financial Considerations: None, other than as noted in the analysis.

Legal Considerations: Council approval is required to modify spending levels.

Recommendations/Actions: Approve an Ordinance amending the budgets for the Fiscal Year 2025 by appropriating amounts in each fund for various operational activities.

File Attachments for Item:

9. 1st Reading- An ordinance amending Section 2-68 of the Columbus Code to provide that the internal auditor/compliance officer shall be solely subject to the direction of the Columbus Council; and for other purposes. (Councilor Hickey)

AN ORDINANCE
NO.

An Ordinance amending Section 2-68 of the Columbus Code to provide that the internal auditor/compliance officer shall be solely subject to the direction of the Columbus Council; and for other purposes.

THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY ORDAINS AS FOLLOWS:

SECTION 1.

Section 2-68 of the Columbus Code is hereby amended by replacing the first sentence so that, as amended, Section 2-68 shall read as follows:

“Sec. 2-68. - Supervision and direction.

The internal auditor/compliance officer shall be subject to the direction of the Columbus Council. Such direction shall be by resolutions, written or oral, which shall include direction to the internal auditor/compliance officer to conduct inquiries and investigations and shall include the purpose and scope of said inquiries or investigations.

The internal auditor shall notify the mayor, city manager and council in writing within three business days of the initiation of any audit. Before such reports are submitted to the mayor, city manager and Columbus Council, the subject of the audit, including but not limited to, the department head, office, commission, board, authority or elected official involved, or their designee, shall file a written response to the report with the internal auditor/compliance officer within ten business days of receipt of the report. The entire report and the result of such inquiries or investigations shall be submitted concurrently by hard copy to the mayor, city manager and Columbus Council.”

SECTION 2.

All ordinances or parts of ordinances in conflict with this ordinance are hereby repealed.

Introduced at a regular meeting of the Council of Columbus, Georgia, held on the 7th day of January, 2025; introduced a second time at a regular meeting held on the ___ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting ____.
- Councilor Chambers voting ____.
- Councilor Cogle voting ____.
- Councilor Crabb voting ____.
- Councilor Davis voting ____.
- Councilor Garrett voting ____.
- Councilor Hickey voting ____.
- Councilor Huff voting ____.
- Councilor Thomas voting ____.
- Councilor Tucker voting ____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson, III Mayor

File Attachments for Item:

10. 1st Reading- An ordinance amending Section 3-5(e) of the Columbus Code, to revise a provision pertaining to the issuance of alcohol licenses; and for other purposes. (Councilors Davis and Garrett)

AN ORDINANCE

NO.

An Ordinance amending Section 3-5(e) of the Columbus Code, to revise a provision pertaining to the issuance of alcohol licenses; and for other purposes.

SECTION 1.

Columbus Code Section 3-5(e) is hereby amended by striking the existing paragraph (e) and adopting a paragraph (e) to read as follows:

“(b) The director of finance shall issue licenses upon payment of the proper license fee by a qualified applicant, but in no event shall the director of finance issue a license more than 12 months after the date of the approval of a new application, or, if the licensed premises will exceed 100,000 square feet or is a new construction project exceeding 20,000 square feet, more than 24 months after the date of the approval of a new application. The director of finance shall not issue a license more than three months after the date of the approval of a transfer application.”

SECTION 2.

All ordinances and parts of ordinances in conflict with this ordinance are hereby repealed.



Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January, 2025; introduced a second time at a regular meeting of said Council held on the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T Davis
Clerk of Council

B. H. “Skip” Henderson, III
Mayor

Sec. 3-8. Approval and issuance.

- (a) The director of finance shall either approve or disapprove all applications for alcoholic beverage licenses within a period of 21 business days from the date of the filing of such application.
- (b) The director of finance shall issue licenses upon payment of the proper license fee by a qualified applicant, but in no event shall the director of finance issue a license more than 12 months after the date of the approval of a new application, or, if the licensed premises will exceed 100,000 square feet or is a new construction project exceeding 20,000 square feet, more than 24 months after the date of the approval of a new application. The director of finance shall not issue a license more than three months after the date of the approval of a transfer application.
- (c) All licenses shall be conspicuously posted in the licensee's place of business and shall set forth the name of the licensee and the address of the business and the type of license.
- (d) The director of finance shall neither approve nor issue any alcoholic beverage license to any applicant who applies for an alcoholic beverage license within a period of one year from the date of disapproval of an application for cause based on failure to meet any criteria contained in section 3-6. When an application for an alcoholic beverage license has been disapproved based on failure to meet any criteria contained in section 3-5, an applicant may reapply one time only for an alcoholic beverage license at the same location within a period of one year from the date of disapproval and an applicant may reapply for an alcoholic beverage license at a different location without a one-year waiting period. The director of finance shall neither approve nor issue any alcoholic beverage license to any applicant who applies for an alcoholic beverage license within a period of one year from the date of revocation of a previous license.
- (e) The director of finance shall neither approve nor issue any alcoholic beverage license to any applicant who applies for an alcoholic beverage license within a period of one year from the date of nonrenewal of a previous license. The term "applicant" as used above in subsection (d) and in this subsection includes the original applicant, the original applicant's spouse or cohabitant, a relative of the original applicant within the second degree of consanguinity, so as to include a step, adopted, or foster, parent, sibling, grandparent, uncle, aunt, niece, nephew, and first cousin. The term "applicant" shall also include any partner or stockholder of the original applicant's partnership or corporation, and any person who has acquired the original applicant's business other than through a bona fide sale. The burden is upon the party seeking the license to prove that the sale of the business is bona fide. However, if the revocation or nonrenewal was due to the applicant's failure to satisfy the food sale requirement of a conditional location pursuant to an audit under section 3-20, the applicant may reapply for an alcoholic beverage license for an unconditional location without waiting a period of one year.

(Ord. No. 78-117, 10-17-78; Ord. No. 95-29, 5-2-95; Ord. No. 95-119, 11-28-95; Ord. No. 01-80, §§ 1, 2, 8-21-01; Ord. No. 04-1, § 6, 1-6-04; Ord. No. 14-15, § 4, 4-22-14)

File Attachments for Item:

11. A resolution amending Resolution 206-24 authorizing payment of attorney fees which may be incurred for legal services rendered regarding various city issues during Fiscal Year ending June 30, 2025. **(Add-On)**

RESOLUTION

NO. _____

A RESOLUTION AMENDING RESOLUTION 206-24 AUTHORIZING PAYMENT OF ATTORNEY FEES WHICH MAY BE INCURRED FOR LEGAL SERVICES RENDERED REGARDING VARIOUS CITY ISSUES DURING FISCAL YEAR ENDING JUNE 30, 2025.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA HEREBY RESOLVES AS FOLLOWS:

That Resolution 206-24 is hereby amended to add the firms of Ford Harrison, Alston & Bird, and King & Spalding as attorneys which may be utilized for legal services rendered regarding various issues during Fiscal Year 25 ending June 30, 2025. Funds are available in the FY25 Budget: General Fund – City Attorney – Litigation: 0101-120-2100.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the ____ day of _____, ____ and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis
Clerk of Council

B.H. “Skip” Henderson, III
Mayor

File Attachments for Item:

1. Resolution for Management & Operation Agreement for Animal Shelter and Animal Field Services

A Resolution authorizing the execution of a contract with the PAWS animal services division of PAWS humane, Inc. (Columbus, Ga) for animal care and control services.

To view the Animal Care and Control/PAWS Humane Public Meeting held on December 30, 2024, please copy the link in your browser.

<https://youtu.be/fME-DSxidCg?si=c5VfwAjDCW4Zz8xC>

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING THE EXECUTION OF A CONTRACT WITH THE PAWS ANIMAL SERVICES DIVISION OF PAWS HUMANE, INC. (COLUMBUS, GA) FOR ANIMAL CARE AND CONTROL SERVICES.

WHEREAS, the Columbus Animal Care and Control Center is experiencing severe staff shortages and capacity issues; and,

WHEREAS, Paws Humane, Inc. (PHS) has submitted a proposal to step in and provide Animal Care and Control Services on an emergency basis; and,

WHEREAS, per a Resolution adopted October 8, 2024, this Council authorized the City Manager together with the Chief of Police to negotiate an emergency purchase contract for Paws Humane, Inc. to provide these services in order to address the critical needs at the Animal Care and Control Facility; and,

WHEREAS, the negotiating committee concluded its work, and presented its recommendations to Council at the December 17, 2024 Regular Meeting and again at a Public Meeting held on December 30, 2025.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS

1. The City Manager is hereby authorized to execute an Agreement with PAWS Humane Society, Inc. (PHS). (Columbus, GA) for all animal care and control services. The Agreement will be in substantially the same form as is presented to Council and posted on the agenda for the January 7, 2025, meeting.
2. This Council hereby designates _____ to serve as the Contract Administrator under the Agreement.
3. Payment for services will be made from: General Fund – Public Works – Special Enforcement – Contractual Services; 0101 – 260 – 2400 – SPCL – 6319.
4. The revenue will be deposited into the following Revenue Accounts: General Fund – Government Wide Revenue – Government Wide Revenue – Pound Fees; 0101-099-1999-4571; General Fund – Government Wide Revenue – Government Wide Revenue – Spay/Neuter Voucher Fees; 0101-099-1999- 4570; General Fund – Government Wide Revenue – Government Wide Revenue – Animal-Biomed; 0101-099-1999- 4572; General Fund – Government Wide Revenue – Government Wide Revenue – Animal Permits; 0101-099-1999- 4250.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 8th day of October, 2024 and adopted at said meeting by the affirmative vote of _____ members of said Council.

Councilor Allen voting	_____.
Councilor Chambers voting	_____.
Councilor Crabb voting	_____.
Councilor Davis voting	_____.
Councilor Garrett voting	_____.
Councilor Hickey voting	_____.
Councilor Huff voting	_____.
Councilor Thomas voting	_____.
Councilor Tucker voting	_____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

MANAGEMENT & OPERATION AGREEMENT FOR ANIMAL SHELTER AND ANIMAL FIELD SERVICES
BETWEEN
Columbus Consolidated Government
AND
Paws Humane Society

This agreement (the "Agreement") is made on [DATE] by and between Columbus Georgia Consolidated Government ("CCG" or "City") and Paws Humane Society ("PHS"), a 501c3 non-profit humane organization.

SECTION 1. SCOPE OF WORK

It is agreed that the services to be performed under this Agreement are animal shelter management and animal field services, as outlined herein, in accordance with the terms, conditions, and specifications contained or referenced herein. Where there is a conflict between the requirements of the State of Georgia and/or the ordinances of the Columbus Consolidated Government and the requirements set forth below, the requirements of the State of Georgia and City ordinances shall supersede this agreement and govern.

Paws Humane Society agrees that all animal shelter management and animal field services performed for the City shall be performed in full compliance with applicable Federal, State and City ordinances, regulations, and policies for such services.

During the pendency of this Agreement, all records, reports and documents relating to this Agreement shall be maintained by PHS. PHS will maintain such documents for an additional period of three (3) years following the termination of the Agreement. CCG will have the ability to require longer retention periods for documents that are subject to the local government document retention schedule promulgated by the Georgia Department of Archives pursuant to State statute. All records, reports and documents maintained by PHS pursuant to this provision shall be subject to review and audit by the City and the City's agents at mutually convenient times.

As required by O.C.G.A. § 50-18-70(b) (2), PHS will be subject to and respond to all requests made pursuant to Georgia's Open Records Act for any material it prepares, maintains or receives as part of the services it provides under this agreement. Citizens are to be instructed that documentation pertaining to such services shall be made to a designated PHS administrative position and will be responded to in a timely fashion in compliance with the Act.

PHS will establish, and include as Exhibit A, written protocols and procedures consistent with the most recent best practices of the animal shelter industry, as defined by national organizations, such as but not limited to Best Friends Animal Society, the Association of Shelter Veterinarians and the National Animal Care and Control Association. Such protocols and procedures will serve as shelter guidelines for the performance of duties and responsibilities required to carry out the services outlined herein.

PHS agrees that it shall provide the following animal shelter management and animal field services:

A. ANIMAL SHELTER OPERATIONS

1. PHS shall operate the City's Animal Shelter, currently known as Columbus Animal Care and Control, located at 4910 Milgen Road, Columbus, Georgia (the "Shelter"), in accordance with all applicable Federal, State and City laws and regulations for operating and maintaining a municipal animal shelter including but not limited to licensure by the Department of Agriculture. When not in conflict with State law, PHS shall operate the Shelter in accordance with the agreed upon protocols and procedures.
2. PHS shall be responsible for the day-to-day care of the Shelter facility and grounds (including the removal of litter and debris from outdoor areas and the watering of plantings during dry periods), provided that grounds maintenance outside of all fenced areas, and building maintenance shall be provided through the City in accordance with the City's established building and grounds maintenance practices.
3. PHS shall process animals received by authorized employees of PHS, law enforcement or citizens in accordance with the applicable laws and regulations of the State of Georgia and the City.
4. The public is encouraged to visit the Shelter to volunteer, provide temporary foster care, donate, meet dogs and cats, interact with caregivers and learn about their work. Accessible policies with weekend and evening hours that are convenient for the general public will ensure that this community resource model is successful. PHS agrees to implement hours of operation that are compatible with the lifestyle needs of the residents.
5. PHS shall provide an adequately trained staff of sufficient size to provide all services required under this Agreement. For the first year of the Agreement, the PHS staff devoted to shelter operations will be a minimum of 10 Animal Care Technicians, 3 communications specialists, 2 administrative staff and one administrative supervisor PHS shall make its best efforts to keep all such positions filled, and in no event shall any vacancy go unfilled for more than ninety (90) days.
6. Continuing education shall be offered by PHS to contract staff to ensure staff is utilizing the most current and proven humane strategies in shelter operations.
7. PHS shall provide adequate food, water, space, care, medical treatment, mental and physical enrichment, and transportation, to all animals housed at the Shelter as outlined in Exhibit A. Animal quarters shall be sanitized and cleaned in accordance with the practices and protocols outlined in Exhibit A.

8. PHS shall provide a system to monitor medical, length of stay, and other relevant information of each sheltered animal.
9. In the event of an emergency or natural disaster, PHS agrees to work with the City to provide sheltering services and facilities to assist the City in dealing with such incidents. PHS has the discretion to limit services under this Agreement to Muscogee County animals if staffing and/or animal shelter space become unavailable and shall notify the City if they are unable to provide services due to an emergency or natural disaster. In the event that the Mayor proclaims a state of emergency and directs PHS to provide services which affect the costs of operations of the shelter, the City will agree to negotiate in good faith to provide additional compensation for such additional expense.

B. INTAKE OF ANIMALS AND OTHER DUTIES

1. PHS is responsible for receiving stray animals within the boundaries of the City of Columbus and Muscogee County.
2. PHS is responsible for managing and maintaining all documentation of each animal pursuant to the procedures and protocols outlined in Exhibit A. PHS shall be responsible for enforcement of State and City mandated quarantine period of any animal which has bitten or is suspected of biting a person or as directed the local rabies control authority. PHS will establish criteria for field officers to utilize to determine if impoundment is necessary to complete the quarantine period or if a home quarantine is safe, humane and in compliance with all state and city laws.
3. PHS will accept any animal surrendered by a resident of Muscogee County in compliance with Columbus Code Section 5-13(c) by establishing intake policies and procedures consistent with American Veterinary Association Guidelines. Animals surrendered by an owner are not expected to be held for any length of time and may be placed immediately into an adoption program, transferred to a partner organization or euthanized at the sole discretion of PHS.
4. Upon the end of the mandatory hold period, all animals will become legal property of PHS and the final disposition of the animal is at the sole discretion of PHS. During the stray hold period, PHS may make the following exceptions:
 - a. Litters of kittens or puppies under the age of 12 weeks found as strays are not required to be held for the mandatory stray hold if placed to ensure a live outcome including, without limitation, adoption, foster, transfer, or transport programs; and,
 - b. Animals presented as strays that may have a compromised immune system, such as the very young, ill or elderly, may be placed into temporary foster care during the mandatory stray hold period; and,

- c. Animals that are believed to be pregnant may be placed into temporary foster care during the mandatory stray hold period; and,
 - d. Animals that are in need of immediate humane euthanasia to end their suffering from extreme illness or injury; and,
 - e. Animals under enforcement hold that do not pose a public safety risk may be placed into foster care; and,
 - f. Cats/kittens without identification or other indicia that they are an owned pet shall not be subject to a mandatory hold.
5. PHS has sole discretion to return any animal to its owner or caretaker, including community cats, with or without impoundment, unless seized as part of an active investigation or court order. PHS will make every effort to reunite animals with their families prior to and in place of impounding the animal consistent with State law and City ordinances.
 6. The City shall reimburse PHS for animals required to be held as part of an ongoing investigation past the legally mandated stray holding/quarantine time and shall be billed monthly at a cost of \$10 per animal per day held over the required date until the shelter is notified of a final disposition of the animal. Upon payment of the daily fee for the animal's maintenance, the City shall retain all rights to collect such fees from any identified owner of the animal or through Judicial Proceedings and retain the right to keep any such collections.
 7. Adoption and impound fees shall be as provided by City Ordinance.; provided however, PHS shall have the discretion to waive such fees for hardships or special promotions. All adoption fees, impound fees and donations shall remain with PHS. PHS will be responsible for administering all City registration and permitting required by Ordinance. Fees collected from City registration, permitting and enforcement of citations shall remain with CCG.
 8. PHS shall not be mandated to perform any service that contradicts the organization's philosophical beliefs; however, the shelter shall be managed in a manner that it does not violate legal capacity thresholds.
 9. When necessary, PHS shall be responsible for the humane euthanasia of any animal using methods consistent with State law and in accordance with current humane best practices. Nothing in this Agreement shall require PHS to humanely euthanize an animal unless under court order.
 10. PHS shall maintain all necessary records and reports of animals impounded at the Shelter, as may be required by the State of Georgia and the City. Upon request, PHS shall submit quarterly reports to the City's designated Animal Services Contract Administrator. The Contract Administrator will also be entitled to inspect the shelter premises quarterly at mutually agreeable times. For the duration of this Agreement, PHS shall submit audited financial statements within six months of the end of each of its fiscal years.

11. PHS shall, upon request, furnish the Columbus Police Department, the Columbus Public Health Department (in its role as the local rabies control authority), or the Muscogee County Sheriff's Office all information in its possession about impounded animals and shall cooperate with the Columbus Police Department/Muscogee County Sheriff's Office in enforcement of laws prohibiting cruelty to animals.
12. Whenever the ownership of an impounded animal is ascertained, PHS shall make a reasonable effort, consistent with State law and City ordinances, to notify the owner of an animal's impoundment within twenty-four (24) hours after the animal is initially confined.
13. PHS shall endeavor to use life-saving practices consistent with the City's intent to achieve a goal of at least 90% live release rate of impounded animals. PHS should seek partnerships with responsible rescue groups to create adoption strategies consistent with Best Friends Animal Society and other nationally renowned animal organizations.

C. ANIMAL SERVICES OFFICERS ("ASO")

1. Subject to a City approved criminal background investigation methodology, PHS shall employ individuals to enforce provisions of, and to perform as Animal Services Officers pursuant to applicable State laws and City ordinances.
2. All officers hired to perform these duties will successfully complete a nationally recognized animal control training course as well as a field training program designed by experts in the field provided by PHS.
3. Upon successful completion of all required training and the background check, all ASO's shall be appointed and sworn by Chief of Police as authorized by Section 17-60 of the Columbus Code.
4. The number of ASOs will be determined based on operational need through the use of best practices; however, for the first year of this agreement there will be a minimum of 13 Animal Services Officers, 2 Field Services Sergeants, and 1 Field Services Lieutenant. PHS shall make it best efforts to keep all such positions filled, and in no event shall any vacancy go unfilled for more than ninety (90) days. It is the intent of PHS to operate three fully staffed shifts. Should a third shift not be deemed practical, PHS will provide, at a minimum, one on-call duty officer to respond to emergency situations after regular business hours. The number of on-call duty officers may be increased if deemed necessary by PHS. An emergency response shall be provided for the following:
 - a. Any law enforcement agency requesting emergency assistance;
 - b. Animal bites where the animal continues to pose an immediate threat to public safety or a bite categorized as a level 5 or above using the Ian Dunbar scale;
 - c. Any domestic, dangerous or vicious animal that poses an immediate threat to public safety;
 - d. Any domestic animal that is sick, injured, or in immediate danger;
 - e. Any animal that is at immediate risk due to cruelty or neglect; and

- f. Pick up of deceased animals that are evidence of a crime.
5. PHS shall be responsible for enforcing all provisions of State laws and City ordinances relating to animals and livestock. PHS shall retrieve deceased animals from public roadways, parks and other City property, but shall not be responsible for retrieving deceased animals from private property, unless the animal is part of an active investigation into cruelty or rabies exposure.
 6. PHS shall at all times provide the City with a list of names and telephone numbers of Animal Services Officers and other Shelter personnel who are on call for emergency after-hours services and shall notify the City immediately of any changes in the list.

SECTION 2: INFRASTRUCTURE AND ADMINISTRATIVE REQUIREMENTS

A. CITY FURNISHED EQUIPMENT FACILITIES AND SERVICES

1. The following City owned equipment, facilities and services shall be furnished to PHS for use in carrying out the purposes of this contract:
 - a. Shelter Building located at 4910 Milgen Road, Columbus, Georgia. A lease of the property to PHS for \$1.00 per year will be signed upon final approval/execution of this agreement.
 - b. Certificate of title to a minimum of eight appropriate vehicles and two trailers, as listed on Exhibit C, in good working order will be transferred to PHS by the effective date of this agreement. Before accepting these vehicles, PHS will have an opportunity to inspect the vehicles and acknowledge its acceptance of them. PHS hereby agrees to maintain and insure such vehicles during its period of ownership; and if the agreement is terminated within the next three (3) years, PHS will transfer title to the vehicles back to the City and return the vehicles in good working order.
 - c. Office equipment and Equipment associated with conducting field services as set forth in Exhibit D hereto.
 - d. 16 radios (subject to confirmation)
 - d-e. internal and external video surveillance cameras will remain on the premises and PHS will be given administrative access to the footage from those cameras for purposes of reviewing such film footage for its own security needs and responding to any Open Records Requests for such film footage.
- ~~2. PHS shall comply with all regulations and procedures with respect to the operation and care of the City owned vehicles. PHS shall keep the vehicles clean and report any mechanical problems to the City's Fleet Services Department.~~

~~3-2.~~ PHS shall provide collision and liability insurance, maintenance and fuel for all vehicles transferred to it pursuant to Paragraph 2 A.1 b. above. PHS shall have the ability to refuel at the City's designated fuel station and be invoiced for the fuel on a monthly basis.

~~4-3.~~ The City shall maintain the parking lot and vehicle movement areas of the Shelter. The City shall also maintain the grounds of the Shelter to include the plantings, grass and mulching, trimming, and maintaining existing trees, shrubs and other foliage.

~~5-4.~~ As will be specified by the terms of the Lease for the Shelter Building, the Shelter shall be maintained by the City, and the City shall maintain or provide for the reasonable maintenance or replacement of HVAC, lighting, plumbing, electrical, utility systems, the dead animal cooler, and other general building maintenance. The current washer, dryer, dishwasher and refrigerator will be left for PHS's use but the City will not be responsible for their maintenance or replacement.

~~6-5.~~ If the City is unable to provide the above services within 48 hours, then the City will hire its approved third-party vendors to ensure such maintenance is performed expeditiously. Excluded from the City's Shelter maintenance obligations shall be the maintenance of kennels, pop-up kennels, furnishings owned by PHS, and custodial maintenance of the shelter, and any landscaping or cleaning in the run areas which will be completely maintained by PHS.

~~7-6.~~ The City shall provide access to the City landfill for purposes of dead animal disposal. PHS will bear its own costs associated with any other landfill use.

B. CITY DESIGNATED ANIMAL SERVICES CONTRACT ADMINISTRATOR

1. CCG shall designate an Animal Services Contract Administrator, whose purpose will be to oversee the relationship between PHS and the City as it relates to the performance of the services outlined herein.
2. Mutually agreed-upon performance standards shall be established at the beginning of each contract term and performance shall be reviewed annually.

C. PAYMENT OF FEES

1. Fees for services, as outlined in Exhibit B, shall be paid at the beginning of each calendar quarter for services to be rendered in such quarter.
2. Payments received after the fifteenth day of the calendar quarter shall be considered delinquent. PHS shall be entitled to pursue its default remedies under this Agreement in the event of such a delinquency..

D. PROPERTY MODIFICATIONS

1. Up-front funding in the amount of \$100,000 shall be provided by the City to effect improvements such as, but not limited to, the following:
 - a. Sound-proofing in main kennel area
 - b. Kennel reconfiguration in main kennel area
 - c. Adjustable fencing in backyard
 - d. Aesthetic improvements in lobby
 - e. Safety equipment for field officers

E. INSURANCE REQUIREMENTS

PHS shall, at its own expense, furnish to the City of Columbus Purchasing Division evidence showing insurance coverage as set forth below to be in effect for the term of the Agreement:

<u>1. Worker’s Compensation and Employer’s Liability</u>	<u>STATUTORY REQUIREMENTS</u>
<u>Comprehensive General Liability</u>	
<u>2. General Liability Premises/Operations</u>	<u>\$1 Million CSL BI/PD each occurrence, \$1 Million annual aggregate</u>
<u>3. Independent Contractors and Sub - Contractors</u>	<u>\$1 Million CSL BI/PD each occurrence, \$1 Million annual aggregate</u>
<u>Automobile Liability</u>	
<u>4. *Owned/Hired/Non-Owned Vehicles/ Employer non ownership</u>	<u>\$1 Million BI/PD each Accident, Uninsured Motorist</u>
<u>Others</u>	
<u>5. Miscellaneous Errors and Omissions</u>	<u>\$1 Million per occurrence/claim</u>
<u>6. Professional Liability</u>	<u>\$1 Million per occurrence/claim</u>
<u>7. Carrier Rating shall be Best’s Rating of A-VII or its equivalents</u>	
<u>8. Notice of Cancellation, non-renewal or material change in coverage shall be provided to City at least 30 days prior to action.</u>	

Certificates of Insurance are acceptable and should name Columbus Consolidated Government as an additional insured, as well as list the applicable project or contract name. The Certificates of Insurance will be provided prior to the signing of this Agreement, and will be maintained as a part of the contract documents.

Additional insurance requirements for PHS’s property and casualty insurance for the shelter premises will be dealt with in the lease for that facility.

E.F. TERM AND TERMINATION

1. The initial term will be for three (3) years. The parties may mutually agree to extend the term of this agreement for a subsequent two (2) optional years. It should be noted that multi-year contracts may be continued each fiscal year only after funding appropriations and program approvals have been granted by the Council of the Consolidated Government of Columbus, Georgia. In the event that the necessary funding is not approved, then the affected multi-year contract becomes null and void, effective July 1st of the fiscal year for which such approval has been denied.
2. Either party may terminate this agreement without cause, with one hundred and eighty (180) days written notice. The City or PHS may terminate the agreement for cause at any time, with a thirty (30) day written notice, and a sixty (60) day cure period. The party in default of the agreement must receive written notice of the cause of default under the agreement by the other party.

OTHER

This document serves as a preliminary outline to facilitate the creation of a final contract. Both parties acknowledge that certain areas of detail may still require further discussion and may not be covered in this draft.



NATIONAL ANIMAL
CARE & CONTROL ASSOCIATION

NACA GUIDELINES

NACA BOARD OF DIRECTORS

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

40960 CALIFORNIA OAKS RD. #242
MURRIETA, CA 92562

913-768-1319

913-768-1378



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Item #1.

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Item #1.

Code of Conduct

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

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

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

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

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

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

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

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

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

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



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Item #1.

Animal Care & Control Capture Methods – Chemical Immobilization

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

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Item #1.

Animal Care & Control Capture Methods – Mace

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Animal Care & Control Capture Methods – Traps

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

Animal Facility Capacity Limitations

Guideline Statement

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

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Item #1.

Animal Identification Guideline

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

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Item #1.

Animal Identification – Dog Licenses

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

Companion Animal Housing

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

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

George W. Harding, IV MBA CAWA
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Item #1.

Cruelty/Neglect

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

Cruelty/Neglect – Animal Hoarding

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendations

Animal care and control agencies should:

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

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

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

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

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

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

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



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Dead Animals

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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



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Disaster Planning/Response

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

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

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

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

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Item #1.

Disposition of Animals – Adoption

Guideline Statement

A professional animal care and control agency is one that moves beyond enforcement to also provide education and adoptions. A successful adoption program focuses on placing impounded animals, that agencies rescue and protect, into caring homes.

Basis for Guideline

Adoption is the opportunity for animal care and control agencies to make a difference in the future life of an animal. The objective is not to "sell" the animal but to encourage the community to join the agency in its mission of protecting animals and people through adoption. Agencies can elevate the level of animal care throughout their service area by providing new pet owner education during the adoption process. The ultimate goal in an adoption program is to find an appropriate home for each animal and the success of an adoption program is measured by the improvement to the animal's life - going from stray, neglected or homeless to living in a caring environment, licensed, spayed or neutered, and vaccinated.

Guideline Recommendation

Shelter adoptions should include some form of required sterilization, preferably prior to adoption. NACA supports the practice of pediatric (8-16 weeks of age) spaying and neutering. In the event that animals are too old, ill, infirm or too young (and pediatric spay/neuter is not available) alternatives may include enforceable contractual obligations which require sterilization within specified time periods following adoption, or placing the animal in foster care with the adopter and refraining from transferring ownership until surgery is performed. Incentives for sterilization may include reduced license fees, discounted sterilization costs, or prepayment of all or part of sterilization costs.

Animal care and control agencies should evaluate each animal's behavior by using observations and information gathering to make sure they are suitably safe for placement. Information sources can include animal control officers who handled the animal in the field, a previous owner, the person who found the animal as a stray, medical, and other shelter staff or volunteers. While standardized behavior assessments are available and can be useful tools, they are not proven to accurately predictor behavior in a home. Even when assessments are used, decisions about adoptability should always be made with information from multiple sources, environments and interactions.

An adoption questionnaire can be useful tools in determining a prospective adopter's past pet owning experience levels, and their ability to provide for the animals basic and extended needs. Established periodic follow-ups are recommended during the first year of the animal's placement to assist in problem solving and through that pet owner education process, reinforces the agency's position as the trusted source of information about pet care. These follow-ups, advice, and continued education may help prevent the animal from being rehomed or returned to the shelter

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on October 9, 2019.

John W Thompson, Executive Director
National Animal Care & Control Association

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Item #1.

Disposition of Animals – Animal Transfer Programs

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
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Item #1.

Disposition of Animals – Cruelty/Neglect Cases

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

Animal care and control agencies should:

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

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

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

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

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

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

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Disposition of Animals – Euthanasia

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Disposition of Animals – Limited Access Shelters/Rescue Groups

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Disposition of Animals – Pound Seizure

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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



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Disposition of Animals – Release of Sheltered Animals

Guideline Statement

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

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

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

Basis for Guideline

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

Guideline Recommendation

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

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

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



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Item #1.

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

Guideline Statement

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

Basis for Guideline

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

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Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Extended Animal Care & Control Concerns – Community Cat Management

Guideline Statement

Animal care and control personnel should be empowered to manage all feral, community, stray, and unowned cats within the community. Management may include but is not limited to enactment and enforcement of cat-related laws, education, targeted Trap-Neuter-Return programs, low income and free spay/neuter programs and assisting local grassroots groups in TRN related activities.

Basis for Guideline

The basis of the policy is to protect the public and the community to minimize the potential for a rabies outbreak. A community cat, sometimes referred to as a feral cat, is defined as a cat that has been born in the wild or has lived outdoors for an extended period of and is likely unsocialized and unadoptable. A stray cat is one that is at large or escaped from an owner. An owned cat has been claimed by a person who provides the essentials including food, water, shelter, and veterinary care.

Guideline Recommendation

To protect community, stray, and owned cats, all local and state governments should pass laws requiring the vaccination of all cats in their community. The law should also require that all owned cats be identified with a microchip, tattoo or identification tag so as to distinguish them from community cats.

NACA recognizes that methods such as “trap and remove” have proven to be ineffective at reducing community cat populations and nuisance complaints and recommends, humane management programs, including Trap-Neuter-Return (TNR). Furthermore animal care and control personnel should be trained in effective conflict resolution techniques to help mitigate nuisance complaints by residents.

NACA advocates for effective public education related to cats, active, cost-effective spay and neutering initiatives for cats and responsible care for all cats.

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on November 21, 2018.

John W. Thompson, Executive Director
National Animal Care & Control Association

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Item #1.

Extended Animal Care & Control Concerns – Dangerous/Vicious Animals

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

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

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

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

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

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

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



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Extended Animal Care & Control Concerns – Exotics

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

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

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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

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



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Extended Animal Care & Control Concerns – Nuisance Livestock and Wildlife

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Extended Animal Care & Control Concerns – Policy and Procedure Manuals

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendations

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

Administration

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

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

Animal Sheltering

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

Euthanasia

- Euthanasia Certification
- Euthanasia in the Field

Field Operations

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

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

Personnel

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

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

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Executive Director
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Extended Animal Care & Control Concerns – Training Collars

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendations

Choke chain

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

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

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

Prong or pinch

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

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

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

Shock collars

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

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

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

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

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

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

Bark control

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

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

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

Aversive Collars

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

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

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

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Executive Director
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Humane Education

Guideline Statement

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

Basis for Guideline

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

Guide Line Recommendation

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

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

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Injured Animals

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

Leash/Restraint Laws

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Item #1.

Lost Animals

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

Patrol/Sentry/Rescue Dogs

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Item #1.

Personnel Training and Safety – Ballistic Protective Vests

Guideline Statement

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

Basis for Guideline

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

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

Guideline Recommendation

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

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

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

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

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Item #1.

Personnel Training and Safety – Bite Stick

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Item #1.

Personnel Training and Safety – Minimum Kennel Staffing Needs

Guideline Statement

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

Basis for Guideline

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

Formula for Determining Kennel Staffing Needs

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

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



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

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

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

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

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Executive Director
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Item #1.

Personnel Training and Safety – Pepper Spray/Citronella

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Executive Director
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Item #1.

Personnel Training and Safety – Portable Radios

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Executive Director
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Item #1.

Personnel Training and Safety – Pre-exposure Rabies Immunizations

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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Item #1.

Personnel Training and Safety – Safety and Wellness

Guideline Statement

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

Basis for Guideline

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

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

Guideline Recommendations

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

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

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

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

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



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Item #1.

Personnel Training and Safety – Training Certification and Minimum Training Requirements

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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Item #1.

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

Guideline Statement

The use of any Electro-Muscular Disruptive Devices (EMDD) (more commonly known by the trade name "Taser") is not recommended by NACA for use on animals for routine capture or restraint. NACA, however, acknowledges there are situations when an EMDD may be used as a last course of restraint, or stopping tool, to protect the life and safety of the animal control officer, the public and other animals. Departments may issue EMDDs as a defensive tool to provide animal care and control personnel with non-lethal force in response to aggressive animals (excluding cats or smaller animals) in accordance with agency training, policies and procedures. EMDD's should never be used on domestic cats or other small animals.

Basis for Guideline

NACA recognizes the use of certain weapons may cause serious injury or death to animals in situations of normal use. NACA does not support the use of EMDD's in the normal course of animal care and control activities but supports the use of force for the prevention of injury and protection of life only. The use of such equipment can lead to serious liability

Guideline Recommendations

NACA does not recommend the use of any EMDD for the routine capture or restraint of animals. NACA recommends that animal care and control personnel may be permitted to carry an EMDD to provide animal care and control personnel with non-lethal force to protect the life and safety of humans and animals. NACA further recommends that any agency approving the use of this device for animals must have a written policy which includes a deployment protocol, training, humane veterinary care treatment provisions, reporting and review of use after deployment, and a prohibition on use against domestic cats or other small animals..

The aforementioned Guideline has been affirmed as duly adopted by the NACA Board of Directors on October 9, 2019.

John W. Thompson, Executive Director
National Animal Care & Control Association

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Item #1.

Personnel Training and Safety – Vehicle Safety

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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



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Item #1.

Pet Protective Orders

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Promotion of Proper Pet Responsibility – Pet Management Training

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Promotion of Proper Pet Responsibility – Spaying/Neutering

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

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

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



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Item #1.

Rabies Vaccinations

Guideline Statement

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

Basis for Guideline

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

Guideline Recommendation

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

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

George W. Harding, IV MBA CAWA
Executive Director
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Item #1.

Service Animals

Guideline Statement

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

Basis for Guideline

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

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

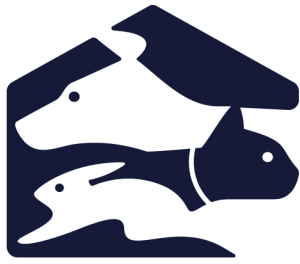
Note: The ADA also does recognize the miniature horse as a service animal.

Guideline Recommendation

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

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

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



THE ASSOCIATION OF SHELTER VETERINARIANS' GUIDELINES FOR STANDARDS OF CARE IN ANIMAL SHELTERS

Second Edition - December 2022

Authors

Lena DeTar* DVM, MS, DACVPM, DABVP
(Shelter Medicine Practice) Maddie's Shelter Medicine Program, Cornell University College of Veterinary Medicine, Ithaca, NY

Erin Doyle* DVM, DABVP
(Shelter Medicine Practice) American Society for the Prevention of Cruelty to Animals, Boston, MA

Jeanette O'Quin* DVM, MPH, DACVPM, DABVP
(Shelter Medicine Practice) The Ohio State University College of Veterinary Medicine, Columbus, OH

Chumkee Aziz DVM, DABVP
(Shelter Medicine Practice) University of California-Davis, Koret Shelter Medicine Program, Houston, TX

Elizabeth Berliner DVM, DABVP
(Shelter Medicine; Canine & Feline Practice)
 American Society for the Prevention of Cruelty to Animals, Ithaca, NY

Nancy Bradley-Siemens DVM, MNM, MS, DABVP
(Shelter Medicine Practice) Shelter and Community Medicine, Midwestern University, College of Veterinary Medicine, Glendale, AZ

Philip Bushby DVM, MS, DACVS
 Shelter Medicine, College of Veterinary Medicine, Mississippi State University, Starkville, MS

Staci Cannon DVM, MPH, DACVPM, DABVP
(Shelter Medicine Practice) University of Georgia College of Veterinary Medicine, Athens, GA

Brian DiGangi DVM, MS, DABVP
(Canine & Feline Practice; Shelter Medicine Practice)
 University of Florida College of Veterinary Medicine, Gainesville, FL

Uri Donnett DVM, MS, DABVP
(Shelter Medicine Practice) Dane County Humane Society, Madison, WI

Elizabeth Fuller DVM
 Charleston Animal Society, Charleston, SC

Elise Gingrich DVM, MPH, MS, DACVPM, DABVP
(Shelter Medicine Practice) American Society for the Prevention of Cruelty to Animals, Fort Collins, CO

Brenda Griffin, DVM, MS, DACVIM (SAIM), DABVP
(Shelter Medicine Practice) University of Florida College of Veterinary Medicine, Gainesville, FL

Stephanie Janeczko DVM, MS, DABVP
(Canine & Feline Practice; Shelter Medicine Practice),
 CAWA, American Society for the Prevention of Cruelty to Animals, New York, NY

Cristie Kamiya DVM, MBA, CAWA
 Humane Society Silicon Valley, Milpitas, CA

Cynthia Karsten DVM, DABVP
(Shelter Medicine Practice) University of California-Davis, Koret Shelter Medicine Program, Sacramento, CA

Sheila Segurson, DVM, DACVB
 Maddie's Fund, Pleasanton, CA

Martha Smith-Blackmore DVM
 Forensic Veterinary Investigations, LLC, Boston, MA

Miranda Spindel DVM, MS
 Shelter Medicine Help, Fort Collins, CO

*Editors

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Introduction

Purpose

The Association of Shelter Veterinarians' (ASV) Guidelines for Standards of Care in Animal Shelters [‘The Guidelines’¹] was originally published in 2010. While animal sheltering has evolved substantially in the last decade, this second edition shares the same fundamental goals. To provide:

- a set of common standards for the care and welfare of companion animals in shelters based on scientific evidence and expert consensus
- guidance that helps animal welfare organizations reduce overcrowding, stress, disease, and improve safety
- a tool for animal welfare organizations and communities to assess and improve their shelters
- references for creating regulations and statutes around sheltering, and benchmarks for organizational change
- guidance for animal housing in existing facilities and priorities for the design of new construction
- a living document that responds to developments in shelter medicine and animal care research and practice

Both documents share the guiding principle that meeting each animal’s physical and emotional needs is the fundamental obligation of a shelter regardless of the mission of the organization or the challenges involved in meeting those needs.

About this document

This second edition keeps the intent and format of the original document, while incorporating important updates based on the growing body of animal sheltering science and recommendations rooted in practical experience. To undertake this revision, the Board of Directors of the ASV formed a task force of 19 shelter veterinarians from a pool of nominees and original authors. Task force members were selected from those active within the ASV community to provide diversity and breadth in their areas of expertise, geographical locations, and current or previous roles in a variety of shelter types. Task force members completed literature reviews and consulted subject matter experts to inform their contributions. Funding to support the research, development, and publication of this document was provided by the ASV. No commercial or industry funding was used.

This consensus document, which represents the collective input and agreement of all task force members, took 3 years to create. This second edition was approved unanimously by the ASV Board of Directors in December 2022.

Audience

The Guidelines for Standards of Care in Animal Shelters, Second Edition, is written for organizations of any size or type who provide temporary housing for companion animals. The term *shelter* used here includes foster-based rescues, nonprofit humane societies and SPCAs, municipal animal services facilities, and hybrid organizations. The Guidelines are also applicable to any organization that routinely cares for populations of companion animals, including companion animal sanctuaries, cat cafés, vet clinics, pet stores, dog breeding operations, research facilities (including universities), and service, military, or sporting dog organizations. This document was written for organizations working in every community, including those with significant numbers of homeless pets, those with the capacity to take in animals from other locations, and those whose pet population challenges vary by species, time of year, and other circumstances.

The term *personnel* is used in this document to include all paid and volunteer team members caring for animals in shelters and foster-based organizations. This document is intended to guide all personnel, including administrative, medical, behavior, and animal care staff; volunteers; foster caregivers; sole operators; and those filling any other role that supports animal well-being.

Scope

Although many practice recommendations and examples are included, these Guidelines are not a detailed manual for shelter operations. As with the previous document, the aim is to provide guiding standards of care to meet animals’ needs, while allowing shelters to determine exactly how those standards are met in their own operating protocols, based on their mission or mandate, resources, challenges, and community needs.

In this document, we have deliberately limited our focus to the care of cats and dogs who make up the majority of animals admitted to shelters in the United States every year. When caring for other species, similar operational principles can be applied to meet the unique needs of those animals.

The ASV recognizes the importance of activities supporting pet retention and access to veterinary care, and that shelters are playing a large role in providing those services.² Informed community engagement is critical in supporting the health of animals in their communities, with impacts on shelter intake and human health.³ Although these services are addressed where they intersect with shelter admission and outcome policies and decisions, this document does not focus specifically on how shelters support owned animals or community pet welfare.

Format

These Guidelines have been divided into 13 sections; 11 have been updated from the original document and two are new. The document is intended to be read in its entirety because concepts build upon one another. A glossary is included as [Appendix A](#); a checklist of key actionable statements is available on the ASV website. Lists of helpful resources are also included in [appendices](#) for ease of access. As an evidence-based document, the many references included direct the reader to the science and research behind specific recommendations.

As with the original document, the key actionable statements use an *unacceptable*, *must*, *should*, or *ideal* format:

- **Unacceptable** indicates practices that need to be avoided or prevented without exception
- **Must** indicates practices for which adherence is necessary to ensure humane care
- **Should** indicates practices that are strongly recommended, and compliance is expected in most circumstances
- **Ideal** indicates practices that are implemented when resources allow

The ASV recognizes that each organization is uniquely situated and faces challenges that may impact their ability to implement the practices recommended. The ranked format of statements allows organizations to set priorities for improving their operations and facilities. This is not a legal document; shelters should be aware that state and local laws and regulations may supersede the recommendations made here.

Ethical framework for animal welfare

The ethical principles for animal welfare used in the original Guidelines document were the Five Freedoms: the

freedom from hunger and thirst; the freedom from discomfort; the freedom from pain, injury, or disease; the freedom to express normal behavior; and the freedom from fear and distress.^{1,4}

While these principles are valuable for defining essential elements of animal welfare, their focus is on avoiding negative experiences. Positive experiences and welfare are also essential to promote a life worth living.⁵ For example, shelters do more than ensure animals do not go hungry; they regularly provide species- and life stage-specific food that nourishes, provides interest, and satisfies without overfilling. Food can be even more enriching when provided in a context of social contact and animal training.

