

Special Work Session Meeting Agenda 2 Park Drive South, Great Falls, MT Virtual Meeting by Zoom December 15, 2020 4:00 PM

Due to the COVID-19 health concerns, the format of the City Commission meeting will be held in a virtual video-conferencing environment. City Commission members and City staff will attend the meeting via a remote location, using a virtual meeting method.

In order to honor the Right of Participation and the Right to Know (Article II, Sections 8 and 9 of the Montana Constitution), modifications have also been made for public participation. Public participation is welcome in the following ways:

• <u>To register to attend the virtual meeting utilizing Zoom Webinar or to participate by phone</u>. Attendees must register in advance for the Commission Meeting: <u>https://us02web.zoom.us/webinar/register/WN_YEQTDYUkRoe_H2D0ehJkzA</u>

After registering, you will receive a confirmation email containing information about joining the webinar by Zoom or phone.

- <u>Attend in person</u>. The City will be following the Current Governor's Directives and the **Public Health Officer Orders regarding public meetings conducted by, staffed by or held in the facilities of the city**. Masks will be required, social distancing will be enforced, and the total number of persons in the meeting room will be limited to a maximum of 25. Public following these directives may view and participate in the meeting from the Gibson Room. Please refrain from attending in person if you are not feeling well.
- <u>Provide public comments via email</u>. Comments may be sent via email before 12:00 PM on Tuesday, December 15, 2020, to: <u>commission@greatfallsmt.net</u>. Include the agenda item or agenda item number in the subject line, and include the name of the commenter and either an address or whether a city resident. Due to tracking and dissemination requirements, written communication must be received by that time in order to be shared with the City Commission and appropriate City staff for consideration during the agenda item and will be so noted in the official record of the meeting.

CALL TO ORDER

PUBLIC COMMENT

(Public comment on agenda items or any matter that is within the jurisdiction of the City Commission. Please keep your remarks to a maximum of five (5) minutes. Speak into the microphone, and state your name and either your address or whether you are a city resident for the record.)

WORK SESSION ITEMS

<u>1.</u> Animal Shelter Request for Proposal (RFP) Final Analysis and Recommendations -- Chuck Anderson.

2. Waste Water Treatment Contract Review -- Paul Skubinna.

DISCUSSION POTENTIAL UPCOMING WORK SESSION TOPICS

ADJOURNMENT

City Commission Work Sessions are televised on cable channel 190 and streamed live at <u>https://greatfallsmt.net</u>. Work Session meetings are re-aired on cable channel 190 the following Thursday morning at 10 a.m. and the following Tuesday evening at 5:30 p.m.

UPCOMING MEETING SCHEDULE

Work Session -- Tuesday January 5, 2021 5:30 p.m.

Commission Meeting -- Tuesday January 5, 2021 7:00 p.m.

GFAS RFP Final Analysis and Recommendations

Presentation Outline

- 22-month look back
- RFP Fundamentals and Analysis
- Evolution of Proposals
- Resolving and Educating
- Recommendations

22-Month Look Back

- Commission Initiative Feb 2019
- City Staff directed to take lead on initiative– Jul 2019
- City Staff & Animal Foundation reps meet to discuss partnership Jul-Sep 2019
- Commission provides direction and approves RFP 5 No 2019
- Animal Foundation submits RFP response 24 Feb 2020
- City Staff provides limited analysis of initial response 3 Mar 2020
- Animal Foundation response to City Staff analysis 12 Mar 2020
- City Mgr. Recommends MCAAC/GFAS Partnership Proposal- 5 Jun/2020
- Animal Foundation presents summarization of RFP response -1 Jun 2020
- Animal Foundation submits two new proposal alternatives -24/3x 2020
- City forwards RFP Questions/Items for Clarification 3 Aug. 2020
- Clarifying meeting conducted for Financials and City questions 12 Aug 2020
- Animal Foundation provides responses to City questions -22 Oct 2020
- City Staff provides final analysis and RFP recommendations 15 Dec 2020

RFP Fundamentals and Analysis

- A request for proposal (RFP) is a business document that announces and provides details about a project, as well as solicits proposals from applicants to complete the project. RFPs require the stakeholder to review the proposals to examine their feasibility, the health of the bidding entity, the bidder's experience, project approach, ability to do what is proposed, and associated costs.
- An RFP analysis includes the evaluation of demonstrated industry experience, key personnel experience, project approach/background/understanding of effort to be undertaken, project procedures and timelines to accomplish, identified scope of work, and fees and expenses.
- The GFAS RFP required 3 community needs to be met;
 - Provide at least the same quality of care as that currently provided by the GFAS;
 - Not create inefficiencies or gaps in service between the duties assumed by the proposing body and those retained by GFAS; and
 - Result in substantial savings to the City of Great Falls

RFP Fundamentals and Analysis

- The two proposals lacked some basic RFP requirements that cause concern; no key personnel or project team listing w/resumes or bio's detailing experience, minimal historical animal service data provided, proposals lacked fee and expense detail to substantiate contract amount. The most recent proposal lacked relevant program or service experience, project approach, procedures, or timelines to accomplish.
- The bottom line is that while the proposals have drastically changed, the AF has not demonstrated meeting the criteria in the RFP, or demonstrated inherent knowledge or understanding of all GFAS functions. If a contract is awarded for \$475,000, the GFAS will be closed, the qualify of care the community currently has will not continue, gaps in service will occur, and there will not be a substantial savings to the City.

Evolution of Proposals

- The initial RFP response proposed the AF to assume responsibility for cat and dog adoptions and fostering, fundraising/community education via a services contract for \$475,000 per year. The proposal also included wording that <u>included closing GFAS</u>, and if it was not closed an initial contract price could not be determined
- The initial response clarification memo asked the City to remove reference about closing GFAS, and that a firm, fixed contract price couldn't be determined until the City figured out how much it costs to keep retained services
- June presentation summarized original proposal w/two highlights, facility & cost savings to City
- July presentation of entirely new proposal with two alternatives for the City Commission;
 - a) if contract not provided the AF would reorganize to pursue a different mission other than providing adoption services to the community, OR
 - b) the AF take over all functions of the GFAS (nøt cremation/animal control), for the same amount as the original proposal offered -- \$475,000.

Resolving and Educating

- The initial proposal relayed a \$475,000 cost for cat & dog adoptions/fostering/community education services. The proposal was caveated that a final, firm price could not be given until the City figured out their own costs for retained services.
- The final proposal stated two alternatives for Commission complete assumption of all GFAS duties for the same amount; \$475,000. Or, if no contract, the AF would pursue a different mission other than adoption services to the community.
- The actual animal capacity at the MCAAC is unclear; initial response states capacity at 171 animals, the second proposal states 258, but these numbers are based on reviewing the <u>animal intakes</u> populations at both GF and MCAAC. Again, just one GFAS function.

Resolving and Educating

- From a financial standpoint, and Finance Department validation, all presented current and projected statistics, city operational costs, and costs per animal cannot be validated. These amounts either forgot to include all revenues or are projected against one function the GFAS provides; animal intakes.
- The AF March clarification memo states; " a rejection of the RFP will not negatively impact the MCAAC, GFAS, or the community." Yet, the most recent proposal states if a contract is not provided the AF would reorganize to pursue a different mission other than adoption services.
- In the most recent presentation the AF reps stated that they would take over all GFAS duties including intake of strays. Conversely, during the Aug 12, 2020 meeting between staffs, an AF rep stated what we can't handle, we will not take in.

Resolving and Educating

- The AF used two methods to calculate an immediate \$300,000 cost savings to the city. However, when full revenues are included and the number of animals served (versus number of animal intakes) are substituted, the potential cost savings falls to between \$44,000 and \$108,000. These calculations were also validated by the Finance Department.
- Several Montana city's have successfully outsourced animal services to logal non-profits;

Location

Cost

- City of Helena - \$62,000 per year - City of Bozeman - \$132,000 per year - City of Billings - \$276,000 per year (proposed) - City of Great Falls - \$475,000 per year 33,000/69,500 50,000/114,500 110,000/161,500 58,500/81,500

City/County Populations

Recommendations

1. Change GFAS Operating Model Maintains community service levels Does not impact MCAAC operations CM directed to establish cost recovery % Time to implement 2. Reject RFP Concludes 22 month process Does not impact MCAAC operations Does not provide cost savings to City 3. Cease GFAS Adoption Services Reduces GFAS budget \$125K per year Current complimentary services will be reduced 4. Contract for all Services at Provides significant cost savings to City Risk as AF did not display ability to perform functions	RECOMMENDATION	PRO	CON	
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Market Based Cost Contract detail will need to account for all GFAS services	Market Based Cost		Contract detail will need to account for all GFAS services	
Substantial Cost Savings not provided to City			Substantial Cost Savings not provided to City	
Reduces animal welfare services to community			Reduces animal welfare services to community	
Closes Animal Shelter/Loss of cremation services			Closes Animal Shelter/Loss of cremation services	
5. No Cost Pilot Program Continues services to community Reduces adoption services to community	5. No Cost Pilot Program	Continues services to community	Reduces adoption services to community	
MCAAC reduces costs preceeding adoption		MCAAC reduces costs preceeding adoption		
Increase AF revenue approx \$230k per year		Increase AF revenue approx \$230k per year		
Reduces GFAS budget \$125K per year		Reduces GFAS budget \$125K per year		
6. Approve AF Initial Proposal at Continues services to community Reduces adoption services to community	6. Approve AF Initial Proposal at	Continues services to community	Reduces adoption services to community	
Market Cost AF reduces their pre adoption costs GFAS budget savings offset by contract cost	Market Cost	AF reduces their pre adoption costs	GFAS budget savings offset by contract cost	
Increase AF revenue approx \$230k per year		Increase AF revenue approx \$230k per year		
Reduces GFAS budget \$125K per year		Reduces GFAS budget \$125K per year		1

Agenda #1.

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City Manager's Office Memorandum

To: City Commission

From: Chuck Anderson, Deputy City Manager

Re: Animal Shelter Request for Proposal (RFP) Final Analysis and Recommendations

Date: December 10, 2020

The City Commission began an initiative in Feb 2019 to determine if the services provided by the Great Falls Animal Shelter (GFAS) could be merged with the adoption services provided by the MacLean Cameron Animal Adoption Center (MCAAC). The intent of the initiative was to find potential cost savings to the City. City Staff were directed to take the lead on the initiative in Jul 2019 and issued an RFP for Services Complementary to GFAS in Nov 2019. One submission was received from the Animal Foundation (AF) of Great Falls in Feb 2020, but due to the impact of the COVID-19 global pandemic, a full and final review and analysis was not provided.

BACKGROUND SUMMARY AND PROPOSAL INFORMATION:

1. The City Commission and Manager communicated that the requirement factors of this RFP request was to validate any applicants' ability to;

- Provide at least the same quality of care as that currently provided by the GFAS;
- Not create inefficiencies or gaps in service between the duties assumed by the proposing body and those retained by GFAS; and
- Result in substantial savings to the City of Great Falls

2. City staff began a review of the initial RFP response, and provided a limited analysis in Mar 2020. The AF submitted a clarification memo in March, then represented and summarized the original proposal in Jun 2020 (delayed due to COVID-19), and then submitted a completely new proposal response containing two alternatives in Jul 2020.