The Five Domains model, derived from the Five Freedoms, illustrates how better or worse nutrition, environment, physical health, and behavioral opportunities combine to inform an animal’s mental state, which, in turn, informs their overall welfare.⁶ This model does two new things. First, it gives a spectrum for each domain, for example, allowing not just the absence of pain but including the feelings of comfort and fitness (Table 1).

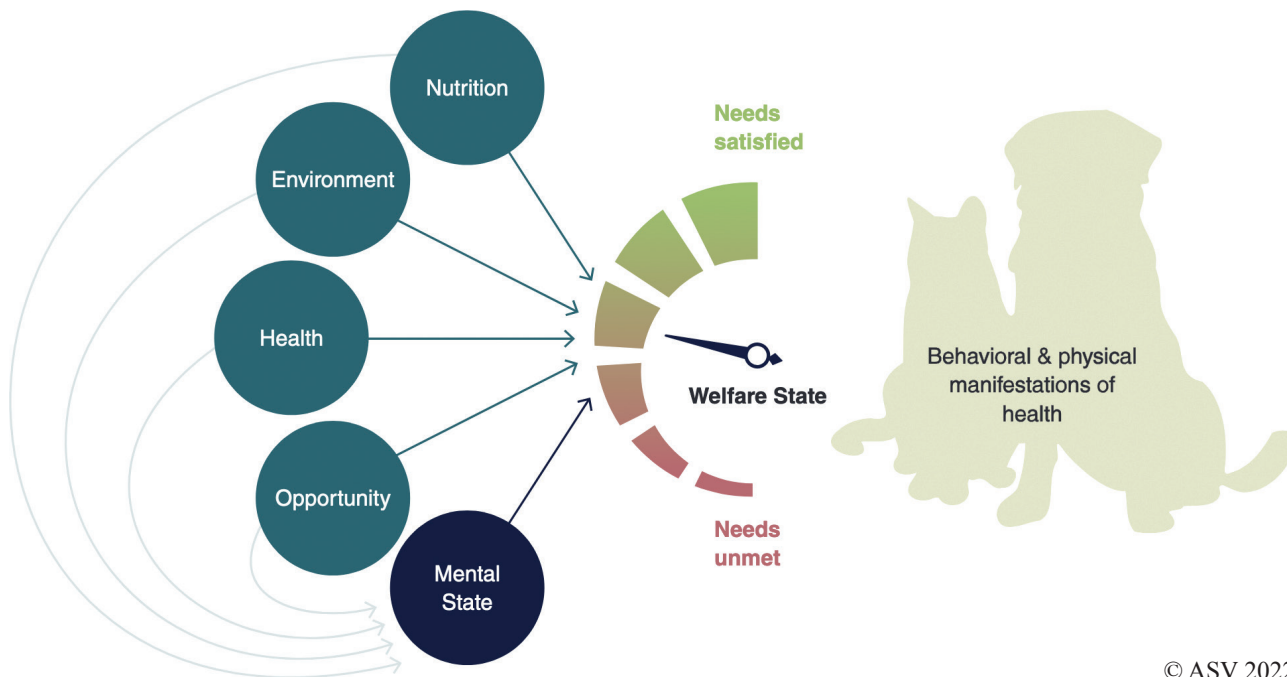
Second, this model illustrates that positive welfare states can still occur even when one or more important needs are not completely satisfied. For example, a stray cat with a healing pelvic fracture on cage rest (restricted agency, pain) may still have an overall positive welfare state when appropriately treated and housed in an enriched foster home. Negative mental states are also possible even if only one need is unmet. For example, a well-fed and physically healthy dog confined long-term to a kennel (restricted agency) may have profound mental distress and overall negative welfare.

When nutritional, environmental, physical, and emotional needs are increasingly satisfied, animals have increasingly positive mental states and demonstrate this

Table 1. The Five Domains that contribute to an animal’s welfare status

	1. Nutrition	2. Environment	3. Health	4. Opportunity	5. Mental state
Positive experiences	Enough food and water Fresh clean water Balanced, variety of food	Comfortable Temperate Routine Clean Interest/variety	Physical health Good function Good body condition Restful sleep	Choice of environment Choice of interaction Behavioral variety (play, hunt, forage, engage, rest) Novelty	Satisfied Engaged Comfortable Affectionate Playful Confident Calm Encouraged
Negative experiences	Restricted water Restricted food Poor quality Monotonous	Too cold or hot Too dark or bright Too loud or quiet Unpredictable Malodorous Soiled Monotonous Uncomfortable	Body dysfunction or impairment Disease Pain Poor fitness	Barren cage Confined space Separation from people or species Restraint Unavoidable sensory inputs	Fearful or anxious Frustrated Bored, lonely Exhausted Ill, painful Uncomfortable Hungry, thirsty

Adapted from Mellor⁶



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Figure 1. The Five Domains of animal welfare in action

through physical manifestations of good health and behavior (Figure 1).

In this document, we set out to help shelters achieve positive welfare in each of these Five Domains within the necessary constraints of animal and human safety and infectious disease control. In addition to following the Guidelines in this document, we hope that shelters will examine existing practices in light of the Five Domains framework and identify new ways to tip the balance toward positive well-being for the animals in their care.

Sheltering today

This document was created during a period of social upheaval, with a global pandemic, climate events, and racial inequity protests impacting communities around the world. Both the COVID-19 pandemic and increasingly frequent damaging weather events have accentuated the critical role that shelters play in keeping animals safe and preserving the human-animal bond. The willingness of communities to help shelters was also highlighted during the pandemic, when entire organizations pivoted to foster care and pursued creative alternatives to intake. Inviting members of the community to be a part of the safety-net has created opportunities for new programs and bigger impacts.

At the same time, the animal welfare industry has been reflecting on how sheltering and animal control practices contribute to systemic inequities in their communities, including the ways that shelters admit,

transport, and adopt out animals. This reflection has emphasized the need for accessible, non-punitive services for pet owners in our communities, the benefits of culturally sensitive community engagement, and the need to work toward representing the diversity of our communities in our personnel and profession (ASV's Commitment to Diversity, Equity and Inclusion).⁷ Staffing and work environment challenges, during the pandemic and beyond, have reiterated the need for shelters to be healthy, supportive, and inclusive places to work and volunteer (ASV's Well-being of Shelter Veterinarians and Staff).⁸

Confronting these challenges together has created a stronger, more interconnected animal welfare community. The ASV offers this document as a tool to help shelters connect to expert guidance and measure themselves against a common standard, to help personnel find compassion satisfaction, to solidify the shelter's role in supporting their community, and to elevate the welfare of animals in their care.

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I. Management and Record Keeping

I.1 General

A well-run sheltering organization of any size is built on a foundation of planning, training, and oversight. This foundation is an essential part of implementing the guidelines presented in this document. Shelters must have a clearly defined mission or mandate, adequate personnel, up-to-date policies and protocols, a system for training and supervising personnel, and management practices aligned with these guidelines.

The shelter's mission or mandate should reflect the needs of the community it serves. Tools that aid shelters in defining their purpose include community needs assessments and strategic planning. A community needs assessment reveals what services are already being provided in the community and where needs are unmet. Programs and collaborations have the biggest impact when they reflect principles of community engagement, including respect for each other's values and cultures.¹ The community's needs should be regularly reviewed, and strategies and goals updated accordingly.

Strategic planning is an organizational process used to define the shelter's essential programs and goals, and then purposefully allocate resources (e.g. shelter space, personnel, and finances) toward achieving these goals. This planning positively impacts an organization's ability to achieve its stated objectives.² Strategic plans are most effective when reviewed regularly, often quarterly, to ensure progress is being made and goals are still relevant.

Animal shelter administration requires the balance of a complex set of considerations, including a focus on collaboration and the establishment of best practices. When developing organizational level policies and protocols, administrators are encouraged to consult industry-specific professional organizations for guidance and to learn from the experience of others in the field.³⁻⁵ Because animal health and welfare is woven into every facet of shelter operations, veterinarians should be integrally involved with development and implementation of the shelter's organizational policies and protocols.

I.2 Management structure

Shelters must have a clearly defined organizational structure that outlines accountability, responsibility, and authority for management decisions. This organizational structure must be communicated to all staff and volunteers. Organizational charts are visual tools that enable all personnel to understand roles and responsibilities, supporting clear communication across departments. This blueprint of the organization can be used by

team members learning about the organization, by those in leadership planning for growth and transition, and by external partners establishing a collaborative relationship with the organization. Lines of authority, responsibility, and supervision should be in writing, reviewed periodically, and updated when roles change.

Decision-making must take into account resource allocation as well as population and individual animal health and welfare. Decisions involving the allocation of resources, whether at the organizational, population, or individual animal level, are best made by personnel aware of organizational priorities and the shelter's capacity for care.

Authority and responsibility for tasks and decision-making must be given only to those who have the appropriate knowledge, training, and when applicable, credentials. For example, resource-based decisions (e.g. to treat or to euthanize an individual animal) may be made by shelter personnel, but medical treatment decisions (e.g. which drug to treat with) need to involve a veterinarian.

The practice of veterinary medicine and surgery is restricted to those with a valid license. In the United States, veterinary practice is defined by state or territorial practice acts. These acts generally cover the diagnosis and treatment of medical conditions, prescription of pharmaceuticals, surgery, and the tasks that other personnel (e.g. technicians, assistants, veterinary students, and others) may perform under direct or indirect veterinary supervision.⁶ Several states and the AVMA Model Veterinary Practice Act have sections specific to population medicine and the provision of veterinary oversight through standard written protocols and timely visits to the premises where animals are housed.^{7,8}

Some medical procedures (e.g. microchipping and alternative therapies) may be restricted to veterinarians in some states and not in others.⁹ Shelters can maximize capacity for medical services by using veterinary technicians and other veterinary professionals to the extent of their capabilities. Providing veterinary care via telemedicine extends veterinary bandwidth and can improve animal welfare.¹⁰

A formal relationship with a veterinarian must be in place to ensure oversight of medical and surgical care in the shelter. Many shelters employ one or more veterinarians, others may use local veterinary clinics, and some use paid or unpaid contract veterinarians. A shelter's veterinarian must have knowledge about their particular population and should have training or experience in shelter medicine. The shelter's veterinarian should be consulted on all policies and protocols related to the maintenance of medical and behavioral animal health (see [Medical Health](#)).

Furthermore, veterinarians may be uniquely suited to provide training and continuing education, communicate with external stakeholders, and engage in organizational policy and protocol development in shelters.

1.3 Establishment of policies and protocols

Organizational policies are a framework of high-level decisions that ensure operations remain consistent with the shelter's mission and priorities. Shelter policies help ensure that animal needs do not overwhelm the resources available to meet those needs, since operating beyond an organization's capacity for care is unacceptable (see [Population Management](#)). Important policies for sheltering organizations include intake, treatable conditions, euthanasia, adoption, transport, and community animal services.

Shelter protocols are critical tools that ensure consistent daily operations in keeping with organizational policies. Protocols must be developed and documented in sufficient detail to achieve and maintain the standards described in this document and should be reviewed and updated regularly. All personnel must have access to up-to-date protocols. How shelters provide this access will vary by organization and may include digital or paper documents. Shelter management must routinely monitor and ensure compliance with protocols. [Appendix B](#) provides a comprehensive list of protocols recommended in these Guidelines.

Shelters are obligated to comply with all local, state, and national regulations, which need to be reviewed regularly. In some cases, existing regulations may represent outdated practice or lower standards of care and can restrict or even conflict with current best practices. When implementation of these Guidelines does not align with government regulations or policies, shelters are encouraged to support endeavors for legislative change.

1.4 Training

Effective training of personnel (i.e. paid and unpaid staff and volunteers) is necessary to ensure safe and humane animal care and the safety of people.¹¹ Personnel training should incorporate all relevant aspects of working in the organization. In addition to operating protocols for daily tasks, effective training programs include broader topics that help staff to perform their duties well, such as communication techniques; data management; animal husbandry; staff well-being; and diversity, equity, and inclusion ([Appendix B](#)).

Onboarding is an important part of introducing new personnel to any organization. Shelters must provide training for each shelter task, and personnel must demonstrate skills and knowledge before proficiency is assumed. For example, new animal care staff could complete virtual training materials on sanitation and work with a

senior staff member prior to being assigned to sanitize enclosures.

Documentation of training should be maintained and reviewed regularly as a part of professional development and performance reviews. Ongoing feedback about performance, both in-the-moment and through formal reviews, is an important element of professional growth for personnel at all levels. When licensing or certification is required to perform specialized duties, as in veterinary care or euthanasia, personnel performing these tasks must be credentialed.^{12,13} Continuing education must be provided for all personnel in order to improve skills and maintain credentials. Investing in training requires time and resources but is key to program success.

To ensure employee, volunteer, and public safety, shelters must provide all personnel the information and training needed to recognize and protect themselves against common zoonotic conditions (see [Public Health](#)). In addition, shelter personnel having any form of contact with animals should have proper training in basic animal handling skills, animal body language, and bite prevention strategies. This training reduces risk for staff and volunteers and provides a more humane experience for animals.

1.5 Record keeping and animal identification

Shelter animal identification and maintenance of animal records are essential for shelter operations. Shelters must adhere to the elements of record-keeping defined within regulatory requirements.

Given the wide availability of technology, digital systems should be used for record keeping, preferably software systems designed for animal shelters. With proper utilization, shelter software or spreadsheet programs allow organizations to better manage resources, schedules, and shelter processes. The software system used by a shelter should be able to generate basic population level reports as well as individual animal records. Population-level data inform management strategies (see [Population Management](#)) and allow regular assessment and reporting of organizational goals and activities.¹⁴

No matter the system used, each animal must have a unique identifier and individual record. This identifier (e.g. name and number) is established at or prior to admission and ensures consistency and accuracy in care and record keeping for that animal. Shelter software programs typically generate a 'kennel card' based on animal information entered into the system, which can be displayed on or near the animal's primary enclosure for easy reference by personnel and the public.

Because animals may move within and between areas, shelters must have an organized system by which animal identification information can be quickly and easily matched to animals in enclosures and their shelter records.

Table 1.1. Essential elements of an animal shelter record

Animal information	Unique identifier (number/name) Intake type (source) Date of intake Species Age/age category (estimate or known) Sex Spay-neuter status Physical description Weight
Identification	Photograph of the animal Microchip scan results Identifying markings (tattoos, tags, scars, etc.)
History	Medical conditions and services received Behavioral events and experiences People and animals lived with Home environment
In-shelter care activities	Medical findings, treatments, and procedures Behavioral findings, plans, and treatments Housing locations by time
Outcome information	Outcome type Date of outcome

Since identification may be challenging when animals are outside of their enclosures, co-housed with similar animals, or in foster homes, a means of identification should be physically affixed (e.g. collar and tag) or permanently inserted (microchip), when it is safe to do so.

Shelter records should capture all pertinent medical and behavioral information (Table 1.1.) Records must be maintained for animals in foster care and other off-site housing locations just as they are for shelter-housed animals.

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2. Population Management

2.1 General

Shelters must practice active population management, which is the process of intentionally and efficiently planning services for each animal in the shelter's care. Individual animals are managed in consideration of the shelter's ability to care for that animal and their entire population in a manner consistent with the guidelines outlined in this document. Population management includes pre-intake planning, protocols for care and services, ongoing daily evaluation, outcome planning, and response to changing conditions of the shelter and the animal.¹

Every organization has limits to its ability to provide care. Limits include financial and physical resources, personnel hours and skills, housing and operations space, and the opportunity for live outcomes. These limitations define the number and type of animals for which an organization can provide humane care, also known as the organization's *capacity for care*. The concept of capacity for care is not unique to animal sheltering and is recognized in veterinary hospitals, other animal care fields, human healthcare, hospitality, and other industries.^{2,3}

Operating beyond an organization's capacity for care is an unacceptable practice. When shelter populations tax the organization's ability to provide care for their animals, living conditions worsen, and population health and well-being are compromised.^{4,5} Delays in recognizing problems and providing services negatively impact animal welfare and prolong the length of stay (LOS) for animals in shelters. Alternatively, working to maintain the population within the shelter's capacity for care has been linked to decreased LOS, decreased disease and euthanasia rates, and increased live outcomes.^{6,7} Policies and protocols must be in place to ensure an organization operates within its capacity for care.

2.2 Determining capacity for care

The most visible factor in determining the shelter's capacity for care is housing capacity, or the number of available humane housing units. Housing units include in-shelter enclosures as well as foster homes and off-site housing. Housing capacity calculations must be based on the ability to promote each animal's positive welfare. Housing units that are too small or otherwise inappropriate cannot be included (see [Facilities](#)). The number of humane housing units available may exceed an organization's capacity for care, since the organization's capacity is also determined by shelter personnel, resources, and available outcomes.

The time and skills of shelter personnel is another critical component of a shelter's capacity for care. Trained personnel must be scheduled to meet daily animal care

needs and efficiently and effectively accomplish each critical task. A standard estimate such as 15 minutes per animal per day⁸ may roughly calculate the time needed for cleaning and feeding in some facilities, but it does not account for variations in housing designs and sanitation protocols, the time needed for training personnel, and the provision of enrichment and additional care.⁹ Personnel time needed for essential care tasks such as sanitation, feeding, and enrichment is best estimated using direct observation to calculate the average time per task. These estimates, when multiplied by the number of animals in care, can guide staffing levels and schedules. Direct observation is also useful for estimating the time needed for personnel to complete other critical tasks, such as intake, rounds, assessments, and outcome processes.

Animals with medical and behavioral challenges may need more care time per day and may also require services from personnel with advanced skills or credentials. When these services are provided by external partners, a shelter's capacity for care will also be affected by the capacity of these partners. Services such as surgery, veterinary visits, or transport should be scheduled in anticipation of an animal's eligibility for that service. Proactive scheduling can maximize the use of external partner capacity.

Foster programs must have sufficient personnel to provide support to caregivers and animals. Foster support includes tasks such as maintaining a foster caregiver database, communicating with foster caregivers, scheduling appointments, and facilitating outcomes. Medical, surgical, and behavioral services for foster animals must be provided in a manner that promotes animal welfare and minimizes LOS.

Shelter resources, including finances and material goods, are another critical factor in determining an organization's capacity for care. If a shelter cannot afford or otherwise procure supplies or necessary services for the animals in their facility, animal welfare will be compromised. There is no standard estimate for calculating cost of care per animal but using historical organizational information and comparing budgets with similar organizations can help shelters manage their available resources.

Shelters should engage with one another to leverage resources and maximize each organization's strengths. Thoughtful partnerships avoid redundancy and increase the community's capacity to help animals. For example, a small organization with limited medical resources can partner with a larger organization with a full-service hospital, or a brick-and-mortar organization can partner with a foster-based organization to house animals with kennel-induced stress. In addition to partnering with other animal welfare organizations, collaborating with

human service professionals, such as social workers, housing advocates, and home care providers, can support pet retention and prevent relinquishment.

2.3 Operating within capacity for care

Shelters experience a high demand for their services. Working within their capacity for care maximizes each shelter's impact through thoughtful planning and efficient decision-making. An organization's policies for admissions and outcomes should be based on their mandate, mission, and the needs of their community. When organizations find that they are frequently near or over their capacity for care, strategic planning can be a valuable process to address how a shelter's capacity for care and their community's needs can better align (see [Management and Record Keeping](#)).

2.3.1 Admission planning

When appropriate, admission policies should prioritize retention over shelter intake. Helping pets stay with their owner or caregiver preserves the human-animal bond, eliminates the stress of shelter admission, and addresses discriminatory admissions practices.¹⁰ Owners may be able to keep their pet if given access to services, supplies, or information.¹¹

Decisions about intake must consider whether admission is the best option for the animal or their situation. Gathering and providing information prior to admission can support intake diversion. For example, finders can be provided information about neonatal kitten care, so that they can rear kittens in their home until they are old enough to be adopted.

Admission must be balanced with the ability to provide appropriate outcomes, minimize LOS, and ensure the shelter remains within its capacity for care. Population management begins prior to admission: an animal must only be admitted if the shelter can provide the care they require. For welfare or safety reasons, some animals may need to be admitted so that euthanasia can be provided.

When admission is deemed the best solution for an animal, situation, and shelter, appropriate intake scheduling ensures that the shelter has the capacity to care for this animal and the animals already in care.^{12,13} Intake by appointment is recommended even for shelters with high intake demand and open admissions policies and can be used to control the flow of animals into the shelter.^{11,13,14}

Organizations that are impacted by unpredicted intakes (e.g. disasters and large-scale investigations) must have a plan to flex their operations to increase their capacity for care. Compromising the welfare of animals and personnel is not an acceptable strategy for meeting the increased care demands of unpredicted intakes. Increasing a shelter's capacity requires more than identifying additional humane housing units; all aspects of care need to flex to

match, including increased animal care personnel and hours, medical and behavioral care services and providers, resources to supply and fund the response, and a range of available outcomes.¹⁵

2.3.2 Outcome planning

Every attempt must be made to locate a lost animal's owner, including careful screening for identification and microchips, in the field and at the time of intake. Field agents and admissions personnel require ready access to lost pet data and social media in order to cross-check identifying features of animals being picked-up or brought in. Lost pets are usually found close to home and may be returned to their owner without shelter admission.^{16,17} Reunification of pets can be an opportunity to provide owners with services or information promoting identification (microchipping and ID tags), spay-neuter, training, or fence-building programs. Shelters can also support community members working to reunite animals with their owners directly.

In addition to prioritizing pet retention and reunification, shelters should remove barriers to local outcomes. Removing barriers can include:

- accessible and convenient open hours
- adoption and reclaim services in languages spoken by the community
- affordable adoption and reclaim fees
- adoption and outreach events that reach the entire community
- inclusive adoption policies

Imposing strict policies or requirements on adopters (e.g. employment status, landlord checks, home visits, and veterinary references) is discriminatory, prolongs LOS in the shelter, and prevents future adoptions.¹⁸ Strategies that support pet retention, reunification, and local adoption acknowledge the community's ability and desire to provide care for their pets.

Relocation of animals for adoption can be a valuable strategy for live outcomes while working to address population challenges and remove barriers to local outcomes (see [Animal Relocation and Transport](#)). Destination shelters need to critically consider their capacity for care before making the decision to take in transported animals. These programs are not a replacement for partnership building within the local community.

2.3.3 Length of stay

The number of animals a shelter has in its care on any given day is a product of the number of animals it admits and the length of time they stay in the shelter's care (i.e. LOS).

$$\text{Average Daily Population} = \text{Average Daily Admissions} \times \text{Average Length of Stay}$$

If two shelters take in the same number of animals each year, the shelter with the shorter average LOS will have fewer animals in care each day (Table 2.1).

Caring for fewer animals at a time allows shelters to provide better welfare and creates the capacity to provide care for animals who require longer stays.¹ Or, when it is within the shelter's capacity and mission to do so, shortening average LOS can allow the shelter to take in more animals or expand other services.

Table 2.1. Example of the relationship between length of stay and shelter population

Average admissions per day	Average length of stay (days)	Average daily population (animals)	Admissions per year (animals)
10	7	70	3,650
10	14	140	3,650
10	21	210	3,650

2.3.4 Pathway planning

LOS can be minimized through effective pathway planning. Pathway planning is a proactive process that anticipates the services and care an animal will require to achieve an appropriate outcome.¹² A pathway is selected in consideration of available housing, personnel, resources, and the likelihood of achieving the outcome while maintaining good welfare. Planning ahead prevents needless delays that add days to a shelter stay.

Policies that detail which medical and behavioral conditions a shelter can treat help personnel make swift, measured decisions when an animal's needs may be beyond their ability to provide care. Although legal holding periods and time in medical or foster care may extend the time in care, efficient planning of services can also decrease LOS for these animals.

For shelters with both an on-site and foster population, determining whether to pursue foster placement for an animal is a key part of pathway decision-making. Medical or behavioral care that can reasonably occur outside of the shelter, either in foster care or after adoption, should be identified to minimize time in the shelter environment. Regardless of whether animals are on site or in foster care, decision-making and animal movement must optimize LOS.

2.3.5 Population rounds

To ensure that each animal has a clear plan and that all needs and critical points of service are promptly met, the entire shelter population, including animals housed in foster or off-site, must be regularly assessed by knowledgeable personnel with decision-making ability and authority. The personnel involved in this assessment,

often called population or 'daily' rounds, will vary based on the shelter population and organizational structure. Population rounds work best when participants include a small group of people who represent relevant departments or teams, including intake, medical, behavior, management, daily care, and outcome personnel (individuals may represent multiple areas). Participants collectively provide and consider all aspects of each animal's pathway, needs, and next steps.

The population rounds team answers the following for each animal:

- How are you doing?
- What is your pathway?
 - Are there updates or concerns that change this pathway?
- What are your next steps?

The outcome of population rounds is a task list for each participant or team. Any needs identified during population rounds that could compromise welfare or extend the shelter stay must be addressed promptly. Although population rounds are recommended daily for most shelters, it is more important that population rounds occur frequently enough that animal care, including for those in foster, is not delayed.

Additionally, all animals physically in the shelter must be monitored daily to identify housing, care, or service needs. Monitoring these needs helps a shelter determine whether they are within or over their capacity for care. A shelter animal inventory, including all animals in foster care, should be taken and reconciled daily. This ensures that no animals are missing, data collection is accurate, and population levels are within capacity for care. This inventory can be taken during population rounds or daily monitoring.¹

2.4 Monitoring population data

Keeping track of shelter metrics and population statistics over time is a key component of successful population management. Population level statistics are available as reports from shelter software programs or can be generated manually using commonly available spreadsheet programs. At a minimum, shelters must track monthly intake and outcome type for each species by age group.¹⁹

Data collection should include information about health and behavior status at intake and outcome. Tracking this information allows shelters to understand the effects of shelter care on animal health and well-being. For example, discovering a trend where animals that are healthy at the time of intake subsequently become ill warrants investigation into the shelter's population management practices.²⁰

LOS data, broken down by age category, species, status, and location, should be regularly analyzed to identify

bottlenecks, mismatched resources, and capacity for care concerns.^{1,9} Population level data should be reviewed and analyzed regularly to ensure that operations align with the organization's goals, purpose, and policies.⁹ For example, when an organization's mandate is to admit stray, injured, or at-risk animals, redirecting healthy community cats to return-to-field services creates capacity to care for the animals that the organization is required to serve.²¹

Because local capacity to support animal welfare is maximized when organizations collaborate, population level metrics are ideally monitored as a community through transparent sharing of data. Sharing data can help communities strategically leverage resources, increase efficiency, and maximize impact for community animals and people. Organizations can share their data directly or participate in national data sharing databases such as Shelter Animals Count.²² Although useful for tracking shelter goals year over year, outcome-based metrics do not account for quality of life or animals still in the shelter's care. Live release rates or save rates must be evaluated in the context of animal welfare and cannot be used alone as a measure of success.⁹ Aversion to euthanasia is not an excuse for crowding and poor welfare.

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3. Animal Handling

3.1 General

Safe and humane handling is an essential part of supporting animal well-being. When fear and stress are minimized, animals are calmer and more willing to interact, resulting in safer and more successful interactions. Handling must be humane and appropriate for the individual animal and situation. Humane handling requires

- on-going observation and assessment of behavior with adjustments to the animal's handling plan as needed
- appropriate choice and management of environment
- sufficient number of trained personnel
- suitable equipment readily available and in good working condition

Considering how animals perceive their environment and making adjustments to minimize potential stressors can reduce or prevent negative emotional responses. These adjustments might include a slow introduction, providing a hiding option during handling (e.g. with a towel), covering a table surface to improve traction, keeping voices low, and the use of gentle but consistent touch to reduce unpredictability.^{1,2} To create a positive emotional response to human handling, shelter personnel should offer high-value treats or food when handling animals or performing procedures. Treats and toys can engage, distract, and reward animals before, during, and immediately after handling.^{3,4} When needed, medication should be used to minimize fear, anxiety, and stress and enhance safety during handling⁵⁻⁹ (see Behavior).

3.2 Restraint

Resistance to handling is almost always the result of fear or anxiety. Improper or forceful use of restraint techniques and equipment can escalate a high stress situation, increasing the likelihood of animal or human injury.¹⁰ Gentle handling with minimal restraint can improve safety and compliance during care tasks for most animals. The minimal amount of physical restraint needed to accomplish necessary animal care without injury to people or animals must be used.^{11,12}

Forceful restraint methods must not be used, except in extraordinary circumstances. Extraordinary circumstances include situations in which a human or animal is in immediate danger, and other low-stress handling options, sedation, or delays are not possible. Forceful restraint methods include scruffing cats¹² or pinning dogs to the ground. For example, a short period of forceful restraint may be required for an animal that needs to

be captured and removed from an unsafe environment. Techniques that rely on dominance theory, such as alpha rolls, are inhumane.^{5,11,13}

Alternatives to forceful restraint include distraction with food or toys, positive reinforcement, use of towels, blocking visual stimuli, sedation, and proper use of humane handling equipment (Table 3.1). Selecting a quiet environment, preparing all necessary materials in advance, and involving a person the animal has a bond with can help minimize fear, anxiety, and stress and reduce the restraint required.^{14,15} If repeated handling is required, training the animal to allow common tasks or to cooperate with handling equipment such as the use of a muzzle is a valuable strategy. Use of sedatives or behavior medications can be the most humane and effective option for frightened, fractious, or feral animals for the delivery of necessary care.¹

Handling must minimize the risk of escape. Attention to security of enclosures and carriers, building and vehicle exit points, and minimizing fearful stimuli that trigger flight behavior are important during daily care and when moving animals inside and outside the facility. Being recaptured after escape is profoundly stressful for many animals and creates additional risk of injury to the animal and personnel.⁴ Delaying handling to allow the animal to calm down can minimize stress and reduce the risk of escape.

3.3 Handling equipment

Using humane handling equipment minimizes animal stress during necessary procedures and daily care, prevents escape, and promotes animal and human safety. For example, rather than carrying a cat in their arms,

Table 3.1. Humane handling equipment by species

Equipment	Dogs	Cats
Live trap	✓	✓
Trap divider	✓	✓
Transport carrier and cat den	✓	✓
Towel/blanket	✓	✓
Rolling transport kennel	✓	○
Capture net (e.g. floor net and cat nabber)	○	○
Squeeze cage	✓	✓
Purpose designed protective gloves	✓	✓
Flexible snare	○	✗
Muzzle	✓	○
Press gate/panel/cage shield	✓	✓
Vision blocking device (e.g. calming cap and e-collar)	✓	○
Syringe pole	✓	✓
Control pole (catch or rabies pole)	○	✗

Legend: ✓=recommended; ○=situational use; ✗=inappropriate

personnel can transport cats through the shelter in carriers. A variety of humane equipment that facilitates animal handling with minimal or no hands-on contact must be available (Table 3.1). Handling equipment also has the potential to increase fear or injury if used in a forceful manner or not maintained in good working order.

Control poles (i.e. catch poles or rabies poles) are designed to keep a dog's head at a safe distance from a handler. They are not meant to lift, push, or pull a dog and are not appropriate for routine use. Control poles must only be used when alternatives for handling dogs are insufficient to protect human safety. To prevent the need for daily removal of dogs that are not deemed safe to walk on a leash, double compartment housing is recommended.

Because control poles can cause significant injury and even death, it is unacceptable to use control poles on cats or small dogs. Any restraint method, including control poles, cat tongs, or slip-leads, that causes significant compression of the neck or thorax can cause substantial or life-threatening injury and profound emotional trauma in cats.^{4,12,16}

Animals for whom handling equipment is necessary for long-term safe handling should receive positive reinforcement training to minimize fear, anxiety, and distress during its use.¹¹

Aggressive behavior between dogs can occur unexpectedly for a variety of reasons, and humans can be severely injured when trying to intervene. Animal shelters must have written protocols and readily accessible equipment for breaking up dog fights to prevent human and animal injury. Equipment may include air horns, whistles, citronella spray, blankets, break sticks, panels, and water hoses^{17,18} (see [Behavior](#)).

3.4 Handling feral cats

Specific handling procedures are necessary for feral cats, including the use of live traps, cat dens, squeeze cages, trap dividers, purposely designed cage nets, and multi-compartment enclosures.^{16,19-21} This equipment permits personnel to safely sedate or anesthetize extremely fearful cats with injectable medication, to provide food and sanitation, to transfer cats from one enclosure to another, and to release outside, all without hands-on handling.

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4. Facilities

4.1 General

The facility plays a critical role in the care provided to animals who are admitted into animal shelters. While community-centered sheltering practices and foster programs are reducing the demand for in-shelter care in some areas, providing housing for animals remains an essential part of sheltering operations. Thoughtful planning and use of the shelter building and grounds are important parts of supporting the physical and emotional health of shelter populations while meeting the organization's mission and goals.¹ The shelter facility must include sufficient space to allow for the execution of essential shelter operations and programs as required by mission or mandate.

The quality and set-up of animal housing impacts every aspect of their experience within the facility and plays a pivotal role in managing disease.² Poor housing is one of the greatest shortcomings observed in shelters and has a substantially negative impact on both health and well-being. Both the quantity and design of housing must be appropriate for the species, the number of animals receiving care, and the expected length of stay. Facility design and use must provide for proper separation of animals by species, predator/prey status, health status, and behavior. Housing in foster care should meet or exceed the guidelines for in-shelter housing.

4.2 Primary enclosures

A primary enclosure is an area of confinement such as a cage, kennel, or housing unit where an animal spends the majority of their time. Shelters must have a variety of housing units available to meet the individual needs of animals, including physical, behavioral, and medical needs. These needs will vary based on species, life stage, individual animal personality, prior socialization, and past experience.¹ Appropriate primary enclosures provide complexity and allow choice within the environment to help support positive welfare³ (see [Behavior](#)).

The primary enclosure must be structurally sound and maintained in safe, working condition to prevent injury and escape. There can be no sharp edges, gaps, or other defects that could cause injury or trap a limb or other body part. Primary enclosures with wire-mesh bottoms or slatted floors are unacceptable because they can cause pain, discomfort, and injury. Enclosure sides that are entirely wire or chain-link increase the risk of disease transmission, animal stress, and injury. Solid barriers are recommended where animal contact can occur.

The use of cages or crates intended for short-term, temporary confinement or travel is also unacceptable as primary enclosures. These include airline crates, transport carriers,

live traps, and wire crates. It is unacceptable to stack or arrange enclosures in a manner that increases animal stress and discomfort, compromises ventilation, or allows for waste material contamination between housing units.

4.2.1 Individual primary enclosure size

Animals must be able to make normal postural adjustments within their primary enclosure, including standing and walking several steps, sitting normally, laying down at full body length, and holding the tail completely erect.^{1,3-6} Primary enclosure size significantly impacts overall health and well-being. Larger enclosures generally provide animals more choice, permit additional enrichment, and make it possible to safely interact with people and other animals for socialization or cohousing. In cats, sufficiently sized housing reduces stress and respiratory disease incidence.^{7,8} Individual adult cat housing that is less than 8 ft² (0.75 m²) of floor space is unacceptable.⁸ Ideally, individual cat housing provides 11 ft² (1.0 m²) or more of floor space.⁷ For dogs, the minimum recommended kennel dimensions differ widely based on body size.⁹

The primary enclosure must allow animals to sit, sleep, and eat away from areas of their enclosures where they defecate and urinate.⁸ Housing with two or more appropriately sized compartments provides this separation and gives animals more choice and control over their environment and interactions. It also facilitates spot cleaning, reduces fomite transmission, and increases personnel safety^{3,5} (see [Sanitation](#)). Because of all these benefits, multi-compartment enclosures should be provided for the majority of animals housed in the shelter.

Multi-compartment housing is particularly important for newly admitted, fractious, quarantined, sick, and juvenile animals. Enriched room-sized primary enclosures (i.e. real-life rooms) may also benefit from separate elimination areas. Single compartment housing may be necessary for animals with specific medical conditions, which increases the importance of enhanced in-kennel enrichment and supervised out of kennel time (see [Behavior](#)).

Cats prefer spending time on raised surfaces and high structures rather than being on the floor.^{10,11} Cat housing units should be elevated off the floor. Housing cats at human eye level reduces stress, facilitates positive interactions with personnel and visitors, and improves ease of monitoring.^{5,6,12} Cat cages should face away from each other or be spaced more than 4 ft (1.2 m) apart to prevent droplet transmission of respiratory pathogens while sneezing, coughing, or vocalizing.¹³⁻¹⁵

Primary enclosures with indoor-outdoor access are ideal for most animals, especially when held long term. Some shelters in temperate climates may have primary enclosures that are fully outdoors. Enclosures that include outdoor

space must protect animals from adverse weather; provide choice for thermoregulation; protect from predators; and prevent escape, theft, or harassment. It is recommended that all enclosed outdoor spaces have double-door entry points to keep animals safe and reduce the risk of escape.

4.2.2 Primary enclosure set-up

In addition to the size and structural layout, the set-up of the enclosure and care items provided are important in meeting the welfare needs of shelter animals (Figures 4.1 & 4.2).¹ The enclosure needs to be large enough to accommodate the necessary set-up without impeding the animal’s ability to move or stretch.

All dogs should be given the opportunity to hide within their enclosure, especially young, small, fearful, and anxious animals. Options for canine hiding areas include a covered crate within the enclosure or a visual barrier over part of the kennel front.

A soft resting place that elevates animals off of the floor should be made available for all animals to ensure comfort, keep animals dry, and support thermoregulation.

All cats must be given the opportunity to hide within their enclosure. A hiding place provides the choice to be seen or not seen and a place to feel safe and protected.^{11,16} Options for feline hiding places include feral cat dens, perches covered with towels, cardboard boxes, and partial

coverings over enclosure doors. Cats with hiding places spend less time trying to hide and are more likely to approach adopters.^{17,18}

To ensure that cats can display natural behaviors, feline primary enclosures must allow scratching, climbing, and perching. Cats must have a litter box large enough to comfortably accommodate their entire body and allow for proper posturing.^{19,20} Litter boxes that are too small impact welfare and potentially lead to house soiling behavior.²⁰

4.2.3 Additional considerations

Appropriately sized, enriched primary enclosures are critical for all animals regardless of their length of stay in the shelter. Housing that provides animals with additional space, enrichment, and choice within their enclosure must be provided for animals remaining in the shelter long-term (i.e. more than 2 weeks). Foster care, while beneficial for many animals, can be particularly valuable when animals require a longer length of stay, such as protracted legal holds or long-term medical care.

Animals for whom handling poses an acute welfare or safety risk need to be housed in enclosures that allow humane, touch-free daily care (i.e. multi-compartment). It is unacceptable to house animals in an enclosure that would require the use of forceful animal handling equipment for daily cleaning and care (see *Animal Handling*).

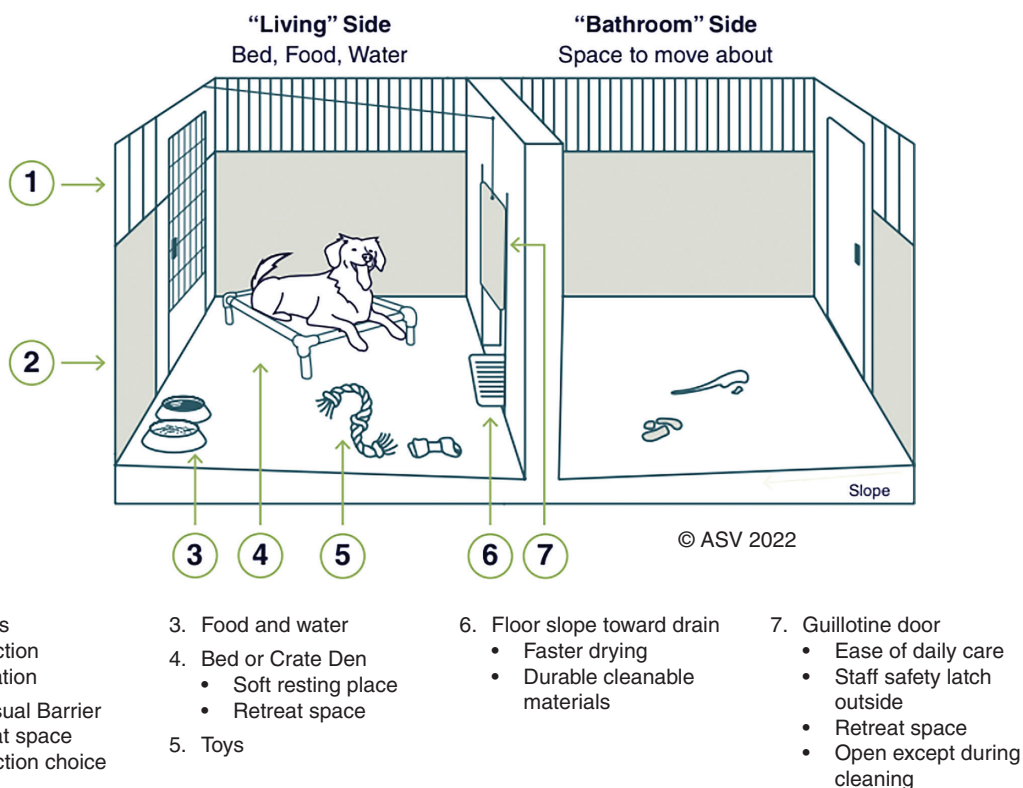


Figure 4.1. Canine primary enclosure set-up

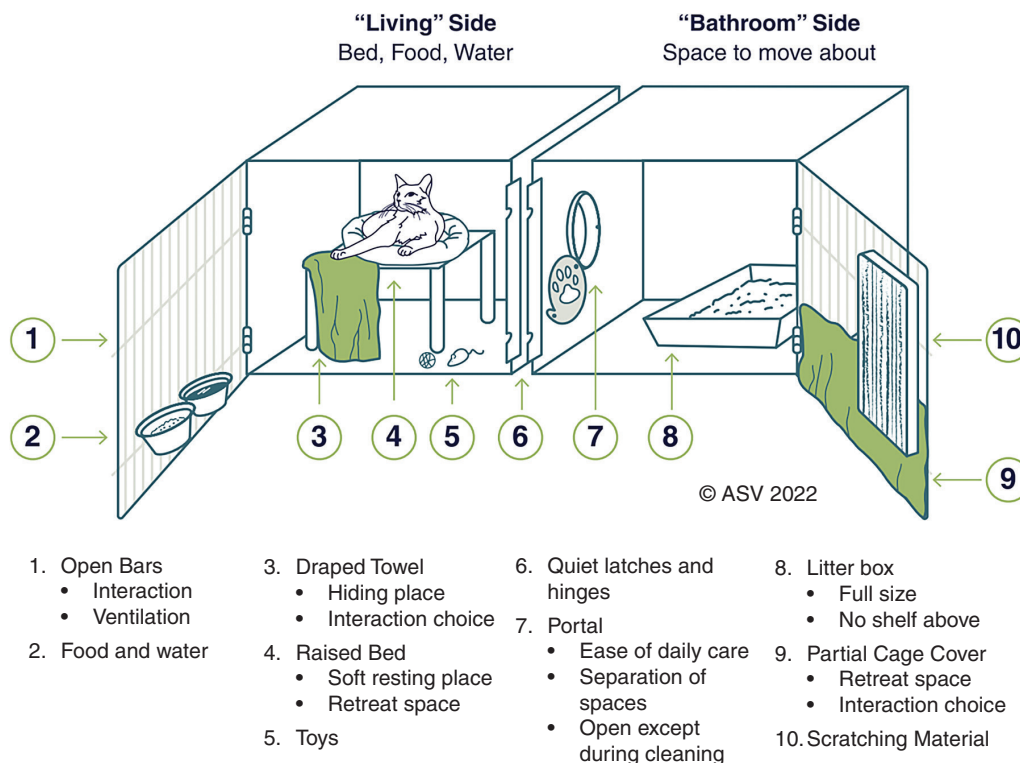


Figure 4.2. Feline primary enclosure set-up

Except for a brief, emergency situation, it is unacceptable to house animals in facility spaces not intended for animal housing (e.g. bathrooms and hallways). Shelters may have multiuse spaces such as offices set up for animal housing; these planned spaces differ from unplanned practices such as placing temporary kennels in areas unequipped for sanitation or delivery of care.

Tethering is an unacceptable method of confinement for any animal.²¹ Tethering can cause significant stress and frustration and is best avoided even when used briefly during the cleaning of primary enclosures. Multi-compartment enclosures, thoughtful timing of walks and playgroups, or the use of securely enclosed exercise areas are good alternatives to tethering.

4.3 Cohousing

Cohousing, or keeping more than one animal in an enclosure, can improve animal welfare in some circumstances by facilitating social contact with other animals of the same species.^{22–29} However, cohousing also known as group housing, is not suitable for every situation. Mental and physical benefits of cohousing need to be carefully weighed against risks to health and safety. If shelters are cohousing animals, they need to prioritize animal well-being and keep population levels within their capacity for care.

4.3.1 Cohousing enclosure set-up

The size and set-up of enclosures used for cohousing require special considerations. The size of a primary enclosure for cohousing must allow each animal to express a variety of normal behaviors and maintain distance from roommates when they choose to do so. Meeting these needs often requires more space per animal than required for individual enclosures, particularly when unfamiliar animals are cohoused. The optimal space requirements for cohousing vary based on species, as well as size, activity level, and behavior.²⁷ A minimum of 18 ft² (1.7 m²) of floor space per adult cat should be provided for cohousing.⁴

Quality and complexity of cohousing environments is essential to support the welfare of all animals living in the enclosure.^{26,30,31} Appropriate resources (e.g. food, water, bedding, litter boxes, and toys) must be provided to minimize competition or resource guarding and ensure access by all cohoused animals. Functional space can be maximized by spacing resources out throughout the enclosure. For cohoused cats, a variety of elevated resting perches and hiding places must be provided to increase complexity and choice within the living space.^{22,32–36} The ability to choose resting places, social interactions, elimination spaces, and toys contributes to behavioral stability within groups.

Cohousing areas may require enhanced measures to prevent escape. Double door entry at the enclosure's

entrance can provide additional protection when entering or exiting. When housed in a retrofitted area, cats may be able to dislodge ceiling panels or duct covers unless care is taken to secure them.³⁷

4.3.2 Selecting animals for cohousing

Random cohousing of animals in shelters is an unacceptable practice.²⁵ Cohousing requires careful selection of animals by trained personnel to balance the benefits and risks for individual animals and the group. Unrelated or unfamiliar animals must not be cohoused until health and behavior are assessed.²⁷

When cohoused, animals need to be intentionally matched for age, sex, health, and behavioral compatibility. Monitoring after introduction is essential to recognize signs of stress or negative interactions (e.g. guarding food or other resources) that may necessitate separation. Given their increased welfare needs, animals predicted to have longer lengths of stay may benefit most from cohousing, particularly when foster care is not available.

Regardless of the size of the enclosure, no more than six adult cats should be cohoused in a primary enclosure.⁵ When cohousing is indicated, pairs are preferred for dogs to maximize safety and biosecurity, and no more than two to four adult dogs should be cohoused in a primary enclosure.³ Larger groups of any species are challenging to monitor and increase the risk of conflict and infectious disease transmission. It is preferable to cohause the minimum number of adult animals together needed to achieve a social benefit.

Housing young puppies and kittens with their mother and littermates is important for physical and emotional development, as well as the establishment of species-specific behaviors. Because of their susceptibility to infectious disease, puppies and kittens under 20 weeks of age must not be cohoused with unfamiliar animals except when the benefits outweigh the risks for all animals involved.³⁸ For example, after a careful medical and behavioral assessment, a single orphaned kitten or puppy may be paired with another orphan or a surrogate mother (see [Behavior](#)).

Introducing new animals can result in stress for individuals and the group. Dogs should be introduced outside of their primary enclosures in pairs or groups to determine compatibility prior to cohousing.^{3,27} In addition, turnover within groups must be minimized to reduce stress and social conflicts as well as the risk of infectious disease exposure and transmission.^{22,39,40}

The use of smaller enclosures with fewer animals, rather than large rooms with large groups of animals, minimizes the need for frequent introductions, group reorganization, and allows for more effective monitoring.^{41,42} Smaller cohousing spaces facilitate an ‘all-in/all-out’ approach,

where all animals leave before more are added. This strategy allows enclosures to be completely sanitized before a new group of animals moves in and eliminates the risks associated with new introductions.

4.3.3 Monitoring cohoused animals

Individual animals and group dynamics must be monitored to recognize signs of stress and social conflicts in cohousing enclosures.^{24,43} Monitoring, especially after a new animal is introduced into a group and during feeding time, is critical to ensure that all animals are benefitting. In addition to daily monitoring for resource guarding and other signs of social conflict, regular physical examinations including measurement of body weight can ensure that cohoused animals are not suffering due to unrecognized social conflicts.

Not all animals are well suited to cohousing. Individual enriched housing must be provided for animals who are fearful or behave aggressively toward other animals, are stressed by the presence of other animals, require individual monitoring, or are ill and require treatment that cannot be provided in cohousing.^{22,41} Cohousing animals who fight with one another is unacceptable.

4.4 Isolation housing

Shelters must have a means of isolating infectious animals from the general population to prevent the spread of infectious disease. Isolation housing must meet the medical and behavioral needs of ill animals, including being of sufficient size with appropriate set-up. Different species must not be housed within the same isolation room.¹

Separate isolation areas must be provided for animals with different highly contagious diseases to prevent coinfections with multiple pathogens. For example, dogs with parvovirus infection need to be separated from those with infectious respiratory disease. This separation is more readily accomplished in flexible-use rooms with a smaller number of enclosures. Animals that already have coinfections (e.g. ringworm and upper respiratory infection) will need veterinary input to determine the most appropriate isolation housing.

To avoid exposure of healthy animals to sick animals, isolation rooms must be designed so that they do not open directly into another animal housing area. A corridor or vestibule can be used to access isolation rooms and also serve as a space to put on and remove personal protective equipment (PPE). Isolation rooms should have access to a sink for handwashing and be set up with space for treatments, examinations, and storage for dedicated supplies.

Isolation rooms must be clearly labeled to indicate current use and necessary precautions. Human and animal traffic through isolation spaces should be limited¹ (see [Medical Health](#)). Limiting foot traffic reduces the risk

of spreading infection to others outside of isolation and reduces stress for ill animals during recovery. Ideally, isolation rooms are designed with windows to allow observation of animals from a corridor without needing to repeatedly enter the room.¹

When no isolation options exist, makeshift separation can be accomplished by housing contagious dogs at least 25 ft (7.6 m) from unaffected dog enclosures and covering enclosure doors.⁴⁴ Contagious ill cats may be separated from others in their individual enclosures in a general ward if they can be cared for without fomite transmission to other cats. These options will not be as effective at reducing transmission as isolation.

4.5 Surfaces and drainage

Primary enclosures and all animal areas must be able to be fully sanitized and withstand repeated cleanings. Nonporous surfaces are important in cages and kennels, as well as high traffic areas such as walkways or play rooms. A sealed, impermeable surface, such as resinous epoxy or resinous urethane, is recommended for shelter flooring and should be considered for new facilities. Linoleum or tiles may be acceptable flooring in low-risk areas. However, these materials are less durable, more challenging to sanitize due to seams and grout lines, and may harbor infectious pathogens in areas that are damaged or worn. Regardless of flooring type, points where walls meet floors should be sealed to prevent water intrusion and the accumulation of organic matter and pathogens.

Drainage systems must be designed to prevent standing water and cross-contamination of waste between housing units. Many design options exist. To aid in this effort, floors should be gently sloped to enable waste and water to run into the drains, particularly in animal housing areas. Drain covers must be designed to prevent injury or escape and should be easily removable for routine cleaning. Similarly, outdoor primary enclosures or portions of primary enclosures that are outdoors must have nonporous, durable floors that allow for sanitation and proper drainage.

4.6 Heating, ventilation, and air quality

It is essential that housing areas allow each animal to comfortably maintain normal body temperature.^{9,45} To ensure humane and comfortable conditions, environmental temperature must be maintained between 64°F (18°C) and 80°F (26.6°C).^{38,45} Breed, body condition, medical health, haircoat, facial conformation, and age impact an animal's ability to regulate their body temperature.

Animals must be monitored individually to ensure the environmental temperature is comfortable, and necessary measures must be taken if an animal appears too cold or too hot. If an animal cannot be kept comfortable with adjustments to the thermostat and airflow, additional

measures need to be taken. These might include provision of additional bedding if too cold, providing frozen treats or ice if too hot, or relocating the animal. The relative humidity should be maintained between 30 and 70%.⁴⁷⁻⁴⁹

Proper ventilation removes heat, dampness, odor, airborne microbes, and pollutant gasses such as ammonia and carbon dioxide while allowing for the introduction of fresh, oxygenated air. Fresh air is essential for the well-being of shelter animals and personnel, as well as for limiting the spread of infectious disease.⁵⁰ Ventilation must be maintained at a high enough rate to ensure adequate air quality in all areas of the shelter including in the primary enclosure. Ventilation rates may need to be adjusted seasonally, especially if air movement occurs primarily through active heating or cooling.

Ventilation must not compromise recommended ambient temperatures.³⁸ The standard recommendation for ventilation of animal facilities is between 10 and 20 room air exchanges per hour with fresh air.^{38,51-53} Ventilation requirements vary depending on population density and presence of pollutants in the air. A facility may require a higher ventilation rate when it is at full capacity compared to when it is relatively empty, as animals themselves are a major source of heat, humidity, and carbon dioxide. All ventilation systems must be regularly maintained based on manufacturer recommendations. Carbon dioxide monitors may be useful in monitoring the success of ventilation equipment and use.

To improve ventilation, barred enclosure doors are recommended over plexiglass doors or fully enclosed units. When housing units are fully enclosed, they require individual-unit mechanical ventilation. Barred doors improve air flow and also allow for adopter interaction and behavior training.

Because canine respiratory pathogens can be easily transmitted through the air, air from isolation areas should be exhausted outside and not recirculated. Separate air exchanges for feline isolation areas are a lower priority since cats do not readily transmit pathogens through the air.^{14,15}

Air purification technologies, such as ultraviolet germicidal irradiation (UVGI), may act as an adjunct to a traditional HVAC system to improve indoor air quality. However, ultraviolet irradiation must not be relied on as the sole method for ensuring good air quality or infectious disease prevention.⁵⁴⁻⁶² Although attention to ventilation and air quality is important, it will not overcome the harmful effects of inadequate housing, poor sanitation, or lax population management.

4.7 Noise control

Noise must be minimized in animal housing areas. Cat and dog hearing is sensitive, and noise levels that are

uncomfortable for humans are likely to be very uncomfortable for animals (see *Behavior*). Noise and vibration-producing equipment and mechanical systems should be located as far away from animal housing as possible.⁶³

Even reasonable volumes may be stressful for shelter animals, particularly if sounds are sudden or unpredictable such as the slamming of cage doors or tossing of metal bowls.^{64,65} Prevention and mitigation strategies to minimize the impact of noise should be implemented in facility design, added to existing facilities, and incorporated into shelter operations. These strategies can include arrangement of cages; material selection for cages, doors, and latches; and decisions about where to house individual animals.

Barking can be a significant source of shelter noise. Appropriate facility design, environmental management, enrichment strategies, and behavior modification can dramatically reduce noise levels related to barking.⁶⁶⁻⁶⁸ Because the causes and solutions to barking are multifactorial, preventing visual contact between dogs should not be used as a sole strategy to reduce barking.^{69,70}

4.8 Lighting

Lighting should promote a safe working environment and effective observation of animals and the enclosure. Facilities should be designed to offer as much natural light as possible. Exposure to sunlight in a manner that maintains daily circadian rhythms improves health and well-being for animals and for shelter personnel.⁷¹ When natural lighting is not available and artificial light is used, it should approximate natural light in duration and intensity to support circadian rhythms.⁷² If it is necessary to keep lights on after dark for safety or by regulation, a fixture that emits red-orange light is preferred. Because of the way dog and cat eyes function, a red light creates a darker space for animals at night, allowing them to sleep more normally.⁷¹

4.9 Enrichment spaces

Dedicated indoor or outdoor enrichment, exercise, and training spaces allow shelters to safely provide opportunities that improve welfare for animals. These spaces need to be clearly marked, prevent escape, provide protection from the elements, and limit exposure to disease and parasites. All enclosed outdoor spaces should have double door entry points to keep animals safe and reduce the risk of escape.

4.10 Intake spaces

Designed appropriately, shelter lobbies provide a welcoming environment for clients and help reduce animal stress. Shelter admission areas should be separated from adoptions and other client-facing areas.⁵¹ If a different space is not available, placing a divider within the lobby

or scheduling intake appointments outside of adoption hours can functionally separate admissions from adoptions.

Animal well-being during the admission process is supported by creating separate species areas within the lobby and intake examination space.^{6,8,51,71} To allow for safe and efficient processes, animal intake should occur in a designated quiet space away from the main pattern of foot traffic.⁷³ Cages and kennels in intake areas should only hold animals until their initial intake assessment has been completed.^{6,8} Intake rooms should have elevated surfaces to place animals in carriers off of floor level.^{8,10,74}

4.11 Drop boxes

The use of 'drop boxes' where live animals are placed in unmonitored receptacles for later intake is unacceptable. This practice can result in safety risks for humans and animals, animal suffering, infectious disease exposure, or death. Alternatives for community animals requiring after hours emergency care include posting on-call phone numbers for animal services, creating drop-off arrangements with police departments, or creating care agreements with local veterinary emergency clinics.

4.12 Facility design and planning

Well-designed shelter facilities support the well-being of animals and personnel and allow smooth and efficient operations. In order to meet the changing needs of the community and services offered by the shelter, flexibility in operational and spatial use should be incorporated into designs for remodeling and new facilities. Areas that can be readily adapted for multiple purposes over time can reduce the need for future renovations. When designing a new facility or undertaking a significant renovation, shelters should consult with a shelter veterinarian and an architect experienced in shelter design.

Shelters must avoid large warehouse type rooms when designing housing. Instead, multiple smaller rooms with fewer primary enclosures per area are strongly preferred.⁷⁵ Small wards reduce noise, limit disease exposure and transmission, provide flexibility in meeting individual animal needs, and permit close monitoring of individual animals.

When remodeling or planning a new facility, the movement of animals, people, and supplies should be incorporated into the design. For example, placing housing for difficult to handle dogs close to the facility entry point will improve personnel and animal safety. Animal shelter design should provide an environment that also serves the needs of personnel and clients. Areas for training, work breaks, meetings, and private discussions support personnel well-being, client-staff interactions, and client-animal interactions.

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5. Sanitation

5.1 General

Maintaining a sanitary environment is an integral part of supporting health and welfare and minimizing the risk of infectious disease. Whether or not infectious disease occurs is dependent on the interaction of several factors: the animal (e.g. species, age, and immunity), the pathogen (e.g. infectious dose and ability to survive outside of the body), and the environment (e.g. temperature, housing, and amount of pathogens present), and how each of these factors are managed¹ (Fig. 5.1).

Through cleaning and the proper use of disinfectants, the number of pathogens in the environment is reduced, decreasing the likelihood of spread.² A clean shelter increases the comfort level of the animals and personnel, and presents a positive image of the shelter to the public.^{3,4} Protocols for proper sanitation are essential for any sheltering program.

5.2 Definitions

Cleaning is defined as the manual removal of urine, fecal matter, food waste, hair, bodily fluids, and other debris from the environment.^{2,4,5} Oils and grime found on surfaces, especially soiled, porous, or rough surfaces, can interfere with the ability to kill pathogens⁶ (see Appendix E). Detergents and degreasers break down oil and grime with soap-like action and can remove up to 90% of environmental pathogens.^{3,7-9}

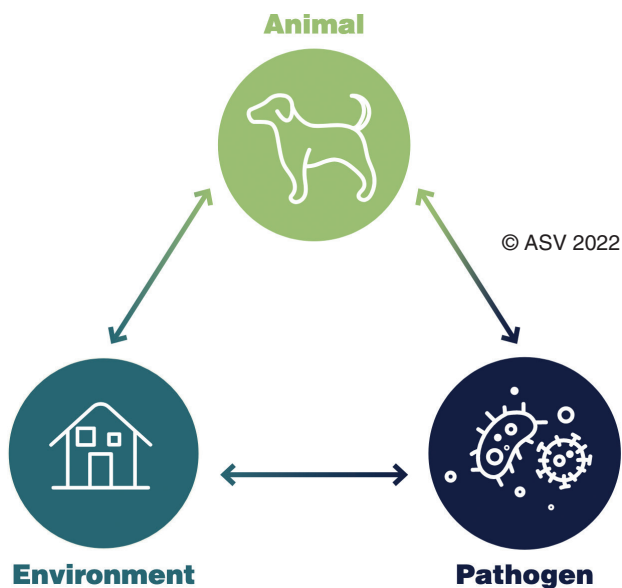


Figure 5.1. Factors impacting disease transmission in the shelter.

Disinfection, typically by the application of a chemical product to a clean surface for a specific time period, is the process of killing most of the remaining pathogens.⁹ Sanitation refers to the combination of cleaning and disinfection. Cleaning and disinfection are separate steps, even when using a detergent-disinfectant combination product that is labeled for both purposes.²

Sterilization is the destruction of all pathogens (e.g. viruses, bacteria, and fungi), including spores, and is generally reserved for surgical instruments and other equipment necessary for sterile procedures.⁹ True sterilization of cage and kennel surfaces does not occur.

5.3 Sanitation practices

Shelters must have a sanitation plan for all locations in which animals are present, including enclosures, common-use areas, foster homes, and outdoor spaces. Sanitation protocols are used to describe which areas to sanitize, which products to use, and how to use them.⁴

Sanitation protocols should be based on pathogens, routes, and risk of transmission. Sanitation protocols must include steps for removal of organic matter, cleaning, and disinfection.⁴ Ideally, sanitation protocols will be developed in consultation with a veterinarian experienced in shelter medicine.⁴ Those making decisions about sanitation protocols need to be familiar with the active ingredients of common disinfectants, target pathogens, and potential routes of transmission. An increasing number of resources provide guidelines tailored to the shelter environment.^{6,10,11}

Sanitation products must be diluted and used according to label instructions or published recommendations. Solutions that are too weak may be ineffective, and those that are too strong may be harmful to animals and people.^{4,9} Some disinfectants such as quaternary ammonium products and bleach can be harmful when animals contact or ingest them, even at recommended dilutions, so removing the residue is an essential step.^{3,4}

Disinfectants used in animal areas must be effective against non-enveloped viruses, such as parvovirus, panleukopenia, and calicivirus. Several studies have found that quaternary ammonium-based products, which are commonly used in shelters and veterinary clinics, do not eliminate non-enveloped viruses in spite of label claims.¹²⁻¹⁵ Other products, such as accelerated hydrogen peroxide, potassium peroxydisulfate, and bleach products, are effective against non-enveloped pathogens and dermatophytes at the appropriate concentration and contact time.^{2,12-15}

Adequate sanitation cannot be accomplished by using water alone, by spraying and quickly wiping off a

disinfectant, or by using a disinfectant with no detergent properties (i.e. bleach) without cleaning first.^{2,4} Alternative methods of disinfection such as ultraviolet light, steam, freezing, and air filtration systems must not be relied on as the sole means of sanitation in shelters.^{9,16-24}

Sufficient personnel must be assigned to complete sanitation tasks promptly each day so that animals spend most of their time in sanitary conditions. Industry guidelines recommend a minimum of 9 min per animal per day for routine cleaning of enclosures.²⁵ The actual time needed to accomplish daily sanitation will vary based on population, housing size and type, specific products and protocols, and facility use. Calculating how long proper sanitation typically takes per housing unit can provide better estimates of sanitation staffing needs in individual shelters (see [Population Management](#)).

Sanitation should proceed in an order that minimizes both the risk of pathogen transmission from infected animals and the exposure of vulnerable animals. In general, the recommended order of cleaning and care, from first to last, is:

- healthy puppies and kittens
- healthy adult animals
- unhealthy animals³

This order of cleaning may be customized to include specific animals or subpopulations (e.g. different infectious diseases and immune-compromised animals) based on the specific needs of the shelter, population, and protocols.^{5,26}

Sanitation practices should be observed regularly to ensure consistency with written protocols. Observation of sanitation practices provides an opportunity to identify and correct deviations from the protocols.³ It is important to ensure that contact times are observed, supplies are readily available, and equipment is adequate for the job.

Pathogen risks in a shelter can change over time, and shelters may need to alter sanitation protocols when disease rates increase or a more difficult to kill pathogen is identified. During an outbreak, protocols should be reviewed and practices observed to ensure efficacy against suspected pathogens.^{11,27} Pathogens can be spread inadvertently when protocols are improper or practices are not in line with protocols. Common mistakes include incorrect choice of disinfectant, under or over-dilution, not observing contact times, etc.^{28,29}

5.3.1 Sanitizing primary enclosures

Sanitizing primary enclosures is critical to ensure health and comfort. Enclosures must be completely sanitized before being occupied by a different animal.⁴ This process, also known as deep cleaning, is important even if an animal has only occupied a primary enclosure for a short period of time, the enclosure is not visibly soiled, or the

animal appears healthy. Animals are capable of shedding pathogens without showing signs of illness.³⁰ Sanitation is indicated when enclosures are heavily soiled, an infectious disease is diagnosed and on a regular schedule based on use. Table 5.1 shows basic steps and indications for sanitation of primary enclosures.

Sanitation methods significantly impact animal health and welfare. Splattering or soaking animals when spraying water, cleaning, or disinfection products can cause significant distress. It is unacceptable to spray primary enclosures while animals are inside them.^{3,4,31} Animals need to be removed from nearby housing compartments when overspray is likely.

Adequate drainage is essential for animal housing areas regularly hosed or sprayed with cleaning fluids.^{32,33} Drainage systems or operational practices (e.g. squeegee and towel drying) must prevent the accumulation of standing water. Dry surfaces are required before animal use because they promote animal comfort and drying aids in the inactivation of pathogens.

Ideally, mopping is avoided in animal housing areas. Mops may harbor pathogens, allowing them to be deposited in other locations.⁴ However, mopping may be necessary when sanitizing animal enclosures and ward hallways that do not have drains. When mopping cannot be avoided, personnel must ensure that both cleaning and disinfection of the floor surface occur. Mop heads require disposal or sanitation and drying between uses, including between cleaning and disinfection products and between housing areas.

5.3.2 Spot cleaning primary enclosures

When an animal will remain in their enclosure and it has not been heavily soiled, complete sanitation of the enclosure may not be necessary or supportive of animal health.^{3,4,34,35} Daily cleaning is essential, even in cage-free or home environments, but can often be accomplished using a spot cleaning method.

During spot cleaning, an animal may remain in their enclosure or be given out-of-kennel enrichment. Multi-compartment enclosures facilitate spot-cleaning by allowing personnel to clean in the other compartment to avoid animal contact. Spot cleaning should be conducted at least daily when an animal will remain in the same enclosure. Soiled bedding, old food, urine, and feces are removed, the area tidied, and food and water resupplied (Table 5.1).

Spot cleaning is typically less stressful for animals as it requires less animal handling and does not remove familiar scents.³⁶ Spot cleaning is particularly important for shy or under-socialized animals, and animals with mild diseases worsened by stress (e.g. feline infectious respiratory disease).

Table 5.1. Basic steps for cleaning primary enclosures

Sanitizing	Spot cleaning
Remove animal (or move to different compartment)	Keep animal in enclosure (or give out of kennel enrichment)
Remove all items	Remove bowls, wet or soiled items
Remove all organic material	Remove all organic material
Apply detergent solution and physically scrub all surfaces	Clean soiled areas with detergent and single-use towel as needed
Rinse all surfaces and then remove standing water	Wipe surfaces to remove detergent
Apply disinfectant solution for appropriate contact time	Replace care items
Rinse all surfaces as indicated and then remove standing water	
Reset enclosure	

5.4 Reducing pathogen spread

Fomites are objects that may be contaminated with pathogens and contribute to transmission of disease. Hands, work clothing, medical equipment, food bowls, litter boxes, toys, and cleaning and handling equipment may serve as fomites.⁴ Care to avoid the spread of disease through fomites is important during sanitation and when interacting with animals in the shelter.

5.4.1 Personal protective equipment

Personal protective equipment (PPE) is a physical barrier that reduces the spread of disease when used properly. PPE should be selected based on specific pathogens and exposure risks within each population (see [Public Health](#)). As the health of the population varies, the type of protective equipment needed may also vary. Appropriate PPE should be used in each area and disposed of or sanitized before proceeding to care for other animals³⁷ ([Appendix C](#)).

PPE may need to be changed between individual enclosures or areas based on disease risk because contaminated PPE can contribute to pathogen spread. Protective garments must be changed between handling each animal when there is a high risk for disease transmission.³⁸ Staff training, adequate supplies, and facility set-up (e.g. location of trash receptacles) allow for proper use and removal of PPE. Personnel should wash hands after removing PPE.

5.4.2 Hand hygiene

Hand sanitation is a key part of preventing disease transmission.^{37,39} Hand hygiene stations should be available in or near every area where contact with animals occurs.⁴⁰ Ideally, hand hygiene stations are sinks that allow washing with soap and water, and drying with single use towels. At a minimum, hand hygiene stations provide hand sanitizer with at least 60% alcohol.⁴¹ Because hand sanitizers are ineffective against some of the most concerning pathogens in shelters (e.g. parvovirus, calicivirus, and ringworm), hand sanitizers should not be relied on as the sole means of hand hygiene.^{41,42}

Proper handwashing technique includes wetting hands with clean, running water; applying and scrubbing with soap for at least 20 seconds; rinsing with clean water; and drying thoroughly with a fresh towel or forced air.⁴³ Proper hand sanitizer techniques include applying 1–2 pumps of gel product to one hand and then rubbing hands together until all surfaces are covered and dry (approximately 20 seconds). Hand sanitizer should only be used on hands that are visibly clean.⁴¹

Sanitation protocols must address hand hygiene for shelter staff, volunteers, and visitors.^{3,4,37} Although all people can move pathogens around, shelter personnel are significantly more likely to do this while they complete daily care tasks compared to shelter visitors.⁴⁴

5.4.3 Equipment and supplies

All items that come into contact with animals should be sanitized on a regular basis, whenever visibly soiled, and when in direct contact with bodily fluids. In the case of disease outbreaks or when proper sanitation of supplies is not possible between animals, the use of disposable items may be warranted. It is essential to note that gloves, clothes, and shoes can serve as fomites, underscoring the importance of the proper use and replacement of PPE.

Separate cleaning supplies must be designated for each shelter area or be sanitized prior to use in each area. Some supplies need to be changed or sanitized between enclosures, such as rags or towels. Other supplies, such as mop heads and squeegees, can be changed between areas, unless there is a high risk of disease transmission.

Transport cages and traps, as well as vehicle compartments used for animal transport, must be sanitized before being occupied by a different animal.⁴⁵ Mobile equipment such as rolling trash cans, shopping carts, and food or treatment carts should be assigned to one area or be sanitized between areas.^{45,46} Sanitation of these items includes wheels and outside contact surfaces. Objects with scratched, damaged, and porous surfaces are difficult or impossible to completely disinfect and should be used with caution or discarded between animals.⁴⁷ These

objects include plastic litter pans, airline carriers, and plastic or unglazed ceramic water bowls.

All bedding and other textiles used at the shelter must be discarded or laundered and thoroughly dried when visibly soiled and before reuse with a different animal.⁴⁵ Items that are heavily soiled may need to be laundered separately from other textiles.^{29,48,49} Organic debris (e.g. feces) should be removed from items before laundering.³⁷ Items that cannot be readily disinfected, such as leather gloves and muzzles, may contribute to disease spread when used with animals who appear ill and/or during a disease outbreak.⁴⁵ Routine cleaning or laundering of bedding could fail to remove non-enveloped viruses and dermatophytes; in these situations, discarding the items in question or using pathogen-specific laundry protocols is recommended.^{29,49}

Automatic watering devices and water bottles should not be used if the watering valve cannot be sanitized before being used by another animal.^{50,51} Food and water bowls must be sanitized in a different location or at a different time than litter pans or items soiled by feces, to prevent cross contamination.^{4,52} Dishwashers have excellent mechanical washing action and attain high temperatures which destroy the majority of pathogens but may not destroy non-enveloped viruses such as parvoviruses.^{26,53} The best way to inactivate these viruses is through the application of a disinfectant to the dishes following the dishwasher cycle. When a dishwasher is not available, disinfectant can be applied following thorough washing and rinsing by hand.⁵² Basins used to sanitize food and water bowls and litter pans should be thoroughly sanitized between uses.³

5.5 Other shelter areas

Foot traffic plays a role in fomite transmission throughout the shelter and grounds; dedicated boots that can be sanitized or disposable shoe covers should be used in potentially contaminated or protected areas, such as isolation and surgery.^{4,54,55} Footbaths must not be relied on for infectious disease control in the shelter.^{4,56,57} This is because achieving adequate contact time is impractical, and the accumulation of organic debris within the bath inactivates many disinfectants. Poorly maintained footbaths create environments that encourage pathogen growth and contribute to disease spread. It is unacceptable for animals to walk through footbaths.³

Animal waste and bodily fluids must be removed from indoor common spaces as soon as possible.^{5,58} After removal, the area needs to be sanitized properly. Feces must be removed from outdoor areas between animals or groups.⁵⁹ To reduce parasite egg accumulation in the environment, daily removal of feces is acceptable, although immediate removal is preferred.

Outdoor areas around the shelter must be kept clean, recognizing it is impossible to disinfect gravel, dirt, and grass surfaces.²⁹ Surface covers (e.g. pea gravel, mulch,

and rubber chips) can be replaced or recovered regularly to reduce contaminant load. To manage this risk, many shelters designate certain outdoor areas for use by specific animals. This allows closure of an area when needed while still preserving other areas for continued use. Access to areas that cannot be sanitized should be restricted to adult animals who have been vaccinated, dewormed, and appear healthy, or animals for whom the benefits of such access outweigh the risks of disease exposure or transmission.^{60,61}

Standing water should not be allowed to accumulate in or around the shelter because mosquitos breed and many pathogens thrive in wet environments.^{62,63} Well drained substrates and exposure to sunlight aid in the destruction of pathogens; however, some pathogens survive even in environmental extremes.

5.6 Wildlife, rodent, and insect control

Rodents and insects may harbor pathogens that can spread to shelter animals through direct ingestion, contamination of pet food, or contamination of the environment. Areas of food storage are particularly vulnerable to infestation. All food must be protected from wildlife, rodents, and insects.^{64,65} Properly storing food bags in sealed bins, promptly cleaning spills or waste, and resealing and refrigerating opened food containers (animal or human) can help mitigate infestations. Rodent and insect control solutions must be safe, humane, and effective.⁶⁶ Integrated pest management plans are recommended and utilize a variety of environmental measures to reduce the need for pesticides, rodenticides, and insecticides.⁶⁷

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6. Medical Health

6.1 General

Comprehensive shelter medical programs are the foundation of humane sheltering. The World Health Organization describes *health* as a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.¹ Health care for animals in shelters is a necessity and must include attention to overall well-being.^{2,3}

Shelter medical care must begin at or before intake and continue throughout the shelter stay.⁴⁻⁶ Animals may arrive at shelters already experiencing health challenges, while others may develop issues during their stay. When a shelter admits an animal, they become responsible for providing all of the medical and wellness care that the animal needs, or promptly finding an outcome that meets those needs. When medical treatment is necessary, it must be provided in a timely fashion.

Shelters must provide species-appropriate preventive health care; this includes implementing protocols that strengthen resistance to disease and minimize exposure to pathogens, such as vaccination, parasite control, good nutrition, and appropriate handling and housing location.⁷ Shelters can experience severe disease outbreaks without proactive management, monitoring, and communication.

Individual animal health must be addressed within the balance of decisions and practices that support overall population health. Population health is impacted when spread of disease is likely, when long lengths of stay place the shelter over its capacity for care, and when treatment costs reduce the shelter's resources to provide care for other animals (see [Population Management](#)).

A shelter's capacity to provide medical care for individual animals is impacted by:

- the availability of resources to safely and humanely provide treatment and maintain welfare during the treatment period
- the duration of care
- the number of animals needing treatment
- likelihood and consequences of disease transmission
- the likelihood of recovery
- and the animal's potential for a live outcome

Prompt identification and communication of health conditions, and the development of protocols for conditions that are routinely treated or managed by the shelter provide transparency and support timely decision-making. Shelters should have a protocol for making decisions about which animals and conditions to treat, and which animals and conditions they cannot treat.

Tracking disease rates and outcomes for medical cases provides important measures of shelter population health.⁸ Key indicators of healthcare program deficiencies include the decline of animal health and welfare after intake, sick or injured animals held without prompt treatment, wide-scale disease outbreaks, animals dying or being euthanized as a result of shelter-acquired disease or injury, and chronically high rates of disease. Prevention of disease in shelters through proactive planning of animal pathways (see [Population Management](#)) and preventive healthcare supports better animal health and welfare, saves resources, and improves the well-being of shelter personnel.⁹

6.2 Veterinary oversight and medical recordkeeping

A formal relationship with a veterinarian must be in place to ensure oversight of medical and surgical care in the shelter. Personnel providing medical care must have the skills and equipment to administer prescribed treatments safely and effectively.

Evidence-based protocols are essential for providing a consistent approach to addressing the health of individual animals and populations entering shelters.¹⁰ All medical practices and protocols must be developed in consultation with the shelter's veterinarian (see [Management and Record Keeping](#)). Ensuring compliance with healthcare plans and protocols, on a population or individual level, is part of veterinary oversight. In addition to providing details of diagnosis and treatment, shelter medical protocols include instructions for animal housing, sanitation, decision-making, and communication.¹¹ When a medical concern falls outside of standard protocols or does not respond to treatment as expected, a veterinarian must be consulted.

Medications and treatments must only be administered by prescription or in accordance with written protocols provided by a veterinarian.¹² Medication should only be prescribed when there exists a reasonable presumptive diagnosis, the ability to administer as directed, and a plan to monitor the course of disease, so that success or failure can be determined.¹³ Giving medications when not needed, such as prescribing antibiotics to prevent viral infections, can cause harmful side-effects and promote antibiotic resistance.

When drugs are used or dispensed, it must be done in accordance with federal and state regulations.¹⁴ These regulations may limit use or dispensing of off-label and compounded drugs. When dispensed or when required by state regulations for in-shelter use, prescription drug labels include:

- name of the prescribing veterinarian
- clinic or shelter name, phone number, and address

- patient identification and species
- date dispensed and expiration date
- drug name, form, and amount
- directions for use
- cautionary statements¹⁵

Accurate medical records are an essential part of an animal's shelter record. A medical history must be requested for all animals presented to the shelter and added to the medical record. Shelters must document all medical care rendered to each animal in the medical record.¹⁶ Medical records include accurate identifying information; signalment (age, sex, species, and reproductive status); and a dated list of physical exam findings, vaccinations, diagnostic test results, procedures, and treatments (including medications with dose and route of administration). A record of the animal's medical care must be provided in hardcopy or electronic form when the animal leaves the shelter's care.

6.3 Medical assessment

Collecting information about animal health before admission allows the shelter to offer medical services that can prevent intake, such as spay-neuter, outpatient care, or referral to other accessible programs.¹⁷ When intake to the shelter is necessary, each animal's individual health status must be evaluated, documented, and monitored beginning at intake.

Each animal must receive at least a cursory health assessment by trained personnel at intake to check for signs of infectious disease or problems that require emergency medical care.^{5,18} The intake assessment must include confirmation of the animal's estimated age, sex, physical description, and the presence of any identification and microchips. Administration of core vaccinations (Table 6.1) and parasite prevention is typically paired with this intake assessment.

A comprehensive physical examination by a veterinarian or trained personnel should also be performed. Ideally, this physical exam is performed within 24 hours of intake. Timely initial assessment and examination allow prompt treatment of medical conditions, establish a health baseline for each animal, and allow recognition of changes in health during the animal's time in care. Screening tests can be a part of this assessment, including FeLV and FIV testing and management in animal shelter's policy¹⁹ (see [ASV Position Statement](#)).²⁰ Findings from any assessments and examinations are documented in the individual animal's medical record and used to inform housing and flow-through planning.

Animals with signs of infectious disease at intake should be isolated until determined to be low-risk to the population. Separating potentially infectious sick animals reduces the risk of fomite transmission by personnel and prevents spread through shared environments.

Quarantining healthy animals at intake is not generally recommended. Quarantines are appropriate only for animals with a history of direct, high-risk infectious disease exposure. Unnecessary holds increase length of stay and are detrimental to animal health and organizational goals (see [Population Management](#)).

Some animals are more susceptible and require greater protection from possible disease exposure. Heightened precautions to prevent disease transmission should be taken when handling more susceptible animals, such as juveniles, older animals, and those with underlying conditions. Precautions typically include placement in foster care, limiting the number of people in contact, using personal protective equipment (PPE), and providing care for the most vulnerable first ([Appendix C](#)).

Trained personnel must visually observe the health and well-being of every animal at least once every 24 hours.¹⁶ Ideally, daily monitoring observations take place before cleaning, so that food intake and condition of the enclosure, including feces, urine, or vomit, can be noted. Medical staff are essential members of the shelter's comprehensive care team; a medical staff member should attend population rounds with representatives from other departments (see [Population Management](#)).

Animals staying in the shelter long-term require regular medical assessment. At minimum, an examination by trained personnel, including weighing and body condition score, should be repeated on a monthly basis. A comprehensive exam should be performed at least every 6 months while in shelter care, including animals in foster. More frequent examinations are necessary for animals with chronic conditions and when new concerns are observed.

6.4 Essential wellness and preventive care

Prevention and early detection of health concerns in the shelter is critical to supporting physical and emotional well-being. Vaccination, parasite control, proper nutrition, and addressing specific care needs for individual animals improves the health of individuals and populations, while saving the shelter time and resources. For example, grooming and bathing are essential components of animal care and must be provided when necessary for animal health or comfort.¹¹

6.4.1 Vaccination

A timely vaccination program is fundamental to preventing severe disease outbreaks in animal shelters.^{21,22} Shelters must have a written vaccination protocol developed under the supervision of the shelter's veterinarian (see [Management and Record Keeping](#)). Shelter vaccine protocols differ from protocols used in private practice because shelter animals are subject to an increased risk of infectious disease.^{11,23} Risk factors include stressors, exposure to other animals, age, previous preventive care, and pathogen levels

Table 6.1. Vaccination schedule for animals housed in shelter facilities

Core vaccines	Route	Species	Starting age	Frequency <20 weeks	Frequency adults
MLV DAPP	SQ	Dog	4 weeks	Intake, every 2 weeks	Intake, suggested booster in 2–4 weeks
MLV FVRCP	SQ	Cat	4 weeks	Intake, every 2 weeks	Intake, suggested booster in 2–4 weeks
MLV Bord/PI	IN	Dog	3 weeks	Once at intake	Once at intake
Rabies	SQ	Dog and cat	12 weeks	Once	Once

MLV, modified live virus; DAPP, distemper-, adeno-, parvo-, and parainfluenza; FVRCP, feline viral rhinotracheitis, calicivirus, and panleukopenia; Bord/PI, *Bordetella* and parainfluenza virus; SQ, subcutaneous; IN, intranasal.

in the environment.^{11,24–27} Key differences in protocols compared to those recommended in private practice include an earlier and longer age range for juveniles, a shorter time span between vaccines, and different core and noncore products.^{11,23}

Shelters must properly handle and store vaccines according to manufacturer guidelines. Proper handling includes refrigeration along the supply chain and within the shelter, preventing freezing, reconstitution according to manufacturer instructions, and discarding modified live vaccines reconstituted more than 1 hour prior to use.^{4,25,27–29} Proper technique for vaccine administration is important for efficacy and safety. This includes use of the dose and route indicated by the manufacturer, a sterile syringe and a fresh needle, and gentle handling.^{4,28–30} The location for specific vaccine injections should follow administration site guidelines.^{28,30} Recording the serial and batch number information in the medical record is required for rabies vaccines and is recommended for all vaccines in case of adverse reactions, recalls, or vaccine failures.

Shelters must have protocols for recognizing, managing, and reporting adverse vaccine reactions, and required treatments must be accessible.^{25,31} This includes protocols for accidental subcutaneous administration of intranasal vaccines, which can lead to significant infection or allergic reactions.⁴ Management of vaccine reactions might include alerting the veterinarian, close monitoring, administration of medications, or referral to an emergency clinic, depending on the situation and severity of the reaction.²⁷ Vaccine reactions need to be reported to the manufacturer.³²

6.4.2 Core vaccines in shelters

A core vaccine is one given to all eligible animals and is withheld only in extraordinary circumstances.²⁷ For all core vaccines except rabies, shelters should use modified live virus or recombinant vaccines (MLV) rather than killed products because they provide a faster immune response.^{33–35} This includes vaccines for puppies, kittens, animals with FeLV or FIV, and pregnant and nursing animals.^{30,36} Cerebellar hypoplasia is a theoretical complication of MLV panleukopenia vaccination of pregnant cats; however, the risk of abortion, maternal, and kitten death due to panleukopenia generally outweighs this concern in shelters.^{37,38}

MLV vaccines create effective, long-lasting immunity to distemper-, parvo-, adeno-, and panleukopenia viruses in dogs and cats with competent immune systems within days of initial vaccination and may provide partial protection sooner.^{33,39,40} MLV vaccines also decrease symptoms and duration of herpes-, calici-, and parainfluenza virus and *Bordetella* infections.^{25,34,35,41,42}

Dogs

A subcutaneous MLV vaccine for canine distemper-, adeno-, parvo-, and parainfluenza viruses (DAPP) is core for shelter puppies and dogs.²¹ An intranasal vaccine containing both *Bordetella* and parainfluenza virus (Bord/PI), with or without adenovirus, is also core for shelter puppies and dogs.²¹ The intranasal route is important to maximize efficacy and activate respiratory immune cells, which can provide additional protection against other infectious respiratory diseases.^{43,44}

Cats

A subcutaneous MLV vaccine for feline viral rhinotracheitis, calicivirus, and panleukopenia viruses (FVRCP) is core for shelter cats and kittens. Feline intranasal vaccination for herpes and calicivirus has a similar efficacy to the injectable, but there is questionable reliability of intranasal vaccination against panleukopenia virus.^{23,39} Using both subcutaneous and intranasal vaccines together is safe but has not been shown to increase immunity over either product alone. The intranasal vaccine may provide protection against herpes and calicivirus to young kittens through reduced maternal antibody interference.²³

Rabies

Eligible dogs and cats should be vaccinated against rabies before leaving shelter care.¹¹ Rabies vaccines must be administered following state and local guidelines and the most recent Compendium for Animal Rabies Prevention and Control.^{45–48} Specific regulations for how rabies vaccination is to be documented and who can administer the vaccine vary by state. Puppies and kittens that are too young for rabies vaccination may be adopted or transported with the recommendation that new caretakers provide vaccination when old enough. Rabies vaccination of animals under

12 weeks of age, although considered off-label, appears safe and may be of value in some situations (e.g. return-to-field).⁴⁹ Feral cats should receive all core vaccines at the time of spay-neuter, regardless of age.⁵⁰

After the initial series (see Table 6.1), vaccination protocols for animals housed long-term in shelters are best guided by the shelter's veterinarian.

6.4.3 Noncore vaccines

Noncore vaccines (e.g. Canine influenza, *Leptospira*, Lyme; Feline Bordetella, Chlamydia, leukemia virus, etc.) may be useful when prescribed by a veterinarian for specific animals, subpopulations, or in the face of diagnosed outbreaks. When deciding whether to use noncore vaccines, it is important to consider the onset of immunity and the number of boosters, as many of these vaccinations may not be fully effective for 10–14 days after the final dose.²³

6.4.4 Vaccine schedules

Adult animals must be vaccinated with core vaccines at or before intake (Table 6.1). Revaccination 2–4 weeks later is suggested for those still in shelter care, especially when disease risk is high. Animals housed in shelters should be vaccinated with core vaccines even if ill or pregnant, as the individual and population risks of not vaccinating outweigh the small risk of vaccination.^{25,30,38} Vaccinating an animal with all core products on the same day or during a surgical procedure does not decrease immune responsiveness to those vaccines or significantly increase the chance of adverse reactions.^{29,36,51–53}

Puppies and kittens housed in shelter facilities must begin core vaccinations at or before intake starting at 4 weeks old and must be revaccinated every 2 weeks until 20 weeks old.^{4,25,28} Shelter personnel and veterinarians can use dentition, behavior, body weight, and available history to estimate age when date of birth is unknown.⁵⁴ In juvenile shelter-housed animals, frequent vaccination is critical to ensure that animals develop their own protective antibodies as soon as possible after antibodies provided by their mother wane.^{28,55} When no longer housed in the shelter facility (i.e. in foster or adopted), juvenile vaccine schedules may be adjusted.

The risk of puppies and kittens contracting and spreading infections such as parvo, distemper, and panleukopenia can be greatly reduced by housing litters in individual foster homes until they are old enough for spay-neuter and adoption. Puppies and kittens housed in foster care must begin core vaccinations at or before intake starting at 4 weeks old and must be revaccinated at the veterinarian's discretion every 2–4 weeks until 20 weeks old.^{4,25,28} Assessment of infectious disease risk in the foster home will determine whether a shorter or longer interval is appropriate.

It is not recommended to delay placement outcomes (e.g. adoption and transport) to allow response to vaccination or to receive a booster. The safer alternative is to secure an outcome with the recommendation that new caretakers continue a veterinary-directed vaccination protocol that reflects the animal's new lifestyle and disease risks.