The initial RFP response proposed the AF to use the MCAAC to assume responsibility for cat and dog (only) adoptions and fostering, fundraising and community education via a services contract for \$475,000 per year with an annual CPI increase. The City would retain all other GFAS responsibilities/functions including the intake and release of strays, along with statutorily

required animal control services. The response also included verbiage stating this proposal and cost included the closing of the GFAS, and if it was not closed then the AF could not propose an initial contract price.

Other items of relevance in the initial proposal were;

- an increase in MCAAC staff from 13 (current) to 19 if the proposal is approved

- a reference to current capacity at the MCAAC at 47 dogs, and 124 cats (171 total)

- a reference to other Montana cities that have contracted with 501c (3) organizations for animal care and adoption

 - an indication that the MCAAC would need to undergo remodeling to accommodate the increased adoptable animals, and expansion of the outside areas including an addition of a dog exercise area. A \$100,000 cost was included in a later presentation document

- that the center would not serve any animals other than dogs or cats

- that the center would not take in stray animals and would not accommodate large animal turn-ins or hoarding cases

3. The Mar 2020 AF clarification memo contained a number of items, and desired to make it clear that the AF's suggestion for the city to close the GFAS was addressed in only one paragraph in AF proposal. Also, the AF stated that if that paragraph was removed, staffs concerns contained City's 3 March 2020 limited analysis would be eliminated.

The other items of relevance in the clarification memo were; a) the AF diligence and validation behind the \$475,000 cost to provide animal adoption and fostering, and community education/outreach, and b) a statement that the city needs to determine its' cost for retained services before the AF could finalize a firm, fixed contract price.

4. In Jun 2020, due to COVID-19, the AF summarized their original proposal, highlighting their proposed advantages of a contract. First, the AF highlighted their facility and the city acknowledges that the MCAAC is a facility designed and built to the most recent industry standards. Second, the AF highlighted a significant cost savings by comparing the annual number of animal intakes against the entire GFAS budget.

Unfortunately, the AF developed an entire budget based on animal intake, which is only one service that GFAS provides. Furthermore, the AF incorrectly portrayed total 2018/2019 GFAS budgets of approximately \$700,000 per year only garnering \$5,000-6,000 in revenue when revenues were actually \$150,000-156,000 annually. What this reflect again, is that the AF does not understand the number and types of functions performed by GFAS, nor the costs associated with operating a shelter. The AF expertise is in adoptions and fundraising.

5. In Jul 2020, the AF presented an entirely new proposal that gave the commission two options; a) if a contract is not provided, the AF would undergo a reorganization of their mission and stop providing adoption services to the community, or b) the AF would take over **all functions** of the GFAS (except cremation and animal control), for the same amount as the original proposal offered -- \$475,000. This second option for **all functions** of the GFAS did not

list numerous essential functions performed by GFAS; Licensing Program Management, Hoarding Case Management, Emergency Management Preparedness and Response, CCHD Isolation and Quarantine duties, and Law Enforcement and Court Testimony functions. These core services were absent from the presentation and not covered in any manner.

Additionally, in reviewing the presentation, the AF listed annual expenses, revenues, and profit/loss calculations (slide 6-9) that were inaccurate and assessed against a single service the GFAS provides, animal intake. This is a critically important component in the proposal, because it highlights *three items* that needed immediate clarification by the City. First, the AF was interchanging "projected", "amended", "proposed", and "adopted" budgetary information in their slides and calculations when "actual" budgets are the governmental and City standard. Second, the AF was not appropriately calculating GFAS annual revenues, leaving licensing income out of their calculations. This contributed to their entire statistics and cost for animal care slides (slides 6-9) information to be inaccurate. (Ref Finance Director August 3, 2020 Memo). Finally, understanding that the GFAS provides many more services than just animal intakes is a core requirement for any RFP response, and an industry norm.

Also, in this presentation, the AF cited (slide 14 & 18) a "just under a \$300K immediate savings to the City of Great Falls (FY21 Proposed Budget)", if this option was selected. On the surface, this seems accurate when using a \$767,514 proposed budget amount minus a \$475,000 contract with the AF. That computes to \$292,514. However, what's missing from this calculation are two principal items; a) the inclusion of all GFAS annual revenues, and b) the cost to perform the remaining essential functions (see above) of the GFAS. As these were missing, the Finance Director analyzed the FY 2021 Budget from an line item expense and revenue standpoint, and calculated the cost of providing these essential functions at \$185,077, and the additional excluded revenue at \$45,661.

Factoring those numbers into the proposal does not denote a \$300K savings. \$767,514 budget *minus* \$153,210 in total revenue equals \$614,304 cost to operate. Subtracting the cost to perform the remaining essential functions (\$185,077) leaves a \$429,227 balance/cost to operate. That's before paying \$475,000 or any amount to the AF to assume these services.

Furthermore, the presentation states (slide 15-16) that the \$475,000 contract price could be reduced, and offers that any reduction would occur after the city funding, additional fundraising, and a capital campaign to start an endowment occurs. There aren't any monetary reductions listed in the presentation, but there is a reference this could occur in a 5-10 year time period.

NOTE: As the 21 Jul 2020 AF presentation with new options was not forwarded to the Commission or City for review, the City forwarded the AF several RFP questions and requests for clarification on Aug 3, 2020. Those questions and the AF responses were received on 22 Oct 2020.

6. Staff from the City and AF were able to meet on Aug 12, 2020 to see if there was any clarity needed on the RFP questions, and for the Finance Department to explain the different budget types used by the city. The Finance Director was able to explain the City's government accounting methodologies, and the AF understood and agreed to use the "actuals budget" when making any representations on fiduciary matters.

As each City question was reviewed, there were concerns between the parties about the GFAS functions not listed as items the AF would assume as part of the \$475,000 proposal. As the functions were further discussed, the AF representatives stated on four occasions that; "the AF just needed to be taught how the GFAS does these functions, and they (the AF) would do them this way also." That was extremely concerning as it reinforced the City's perception that the AF did not understand, was not trained, or competent to assume all GFAS functions.

Before the meeting concluded, I had a conversation with the AF reps to relay that they should not compute costs per animal and/or operational costs solely against the number of annual intakes at the GFAS. Initially, there wasn't understanding as to why. I explained that intakes is only one function performed by GFAS, they were calculating an entire expense budget against a single line item, and that the entire GFAS budget needed to be calculated against the number of animals serviced and the functions performed by GFAS. There was acknowledgement and understanding.

7. On 22 Oct 2020, the City received the AF responses to the city's questions, accompanying exhibits, and an updated 21 Jul 2020 presentation. These items were distributed to the appropriate city departments and the following comments were provided:

a. <u>AF Budget 2015-2019</u>; The AF averages \$820,000 per year in donations with donations declining in the most recent years. That is compared against program revenue from animal services that averages \$80,000 per year while expenses from animal services average \$463,000 per year. It is unknown if the figures presented are actuals or budgeted amounts.

Fundraising and donations are not a reliable revenue stream, but make up as much as 98% of total revenue for the AF over the past 5-years. Salaries and benefits increased 240% and overall expenses have risen 73% in this 5-year period. Cash reserves ended at \$109,000, and an annual \$24,000 debt service (land purchase loan) remains until 2026. There is concern that any partnership will reduce donations.

b. <u>AF Proposed 5-Year Budget, and Summary of Assumptions/Methodology</u>: The AF does not reduce the City's contract amount as previously stated, and instead increases the contract amount in Year 5. Fundraising and donations remain critical revenue sources to support expenses and must average \$384,000 per year. Personnel costs increase 260%, from \$309,000 to \$806,059 in year 1, with staff increasing from 13-19 personnel. The AF notes that the \$190,400 personnel cost for Fundraising and Education will not be charged against the \$475,000 City contract, but with the mixing of staff percentage times and consolidation of Animal Shelter services into one entity, it was recommended that total personnel costs are

appropriate. The debt service line item increases to \$37,700 per year to support a \$100,000 loan to renovate the MCAAC to accommodate the increase in animals. Net change in cash flow decreases annually from Year 1 to Year 4. It is not clear what cash reserves exists for fundraising shortfalls and timing of cash flows.

c. <u>City of Great Falls Actuals and Projections</u>; The AF has two flaws in the computations contained in this spreadsheet. The first is that **all** GFAS expenses are compared against a single function the shelter performs, intake of animals. This is an inaccurate portrayal of expenses and improperly inflates costs per animal. To explain, GFAS does more than intake animals, they provide services and functions ranging from intake, outtake, microchipping, vaccinations, licensing, spay/neuter, cremation, lost and found, fundraising, emergency management, quarantine support to CCHD, hoarding, etc... The AF is only using animal intake numbers against a total budget to reach a cost per animal.

The second flaw is that the future forecast of operational expenses is calculated at a flat rate that does not factor in fixed costs, statewide property tax caps, and the city's budgetary process that would never allow budget growth from \$607,716 in FY 2020 to more than \$1,041,335 in one year. These two flaws, completely undermine any portrayed dollar computation in presentation slides 6-9, and any references to an immediate savings of \$300,000.

City staff edited, then validated the AF spreadsheet to accurately display a cost per animal, and it is attached. The years 2017-2020 were updated (highlighted in yellow) using the correct methodology to capture costs, and not once do they reflect a \$300,000 savings to the City, as the AF states. The average dollar amount saved varies from \$44,290 to \$107,965.

d. <u>AF Amended PowerPoint</u>; Item 7c above covers the problems with slide 6-9, and slides 14 & 18 remain inaccurate. There is not an immediate savings of \$300,000.

e. <u>Response to City Questions/Items for Clarification</u>; The City appreciates the AF codifying the answers to the queries relayed by the City. This will provide clarity in the months ahead.

Question #3; Why is it not advantageous for the MCAAC to partner with GFAS to take animals after the 72/96 hour hold period? The City disagrees with the AF statement that this pilot project achieves "no savings for either the City or the AF." In reviewing and understanding the practices and functions at both the GFAS and MCAAC, and understanding each entities cost to provide that service, there are cost savings and revenue to be realized. The city expends approximately \$125,000 per year on adoption services. If GFAS adoption services ceased, the City would save \$125,000. Furthermore, using the AF Assumptions for their future 5-yr projections, if the MCAAC took in the animals provided by GFAS after the 72/96 hour period, they would receive more than \$230,000 in direct animal program revenue. Together that adds up to more than \$350,000 in cost savings and new revenue.

Question #4; What could have accounted for the decrease in animal intake numbers prior to 2015, when the MCAAC opened? This question was asked from an industry perspective, and

understanding how animal welfare has matured within the City of Great Falls. The significant decreases in intake numbers are directly attributed to spay/neuter programs, robust licensing programs, increase in lost and found programming, and an increase in microchipping. With continued emphasis on those programs, intake numbers should continue to decrease.

Question #6; How will the AF satisfy the services/functions the GFAS does, but that are not listed in their presentation? The answers provided indicate the AF does not understand the work needed to perform these programs, nor how they are accomplished. For example, GFAS oversees a city wide licensing program. This entails the timely issuance, tracking, receipt, and reimbursement of money to numerous entities that sell the licenses to the community. In their response, the AF did not display that they understand the program, nor how they would provide that service. This was one of the items that the AF representatives stated that GFAS would need to teach them how they perform, and then the MCAAC would be able to assume that role.

For hoarding/quarantine functions, the AF relayed that they had "conversations with the Sheriff's office and believe they are capable of handling all actions to address such issues." City staff are not confident that conversations with the Sheriff formulate into the resources and staff experience needed to handle hoarding cases. This year, GFAS worked for months with the Sheriff's office, and used their years of hoarding experience to handle a case involving more than 175 animals pulled from private property. Additionally, the Sheriff's office does not handle quarantine cases. Those are handled by the CCHD, and there is no reference to understanding that, or how to perform that function.

For emergency management, the AF representatives stated that GFAS would need to teach them how they perform those functions, the training they would need, and then the MCAAC would be able to assume that role. Regarding how the AF would handle law enforcement/legal support, the AF relayed that staff would have to be "trained and directed" to cooperate with staff from the City's Prosecutor's office.

Question 7; Why did the AF compute all costs solely against intakes, and why weren't revenues added in? The MCAAC cites an immediate \$300,000 savings to the City. This has been discussed at length in this memo, and it is unknown why the AF computed an entire GFAS budget against a single function. Moreover, nowhere can a \$300,000 savings of be verified.

If you use the AF example, when you divide the GFAS cost to operate (\$574,402) by the number of GFAS animals serviced (4337) instead of the number of GFAS intakes (1322), you arrive at a cost per animal of \$132 (not \$434). The MCAAC took in 682 animals that year. Multiplying a cost per animal of \$132 against 682 MCAAC intakes results in a possible savings of \$90,024.

Question 9; In response to Commissioner Moe's inquiry, pls list the actual amounts that a contract will be reduced per year for years 1-5 of a contract. The AF response stated it was impossible to do so, even though slide 15 of the original and updated 21 Jul presentations say

the figure could be reduced. Of note is that in the 5 year projected future budget the contract amount increases.

The bottom line business case after reviewing all provided memorandums and presentations can be covered in three bullets; a) the AF hasn't shown it can provide substantial savings to the City b) the AF does not understand and is not trained to provide the GFAS services they state to assume. The AF understands adoptions and fundraising. c) if the City doesn't pay the AF \$475,000 per year, and the AF doesn't fundraise \$384,000 per year, there will be a loss in animal service and quality of care to the community.

RESOLVIING AND EDUCATING

In the course of the RFP process, there have been some statements made that need clarification, or education provided, so there is a record of the facts and mutual understanding;

- It has been inaccurately reported in the initial AF RFP response and other presentations that the adoption rate of the GFAS is 50%. That's not accurate, and troublesome as it lends credence to the respondent not having an understanding how industry computes adoption rates. For example, the AF uses intakes (733), and subtracts redemptions to owner (75), leaving 658 animals available for adoption, and 633 being successfully adopted. That computes to 96%.

The GFAS is an animal shelter, not just an adoption center, so the calculation is not that simple. During the same timeframe the GFAS had 1406 intakes. You then subtract 61 rescued animals, 26 animals released after information (license/microchip) completed, 338 animals classified as irremediable/court holds/feral/bites, and 385 redeemed. This leaves 596 animals available for adoption, of which 506 were adopted for an 85% adoption rate. That is the GFAS adoption rate.

- The City takes exception to the continual comments related to a donor divide and splitting of volunteer resources within the community. What is phrased as donor divide, is actually donor choice. The community has several entities that provide animal services to the community, and it is an individual's personal choice to donate to or volunteer at one, or more facilities. This is exhibited by the fundraising efforts accomplished by the AF, and also by the community with their contributions of almost \$500,000 towards the construction of the GFAS Cattery Addition. It is also exhibited by the more than 320 person volunteer force that have supported GFAS since 2007, as well as the volunteer pool that supports the MCAAC.

- Finally, all of the AF presentations include comments or verbiage about the needless duplication of expenses and efforts that occur at both facilities. To be clear, the MCAAC is an animal adoption center and provides that service to the community. The GFAS provides not only animal adoption, but other programs/services to the community that the MCAAC does not provide. Both entities complement each other, and are successful in serving our community.

Attachments;

- 1. RFP for Services and Operations Complementary to the GFAS, dated Nov 12, 2019
- 2. AF RFP response, dated Feb 24, 2020
- 3. City Limited Analysis Presentation, dated Mar 3, 2020
- 4. AF Response Clarification, dated Mar 12, 2020
- 5. AF Summarization of Initial Proposal presentation, dated Jun 1, 2020
- 6. AF 2nd Proposal, dated Jul 21, 2020
- 7. City RFP Questions/Items for Clarification, dated Aug 3, 2020
- 8. Finance Director MCAAC Financial Modeling Memo, dated Aug 3, 2020
- 9. AF Response to RFP Questions, dated 22 Oct 2020
 Exhibit A Animal Foundation Budget 14-19
 Exhibit B AF 5 Year Future Budget w/Assumptions & Methodologies
 Exhibit C AF Final Computations spreadsheet Amended (COGF Actuals and Projections)
 Exhibit D AF Amended 2nd Proposal, dated Jul 21, 2020
- 10. City Updated Exhibit C AF Final Computations spreadsheet (COGF Actuals and Projections)
- 11. CM MCAAC/City Partnership Proposal, dated Jun 5, 2020

Request for Proposal for Services and Operations Complementary to the Great Falls Animal Shelter

At a regularly scheduled meeting of the Great Falls City Commission, on February 5, 2019, under "Commission Initiatives", the Commissioners consented to the suggestion of Commissioner Robinson to explore a potential partnership with the Maclean-Cameron Animal Adoption Center (MCAAC). The initial exploration was conducted by Commissioner Robinson and Commissioner Moe.

On July 2, 2019, at a regularly scheduled work session of the City Commission, Commissioners Robinson and Moe reported that they had gone as far as they could go with the initiative and, without objection from the rest of the Commission, directed staff to take over exploration efforts.

Having conducted exploratory conversations with MCAAC representatives and having gathered relevant information internally and externally, City staff has recommended and the City Commission concurs that a request for proposals for services and operations complementary to the Great Falls Animal Shelter (GFAS) should be issued.

The successful proposal must establish that the proposed complementary services and operations will:

- Provide at least the same quality of care currently provided by the GFAS; and
- Not create inefficiencies or gaps in service between the duties assumed by the proposing organization and those retained by GFAS; and
- Result in substantial savings to the City of Great Falls.

Any proposal submitted is subject to the City's insurance requirements pursuant to OCCGF 3.8.140 - Insurance requirements and limits. Specifically, the proposal shall contain a description of the required insurance and limits as pertains to the type of service contract.

Any proposal submitted to the City shall also require approval of the contractor's accounting system (OCCGF 3.8.100) unless the cost for services is fixed. Otherwise, the proposed contractor's accounting system will permit timely development of all necessary cost data in the form required by the specific contract type contemplated, and the contractor's accounting system is adequate to allocate costs in accordance with generally accepted accounting principles.

Finally, the City Commission retains the authority to reject any proposal for any reason (OCCGF 3.8.070). Request for proposals or other solicitation may be canceled or proposals may be rejected in whole or in part, when it is in the best interest of the City. The option to cancel or reject shall apply whether or not it is specified in the solicitation.

Any information provided to the City of Great Falls is public information. Any proposal considered by the City Commission will be publicly discussed. Questions will arise during the course of that conversation that may require additional explanation, documentation, or verification from the proponent.

In terms of process, once the proposal is received, there will likely be additional questions or information needed to validate the proposal. If a majority of the City Commission are interested in the proposal concept, they will then direct staff to finalize the proposal in a formal agreement. The finalization process is envisioned to include meetings between the parties, work sessions with the City Commission, and Final Agreement ratification at a City Commission meeting.

The request outline is broad and flexible to allow for a variety of proposals. **All proposals are due January 8th at 3:00 PM.**

Specific Instructions: Please include Original Proposal and additional 3 copies.

Proposals must be mailed or delivered to: Office of the City Clerk Room 204, Civic Center P.O. Box 5021 Great Falls, MT 59403-5021

City of Great Falls Request for Proposals Animal Welfare Services

Section 1 - Proponent Information

Please provide the following:

- Organization Name
- Brief history of the organization
 - Incorporation date
 - Governance structure
 - Current services offered
- Organizational Chart
 - Number and types of positions
- Organization Bylaws

Section 2 - Statement of Intent

Please respond to the following:

- Why is the organization interested in providing a proposal to the City of Great Falls?
- What are the organization's long term goals as it relates to the animal welfare in the city, county and region?
- What challenges and opportunities exist to partner with the City of Great Falls Animal Shelter?
- Does the organization have any plans to expand its own services or facility in the future?
- What experience and ability does the organization possess to provide proposed services? Please explain in detail.

Section 3 - Animal Welfare Services proposed

- What specific service or services is the organization interested in providing to the City of Great Falls Animal Shelter?
 - What is the term of the agreement including the start date?
 - What animals are to be served?
 - Any limitations on the animal types or numbers or services that currently exist?
- Describe the organization's experience and capabilities.
 - How is the organization prepared, organized and, staffed, to provide the proposed services now and into the future?
 - What expertise does the organization have to provide these services?
 - What is the facility's capacity to provide the proposed service?
 - Are there any exceptions or limits on the amount of services proposed?
 - Please provide a timeline detailing the timeframe and steps needed to provide the service.

- Who would administer the service contract on behalf of the proponent?
 - Explain the complaint resolution process related to service concerns.
- What is the area served for the proposed service?
 - City, County, Statewide?
- Describe in detail, the proposed process for securing animals from the Great Falls Animal Shelter (if part of proposal).
- Demonstrate the organization's understanding of local, State, federal laws and guidelines relating to animal care.
 - What recognized (industry standard) guidelines does the organization follow?

Section 4 – Service Cost and Financial Requirements

- Describe the methodology and detailed cost for the services proposed.
 - Are the proposed costs fixed?
 - If not, what are the projected annual expenses to the City for the service?
 - If the service costs more than expected, how will organization address the deficit?
- Describe and demonstrate the financial capability and stability of the organization to provide the services proposed.
 - Please provide detail about the organization's budget for the past five years including:
 - Revenues (including donations)
 - Expenditures
 - Debt Service
 - Endowments
- The proposed service proposal may be subject to the State of Montana Prevailing Wage Rates. The proposer and any of their subcontractors doing work on this proposal will be required to obtain registration with the Montana Department of Labor and Industry (DLI). State of Montana Prevailing Wage Rates for Non-Construction Services are in effect for this contract (see attachment A). The CONTRACTOR must ensure that employees and applicants for employment are not discriminated against because of their race, color, religion, sex or national origin and the CONTRACTOR shall provide that at least 50% of the workers of each contractor working on the project will be bona fide Montana residents in compliance with 18-2-403 (1) and 18-2-409, MCA.

Section 5 - References

• Please provide references that the City may contact to discuss the qualifications of the organization to provide the proposed services.



Maclean-Cameron Animal Adoption Center

Enhancing compassion through education

February 24, 2020

Mayor and City Commissioners City Manager, In Turn Office of the City Clerk Room 204, Civic Center PO Box 5021 Great Falls, MT 59403-5021

Via Hand Delivery

Dear City Officials,

The Great Falls Animal Foundation thanks you for the opportunity to submit this Proposal in response to the City's Request for Proposals for Animal Welfare Services. The focus of this Proposal is on the future investment which can be put towards both improving animal welfare in Great Falls and saving the City a substantial sum of money.