6.4.5 Parasites

Parasites, both internal and external, are one of the most common health concerns seen in shelter dogs and cats.⁵⁶ Some animal parasites can also impact human health (e.g. roundworms, hookworms, mites, ticks, and fleas). Animals should receive anti-parasite treatments at or before intake and throughout their shelter stay.

An effective parasite control program, including medications and environmental control, should be designed with the supervision of a veterinarian. Considerations include the impact of the parasite on individual animals, the shelter population, and human health. Because risks vary geographically, it is important to identify the parasites of concern in the shelter and in the community the animal comes from, including those received through relocation programs. Effective protocols tailor treatments to the species and life stage of their animals, including age, pregnancy, and lactation.^{57–61} For example, treatment for coccidia may be considered for juvenile animals at intake to reduce disease severity and environmental contamination.

All dogs and cats must be treated for roundworms and hookworms at intake, starting at 2 weeks of age, because these organisms can cause harm to people, especially children.⁶² Parasite treatment also reduces contamination of the shelter environment where animals and humans may be exposed. Since most parasite eggs or cysts are shed in high numbers through feces and are difficult or impossible to kill, feces should be promptly removed from animal housing and exercise areas.^{63,64} Good sanitation practices, especially mechanical cleaning of soiled areas, reduce the potential for spread.⁵⁶

Regardless of geographic location, all shelters should have policies regarding testing, prevention, and management of heartworm disease.^{65–69} This policy may specify in-shelter prevention, treatment and management protocols, or may describe a plan for referral of adopters to local veterinarians for testing or care.

6.4.6 Nutrition

Shelters should seek veterinary input when developing a feeding protocol for their animal population. Food that is consistent with the nutritional needs, health status, and species of the individual animal must be provided at least daily. Food must be fresh, palatable, free from contamination, and not shared between enclosures. Feeding a consistent diet can support animal health and streamline feeding protocols. Fresh, clean water must be available to

animals unless there is a medical reason for water to be withheld for a prescribed period of time.

The amount and frequency of feeding vary depending on life stage, species, size, activity level, health status of the animal, and the particular diet chosen. Ideally, healthy adult dogs are fed twice daily, and cats are fed multiple small meals or allowed to forage throughout the day. When managing starved animals or those with unique nutritional needs, veterinary input must be sought. Healthy puppies and kittens as well as lactating and pregnant animals must be fed small amounts frequently or have food available through the day (i.e. free-choice).

Food intake must be monitored daily. Loss of appetite or inability to eat are health concerns that require medical attention. Since animals have highly variable metabolic requirements, each animal should be fed to meet individual needs and prevent excessive gain or loss of body weight.^{54,70} Body condition and hydration status of animals must be monitored. When animals are cohoused, matching animals with similar nutritional needs or having a process for feeding separately is important. Cohoused animals should be monitored during feeding times, so that appetite and conflicts around food may be addressed.

Food and water dishes must be safe, sufficient in number, and of adequate size. For litters and cohoused adults, providing at least one food dish per animal is recommended. Distributing dishes throughout the enclosure can help prevent guarding behavior (see [Facilities](#)).

Supplies of food must be stored in a manner to prevent spoilage or contamination, including refrigeration for perishable foods. Food waste creates a health hazard through spoilage and attraction of pests.

6.4.7 Pregnant, nursing, and neonatal animals

Shelters should have a protocol for the care of pregnant, nursing, and neonatal animals.⁷¹ This includes whether or not an animal will be spayed or allowed to go to term (see [Surgery](#)). Shelters housing pregnant, nursing, or neonatal animals must ensure that additional disease prevention, nutrition, and stress reduction measures are taken, to protect these vulnerable populations. Housing pregnant and nursing animals in foster care provides significant medical and behavioral benefits, including minimizing risk of infectious disease transmission and facilitating more consistent monitoring. Pregnant and neonatal animals may require urgent interventions, so protocols for accessing emergency care, additional training, and resources are needed to support these populations.

6.5 Responding to health concerns

Any animal observed to be experiencing pain, suffering, or distress; rapidly deteriorating health; life-threatening problems; or suspected zoonotic medical conditions must

be promptly assessed and managed.¹⁶ Communication is a key part of facilitating care. Protocols for documenting and reporting health concerns are essential.

Protocols for common diseases and health conditions, which specify diagnostics, medical care, and management (e.g. housing, PPE, and outcomes) are an integral part of any shelter health program. Infectious disease protocols must include measures both to minimize transmission and to ensure appropriate care of the infected animals. The response to each disease will look different for every organization, due to the variety of pathogens encountered, modes of transmission, and types of facilities. The shelter veterinarian should be consulted on all policies and protocols related to the maintenance of medical and behavioral animal health (see [Management and Record Keeping](#)).

6.5.1 Pain management

Animals with acute or chronically painful medical conditions are often cared for by shelters. Pain must be recognized and treated to alleviate suffering. Treatment of pain can include providing euthanasia. Unrelieved pain is a significant welfare concern and can result in chronic physical manifestations, such as weight loss, muscle breakdown, increased blood pressure, and prolonged recovery from illness or injury, as well as mental and emotional distress.⁷² Failure to provide treatment for pain is unacceptable.

Recognizing and alleviating pain in a wide variety of species can be complex and difficult.⁷³ Individual animals react differently to painful stimuli and may show a variety of clinical and behavioral signs.² Observation of behavior and knowledge of the causes of pain are the most accurate ways of assessing pain in animals; if a procedure, injury, or condition is known to be painful in humans, it can be assumed to be painful in animals. Several published scales are available to assess pain in animals.⁷⁴ When an animal is suspected to be painful, it is the responsibility of shelter staff to follow veterinary protocols and request veterinary assessment.

Protocols for the treatment of painful conditions should be created by a veterinarian. Pain control provided must be of an appropriate strength and duration to preempt or relieve pain. When pain can be anticipated, as with surgical procedures, pain control should be provided before the painful event. The use of controlled drugs must be supervised by a veterinarian as required by regulatory statutes.

Non-pharmacological approaches to pain (e.g. the presence of littermates, a quiet environment, massage, physical therapy, heat, and deep bedding) can supplement pharmacologic interventions to help increase comfort and alleviate anxiety.

Animals must be reassessed frequently to determine the efficacy of pain relief provided. When the pain relief

provided is inadequate, emergency medical care must be provided.

6.5.2 Emergency medical care

An emergency medical plan must be in place to provide appropriate and timely veterinary care for any animal who is injured, in distress, or showing signs of significant illness.¹⁶ The emergency medical plan must indicate how staff will recognize and report medical conditions requiring emergency care. The emergency medical plan should specify whether emergency services are provided on site or through an outside veterinary clinic. Animals housed outside the shelter facility (e.g. in foster or off-site adoption centers) are subject to the same guidance. Foster care providers should be given clear instructions about how and when to access emergency and after-hours care.

If the emergency medical plan cannot be implemented or fails to relieve suffering, the animal should be euthanized.¹⁶ Many shelters care for animals they do not legally own, such as those impounded as strays, held as evidence in legal cases, or boarded for owners requiring temporary assistance. Agreements between the shelter and relevant parties can clarify emergency medical care expectations. The comfort and welfare of the animal is the shelter's highest concern. The legal status of the animal must not prevent treatment to relieve suffering. This includes providing euthanasia if suffering cannot be alleviated.

6.5.3 Responding to infectious disease

Shelters must have a means of isolating contagious animals. Animals with a suspected infectious disease must be isolated until diagnosis by a veterinarian or treatment determines them to be a low risk to the general population. Isolation may be accomplished onsite or through placement in an appropriate facility, such as a veterinary clinic or foster home, after considering risk to animals already in those facilities. When isolation efforts are inadequate to prevent disease transmission to the population, informed adoption, transfer to a partner, or euthanasia of the infected animal needs to be considered. Allowing animals with severe infectious disease to remain in the general population is unacceptable.

The treatment and response plan for animals with mild to moderate or uncomplicated infections is based on circumstance and clinical signs and often follows a standard protocol. When the number of cases increases above typical for the shelter, when signs are severe or not responding to treatment as expected, and when a zoonotic condition is suspected, diagnosis or identification of specific pathogens should be sought. Individual animals, or a representative sample in an outbreak, can be tested to achieve a likely diagnosis. When an animal dies from unexplained causes, a necropsy should be performed.²¹ If gross necropsy is inconclusive, additional testing may be indicated.

6.5.4 Outbreak response

An outbreak is the occurrence of more than the usual number of animals affected by a disease or syndrome, or an increase in the severity of cases. Outbreaks can involve one animal or many animals; high levels of disease may represent an ongoing outbreak or gaps in management and preventive care practices.

During an outbreak, a risk assessment to identify potentially exposed animals must be performed based on the confirmed or suspected pathogen. Physical separation must be established between sick, exposed, at-risk, and unexposed animals or groups of animals. Implementation of this separation will vary depending on the disease of concern and type of facility. In some circumstances, isolation or limited handling of an animal or group of animals may be enough to protect the population. In other circumstances, it may be necessary to stop animal movement, including halting intake. In order to prevent tracking of pathogens from contaminated to uncontaminated areas, animal handling and foot traffic should be limited during disease outbreaks.

During an outbreak, all at-risk animals should be monitored for signs of disease at least once a day. Animal care staff should be educated on the clinical signs of the disease of concern and on the process for alerting medical staff. Shelters should avoid returning recovered or exposed animals to the general population, while there is significant risk that they may transmit disease to other animals. Shelters must also ensure federal, state, and local laws are followed concerning reportable diseases.

As part of the outbreak response, relevant protocols should be reviewed to ensure control measures are effective against the suspected pathogen. Effective measures, such as sanitation and animal handling protocols, help to ensure animal care and treatment activities do not contribute to the spread of disease. For example, footbaths often become contaminated and aid in disease transmission rather than control⁷⁵ (see [Sanitation](#)).

Depopulation is defined as euthanasia of an entire population or subpopulation, including healthy and unhealthy animals. It is not an appropriate initial response to disease outbreaks and typically does not resolve the underlying causes. Depopulation is a technique of last resort reserved for extraordinary circumstances when morbidity, mortality, infectivity, injury, or risk of zoonotic disease is uncommonly severe. In the rare instance that depopulation is considered, an experienced shelter veterinarian must be consulted beforehand.⁷⁶

6.6 Population health surveillance

Regular monitoring of population health is as important as monitoring individual animal health; one cannot exist without the other in the shelter environment. Shelters should track animal population health trends (e.g. morbidity and mortality) and develop targeted strategies to

address concerns. Population health surveillance will facilitate early recognition of problems, accurate diagnoses, and effective intervention and prevention strategies.

One or more shelter animals dying in care can be a signal to assess management practices. Increases in deaths or infections over time may indicate deficiencies in population management practices, such as operating beyond a shelter's capacity for care, lapses in preventive care protocols, or the need for targeted interventions. Shelters can learn from examples where conditions created by poor management caused severe suffering and unnecessary death.^{77,78}

6.7 Rehoming considerations

It is increasingly common for shelters to find live outcomes for animals with medical conditions. Adopters or others receiving animals from shelters should be informed about any disease or condition known to be present at the time of outcome. Many shelters employ standard written disclosures for common conditions, modifying as needed for a particular animal.

Ongoing care for known medical conditions typically becomes the responsibility of the adopter, transport partner, or other caretaker of the animal, but may be provided by the shelter when regulations and policies allow. Shelters should have and disclose policies that specify whether or not they provide care for medical conditions that are ongoing or occur after adoption.

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7. Shelter Surgery

7.1 General

In order to decrease the local population of animals needing shelter services and improve individual animal health and welfare, shelters routinely sterilize (i.e. spay or neuter) shelter animals, owned pets, and community cats. Robust community spay-neuter programs target pets and free-roaming cats who might not otherwise have been sterilized. This, in turn, supports community animal health, prevents shelter intake, and reduces euthanasia of both adults and unplanned offspring.¹⁻⁶ Spay-neuter is associated with a reduction in many nuisance and unwanted behaviors⁷⁻⁹ and is associated with increased life expectancy.^{10,11} In some jurisdictions, pre-adoption sterilization of dogs and cats is required by law.

Many areas of the country continue to deal with pet overpopulation, and it is important for shelters not to exacerbate this problem.¹² The severity of overpopulation varies on local, regional, and national levels as well as by species. It is unacceptable for organizations to allow shelter animals to breed. When spay-neuter is not immediately available, housing intact animals of breeding age separately or in sex-matched pairs and thoughtfully planning and monitoring off-leash activities such as playgroups can prevent mating behaviors.

When animals that are already pregnant are admitted, shelters should prevent birth from occurring in the facility, instead seeking alternatives such as spay or foster care. In almost all cases, it is safe and humane to spay dogs and cats at any stage of pregnancy. Keeping the uterus closed during and following the spay procedure allows the anesthetized fetuses to die humanely without the need for additional barbiturate injections.¹³ If a shelter is considering allowing animals to give birth, it is important to assess the availability of routine and after-hours emergency medical care, behavioral care, foster home capacity, live outcome options, and regional population implications.

7.2 Spay-Neuter

Shelters should sterilize all animals before adoption or ensure that they will be sterilized after their outcome. Performing spay-neuter prior to adoption ensures completion and reduces the risk of additional litters prior to surgery. Spay-neuter can be safely performed in healthy animals as young as 6 weeks old and as small as 1.5–2 pounds (0.7–1 kg) body weight.¹⁴⁻¹⁷ If a shelter does not have the capacity to sterilize all animals prior to adoption without increasing length of stay, an acceptable alternative is to arrange post-adoption spay-neuter. Shelters performing post-adoption sterilization must have a system

for keeping track of unaltered animals and ensuring that surgery is completed in a timely manner. As adopters may be unfamiliar with the needs and care of sexually intact animals, providing information about the reproductive cycle, potential medical and behavior issues, and preventing breeding is recommended.

In some situations, spay-neuter surgery or the anesthesia it requires puts an animal's health at risk.¹⁸ The final decision regarding acceptance of any patient for surgery must be made by a veterinarian based on a physical examination, available medical history, and capacity of the surgical team. Granting an exemption from a spay-neuter requirement should only occur when performing the procedure puts the patient at significant risk. It is generally safe to sterilize patients in estrus or suffering from mild infections or other medical conditions, such as infectious respiratory disease or heartworm disease.^{19,20} When considering sterilizing patients with medical conditions, veterinarians must weigh the benefits and risks to that animal, others receiving surgery that day, the shelter population, and the community population. Shelter spay-neuter policies need to follow all state and local ordinances regarding the timing of spay-neuter with respect to legal holding periods.

7.2.1 Practices and protocols

Shelters that perform their own sterilization surgeries must follow the current ASV Veterinary Medical Care Guidelines for Spay-Neuter Programs, which includes establishing policies and protocols for managing related complications and emergencies.¹⁹ This document provides guidance on presurgical care, transport, anesthesia, pain management, surgery, and postsurgical care. It is also recommended that outside veterinary partners who work with shelters be familiar with the ASV Spay-Neuter Guidelines. Shelters can refer to this document when discussing expectations for surgical care, pain control, and the management of postoperative complications with new surgeons and partners.

7.2.2 Identifying altered animals

Sterilization status should be documented for each animal. Spay scars can be difficult to see, and other surgeries or injuries can leave similar scars. The placement of a permanent tattoo on the abdomen at the time of spay-neuter is an accepted standard for indicating sterilization and strongly recommended for all animals.^{19,21} If an animal is lost or transferred to another owner without records, the tattoo can prevent unnecessary anesthesia or surgery. For community cats, removal of the tip of one ear is the accepted standard for indicating an animal is

sterilized.^{19,21,22} The ears are visible from a distance without the need for handling, which helps with colony monitoring and prevents unnecessary transport of already sterilized cats.

7.3 Other surgeries

Some animals presenting to shelters have medical concerns that require surgical treatment. In shelters that regularly perform spay-neuter surgery, these non-sterilization surgical procedures may also be performed onsite. To promote quality care for surgical patients, all surgical practices and protocols must be developed in consultation with a veterinarian familiar with the sheltering organization, its population, and facilities.

Non-sterilization surgeries performed in the shelter setting, including dentistry, must adhere to the ASV Spay-Neuter Guidelines regarding surgical suite, anesthesia, analgesia, and principles of sterility related to instrumentation and surgical practice.¹⁹ Ideally, shelters without the capacity to perform these surgeries partner with outside organizations, specialists, or transport partners to obtain necessary care.

Regardless of where surgery is performed, it is critical that shelters pursue surgical treatment only when the appropriate pre- and postsurgical care can be provided. In particular, following orthopedic procedures, patients must receive appropriate rehabilitation and pain management in order to minimize discomfort and ensure success of the procedure.²³ Due to often-prolonged recovery times for orthopedic patients and their special mobility and care needs, appropriate postoperative plans may require alternative housing plans such as foster care or adoption with in-depth counseling. Ideally, orthopedic patients requiring extended care are not housed long term at the shelter.

7.3.1 Dentistry

Providing surgical dental services is an increasingly common part of shelter animal care, particularly for geriatric animals.^{24–26} Appropriate dental care considers individual patient health, surgical safety, and postoperative recovery needs including pain control, in the context of the shelter population.²⁷ Medical records should document the dental exam, diagnostics, and treatments performed.

Non-anesthetic dental probing, scaling, and polishing is unacceptable.^{28,29} Without sedation, significant dental concerns can be missed or inadequately addressed. The restraint required can cause significant animal and technician stress, and veterinary staff and the animal are put at risk of serious injury from sharp instruments or bites.^{28,29}

Ideally, intraoral radiographs are taken in patients undergoing dental surgery. Radiographs allow veterinarians to detect important concerns of the tooth and jaw not visible during oral examination.^{28,29} Dental disease can have serious welfare implications, and treatment for a painful mouth is strongly recommended even when radiology is

not available. Dental procedures, including radiology, must be performed by appropriately trained and credentialed individuals based on state and local regulations.²⁸ Shelters without the capacity to perform dentistry can partner with adopters, outside organizations, specialists, or transport partners to ensure animals receive needed care.

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8. Forensics

8.1 General

All animal shelters play an important role in the prevention of animal suffering. Socioeconomic factors often place owners in situations with limited access to veterinary care or difficulty meeting their pet's basic care needs.¹ This can lead owners to surrender their pets or result in seizure if a complaint is filed. In many cases, shelters can help owners and their pets by providing necessary services (e.g. food, medical care, shelter, and grooming) and information, or connecting owners with others in the community who can assist them.

While community interventions are an important strategy to improve animal welfare, any shelter may receive animals who have experienced abuse or neglect (i.e. maltreatment). Shelters have an obligation to recognize and report suspected cases. Many shelters are engaged in the active investigation of suspected crimes against animals, or *forensics*, which can be part of a their mission or mandate.² Caring for animals who have been abused or neglected may place significant demands on shelter resources due to their medical or behavioral needs, the number of animals involved, and potentially lengthy stays while a legal outcome is determined.

8.2 Laws and regulations

The definitions of animal abuse and neglect vary across states and jurisdictions, as do relevant laws.^{3,4} These crimes range from inflicting physical or emotional harm (i.e. abuse) to failing to provide adequate and necessary care (i.e. neglect).⁵⁻⁷ Shelters, veterinarians, and humane investigators must be familiar with animal abuse and neglect laws in their jurisdiction and know how to report suspected cases. In recent years, the Five Domains model of animal welfare assessment has been used as a framework for assessment in animal legal cases.^{8,9}

In several states, veterinarians have been designated as mandated reporters of animal abuse and neglect. Most of these states provide protection from liability (i.e. law suits) for those who report suspected crimes in good faith; however, reporting is important regardless.^{2,4,10} Veterinarians must be aware of their state's animal cruelty reporting requirements and liability protection statutes. In some states, veterinarians and other shelter personnel may also be required to report suspected abuse and neglect of people.

8.3 Forensic investigation policies

Shelters should have a policy that outlines the scope of forensic services provided. Services may be limited to animal care or may involve active investigation. For shelters

that regularly perform investigations or provide investigative support to other agencies, the forensic investigation policy needs to define:

- which geographic areas are covered
- which species can be investigated
- where forensic exams are performed
- who performs forensic exams
- how animals and other evidence are held^{10,11}

Consultation with an attorney is suggested during the development of a forensic investigation policy.²

Sharing the shelter's forensic investigations policy helps partner agencies understand how and when the shelter may be able to assist. A memorandum of understanding (MOU) with collaborating agencies defines roles and financial responsibilities for crime scene documentation, the care and treatment of animals, and allows an orderly investigation response. When law enforcement agencies are leading an investigation, a release permitting the shelter to examine and care for the animals is recommended.^{5,6,11,12}

Those investigating a suspected case of animal abuse or neglect must first ensure that they have the legal right (e.g. seizure, warrant, or owner consent) to examine, treat, and document the condition of the animal or scene.¹⁰ It is essential that all involved in the investigation of animal abuse and neglect understand the legal procedures involved in criminal investigation, including the defendant's right to protection from unreasonable search and seizure. Mishandling evidence can cause it to be withheld from court proceedings.^{3,5,7,12-14}

8.4 The veterinary forensic evaluation

Veterinary forensic evaluations are holistic assessments of all aspects of an animal abuse or neglect case. The veterinarian should have access to information about the scene, evidence collected, allegations, and known or reported history.^{15,16} The veterinary forensic evaluation includes all of this information, as well as findings from forensic examination or necropsy, diagnostic results, and evidence collected from the animal.^{5,11,14} Evaluation and opinion formation for forensic purposes must be conducted by a veterinarian.

Veterinarians involved in forensic cases may be expected to provide evidence through written statements or by providing testimony in court.^{17,18} The lead investigator or district attorney is a good resource for understanding legal expectations and requirements.^{5,14,17} The goal of the veterinarian's report and testimony is to present and interpret the facts of the case. It is up to the prosecution to prove the case, and the jury or judge to decide.^{7,18}

8.4.1 Veterinary forensic examination

A key part of forensic evaluation is a forensic physical exam or necropsy with documentation, for which shelters should have standard protocols.^{19–21} These protocols ensure that each forensic examination is approached consistently and methodically. Further diagnostics, treatments, or assessments can be performed based on presentation and initial findings.^{22–25}

When animals have urgent medical needs, the priority is providing stabilization and medical care. In most cases, this can be accomplished while simultaneously trying to identify, document, collect, and preserve key evidence. Even when cases are not medically urgent, forensic physical examinations and diagnostics must be conducted in a timely manner to preserve evidence. Case evidence may disappear quickly or change over time with appropriate care. For example, blood chemistry values may normalize after feeding and hydration, and trace evidence visible on the body under normal or alternate light sources may be lost during movement and grooming.^{22,26–32}

8.4.2 Documentation

Photographs are essential when documenting evidence of suspected abuse and neglect. Standard views include the front, back, left, right, and top of the animal, as well as photos of abnormalities. At least one photo should include identifying information. Photographs should be of sufficient quality to serve as evidence, and they should be managed to ensure proof of origin and integrity.^{2,22,26,34} Videos can help document dynamic processes such as limping or behavior.¹⁹

8.5 Managing evidence

Humane investigators and veterinarians involved in investigating animal abuse and neglect must be prepared to maintain chain of custody protocols. To ensure proper packaging, storage, and transfer of evidence between agencies, it is recommended that shelters consult local law enforcement, the forensic laboratory, or forensics reference materials.^{12,13,29}

Monitoring and response to ongoing treatment should be documented as evidence throughout recovery. Demonstrating improvement as a response to appropriate care provides evidence and may refute narratives presented by the defense.^{11,22,34} For example, a log of increasing weights accompanied by photographs of an animal recovering from emaciation contradicts an assertion that the animal was losing weight despite being given an adequate diet.

8.6 Training

Specific training regarding forensic evaluations, evidence identification and collection, testifying in court, and other aspects of forensic investigations has become widely

accessible (Appendix D). Veterinarians routinely involved in the investigation of animal cruelty should complete additional training in veterinary forensics or criminal justice. Attending trainings for law enforcement or human medical professionals, including forensic nursing and medical examiners, can also be helpful.¹⁴

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9. Behavior and Mental Well-Being

9.1 General

To promote animal health and well-being, it is essential for shelters to address emotional needs as well as physical needs.¹⁻⁴ Emotional and behavioral needs are determined by environment, species, genetics, personality, prior socialization, and life experiences. Emotional and behavioral health have impacts on physical health, and vice versa. Shelters must provide behavioral care that considers the needs of individual animals as well as conditions experienced by the entire population.^{1,5}

All shelter personnel should receive training about common behavior concerns at a level of detail appropriate to their position and job tasks. All relevant personnel must be trained in animal body language, objectively describing behavior, and how to interpret and respond to animal body language and behavior.⁶ Animals experiencing fear, anxiety, stress, and frustration are more likely to exhibit dangerous behaviors. Interactions that minimize negative mental states in animals improve handler safety, animal safety, and animal welfare.⁷ When interactions are positive, animals are more likely to accept and respond positively to additional interactions over time.⁸ Training in animal behavior allows personnel to recognize concerns and work to improve animal welfare.

9.2 Stress and welfare

Admission to a shelter is stressful for the vast majority of dogs and cats.^{9,10,11} Separation from caregivers, decreased and unfamiliar social interactions, confinement, loud noises, other stressed animals, and unpredictability all result in impaired welfare.¹² Lack of control over one's environment and separation from people are among the most profound stressors for companion animals.¹³ Shelters must have comprehensive protocols in place for recognizing and mitigating stress and associated negative emotions including fear, anxiety, and frustration.

Because confinement has negative impacts on animal behavior, reducing the duration of time spent in cages or kennels is critical. Foster care is generally the preferred method of housing for dogs and cats because it allows for regular social interaction and for animals to choose where and how they spend their time.¹⁴ When animals require care in a shelter facility (e.g. safety, legal, medical or behavioral reasons, or to facilitate adoptions), extra attention to well-being is necessary.

Animals must be monitored daily in order to detect trends or changes in well-being and respond to their behavioral needs. Actions must be taken to respond promptly to behavioral needs that impact welfare. When

welfare is impaired, a health and behavior assessment is necessary to determine the severity of impairment and implement a plan to improve welfare. Any animal experiencing mental suffering, distress, or behavioral deterioration must be urgently assessed and treated.

Alternative housing and placement options must be urgently pursued for distressed animals not responding to behavioral care. Options include foster care, office foster, group housing, a different housing location, return to owner, or transfer to another shelter.^{15,16} However, for animals profoundly stressed by interactions with people, better options include return-to-field or placement in an appropriate environment (e.g. barn or warehouse). Distressed animals not responding to behavioral care should be humanely euthanized when other options are not feasible or available. When an animal is suffering and treatment efforts have failed, it is not appropriate or humane to postpone euthanasia in the hope that they will improve or another option will materialize.

9.3 Intake

Collecting information before admission allows the shelter to offer services that prevent intake, such as outpatient behavioral care, other rehoming resources, spay-neuter, or return-to-field. If intake to the shelter is necessary, personnel must collect a thorough behavioral history at or near the time of intake, including the reasons the animal was brought to the shelter and previously observed behavior. It is essential that personnel request information for every animal coming to the shelter, regardless of source.

A complete behavioral history is gathered by following a consistent process that collects key pieces of information, and additional details based on responses provided. Training in communication techniques assists intake personnel in completing this task, including asking open-ended questions, using objective language, and active listening. Available information about aggressive behavior must be recorded and include an objective description of the animal's actions and the circumstances. Information about positive behaviors and preferences is also important. Personnel must use the available history to tailor animal care, meet the needs of individuals, and protect the safety and welfare of people and animals.

Shelters must work to minimize stress at the point of initial contact and throughout an animal's stay. Functional separation of waiting areas, managed through scheduling or the use of partitions, placing carriers on elevated surfaces, and covering carriers with towels or blankets can reduce stress for incoming animals. Assessment of an animal's behavior must begin at the time of first contact or

intake and continue throughout their stay. The assessment process includes reviewing the history, observing behavior while in the shelter's care, recording observations in the animal's record, and communicating this information as needed.

9.4 Environmental management

The key to ensuring the best possible experience for animals living in the shelter is by creating an environment that minimizes stimuli that induce fear, stress, and frustration.^{5,17,18} Shelters must have policies and protocols for managing the environment in a manner that supports animal mental health and well-being. Understanding how dog and cat senses and cognition contribute to perception of the environment is an important part of environmental management (see [Appendix E](#)). Shelter housing and areas frequented by animals can be set up so that unwanted behaviors (e.g. barking and lunging) are less likely to occur than desired behaviors.^{19–21}

9.4.1 Housing

Shelter housing has a tremendous impact on animal health and welfare (see [Facilities](#)). Novel environments are especially stressful for shy, under-socialized, or geriatric cats and dogs.^{1,10,22–24} Many animals benefit from foster care placement or housing in separate, calm, quiet areas beginning at intake. Feral animals must not be housed in the shelter except for a brief period of time related to the delivery of veterinary care.

Prey species must be housed away from predatory species at all times. Prey species (e.g. cats, birds, guinea pigs, hamsters, gerbils, and rabbits) become fearful and stressed when housed in olfactory, auditory, or visual contact with predatory species (e.g. ferrets, cats, and dogs). Cats not only are predators but may also be prey for dogs. Cats should not be handled or housed within spatial, visual, or auditory range of dogs.

9.4.2 Daily routine

Animals should be provided with a consistent and structured environment that minimizes reassignment of enclosures, caregivers, and schedules. An unpredictable environment can result in chronic fear and anxiety.^{13,25} Unpredictability includes a lack of routine in daily care, frequent disruption of enclosure set-up, as well as irregular patterns or continuous light or darkness.²⁶ When events perceived as stressful are predictable, animals may experience periods of calm and relaxation between them because they learn what to expect.³ Animals also learn to look forward to positive experiences in their daily routines such as feeding and enrichment.

9.5 Enrichment and socialization

Enrichment refers to the process of improving the care of confined animals by providing them with:

- social interaction
- physical and mental stimulation
- opportunities to perform species-typical behaviors
- choice and control over their environment

Successful enrichment programs promote emotional well-being and minimize undesirable behaviors. Enrichment must be given the same significance as other components of animal care, such as nutrition and medical care, and is never considered optional. This is true whether animals are in a shelter facility or in a foster home. Positive social interaction, mental stimulation, and physical activity that meets each animal's needs must be provided daily, outside of the activities of feeding and cleaning.

9.5.1 Time out of enclosure

Daily time out of the primary enclosure is one of the most effective means of reducing stress and frustration in kennelled dogs.^{27–29} Dogs must be provided with daily opportunities for activity outside of their kennels, unless doing so creates an unmanageable risk to the health or safety of people or other animals.

Cats must be offered regular opportunities to express natural behaviors, including physical activity and exploration. This can include time outside of their primary enclosure to exercise and explore in a secure, enriched setting. However, removal to a new location may not always be preferred or necessary for cats living in spacious, enriched rooms (especially with indoor-outdoor access).

For both dogs and cats, physical and mental activities outside of their enclosures need to be tailored to meet individual animal needs.

9.5.2 Interactions with people and other animals

Shelters should provide all animals with opportunities to engage in healthy social contact with people and other animals of the same species.^{13,30} Social isolation has a profoundly negative impact, and enrichment that meets the social needs of the animals is of the utmost importance in the shelter environment. Social interactions with people and other animals need to be monitored and individually tailored. For example, poorly socialized animals may not benefit from contact with people (with the exception of young puppies and kittens) but may find comfort in social interactions with their own species. Other animals, whether feral or socialized, may not enjoy interacting with members of their own species.

Regular positive daily social interaction with people is essential for all socialized dogs and cats, beginning at the time of admission. Providing appropriate daily social contact improves behavior, reduces defensive aggression, and supports physical health, particularly for fearful animals.^{8,31–33} Social contact with humans is essential

even for animals with an unknown history or with an infectious disease concern. Positive social interactions with people, including calm, quiet interactions (e.g. sitting with or reading to) or more energetic play-centered interactions (e.g. wand, fetch, and tug) can be provided without removing the animal from the enclosure, if confinement is necessary for medical or behavioral reasons (Appendix F). Animals benefit greatly from having the opportunity to play, and play behavior is a strong indicator of positive welfare.^{5,34,35}

9.5.3 Playgroups

Well-managed playgroup programs provide opportunities for healthy social contact with dogs and people. Playgroups require a safe and well-maintained space and the participation of sufficient personnel trained in canine behavior and humane handling.³⁶ Selection and grouping of dogs based on health and behavior is necessary for safe, positive experiences.

Shelters should optimize human and animal safety by limiting the number of dogs in playgroups based on competency of personnel, play yard size, individual dog behavior, and shelter resources.³⁶ Careful and consistent monitoring during playgroups and the use of humane techniques ensures participating dogs benefit from and enjoy the experience. Forcing dogs to interact when they have shown significant or consistent signs of fear, anxiety, or aggression increases the likelihood of defensive aggression, worsening fear, and injuries to dogs or personnel.

9.5.4 Enrichment within enclosures

Providing animals with an enriched primary enclosure is a critical aspect of sheltering. All cats need the opportunity to rest comfortably, hide, perch, scratch, play, and exercise choice within their environment. All dogs need the opportunity to rest comfortably, retreat from view, chew, play, and exercise choice within their environment. Shelters meet these needs by providing all animals with suitable housing, comfortable bedding, and toys. Scratching posts, elevated perches, and hiding boxes are also important for cats, while items to chew are also important for dogs.^{37,38} Feeding enrichment and olfactory, visual, auditory, and tactile stimulation can all be used as forms of sensory enrichment. It is important to provide animals with a rotation of novel enrichment items and activities to maintain interest (Appendix G).

9.5.5 Socialization of puppies and kittens

For young puppies and kittens, proper socialization with people and other animals of the same species is essential for normal behavioral development. Without daily gentle handling and positive exposure to a variety of novel stimuli, animals may develop chronic fear and anxiety, display aggressive behavior, or be unable to adjust normally to

their environment. A broad range of positive socialization experiences must be provided to puppies and kittens and is best accomplished in a foster or adoptive home.

While in the shelter's care, young puppies and kittens should be housed with their littermates and their mother. This interaction is important for normal behavioral and emotional development, as well as the establishment of species-specific behaviors. Single, unrelated puppies or kittens can greatly benefit from being housed with one or more age-matched individuals once health status for each is determined. Separation of puppies and kittens into pairs or smaller groups may be necessary to allow monitoring, completion of care tasks, foster placement, or to address medical or behavioral concerns.

9.6 Behavior assessment

In the shelter setting, the process of collecting information about an individual animal's behavior is commonly referred to as 'behavior assessment'. The goals of this process are to learn and interpret as much as possible about an individual animal's behavior and use that information to:

- better understand the animal's needs in the shelter and new home
- address behavior and welfare concerns
- match the animal with the appropriate outcome.³⁹

Historically, a variety of methods have been used by shelters to assess behavior and prevent rehoming animals, especially dogs, who pose a public safety risk. This has included conducting behavior evaluation tests (i.e. temperament tests) where behavior is observed and interpreted in a structured format using a formal series of sub-tests performed one after the next (e.g. SAFER, Assess-a-Pet, and Match-up II).

Over the past two decades, studies have shown that behavior evaluation tests fail to reliably predict future behavior, particularly aggression, in a new home.⁴⁰⁻⁴³ Performing one stressful subtest after the next can negatively impact test results and the animal's emotional well-being.⁸ For example, It is unacceptable to expose cats to dogs in the shelter as a test to determine if the dog can safely live with cats because this poses a significant risk of emotional and physical harm to cats. Formal testing requires considerable time and resources and can increase individual and population length of stay (LOS). For these reasons, requiring all shelter animals to go through a formal behavior evaluation test is no longer recommended.

Current recommendations for behavior assessment are to combine objective information collected via behavioral history with objective behavior observations noted during a variety of interactions.^{1,44,45} An overall behavior assessment must collect and consider all the information about

the animal, including history and behaviors observed during all shelter and foster interactions. These interactions, with an emphasis placed on those likely to occur in a home setting, include intake procedures, daily care, medical handling and treatment, enrichment, play, and training activities, as well as interactions with personnel, visitors, adopters, and animals of the same species.

Through the process of behavior assessment, shelter personnel must strive to learn as much as possible about each animal to aid in optimizing their care, pathway planning, outcome decisions, and adoption matching and counseling. Training in current animal behavior science is necessary for personnel assessing shelter animal behavior, to give them the skills needed to reliably observe, document, assess, and act on findings or concerns. Documenting relevant behavior observations daily can track positive and negative trends in behavior and welfare. Behavior that requires intervention or affects how an animal can be safely handled must be entered into the animal's record and communicated with shelter personnel promptly.

Behavior is highly influenced by stress, fear, and other negative emotional states as well as by the animal's environment, previous experiences, and relationships with individual people and animals. When animals are experiencing high levels of stress or fear when interacting with people or other animals, they must not be forced to interact. In all cases, interactions with animals must not intentionally or carelessly provoke negative emotional states or undesirable behavior.

9.7 Responding to behavior or welfare concerns

When behavior or welfare concerns are present, it is important for shelters to develop an individualized plan, provide behavioral support, and make timely outcome decisions.

Environment modification and management to reduce undesirable behavior, as well as training, behavior modification, and behavior medications, can improve welfare and aid outcome and placement decisions.²¹ When deciding how to provide behavior support in the shelter, the impact on the animal, other animals in the shelter, shelter personnel, and future adopters require consideration. Behavior care and outcome decisions must be based on current animal behavior science. Approaches that increase length of stay in the shelter may result in unintended emotional deterioration or the development of new behavior problems. When behavior cannot be humanely managed in the shelter environment, seeking foster care and making timely outcome decisions are essential components of providing behavioral care.

9.7.1 Animal training

Animal training must be based on Least Intrusive Minimally Aversive principles and the Humane Hierarchy

of Behavior Change in accordance with current professional guidelines.^{46,47} Positive reinforcement training programs for dogs and cats improve health, welfare, and likelihood of adoption.⁴⁸⁻⁵² Training methods that incorporate punishment can increase fear, anxiety, and aggression toward people.^{21,53,54} These methods compromise both safety and welfare.^{55,56} Except when safety is an imminent concern, personnel should not use anything other than mildly aversive training methods. Ideally, animal trainers and behavior consultants are certified or have graduated from a program that assesses knowledge and skills.⁵⁷

9.7.2 Behavior modification

Behavior modification applies techniques which change an animal's behavior and underlying emotions. Behavior modification protocols must incorporate scientific principles of animal behavior and learning, such as classical conditioning, operant conditioning, and systematic desensitization and counterconditioning.²¹ It is unacceptable to use physical force as punishment to modify animal behavior.

Before implementing behavior modification, shelters must ensure they have the necessary resources to support such plans. Behavior modification is labor-intensive, time consuming, and must be applied consistently over a period of time in order to be successful. Behavior modification in the shelter environment may have a limited effect due to the significant impact of stress on animal behavior and learning. Placement in foster or an adopter's home may facilitate response to the behavior modification plan.

9.7.3 Behavior medication

Behavior medications must be strongly considered to address welfare concerns related to emotional health. These medications may address immediate welfare concerns associated with shelter intake or housing, or long-term problems that impair welfare (e.g. separation anxiety, fear of people, and chronic stress associated with shelter housing). Behavioral health concerns must be objectively assessed and diagnosed to ensure that medications are prescribed when indicated, with clear goals for treatment and outcome.

Treatment goals include improving welfare, reducing stress and anxiety, and facilitating response to the behavioral treatment plan.²¹ Behavior medications must only be administered under the advice of or in accordance with written protocols provided by a veterinarian, and all drugs must be dispensed in accordance with federal and state regulations.

There are many alternative or complementary products also used to support animal behavior. In general, studies have been inconclusive or suggest minimal efficacy in

shelter environments. It is the veterinarian's duty to evaluate and consider the level of evidence for their use, and to weigh potential benefits against the shelter resources required.

When behavior medication is prescribed, it must be part of a comprehensive plan to help address the animal's condition. This individually tailored comprehensive plan might include:

- continuing assessment (e.g. physical exam, diagnostic tests, and additional behavior assessment)
- environmental management
- daily routine adjustments
- foster care
- enrichment (additions or modifications)
- training or behavior modification
- complementary products and therapies
- monitoring response to treatment (e.g. medication and behavior modification)

9.7.4 Animals with long-term stays

Keeping length of stay as short as possible for each individual animal is a critical factor in maintaining animal welfare in shelters (see [Population Management](#)). For all animals staying in the shelter more than a few days, appropriate levels of additional enrichment must be provided on a daily basis. Chronic stress from prolonged stays in the shelter (i.e. more than 2 weeks) can reduce an animal's ability to cope, increase fear, anxiety, and frustration, and underlie related behaviors such as social withdrawal, repetitive behaviors, and aggression. These behaviors can negatively impact other animals and personnel, and jeopardize placement options.^{9,13,58-64}

In addition to more time and enrichment activities outside of their enclosures, housing that provides animals with additional space, enrichment, and choice

within their enclosure must be provided for animals remaining in the shelter long-term. When an outcome is not quickly available (e.g. animals seized as legal evidence), foster care is a better choice than confinement in the shelter.^{15,65,66}

Reproductive stress from estrous cycling and sex drive can decrease appetite, increase urine spraying, marking, and fighting, and profoundly increase social and emotional stress.⁶⁷ Therefore, animals who are housed long-term should be spayed and neutered.

Long-term confinement of any animal who cannot be provided with basic care without inducing stress or compromising safety is unacceptable. Basic care includes daily enrichment and exercise. Feral animals, as well as those with persistent fear or aggressive behavior toward people, cannot be safely handled on a routine basis without inducing significant distress. These animals are unable to express natural and rewarding behavior, engage in play, or form social bonds in the shelter. Euthanasia is the humane option when live outcome (e.g. return-to-field) is not possible in a timely manner.

9.8 Risk assessment of animals displaying aggressive behavior

Shelters must promptly respond to behavior that poses a significant safety risk. When a dog or cat's behavior might result in harm to people, other animals, or themselves, assessing the magnitude and likelihood of that harm is crucial.^{68,69} Risk assessment protocols provide a structured format, using all historical and current information gathered during behavior assessment, to make an educated estimate of an individual animal's risk to the community and to determine whether that risk can be appropriately managed (see [Table 9.1](#)). The result of risk assessment is a comprehensive plan for reducing risk, including environmental and behavior management (which is often life-long) or euthanasia.

Table 9.1. Aggressive behavior: Considerations for risk assessment

Factor	Considerations
Animal	Age, sex, neuter status, and size history (including previous bites) physical and emotional health ability to treat or manage conditions that impact behavior other behaviors (e.g. impulsivity and escape behavior) that might increase risk behavior diagnoses (single/multiple)
Behavior details	Context for the behavior *severity (e.g. damage to person or animal, number of bites per incident, sustained vs brief) *effort made to engage *consistency (e.g. frequency, predictability) *number of incidents
Behavioral triggers	Complexity Ability to manage or prevent exposure to triggers
Environment	Behavior occurs only in one vs. multiple environments Ability to manage the environment to reduce risk
Response to intervention	Animal's response to previous treatment or management efforts

Shelters must have protocols and criteria in place that attempt to identify and manage animals at high risk of causing harm to shelter personnel, the public, or other domesticated animals. Decisions about rehoming require careful consideration of public safety, potential risks, and whether mitigation of these risks is feasible. Euthanasia is the appropriate outcome for animals at high risk of causing serious harm to people.

It is important for shelters to recognize that robust management efforts will not be suitable or sufficient to prevent aggressive incidents in every case or scenario, even when implemented thoroughly and consistently. Monitoring post-placement outcomes can help improve risk assessment processes. Consultation with legal professionals may be helpful when creating risk assessment and placement protocols for animals with a history of aggressive behavior.

9.9 Rehoming considerations

An important aspect of risk mitigation and supporting the quality of life for animals and people is providing resources and guidance to those who foster or adopt a shelter animal.³⁹ Adopters and foster caregivers must be counseled on providing safe, gradual, and controlled introductions of shelter animals to children and resident pets.⁷⁰ This helps create successful transitions and relationships. Foster caregivers and prospective adopters should be allowed to adopt or foster without bringing their own animals to the shelter.⁷¹ Information and counseling on strategies for safe and low-stress introductions can be tailored to the individual shelter or resident animal's behavior and history.

A record of the animal's behavior should be provided in hardcopy or electronic form with the animal at the time of transfer, foster, or adoption. When behavior concerns have been noted, communication about humane and appropriate management and modification of concerning behaviors reduces the risk of placing animals into a home environment and reduces shelter returns. Collecting post-adoption data regarding the success of behavior interventions helps shelters make needed adjustments and improves consensus within communities.

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10. Euthanasia

10.1 General

Maintaining positive welfare for animals in shelter care includes ensuring a humane death when euthanasia is appropriate. All animals and people must be treated with respect during the euthanasia process. Respect includes compassionate handling of the animal and its remains, consideration for the well-being of personnel involved, and compassionate interactions with those requesting euthanasia services. These recommendations apply whether euthanasia is performed in the shelter, the field, or a home setting.