As well as looking to the future, our Proposal documents the Foundation's commitment to build a state-of-the-art facility for homeless animals, which was done entirely with privately raised funds. The Maclean Cameron Animal Adoption Center has now been fully operational for close to five years and has attained a high level of animal care and rate of adoption. The Foundation has fully supported the Center through active fundraising efforts and income from operations.

The way things stand now, the City Animal Shelter and the Center operate independently of each other, while services are needlessly duplicated. The City operates with an aging shelter which competes with the Center for private donations and with other City departments for scarce tax dollars. The number of adoptions at the Center now exceeds the number of adoptions from the City shelter, and the Center accepts a large percentage of local animal intakes. Yet because of the duplication of efforts, this has not led to a corresponding savings to the City's taxpayers.

If the Foundation's Proposal is accepted, all animals can be housed in a healthy environment, volunteer and donor efforts can be consolidated, and the City will have more funds available to dedicate to other areas of public need. The City can transition out of the animal adoption business and direct its expenditures to animal control and stray intake, while the Center can focus its efforts on providing superior animal care and adoption services.

We trust that you will give serious consideration to our Proposal and we stand ready to address any questions or concerns the City may have.

Respectfully,

Khn Huber, Trustee Great Falls Animal Foundation

MacleanCameronAnimalAdoptionCenter.org | (406) 727-7387 | 900 25th Ave NE, Great Falls, MT 59404 | P.O. Box 3426, Great Falls, MT 59403



Fostering a caring community for animals by providing shelter, advancing animals welfare and promoting the bond between animals and humans through innovative programs, education and service.



Proposal of

Animal Foundation of Great Falls

In Response to

Request for Proposal for Services and Operations Complementary to The Great Falls Animal Shelter

Submitted by Board of Trustees of Animal Foundation of Great Falls

RESPONSE TO CITY OF GREAT FALLS REQUESTS FOR PROPOSALS FOR ANIMAL WELFARE SERVICES

Section 1: PROPONENT INFORMATION

Organization Name: Great Falls Animal Foundation (hereinafter referred to as "Foundation"), DBA Maclean-Cameron Animal Adoption Center (hereinafter referred to as "Center").

Brief History of the organization:

Incorporation date: November 4, 2002

Governance: The Foundation is a 501(c)(3) with a Board of Trustees operating in compliance with applicable Montana law (MCA Title 35, ch. 2) and Federal tax law.

Current Services offered:

Adoption: First and foremost, the Foundation maintains a very high adoption rate. For example, in fiscal year 2018-19, the Center had an adoption rate of 96%. Specifically, the Center had 733 intakes of which 75 were redeemed as strays by their owner. The number of animals available for adoption was 658 of which 633 were adopted, yielding an adoption rate of 96%. By contrast over the same period, the City had 1406 intakes of which 385 were redeemed as strays by their owner. The number of animals available for adoption by the City was 1,021 of which 506 were adopted, yielding an adoption rate of 50%. This data which is derived from the City's Animal Shelter Comparison, dated October 15, 2019 (Exhibit A), suggests that under a contract for services between the Foundation and the City, the City could focus on animal control (its legal responsibility) and initial intake of stray animals while the Center focuses on providing appropriate screening, veterinary services, and adoption opportunities after the initial 72/96 stray hour hold period expires and for animals surrendered by citizens in the service area. The Center focuses on a "sustained adoption" objective by utilizing a program derived by the American Society for the Prevention of Cruelty to Animals called "Meet Your Match." (Exhibit B)

Intake of <u>surrendered</u> animals: People surrender animals for a variety of reasons: changes in living situations, allergies, inability to meet the animal's needs, etc. Intake at the Center follows a capacity for humane care model. Considered in the base capacity calculations are: Physical holding capacity, adoption driven capacity and staff capacity to handle daily care and flow through. (Exhibits C and L)

Intake of <u>stray</u> animals: This includes 72- and 96-hour waiting periods before the animals are assessed and deemed available for adoption. If the animal does not have any identification tags or microchip, the animal will be held for 72-hours (excluding Sundays, Mondays and holidays). If the stray animal arrives at the Center with some form of identification, staff makes many attempts to contact a possible owner. If after 96 hours (excluding Sundays, Mondays and holidays) no one has presented proof of ownership staff assesses the animal for adoptability. During these periods of time the Center shares information on animal-related Facebook pages. This policy is adopted from the City of Great Falls Animal Shelter (GFAS) Policy Handbook found on the City of Great Falls website on the date of this Proposal. (Exhibit D) Note that many of the terms used are as defined in the City Ordinance. (Exhibit E)

Microchipping: The Center provides microchip services for the public for a fee.

1

Sale of City licenses: The Center sells licenses for the City of Great Falls. Currently, the City keeps 80% of the fees and the Center retains 20%. This is the same as the amount paid to veterinarians in town who choose to sell the licenses. Of note: The Center only sells cat and dog licenses. It does not issue permits of any kind.

Spay/neuter services: These are offered as a service to animals adopted from the Center which have not been altered prior to adoption. The cost of the alteration is paid by the adopter. This price is set such that it is not lower than what is available to the public by the veterinarian offering the service for the lowest price in town. The adopter is not required to utilize the services provided at the Center and is allowed to utilize the services of any veterinarian.

Transfer partnerships and relationships with other rescue organizations: This includes agreements with organizations which attempt to find homes for animals which may be considered unadoptable, such as cats with feline leukemia. Some of these agreements are reciprocal. Organizations include: 1. Pug Pals (Greater Boise Pug Rescue and Placement, and Great Falls chapter), helping to place both pugs and other dogs; 2. Tails as Old as Time (Lewistown, Montana), a foster-based organization helping to place senior dogs. 3. Dedman Foundation Animal Shelter (Fort Benton, MT), allowing transfers from our Center to theirs, providing an expanded 'audience' of potential adopters for animals that have been at our Center for an extended period of time. 4. AniMeals (Missoula, Montana), accepting transfers of special needs cats, including those with feline leukemia, feline immunodeficiency, diabetes and senior cats. The Center has also taken transfers from California, Idaho, Arizona, Arkansas and Dillon, Montana.

Educational programs: Kids' Camps are offered 6-8 times a year, depending on enrollment. During the last year, over 200 students in grades K through 6 participated in these camps. Humane education opportunities are also provided to community service groups.

Volunteer opportunities: The Center provides volunteer training for those wishing to help at the Center in a variety of ways. These volunteer opportunities allow for both animal and non-animal interaction. Volunteer activities include animal grooming, dog walking, cat and dog enrichment, housekeeping and administrative tasks. Currently, the Center has a range of volunteers from preschoolers reading to animals to Senior Citizens with medical challenges providing enrichment to cats. This past year the Center and local Optimist Club leaders worked together to form the first of its kind animal related-club, Waggin' Tails.

Facility room rental: The Center provides room rental for meetings, trainings and parties. Currently, the Center offers birthday party packages.

Cremation: The Center serves as a place for drop off of deceased pets that are then cremated by 406 Pet Crematory. Upon completion of this service, 406 Pet Crematory returns the ashes to Center for client pick up.

Organizational chart:

See the attached. (Exhibit F)

Organization Bylaws:

See the attached. (Exhibit G)

Section 2 – STATEMENT OF INTENT

Why is the organization interested in providing a proposal to the City?

The Foundation's vision in building the Center was to construct a facility to shelter the City's homeless dogs and cats in the most healthy, affordable environment while working to facilitate their adoption into their forever homes. The Foundation has since carried that vision into reality, having built and successfully operated the Center for nearly five years, all funded through donations and income from Center services. The Foundation is proposing to offer the City use of the Center under the terms of a service contract for three reasons:

- So that all --- and not just some --- of the City's homeless dogs and cats can benefit from being housed in a healthy, uncrowded environment that meets acceptable industry standards for care while awaiting adoption;
- 2. So that City taxpayers can benefit from the tax savings that will occur both by way of reduced annual expenditures and anticipated expenditures to update or build a new City shelter;
- 3. To advance the cause of animal welfare in the City by combining established volunteer and donor resources.

The City and Foundation have been in discussions regarding a potential business arrangement to improve shelter conditions for homeless and surrendered animals for close to 20 years. In 2007, the City hired Kim Staton, a certified animal welfare administrator (CAWA) and nationally recognized expert, to evaluate conditions at the City shelter. Staton submitted her report to the City concluding that the existing City shelter which was built in 1972 was "outdated and in desperate need of replacement," and that it was "not salvageable as an animal shelter." (Staton Report – Exhibit H)

Just over ten years ago, the City Commission approved a decision to work with the Foundation to explore construction of a new animal shelter. (City Commission Work Session Minutes, January 5, 2010) The Foundation retained an architect and initial architectural plans were approved by the Great Falls Design Review Board. Notwithstanding the Staton report, and due to other financial constraints, on May 18, 2010, the City Commission decided that it could not contribute the three million dollars in construction costs which the Foundation requested from the City. (City Commission Meeting Minutes May 18, 2010) Following the City's decision, the Foundation decided to pursue construction of what is now the Maclean-Cameron Animal Adoption Center, breaking ground in 2010 and opening for business in 2015.

The Foundation's goal was to design and build a shelter that would incorporate all the best practices for the care and treatment of the dogs and cats that would be housed there for adoption, to include health, safety, enrichment, quality of care and overall well-being. To this end the Foundation retained the services of Kim Staton, who had previously been retained by the City, and other experts to assist in the design of the shelter to ensure it met industry standards to include: air exchange; the space to be allocated for housing each animal; optimum sound barriers; lighting and daylight; floor and wall covering; configuration and make up of cages; odor control; and sanitation. (Exhibit H) For example, cats housed in shelters without adequate air exchanges are affected by respiratory infections at a significantly higher rate. This is consistent with experiences reported at the City Shelter in April, 2010. (City Commission Work Session Minutes April 6, 2010) The respiratory infections resulting from inadequate air exchanges result in increased veterinary costs, suffering for the animals, and negatively affect adoption rates. For that reason, the Foundation chose to invest in an air exchange system with separate zones for animals with various needs, to include those in medical isolation, newly incoming, and those cleared for adoption. The Center's air exchange system in these areas provides up to 12 fresh air room exchanges per hour in order to reduce the spread of infection.

Having completed construction of a state-of-the-art facility in 2015, the Foundation turned to its primary mission: meeting or exceeding standards with regard to the care and treatment of its shelter animals. The following authorities and guidelines were consulted and adopted in developing and implementing standards: Association of Shelter Veterinarians [ASV] (*Guidelines for Standards of Care in Animal Shelters, 2010*); American Humane Association[AHA] (*Operational Guide: Sanitation and Disease Control in the Shelter Environment*); American Society for Prevention of Cruelty to Animals [ASPCA] (*Shelter Care Checklists: Putting ASV Guidelines into Action, 2012*); and Humane Society of the United States [HSUS] (*Shelter Design*). (Exhibit I) Upon completion of research, the Foundation adopted its own operational policies all consistent with these standards of care. One such example is the commitment to ensure all animals in the Center enjoy the "Five Freedoms," promulgated by ASV. (Exhibit J)

Five Freedoms:

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

Prior to opening, and to ensure staff were knowledgeable and experienced in carrying out best practices, the Center retained Jennifer Orme to do onsite education at the facility. Ms. Orme was recommended to the Foundation by Kim Staton. The Foundation also consulted Tami Mc Reynolds, DVM who was the ASPCA Northern Tier Veterinarian for guidance regarding shelter sanitation. After operating for three months, the Center requested an onsite visit from Mr. Blaine Lorkirwicz, Shelter Animal Manager for Heart of the Valley. He assessed then current practices and offered suggestions regarding animal related operations. In addition, animal shelters across the State, to include Heart of the Valley in Bozeman and Lewis and Clark Humane Society Shelter in Helena, offered resources and opened their doors to Foundation personnel for tours of their established facilities.

To remain on the cutting edge of best practices and knowledge in shelter care and successfully operating a non-profit business in Montana, the Center maintains memberships in a number of professional organizations. They include the Association of Animal Welfare Administrators [AAWA], Shelter Animals Count, and the Montana Nonprofit Association. AAWA's foremost goal is to encourage and promote a professional approach to management of animal care. It strives to provide valuable resources unique to animal welfare. The AAWA's Best Practices and Emerging Trends Committee has developed tools to guide the industry toward program management that follows industry standards, ethical behavior, and that contribute to our shared goal to find happy, healthy, lifelong homes for companion animals. Shelter Animals Count is a collaborative initiative formed by a diverse group of stakeholders to create and share a national database of sheltered animal statistics, providing facts and enabling insights that will save lives. By creating standardized reporting and definitions for shelter statistics including intake, adoptions, return-to-owner, transfers, euthanasia, and shelter deaths the Shelter Animals Count organization seeks to increase positive outcomes. The mission of Montana Nonprofit Association is to provide leadership for Montana's nonprofit sector and partner with charitable nonprofits to promote a sustainable, networked and influential sector. The Center also participates in monthly group calls among shelter and operation directors within the state of Montana, collaborating with other professionals regarding all aspects of animal welfare.

The Foundation has worked to make the Center as efficient and effective as possible. For a listing of the operational services and systems being used, see discussion at page 9 of this Proposal under "Staffing and Organization."

In sum, consolidation of efforts would fulfill the earlier vision shared by Foundation and City officials that one modern facility providing high quality animal care could best handle animal adoption services. It appears to be a needless duplication of expense and effort to have two neighboring shelters in a City where both public and private resources are relatively scarce. Because the Center was constructed entirely with donated funds, this has resulted in great savings to the City's taxpayers. Now that the Center has been built and in operation for over four years, it makes sense for the City taxpayers to benefit from this state-of-the-art facility.

Finally, a service contract between the City and the Foundation holds the potential to save taxpayers operating costs as well as avoiding anticipated future costs to make the much-needed improvements to the current City Shelter. There are ongoing, unexpected costs to the City in maintaining its existing shelter. The Center's intake of stray and surrendered animals since opening in August, 2015, has reduced the number of animals that would have otherwise been taken to the City Shelter. For example, last fiscal year one-third of the animal intake of area animals was handled by the Center. (Exhibit A) Despite the reduction of its animal intake by almost 50% since 2008, the City's operational costs and associated annual budget have risen. (Exhibit K) This point is well illustrated by the below Table.

Fiscal Year	Number of Intakes	Annual Budget- Amended	Annual Budget- Actual
2008	2539	\$422,000	\$588,930
2009	2295	\$513,544	\$714,227
2010	2282	\$570,431	\$547,687*
2011	1995	\$725,924	\$592,630*
2012	1720	\$525,864	\$483,760*
2013	1631	\$515,305	\$575,240
2014	1622	\$558,100	\$537,240

City of Great Falls Animal Shelter Intake and Associated Budget History

Fiscal Year	Number of Intakes	Annual Budget- Amended	Annual Budget- Actual
2015**	1488	\$608,633	\$585,803
2016	1316	\$629,330	\$586,427
2017	1296	\$647,856	\$608,942
2018	1406	\$707,527	\$662,126
2019	1322	\$729,544	\$668,023

Amended Budget: Shows the adopted plus authorized budget amendments for the fiscal year. Actual Budget: Shows the audited financial information for the fiscal year.

*Numbers pulled from Animal Shelter Update given by Jennifer Reichelt at 11/05/2013 work session meeting.

**Changed from calendar year to July-June fiscal year. As of 02/03/20, the Great Falls Animal Shelter website states, "Beginning in March 2015, the Shelter began providing statistical data based on a fiscal year time frame (July – June), in order to be consistent with the City's financial reporting methods. Previously (prior to Fiscal Year 2015), the Shelter reported data on a calendar year basis (January-December). Older Shelter annual reports are still available online (data dates back to calendar year 2008). Those reviewing the data should distinguish the difference in reporting structure when making comparisons and reviewing the numbers," "Annual Reports," City of Great Falls: Animal Shelter, https://greatfallsmt.net/animalshelter/annual-reports)

As of 02//03/20, the Great Falls Animal Shelter website also states, "The GFAS is operated under an annual budget of approximately \$529,000. Approximately 2166 animals are brought into the shelter on a yearly basis." ("About The City of Great Falls Animal Shelter." City of Great Falls: Animal Shelter, https://greatfallsmt.net/animalshelter/welcome-city-great-falls-animal-shelter). We are unable to align this statement with any of the information we gathered from the City of Great Falls website budget information as of 2.4.20. Ultimately, it makes good economic and practical sense to consolidate scarce resources, rather than having the City and Foundation compete for service income, donations and volunteers. Currently the donor and volunteer base within Great Falls are unnecessarily divided.

What are the Foundation's long term goals as it related to animal welfare in the city, county and region?

The Foundation's goals include:

- Optimizing humane treatment and care of dogs and cats and actively promoting adoption and fostering
 of surrendered and stray animals. The Foundation staff will continue to run adoption events, both on
 and off the Center premises and promote available animals through our website, Facebook and other
 animal-related resources.
- 2. Promoting spay and neuter efforts. It has always been the goal of the Foundation to alter animals prior to allowing adoption. However, when the Center opened, all donations were needed to finance operations. Therefore, we required a spay/neuter deposit for all unaltered animals being adopted from the Center. As the years have passed and funding availability increased, the Center now adopts out only a minority of its animals prior to spay/neuter. The Center collects the legally required deposit for those which are not spayed or neutered prior to adoption.
- 3. Responsibly Managing Animal Inventory. MCAAC will not euthanize for space or length of stay. Every dog or cat that comes to the Center is medically and behaviorally evaluated. Once an animal is deemed adoptable, the Center will care for these animals as long as it takes to find them a home. We take seriously our responsibility to our community to adopt back out only those animals that can be humanely managed and are safe around people and other pets.
- 4. Advancing humane education on the care and treatment of animals. The Foundation hopes to expand working relationships with local dog trainers and enhance current practices designed to prevent surrender of adopted animals. This will help pet owners resolve common behavioral and medical issues after adoption and fostering. In addition, the Center plans to conduct monthly after-school student workshops to facilitate its goal of improved animal welfare amongst future generations.
- 5. Funding operations. The Foundation recognizes that fundraising will remain one of its primary goals, and it has been very successful in these efforts over the years. The organization raised the funds to build a \$5 million, state-of-the art facility and has sustained operation of the Center for over four years without any governmental funding. The Foundation will continue to focus on these ongoing fundraising efforts no matter the outcome on the City's decision on this Proposal.

What challenges and opportunities exist to partnering with the City:

Opportunities:

A service contract between the City and the Foundation offers the opportunity to adopt the business model utilized by other Montana communities which recognize the value of allowing 501(c)(3) organizations to focus on animal care and adoption while the public entity fulfills its statutory animal control responsibilities. For example, the Cities of Billings, Bozeman and Helena have wisely adopted this approach to animal management and care. In those communities, animal care, education and adoption services are contracted out to

non-profit entities, like the Foundation. In this fashion, the public entities are not competing with a non-profit to provide these services.

As noted above, a services contract offers the opportunity for the City's taxpayers to secure the advantages of improving animal welfare while saving tax dollars and avoiding the anticipated costs associated with maintenance and upkeep of the aging City shelter or the need to build a new facility.

One challenge to the City is that its requirement for paid staff would likely be reduced below the 10.25 full time positions currently budgeted for the GFAS. While staffing reduction is a challenge, note that in recent years the City has closed the Natatorium and outsourced management of the golf course in the interest of greater efficiencies. Ultimately, the City must be a good steward of tax dollars and take appropriate steps to maximize services while minimizing costs.

Does the organization have any plans to expand its services or facilities in the future?

If the Foundation's Proposal is accepted, it is anticipated that the Center would be remodeled within its current exterior footprint to accommodate the increased number of animals available for adoption. Staff is currently evaluating options to determine the most cost-effective means to increase capacity. Funding options for this accommodation have been considered and, due to positive relationships with donors and bankers, these options appear to be within the financial capabilities of the Center.

Consolidation of adoption services would require the Foundation to hire more staff to effectively manage the increased number of cats and dogs in the care and custody of the Center. The industry standard for basic care that each animal should receive begins at an average of 15 minutes of staff time per day. This includes time for socialization, exercise and sanitation. Our facility has calculated this number at closer to 20 minutes to account for the care of high need animals. The Foundation has used these standards to develop its staffing and cost projections in this Proposal. (Exhibits C and L)

The Foundation plans to continue its positive relationship with the Great Falls Public School District and begin outreach in classrooms. The initial target audience is first grade students in conjunction with their science curriculum.

The Center anticipates expanding its outside animal areas (currently consisting of dog runs and protected "catios") through the addition of a contained outside dog exercise area.

What experience and ability does the organization possess to provide services:

As discussed earlier in response to the question "Why is the organization interested in providing a proposal to the City?", the Trustees and staff have studied and adopted best practices recommended by the Association of Animal Welfare Administrators (AAWA), American Society for the Prevention of Cruelty to Animals (ASPCA), Humane Society of the United States (HSUS) and Association of Shelter Veterinarians (ASV) in developing procedures and position descriptions for supervisory staff and kennel technicians. All kennel technicians are fully trained in their jobs and are appropriately supervised by senior technicians and the Operations Director. In addition, a veterinarian provides services and direction regarding the physical care of animals.

Board Trustees and senior staff have visited other similarly situated animal adoption centers throughout the United States to observe the practical application of animal welfare management. The Center utilizes current, up to date electronic management tools relating to volunteers, donors and animal care and adoption. The matrix used for filling Board of Trustee vacancies provides a formula that capitalizes on professionals in the areas of finance, accounting, law, business management, fundraising and animal care. Guidance on best practices for operating a non-profit is provided to the Center through resources and training by virtue of its membership in the Montana Nonprofit Association.

Section 3: ANIMAL WELFARE SERVICES PROPOSED

What specific service or services is the organization interested in providing to the City of Great Falls Animal Shelter?

As discussed above, the Foundations will provide superior animal care, adoption services, and education.

The Foundation proposes to utilize the Center to assume all responsibility for animal adoption and fostering services, fundraising, and education to the community. The City would retain responsibility for the intake and timely release to owners of stray animals, along with its statutory responsibility for animal control services. The Center would no longer accept strays.

What is the term of agreement including the start date: Initially, the Foundation proposes a three-year contract running from July 1, 2020 through June 30, 2023.

<u>What animals are to be served</u>: The Center would serve owner-surrendered dogs, puppies, cats and kittens, meeting the criteria currently utilized by the City of Great Falls Animal Shelter (GFAS) for intakes, as well as unclaimed strays turned over to the Center from the City Shelter once the stray hold periods have expired. These hold periods allow redemptions within 72 hours for animals without identification and 96 hours for animals with identification.