The euthanasia process must be as free from pain, fear, anxiety, and distress as possible. Ensuring a humane death requires proper technique and expertise. To ensure euthanasia practices are suitable for each organization and the animals they serve, a veterinarian with appropriate training and expertise for the species involved should be consulted when establishing euthanasia protocols. Agents and methods deemed unacceptable in the AVMA Guidelines for the Euthanasia of Animals are unacceptable to use in shelters.¹

Euthanasia decisions are based on the shelter's ability to support the welfare of the individual animal in the context of the population, available resources, and the community. Rarely, there may be severe circumstances in which euthanasia of an entire population (i.e. depopulation) may be considered, such as in the event of a disease outbreak, disaster, or other population level crisis (see [Medical Health](#)). Depopulation must only be used as a last resort when all other methods to address the situation have been exhausted.²

10.2 Euthanasia process

Euthanasia protocols must be created and followed to support consistent euthanasia practices. Protocols include euthanasia drugs, delivery methods, handling plans, and environmental conditions. Protocols should have options to accommodate individual animal's behavioral and physical needs and ensure human safety. Prompt intervention must occur if complications are noted during the euthanasia process. Complications could include delayed onset of sedation or death, excessive excitement, seizures, or vomiting. Adjustments to the euthanasia protocol may be needed if complications occur frequently.

It is unacceptable to euthanize an animal without confirming that the animal is the individual the shelter intends to euthanize. Using multiple methods to confirm an animal's identity prior to euthanasia is important regardless of intake type. Shelter records, enclosure labels, collars, tags, physical descriptions, and people familiar with the

animal may be consulted to ensure identification is correct. For stray animals, a final check of local missing animal listings should be performed to confirm that there are no matches before performing euthanasia.

Immediately prior to euthanasia, animals must be scanned for a microchip, either to confirm known microchip identity or in case previous scanning was incomplete. Multiple scans of the entire body using proper technique and a universal scanner maximize the chance of identifying a microchip.³ If a microchip is identified, ownership status requires follow-up before proceeding.

It is unacceptable to euthanize an animal without verifying legal eligibility. Legal eligibility includes verification that the organization owns or has legal responsibility for the animal (e.g. the animal is not on a court ordered or mandated stray hold), or the organization has consent from the animal's owner, or the animal has a documented need for immediate euthanasia to alleviate suffering.

Performing euthanasia in the presence of other unfamiliar animals is not recommended because it may be stressful for animals in close proximity. However, when euthanasia is necessary for a litter of very young kittens or puppies, keeping them together during the euthanasia process may reduce the stress of separation. When the mother will also be euthanized, it is preferable to euthanize her first.

After the euthanasia procedure, death must be verified by trained staff before disposing of the animal's body. The use of multiple verification methods is recommended. Lack of consciousness can be verified by the lack of blink reflex when the eye is touched, or the lack of response to a deep toe pinch. When breathing has stopped, cardiac standstill can be confirmed by the lack of movement of a needle inserted in the heart, or the lack of heartbeat using a stethoscope. Proper verification of death always includes confirmation of cardiac standstill or rigor mortis.¹

10.2.1 Euthanasia methods

Euthanasia methods must be reliable, irreversible, compatible with the species, age, health and behavior of the animal, and ensure a smooth loss of consciousness followed by death. The use of pre-euthanasia sedation is generally recommended because it improves the experience for animals and personnel. Pre-euthanasia drugs must be administered when their use is necessary for a smooth euthanasia process. Their use is particularly important for animals who are in pain or are showing signs of fear, anxiety, or distress.

Each animal's weight (actual or assessed) must be used to calculate adequate drug doses. The drugs and dosage

used vary by drug availability⁴ and the chosen route of injection, whether intravenous (IV), intraperitoneal (IP), or intra-organ (including intrarenal or intracardiac). Each route of administration has benefits and drawbacks depending on the individual animal and circumstance. For example, IP injection is often the most humane strategy for very young or debilitated animals, while IV injection is preferred for pregnant animals. Unless an animal has been verified as unconscious, intra-organ injections are unacceptable.

While necessary in rare occasions in the field, gunshot is unacceptable as a routine method for euthanasia of dogs, cats, or other small companion animals.¹ Inhalation of carbon monoxide is an unacceptable method of euthanasia for companion animals in shelters.⁵

10.3 Environment and equipment

A separate room should be designated for euthanasia in a quiet area away from the main pattern of foot traffic. The room used for euthanasia should be well lit and large enough to accommodate the necessary people and equipment. Only people with defined roles in the euthanasia process should be in the room when the procedure is being performed. These roles include technicians or veterinarians performing the euthanasia procedure and handling assistants, owners, familiar personnel, or trainees.

The euthanasia environment must be set up to minimize discomfort and distress and accommodate the individual animal's behavioral and physical needs. Incorporating soft bedding, calm music, and comforting experiences (e.g. talking to the animal, gentle petting, toys, and food) is often beneficial for socialized animals. Other animals, such as wildlife and feral cats, are better served by minimal interaction and opportunities to hide.

All equipment used during the euthanasia process must be easily accessible and in good working order to ensure a safe and humane euthanasia process. A new needle must be used to administer euthanasia drugs to each animal because previously used needles may be dull or burred and cause unnecessary pain. Appropriate personal protective equipment must be utilized during the euthanasia process to avoid injury to personnel or transmission of disease. Euthanasia equipment and surfaces should be cleaned after each use, and the entire euthanasia room should be sanitized regularly.

All drugs used during the euthanasia process must be stored, administered, and documented in accordance with federal and state regulations. This includes keeping a record log documenting each animal's identification, the amount of euthanasia solution and pre-euthanasia drugs used, the amounts remaining in the vial, and the identity of the person performing the euthanasia.⁶

Storage and final disposal of animal remains must be in compliance with all applicable laws and regulations.

Proper storage is important to prevent disease transmission and unpleasant odors, and because medications, including those associated with euthanasia, may create a risk to scavenging animals. It is unacceptable for shelters to euthanize an animal solely for research or educational purposes. However, when shelter animals have already been euthanized for other reasons, and there is a clear benefit to other animals and society, their body may be used for science or teaching.⁷

10.4 Personnel considerations

Many states set training requirements and authorize who can perform euthanasia in shelters and under which circumstances. Veterinarians, veterinary technicians, animal control officers, and designated lay staff may be tasked with performing euthanasia in shelters.¹ Personnel performing euthanasia must be appropriately trained and maintain all necessary certification as required by state or local regulations.

The safety and well-being of personnel must be incorporated into euthanasia protocols and policy. Because euthanasia is an important factor in the compassion fatigue, moral distress, and work-related strain reported by veterinarians and shelter staff,^{8,9} systems must be in place to prevent, recognize, and address fatigue and distress related to euthanasia in shelter personnel. This includes personnel involved in euthanasia decision-making, those performing the euthanasia procedure, and any who may be emotionally affected.^{8,10,11}

Euthanasia decision-making must occur through a transparent process that lessens the decision-making burden on any one individual. Shelters can mitigate the stress of euthanasia on personnel by having clear and consistent decision-making protocols, sharing the decision-making burden, providing mentorship and training to those expected to perform euthanasia, rotating euthanasia performance duties, communicating transparently and sensitively about euthanasia, and holding debriefing sessions.^{12,13}

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11. Animal Transport and Relocation Programs

11.1 General

Animal relocation programs involve the transfer and transport of animals from one sheltering organization (the source) to another (the destination). Transport can be local, regional, or international. The purpose is typically to move companion animals from communities with an excess pet population to communities with unmet adopter demand. Shelter animals are also relocated when they require services not available at the source shelter.

For many communities, relocation programs are a critical strategy to support live outcomes. However, relocation carries risks to health, behavior, and safety which can be particularly concerning for some animals.¹⁻³ Intentionally designed relocation programs consider the risks and benefits for all affected animals and minimize negative impacts through careful selection and planning.

Decision-making in relocation programs must prioritize decreasing length of stay. Holding animals for relocation when live outcomes are available locally can lead shelters to operate beyond their capacity for care and compromise their relationship with their community⁴ (see [Population Management](#)). Likewise, when destination shelters accept more animals than they have the capacity to care for, the welfare of both relocated and destination animals may be compromised, and lengths of stay increased.

Shelters transport animals for a variety of reasons, such as local transfer, external medical services, enrichment activities, or relocation. It is unacceptable to transport animals when the transport itself is likely to be harmful to their immediate or long-term health or welfare. Careful management and planning are required to ensure that transporting an animal improves their welfare, and that priority is given to animal comfort and safety.

11.2 Responsibilities for relocation programs

All participants in the relocation process must follow federal regulations for animal transportation as well as local or state regulations for both source and destination locations. Departments of Agriculture and Departments of Health commonly have requirements for animals being imported into their jurisdiction. These often include health certificates (i.e. Certificates of Veterinary Inspection [CVI]) and certain vaccinations; there may also be restrictions for age and health conditions. For commercial air transport, organizations must consult with the airline for specific requirements.

Emergency plans must be made prior to transport. These plans include emergency contact information, safe

locations to stop if necessary, protocols to address vehicle problems, and a plan for animal and human medical emergencies. Those transporting animals also need to have contact information for both the source and destination.

Clear direct communication is essential for successful relocation programs. Written agreements between all parties involved in the relocation program should be developed and reviewed regularly. Animal health and behavior must be accurately described and communicated between relocation partners. At minimum, such agreements address medical and behavioral selection criteria as well as transportation and destination requirements.⁵

A contact person must be identified at each transfer point, and a record of each animal's travel from source to destination must be kept. Appropriate, accessible travel records allow tracing of an animal's source and contacts along the route.

Public health and safety must be considered in the design of relocation programs and protocols. Zoonotic diseases with a regional distribution (e.g. plague, rabies, and *Leptospirosis*)⁶ and aggressive behaviors require special consideration (see [Behavior, Public Health](#)).

Organizations engaging in relocation should track standard metrics for transported animals. This includes animal demographics, behavioral and medical conditions, and outcomes.⁷ Unless there are extenuating circumstances, animals should not be returned to the source even in the event of unexpected medical or behavioral concerns. Transport is a significant stressor for the animal as well as a significant resource investment. If destination shelters regularly find that transported animals are not eligible for adoption, it is important for all parties to revisit selection criteria and program goals.

11.3 Responsibilities at the source

As with all shelters, all eligible animals within a source population must be vaccinated at or before intake^{8,9} (see [Medical Health](#)). It is insufficient to vaccinate only animals selected for relocation because it leaves the majority of animals unprotected. It is not recommended to hold animals back from transport just to allow response to vaccination or to receive a booster.¹⁰ To prevent the spread of internal and external parasites, treatment for fleas, ticks, and internal parasites is strongly recommended. Ideally, all dogs 6 months of age and older are tested for heartworm disease prior to relocation.¹¹

The animal's health and behavior records must be shared with the destination. When required, a valid health certificate (CVI) and proof of rabies vaccination must accompany each animal. Requirements may vary from state to state.

Animals must be examined by trained staff within 24 h prior to travel and deemed fit for transport. The purpose of the pre-transport examination is to look for evidence of infectious disease, and to evaluate the animal's ability to tolerate the impact of the physical and emotional experiences encountered during travel (e.g. prolonged confinement, handling by multiple novel people, and direct exposure to other animals). A veterinarian must confirm that animals with medical concerns or recovering from surgery are fit for transport.

Animals being transported must be provided with visual identification. Collars or tags are routinely used, though in some cases, other techniques may be needed (e.g. marking the inner ear or painting a claw on a neonate). Ideally, animals are microchipped before transport, as this provides permanent identification. To aid in identification of individual animals, each primary transport enclosure must be marked with each animal's unique identifier.

A copy of the manifest for each transport, identifying each animal on board, must be maintained in an accessible location separate from the vehicle itself, in case an accident leads to loss or destruction of the manifest accompanying the animals. For example, a cloud-based digital manifest can be made available to source, transporter, and destination in real time.

11.4 Responsibilities during transport

11.4.1 Primary enclosure and occupancy

For the safety and comfort of the animals, primary transport enclosures must be large enough for animals to stand and sit erect, turn around normally while standing, and lie in a natural position without lying on another animal. Unfamiliar animals must not be transported together in the same primary enclosure. Ideally, animals are introduced and acclimated to the transport carrier prior to transport in order to reduce associated stress.

The primary enclosure must not have sharp edges, and the flooring must prevent injury, discomfort, and leakage of fluids into other enclosures.¹² To improve comfort and hygiene, absorbent bedding must be provided during transport unless it poses a risk to an individual animal's health.

In a transport vehicle, kennels must be positioned in a manner that ensures adequate airflow and temperature regulation within each primary enclosure. Airflow is facilitated by choosing enclosures with vent openings on at least three sides, and maintaining at least 1 inch (2 cm) of unobstructed space between vent openings and adjacent structures. When primary enclosures are permanently fixed to the vehicle so that only a single door provides ventilation, the door needs to face an unobstructed aisle.¹²

Primary enclosures must be loaded in a manner that minimizes animal stress or discomfort while allowing

direct visual observation. Primary enclosures must be secured to prevent movement within the vehicle, and doors secured to prevent accidental opening. In an emergency, operators must be able to swiftly remove animals.

11.4.2 Special cases

Cats

During transport, cats should be provided with a hiding space or visual barrier that allows ventilation and monitoring. For example, the kennel door can be partially covered with a towel, or a small hiding box can be provided within the primary enclosure. Stress can be further reduced if cats are acclimated to their carrier prior to transport and provided familiar objects with their own scent.^{13,14} Ideally, all cats are provided with access to a litter box during long-distance transport.

Cats and dogs are ideally transported in separate vehicles. If cats are transported in a vehicle with dogs, they must be housed in a physically separate space with special consideration given to visual and noise barriers.

Vulnerable populations

Puppies and kittens, geriatric animals, or animals with chronic medical or behavioral conditions require special care during transport. This care includes avoiding temperature extremes, more frequent feedings, and enhanced protection from infectious disease exposure during the transport process. Pediatric and brachycephalic animals are more susceptible to temperature extremes and may require different environmental parameters or alternative modes of transport.^{15,16} Kittens or puppies less than 8 weeks old should be transported with their mother when possible and should be transported in a single enclosure large enough for her to lie down with legs extended for comfort and to facilitate nursing. Importing animals under 8 weeks old may be prohibited in some states.

Sedation and behavior medication

Behavior medications should be considered when an animal is likely to have emotional welfare concerns during transport (see [Behavior](#)). Assessment of transport suitability is especially important for these animals. Clear communication between partners is essential when behavior medications are used. Safe and humane relocation programs do not use sedatives or behavior medications to compensate for poor transportation practices.

It is unacceptable for a relocation program to transport animals that are sedated or anesthetized to the point that they are unable to swallow, walk, or thermoregulate. Animals in this condition are at risk of choking, pneumonia, hypothermia, and cardiac and respiratory arrest without continuous monitoring by trained medical personnel.

11.4.3 Vehicles

Federal and local statutes for animal transport vehicles and their operation may not be sufficient to ensure humane care or the safety of animals and operators. Department of Transportation (DOT) regulations promote the safety of drivers and those around them and should be followed even when transporters are not licensed or subject to them. Vehicle operators must be licensed and trained in use of the specific vehicle they will be operating. Additional training in accident prevention and techniques to minimize animal discomfort during vehicle operation are recommended. For example, avoiding excessive lateral movement and sudden acceleration or deceleration are important skills to minimize animal stress and injury.

To ensure safe and humane conditions, control over heating and cooling in the animal compartment is essential in any vehicle used to transport animals.¹² Interior temperatures of vehicles in direct sunlight can rapidly exceed safe levels, even when comfortable outside. The temperature of the animal compartment in the vehicle must be monitored, and action taken if low or high temperatures occur. Alarms can facilitate monitoring when drivers and animals are in separate compartments; placing the thermometer at the level of the animals allows for more accurate monitoring.

For animal safety, ambient temperature must be maintained above 45°F (7.2°C) and below 85°F (29.5°C), and humidity maintained between 30 and 70%.^{12,17} To ensure comfortable conditions, ambient temperature should be maintained between 64°F (18°C) and 80°F (26.6°C).^{17,18} Operators must ensure that air in the animal compartment is fresh and free of vehicle exhaust fumes.¹² To detect poor air quality, carbon monoxide detectors should be placed in the animal compartment.

11.4.4 Monitoring and care

Vehicle drivers or animal attendants must have sufficient training in animal health, welfare, and safety to recognize and respond to animal needs during transport. For transports longer than 4 hours, two drivers should be present to monitor and reload animals. Having a second driver

for longer trips allows one driver to rest while the other drives, or to assist in the case of an emergency. At minimum, every 4 hours, the vehicle must be stopped, and a visual observation of each animal must be performed.¹²

If it becomes necessary to remove animals from their enclosures for any reason, safeguards are needed to ensure animal safety and to prevent escape. For example, operators may have a supply of leashes, vehicles may be fitted with a secondary barrier around the exterior door, or protocols may specify closing exterior vehicle doors before opening primary enclosures.

Caregivers are charged with meeting the nutritional needs of transported animals. For juvenile animals, a small meal should be given no more than 4 hours before departure, and small amounts of food should be provided every 4 hours throughout transport. For both adults and juveniles, water must be provided at least every 4 hours during observation stops. Food must be provided at least every 24 hours for adult animals.¹²

Although federal regulations do not address travel distance for companion animals, risks to animal health and welfare generally increase with duration of transport.² During transport, driving time to an intermediate or final destination should not exceed 12 hours per day, and loading and unloading of animals should not exceed 1 hour each (see Figure 11.1).^{15,19} Confinement for these lengths of time can still present welfare concerns, so efforts to reduce the overall transport duration, including stopping only when necessary and coordinating stops to manage both human and animal needs, are strongly recommended.

Transport that exceeds 12 hours of travel must be broken up with an overnight rest stop at an intermediary location. According to the DOT regulations for vehicle operators, overnight rest stops are at least 10 hours long. Total transport time from the source to a final destination should include no more than 28 hours confined to a transport vehicle, including loading and unloading time and excluding an overnight rest stop.¹²

Dogs must be walked or exercised on trips that require an overnight stay. Animals should never be left unattended in a

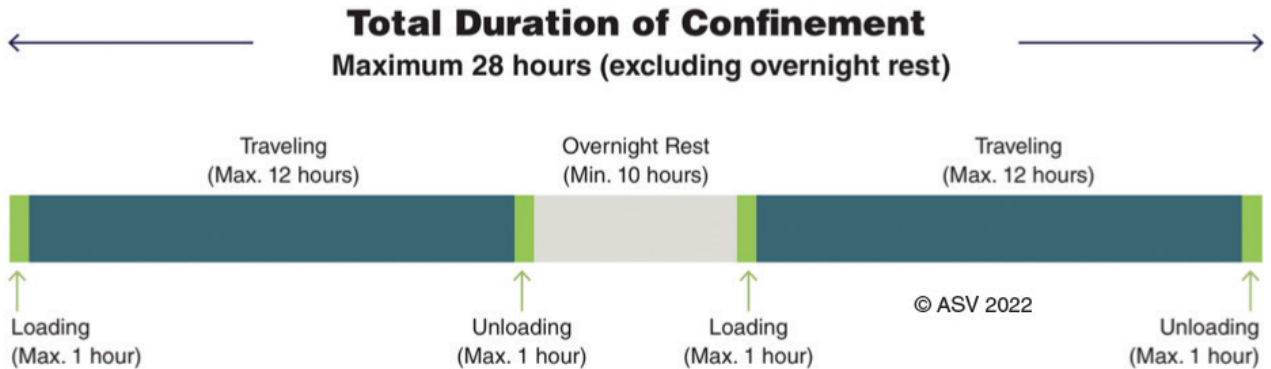


Figure 11.1. Maximum cumulative transport time to a final destination.

transport vehicle unless sufficient monitoring capabilities are in place, and attendants are able to immediately respond to animal care needs. When feasible, an overnight facility that can accommodate the housing of cats and dogs off of the vehicle is preferred. Cats may benefit from remaining in their transport carriers, if large enough. Cats must have access to a litter box if being housed overnight. Overnight facilities can include foster homes, shelters, hotels, or transport hubs.

11.4.5 Aggregation

Safe and sustainable transport programs carefully manage different animal populations throughout the transport process. If transporting animals from different sources on separate vehicles is not possible, animals from each source are ideally housed in separate compartments. Whenever animals from different sources are held in the same vehicle or facility, protocols that minimize exposure and cross-contamination between populations must be in place.

11.5 Responsibilities at the destination

The destination shelter must have sufficient trained personnel ready to receive and evaluate animals upon arrival. Communication with transporters is important to ensure that the shelter has enough time to assemble their personnel. Each animal admitted through a relocation program must receive a brief health assessment at intake. This assessment identifies signs of infectious disease and problems that require emergency or follow-up medical care. Veterinary services must be accessible upon arrival. Access might include having a veterinarian on-site, on-call, or available at a local clinic.

The destination facility must have adequate housing prepared for the arriving animals without displacing the existing population. The need for isolation or quarantine of arriving animals is informed by regulatory requirements, animal health status, source organization practices, and infectious disease risk. Quarantines are only appropriate for high-risk animals with direct infectious disease exposure; unnecessary holds increase length of stay and are detrimental to animal health and organizational goals.

Destination shelters should maintain an active working knowledge of the source organization, which includes familiarity with the common diseases, preventive health-care, and biosecurity practices at each source organization. Establishing procedures for continuing assessment, care, and communication after arrival promotes a healthy and successful partnership.

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12. Disaster response

12.1 General

All shelters should be prepared to respond when directly affected by a disaster. Disasters include natural events such as hurricanes, tornadoes, floods, and fires, or human-made events such as large-scale cruelty cases, workplace violence, and toxic chemical spills. Advance planning is critical to safeguard animal welfare, and to protect human health and safety.¹

Animal welfare needs described in this document are still present even when a shelter is experiencing a disaster. Deviations from these Guidelines as the result of a disaster should be as brief and as minimal as possible. Good planning helps ensure that these standards can be met under any circumstances. Additional published operational guidelines for animal evacuation & transport, animal decontamination, and emergency animal sheltering may be helpful in planning for and responding to disasters (Appendix H).

A disaster and its impacts may be localized to the shelter, the community it serves, or an entire region or country. Shelters outside of the impacted area may decide to offer aid to affected communities, including accepting and facilitating relocation of animals, sending personnel or resources, or providing advice and expertise. Whether impacted or offering aid, familiarity with disaster response principles is essential.

Disaster response is divided into four phases:

- *Mitigation*: on-going, preemptive activities that reduce the impacts of future disasters on animals, people, shelters, and communities
- *Preparedness*: creating plans to handle specific disasters, training and conducting exercises or drills, and acquiring the resources needed to respond
- *Response*: implementing the disaster plan and adapting as necessary during an event
- *Recovery*: returning to some degree of normalcy in the period following a disaster, this period can last from days to years

12.2 Mitigation

Shelters should take steps to anticipate, detect, and mitigate the impacts of disasters. In order for shelters to reduce the impact of a disaster, they must first identify the events most likely to affect them and their communities. Shelters must identify and plan for reasonably anticipated disasters, including those most likely to occur in their geographic area. Once disaster risks are identified, mitigation strategies can be developed and implemented to

reduce the impact of a future disaster. Mitigation might include holding community pet identification and rabies vaccination clinics, reinforcing existing structures to better withstand common weather events, designing shelters according to building codes, and maintaining insurance and liability policies.

12.3 Preparedness

Every sheltering organization must have a written plan that outlines the actions the shelter will take in response to likely emergency scenarios. These actions may include services that the shelter does not typically provide, including admission of displaced animals, provision of resources, or relocation of animals to other facilities. The written disaster response plan should be accessible by all personnel, used to train staff during disaster drills, and regularly reviewed and updated.

Disaster response plans must detail how shelters will provide essential services to all animals currently in care, including those in foster homes. Essential services include sanitation, housing, food, and water as well as medical and behavioral care. Plans should detail how necessary supplies will be acquired, and include evacuation strategies in the event that supply chains or utilities (e.g. water, food, and heating or cooling) are disrupted.

Emergency plans should include a process for preemptively relocating the shelter's population in advance of the event when appropriate. Evacuation ensures the safety of relocated animals and creates capacity to house and care for displaced community animals. Even if minimal animal intake from the community is expected, preemptive transport can reduce staffing challenges during a disaster and lessen the impact of facility damage on housed animals.

Since the risk of zoonotic disease spread may increase during disasters, plans must include steps to control transmission.²⁻⁴ These steps include providing wellness care, appropriate disease surveillance, and isolation and treatment of infected animals. Especially important during all disaster events is the consideration and control of rabies.³ Animal stress and anxiety leads to an increased likelihood of dog bites during disasters.^{2,4}

Shelter disaster plans should indicate the personnel structure necessary to provide essential animal care services during a disaster. This structure identifies the critical personnel required and how the shelter plans to fill these roles. The staffing structure needs to be flexible, as animal care needs or personnel availability may be different than were anticipated. Critical personnel may be expected to perform new or additional roles or be recruited from outside organizations.

Training is an essential part of preparedness, as it is important for personnel to know what to do and when. Training specific to the roles personnel will fill during a disaster, including safety considerations, should be provided before starting the work. This training is best provided well in advance for personnel who are expected to respond to disasters but may be provided just prior to involvement. Even experienced personnel may need ‘just in time training’ in order to assume a new role.⁵ Exercises and drills are an excellent training tool and allow shelters to evaluate how well the current plan fits the organization’s needs.

Individuals participating in multi-agency disaster responses should complete National Response Framework (NRF) and National Incident Management System (NIMS) training, including Incident Command System (ICS) modules.^{5,6} These widely used systems provide a clear chain of command and communication structure, which can be scaled to meet the size and demands of any disaster.⁷ Partnerships are most successful when stakeholders are familiar with the shared vocabulary, operations, and processes guiding the response.⁸

Disasters are times of extreme stress for animals and people. Disaster planning should include provisions to address the physical and mental stress experienced by personnel, community members, and responders. Human safety must be the first priority of any disaster response plan.

Shelters can be key team members in coordinated community, state, or national disaster preparedness and response. If a shelter is part of an established disaster response team, a written plan should specify its particular role and the other organizations the shelter will be working with. Shelters responding to disasters as part of a coordinated response should draft memoranda of understanding (MOUs) with their governmental and nongovernmental response partners. MOUs enhance efficiency and secure resources by specifying which personnel, equipment, or facilities will be provided by each organization and clarifying roles and expectations.

12.4 Response

Response plans should be followed as soon as a disaster is anticipated or has occurred. Prompt response ensures critical shelter and community needs are addressed as quickly as possible. The most common challenge faced during a response is communication, both internally and externally.^{9,10} When indicated, an ICS should be initiated rapidly to designate and maintain a clear chain of command and communication infrastructure (see [Appendix I](#)).

Each animal admitted during a disaster must receive at least a cursory assessment at intake to check for signs of infectious disease, any conditions that require emergency medical care, and exposure to hazards. This allows staff

to prioritize care where it is needed most and to separate animals to reduce the transmission of disease. Animals admitted during a disaster should be given core vaccines, including rabies and parasite control (see [Medical Health](#)).

Animals must be decontaminated when applicable (e.g. exposure to flood waters, fire retardants, or drug labs).¹¹ Decontamination typically involves bathing and rinsing, with specific methods and products used depending on the potential contaminants.^{5,12–14} Because hazards on the animal may be a danger to animals and personnel, personal protective equipment (PPE) is recommended until decontamination is complete.

As soon as it is safe, shelters must make concerted efforts to reunify pets displaced by a disaster. Animal holding times (i.e. stray periods) and communication with owners may need to be broadened to reflect the challenges of the particular disaster. Using multiple methods to reach owners, including social media, flyers, electronic billboards, or neighborhood ambassadors, may be helpful in facilitating reunification. If an animal is transported out of the impacted area, clear communication between partner shelters regarding roles, processes, and timelines for reunification efforts is important.¹⁵

Shelters outside of the disaster area accepting impacted animals must be able to provide appropriate care and outcomes for their existing population before volunteering to accept displaced animals. Shelters are required to follow all relevant regulations and legal requirements related to animals even during disasters.

Shelters should have a system for managing physical and monetary donations during disaster response and recovery. Without a system, physical donations can become overwhelming and require valuable time and facilities to manage. Shelters should track resources used during disaster response and recovery. Detailed information, including staff time dedicated to response, may be requested for reimbursement grants from local, state, or federal agencies or private organizations.

Shelters must anticipate the arrival of self-deployed volunteers during a disaster and must address how these individuals will or will not be used.¹⁶ Volunteers may be unfamiliar with response plans and staffing structure, which can inadvertently place themselves and others at risk. However, preemptive planning for volunteer roles, training, and oversight can effectively mobilize this resource.

Responders may include volunteer veterinarians or veterinary technicians; veterinary professionals must only provide medical treatment or services when they hold a license to practice in that jurisdiction or are exempt from this requirement. Even during a disaster, oversight of use and storage of controlled substances must remain with the individual identified as the responsible party on the DEA license for that premise.

12.5 Recovery

The recovery period following a disaster lasts until the individual shelter and affected communities return to normal. Even if undamaged, shelters may be challenged by continuing impacts on their community or personnel. If damage to the shelter building, grounds, or local infrastructure is a concern, a full safety assessment must be made prior to resuming normal activities in that area or facility.

Shelters must tailor placement efforts when their community is impacted by a disaster. When local residents are struggling with rebuilding or finding shelter, fostering and adoption are unlikely to be a priority. Adoption events outside of the impacted community, increased shelter partner transfer, shelter-neuter-return, or other creative programs may help address longer lengths of stay.

Ongoing challenges during recovery may disproportionately impact some community members. Shelters should provide additional services that support keeping pets with their owners in the time frame immediately following the disaster. Sustained housing instability is a particular concern; shelters may be asked to assist an increased number of people facing eviction or displacement.¹⁷

Following a disaster, shelters should debrief and evaluate their planning, response, and recovery processes, so that adjustments to their plans can be made. The period of recovery from a disaster or major event is a natural time to broadly evaluate the effectiveness of programs, services, and procedures within the organization. Furthermore, shelters may decide to maintain changes implemented during the response that were valuable to the organization and community.

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13. Public Health

13.1 General

Public health promotes and protects people and the communities where they live, largely through One Health, which studies the connections among the well-being of animals, people, and the environment.¹ The care that shelters provide to animals also impacts humans and the environment. Both within their facilities and in the larger community they serve, shelters must take precautions to protect the health and safety of animals, people, and the environment.

13.2 Personal protective measures

Shelter personnel encounter unavoidable risks to their health on a daily basis through normal work activities. Giving personnel the knowledge and equipment needed to mitigate risks is a critical component of workplace safety. Personal protective equipment (PPE) is worn to help prevent the spread of disease and to protect personnel from potentially harmful substances. In order to protect personnel from exposure to workplace hazards, shelters must provide PPE such as gloves, smocks, goggles, face masks, face shields, shoe covers, and ear plugs.² PPE must be available in types and sizes to accommodate all personnel, including those with special concerns such as latex allergies.

13.2.1 Hand hygiene

Proper hand hygiene is essential to protecting human health in animal care environments. Personnel should wear gloves when handling animal waste or fluids and should wash hands frequently, especially after handling animals, and after removing PPE.^{3,4}

Whether or not a person has had contact with animals, personnel should wash their hands before eating, smoking, or touching their face.⁵ As a precaution, personnel and visitors should be discouraged from eating, drinking, or bringing pacifiers, teething toys, or baby bottles into animal housing areas.^{3,6} To prevent the spread of zoonotic diseases, animals should not be present in areas designated for human food preparation or consumption.⁷

13.3 Workplace hazards

People working with and caring for animals are exposed to a diverse set of hazards. Shelters must comply with local, state, and federal health and safety regulations regarding chemical, biological, and physical hazards in the workplace.

13.3.1 Chemical hazards

Hazardous compounds, including disinfectants, medications, and pesticides, are routinely encountered in animal

shelters.⁸ When working with hazardous chemicals, PPE such as eye protection or respirator face masks must be worn as indicated by the product label.⁹ A well-ventilated area or fume hood may also be required when working with certain products. Because mixing compounds such as bleach and ammonia can produce lethal toxic gas, Occupational Safety and Health Administration (OSHA) requires organizations to correctly label and store chemicals to prevent spills or accidental mixing.¹⁰⁻¹²

When allowed to accumulate or when improperly stored, animal urine and feces can become a significant source of toxic compounds such as ammonia and hydrogen sulfide.¹³⁻¹⁵ Shelters must promptly dispose of biological waste (animal waste, animal tissues, and carcasses) in a manner that follows state and local regulations.^{16,17}

Shelters must follow regulatory guidelines for the disposal of unused medications.^{18,19} Controlled medications must be disposed of or wasted in a manner that follows regulations, prevents environmental contamination, and prevents human diversion.²⁰ Guidance to reduce waste gas exposure associated with anesthesia may be found in the ASV's Veterinary Medical Care Guidelines for Spay-Neuter Programs and from OSHA.^{21,22}

Smoking must not be allowed in animal shelters. In addition to creating a risk of fire, second-hand smoke is harmful for pets and people.²³⁻²⁶

13.3.2 Physical hazards

Shelter personnel are also commonly exposed to physical hazards. These include slippery surfaces, loud noises such as barking or clanging metal, animal scratches and bites, job requirements to lift heavy objects and animals, and exposures to needles or other sharp objects.²⁷ Shelters must follow industry guidelines for the proper disposal of sharps.^{28,29} Since the seriousness of physical injuries may initially be difficult to recognize, supervisors must advise persons injured at the shelter or by a shelter animal to seek medical care.

Noise exposure

Prolonged exposure to loud noise can damage the hearing of animals and people.^{30,31} Both environmental and behavioral noise abatement strategies should be used in animal housing and holding areas (see [Facilities](#), [Behavior](#)). Hearing protection must be worn by employees working in environments where volume is at or above 100 dB cumulatively for 15 min. When volumes exceed 85 dB at any point in time, hearing protection should be worn.^{30,32} Several sound level meters are commercially available, including phone apps that measure decibel levels.³³ Hearing conservation programs that include training and regular hearing

testing may be required by OSHA depending on the average noise exposure.³⁴ Hearing protection is recommended whenever personnel have to raise their voice in order to be heard three feet away.

13.3.3 Biological hazards

Animal bites

Animal bites are both a physical and biological hazard of significant concern in shelters. Training in animal body language, safe handling techniques, and the use of sedation can reduce but not eliminate the risk of bites (see [Animal Handling](#)). While many animal bites are minor, some are extremely serious with extensive tissue damage. All bites that break the skin carry a risk for infection, which can be reduced by immediately washing the wound.³⁵ Deep penetrating punctures that close quickly, like those caused by cat bites, are at higher risk of developing a serious bacterial infection.³⁶

The public must be prevented from having contact with animals who pose a high risk of biting by clearly marking and restricting access to areas where these animals are held. Shelters must consider public safety when making outcome decisions regarding animals who pose a risk of serious harm. If, after a careful, in-depth risk assessment, the shelter decides that an animal with a history of mild to moderate aggressive behavior is eligible for a live outcome (see [Behavior](#)), a record of all known bite incidents must be provided in hardcopy or electronic form to adopters, fosters, or transfer partners.

Human rabies exposure

Animal bites can transmit rabies virus. To allow for appropriate follow-up by public health authorities, shelters must follow regulations for reporting animal bites to humans.³⁷ At intake, shelter personnel must ask owners or finders if the animal being admitted has bitten anyone within the past 10 days. Because aggression may be a symptom of rabies, animals who have bitten a human must be managed according to state and local regulations, including quarantine of the animal or euthanasia for rabies testing when required.^{38,39} Because animals who are symptomatic for rabies succumb to their illness within a week, the rabies quarantine period is typically 10 days.^{38,40} In some cases, euthanasia and testing may be preferred over quarantine, especially if the animal is suffering physically or emotionally, or presents a danger to others. If a dog, cat, or ferret dies for any reason within 10 days of a bite, testing for rabies is mandated. Local public health authorities can be contacted with questions about the management of other biting animals.

Because the consequences of rabies exposure are deadly, personnel who routinely work with animals should receive pre-exposure vaccinations against rabies

in accordance with the current recommendations of the Advisory Committee on Immunization Practices.⁴¹

Animal rabies exposures

Shelters frequently admit animals with injuries or neurological symptoms of unknown cause. Though rare, these injuries or symptoms could be associated with rabies virus infection.^{42,43} At intake, shelter personnel must ask owners and finders of incoming animals about recent wildlife bites or exposures. During intake health assessments and physical examination, shelter personnel should look for and document evidence of wounds that could indicate a potential rabies exposure. Determining the appropriate quarantine period for an animal potentially exposed to rabies depends on species, previous rabies vaccination, and local regulations. Animals who have potentially been exposed to rabies must be managed with guidance from the NASPHV Rabies Compendium, and in accordance with state and local health regulations.³⁸

Shelters should vaccinate all animals eligible for rabies vaccine prior to leaving the shelter^{44,45} (see [Medical Health](#)). Community cat vaccination is especially important because cats are the domestic animal most likely to acquire and transmit rabies in the United States and Canada.⁴⁶⁻⁴⁸

Other zoonotic diseases

Zoonotic diseases are transmitted from animals to people. Although all people are at risk of zoonotic disease, those with exposure to animals, and those with delayed or weakened immune responses due to young or old age, disease, pregnancy, or medical treatments have an increased risk.^{49,50} Not everyone is aware of their immune status or chooses to share this information. It is important that shelters implement policies that prevent, recognize, and manage zoonotic diseases.

Many common pathogens in the shelter can pass from animals to humans, including internal parasites (roundworms, hookworms, and toxoplasma), external parasites (mites), fungal diseases (ringworm), and bacterial diseases (*Bordetella*, *Chlamydia*, and *Leptospira*); viral diseases (rabies, influenza, and COVID-19) are less commonly transmitted to people. Even when the animal's health is not significantly affected, timely treatment and management of animals with zoonotic pathogens help prevent spread to people and other animals.⁵¹

Training personnel to recognize zoonotic diseases is a key step in prevention.⁵² In addition to the general infectious disease control measures described in this document (see [Medical Health](#)), shelters should have a protocol for responding to zoonotic diseases, including communication regarding potential exposures. Reporting of some zoonotic diseases is mandated by local, state, and national regulations.

Access to animals with known zoonotic conditions should be limited to those necessary to provide appropriate care. Enclosures of animals with suspected zoonotic disease must be clearly marked to indicate the condition and necessary precautions, such as recommended PPE, handling, and sanitation practices. Shelters must disclose the risk of known zoonotic disease to personnel, transport partners, foster care providers, and adopters. Some states prohibit relocation of animals with zoonotic disease (see [Animal Transport and Relocation Programs](#)).

Antimicrobial resistance and emerging pathogens

Bacteria are continually evolving resistance to antibiotics. A key factor in slowing the development of resistance is to use antimicrobials only when truly needed.⁵³ Routinely using antimicrobials to prevent infection in healthy animals is unacceptable.

Antimicrobial use must be tailored to appropriate clinical conditions, used judiciously, and evaluated for therapeutic effect.^{54–56} It is vital that antibiotics are only prescribed when they are effective against the pathogen of concern. To do this in a shelter, treatment protocols for common conditions need to be evidence-based and include specific criteria for diagnosis; which antibiotic, dosage, and duration to use; any follow-up considerations; and when to consult the veterinarian.^{57–60} Performing diagnostic testing is strongly recommended when animals do not respond to treatment or display unusual or severe signs of infection.⁶¹ When animals in shelters are managed in a manner that supports their physical and emotional health, the need for antimicrobial drugs is reduced.^{62,63}

Some emerging diseases with the potential to infect people, such as influenza, were first identified in animal shelter populations.^{64,65} Because shelter populations can be sentinels for emerging diseases, animal shelters should monitor their populations for signs of unusual or severe disease. Poor sanitation practices, close housing of multiple species, housing diseased animals in the general population, and operating over capacity for care can facilitate the spread of disease.⁶⁶ Animal population management should be used to reduce the risk of developing novel or emerging pathogens.

13.4 Human well-being

The well-being of shelter personnel is an important One Health concern. Both veterinarians and shelter employees have been shown to have high levels of compassion fatigue, secondary traumatic stress, moral injury, suicidal ideation, and burn-out as a result of their daily work.^{67–70} Shelters should strive to become workplaces that emphasize staff wellness through a positive organizational culture, fair pay, hours and expectations, provisions for self-care, and ready access to mental health support systems without repercussions. When mental health concerns

are communicated or observed, personnel should be encouraged to seek professional help.⁷¹

Being able to provide appropriate care to shelter animals, and seeing their quality of life improve as a result of that care, can also reduce work-related stress for shelter personnel.^{72,73} In turn, personnel who are satisfied with their work are more likely to provide high-quality care for animals and stay in the workforce.^{73,74} Providing personnel with the skills, resources, and authority to excel at their jobs creates a beneficial cycle, improving human, animal, and population health.

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Appendix A: Glossary

Glossary terms

Age Category, Adult – cats and dogs 5 months of age or older

Age Category, Juvenile – cats and dogs under 5 months of age

Age Category, Neonate – cats and dogs 4 weeks of age or younger

Aggregation – gathering animals from different source shelters in one vehicle or location

Analgesia – pain control, usually medication or other therapeutics

Anesthesia – medications that induce unconsciousness and prevent pain

Animals in Care – the number of animals currently housed in the shelter including those housed off-site and in foster homes

Antimicrobial – products such as medications and disinfectants which kill or decrease reproduction of pathogens

Aversive – equipment or practice intended to cause an animal to stop an undesirable behavior by associating it with an unpleasant event

Behavior Assessment – a process of observing and interpreting an individual animal’s behavior throughout their shelter stay, in order to better understand their needs, address welfare concerns, and make appropriate handling, outcome and placement decisions

Behavior Evaluation – a structured procedure or test in which an animal’s responses to a series of sub-tests performed one after the other are observed and interpreted

Capacity for Care – the total resources (e.g. humane housing, trained personnel, medical care, appropriate outcomes) required to promote positive welfare as described by the Five Domains for all the animals in (or coming into) the shelter’s care

Certificate of Veterinary Inspection (CVI) – official document issued by an accredited veterinarian certifying that the animals identified on the document have been inspected and meet the importation criteria of the destination state; also known as a “health certificate”

Circadian Rhythm – internal biological process that regulates the sleep–wake cycle and repeats approximately every 24 hours

Cleaning – removal of dirt, oils, grime, and organic materials; includes both physical cleaning (i.e. scooping feces, scrubbing dirt) and chemical cleaning (i.e. application of a detergent or degreaser)

Co-Housing (Group Housing) – housing more than one animal in the same primary enclosure

Community Cat – all outdoor dwelling cats regardless of socialization status; community cats may be owned, unowned, free-roaming, or feral

Control Pole (i.e. Rabies Pole or Catch Pole) – rigid metal pole with an internal cable that forms an adjustable noose at one end

Deep Cleaning (Full Cleaning) – cleaning followed by sanitation (i.e. application of a disinfectant); used when a cage is heavily soiled, contaminated with infectious pathogens, or a different animal will be occupying the enclosure

Degreasers – strong detergents

Dental Probing – procedure in which a dental instrument called a “probe” is used to identify and measure periodontal pockets around the teeth

Dermatophytosis (Ringworm) – skin disease caused by pathogenic fungal organisms, most commonly *Microsporum* or *Trichophyton* species

Destination Shelter – organization that receives relocated animals from a source shelter

Detergent – chemical used during the cleaning process designed to break down oils and suspend particles so they can be removed by wiping or rinsing

Disinfection – inactivation of pathogens, usually through application of a properly diluted chemical product for a specified period of time

Efficacy – capacity for producing the desired outcome; how well something works

Feral Cat – unsocialized “wild” domestic cats living outside without human contact; fearful and avoidant of human interaction much like other wildlife species

Fomite – any object that may become contaminated and contribute to the spread of pathogens (e.g. clothing, equipment, hands)

Footbath – a floor container filled with disinfectant intended to be stepped in to reduce pathogen load on footwear

Forensic Evaluation – gathering and reviewing all crime-related evidence including the forensic physical examination or necropsy, diagnostic test results, reports from others involved in the investigation, documentation such as photographs or videos, and evidence collected from the animal and scene, in order to render an expert opinion about the case

Forensic Physical Examination – comprehensive physical examination, including normal and abnormal findings, that carefully documents health status, identifies abnormalities, and collects evidence

Foster Care – temporary housing in the home of a community member where a shelter-owned animal receives individualized care and monitoring, regular positive social interaction with people, and physical, sensory and mental enrichment

High Consequence Pathogen – contagious disease with the potential to cause significant harm or death, spread rapidly, or infect humans

Humane Investigator – person who investigates animal abuse and neglect, may work for a shelter or a law enforcement agency

Importation – movement of animals into a state or country intended to be their final destination

Incident Command Structure (ICS) – standardized approach to the control and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective

Infectious Dose – number of pathogens required to cause infection

Infrastructure – organizational structures and facilities (e.g. buildings, roads, power, supplies, personnel) needed for the operation of an organization, community, or society

Intact (Entire, Unsterilized) – animal with a complete reproductive tract

Isolation – housing for clinically ill (symptomatic) animals infected with a contagious disease that physically separates them from those who are not infected

Just in Time Training – educational process that provides knowledge and skills at the time they are needed

Length of stay (LOS) – period of time (usually in days) that an animal is in the shelter's care; calculated as the difference between the date of intake and the date of final outcome; often used as an average or median for species and life stage

Liability – action or omission for which a person or organization can be held legally responsible

Maltreatment – behavior towards a person or animal that involves physical abuse, sexual abuse, emotional abuse, or neglect

Memorandum of Understanding (MOU) – a document describing the broad outlines of an agreement that two or more parties (usually organizations) have reached

Metrics – numerical measures of shelter performance including intakes, returns, euthanasia rates, live outcome rates, lengths of stay (LOS), community services, etc.