Limitations on the animal types or numbers or services: The Center will not intake stray animals or species other than cats or dogs. Center capacities are as stated in the spreadsheet. (Exhibit A) The Center currently can accommodate 47 dogs and 124 cats. If this Proposal is accepted, the Foundation will adopt the same exclusionary language set forth in the City's policy manual, most current version available on City's website, GFAS Policy Manual, Revised – January 2016 (Exhibit D), which states as follows: "The GFAS does not accept any animals that have potentially infectious disease or illness, or have extreme behavior issues, including but not limited, to biting or signs of aggression. Animals that the owners believe to have aggressive behaviors will not be accepted. It is the owner's responsibility to seek out training for the animal or a more suitable home. If the owner believes euthanasia is the right decision, it is the owner's responsibility to seek this service from a veterinarian."

Describe the organization's experience and capabilities:

How is the Center prepared, organized and staffed to provide the proposed services?

Preparation: If the Foundation's Proposal is accepted, it is anticipated that a transition period will be necessary prior to implementation of a services contract. As discussed above, this would entail structural modifications to accommodate a larger number of animals and hiring additional staff to manage and care for the increased number of dogs and cats.

The Foundation also recognizes the necessity of fundraising and will maintain its fundraising efforts irrespective of a business relationship with the City. The Foundation has historically been extremely successful with fundraising. For example, the Foundation raised \$1.6 million dollars in a period of 24 months during the "Get out of Debt" campaign.

Organization: The Foundation strives to make the Center run as efficiently and effectively as possible. To that end, it utilizes up to date electronic tools to streamline operations and save time, money and animals. Donor management, fundraising and volunteer management systems optimize financial and human resources.

Staffing: In order to 'right-size' staff, the Foundation uses a formula designed by the University of California Davis Veterinary Medicine Koret Shelter Medicine Program for optimum care of animals based on actual needs. This formula allows for computation of a ratio of animals to staff in order to operate a model based on a 'capacity for care.' (Exhibit L) Center staff also receive continuing education and training through Animal Care Expo, Fred Pryor Seminars, AAWA conferences, and Pet Pro workshops. See exhibit M for a proposed staff organizational chart.

What expertise does the organization have to provide these services?

This was covered extensively above in Section 2 (<u>Why is the organization interested in providing</u> <u>a proposal to the City</u>?). As noted throughout this Proposal, the Trustees and senior staff have studied and adopted industry standards and best practices in all aspects of operations. To recap, they include many national standards, the 2007 Staton report (Exhibit H), and those of similarly situated shelters in Montana such as Heart of the Valley. These standards have been incorporated into operating guidelines and position descriptions.

What is the facility's capacity to provide the proposed service?

Are there any exceptions and limits on the amount of services proposed?

Consistent with past experience and good practice, the Foundation does not believe it can or should be required to accommodate large turn-ins of animals seized from animal hoarders. As stated above, the Foundation would expect to adopt the same exclusionary language set forth in the City's policy manual (Exhibit D) regarding animal intakes.

The Foundation also does not believe it should assume any responsibility for cremation. The City has committed to building a new incinerator and there are other options available in the private sector.

Timeline detailing the timeframe and steps needed to provide the service: The Foundation would be prepared to begin a contractual arrangement on July 1, 2020.

Who would administer the service contract on behalf of the Proponent?

This is open to negotiation. The Trustees are prepared to make both the Executive Director and Operations Director available to perform this function. A subcommittee of the Board of Trustees could also be made available.

Explain the complaint resolution process related to service concerns.

Citizen complaints would initially be addressed by the Center's Operations Director. If not resolved at that level, complaints would go to the Center's Executive Director. It is assumed that if the City and the Foundation enter into a service contract the terms of the contract would provide a means for resolution of concerns as between the two entities.

What is the area served for the proposed services?

Animals will be accepted on the same basis and policies currently followed by the City. (Exhibits D and E)

Describe in detail the proposed process for securing animals from the Great Falls Animal Shelter:

The close proximity of the City shelter to the Center simplifies the process of transporting animals between the two facilities. All qualifying animals will be taken to the Center at which time the Center will assume ownership of the animals. In addition, continuity of care will be ensured in that Dr. Tim Gilligan, provides professional veterinary services for the Center, the City of Great Falls Animal Shelter and the City of Great Falls Animal Control.

Demonstrate the organization's understanding of local. State, federal laws and guidelines relating to animal care:

State law is generally set forth at Montana Code Annotated Title 7, chapters 23, parts 41-42. The Center fully complies with State law pertaining to adoption and spay/neuter as set forth at MCA 7-23-4201 through 4203. As this Proposal does not contemplate animal control, those statutory requirements are not addressed here.

The City of Great Falls has supplemented State law through Title 6 of the City Code. The Center is fully compliant with all requirements regarding registration, anti-rabies vaccines, quarantine periods and medical care. Additionally, the Trustees are confident that the Center provides care that is compliant with internal City policies regarding operations of its shelter.

Federal criminal laws have limited applicability and are not addressed in this Proposal.

What recognized guidelines (industry standards) does the organization follow?

As discussed above, the Center follows standards and practices promulgated by the American Humane Association, American Society for the Prevention of Cruelty to Animals, Association of Animal Welfare Administrators, Association of Shelter Veterinarians, the Humane Society of the United States, Montana Nonprofit Association and best practices followed by other Montana shelters which are run by 501(c)(3) entities. The Foundation ensures that staff receives continued education through workshops and literature from organizations which follow standards set forth by the aforementioned organizations.
Section 4 – SERVICE COST AND FINANCIAL REQUIREMENTS

Describe the methodology and detailed cost for the services proposed:

<u>Are the proposed costs fixed</u>? The Foundation will charge a fixed amount to the City in order to ensure that the City's costs are predictable. Budgetary information found on the City of Great Falls website illustrates the fact the City's operational budget has increased annually (Exhibit K).

Projected annual expenses to the City for the service.

If the Great Falls Animal Shelter closes all operations the Foundation proposes an initial service contract price of \$475,000 adjusted annually by the Consumer Price Index (CPI). The initial CPI shall be based on the CPI on the first day of the month such agreement is signed. This is over \$250,000 less than the City's 2019 Amended Budget for the City Shelter.

However, if the City Shelter is not closed, the Foundation cannot propose an initial contract price without knowing the level of services that the City would maintain and the costs and income associated with such services. Addendum #3 to the Request for Proposals, dated February 7, 2020, states as follows: "Discussions may be conducted with responsible offerors who submit apparently responsive proposals for the purpose of clarification, to assure full understanding of and responsiveness to the solicitation requirements." While the Foundation believes it has fully complied with all solicitation requirements, it is unable to develop an accurate projection of its costs absent a full understanding of the City's costs for its retained services. This information is essential to the Foundation providing a proposed contract price which will result in substantial savings to the City. Upon receipt of this information, the Foundation will provide a firm contract price for its proposed services.

City expenses could be offset by increasing the revenue through raising current license fees. Per City Animal Ordinances all dogs and cats over the age of 4 months must be licensed and a current rabies vaccination is required for all dogs and cats over the age of 4 months. A City license cannot be sold without proof of the rabies vaccination.

Proposed License Fees:

Yearly Animal Registration (altered):	\$24 (currently \$15)
Yearly Animal Registration (unaltered):	\$48 (currently \$30)
Lifetime Animal Registration (altered only):	\$150 (currently \$75)

The Center will require a license for all adopted animals. The Center will enter license information at the time of sale in a database shared by the City of Great Falls and Center.

The Center will utilize the services of the City of Great Falls for all animal cremation needs at a price discounted from retail.

If the service costs more than expected, how will the organization address the deficit?

As noted earlier, the Foundation has exemplary fundraising skills through donations from a consistent donor base. In addition, the Foundation has built up tremendous credit with local lenders due to its success in the "Get out of Debt" capital campaign.

Describe and demonstrate the financial capability and stability of the organization to provide the proposed services:

<u>Capability:</u> Historically, the Foundation has conducted successful fundraisers and fundraising is an ongoing core activity. The Foundation utilizes the services of professionals such as certified public accountants and financial advisors.

Stability: Past success in fundraising, securing donations and shelter income, and providing educational programming.

Please provide detail about the organization's budget for the past five years* including: (*The Center has been in operation for four years.)

Revenue: Included in Exhibit N.

Expenditures: Included in Exhibit N.

Debt Service: Included in Exhibit N.

Endowment: No endowment exists at this time. Upon the completion of all debt payment, the Foundation hopes to establish an endowment. This is a best practice and was discussed with the Montana Community Association.

Prevailing wages and contracting issues:

The Center believes that it is not required to pay prevailing wages, as per recent guidance from the Montana Dept of Labor and Industry. Specifically, the proposed services do not meet the definition of non-construction services for which prevailing wages must be paid. See MCA Section 18-2-401(9). Also, the requirement under MCA 18-2-409 that at least 50% of the workers be Montana residents is only applicable to State construction contracts, not the non-construction services of local governments. Citations follow:

18-2-409. Montana residents to be employed on state construction contracts. (1) On any state construction project funded by state or federal funds, except a project partially funded with federal aid money from the United States department of transportation or when residency preference laws are specifically prohibited by federal law and to which the state is a signatory to the construction contract, each contractor shall ensure that at least 50% of the contractor's workers performing labor on the project are bona fide Montana residents, as defined in 18-2-401.

18-2-401

(9) "Nonconstruction services" means work performed by an individual, not including management, office, or clerical work, for:

(a) the maintenance of publicly owned buildings and facilities, including public highways, roads, streets, and alleys;

(b) custodial or security services for publicly owned buildings and facilities;

(c) grounds maintenance for publicly owned property;

(d) the operation of public drinking water supply, waste collection, and waste disposal systems;

(e) law enforcement, including janitors and prison guards;

(f) fire protection;

(g) public or school transportation driving;

(h) nursing, nurse's aid services, and medical laboratory technician services;

(i) material and mail handling;

(i) food service and cooking;

(k) motor vehicle and construction equipment repair and servicing; and

(1) appliance and office machine repair and servicing.

Section 5 - REFERENCES

Please provide references that the City may contact to discuss the qualifications of the organization to provide the proposed services.

FINANCIAL REFERENCES:

Mr. Kevin Johnson Vice President, Commercial Department Manager, First Interstate Bank 406.454.6250 2601 10th Avenue South Great Falls, MT 59405 kevin.johnson@fib.com

Ms. Laura Vukasin President, Chief Executive Officer, Prairie Mountain Bank 406.268.0404 1019 7th Street South Great Falls, MT 59405 laura@prairiemountainbank.com

ANIMAL CARE CENTER REFERENCES:

Mrs. Marla Caulk Executive Director, Heart of the Valley 406.388.9399 ext. 203 1549 East Cameron Bridge Road Bozeman, MT 59718 marla@heartofthevalleyshelter.org

Ms. Marta Pierpoint Executive Director, Humane Society of Western Montana 406.549.4796 ext. 202 5930 Highway 93 South Missoula, MT 59804 marta.pierpoint@myhswm.org

VETERINARIAN REFERENCE:

Timothy J. Gilligan, DVM Owner, Veterinarian, Animal Medical Clinic 406.761.8183 5100 9th Avenue South Great Falls, MT 59405

INSURANCE:

The Request for Proposals states that any proposal submitted is subject to the City's insurance requirements pursuant to OCCGF 3.8.140 – Insurance requirements and limits. That code section states as follows:

All bid specifications must contain a description of the required insurance and limits as pertains to the type of contract being let for bid. Work may not commence until such certificates of insurance and any endorsements are received, reviewed and accepted by the City.

Initially, the Foundation notes that this code section appears to refer to <u>bids</u> (OCCGF 3.8.030) rather than requests for proposals (3.8.040). However, the Foundation is aware of the potential municipal liability, as set forth at MCA Section 2-9-108, which states as follows:

2-9-108. Limitation on governmental liability for damages in tort. (1) The state, a county, municipality, taxing district, or any other political subdivision of the state is not liable in tort action for damages suffered as a result of an act or omission of an officer, agent, or employee of that entity in excess of \$750,000 for each claim and \$1.5 million for each occurrence.

The Foundation believes that its insurance policies provide appropriate coverage for errors and omissions, including those of directors, officers, and employment practices. Policy coverages are currently set at \$1 million per occurrence, \$2 million aggregate, and are adequate to cover any potential City liability. The Trustees are open to further discussion of insurance and indemnification requirements if the Foundation's Proposal is accepted.

RFP ADDENDA:

The Foundation acknowledges receipt of Addendum # 1 - dated December 4, 2019, Addendum #2 - dated January 31, 2020, and Addendum #3 - dated February 7, 2020. The Foundation appreciates the City's extension of time to prepare this Proposal and the additional information which assisted the Foundation in developing the information contained in this Proposal.

Exhibits

- A. Animal Shelter Comparison shared with the public during a City of Great Falls Work Session on October 15, 2019.
- B. Meet your Match (Best Practice pertaining to successful animal adoption): ASPCA copyright: 2017 American Society for the Prevention of Cruelty to Animals (ASPCA).
- C. Calculating Shelter Capacity "Calculating Shelter Capacity." UC Davis Koret Shelter Medicine Program, 19 June 2015, https://www.sheltermedicine.com/library/resources/?r=calculatingshelter-capacity#page
- D. City of Great Falls Policy Handbook as found on the City of Great falls website on 1/27/2020.
- E. City of Great Falls Ordinance Ord. No. 3160, § 1, adopted June 20, 2017, repealed the former Title 6, §§ 6.8.005—6.8.320, 6.10.010—6.10.110, and enacted a new Title 6 as set out herein. The former Title 6 pertained to similar subject matter and derived from Ord. 2933, 2007; Ord. 2705, 1997; Ord. 2656, 1992; Ord. 2573, 1990; Ord. 2534, 1989; Ord. 2394, 1985.
- F. Staff Organizational Chart for 2019/2020 fiscal/budget year
- G. Organizational By-laws
- H. Kim Staton's 2007 Abbreviated Operational Review submitted on August 11, 2007 to Chief Cloyd "Corky" Grove
- I. Best Practice: research articles
 - Newbury, Sandra, et al. "Guidelines for Standards of Care in Animal Shelters." Association of Shelter Veterinarians, 2010, https://www.sheltervet.org/assets/docs/shelter-standards-oct2011wforward.pdf
 - "Shelter Care Checklists: Putting ASV Guidelines into Action." ASPCA Pro. American Society for the Prevention of Cruelty to Animals, 2012, https://www.aspcapro.org/checklist
 - Smith, Martha. "Operational Guide: Sanitation and Disease Control in the Shelter Environment." American Humane, 26 Aug. 2010, https://www.americanhumane.org/publication/animal-shelter-operationalguide-sanitation-and-disease-control-in-the-shelter-environment/
 - "Shelter Design", The Humane Society of the United States Shelter Services, www.animalsheltering.org

- J. Five Freedoms for animals: Britain's Farm Animal Welfare Council, 1965 and refined by the Farm Animal Welfare Council, 2009 and adapted by the Association of Shelter Veterinarians
- K. City budget five year summary: Budget Worksheet Report, Budget Year 2020
- L. Shelter Capacity Calculators: UC Davis Veterinary Medicine @2020 Koret Shelter Medicine Program; https://www.sheltermedicine.com/library/shelter-capacity-calculators/
- M. Draft of Staff Organizational Chart assuming the current proposal for services with the City
- N. Organization's budget for the past five years: of note: the Center opened on August 15, 2015

Agenda #1.

EXHIBIT A

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ANIMAL SHELTER COMPARISON

Oct 15, 2019

	HOV	MCAAC	CITY
			-
Annual animals serviced	3500	777	3797*
* services provided (licensing, permits, microchipping	g, lost/found reported pets	i) not for animals lister	d as intakes)
Annual Intakes	3114	733	1406
Annual Adoptions	2100	633	506
Annual Redemptions	750	75	385
Average Daily Population	185	64	148
Animal Capacity	195	137	114
Maximum Animal Capacity (with existing equip)		171	192
Average Length of Stay (in days)	10 Dog/21 Cat	18 Dog/41 Cat	16 Dog/49 Cat*
* Not included; ferrets, fowl, rabbit, reptile or rodents			
Capacity Model	Care	Care	BOTH Care & Space
Public Access	7-days a week	5-days a week	6-days a week
Open hours to public per week	42	40	39
Hours open to the public per week for adoption	38.5	37.5	36.5
House open to the public per week for viewing	38.5	40	39
Community Population Served	116000	82000	82000
Approximate pet (dog/cat) population served	54513	38378	38378
Number of Staff (Full Time Equivalents)	25 FTE (FT & PT)	11.98 (PT & FT)	10.28 (FT & PT)
Annual Budget (2019)	1,710,500	\$517,366	\$694,160
Personnel Costs	1,077,615 (63%)	296,000 (57%)	478,390 (69%)
Shelter type	Open	Limited	Open
Intake restrictions	Yes (dog/cat only)	Yes (dog/cat only)	No (all animals)
Takes animals picked up by Police/Sheriff	Yes	No	Yes
Takes animals picked up by local citizens	Yes	No	Yes
Lost/Found service offered	Yes	Yes	Yes
Pet Surrender service offered	Yes	Yes (fee charged)	Yes (fee charged)
Adoption service offered	Yes	Yes	Yes
Pet Food assistance service offered	Yes	No	Yes
Cremation Service offered	Yes*	Yes*	Yes (on-site)
* via 3rd party			
Animal Training and Behavior training offered	Yes	Yes	Yes
Animal Training and Behavior resources offered	Yes	Yes	Yes
Volunteer opportunities offered	Yes	Yes	Yes
Multiple Animal Permit offered	No	No	Yes
Multiple Animal Breeder Permit offered	No	No	Yes
Wild Animal License offered	No	No	Yes
Beehive Owner/Registration/License offered	No	No	Yes
Dog training and behavior specialists referrals	Yes	Yes	Yes
Live trap rental for trapping feral cats	Yes	No	Yes
Crate rental for crate training your dogs	Yes	No	No
Emergency pet surrender assistance	Yes	No	Yes

ANIMAL SHELTER COMPARISON Oct 15, 2019

	HOV	MCAAC	CITY
Provides shelter tours and community outreach	Yes	Yes	Yes
Educational programs at the shelter	Yes	Yes	Yes
Presentations at schools and civic groups	Yes	Yes	Yes
Licensing services	Yes	Yes	Yes
Vet on staff	Doctor	Tech	Tech
Veterinary care and medications	Yes (resident)	Yes (on call)	Yes (on call)
Microchipping for animals	Yes	Yes	Yes
Vaccinations	Yes	Yes	Yes
Spay/Neuter/Microchip before adoption	Yes	Yes	Yes
Medically evaluated on intake	Yes	Yes	Yes
Adoption Fees			
Puppy (< 6-mos)	\$200	\$200	\$140
Young Adult (6 mos-1yr)	N/A	\$170	\$140
Dog (1-7 years)	N/A	\$140	\$140
Adult Dog (> 25 lbs and > 9mos)	\$110	N/A	\$140
Adult Dog (< 25 lbs and > 9mos)	\$160	N/A	\$140*
Senior Dog (> 7 yrs)	\$85	\$120	\$140
Kitten (< 6-mos)	\$100	\$75	\$50
Cat (6 mos-9 yrs)	\$50	\$55	\$50
Senior Cat (> 9 yrs)	\$35	\$35	\$50*
Barn Cat Special	No	2 for \$50	2 for \$50
Other Small Domestic Animals	N/A	N/A	\$50
Small Domestic Birds	N/A	N/A	\$5
Surrender Fee	N/A	\$25	\$20
* discount available base on oge and Vet input			
OTHER SEES			
Rables		\$30	\$15
Microching Eco	\$408	\$25	\$25*
*included w/selection	200	323	363
Cat Snav	Included w/adaption	¢114##	Included w/adaption
Dog Soav	Included w/adoption	\$176**	Included w/adoption
Cot Neutor	Included w/adoption	\$65.88	Included w/adoption
Dog Neuter	Included w/adoption	\$114**	Included w/adoption
**minimum neices that increase based on	menues w/adoption	2114	included w/adoption
complications			
Surrender Fee - Dog	\$0	\$25	\$20
Surrender Fee - Cat	\$0	\$25	\$20
Donations provide spay/neuter surgeries	Yes	Yes	Yes
Donations provide vaccinations	Yes	Yes	Yes
Donations provide food for dogs/cats	Yes	Yes	Yes
Donations provide leashes, collars, tags	Yes	No/Yes/No	Yes
Donations provide microchipping	Yes	Yes	Yes
Donations provide veterinary care	Yes	Yes	Yes
Donations provide veterinary care	Yes	Yes	Yes

Agenda #1.

EXHIBIT B

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meet your match

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How the Survey Can Help Streamline Adoptions

Our newly redesigned **adopter survey** is mobile-friendly and convenient for users to complete at home, on the go or in the shelter. Questions and responses are sent immediately to adopters via email, giving them — and your staff — head start in the adoption process.



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O https://www.aspcameetyourmatch.org.about



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ABOUT

TAKE THE SURVEY

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FELINE-ALITIES

about meet your match

Ment Your Metabelies designed to increase the Boethood that newly adopted dogs and cat are a good match with their new family.

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what is canine-ality"?

O nitjes, www.aspcameetyourmatch.org

You're hoping to find "the dog you always wanted" but worry about selecting a dog who might not be a good match. The Meet Your Match® Canine-ality" Assessment takes the mystery out of the selection process by reliably predicting how a dog is fikely to behave when they arrive in your home.

The Dog Adopter Survey identifies your preferences that correspond to characteristics measured in the Canine-ality Assessment. At the end of the survey, you'll be matched with the color that best suits your needs! Since results are not automatically sent to sheltors, you can print out your results and bring it with you when you visit your nearest shelter.

- · Green adopters are most successful with dogs who like to be physically and mentally engaged
- . Orange adopters are a good it with middle-of-the-road dogs who are responsive and like regular activity and interaction.
- · Purple adopters are comfortable with dogs who have a laid back attitude and enjoy an easygoing lifestyle.

what is feline-ality"?

The Meet Your Match Feline-ality* Adoption Program is a research-based program that pairs distinct Feline-alities with adopters whose personality and lifestyle fit them best. Good matches help make strong bonds and bonding is the key to successful adoptions.

The Feline-ality Adoption Program is built around the Feline-ality Assessment that reliably predicts how an individual cat is likely to behave when the cat arrives at their new home. In addition, the Gal Adopter Survey identifies the aspects of your preferences, expectations, and litestyle that correlate with specific Feline-alities. Since results are not automatically sent to shelters, you can print out your results and bring it with you when you visit your nearest shelter. Then, by working with an adoption councilor, you can most cats with Feline-alities known to be a good fit for your household.