Morbidity – number of animals infected by a specific disease in a population

Mortality – number of animals who die due to a specific disease or condition in a population

Multi-Compartment Enclosures – housing with at least two separate areas connected by a door, pass-through, or portal, and allows open access to both sides of the housing except during cleaning or handling

National Incident Management System (NIMS) – guidelines that define operational systems for personnel working together during emergencies; provides communities and organizations with shared vocabulary, goals and processes needed to successfully respond to a disaster or incident

Necropsy – an animal post-mortem examination (autopsy)

Neuter – surgical procedure in which the male reproductive organs (testicles) are removed; occasionally used to indicate surgical sterilization in females

Orthopedic – surgical procedure focused on repair of bones and the skeletal system

Outbreak – increase in the number or severity of cases of a disease in a population; can include but not limited to disease spread inside the shelter

Partner Shelter – in disaster response, a shelter not directly impacted by the emergency but providing any kind of assistance to the impacted shelter or community

Pathogen – biological agent that can cause disease, including bacteria, viruses, protozoa, fungi, and parasites

Pathway Planning – proactive process of determining the most appropriate outcome for each animal, which steps are necessary to achieve that outcome, and reassessment of the pathway as needed

Personal Protective Equipment (PPE) – equipment worn to minimize exposure to hazards that cause workplace injuries and illnesses; also used to minimize transmission

of pathogens between animals (e.g. gloves, gowns, goggles, shoe covers)

Personnel – all administration, management, staff and volunteers working at or for an organization, both paid and unpaid

Physical Description – includes species, weight, coat color, markings, sex, neuter status, age, and breed when appropriate

Polishing – procedure in which paste is used to buff and smooth surface defects in teeth caused by scaling or wear

Population Rounds – regular holistic assessment of the shelter population (usually daily) to ensure that each animal has a plan and that all needs and critical points of service are promptly met

Positive Reinforcement – rewarding a desired behavior with a pleasant reward

Practice of Veterinary Medicine – defined by state practice acts and limited to licensed individuals; diagnosis, prognosis, treatment, and prevention of animal disease, illness, pain, deformity, defect, injury, or other physical, dental, or mental conditions by any medical or surgical method

Prophylactic – preventive or presumptive treatment or management of disease before it becomes clinically apparent

Quarantine – housing for healthy animals exposed to and potentially incubating a contagious disease that physically separates them from clinically ill or unexposed animals

Relocation – program or organized effort to transport animals from one sheltering organization (source) to another (destination) locally, regionally, or internationally

Return to Field (Shelter Neuter Return) – outcome process of sterilizing unowned cats and returning them to their home situation after shelter intake

Risk Assessment – a process to identify possible incidents or problems, their likelihood of occurring, and steps that can be taken to control or reduce frequency and/or severity of harm

Sanitation – process of both cleaning and disinfection

Scaling – dental procedure in which tartar or calculus is physically removed from the surfaces of the teeth (manual or ultrasonic)

Shelter – organization of any type or size that provides temporary housing for companion animals; includes foster-based rescues, non-profit humane societies and

SPCAs, municipal animal control facilities, and hybrid organizations

Source Shelter – organization that prepares and sends animals for relocation to a destination shelter

Spay – surgical procedure where the female reproductive tract (ovaries and/or uterus) is removed

Spot Cleaning – cleaning process that includes tidying and removal of soiled objects and stains; used when a cage is lightly soiled AND the animal is remaining in the same enclosure; less disruptive than deep cleaning

Sterilization – collective term for surgeries that remove the reproductive organs from dogs and cats with the intent of permanently preventing offspring; also known as spay-neuter, neutering, and de-sexing

Surgical Suite – separate room of the medical department where surgeries are performed

Test, Diagnostic – medical test administered to animals with clinical signs of disease or injury to determine the cause

Test, Screening – medical test administered to determine whether a sub-clinical or inapparent disease, condition or exposure is present

Tethering – using a chain, rope, leash or cord to attach a dog to a stationary object with the intention of restraining them while unattended

Transfer (of Ownership or Custody) – formally handing over possession of an animal to another shelter or individual, typically as a transfer of ownership

Transport – movement of animals from one location to another, including intrastate, interstate, and international transportation

Veterinary Client Patient Relationship (VCPR) – situation in which a veterinarian has assumed case responsibility, has become familiar with the individual animal, population and/or premises, and has consent from the owner or current caretaker to provide treatment and management of diseases or conditions; defined by state practice acts, often required to perform veterinary services

Veterinarian, Licensed – person who holds a current license to practice veterinary medicine in the state in which services are provided

Veterinarian, Shelter – veterinarian with experience and training in the practice of veterinary medicine in animal shelters, may be employed or contracted by a shelter, or consulting

Veterinary Supervision, Direct – licensed veterinarian is readily available on the premises

Veterinary Supervision, Indirect – licensed veterinarian has given either written or oral instructions for management of the patient and is readily available by telephone or other forms of immediate communication, but is not necessarily on the premises

Zoonotic Disease (Zoonoses) – infectious disease spread between animals and people

Abbreviations

DAPP (DHPP/DA2PP): Canine Distemper, Adenovirus type 2 (Hepatitis virus), Parainfluenza Virus, Parvovirus
FVRCP (HCP): Feline Viral Rhinotracheitis (Herpesvirus), Calicivirus, Panleukopenia Virus

ICS: Incident Command System

IN: Intranasal; into the nose

LOS: Length of Stay

MLV: Modified Live Virus; a type of vaccine

MOU: Memorandum of Understanding

NIMS: National Incident Management System

PPE: Personal Protective Equipment

RTF: Return to Field

SPCA: Society for the Prevention of Cruelty to Animals

SQ: Subcutaneous; under the skin

TNR (TNVR): Trap-Neuter-(Vaccinate)-Release

CVI: Certificate of Veterinary Inspection

VCPR: Veterinary Client Patient Relationship

Appendix B. Examples of Core Shelter Protocols

Management and Record Keeping	<ul style="list-style-type: none"> • Organizational charts and lines of communication • Documentation of training and proficiency in tasks • Expectations for continuing education by position • How to document and report injuries and incidents
Population management	<ul style="list-style-type: none"> • Daily monitoring • Population rounds • Pathway planning • Monitoring of population level reports • Housing decision-making and flow • Foster care decision-making and flow
Animal Handling	<ul style="list-style-type: none"> • Low-stress handling for a spectrum of situations
Facility Design and Animal Housing	<ul style="list-style-type: none"> • Individual housing selection and set-up • Co-housing selection and set-up • Safe use of enrichment areas and other shared spaces • Environmental control and modification: sound, lighting, heating, cooling, ventilation and air quality
Sanitation	<ul style="list-style-type: none"> • Specific procedures for sanitizing various types of primary enclosures (e.g. cage, kennel, rooms) and shared enclosures (e.g. play yards, meet and greet rooms) • Deep cleaning vs spot cleaning techniques • Sanitizing equipment (e.g. dishes, litterboxes, toys, laundry, carriers, cleaning equipment, handling equipment) • Use of personal protective equipment during sanitation
Medical Health	<ul style="list-style-type: none"> • Standard preventive care (e.g. intake evaluation, vaccinations, treatments, and testing) • Treatment for common medical conditions by condition and species • Recognition, management and reporting of adverse vaccine-associated events • Anesthesia • Surgical procedures and care • Pain recognition and management • Nutrition and feeding • Emergency care • Care of pregnant, nursing, and neonatal animals • Lines of medical decision-making and communication • Outbreak recognition and management • Isolation of infectious animals • Pharmaceutical management, including controlled substance handling and security • Provision of post-adoption care
Shelter Surgery	<ul style="list-style-type: none"> • State/local ordinances regarding sterilization (compliance) • Anesthesia • Surgical procedures and care • Preemptive pain management • Management of postoperative complications
Forensics	<ul style="list-style-type: none"> • Scope of investigative services: species, geographic area • Forensic evaluation of animals (alive/deceased) • Collection, documentation, and management of evidence • Expectations for continuing education and training

Appendix B continues on next page

Behavioral Health and Mental Well-being	<ul style="list-style-type: none"> • Monitoring, recognition, and mitigation of stress • Behavioral enrichment by species and enclosure type • Documentation of behavioral observations • Environmental management in consideration of the five senses • Playgroup design and use • Behavioral treatment for common conditions by condition and species • Use of behavioral medications • Housing and enrichment of pediatrics • Risk assessment and mitigation for animals at high risk of causing harm
Euthanasia	<ul style="list-style-type: none"> • Outcome decision-making process and documentation • Euthanasia procedures and documentation
Animal Transport and Relocation Programs	<ul style="list-style-type: none"> • Written agreements detailing roles and responsibilities • Relocation process • Monitoring and care during all stages of transport, including overnight stops if applicable • Transportation equipment use and maintenance (eg., vehicles, enclosures, environmental controls and management) • Emergency plans for incidents during transport • Tracking of important metrics
Disaster Response	<ul style="list-style-type: none"> • Basic organizational Incident Command System and lines of communication • Detailed actions and procedures that anticipate, detect, and mitigate the impacts of potential disasters by type • Plan outlining care of shelter and community animals throughout response and recovery • Plan for preemptively relocating the shelter's population in advance of impending disasters • Zoonotic disease recognition, management, and mitigation
Public Health	<ul style="list-style-type: none"> • Identification and mitigation of workplace hazards: physical (eg., bites, injury, noise), chemical, biological (eg., rabies, zoonotic diseases) • Hand hygiene and infectious disease control • Promotion of well-being in the workplace for personnel

Appendix C. Personal Protective Equipment During Sanitation

Protective layer	Gloves	Outer clothing layer (gown, scrubs)	Shoe covers or Dedicated boots
Animal population			
Healthy animals	Gloves OR hand hygiene before and after care	Optional	Recommended when entering soiled enclosure
Non-contagious medical conditions	Gloves OR hand hygiene before and after care	Optional	Recommended when entering soiled enclosure
Mild contagious disease (e.g. typical URI, CIRI) or vulnerable animals	Gloves AND hand hygiene before and after care required	Recommended (change after handling)	Recommended when entering soiled enclosures
High consequence contagious disease - diagnosis or known exposure	Gloves AND hand hygiene before and after care required	Required -Disposable gown recommended	Required when entering isolation area
(e.g. Parvo-, Distemper-, or Panleukopenia viruses)			

*Adjustments based on individual and population disease risk may be indicated. Change PPE between individual enclosures or wards/areas based on disease risk.

Appendix D. Forensics Resources for Shelters

- Standards and Best Practices
 - Touroo, R., Baucomb, K., Kessler, M, Smith-Blackmore, M. “Minimum standards and best practices for the clinical veterinary forensic examination of the suspected abused animal” in Forensic Science International: Reports, Volume 2, December, 2020.
 - Brownlie, HW Brooks, and R. Munro. “The veterinary forensic necropsy: a review of procedures and protocols.” Veterinary pathology 53.5 (2016): 919-928.
- Books
 - Veterinary Forensic Medicine and Forensic Sciences Eds. Byrd JH, Norris P, Bradley-Siemens, N. CRC Press, 2020.
 - Veterinary Forensic Pathology, Volumes 1&2. Ed. Brooks J, Springer, 2018.
 - Veterinary Forensics: Investigations, Evidence Collecting and Expert Testimony. Eds. Rogers ER, Stern A., CRC Press. 2018.
- Organizations
 - International Veterinary Forensic Science Association (IVFSA). <https://www.ivfisa.org>
 - American Academy of Forensic Science (AAFS). <https://www.aafs.org>
 - American College of Veterinary Pathologists (ACVP). <https://www.acvp.org>

Appendix E: Environmental Management Considering an Animal's Five Senses

Sense	Description/Perception	Management
Hearing	<ul style="list-style-type: none"> • Keen sense of hearing: highly sensitive to sounds • Loud and novel noises including the sounds of other animals, such as barking, increase stress and fear 	<ul style="list-style-type: none"> • Minimize loud and sudden noises, including barking • Separate cats from dogs • Separate stressed animals from loud animals • Use white noise to muffle disturbing noises
Smell	<ul style="list-style-type: none"> • Keen sense of smell: highly sensitive to odors • Strong and noxious odors increase stress and fear • Animal odors and pheromones may increase stress and fear • Pleasant and familiar smells support positive emotions 	<ul style="list-style-type: none"> • Use odor eliminators and enzymatic cleaners • Avoid strong and noxious odors • Provide pleasant odors such as scent enrichment • Spot clean cat enclosures so familiar scent is retained
Taste	<ul style="list-style-type: none"> • Attracted to high protein foods: both taste and smell are pleasant and rewarding 	<ul style="list-style-type: none"> • Offer delicious foods to entice, engage, and create positive associations • Add extra to meals when animals are not eating due to stress
Sight	<ul style="list-style-type: none"> • Highly sensitive to motion: rapid movements increase stress and fear or frustration-Greater peripheral vision 	<ul style="list-style-type: none"> • Move slowly, calmly and deliberately; avoid threatening postures (such as direct eye contact) • Block visual stimuli that cause stress (e.g. close doors to block outside activity or place a towel over an enclosure as a visual shield) • Avoid bright lights • Provide visual access to observe natural environments/outdoors
Touch	<ul style="list-style-type: none"> • Highly sensitive to touch: certain areas of the body can be especially sensitive including the feet, mouth, genitals, and belly • Highly sensitive to approach and physical contact (all senses); may feel threatened by people leaning over them, approaching head on, or getting too close too fast 	<ul style="list-style-type: none"> • Avoid contact with areas of the body that tend to be most sensitive; observe body language to determine how and where individuals respond best • Approach slowly, steadily from the side, avoid rapid stroking, sudden manipulations, and restrictive restraint • Provide stable footing, non-slip surfaces, address pain promptly

Appendix F: Opportunities for Positive Social Contact in the Shelter

Type of social contact		References
Calm interactions with people	Quiet time (e.g. time out of enclosure in an office) Petting, massage	Protopopova et al. 2018 Hennessy 1998 Shiverdecker et al. 2013 Dudley et al. 2015 McGowan et al. 2018 Perry et al. 2020
Active interactions with people	Reading books Play with toys (e.g. fetch, tug) Walking, jogging Training using positive reinforcement	Tuozzi et al. 2021 Coppola et al. 2006 Shiverdecker et al. 2013 Hunt et al. 2022 Braun 2011 Menor-Campos et al. 2011 Laule 2003 Thorn 2006 Grant and Warrior 2017 Kogan et al. 2017
Interactions with members of the same species	Group housing of compatible animals (see Facilities: Co-housing) Playgroups (dogs)	Belpedio et al. 2010
Foster Care	Overnight fostering (dogs)	Gunther et al. 2019 Gunter et al. 2021

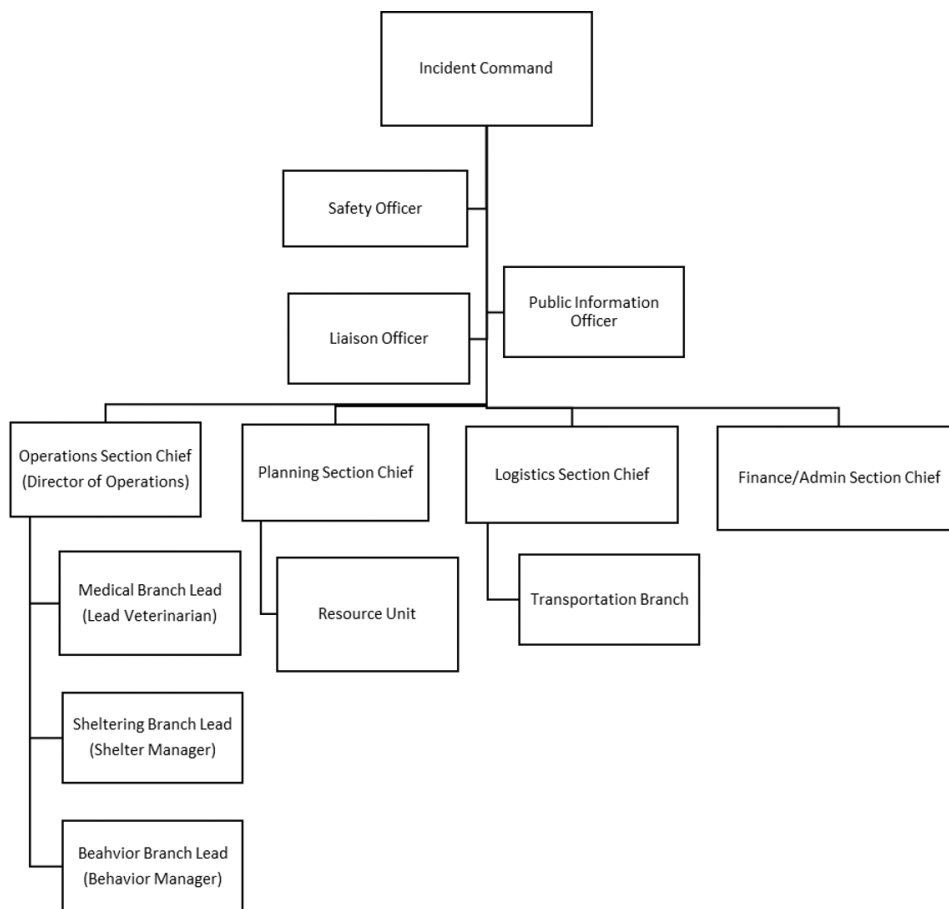
Appendix G: Ideas for Enrichment Within Shelter Enclosures

Type of enrichment	Examples	Additional considerations
Feeding	Commercially available or home-made devices that provide mental stimulation by requiring animals to work to extract food such as food puzzle toys, cardboard boxes, or plastic cups (Griffin 2006, 2009a; Schipper 2008; Shepherdson 1993)	Provide to dogs individually because they are competitive eaters; can be given to cats housed singly or in amicable groups (Dantas et al. 2011)
Scent	Certain essential oils, food scents, prey odors, and catnip (Ellis and Wells 2010, Graham et al. 2005, Binks et al. 2018, Amaya et al. 2020, Murtagh et al. 2020)	Pheromone products without a comprehensive plan for stress reduction and enrichment are less likely to be effective (Janeczko 2022)
Auditory	Classical music, soft rock, reggae, nonmusical white noise, audiobooks, or (for cats) species-specific specially composed music (Kilcullen-Steiner and Mitchell 2001; Wells et al. 2002; Kogan et al. 2012; Snowdon et al. 2015; Bowman et al. 2015, 2017; Brayley and Montrose 2016; Hampton 2020)	Choice of sound type and volume is critical. Reducing excess noise from animal and non-animal sources may be more important than adding additional sound. Balance music preferences of animals and personnel to optimize benefits.
Visual	Windows overlooking natural environment Protected outdoor access Visual access to members of the same species Interesting stimuli such as aquariums or bubbles Videos	Enrichment videos may be less helpful for cats and dogs compared to other species, as they Dogs and cats do not seem to spend a significant amount of time looking at the screen and lose interest if the videos are played for extended (i.e. multiple hours) periods of time (Graham et al. 2005; Ellis and Wells 2007).
Tactile	Soft bedding Scratching posts Petting Massage	

Appendix H: Disaster Response Resources

- Standards and Best Practices:
 - NASAAEP Animal Evacuation and Transportation
 - NASAAEP Disaster Veterinary Care: Best Practices
 - NASAAEP Emergency Animal Decontamination Best Practices
 - NASAAEP Emergency Animal Sheltering Best Practices
 - NASAAEP Animal Search and Rescue
 - FEMA Hazard Mitigation Planning
- Books
 - *Animals in Disasters*, Dick Green, ed. Elsevier, 2019
 - *Animal Management and Welfare in Natural Disasters*, James Sawyer & Gerardo Huertas, eds. Routledge: Taylor Francis Group, 2018
 - *Veterinary Disaster Response*, Wayne E. Wingfield & Sally B. Palmer, eds. Wiley Blackwell, 2009

Appendix I: Example ICS Chart for Animal Shelters



*Positions in parentheses are examples of typical shelter roles, with the corresponding operational ICS roles they may fill during a disaster. (See Disaster Response)

Appendix J: Resources for Workplace Safety

Organization		Area of concern	Website
CDC	Center for Disease Control and Prevention	-United States Health Protection Agency	http://www.cdc.gov
NIOSH	CDC's National Institute for Occupational Safety and Health	-Workplace Safety Guidance	https://www.cdc.gov/niosh/index.htm
OSHA	Occupational Safety and Health Administration	-Occupational Health Regulations	https://www.osha.gov/
EPA	Environmental Protection Agency	-Sanitizers and Disinfectants -Indoor Air Quality -Topical Pesticides -Wastewater control	https://www.epa.gov/
FDA	Food and Drug Administration	-Animal Food Safety -Animal Drugs -Medical Devices	https://www.fda.gov/
DEA	Drug Enforcement Administration	-Drug Disposal -Controlled Substances	https://www.dea.gov/
	State Health Departments and Departments of Agriculture	-Reportable Diseases -Animal Bites and Scratches -Animal Carcass Disposal	https://www.cdc.gov/publichealthgateway/healthdirectories/healthdepartments.html https://www.vetca.org/

Exhibit B

Annual Expenses	
Personnel Expenses	
Employee Wages	\$1,592,900
Overtime	\$20,000
PTO	\$43,144
Health Insurance	\$167,829
Life Insurance	\$18,840
Workers Compensation insurance	\$25,200
Employer taxes	\$126,897
Total	\$1,994,810
Animal Care Expenses	
Medical Supplies	\$3,335
Pet Food	\$13,000
Spay/Neuter	\$541,176
Microchip Services	\$25,928
Testing Services	\$34,000
Outside Vet Services	\$100,000
Transport Services	\$4,000
Vaccines	\$22,733
Treatment Services	\$18,030
Prevention	\$8,513
Total	\$770,715
Operating Expenses	
Professional Services	\$40,000
Insurance	\$76,000
Fleet	\$123,215
General Supplies	\$67,416
Web and Software Services	\$18,196
Licenses and Permits	\$3,000
Education/C.E./Conferences	\$8,000
Uniforms	\$23,840
Community Assistance	\$85,000
Field Equipment	\$67,343
Marketing	\$15,000
Total	\$527,010
Annual Total	\$3,292,536

D1:

One-Time Capital Improvements		
Capital Item:	Cost:	Description:
Improvements to CACC Building	\$100,000	<ul style="list-style-type: none">- Facility Soundproofing- New Kennel Doors- Extended Fencing Area- Outdoor Shade Structures- Room Dividers- Additional Improvements as Needed.
Total	\$100,000	

Vehicles received by PAWS during negotiations:

Vehicle #/Year	Make/Model	Type	VIN	Milage
11472/ 2014	Ford F250 Super Duty	Animal-Truck	1FD7X2A66EEB19914	138,144
11473/ 2014	"	"	1FD7X2A64EEB19913	87,709
11747/ 2014	"	"	19912	118,262
11644/ 2019	"	"	1FD7X2A69KEF56303	50,680
11653/ 2019	"	"	1FD7X2A67JED51510	63,760
11654/ 2019	"	"	1FD7X2A62KEG52886	69,646
11655/ 2019	"	"	1FD7X2A60KEG51509	56,019
11710/2020	"	"	1FT7W2B60LEE49132	41,152
11842/ 2023	Adam Trailers	Livestock	5CLCB1228PR028627	
11848/ 2024	Cont. Cargo	Trailer	5NHUNSV21RU144250	

Tasers	Ketch-Poles	Nets	Snake Tags
9	14	6	6

Serial #

X120049V9

"49TA

"49VN

"49KM

"4A22

"49T8

"49PP

"49MH

"49DK

Inventory list- CACC shelter

Sallyport-

- 1 pop up
- 1 foldable table
- Large sink
- 2 metal shelving units- large
- 10 white transfers
- Plastic Litter boxes lots
- 6 holding kennels
- 2 transfer cages

Washing room-

- 3 washers
- Dishwasher for bowls
- Sink
- Blankets
- Towels
- Sheets
- Animal soft beds/toys
- 2 metal kennels- for puppies

Dryer Room-

- 3 Metal kennels- for puppies
- 2 deep freezers
- Cloth wagon
- Ice maker
- 2 dryers

Shed 1-

- 3 hoses
- 40-60 boxes of 6 dawn dish soap
- 1 net
- 1 ladder
- 2 brooms
- 1 mop
- Ladder

Exhibit D

- 2 bundles of slip leads
- 10 squeegee handles
- 3 boxes of wildlife traps
- 3 transfer cages

Shed 2

- Large metal cabinet
- Around 25 pop up kennels various sizes
- Ladder
- Small metal drawers
- 2 fold up tables
- 1 trap
- Jumper cables
- 8 new pop up kennels in boxes
- 2 life jackets
- Tuff trap
- Computer mount for vehicle
- Bolt cutters
- 6 poles for nets
- 1 grabber tool
- 3 long catch poles- maybe broken
- 2 short catch poles- maybe broken

Outside-

- Around 10 pop up kennels- various sizes
- 3 white barrels
- Bolt cutters
- 17 wildlife traps
- 5-7 plastic kennels
- 2 transport cages
- 6 wheel carts
- 11 trashcans
- 1 hose
- 2 shovels
- 3 small pools
- 5 big pools

Exhibit D

- Big outside cooler
- Mop
- 1 bed
- 1 gurney

Cat room-

- Big sections of metal cages
- Litter boxes
- 2 transport cages
- Movable plastic island
- 2 chairs
- Shelving unit
- Bulletin board
- Toys and blankets
- Heating pads
- Lots of bowls
- Dishwasher
- Kitten bottles
- Random utensils
- Cat food/kitten food
- Medications
- Bench
- Small bookshelf
- Bath supplies

Main dog runs/ cat isos

- 2 trashcans
- Ladder
- 2 bulletin boards
- 2 sections of metal kennels
- Scrub brushes/ squeegees
- 2 hoses
- Radio
- Big fan
- Trolley cart

Cat hallway-

Exhibit D

- Desk on one wall
- Small animal care stuff
- Cones for dogs
- Leashes

Closet in cat hallway-

- 2 small animal cages
- Popup kennel
- Pine shavings
- Drain drops
- Posters
- Cones for dogs
- Box of transport cages
- Box of boxes

Volunteer office

- Handful of leashes/harness/collars
- Adopt me harness and leashes
- Grooming/bath tools
- Disinfectants
- Animal outfits
- Mussels
- Organizer with drawers
- Whiteboard
- Sink
- Around 30 cabana beds- some in runs- some in office- some on the way

Admin Coordinator office

- 2, 5 drawer filing cabinet
- Main desk
- 3 of the locked drawer things
- 3 chairs
- Lots of miscellaneous office supplies
- Motorola dispatch device
- Bookshelf
- Safe
- Esaul

- Radio
- Kissing booth sign
- Sony voice recorder
- Printer

Front office area

- 3 police dispatch intercoms
- 4 cubical desk that takes up front wall
- 5 chairs
- Large 5 drawer filing cabinet
- Large paper shredder
- Large backwall desk 14 drawers 14 cabinets
- 9 small filing cabinets
- Key box
- Mailbox holder
- Laminator
- Drawer organizer
- Plastic file holders- multiple
- 4 small trashcans
- 2 changeable letter boards
- 3 inflatable dog cones
- Random pairs of boots
- Fan
- 2 heaters
- Small paper shredder
- Headset
- 4 microchip readers
- Iphone talk box
- Catchpole

Storage room-

- 3 aquariums
- 1 chinchilla cage
- 2 big fans
- 1 bookcase
- Shopvac

- Wagon
- Pressure washer
- 2 canopy tents
- 1 cooler
- 2 sanitizer stands
- 2 bags of wood shavings
- 1 old copier
- 2 floor clean machines
- 4 heaters

Main ACO office

- Small book shelf
- Document shelf
- Shop vac
- Smaller shelf
- Fan
- 3 cubical desk
- 6 chairs
- Single desk
- 2 cubical desk
- Metal shelf
- 3 desk phones
- Recycle bin

Field supervisor's office

- 3 chairs
- Large desk
- Paper shredder
- Small trashcan
- Heater
- 4 drawer filing cabinet
- Small safe
- Bulletin board
- 2 speakers

Shelter supervisor office

- Large desk

- Laptop
- Computer monitor
- Office phone
- Large 5 drawer filing cabinet
- Few leashes
- 2 chairs
- Random tools/ toolbox
- 2 speakers

Dispatch office

- Large desk- 5 drawers
- 3 drawer filing cabinet
- Clorox wipes x 7
- Bulletin board

Front walk area

- 2 fire extinguishers
- Candy machine
- Foldable table
- 2 chairs
- 2 boxes for envelopes
- Small tv

Conference room

- Large table
- 24 chairs
- Desk 4 drawers, 4 cabinets
- Esale
- Large tv
- Sound bar
- Roku
- Animal pictures
- Large white board
- Small desk
- Projector screen
- Toys and bowls donated from paws

Manager's office

- 6 chairs
- Circle table
- 2 large bookshelf
- 1 large desk
- Paper shredder
- 2 money calculators
- Whiteboard

Storage closet 2

- 4 large metal shelves
- 20ish dangerous dog collars
- 3 guard dog collars
- Disabled vehicle reflectors
- Danger dog signs- approximate 20
- 2 thick tarp like fabrics
- Old intercom
- 5 large picture frames

Small closet-

- 2, 4 drawer filing cabinets

Breakroom

- 2 garbage cans
- Pop machine
- Circle table
- 7 chairs
- 2 fridges
- Fire extinguisher
- Dishwasher
- Random utensils
- Sink
- 20 tall lockers
- Bulletin board
- Tv

Euthanasia room

- Bone saw
- 8 boxes, 18 gauge needles
- 3 boxes 22g needles
- 10 boxes 20 g needles
- 6 boxes 25g needles
- 2 boxes 27g needles
- 3 boxes 6cc syringe
- 5 boxes 3cc with ought needle
- 5 boxes 12 cc syringes
- 3 boxes 20 cc syringes
- 2 push traps
- Half box fecals
- Handsaw no blade
- 2 snake tongs
- 1 scale
- 1 microscope
- 1 sharps box
- 1 box 3cc thermal syringe
- 1 safe
- 4 boxes microscope slides
- 2 boxes of backs for microscope slide
- Unlabeled bag with needles
- 60 cc syringe
- RF scanner
- Heprine bottle
- Green labels
- Assorted cloth muzzles
- Slide and covers 100 pieces
- Metacom meds
- Assorted needles
- Receipts
- Assorted keys
- Cotton swaps
- Alcohol wipes
- Bd syringe 1ml

Exhibit D

- Red box
- Topical anapestic
- 5 hydrogen peroxide
- Box of biohazard bags
- Fecal float serum
- 2 isopropethal
- 9 Nordic icepacks
- Fridge
- Cutting board
- Long brush

Office

- Desk
- 3 chairs
- Office phone
- Drawer organizer
- Safe
- Acell chemical

File Attachments for Item:

2. FY2026 Georgia Department of Transportation – Transportation Planning Contract

Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). Transportation planning funds in the amount of \$342,502.81 are requested in the form of a contract with the Georgia Department of Transportation. This is an annual contract with the Georgia Department of Transportation and the Federal Highway Administration, which will require a 20% match of \$85,625.70, which is budgeted in the FY2026 General Fund.

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #2.

TO:	Mayor and Councilors
AGENDA SUBJECT:	FY2026 Georgia Department of Transportation – Transportation Planning Contract
AGENDA SUMMARY:	Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). Transportation planning funds in the amount of \$342,502.81 are requested in the form of a contract with the Georgia Department of Transportation. This is an annual contract with the Georgia Department of Transportation and the Federal Highway Administration, which will require a 20% match of \$85,625.70, which is budgeted in the FY2026 General Fund.
INITIATED BY:	Planning Department

Recommendation: Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). Transportation planning funds in the amount of \$342,502.81 are requested in the form of a contract with the Georgia Department of Transportation. This is an annual contract with the Georgia Department of Transportation and the Federal Highway Administration, which will require a 20% match of \$85,625.70, which is budgeted in the FY2026 General Fund.

Background: During the first quarter of the fiscal year, the Metropolitan Planning Organization (MPO) receives a contract on behalf of the City from the Georgia Department of Transportation (GDOT) for Federal Highway Administration (FHWA) Section 112 Funds to perform multi-modal transportation planning activities identified in the Columbus-Phenix City Unified Planning Work Program (UPWP). The Transportation Planning Division, which is housed within the MPO, performs the planning work that includes items such as the Metropolitan Transportation Plan (MTP), Transportation Improvement Program (TIP), Congestion Management Process (CMP), Site Impact Analysis, Traffic Modeling Networks, and additional planning activities. The City is required to provide the 20% local match for \$85,625.70 to receive the Federal Funds.

Analysis: The Columbus-Phenix City Transportation Study (C-PCTS) serves as the Metropolitan Planning Organization (MPO) for the urban area. The Transportation Planning Division is the designated MPO recipient and project administrator of Section 112 Transportation Planning Funds. The Transportation Planning Funds are designated for the Columbus-Phenix City MPO for the performance of multi-modal transportation activities.

Financial Considerations: Transportation planning funds in the amount of \$342,502.81 is requested in the form of a contract with the Georgia Department of Transportation. This is an annual contract with the Georgia Department of Transportation and the Federal Highway Administration, which will require a 20% match. The following is a breakdown of funding sources.

FHWA - Section 112 Funds		
FHWA	80%	\$342,502.81
Local Match	20%	\$85,625.70
Total GDOT Contract	100%	\$428,128.51
	TOTAL	\$428,128.51

The City's 20% match of \$85,625.70 is budgeted in the FY2026 Budget General Fund.

Legal Considerations: The Columbus-Phenix City Transportation Study is in compliance with all applicable planning requirements and certifications necessary in order to receive the federal funds.

Recommendation/Action: Approval is requested to execute a contract to receive Federal Funding for the FY2026 Transportation Planning Activities and to amend the Multi-Governmental Fund by the amount of the contract and local match.

A RESOLUTION

NO.

A RESOLUTION TO EXECUTE A CONTRACT WITH THE GEORGIA DEPARTMENT OF TRANSPORTATION ON BEHALF OF THE CITY FOR FINANCIAL ASSISTANCE TO CARRY OUT THE FY2026 TRANSPORTATION PLANNING ACTIVITIES OF THE COLUMBUS-PHENIX CITY TRANSPORTATION STUDY (C-PCTS) METROPOLITAN PLANNING ORGANIZATION (MPO) AND TO AMEND THE MULTI-GOVERNMENTAL FUND BY THE AMOUNT OF THE CONTRACT AND LOCAL FUNDS.

WHEREAS, the FY2026 Unified Planning Work Program (UPWP) of the Columbus-Phenix City Transportation Study has been reviewed and approved by the United States Department of Transportation (FHWA) and the Georgia Department of Transportation (GDOT); and,

WHEREAS, the FY2026 UPWP indicates the amount of Section 112 Transportation Planning Funds to be provided by GDOT to be \$342,502.81; and,

WHEREAS, there is a local match of \$85,625.70 to receive the Section 112 Funds.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF COLUMBUS, GEORGIA, AS FOLLOWS:

- (1) That the Mayor, City Manager or designee is hereby authorized to execute said contract on behalf of the Consolidated Government of Columbus, Georgia and receive an amount up to \$342,502.81 as may be necessary to carry out said contract; and,
- (2) That the City gives assurance that, should said contract be executed, it is the intent of the Council to commit \$85,625.70 for the local match of planning expenses; and,
- (3) That the City Manager is authorized to execute (or to delegate to the Metropolitan Planning Organization) the execution of and file with such application and assurance, or, other documents required by GDOT in connection with the application, and to requisition state funds to reimburse the City for eligible expenses under any resulting grant contracts.

Introduced at a regular meeting of the Council of Columbus, Georgia held the _____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Tucker voting _____.
- Councilor Thomas voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

3. FY2026 Georgia Department of Transportation – Y410 Funds -Transportation Planning Contract

Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Y410 Planning funds for Safe & Accessible Transportation Options - (H.R. 3684 - Sect, 11206), as outlined in the Infrastructure Investment and Jobs Act (IIJA). This funding is required to be included in the Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). The Y410 Transportation planning funds in the amount of \$8,782.12 is requested in the form of a contract with the Georgia Department of Transportation and to amend the Multi-Governmental Fund by the amount awarded. This is a five-year annual contract with the Georgia Department of Transportation and the Federal Highway Administration which began in FY 2023 and will conclude in FY 2027, as outlined in the IIJA. This will require a new budget to be created by the Finance Department.

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #3.

TO:	Mayor and Councilors
AGENDA SUBJECT:	FY2026 Georgia Department of Transportation – Y410 Funds - Transportation Planning Contract
AGENDA SUMMARY:	Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Y410 Planning funds for Safe & Accessible Transportation Options - (H.R. 3684 - Sect, 11206), as outlined in the Infrastructure Investment and Jobs Act (IIJA). This funding is required to be included in the Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). The Y410 Transportation planning funds in the amount of \$8,782.12 is requested in the form of a contract with the Georgia Department of Transportation and to amend the Multi-Governmental Fund by the amount awarded. This is a five-year annual contract with the Georgia Department of Transportation and the Federal Highway Administration which began in FY 2023 and will conclude in FY 2027, as outlined in the IIJA. This will require a new budget to be created by the Finance Department.
INITIATED BY:	Planning Department

Recommendation: Approval is requested to execute a contract with the Georgia Department of Transportation for Financial Assistance to carry out the FY2026 Y410 Planning funds for Safe & Accessible Transportation Options - (H.R. 3684 - Sect, 11206), as outlined in the Infrastructure Investment and Jobs Act (IIJA). This funding is required to be included in the Transportation Planning Work Activities of the Columbus-Phenix City Transportation Study (C-PCTS). The Y410 Transportation planning funds in the amount of \$8,782.12 is requested in the form of a contract with the Georgia Department of Transportation and to amend the Multi-Governmental Fund by the amount awarded. This is a five-year annual contract with the Georgia Department of Transportation and the Federal Highway Administration which began in FY 2023 and will conclude in FY 2027, as outlined in the IIJA. This will require a new budget to be created by the Finance Department.

Background: On November 15, 2021, President Biden signed into law the Infrastructure Investment and Jobs Act (IIJA). The IIJA is the first major infrastructure law enacted since the Fixing America’s Surface Transportation (FAST) Act of 2015. The IIJA requires each MPO to use at least 2.5% of its PL funds on specified planning activities to increase safe and accessible options for multiple travel modes for people of all ages and abilities under section 104(d) of title 23, United States Code. The Transportation Planning Division, which is housed within the Metropolitan Planning Organization (MPO) will perform the planning work as outlined in the IIJA. This work includes the adoption of Complete Streets standards or policies, development of a Complete Streets prioritization plan that identifies a specific list of Complete Streets projects to improve the safety, mobility, or accessibility of a street, to improve the safety of bicyclists and pedestrians.

Analysis: The Columbus-Phenix City Transportation Study (C-PCTS) serves as the Metropolitan Planning Organization (MPO) for the urban area. The Transportation Planning Division is the designated MPO recipient and project administrator of H.R. 3684 – Section 11206 funds. The Y410 Transportation Planning Funds are

designed for the Columbus-Phenix City MPO for the performance of the Safe & Accessible Transportation activities.

Financial Considerations: The Y410 Transportation planning funds in the amount of \$8,782.12 is requested in the form of a contract with the Georgia Department of Transportation. This will be an annual contract with the Georgia Department of Transportation and the Federal Highway Administration for next five years starting in FY 2023 and ending in FY 2027 as outlined in the IIA. The following is a breakdown of funding sources.

FHWA – H.R. 3684 – Section 11206 Funds		
FHWA	100%	\$8,782.12
Total GDOT Contract	100%	\$8,782.12
	TOTAL	\$8,782.12

Legal Considerations: The Columbus-Phenix City Transportation Study is in compliance with all applicable planning requirements and certifications necessary in order to receive the federal funds.

Recommendation/Action: Approval is requested to authorize the City Manager to execute a contract to receive Federal Funding for the FY2026 Y410 Transportation Planning Activities and amend the Multi-Governmental Fund by the amount awarded. The Finance Department will need to create a new budget for these funds.

A RESOLUTION

NO.

A RESOLUTION TO EXECUTE A CONTRACT WITH THE GEORGIA DEPARTMENT OF TRANSPORTATION ON BEHALF ON THE CITY FOR FINANCIAL ASSISTANCE TO CARRY OUT THE FY2026 Y410 PLANNING FUNDS FOR SAFE & ACCESSIBLE TRANSPORTATION OPTIONS – (H.R. 3684 – SECT 11206), AS OUTLINED IN THE INFRASTRUCTURE INVESTMENT AND JOBS ACT (IIJA) AND AMEND THE MULTI-GOVERNMENTAL FUND BY THE AMOUT OF THE AWARD. THIS FUNDING IS REQUIRED TO BE INCLUDED IN THE TRANSPORTATION PLANNING WORK ACTIVITIES OF THE COLUMBUS-PHENIX CITY TRANSPORTATION STUDY (C-PCTS).

WHEREAS, the FY2026 Unified Planning Work Program (UPWP) of the Columbus-Phenix City Transportation Study has been reviewed and approved by the United States Department of Transportation (FHWA) and the Georgia Department of Transportation (GDOT); and,

WHEREAS, the FY2026 UPWP indicates the amount of Section 11206 – Y410 Transportation Planning Funds to be provided by GDOT to be \$8,782.12.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF COLUMBUS, GEORGIA, AS FOLLOWS:

- (1) That the Mayor, City Manager or designee is hereby authorized to execute said contract on behalf of the Consolidated Government of Columbus, Georgia and receive an amount up to \$8,782.12 as may be necessary to carry out said contract; and,
(2) That the City Manager is authorized to execute (or to delegate to the Metropolitan Planning Organization) the execution of and file with such application and assurance, or, other documents required by GDOT in connection with the application, and to requisition state funds to reimburse the City for eligible expenses under any resulting grant contracts; and,
(3) That the Finance Department will need to create a new budget for these funds.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the _____ day of _____ 2025 and adopted at said meeting by the affirmative vote of ten members of said Council.

Councilor Allen voting _____
Councilor Chambers voting _____
Councilor Cogle voting _____
Councilor Crabb voting _____
Councilor Davis voting _____
Councilor Garrett voting _____
Councilor Hickey voting _____
Councilor Huff voting _____
Councilor Thomas voting _____
Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson, Mayor

File Attachments for Item:

4. Memorandum of Agreement: CFEMS & RightSite Health Physicians PLLC

Approval is requested to execute the Memorandum of Agreement (MOA) related to telehealth services jointly provided through the Columbus Department of Fire and Emergency Medical Services by RiteSite Health Physicians PLLC.

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #4.

TO:	Mayor and Councilors
AGENDA SUBJECT:	Memorandum of Agreement: CFEMS & RightSite Health Physicians PLLC
AGENDA SUMMARY:	Approval is requested to execute the Memorandum of Agreement (MOA) related to telehealth services jointly provided through the Columbus Department of Fire and Emergency Medical Services by RiteSite Health Physicians PLLC.
INITIATED BY:	Fire/EMS

Recommendation: Approval is requested to execute the Memorandum of Agreement (MOA) related to telehealth services jointly provided through the Columbus Department of Fire and Emergency Medical Services by RiteSite Health Physicians PLLC.

Background: The Columbus Fire & EMS Department responds to many calls for service that are not true emergencies. As part of the department’s Columbus Correct Care initiative, the Fire-EMS Department is seeking to partner with a vendor offering telehealth services for non-critical calls for medical service. This opportunity provides residents of Muscogee County with an alternative resource that will allow certain patients to receive immediate healthcare services while alleviating emergency resources for other critical calls. This approach provides 9-1-1 callers the opportunity to immediately connect a caller with a medical professional who can facilitate care for non-emergent needs. Similarly, field personnel can connect non-emergent patients with professional health services at the patient’s request. These telehealth services will provide some relief to Fire-EMS services who can then direct resources to more critical calls for service.

Analysis: Columbus Fire and Emergency Medical Services is requesting authorization for the execution of the MOA associated with the partnership with RightSite Health Physicians PLLC.

Financial Considerations: There are no new expenditure of funds associated with this request.

Legal Considerations: The Consolidated Government of Columbus is eligible to enter into this Memorandum of Agreement.

Recommendation/Action: Approval is requested to execute the Memorandum of Agreement (MOA) related to telehealth services jointly provided through the Columbus Department of Fire and Emergency Medical Services by RiteSite Health Physicians PLLC.

**A RESOLUTION TO EXECUTE THE MEMORANDUM OF AGREEMENT
RELATED TO TELEHEALTH SERVICES PROVIDED THROUGH THE COLUMBUS
DEPARTMENT OF FIRE AND EMERGENCY MEDICAL SERVICES BY RIGHTSITE
HEALTH PHYSICIANS PLLC.**

WHEREAS, the Columbus Fire and Emergency Medical Services (CFEMS) is seeking to offer alternative healthcare services to the residents of Muscogee County with non-emergent medical needs; and,

WHEREAS, this approach aims to provide immediate telehealth services to certain patients freeing up critical resources for more emergent needs; and,

WHEREAS, RightSite Health Physicians PLLC has agreed to partner with CFEMS by offering telehealth services to Muscogee County residents; and,

WHEREAS, this Memorandum of Agreement requires no new expenditure of funds.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA HERBY RESOLVES:

- 1) That the City Manager is hereby authorized to execute the attached Memorandum of Agreement related to telehealth services provided through the Columbus Department of Fire and Emergency Medical Services by RightSite Health Physicians PLLC.

Introduced at a regular meeting of the Council of Columbus, Georgia held on the _____ day of _____ 2025 and adopted at said meeting by the affirmative vote of ten members of said Council.

Councilor Allen voting _____.
Councilor Chambers voting _____.
Councilor Cogle voting _____.
Councilor Crabb voting _____.
Councilor Davis voting _____.
Councilor Garrett voting _____.
Councilor Hickey voting _____.
Councilor Huff voting _____.
Councilor Thomas voting _____.
Councilor Tucker voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

an

HEALTH SERVICES CONTRACT
(Telehealth EMS Services for Columbus Fire and EMS)

THIS HEALTH SERVICES CONTRACT (“*Contract*”), made and entered into as of _____, 2024 (the “Effective Date”), by and between Columbus, Georgia a consolidated government acting by and through its Department of Fire and EMS (the “*Agency*”), and **RIGHTSITE HEALTH PHYSICIANS PLLC**, a Connecticut professional limited liability corporation (the “*RightSite*” or “*Provider*”), authorized to transact business in Georgia and with its principal offices at 1100 NE Loop 410, Suite 850, San Antonio, TX 78209.

WHEREAS, the RightSite offers immediate telehealth services to non-emergency patients upon request from the Agency’s Emergency Medical Services (“EMS”);

WHEREAS, upon such request, the RightSite’s Georgia-certified physicians confirm the patient’s non-emergent status and offer them navigation services to ambulatory or telehealth care if the patient agrees;

WHEREAS, the Agency and RightSite now desire to enter into a mutual agreement with terms of collaboration and conditions for facilitating effective emergency response and medical telehealth interventions for the Agency for EMS-related telehealth services as more particularly described in **Exhibit A** attached hereto and incorporated herein by reference (the “*Services*”); and

NOW THEREFORE, in consideration of the premises and the mutual covenants contained below, the parties agree as follows:

1. **Performance of Services.** RightSite shall perform the Services during the term of this Agreement.
2. **Compensation.** RightSite provides its services to the Agency at no cost. RightSite is paid by the patient’s insurance policy, when applicable. Like EMS and Emergency Departments, RightSite will accept all patients and not bill the uninsured.
3. **Term.** The initial term of this Contract shall commence on the Effective Date and be in effect for two (2) years, with automatic one (1) year renewals, unless either party terminates the Contract as set forth herein. This Contract may be terminated by mutual consent of the parties executed in writing by both, or by either party, with or without cause, provided written notice of termination is provided at least one hundred eighty (180) days in advance to the other party.
4. **Notices.** All notices under this Agreement shall be in writing and shall be delivered by certified mail, return receipt requested, or by other delivery with receipt to the following:

As to the Agency:

Columbus Fire and EMS
510 10th Street
Columbus, Georgia 31901

As to RightSite:

Rightsite Health Physicians PLLC
1100 NE Loop 410, Suite 850
San Antonio, Texas 78209
ATTN: Legal Officer

5. Contract Managers. Each Party will designate a Contract Manager during the term of this Contract whose responsibility shall be to oversee the Party's performance of its duties and obligations pursuant to the terms of this Contract. As of the Effective Date, the Agency's Contract Manager is [**Name**], [Title], and the RightSite's Contract Manager is **Rebecca Rikarts, VP Program Operations.** Each Party shall provide prompt written notice to the other Party of any changes to the Party's Contract Manager or contact information; such changes shall not be deemed Contract amendments and may be provided via email.

6. Entire Agreement. This Contract constitutes the entire agreement between the parties hereto for the Services to be performed and furnished by the RightSite. No statement, representation, writing, understanding, agreement, course of action, or course of conduct made by either party or any representative of either party which is not expressed herein shall be binding. RightSite may not unilaterally modify the terms of this Contract by affixing additional terms to materials delivered to the Agency (e.g., "shrink wrap" terms accompanying or affixed to a deliverable) or by including such terms on a purchase order or payment document. RightSite acknowledges that it is entering into this Contract for its own purposes and not for the benefit of any third party.

[Remainder of page left blank intentionally. Signature page follows immediately.]

IN WITNESS WHEREOF, the parties have executed this Contract as of the day and year first above written.

RightSite Health Physicians PLLC

AGENCY

By _____
Name
Title

By _____
Name
Title

EXHIBIT "A"

Services

A. Overview

1. Based on the adopted EMS Protocol, the Agency's Medical Director and EMS Chief will determine which calls are appropriate for referral to RightSite.
2. The Agency and RightSite will prioritize and mutually agree to an integrated approach to non-emergent healthcare, ensuring individuals receive an appropriate level of care based on their circumstances.
3. All medical direction will come from the Agency. This MOU does not replace any existing Agency protocols.
4. Referrals to RightSite will only be initiated from a 911 call.

B. Fees for Service

1. RightSite offers its services to the Agency at no charge.
2. RightSite is paid by the patient's insurance when applicable.
3. Like EMS and Emergency Departments, RightSite will accept all patients and not bill the uninsured.
4. RightSite shall ensure financial considerations do not prevent the delivery of appropriate patient care.

C. Services Provided:

1. Description of RightSite Service.

RightSite Physicians offers immediate telehealth services to non-emergency patients upon request from EMS. RightSite Physicians confirm the patient's non-emergent status and offer them navigation services to ambulatory or telehealth care ("Navigator(s)"). If the patient agrees, RightSite Navigators help address non-medical obstacles to care, including scheduling appointments, arranging transportation, delivering prescriptions, assisting with health insurance inquiries, and connecting patients with nearby healthcare facilities and community resources.

2. Activation of RightSite Service by Agency.

- a. **On-Scene Assessment:** When EMS crews assess a patient on-site and determine that the condition is non-emergent, they shall present the patient with two options: (a) proceeding to the Emergency Department or (b) having an immediate telehealth visit with RightSite's ER physician. If the patient chooses the telehealth visit, EMS activates the process using any device (Agency or patient) with a camera and internet connection.
- b. **Dispatch-Initiated Assessment:** If 911/Dispatch determines, following Agency protocols, that the patient has a non-emergent condition, they shall offer the patient two choices: (a) dispatching an ambulance and EMS crew or (b) having an immediate telehealth visit with Contractor's ER Physician.

3. **RightSite Telehealth and Navigation.**

Upon RightSite's Navigator obtaining telehealth consent, the patient is immediately connected to RightSite's board-certified emergency medicine physician. This physician conducts a secondary assessment to determine whether the patient's condition is either emergent or non-emergent and can be treated using non-emergency care options.

If the RightSite physician deems the patient's condition as emergent, the patient's care remains under the control of EMS and follows Agency protocols.

If the RightSite physician classifies the patient's condition as non-emergent, the patient is presented with two choices:

- a. Proceeding to the Emergency Department in accordance with Agency protocols or
- b. Receiving immediate telehealth assistance from RightSite's ER Physician or assistance finding nearby ambulatory care facilities, such as urgent care clinics.

RightSite Navigators play a crucial role in helping patients schedule appointments, arrange transportation if non-ambulance transport is required, obtain prescriptions, and access other services related to their episode of care. Navigators also conduct a follow-up within 1-2 business days to ensure patients have all the necessary resources for their care plan.

Throughout the entire RightSite process, patients can choose their preferred care provider or decide to go to the Emergency Room via the Agency's protocols.

D. Requirements for Agency:

1. Designate a project sponsor and a daily coordinator for the rollout and ongoing training.
2. Integrate RightSite into the Agency response plan.
3. Disseminate educational materials and communicate RightSite program details to the staff.
4. Establish a procedure for RightSite Navigators to share patient outcomes with EMS providers.
5. Work with RightSite to identify additional reporting needs beyond RightSite's standard reports.
6. Participate in monthly quality improvement meetings.
7. Allow use of Agency's name and logo on Provider's marketing collateral, including Provider's website.

E. RightSite Requirements:

1. Attend monthly quality improvement meetings.
2. Provide appropriate training to Agency EMS stakeholders for the RightSite telehealth system.
3. **Technology & Privacy:**
 - a. Maintain confidentiality of all patient-related information received from the Agency.
 - b. Comply with the Health Insurance Portability and Accountability Act (HIPAA), ensuring security standards align with national standards for handling sensitive healthcare information.
 - c. Preserve privacy and confidentiality of all conversations and data.
 - d. Ensure encryption of all data in transit and at rest.
 - e. Require two-factor authentication of all infrastructure systems.
 - f. Employ advanced logging and monitoring systems to identify and address potential data security or access concerns.
 - g. Provide indemnity and Proof of Insurance. Insurance shall be in amount satisfactory to Columbus, Georgia Finance Department and name the Columbus Consolidated Government as an additional insured.
4. **Staffing:**
 - a. Provide RightSite board-certified ER Telehealth Physicians licensed in the state where service is provided.
 - b. Provide RightSite non-clinical navigators trained for navigation and non-medical determinants of health identification and resolution.
 - c. Project and account management.

5. Offer non-English speaking patients on-demand video clinical interpretation in over 200 languages.
6. Conduct a 1-2 business day follow-up for all patients who consent and share monthly patient satisfaction data with the Agency.

File Attachments for Item:

5. Lease of Equipment for Golf Courses - Toro Grounds Keeping Equipment

Approval is requested to enter a lease of one piece of Toro grounds keeping equipment, with accessories, from Huntington National Bank over a 48-month period in the total amount of \$33,824.57.

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #5.

TO:	Mayor and Councilors
AGENDA SUBJECT:	Lease of Equipment for Golf Courses
AGENDA SUMMARY:	Approval is requested to enter a lease of one piece of Toro grounds keeping equipment, with accessories, from Huntington National Bank over a 48-month period in the total amount of \$33,824.57
INITIATED BY:	Golf Authority

Recommendation: Approval is requested to enter into an agreement to facilitate the lease of one piece of Toro grounds-keeping equipment, with accessories, from Huntington National Bank.

Background: There is a need at the Bull Creek golf facility for the equipment listed below to be used to maintain the course.

Bull Creek:

Lease# 20000020266

1 Toro ProCore 648, with accessories
Monthly payment of \$798.26/48 months/ total payments \$33,824.57
With purchase option of \$1 at end of lease.

Analysis: The lease agreement will be for 48 months' payments totaling \$33,824.57

Financial Considerations: At the end of the term of the leases, the Authority will have the option to purchase the equipment for \$1 at that time should they determine that it is in the Authority's best interest, but they are not obligated to do so.

Legal Considerations: The lease agreements and any other documentation will be reviewed by the City Attorney's Office.

Recommendations/Actions: Approve a resolution to enter into a lease agreement to obtain ground maintenance equipment from Huntington Bank.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING A LEASE AGREEMENTS WITH HUNTINGTON BANK OVER A 48 MONTH LEASE PERIOD IN A TOTAL AMOUNT OF \$33,824.57 TO OBTAIN EQUIPMENT TO BE UTILIZED AT BULL CREEK GOLF COURSE.

WHEREAS, the piece of TORO equipment listed on Exhibit 2 hereto is needed for golf course maintenance at the Bull Creek, Oxbow Creek, and Godwin Creek golf courses.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to enter into a lease agreement on behalf of the Columbus Golf Authority to acquire grounds maintenance equipment from Huntington Bank in accordance with the terms set forth on Exhibit A The cost of the lease for the equipment to be utilized at Bull Creek, Oxbow Creek, Godwin Creek Golf Courses will total \$38,824.57 over a period of 48 months Funds are available in the FY25 Budget as follows: Bull Creek Golf Course Fund – Bull Creek – Operations - Equipment Rental/Lease; 0755-630-2300-6543 .The City Manager, the Golf Director and their designees shall be authorized to execute the necessary documentation for this transaction.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the _____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

EXHIBIT A

Lease #

1 Toro ProCore 648, 23 hp Kohler w/ accessories

Monthly payment of \$798.26/48 months/ total payments \$33,824.57

Purchase option at end of lease for \$1

LEASE PAYMENT SCHEDULE

LESSOR: The Huntington National Bank

LESSEE: Columbus Consolidated Government DBA Columbus Golf Authority

COMMENCEMENT DATE*: _____

INTEREST RATE: 6.25 %

PAYMENT FREQUENCY: MONTHLY

The first Lease Payment shall be due in arrears on the date that is one month after the Commencement Date, and subsequent Lease Payments shall be due monthly on the same day of each month thereafter until paid in full.

Payment Number	Rental Payment	Interest Portion	Principal Portion	Purchase Price
				33,824.57
1	798.26	176.18	622.08	33,202.49
2	798.26	172.94	625.32	32,577.17
3	798.26	169.68	628.58	31,948.59
4	798.26	166.41	631.85	31,316.74
5	798.26	163.12	635.14	30,681.60
6	798.26	159.81	638.45	30,043.15
7	798.26	156.48	641.78	29,401.37
8	798.26	153.14	645.12	28,756.25
9	798.26	149.78	648.48	28,107.77
10	798.26	146.40	651.86	27,455.91
11	798.26	143.01	655.25	26,800.66
12	798.26	139.60	658.66	26,142.00
13	798.26	136.16	662.10	25,479.90
14	798.26	132.72	665.54	24,814.36
15	798.26	129.25	669.01	24,145.35
16	798.26	125.77	672.49	23,472.86
17	798.26	122.26	676.00	22,796.86
18	798.26	118.74	679.52	22,117.34
19	798.26	115.20	683.06	21,434.28
20	798.26	111.64	686.62	20,747.66
21	798.26	108.07	690.19	20,057.47
22	798.26	104.47	693.79	19,363.68
23	798.26	100.86	697.40	18,666.28
24	798.26	97.23	701.03	17,965.25
25	798.26	93.58	704.68	17,260.57
26	798.26	89.90	708.36	16,552.21
27	798.26	86.21	712.05	15,840.16
28	798.26	82.51	715.75	15,124.41
29	798.26	78.78	719.48	14,404.93
30	798.26	75.03	723.23	13,681.70
31	798.26	71.26	727.00	12,954.70
32	798.26	67.48	730.78	12,223.92
33	798.26	63.67	734.59	11,489.33
34	798.26	59.84	738.42	10,750.91
35	798.26	56.00	742.26	10,008.65

36	798.26	52.13	746.13	9,262.52
37	798.26	48.25	750.01	8,512.51
38	798.26	44.34	753.92	7,758.59
39	798.26	40.41	757.85	7,000.74
40	798.26	36.46	761.80	6,238.94
41	798.26	32.50	765.76	5,473.18
42	798.26	28.51	769.75	4,703.43
43	798.26	24.50	773.76	3,929.67
44	798.26	20.47	777.79	3,151.88
45	798.26	16.42	781.84	2,370.04
46	798.26	12.34	785.92	1,584.12
47	798.26	8.25	790.01	794.11
48	798.26	4.15	794.11	0.00
Grand Totals	38,316.48	4,491.91	33,824.57	

Lessee Columbus Consolidated Government DBA
Columbus Golf Authority

By: _____

Isaiah Hugley, City Manager

*YOU hereby authorize US to fill in the Commencement Date based on the earlier of the date that WE disburse funds to the Vendor of the Equipment following receipt of YOUR executed Acceptance Certificate, or the date on which WE deposit funds for the purchase of the Equipment with an escrow agent.

EQUIPMENT DESCRIPTION

The Equipment consists of the equipment described below, together with any and all replacement parts, additions, repairs, modifications, attachments and accessories thereto, any and all substitutions, replacements or exchanges therefor, and any and all insurance and/or proceeds thereof:

Description/Serial No./Model No.	Location	Total Cost
(1) Toro ProCore 648 together with all attachments and accessories thereto	3491 S Lumpkin Rd, Columbus, Muscogee, GA, 31903-4208	\$33,824.57

Lessee

Columbus Consolidated Government DBA
 Columbus Golf Authority

By: _____

Isaiah Hugley, City Manager

File Attachments for Item:

6. Lease of Equipment for Golf Courses – Yamaha Golf Car Equipment

Approval is requested to enter a lease for one piece of Yamaha Golf Car equipment from Yamaha Motor Finance Corporation over a 48-month period in total amount of \$9,146.40.

EXHIBIT A

EQUIPMENT SCHEDULE # 222673

Dated October 28, 2024

Item #6.

1. This Schedule covers the following property ("Equipment")

1-YU2A UMAX 2 EFI GOLF CAR

2. Location of Equipment:

**GODWIN CREEK GOLF COURSE
403 42ND STREET
COLUMBUS, GA 31904**

3. The Lease term for the Equipment described herein shall commence on **November 1, 2024** and shall consist of: **48** months from the first day of the month following said date.

4. Rental payments (plus applicable taxes) on the Equipment shall be due according to the Schedule of Payments below:

STARTING NOVEMBER 2024 AND ENDING OCTOBER 2028. DUE THE 1ST DAY OF THE MONTH AS FOLLOWS:

Nov-24	\$190.55	Jan-25	\$190.55	Jan-26	\$190.55	Jan-27	\$190.55	Jan-28	\$190.55
Dec-24	\$190.55	Feb-25	\$190.55	Feb-26	\$190.55	Feb-27	\$190.55	Feb-28	\$190.55
		Mar-25	\$190.55	Mar-26	\$190.55	Mar-27	\$190.55	Mar-28	\$190.55
		Apr-25	\$190.55	Apr-26	\$190.55	Apr-27	\$190.55	Apr-28	\$190.55
		May-25	\$190.55	May-26	\$190.55	May-27	\$190.55	May-28	\$190.55
		Jun-25	\$190.55	Jun-26	\$190.55	Jun-27	\$190.55	Jun-28	\$190.55
		Jul-25	\$190.55	Jul-26	\$190.55	Jul-27	\$190.55	Jul-28	\$190.55
		Aug-25	\$190.55	Aug-26	\$190.55	Aug-27	\$190.55	Aug-28	\$190.55
		Sep-25	\$190.55	Sep-26	\$190.55	Sep-27	\$190.55	Sep-28	\$190.55
		Oct-25	\$190.55	Oct-26	\$190.55	Oct-27	\$190.55	Oct-28	\$190.55
		Nov-25	\$190.55	Nov-26	\$190.55	Nov-27	\$190.55		
		Dec-25	\$190.55	Dec-26	\$190.55	Dec-27	\$190.55		

5. Interest Factor: -5.720%

6. Other Terms: _____

Lessee agrees to reimburse Lessor, who shall pay any assessed property taxes due on the equipment leased pursuant to Section 12 of the Master Lease Agreement dated **March 11, 2022** between the parties (the "Lease").

Yamaha Motor Corporation, U.S.A., Lessor and their respective subsidiaries are not obligated to perform or provide any maintenance or service, under any circumstances, under the terms of the Lease. Maintenance and service are the responsibility of the Lessee. Failure by Lessee to maintain or service the equipment consistent with the terms of the Lease shall not relieve Lessee of the responsibilities under the Lease.

Signed Counterparts: The parties agree that this Exhibit A to the Lease may be signed in counterparts, that delivery of an executed counterpart of the signature page to this Exhibit A to the Lease by fax, email or other electronic means shall be as effective as delivery of a manually executed counterpart, and any failure to deliver the original manually executed counterpart sent by fax, email or other electronic means shall not affect the validity, enforceability or binding effect of this Exhibit A to the Lease. Notwithstanding any other provision of the Lease, the sole original of this Exhibit A to the lease and the Lease shall be the ones bearing the manually executed signature of the Lessor. The Lessee, by making any payment required under this Lease, ratifies all of the terms of this Exhibit A to the Lease and the Lease.

Master Lease: This Exhibit A to the Lease, Equipment Schedule, is issued pursuant to the Lease. Capitalized terms used herein and not otherwise defined shall have the meanings given them in the Lease.

All terms and conditions, representations and warranties of the Lease are hereby ratified and incorporated herein and made a part hereof as if they were expressly set forth in this Exhibit A, Equipment Schedule and this Exhibit A, Equipment Schedule, constitutes a separate lease with respect to the Equipment described herein.

**LESSEE: COLUMBUS CONSOLIDATED GOVERNMENT,
DBA COLUMBUS GOLF AUTHORITY**

LESSOR: YAMAHA MOTOR FINANCE CORPORATION, U.S.A.

By: _____
Signature

By: _____

Name: _____
Type or Print

Name: Craig Hewitt

Title: _____

Vice President

**Columbus Consolidated Government
Council Meeting Agenda Item**

Item #6.

TO:	Mayor and Councilors
AGENDA SUBJECT:	Lease of Equipment for Golf Courses – Yamaha Golf Car Equipment
AGENDA SUMMARY:	Approval is requested to enter a lease for one piece of Yamaha Golf Car equipment from Yamaha Motor Finance Corporation over a 48-month period in total amount of \$9,146.40
INITIATED BY:	Golf Authority

Recommendation: Approval is requested to enter a lease for one piece of Yamaha Golf Car equipment from Yamaha Motor Finance Corporation over a 48-month period in total amount of \$9,146.40

Background: There is a need at Bull Creek and Godwin Creek golf facilities for the equipment listed below to be used to maintain the course.

Bull Creek:

Lease# 222673

1 Yamaha YU2A UMAX 2 EFI GOLF CAR
Monthly payment of \$190.55/48 months/ total payments \$9,146.40
With purchase option of \$1 at end of lease.

Analysis: The lease agreement will be for 48 months' payments totaling \$9,146.40

Financial Considerations: At the end of the term of the leases, the Authority will have the option to purchase the equipment for \$1 at that time should they determine that it is in the Authority's best interest, but they are not obligated to do so.

Legal Considerations: The lease agreements and any other documentation will be reviewed by the City Attorney's Office.

Recommendations/Actions: Approve a resolution to enter into a lease agreement to obtain ground maintenance equipment from Yamaha Motor Finance Corporation.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING A LEASE AGREEMENTS WITH YAMAHA MOTOR FINANCE CORPORATION OVER A 48 MONTH LEASE PERIOD IN A TOTAL AMOUNT OF \$9,146.40 TO OBTAIN EQUIPMENT TO BE UTILIZED AT BULL CREEK GOLF COURSE.

WHEREAS, the piece of YAMAHA equipment listed on Exhibit A hereto is needed for golf course maintenance at the Bull Creek and Godwin Creek golf courses.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to enter into a lease agreement on behalf of the Columbus Golf Authority to acquire grounds maintenance equipment from Yamaha Motor Finance Corporation in accordance with the terms set forth on Exhibit A The cost of the lease for the equipment to be utilized at Bull Creek and Godwin Creek Golf Courses will total \$9,146.40 over a period of 48 months Funds are available in the FY25 Budget as follows: Bull Creek Golf Course Fund – Bull Creek – Operations - Equipment Rental/Lease; 0755-630-2300-6543 .The City Manager, the Golf Director and their designees shall be authorized to execute the necessary documentation for this transaction.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 7th day of January, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____.
- Councilor Chambers voting _____.
- Councilor Cogle voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor Hickey voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

EXHIBIT A

Lease #

1 Yamaha YU2A UMAX 2 EFI Golf Car

Monthly payment of \$190.55/48 months/ total payments \$9,146.40

\$1 option to purchase at end of lease

File Attachments for Item:

A. Infantry Road and Follow Me Trail PI # 0015285 – RFB No. 24-0040

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Infantry Road and Follow Me Trail PI # 0015285 – RFB No. 24-0040
INITIATED BY:	Finance Department

It is requested that Council authorize the execution of a construction contract with Alexander Contracting Co., Inc. (Fortson, GA) in the amount of \$2,439,946.30 for the Infantry Road and Follow Me Trail project, PI 0015285.

The scope of work includes construction of an extension of the existing Follow Me Trail, which will be built from the current southern end point to Infantry Road and will follow Infantry Road parallel to the roundabout on S. Lumpkin Road.

Bid Specifications were posted on the web pages of the Purchasing Division, Georgia Procurement Registry and DemandStar on July 31, 2024. Three bids were received by the due date of August 7, 2024. This bid has been advertised, opened and reviewed. The bidders were:

Contractors	Total Unit Price Bid	DBE Amount	DBE Participation
Alexander Contracting Co., Inc. (Fortson, GA)	\$ 2,439,946.30	\$ 344,949.50	14.13%
C.W. Matthews Contracting Co. (Marietta, GA)	\$ 3,301,864.40	\$ 331,139.00	10.02%
Southeastern Site Development, Inc. (Newnan, GA)	\$ 2,880,553.22	\$ 289,361.83	10.04%

Funds are budgeted in the FY25 Budget: Special Projects Fund – Capital Projects– Paving Fund Supported Capital Projects – Construction – Infantry Road and Trail; 0508 – 660 – 3000 – CPPF – 7661 – 24010 – 20170 & T-SPLOST Projects – Capital Projects – T-SPLOST (2012) – Construction – Infantry Road and Trail; 0510 – 660 – 7000 – TSPL – 7761 – 65012 – 20170.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING THE EXECUTION OF A CONSTRUCTION CONTRACT WITH ALEXANDER CONTRACTING CO., INC. (FORTSON, GA) IN THE AMOUNT OF \$2,439,946.30, FOR THE INFANTRY ROAD AND FOLLOW ME TRAIL PROJECT, PI 0015285.

WHEREAS, the scope of work includes construction of an extension of the existing Follow Me Trail, which will be built from the current southern end point to Infantry Road and will follow Infantry Road parallel to the roundabout on S. Lumpkin Road.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager and/or his designee is hereby authorized to execute a construction contract with Alexander Contracting Co., Inc. (Fortson, GA) in the amount of \$2,439,946.30 for the Infantry Road and Follow Me Trail project, PI 0015285. Funds are budgeted in the FY25 Budget: Special Projects Fund – Capital Projects– Paving Fund Supported Capital Projects – Construction – Infantry Road and Trail; 0508 – 660 – 3000 – CPPF – 7661 – 24010 – 20170 & T-SPLOST Projects – Capital Projects – T-SPLOST (2012) – Construction – Infantry Road and Trail; 0510 – 660 – 7000 – TSPL – 7761 – 65012 – 20170.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the _____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

B. Additional Resource for Pursuit Vehicle Buildout Services (Annual Contract) – TIPS USA Cooperative Contract

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Additional Resource for Pursuit Vehicle Buildout Services (Annual Contract) – TIPS USA Cooperative Contract
INITIATED BY:	Finance Department

It is requested that Council approve the annual contract for the purchase of Pursuit Vehicle Buildout Services from ProLogic ITS, LLC (Acworth, GA) as an additional resource to provide these services on an as needed basis. Purchases will be accomplished by cooperative purchase via TIPS-USA Contract #230105. The Public Safety Departments, and other departments, will obtain quotes from the vendors as the services are needed.

Due to the number of new and replacement vehicles purchased for Public Safety Departments, it is necessary to find additional sources to provide build-out (upfitting) services. This additional source will enable Departments to get vehicles upfitted and on the streets as soon as possible, without relying on one vendor. The vendor will add another source for Public Safety Departments to utilize for the provision and installation of various ancillary equipment in pursuit vehicles, such as: light bars, sirens, prisoner restraint seats, radars, car video, laptops, etc. These services will be utilized by the Public Safety Departments on an “as needed” basis, as well as other Departments as needed.

Purchases will also be accomplished by Cooperative Purchase via Request for Proposal (RFP) #230105, initiated by The Interlocal Purchasing System (TIPS), whereby ProLogic ITS was one of the successful vendors contracted to provide Technology Solutions Products and Services. The contract is good through May 31, 2028. The contract available under TIPS has been awarded by virtue of a public competitive procurement process compliant with State and Federal statutes. TIPS is an acronym for The Interlocal Purchasing System. TIPS is a national purchasing cooperative that offers access to competitively procured purchasing contracts to its membership. For governmental agencies such as public education organizations, higher education entities, and city or county governments, membership in a purchasing cooperative offers the following benefits: 1) Access to competitively procured contracts with quality vendors, 2) Savings of time and financial resources necessary to fulfill bid requirements, 3) Assistance with purchasing process by qualified TIPS staff and 4) Access to pricing based on a “national” high-profile contract. The RFP process utilized by TIPS meets the requirements of the City’s Procurement Ordinance; additionally, cooperative purchasing is authorized per Article 9-101 of the Procurement Ordinance.

Funds will be budgeted in the appropriate public safety departmental and other city departmental budgets for this ongoing expense, Automobiles or Light Trucks/SUVs.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING THE ANNUAL CONTRACT FOR THE PURCHASE OF PURSUIT VEHICLE BUILDOUT SERVICES FROM PROLOGIC ITS, LLC (ACWORTH, GA) AS AN ADDITIONAL RESOURCE TO PROVIDE THESE SERVICES. PURCHASES WILL BE ACCOMPLISHED BY COOPERATIVE PURCHASE VIA TIPS-USA CONTRACT #230105. THE PUBLIC SAFETY DEPARTMENTS, AND OTHER DEPARTMENTS, WILL OBTAIN QUOTES FROM THE VENDOR AS THE SERVICES ARE NEEDED.

WHEREAS, due to the number of new and replacement vehicles purchased for Public Safety Departments, it is necessary to find additional resource to provide build-out (upfitting) services. This additional source will enable Departments to get vehicles upfitted and on the streets as soon as possible, without relying on one vendor. The vendor will add another source for Public Safety Departments to utilize for the provision and installation of various ancillary equipment in pursuit vehicles, such as: light bars, sirens, prisoner restraint seats, radars, car video, laptops, etc. These services will be utilized by the Public Safety Departments on an “as needed” basis, as well as other Departments as needed; and,

WHEREAS, purchases will be accomplished by Cooperative Purchase via Request for Proposal (RFP) #230105, initiated by **The Interlocal Purchasing System (TIPS)**, whereby **ProLogic ITS** was one of the successful vendors contracted to provide Audiovisual Equipment, Supplies and Services. The contract is good through May 31, 2028. The contract available under TIPS has been awarded by virtue of a public competitive procurement process compliant with State and Federal statutes. TIPS is an acronym for The Interlocal Purchasing System. TIPS is a national purchasing cooperative that offers access to competitively procured purchasing contracts to its membership. For governmental agencies such as public education organizations, higher education entities, and city or county governments, membership in a purchasing cooperative offers the following benefits: 1) Access to competitively procured contracts with quality vendors, 2) Savings of time and financial resources necessary to fulfill bid requirements, 3) Assistance with purchasing process by qualified TIPS staff and 4) Access to pricing based on a “national” high-profile contract. The RFP process utilized by TIPS meets the requirements of the City’s Procurement Ordinance; additionally, cooperative purchasing is authorized per Article 9-101 of the Procurement Ordinance.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager and/or his designee is hereby authorized to purchase Pursuit Vehicle Buildout Services from ProLogic ITS, LLC (Acworth, GA) as an additional source to provide these services. Purchases will be accomplished by cooperative purchase via TIPS-USA Contract #230105. The Public Safety Departments, and other departments, will obtain quotes from the vendors as the services are needed. Funds will be made available in the appropriate public safety departmental and other city departmental budgets for this ongoing expense, Automobiles or Light Trucks/SUVs.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

C. Georgia First Responder Post Traumatic Stress Disorder (PTSD) Program Insurance

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Georgia First Responder Post Traumatic Stress Disorder (PTSD) Program Insurance
INITIATED BY:	Finance Department

It is requested that Council approve payment to Apex Insurance Agency, LLC (Atlanta, GA), with Everest of Warren, NJ as the carrier, for state-mandated Post-Traumatic Stress Disorder (PTSD) insurance for Public Safety officers pursuant to House Bill 451, in the amount of \$610,781.50 for the period of 01/01/2025 – 01-01/2026, as well as any future payments.

In the course of its 2024 legislative session, the Georgia legislature passed HB 451, which amended Title 45 of the Official Code of Georgia Annotated, relating to public officers and employees; title 45 has been amended to add Chapter 25 the “Ashley Wilson Act”. This chapter requires employers to provide certain insurance benefits to first responders diagnosed with occupational post-traumatic stress disorder. The effective date of the legislation is January 1, 2025.

The Ashley Wilson Act provides benefits for eligible First Responders with a “covered condition” of PTSD that is the direct result of an experience of, or exposure to, a traumatic event during the normal course of their regular occupational or volunteer duties on behalf of a public entity. To be a covered condition, the PTSD must be diagnosed by a qualified diagnostician no more than two (2) years after the date of the traumatic event. Per HB 451, “‘Traumatic Event’ means an actual or threatened death, serious injury, or act of sexual violence that occurs on or after July 1, 2024, and which the first responder experienced or was exposed to during the normal course of the first responder’s regular occupational duties or volunteer duties on behalf of a public entity.”

Per Resolution No. 117-23, dated March 28, 2023, Council authorized the execution of an annual contract with the USIS, Inc. dba AmeriSys (Alpharetta, GA) for workers compensation claims management services. As Apex Insurance Agency, LLC currently provides services for the workers’ compensation claims management annual contract, the Risk Management Division of the Human Resources Department obtained a quote from Apex Insurance Agency, LLC for the for state-mandated Post-Traumatic Stress Disorder (PTSD) insurance

Funds are available in the FY25 Budget: Risk Management Services Fund – Human Resources – Workers Compensation – Contractual Services; 0860 – 220 – 3820 – WCOM – 6319

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING PAYMENT TO APEX INSURANCE AGENCY, LLC (ATLANTA, GA), WITH EVEREST AS THE CARRIER, FOR STATE-MANDATED POST-TRAUMATIC STRESS DISORDER (PTSD) INSURANCE FOR PUBLIC SAFETY OFFICERS PURSUANT TO HOUSE BILL 451, IN THE AMOUNT OF \$610,781.50 FOR THE PERIOD OF 01/01/2025 – 01/01/2026, AS WELL AS, ANY FUTURE PAYMENTS.

WHEREAS, in the course of its 2024 legislative session, the Georgia legislature passed HB 451, which amended Title 45 of the Official Code of Georgia Annotated, relating to public officers and employees; title 45 has been amended to add Chapter 25 the “Ashley Wilson Act”. This chapter requires employers to provide certain insurance benefits to first responders diagnosed with occupational post-traumatic stress disorder. The effective date of the legislation is January 1, 2025; and,

WHEREAS, the Ashley Wilson Act provides benefits for eligible First Responders with a “covered condition” of PTSD that is the direct result of an experience of, or exposure to, a traumatic event during the normal course of their regular occupational or volunteer duties on behalf of a public entity. To be a covered condition, the PTSD must be diagnosed by a qualified diagnostician no more than two (2) years after the date of the traumatic event. Per HB 451, “‘Traumatic Event’ means an actual or threatened death, serious injury, or act of sexual violence that occurs on or after July 1, 2024, and which the first responder experienced or was exposed to during the normal course of the first responder’s regular occupational duties or volunteer duties on behalf of a public entity”; and,

WHEREAS, per Resolution No. 117-23, dated March 28, 2023, Council authorized the execution of an annual contract with the USIS, Inc. dba AmeriSys (Alpharetta, GA) for workers compensation claims management services. As Apex Insurance Agency, LLC currently provides services for the workers’ compensation claims management annual contract, the Risk Management Division of the Human Resources Department obtained a quote from Apex Insurance Agency, LLC for the for state-mandated Post-Traumatic Stress Disorder (PTSD) insurance.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager and/or his designee is hereby approved to make payment to Apex Insurance Agency, LLC (Atlanta, GA), with Everest as the carrier, for state-mandated Post-Traumatic Stress Disorder (PTSD) insurance for Public Safety officials, in the amount of \$610,781.50 for the period of 01/01/2025 – 01-01/2026, as well as, any future payments. Funds are available in the FY25 Budget: Risk Management Services Fund – Human Resources – Workers Compensation – Contractual Services; 0860 – 220 – 3820 – WCOM – 6319 Funding for future payments will be budgeted in the respective fiscal year.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the ____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

D. Extension of Memorandum of Agreement for Mental Health Services for Muscogee County Prison

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Extension of Memorandum of Agreement for Mental Health Services for Muscogee County Prison
INITIATED BY:	Finance Department

It is requested that Council approve the one-year extension of the Memorandum of Agreement with New Horizons Community Service Board d/b/a New Horizons Behavioral Health (Columbus, GA), through February 12, 2026, for inmate mental health services for the Muscogee County Prison. New Horizons Behavioral Health will provide five telephone consultations and contract administration in the amount of \$500.00 per month. Provider services will be \$150.00 per hour; clinician services will be \$100.00 per hour; psychologist services will be \$100.00 per hour; and additional consultations beyond the five monthly telephone consultations will be \$50.00 per call.

New Horizons Behavioral Health will provide the following services:

- Bi-monthly (every 8 weeks) visits to the Muscogee County Prison. Visits may be conducted during evenings and weekends.
- Telephone consultation with nursing staff at Muscogee County Prison.
- Suicide Assessment and Suicide Watch: Muscogee County Prison inmates on suicide watch will receive daily reassessment visits from the Mental Health Professional.
- Psychiatric Services
- Medication Management
- 24-hour Crisis Intervention
- Referral and information for Muscogee County Prison inmates receiving mental health services prior to release.

Per Resolution No. 403-23, dated October 24, 2023, Council authorized the execution of a 1-year Memorandum of Agreement with New Horizons Behavioral Health. The term, which initiated on February 13, 2024, expires on February 12, 2025. However, the Warden has requested an extension of the Memorandum of Agreement for a one (1) year period, in order to complete an RFP process and award a new contract.

Funding is available each fiscal year for this ongoing expense: General Fund – MCP – Warden – Consulting; 0101 – 420 – 1000 – MCCI – 6315.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING ONE-YEAR EXTENSION OF THE MEMORANDUM OF AGREEMENT WITH NEW HORIZONS COMMUNITY SERVICE BOARD D/B/A NEW HORIZONS BEHAVIORAL HEALTH (COLUMBUS, GA), THROUGH FEBRUARY 12, 2026, FOR INMATE MENTAL HEALTH SERVICES FOR THE MUSCOGEE COUNTY PRISON. NEW HORIZONS BEHAVIORAL HEALTH WILL PROVIDE FIVE TELEPHONE CONSULTATIONS AND CONTRACT ADMINISTRATION IN THE AMOUNT OF \$500.00 PER MONTH. PROVIDER SERVICES WILL BE \$150.00 PER HOUR; CLINICIAN SERVICES WILL BE \$100.00 PER HOUR; PSYCHOLOGIST SERVICES WILL BE \$100.00 PER HOUR; AND ADDITIONAL CONSULTATIONS BEYOND THE FIVE MONTHLY TELEPHONE CONSULTATIONS WILL BE \$50.00 PER CALL.

WHEREAS, the vendor provides the following services:

- Bi-monthly (every 8 weeks) visits to the Muscogee County Prison. Visits may be conducted during evenings and weekends.
- Telephone consultation with nursing staff at Muscogee County Prison.
- Suicide Assessment and Suicide Watch: Muscogee County Prison inmates on suicide watch will receive daily reassessment visits from the Mental Health Professional.
- Psychiatric Services
- Medication Management
- 24-hour Crisis Intervention
- Referral and information for Muscogee County Prison inmates receiving mental health services prior to release; and,

WHEREAS, Per Resolution No. 403-23, dated October 24, 2023, Council authorized the execution of a 1-year contract with New Horizons Behavioral Health. The contract, which initiated on February 13, 2024, expires on February 12, 2025. However, the Warden has requested an extension of the Memorandum of Agreement for a one (1) year period, in order to complete an RFP process and award a new contract.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to execute a one-year extension of the Memorandum of Agreement with New Horizons Community Service Board dba New Horizons Behavioral Health (Columbus, GA), through February 12, 2026 for mental health services for inmates at Muscogee County Prison. New Horizons Behavioral Health will provide five telephone consultations and contract administration in the amount of \$500.00 per month. Provider services will be \$150.00 per hour; clinician services will be \$100.00 per hour; psychologist services will be \$100.00 per hour; and additional consultations beyond the five monthly telephone consultations will be \$50.00 each. Funding is available each fiscal year for this ongoing expense: General Fund – MCP – Warden – Consulting; 0101 – 420 – 1000 – MCCI – 6315.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the _____ day of _____, 2025 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

E. Repair of Caterpillar D7R II Bulldozer for Public Works

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Repair of Caterpillar D7R II Bulldozer for Public Works
INITIATED BY:	Finance Department

It is requested that Council approve payment to Yancey Brothers (Fortson, GA), in the amount of \$488,359.73, for the repair of a Caterpillar D7R II Bulldozer, Vehicle #10822, purchased in 2005.

During routine operations on the city landfill the equipment suffered undercarriage and engine damage. Due to the importance of the equipment for daily landfill operations, Fleet Maintenance recommended that Yancey Brothers conduct a total overhaul. Fleet Maintenance also recommends the equipment be retained in the heavy equipment fleet because it was not originally equipped with the now standard Diesel Exhaust Filtration system. It has been proven that equipment not equipped with the new DEF system have a longer lifespan than those equipped with the DEF system.

Yancey Brothers, the local authorized Caterpillar distributor and repair service dealer, performed the repairs. Therefore, the vendor is deemed the only known source per the Procurement Ordinance, Article 3-114.

Funds are available in the FY25 Budget: Integrated Waste Management Fund – Public Works – Pine Grove Landfill – Auto Parts and Supplies; 0207 – 260 – 3560 – PGRO – 6721.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING PAYMENT TO YANCEY BROTHERS (FORTSON, GA), IN THE AMOUNT OF \$488,359.73, FOR THE REPAIR OF A CATERPILLAR D7R II BULLDOZER, VEHICLE #10822, PURCHASED IN 2005.

WHEREAS, during routine operations on the city landfill the equipment suffered undercarriage and engine damage. Due to the importance of the equipment for daily landfill operations, Fleet Maintenance recommended that Yancey Brothers conduct a total overhaul. Fleet Maintenance also recommends the equipment be retained in the heavy equipment fleet because it was not originally equipped with the now standard Diesel Exhaust Filtration system. It has been proven that equipment not equipped with the new DEF system have a longer lifespan than those equipped with the DEF system; and,

WHEREAS, Yancey Brothers, the local authorized Caterpillar distributor and repair service dealer, performed the repairs. Therefore, the vendor is deemed the only known source per the Procurement Ordinance, Article 3-114.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager and/or his designee is hereby authorized to render payment to Yancey Brothers (Fortson, GA), in the amount of \$488,359.73, for the repair of a Caterpillar D7R II Bulldozer, Vehicle #10822, purchased in 2005. Funds are available in the FY25 Budget: Integrated Waste Management Fund – Public Works – Pine Grove Landfill – Auto Parts and Supplies; 0207 – 260 – 3560 – PGRO – 6721.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the ___ day of _____, 2025 and adopted at said meeting by the affirmative vote of members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

File Attachments for Item:

F. Annual Maintenance/Service Agreement for the Camera Integration Platform for Police Department –
Cooperative Contract Purchase

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Annual Maintenance/Service Agreement for the Camera Integration Platform for Police Department – Cooperative Contract Purchase
INITIATED BY:	Finance Department

It is requested that Council approve payment for the 3-year annual maintenance/service agreement from Axon Enterprise Inc. (Scottsdale, AZ) for the camera integration platform for the Police Department, in the total amount of \$375,000.00 (\$125,000.00 per year). The purchase will be accomplished by Cooperative Purchase via Sourcewell Contract #101223-AXN. The first-year payment of the agreement was due December 2024. The remaining payments will be due December 2025 and December 2026.

The camera integration platform allows the monitoring of video feeds from multiple public and privately-owned sources, in one place, all in real time. The platform provides the potential for police and other community members to jointly reduce and prevent crime using real-time information. Prior to using the platform, officers either visit a residence or a business to request footage or otherwise reach out to individuals who could potentially have footage.

On January 9, 2024, Per Resolution #010-24, Council authorized the purchase of the camera integration platform from FUSUS. In February 2024, Axon acquired FUSUS and will maintain the platform.

The purchase will be accomplished by Cooperative Purchase via Request for Proposal (RFP) #101223, initiated by Sourcewell, whereby Axon Enterprises was one of the successful vendors contracted to provide Public Safety Video Surveillance Solutions with Related Equipment, Software and Accessories. The contract is good through December 15, 2027 and allows up to three additional one-year extensions. The contract available under Sourcewell has been awarded by virtue of a public competitive procurement process compliant with State and Federal statutes. Sourcewell is a State of Minnesota local government agency and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. The RFP process utilized by Sourcewell meets the requirements of the City's Procurement Ordinance; additionally, the City's Procurement Ordinance, Article 9-101, authorizes the use of cooperative purchasing.

Funding is available in the FY25 Budget for the first-year payment via the Governor's ARP Violence Reduction Grant as follows: American Rescue Plan-Fiscal Recovery Funds – State ARP - State Public Health & Safety PS – Contractual Services – Columbus Police Department Public Safety & Community Violence Reduction Grant; 0218 – 692 – 2100 – ARPS – 6319 –

40255 – 20240. Funding for the remaining two years of the agreement will be budgeted in the appropriate subsequent fiscal years.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING PAYMENT FOR THE 3-YEAR ANNUAL MAINTENANCE/SERVICE AGREEMENT FROM AXON ENTERPRISE INC. (SCOTTSDALE, AZ) FOR THE CAMERA INTEGRATION PLATFORM FOR THE POLICE DEPARTMENT, IN THE TOTAL AMOUNT OF \$375,000.00 (\$125,000.00 PER YEAR). THE PURCHASE WILL BE ACCOMPLISHED BY COOPERATIVE PURCHASE VIA SOURCEWELL CONTRACT #101223-AXN. THE FIRST-YEAR PAYMENT OF THE AGREEMENT WAS DUE DECEMBER 2024. THE REMAINING PAYMENTS WILL BE DUE DECEMBER 2025 AND DECEMBER 2026.

WHEREAS, the camera integration platform allows the monitoring of video feeds from multiple public and privately-owned sources, in one place, all in real time. The platform provides the potential for police and other community members to jointly reduce and prevent crime using real-time information. Prior to using the platform, officers either visit a residence or a business to request footage or otherwise reach out to individuals who could potentially have footage; and,

WHEREAS, on January 9, 2024, per Resolution #010-24, Council authorized the purchase of the camera integration platform from FUSUS. In February 2024, Axon acquired FUSUS and will maintain the platform; and,

WHEREAS, the purchase will be accomplished by Cooperative Purchase via Request for Proposal (RFP) #101223, initiated by Sourcewell, whereby Axon Enterprises was one of the successful vendors contracted to provide Public Safety Video Surveillance Solutions with Related Equipment, Software and Accessories. The contract is good through December 15, 2027 and allows up to three additional one-year extensions. The contract available under Sourcewell has been awarded by virtue of a public competitive procurement process compliant with State and Federal statutes. Sourcewell is a State of Minnesota local government agency and service cooperative created under the laws of the State of Minnesota (Minnesota Statutes Section 123A.21) that offers cooperative procurement solutions to government entities. Participation is open to federal, state/province, and municipal governmental entities, higher education, K-12 education, nonprofit, tribal government, and other public entities located in the United States and Canada. The RFP process utilized by Sourcewell meets the requirements of the City's Procurement Ordinance; additionally, the City's Procurement Ordinance, Article 9-101, authorizes the use of cooperative purchasing.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager and/or his designee is hereby authorized to render payment for the 3-year annual maintenance/service agreement from Axon Enterprise Inc. (Scottsdale, AZ) for the camera integration platform for the Police Department, in the total amount of \$375,000.00 (\$125,000.00 per year). The purchase will be accomplished by Cooperative Purchase via Sourcewell Contract #101223-AXN. The first-year payment of the agreement was due December 2024. The remaining payments will be due December 2025 and December 2026. Funding is available in the FY25 Budget for the first-year payment via the Governor's ARP

Violence Reduction Grant as follows: American Rescue Plan-Fiscal Recovery Funds – State ARP - State Public Health & Safety PS – Contractual Services – Columbus Police Department Public Safety & Community Violence Reduction Grant; 0218 – 692 – 2100 – ARPS – 6319 – 40255 – 20240. Funding for the remaining two years of the agreement will be budgeted in the appropriate subsequent fiscal years.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the ___ day of _____, 2025 and adopted at said meeting by the affirmative vote of members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis, Clerk of Council

B.H. “Skip” Henderson III, Mayor

File Attachments for Item:

1. Information Only: Exigent “Off the Lot” Vehicle Purchases – Resolution No. 106-24

On December 16, 2024, a purchase order was executed for one (1) 2024 Chevrolet Silverado 3500HD Flatbed Dump Truck for Public Works Department-Community Services due to exigent circumstances, as approved by Council per Resolution No. 354-24.

The vehicle will be purchased from Son’s Chevrolet LLC (Columbus, GA) at a unit price of \$70,937.00. The vehicle will be used to haul materials and move equipment. This is a new vehicle. Funds are budgeted in the FY25 Budget: General Fund – Public Works – Public Works – Light Trucks; 0203-260-3130-ROWM-7722.

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Information Only: Exigent “Off the Lot” Vehicle Purchases – Resolution No. 106-24
INITIATED BY:	Finance Department

1. ONE (1) 2024 CHEVROLET SILVERADO 3500HD FLATBED DUMP TRUCK FOR PUBLIC WORKS

On December 16, 2024, a purchase order was executed for one (1) 2024 Chevrolet Silverado 3500HD Flatbed Dump Truck for Public Works Department-Community Services due to exigent circumstances, as approved by Council per Resolution No. 354-24.

The vehicle will be purchased from Son’s Chevrolet LLC (Columbus, GA) at a unit price of \$70,937.00. The vehicle will be used to haul materials and move equipment. This is a new vehicle.

Funds are budgeted in the FY25 Budget: General Fund – Public Works – Public Works – Light Trucks; 0203-260-3130-ROWM-7722.

File Attachments for Item:

A. Update on Proposed Management Agreement Between CACC and PAWS Humane - Isaiah Hugley, City Manager



petfinder.com - 3245927231

CACC/PAWS Negotiation City Council Update Tuesday, January 7, 2025



PURPOSE

To negotiate an agreement with PAWS Humane Society, Inc./PAWS to operate and manage the Columbus Animal Care & Control Center/CACC facility, programs and services for Columbus, Georgia/Muscogee County.

Negotiation Team Members:

Animal Care & Control Center

- Michelle Mang, Deputy Director, Public Works
- Debra Kennedy, Assistant Chief, Columbus Police Department
- Becky Summerlin, Deputy Director, Parks and Recreation
- Lucy Sheftall, Assistant City Attorney
- Robert Sheridan, Metra Transit System
- Ethelyn Riley, Animal Control Advisory Chair
- Andrea McCorvey, Purchasing Manager

PAWS Humane Society, Inc.

- Courtney Pierce: Executive Director (primary contact)
- Michele Maestran: Board President
- Jenifer Amos: Vice President
- Ashley Schley: Treasurer
- Carson Tate: Secretary
- Becky Carter: PAWS Board Member

Negotiation Topics

All these components will be transferred to PAWS in the proposed agreement with understanding:

CACC Current Programs/Services

CACC Buildings & Equipment

CACC Personnel*

CACC Budget

* City employees interested in employment with PAWS Humane must apply with PAWS for employment. PW will try to place employees interested in staying with the city. If not placed in PW employees can apply for other city jobs.



Current Programs/Services

Columbus Animal Care & Control

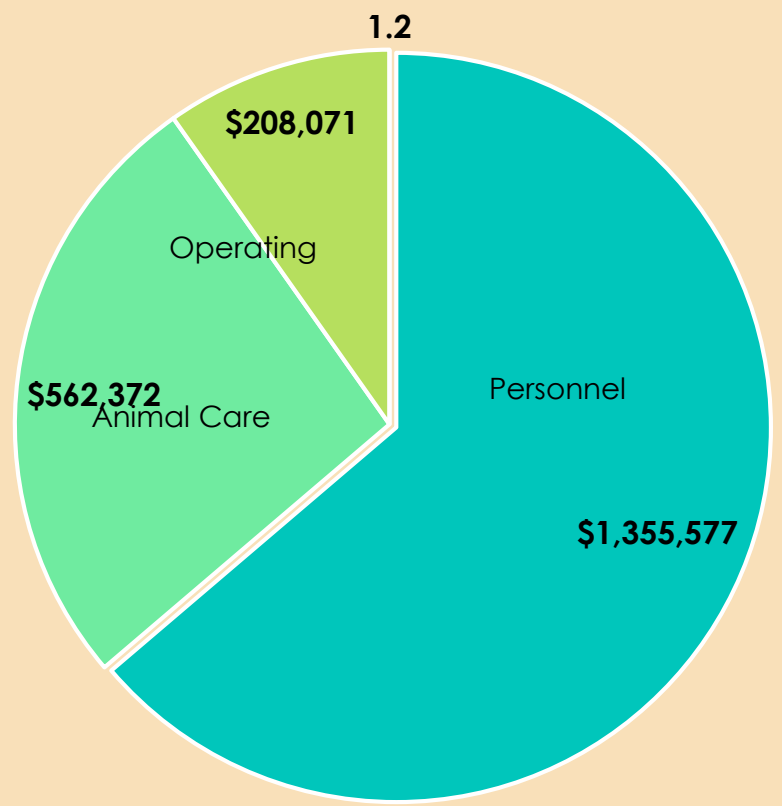
- Animal Intake
- Animal Care
- Adoptions
- Spay/Neuter Voucher Program
- Stray Holds
- Return to owner
- Investigate Cruelty Cases
- Rabies Permits
- Microchip
- Dead Animal Removal
- Enforcement of Violations of City Ordinances

PAWS Humane

- Animal Intake
- Animal Care
- Adoptions
- Spay/Neuter/Wellness
- In house Veterinary Services
- Behavioralist Services
- Community Outreach
- Foster Program
- Transport
- 90% live release rate of impounded animals
- *Services not provided by CACC

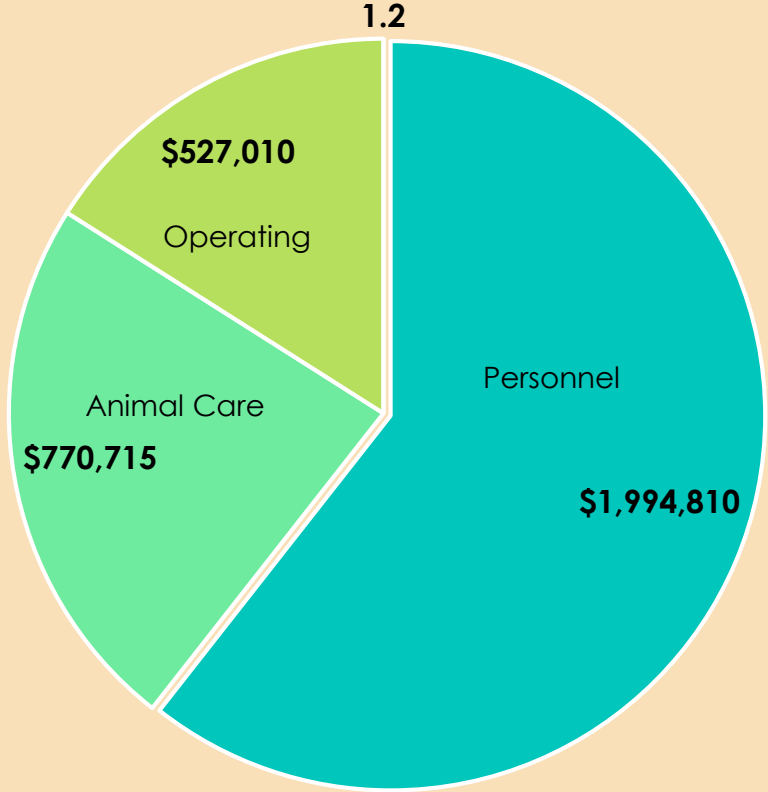
Columbus Animal Care and Control

Current FY'25 Budget



PAWS Humane Society, Inc.

Proposed Budget



Proposed Recommended Budget/Funding for the Negotiated Agreement with PAWS

Annual Expenses	
Personnel Expenses	
Employee Wages	\$1,592,900
Overtime	\$20,000
PTO	\$43,144
Health Insurance	\$167,829
Life Insurance	\$18,840
Workers Compensation insurance	\$25,200
Employer taxes	\$126,897
Total	\$1,994,810
Animal Care Expenses	
Medical Supplies	\$3,335
Pet Food	\$13,000
Spay/Neuter	\$541,176
Microchip Services	\$25,928
Testing Services	\$34,000
Outside Vet Services	\$100,000
Transport Services	\$4,000
Vaccines	\$22,733
Treatment Services	\$18,030
Prevention	\$8,513
Total	\$770,715
Operating Expenses	
Professional Services	\$40,000
Insurance	\$76,000
Fleet	\$123,215
General Supplies	\$67,416
Web and Software Services	\$18,196
Licenses and Permits	\$3,000
Education/C.E./Conferences	\$8,000
Uniforms	\$23,840
Community Assistance	\$85,000
Field Equipment	\$67,343
Marketing	\$15,000
Total	\$527,010
Annual Total	\$3,292,536

One-Time Capital Improvements		
Capital Item:	Cost:	Description:
Improvements to CACC Building	\$100,000	<ul style="list-style-type: none"> - Facility Soundproofing - New Kennel Doors - Extended Fencing Area - Outdoor Shade Structures - Room Dividers - Additional Improvements as Needed.
Total	\$100,000	

Item #A.

PAWS Expense Elements

Personnel Expenses: \$1,994,810

Includes: Field Services; Shelter Operations & Other Compensation

Animal Care Expenses: \$770,715

Includes: Medical Supplies, Food, Testing, Vaccines, Treatment, Prevention, Outside Vet Services, Transport, Spay/Neuter & Microchipping Services

PAWS Expense Elements, Cont'd

Operating Expenses: \$527,010

Includes: Professional Services,
Insurance, Fleet, General Supplies,
Web & Software Services, Licenses &
Permits, Education & Conferences,
Uniforms, Community Assistance,
Field Equipment, Marketing

Total Proposed Budget: \$3,292,536

CACC/PAWS Budget Comparison

	Personnel Wages	Operations Cost	Animal Care	Total Staff
ACC	\$1,355,577	\$208,071	\$562,372	26
PAWS	\$1,994,810	\$527,010	\$770,715	31

CACC Total BUDGET: \$2,127,952

PAWS Total BUDGET: \$3,292,536

Positions Comparisons

CACC Positions

Total Positions.....26

Animals Control Officers (ACO): 17

(ACO I 13, AOC II 2, Supervisor 1,
Cruelty Investigator 1)

Communications Tech. 3

Volunteer Coordinator 1

Administrative Assistant 1

Manager 1

PT Veterinarian 1

Maintenance Worker I, 1

Supervisor 1

PAWS Positions

Total Positions.....31

Additional Positions 5:

Animal Services Officer:16

(Officers 13, Sgt. 2, Lt. 1)

Communications Tech. 3

Shelter Techs. 10

Administrative 2

Operations Expense Comparisons

CACC Expenses

Total Operations Expenses: \$208,071

PAWS Expenses

Total Operational Expenses: \$527,010

Additional Expenses/Services:
Professional Services
Insurance
Web and Software Services
Community Assistance
Marketing

Animal Care Expense Comparisons

CACC Expenses

Total Animal Care Expenses: \$562,372

PAWS Expenses

Total Animal Care Expenses: \$770,715

Additional Services:
Spay/Neuter
Testing Services
Outside Vet Services
Transport Services
Prevention

Term, Termination and Payment of Fees

Initial term will be for three years, with a two-year extension agreement. Fees for services shall be paid at the beginning of each calendar quarter for services rendered for that quarter.

What's Next?

- Presentation to City Council on January 7, 2025 for adoption of the agreement to transfer all CACC operations to PAWS Humane Society, Inc.
- Transfer all CACC operations to PAWS Humane Inc. effective no later than February 1, 2025.
- Negotiation teams will become Transition Team after Council approval of Management Agreement.
- Council must designate a current staff or authorize hiring a new staff person as CACC Contract Administrator.

What's Next Continued?

CACC Contract Administrator Duties (Example):

- **Serve as city liaison between PAWS Humane and City**
- **Serve as liaison between PAWS and Animal Care Advisory Board**
- **Ensure all city ordinances and State Department of Agriculture polices, rules, laws are enforced and adhered to**
- **Serve as point of contact for all Local, State and/or Federal matters related to regulations and monitoring**

QUESTIONS?

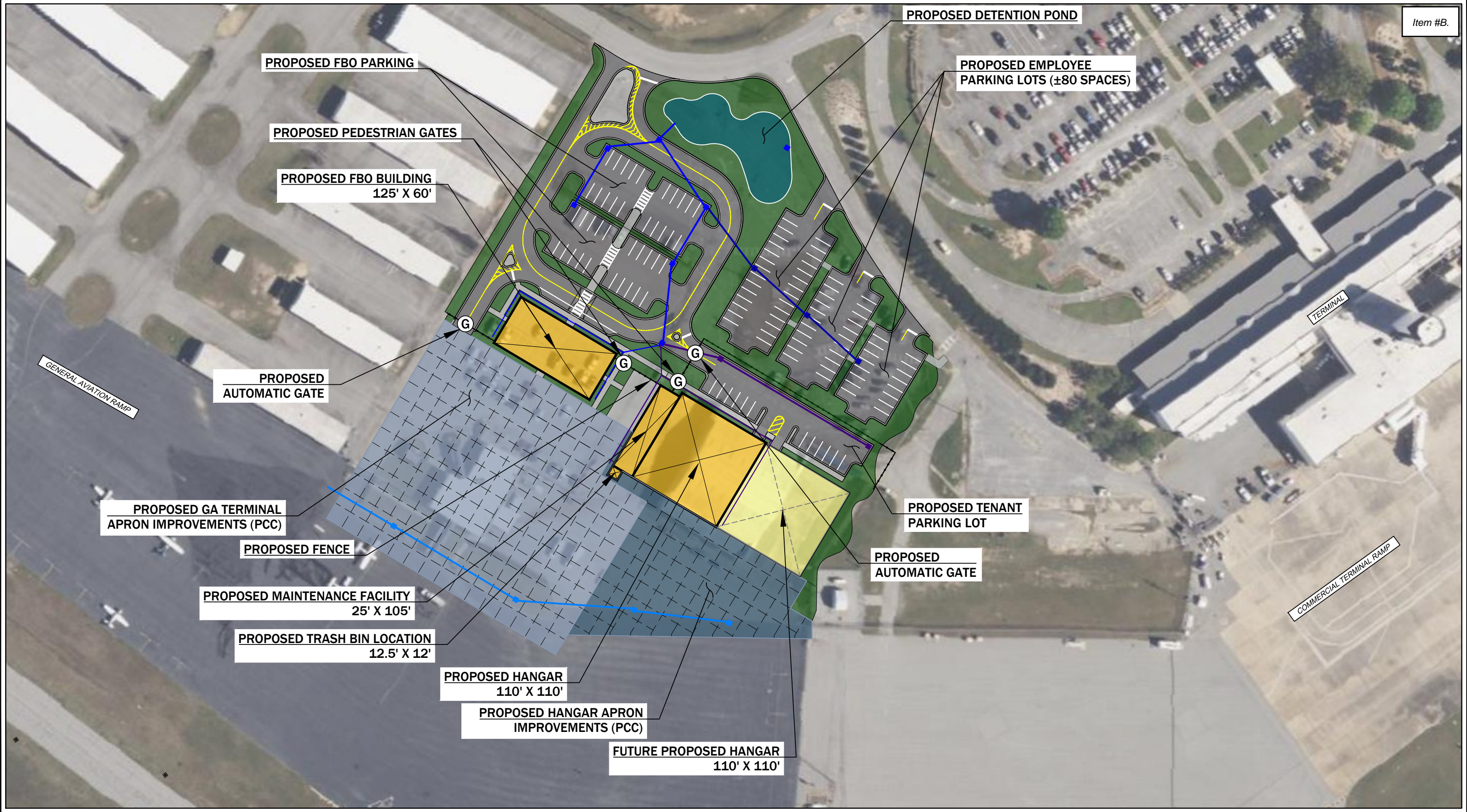
File Attachments for Item:

B. Proposed General Aviation Terminal Building - Amber Clark, Airport Director, CSG
Columbus Airport



PROPOSED GENERAL AVIATION TERMINAL BUILDING COLUMBUS, GEORGIA





C:\HCC\Holt Consulting Company\Aviation - Georgia\CSC_Columbus Airport\GA0308-29_D_D_FBO-HangarDev\1_Admin\1a_Scoping\CSG-FBO-Exh-jon.dwg Plotted on: Dec 30, 2024 - 10:54am by kledford



1 FIRST FLOOR PLAN
P1.0 1/8" = 1'-0"

- OCCUPANCY**
- CIRCULATION/WAITING
 - STORAGE
 - LINEMAN
 - TICKETING/CHECK-IN
 - PILOTS AREA
 - RESTAURANT/KITCHEN
 - LARGE MEETING ROOM
 - BALCONY
 - ADMIN SUITE



1 SECOND FLOOR PLAN
 P1.1 1/8" = 1'-0"

OCCUPANCY

- CIRCULATION/WAITING
- STORAGE
- LINEMAN
- TICKETING/CHECK-IN
- PILOTS AREA
- RESTAURANT/KITCHEN
- LARGE MEETING ROOM
- BALCONY
- ADMIN SUITE

File Attachments for Item:

1. Letter from Mr. Alfred Hayes, Jr. resigning from his seat on the Board of Zoning Appeals effective January 30, 2025.

16 December, 2024

Councilman Glenn Davis
P.O. Box 1505
Columbus, GA 31901

RE: Board of Zoning Appeals

Dear Glenn,

Please accept my resignation from the Board of Zoning Appeals, effective 30 January, 2025. I have sincerely enjoyed my five (5) years on the Board, mostly as Chairman.

We have a full Board presently and no meeting in January.

Again, I appreciate your nomination and trust in me to serve on this Board as the many other Boards I have served on.

Sincerely,



Alfred J. Hayes Jr.

CC: Ryan Pruett ✓
Director Building Inspections and Code Enforcement Dept

Sandra Davis
Clerk of City Council

File Attachments for Item:

2. RESOLUTION - A resolution excusing Councilor Judy Thomas from the January 7, 2025 Council Meeting. **(Add-On)**

RESOLUTION

NO. _____

A Resolution excusing Councilors absence.

THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES:

Pursuant to Section 3-103(6) of the Charter of Columbus, Georgia, Councilor Judy W. Thomas is hereby excused from attendance of the January 7, 2025 Council Meeting for the following reasons:

Personal Business:

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis
Clerk of Council

B. H. "Skip" Henderson, III
Mayor

Form revised 11-1-79, Approved by Council 11-6-79

File Attachments for Item:

3. Minutes of the following boards:

Audit Committee, November 20, 2024

Board of Tax Assessors, #41-24

Board of Zoning Appeals, October 2, and November 6, 2024

Convention & Visitors Board of Commissioners, November 20, 2024

Historic & Architectural Review Board, August 12, 2024

November 20, 2024

Audit Committee Minutes

2:00 PM

City Hall Building – 1111 1st Ave., 1st Floor

Members: Chairman John Redmond, Vice Chairperson Toyia Tucker, Mike Baker, Mike Bruder, Councilor Glenn Davis and Recording Secretary Tameka Colbert

Visitors: Deputy City Manager Pamela Hodge & Internal Auditor Donna McGinnis

Call to Order

A regular meeting of the Audit Committee was called to order by Chairman John Redmond at 1:59 p.m.

The following documents were distributed to each of the Committee Members: (1) City of Dunwoody Audit Committee Policy, (2) Follow up to Public Report of Independent Investigation of the Revenue Division of the Columbus Consolidated Government (3) Grid Spreadsheet

Approval of minutes

A motion to approve the minutes of the September 18, 2024, Audit Committee Meeting was made by Vice Chairperson Tucker and seconded by Mike Bruder. The minutes were approved unanimously by the five members present.

ORDERS OF BUSINESS

I. Old Business

A. **Contract Evaluation for External Audit Services:**

Chairman Redmond mentioned that he received notification regarding the contract evaluation for the External Audit Services. He said a training session has been setup for early December. He then asked the members of the committee if they would be available to attend the training session. All members confirmed their availability.

B. **Acuitas Update:**

Councilor Glenn Davis informed the committee that on November 19, 2024 the Acuitas Accounting Firm came before Council to provide an update on the Revenue Division. He said during the update, there were many good questions

asked, with significant focus on personnel as well as delinquencies and uncollected funds. He raised the question of how this information would be presented and passed on to the External Auditors. *(Each committee member was provided with a copy of the report that was submitted to Council. A copy of the report is filed in the Clerk of Council's Office.)*

Mr. Bruder pointed out that the importance of making sure that there are good policies, procedures and controlled documentation in place. He said there was information in the report which stated that some of the policies and procedures had been updated but it was not stated that everything was complete and adequate from a controlled perspective. He recommended policies, procedures and controls be evaluated to see if there is more work to be done.

Deputy City Manager Pam Hodge said she sent out an email regarding the virtual meeting set for December 3, 2024 @ 11:00 a.m. and had received responses from everyone except Mr. Bruder. She asked if the date and time would be convenient for everyone and all members agreed to the scheduled date and time.

II. New Business

A. Audit Committee Responsibilities:

Chairman Redmond said the training that is set for December 3rd will begin the process of addressing the Audit Committee's responsibilities.

B. Internal Auditor Upcoming Activities:

Internal Auditor Donna McGinnis advised that currently the primary focus is on making progress in the Human Resources Department. She said we have been working in the recruiting and compensation area, but in terms of the volume of activity that they are currently handling, one of the things that we've seen is a heavy focus of recruiting in Public Works followed by Metra, Engineering, Civic Center and Parks and Recreation. She said these are the areas where you see most of the activity with new openings and vacancies.

Mr. Bruder asked if there is a process for employees that leave the job such as exit conferences or interviews.

Internal Auditor McGinnis said there doesn't appear to be a standard, but some departments are better at documenting those exits than others.

Deputy City Manager Hodge said there is an exit survey provided to employees, but it is not mandatory. She said there has not been a lot of responses to the survey.

Councilor Glenn Davis asked are there any more authorizations listed on the Internal Auditor's schedule.

Internal Auditor McGinnis said what is currently authorized is the City Manager's Office, Human Resources, Inspections & Code and the Civic Center. She said there have been some activities performed in Inspections & Code, the Civic Center as well as Human Resources. She said there has been some delays due to some of the auditees not being available. She said we have elected to focus on Human Resources at this point.

She went on to explain that there is a document called the Grid which shows the last date that an audit was performed in each department within the City Government. *(Each committee member was provided with a copy of the document. A copy of the document is filed in the Clerk of Council's Office.)*

Mr. Bruder requested a follow up meeting with Internal Auditor McGinnis with regard to this matter. He further stated his desire for a formal report to reflect the audit plan.

Councilor Glenn Davis asked if elected officials are required to have transitional audits performed in their departments.

Internal Auditor McGinnis said they are not required but they can be requested by the elected official.

Old Business (continued)

C. Risk Assessment:

The discussion on risk assessment continued from the previous meeting, with the following topics being covered:

- Recommending a formal risk assessment
- Contracting with a professional external consulting firm
- Risk assessment pricing
- Determining a budget
- Starting the RFP process

D. Next Meeting Date:

The committee came to a consensus to have a Work Session dedicated to drafting and adopting an audit policy. The Work Session date was set for December 18, 2024 @ 9:00 a.m.

Adjournment

The meeting was adjourned at 3:19 p.m.

Tameka Colbert
Deputy Clerk Pro Tem



Columbus, Georgia, Board of Tax Assessors

GEORGIA'S FIRST CONSOLIDATED GOVERNMENT

Item #3.

City Services Center
3111 Citizens Way
Columbus, GA 31906

Mailing Address:
PO Box 1340
Columbus, GA 31902

Telephone (706) 653-4398, 4402
Fax (706) 225-3800

Board Members

Jayne Govar
Chairman

Lanitra Sandifer Hicks
Assessor

Kathy J. Jones
Assessor

John M. Anker
Assessor

Trey Carmack
Vice Chairman

Chief Appraiser
Suzanne Widenhouse

MINUTES #41-24

CALL TO ORDER: Chairman Jayne Govar calls the Columbus, Georgia Board of Assessors' meeting to order on Monday, December 9th, 2024 at 9:35 A.M.

PRESENT ARE:

Chairman Jayne Govar
Assessor Lanitra Sandifer Hicks
Assessor Kathy Jones
Assessor John Anker
Chief Appraiser/Secretary Suzanne Widenhouse
Recording Secretary Katrina Culpepper

APPROVAL OF AGENDA: Assessor Jones motions to accept agenda with noted change. Assessor Sandifer Hicks seconds and the motion carries.

APPROVAL OF MINUTES: Assessor Anker motions to accept the minutes as presented. Assessor Jones seconds and the motion carries.

Chairman Jayne Govar calls for Executive Session @ 9:37 and ends at 10:03 - no vote taken.

MISCELLANEOUS:

- Assessor Jones motions to excuse the absence of Vice Chairman Carmack today and for the next meeting on December 16th . Assessor Sandifer Hicks seconds and the motion carries.
- Assessor Sandifer Hicks motions to excuse Assessor Anker for the Dec 16th board meeting. Assessor Jones seconds and the motion carries.

At 10:05, Administrative Manager Leilani Floyd/Mary Hale presents to the Board:

- Homesteads - Signed & Approved.

At 10:10, Personal Property Manager Stacy Pollard presents to the Board:

- Motor Vehicle Appeal - Signed & Approved.
- Late Return - Signed & Approved.

At 10:25, Commercial Property Appraiser Kristi McDaniel presents to the Board:

- BOE Results - #189 017 025 appeal to Superior Court. Assessor Anker abstains from approval. All others placed into record.
- A2 Agenda Parcel - #069 002 001 - placed into record.

At 10:46, Chief Appraiser Widenhouse presents for Residential Division to the Board:

- BOE Results - placed into record.

At 10:51, Deputy Chief Appraiser Glen Thomason presents to the Board:

- Map Splits - #187 002 001,017, 018, 019, 020; 087 028 007 & 008; 087 026 005, 004, 003, 002, 001 - Signed & Approved.

At 11:02, Chief Appraiser Suzanne Widenhouse presents to the Board:

- Public Utility Real Property - Placed into record.
- Superior Court Case - #012 017 019 & 020; 068 050 029; 083 027 015; 100 017 033 – Assessor Jones motions to rescind approval to go to Superior Court. Assessor Anker seconds and the motion carries.
- Board Policies - Assessor Anker motions to approve all recommended changes. Assessor Jones seconds and the motion carries.

At 11:35 , Chairman Jayne Govar adjourns the meeting without any objections.


Suzanne Widenhouse
Chief Appraiser/Secretary

APPROVED:  12/16/2024

MIN# 42-24 JAN 06 2025


J. GOVAR
CHAIRMAN


L. SANDIFER HICKS
ASSESSOR


K. JONES
ASSESSOR

absent
J. ANKER
ASSESSOR

absent
T. CARMACK
VICE CHAIRMAN

Call TO ORDER: Al Hayes call the Board of Zoning Appeals to order on Wednesday, October 2nd, 2024 at 2:00 P.M.

PRESENT ARE:

Chairman Al Hayes

Fred Cobb

Doug Jefcoat

Shaun Roberts

Kathleen Mullins

Angela Strange

APPROVAL OF MINUTES: Doug Jefcoat motions to approve minutes with corrections to a typo on the 2730 Manchester case. Kathleen Mullins seconds and the motion carries.

BZA-08-24-001803

4006 foster Ln

- Jay Kurtz, and Tracy Kurtz present for 4006 foster Ln. Homeowner wants to place pool in the side yard due to lack of space in back. Roberts motions to approve based on no backyard and will be behind a fence. Mullins seconds. All vote to approve. Motion carries.

BZA-09-001934

13613 Upatoi Ln

- Paul McGuire of Sturdi Buildings present to represent the appellant. Contractor wants to reduce setback from 25 feet to 10 feet for an accessory structure. Gale Dykes, the next-door neighbor is present as opposition since the structure would be against her property. Jefcoat Motions to approve on the condition of an agreement between the neighbor and the appellant. Strange seconds. Jefcoat and Strange vote for. Roberts and Mullins vote against. Hayes votes as tie breaker and votes for. Approved three to two. Motions carries.

BZA-09-24-001939

1200 Warren Williams Rd.

- Tom Hayes present for the Housing Authority of Columbus. The Housing Authority is requesting to leave existing driveways as are and not be required to

bring them up to current UDO for a housing project. Mullins motions to approve due to the existing driveways do not cause burden and would be costly to fix. Jefcoat seconds. All vote to approve. Motion carries.

At 2:42, Chairman Al Hayes Adjourns the meeting.

Call TO ORDER: Al Hayes call the Board of Zoning Appeals to order on Wednesday, November 6th, 2024 at 2:00 P.M.

PRESENT ARE:

- Chairman Al Hayes
- Fred Cobb
- Doug Jefcoat
- Shaun Roberts
- Angela Strange

CITY PERSONEL:

Lorenzo Jones

APPROVAL OF MINUTES: Doug Jefcoat motions to approve minutes with corrections to Gale Dykes name. Angela Strange seconds and the motion carries.

BZA-10-24-002141

3201 6th Ave

- Cari Strickland and Teymur Etemadi present to request to reduce the setback from 30 feet to 19 feet. Jefcoat motions to approve based on hardship of developing the new construction. Shaun Roberts seconds. All vote to approve. Motion Carries

BZA-10-24-002143

6152 Green Island Dr Unit 2.

- Steve Anthony present as contractor to request to build a pool on side yard with screening and HOA approval. Jefcoat motions to approve due to difficult topography to place the pool. Strange seconds. All vote to approve. Motion carried.

BZA-10-24-002189

BZA-10-24-002191

1520 Wynnton Rd.
1530 Wynnton Rd.

- Ryan Davis of Moon and Meeks present for both 1520 and 1530 Wynnton Rd. He is requesting to decrease parking, to eliminate street buffers, and to reduce the required driveway radii. Jefcoat motions to approve due to unique property shape and it will uplift the surrounding area. Strange seconds. All vote to approve. Motion carries.

BZA-10-24-002195

5674 Whittlesey Blvd.

- Ryan Davis of Moon Meeks present to request for an increase in the number of parking spaces from 233 to 305. Roberts motions to approve based on more accommodation for the public. Strange seconds. All vote to approve. Motion carries.

Roberts motions to move the January 1st BZA meeting to January 8th due to the first Wednesday of the month being on the 1st day of the year. Strange Seconds. All vote to approve. Motion carries.

AI adjourns meeting at 2:28 P.M.



BOARD OF COMMISSIONERS MEETING
Wednesday, November 20, 2024

Commissioners Present: Lauren Becker, Chair; Jamie Waters, Vice Chair; Miles Greathouse, Secretary/Treasurer; Amy Bryan, Sherricka Day, and Michelle Spivey

Commissioners Absent: Dan Gilbert, Pace Halter, Peter Jones, and Mayor Skip Henderson

Staff Present: Peter Bowden, Gracie Childers, Kim Gonzalez, Shelby Guest, and Joel Slocumb

Call to OrderLauren Becker

- The November 2024 meeting was called to order at 4:00pm.

Secretary Treasurer ReportMiles Greathouse

- Miles Greathouse presented the consent agenda that included minutes for the October 2024 meeting and financials for October 2024. He asked if there were any questions or discussion. There being none, a motion was made by Michelle Spivey to approve the consent agenda, seconded by Jamie Waters. A vote was taken, and the motion was approved.
- Mr. Greathouse turned the meeting over to Bo Taber, CPA with Robinson Grimes, who presented the FY 2024 Audit. After the presentation Mr. Greathouse asked if there were any questions or discussion. There being none, a motion was made by Michelle Spivey to approve the FY 2024 Audit, seconded by Sherricka Day. A vote was taken, and the motion was approved.

Chair Report.....Lauren Becker

- Ms. Becker gave a search committee update from The Chason Group. The process of identifying qualified candidates for the President and CEO replacement is complete. The Chason Group will complete the vetting process for all applicants, candidates will receive a detailed application, and interviews will be conducted in December.
- The Board approved to keep Mr. Bowden on as a consultant, beginning January through March 2025. Based on the latest update from The Chason Group a motion to hire Peter Bowden as a consultant was made by Michelle Spivey, seconded by Sherricka Day. A vote was taken, and the motion was approved.
- Josh Beard, Chief of Staff for the Mayor, gave a State of the City presentation and summary of key developments that had been presented during the Hometown Meeting.
- Randy Davidson with GA Entertainment discussed the long-time partnership with VisitColumbusGA and the Columbus Film Office along with the FY 2025 program of work that the

Film Office will undertake with GA Entertainment; raising awareness, identifying key prospects for film projects, etc.

- Paul Pierce discussed plans for a Muscogee Homecoming and the significance of the Muscogee Native Americans who once inhabited this part of west-central Georgia. Part of the Homecoming includes a play commissioned by the Springer Opera House that will debut in April 2025.
- Ms. Becker reminded the Board there would be a December meeting as the executive search is on-going.

President’s Report.....Peter Bowden

- For the sake of time, Mr. Bowden informed the Board that the Year over Year Comparison would be emailed to them and if there were any questions to forwards those to his attention, and that staff was prepared to review the report at the next meeting if the Board felt it necessary.

Adjournment.....Lauren Becker

- With no further business, Ms. Becker adjourned the meeting at 5:08pm.

BOARD OF HISTORIC AND ARCHITECTURAL REVIEW

MINUTES

**CCG Annex | First Floor Conference Room
420 10th Street Columbus, GA
August 12, 2024 | 3:30 PM**

I. CALL TO ORDER / ESTABLISH QUORUM

Page five of the Staff Report should be amended to the correct address of 1833 Slade Drive. Alex Griggs moves to approve. Libby Smiths seconds. All are in favor.

II. NEW CASES:

1. **1539 Hilton Ave:** Elliott Quinones, applicant, seeks approval to replace windows. *Applicant was absent.*
Allison Slocum reads the Staff Report. Alex Griggs moves to deny the application. Toney Johnson seconds. All are in favor.
2. **103 10th Street:** Springer Opera House, applicant, seeks approval to construct an outdoor theater park.
Allison Slocum reads the Staff Report. Alex moves to table the application due to missing façade information. Motion is dismissed. Alex Griggs moves to approve the stage building, monument sign, and general site plan. The Board requests the applicants come back with details on the light booth materials and fence landscaping. Libby Smith seconds. All are in favor.
3. **1833 Slade Drive:** Christopher Riddle, applicant, seeks approval to enclose an external side screened in porch.
Allison Slocum reads the Staff Report. Emily Flourney moves to table the application. Fran Carpenter seconds. All are in favor.

III. ADJOURNMENT

X 
SECRETARY

X 
CHAIRMAN

File Attachments for Item:

. RESOLUTION - A resolution excusing Councilor Bruce Huff from the January 7, 2025 Council Meeting. (**Add-On**)

RESOLUTION

NO. _____

A Resolution excusing Councilors absence.

THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES:

Pursuant to Section 3-103(6) of the Charter of Columbus, Georgia, Councilor Bruce Huff is hereby excused from attendance of the January 7, 2025 Council Meeting for the following reasons:

Personal Business:

Introduced at a regular meeting of the Council of Columbus, Georgia held on the 7th day of January 2025 and adopted at said meeting by the affirmative vote of ____ members of said Council.

- Councilor Allen voting _____
- Councilor Chambers voting _____
- Councilor Cogle voting _____
- Councilor Crabb voting _____
- Councilor Davis voting _____
- Councilor Garrett voting _____
- Councilor Hickey voting _____
- Councilor Huff voting _____
- Councilor Thomas voting _____
- Councilor Tucker voting _____

Sandra T. Davis
Clerk of Council

B. H. "Skip" Henderson, III
Mayor

Form revised 11-1-79, Approved by Council 11-6-79

File Attachments for Item:

COUNCIL'S DISTRICT SEAT APPOINTMENT- ANY NOMINATIONS MAY BE CONFIRMED FOR THIS MEETING:

A. PUBLIC SAFETY ADVISORY COMMISSION:

VACANT

(Council District 5- Crabb)

Term Expires: October 31, 2025

Councilor Crabb is nominating Pete Berry to fill the unexpired vacant seat.

**Daniel Street was confirmed to fill the unexpired term of Jennifer Upshaw; however, the onboarding process was not completed.*

COUNCIL'S CONFIRMATION - NOMINATIONS RECEIVED FROM AN ORGANIZATION / AGENCY MAY BE CONFIRMED:

HISTORIC & ARCHITECTURAL REVIEW BOARD:

Toney Johnson
Preservation Soc. Rep)

Nomination from the **(Historic District**
Historic District Preservation Society Eligible to succeed
(Council's Appointment)Term Expires: January 31, 2025

The Historic District Preservation Society is recommending Toney Johnson to serve another term of office.

COUNCIL APPOINTMENTS- ANY NOMINATIONS WOULD BE LISTED FOR THE NEXT MEETING:

HISTORIC & ARCHITECTURAL REVIEW BOARD:

Alex Griggs

Open for Nominations

(Architect Rep)

(Council's Appointment)

Rotating off the board

Term Expires: January 31, 2025

The terms are three years. Meets monthly.

Women: 6

Senatorial District 15: 10

Senatorial District 29: 1

PERSONNEL REVIEW BOARD:

Dennis Walsh

Open for Nominations

(Alternate Member 1)

(Council's Appointment)

Not Eligible to succeed

Term Expires: December 31, 2024

Willie L. Belfield, Jr.

Open for Nominations

(Alternate Member 2)

(Council's Appointment)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Donna D. Baker

(Alternate Member 3)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Open for Nominations

(Council's Appointment)

The terms are three years. Meets monthly.

Women: 4

Senatorial District 15: 5

Senatorial District 29: 5

VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY:

Monte Galbraith

Resigned

Term Expires: June 30, 2026

Open for Nominations

(Council's Appointment)

The term is four years. Meets every other month beginning in February.

Women: 0

Senatorial District 15: 2

Senatorial District 29: 1

Columbus Consolidated Government
Board Appointments – Action Requested

5. COUNCIL’S DISTRICT SEAT APPOINTMENT- ANY NOMINATIONS MAY BE CONFIRMED FOR THIS MEETING:

A. PUBLIC SAFETY ADVISORY COMMISSION:

VACANT

(Council District 5- Crabb)

Term Expires: October 31, 2025

Councilor Crabb is nominating Pete Berry to fill the unexpired vacant seat.

**Daniel Street was confirmed to fill the unexpired term of Jennifer Upshaw; however, the onboarding process was not completed.*

6. COUNCIL’S CONFIRMATION - NOMINATIONS RECEIVED FROM AN ORGANIZATION / AGENCY MAY BE CONFIRMED:

A. HISTORIC & ARCHITECTURAL REVIEW BOARD:

Toney Johnson

(Historic District Preservation Soc. Rep)

Eligible to succeed

Term Expires: January 31, 2025

Nomination from the

Historic District Preservation Society

(Council’s Appointment)

The Historic District Preservation Society is recommending Toney Johnson to serve another term of office.

7. COUNCIL APPOINTMENTS- ANY NOMINATIONS WOULD BE LISTED FOR THE NEXT MEETING:

A. HISTORIC & ARCHITECTURAL REVIEW BOARD:

Alex Griggs
(Architect Rep)

Rotating off the board

Term Expires: January 31, 2025

Open for Nominations
(Council’s Appointment)

The terms are three years. Meets monthly.

Women: 6

Senatorial District 15: 10

Senatorial District 29: 1

B. PERSONNEL REVIEW BOARD:

Dennis Walsh

(Alternate Member 1)

Not Eligible to succeed

Term Expires: December 31, 2024

Open for Nominations
(Council’s Appointment)

Willie L. Belfield, Jr.

(Alternate Member 2)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Open for Nominations
(Council’s Appointment)

Donna D. Baker

(Alternate Member 3)

Appointed to Regular Member seat

Term Expires: December 31, 2024

Open for Nominations
(Council’s Appointment)

The terms are three years. Meets monthly.

Women: 4

Senatorial District 15: 5

Senatorial District 29: 5

C. VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY:

Monte Galbraith

Resigned

Term Expires: June 30, 2026

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