Meeting a cat through the Feline-ality Adoption Program allows you to bring homo a new companion already knowing something about them.

- · Green adopters are most successful with cats who adapt quickly to new situations.
- · Orange adopters are a good lit with easy-going cats.
- · Purple adopters are comfortable with cats who need time and encouragement to adjust to new surroundings.



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private investigator

I'm working undercover to keep an eye on you and your household. You may not even know you're under surveillance. I can vanish into thin air il anyone or anything interferes with my investigation. If you need a cat who knows how to stay out of trouble and will always keep your secrets, I just might take your case.



secret admirer

When it comes to relationships, I'm very level-headed. I don't leap in paws first, if you know what I mean. But give me a little time, and then I'll shower you with puris, head-butts, and plenty of lap time. In the meantime, you may not see a lot of me but i'll be thinking a lot of you!



love bug

Do you seek affection? I do! If you also like petting, pures, and paws kneeding your lap, I think we might have a LOT in common. I'm looking for 'someone who enjoys quiet times and logetherness." Could that someone be you?

.



the executive

I have to say, I'm a busy cat. First, I've got to check out what's happening out the window. Next, I'll see if any closets or cupboards need looking into. And then there are my naps. I can't be late for those. I can fit a little socializing into my schedule. Shall we plan on breakfast and dinner? I hope you like kibbles.

sidekick

Like all sidekicks, the just plain good company. I like attention, and I also like my solitude. I don't go looking for trouble but the no scaredy-cat, either. If you are looking for a steady companion to travel with you on the road of life, look no further.



personal assistant

You're working on the computer? Let me press the keys. Reading the paper? I'll hold the pages down for you. Watching TV? I'll just plop in your tap so you can pet me. I love an orderly household, don't you? I'll help you with all your chores, and I'll help you relax when wo're done. You'll wonder how you ever managed without me.

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I'm a servery cal who knows the score. I'm pretty unflappable, too. I don't mind entertaining myself, but a human companion at the other end of the couch and a nice scratch betwind the ears always make my day. If you're looking for a resourceful addition to your team, think about signing this Most Valuable Pussycat.

party animal

I'm a cat on a mission: PARTYI I love to play and explore and fest my limits. I'd love to play with you, but I can make a toy out of anything: poncils, post-it notes, potatoas. If you're looking for some laughs and someone to liven up the party, think about inviting me.



leader of the band

I'm a cat who does everything in a big way. I not only like to be in the middle of things - I like to lead the parade, I'm an adventurous cat, but I'll shit make plontly of time to show you my allectionate side. I'm the demonstrative type, you might say. Want a cat who's brimming with confidence? That's me.

Cettra International or the Pressential County in Nature (ICPCA). All Report Journey Prints: Prints: Print 11 Ped Statements

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	City *	State / Province	Zip / Postal Code	
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	106)-727-7387		The Vorsitie	
	Emult *			
	director @ masleananimaladoptionce	nter.org		

http://www.aspcameetyounnatch.org.extsurvey 0

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Meet Your Match® cat survey

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it's not important whether my cat loves being with children	O some of the time	most of the time.	
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	previous	next	

Meet Your Match® cat survey

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	Cals		
	Birds		
	Cither animals		
	None of the abrive		
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HOW DO YOU FEEL ABOUT A BOISTEROUS CAT WHO GETS INTO EVERYTHING? love them but rather not live with them

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MY CAT NEEDS TO BE ABLE TO ADJUST TO NEW SITUATIONS QUICKLY not important 1 WANT MY CAT TO ENJOY BEING HELD some of the time

I NEED MY CAT TO GET ALONG WITH Dogs

MY CAT WILL BE

IT IS MOST IMPORTANT TO ME THAT MY CAT... Isn't sad when I'm at work for long penods of time & accepting of affection when I'm home.



you've been matched with ...



secret admirer

When it comes to relationships, I'm very level-headed. I don't leap in paws first, if you know what I mean. But give me a little time, and then I'll shower you with purs, head-butts, and plenty of lap time. In the meantime, you may not see a lot of me but I'll be thinking a lot of you!

what's next?

Survey results will be used at a shelter using the Meet Your Match program. An adoption counselor will help you find your match using the results from your survey and answer any questions you may have. Find more information about your match, and helpful tips about adopting an animal, on our website ASPCA.org.

congratulations! you've met your match.

Thank you for taking the survey! Meet Your Match@ is designed to increase the human/animal bond — not based on a cute pair of eyes or the color of the animal's coat, but based on the dog or cat's behavior and the adopter's expectations. This positive approach increases adoptions, decreases returns, improves interactions with clients, and saves more lives.

contact

FIRST NAME: Maclean LAST NAME: Cameron ADDRESS: 900 25th Avenue NE CITY: Great Falls STATE/PROVINCE: Select your state / province ZIP/POSTAL CODE: 59404 COUNTRY: United States HOME: (406) 727-7387 E-MAIL: director@macleananimaladoptioncemter.org

your answers

I WOULD CONSIDER MY HOUSEHOLD TO BE LIKE middle of the road

I AM COMFORTABLE WITH A CAT WHO LIKES TO PLAY "CHASE MY ANKLES" AND SIMILAR GAMES no.

I WANT MY CAT TO INTERACT WITH GUESTS WHO COME TO MY HOUSE some of the time WANT MY CAT TO LOVE BEING WITH CHILDREN IN MY HOME children do not often come to my house

MY CAT NEEDS TO BE ABLE TO BE ALONE more than 9 hours per day

WHEN I AM AT HOME, I WANT MY CAT TO BE BY MY SIDE OR IN MY LAP some of the time I HAVE LIVED WITH CATS BEFORE

I PREFER MY CAT TO BE TALKATIVE it's not important if my cat is talkative

I WANT MY CAT TO PLAY WITH TOYS often

I WANT MY CAT TO BE ACTIVE somewhat Reply Reply All G Forward

Fn 1/31/2020 11:31 AM



Meet Your Match <mym@aspcameetyourmatch.org>

Your Meet Your Match Survey Results

To Pam Vol

O Click here to download pictures. To help protect your privacy, Outlook prevented automatic download of some pictures in this message.

Message 🥂 MYM-Cat-Maclean-Cameron.pdf (9 K8)

Hello Maclean Cameron,

Thank you for using the Meet Your Match® survey to help find your new pet! Attached are the results you'll bring with you to the nearest shelter using the Meet Your Match program — then comes the fun part!

You'll work with an adoption counselor to review your responses and find the closest match for your lifestyle and preferences.

For more information and helpful tips about adopting an animal. visit <u>ASPCA.org</u>. You can also follow us on <u>Facebook</u> and <u>Twitter</u>.

Thanks again, and congratulations on taking the first step to meeting your match!

Sincerely,

Your Friends at ASPCA Meet Your Match

©2017 ASPCA ASPCA Meet Your Mainh Privacy Policy

O S	https	//www.aspcameetyourmatch.org/canane-al	lities
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AROUT

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TAKE THE SURVEY
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CANINE ALITIES

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B ☆



canine-alities™

er Ment Your Match Casino-ailty" Attightion Program er designen fo inscease the physical at newly edgeled dogs beent with and are accepted as weichers hermiters of the lamity.

You have to find the dog you always evented' and warry about sevening a dog who might not tre a good metch. The Camise-sity Attaption Program, takes the replatery out of the sedechisk process, by identifying your preferences through the testing array out of the program of the dog find your benefits. • Green adopted are mentify accessful with clogs why lite to be physically and mention events.

- Orange adaptare are a good fit with middle of-the-like register sensety and interaction.
 Densities to be an accompatible with dogs who has
- Purple courses and and

.

0 6 https://www.aspcameetyourmatch.org/canines/____te-



couch potato

Like the easy tile? Then I'm the perfect match for you, I'm a relaxed, laid-back kind of dog who enjoys long nape, watching movies, curiing up on laps, and walking very short distances from the couch to the food bowl and back.



constant companion

Looking for an emotionally secure, mutually satisfying, low maintenance relationship? I am all you need. Let me sit at your feet, welk by your side, and I'll be your devoted companion forever.



teacher's pet

I've got the whole package - smart, fuzzy, four legs, love to learn and live to please. Oo ahead, teach me anything. Sit, stay, balance your checkbook, I can do it all. Keep me entertained and I'll be yours forever.

0 http://www.aspcameetyourmatch.org.camme.aliters

wallflower

Shy yet charming canine searching for patient owner with relaxed tilestyte. Looking for gentle guidance to help me come out of my shell. Treat me sweet and kind and I'll blossom.



busy bee

I'm a naturally playful, curious, and trusting canine. Take me for a big walk every day; give me something to do. After my job's dong. I'll curl up in front of the fire with you in the evenings.



goofball

I'm a fun-loving, happy-all-the-time, glass-is-hall-full kind of dog looking for someone who loves to laugh and play around. Must have a great sense of humor and some time to spend with mo. I'm a dog on a mission to please you.

0 B http://www.aspcameetyourmatch.org/ranue_dites 白見

卢昆



life of the party

I think everything is fun, interesting and meant for play, especially you. Anything you do, till want to do too. With my own brand of surprises, life with me will keep you constantly on your loss, and the lun is guaranteed.



Want to get more exercise? Action is my middle name. My "Let's GOI" lifestyle will keep you motivated to get outsade and move. I've got tons of energy; and just like the sun, I'm burning and working 24 hours a day, seven days a week. I'l run for miles, chase a ball for hours, and still want to play at the and of the day.



₹.

free spirit

Intelägent, independent, confident and clever, 1 prefer making my own decisions but will listen to you if you make a good case. We're parbrens in this adventure. Treat mo like one and we'll both live happily ever after.

Meet Your Match® dog survey

First Norms *		Last Neme *		
Maclean		Cameron		
Address *				
900 25th Avenue NE				
Country *				
United States				
City -	State / Province		Zip / Postal Code *	
Great Falls	Montana	-	5940.4	
Home Phone *		Gell Phone		
(406)-727-7387]		F 225.		
Emell *				

director@macleananimaladoptioncenter.org

Meet Your Match® dog survey

 yes, currently 	yes, in the past	no
The last time i had a dog was		
not currently, but within the past year	less than 10 years ago	10 years ago or more
My dog needs to get along with other stog	s *	
t yos	no	
My dog needs to be good with *		
- Children over 8 years old		
Children under 8 years old		
Elderly people		
Cats		
Other animals		

3		
proximito number of hours		
My dog needs to be able to be	mlone (per day) *	
2 hours or less	C 2+4 hours	4-8 hours
9' 8-10 hours	O 12 hours	
When I'm at home, I wast my d	og to be by my elde *	
all of the lime	C ¹ some of the time	ittle of the line
Witson I'm nat at hame, my dog	will apond har time *	
in the gerage	O in a crate in the house	in the yerd
A construction		

) yes 🔹 no

My dog will primarily be "

yes	• no	
west my don to be the bing that is		
want my dog to be me type mat a	a very enthusiastic in the way she at	hows she loves people *
O not at all	somewhat	۰ very
want my dog to be playful *		
not at all	somewhat	very
want my dog to be laid back *		
not at all	(e) somewhat	O very
am comfortable doing some train each *	ing with my dog to improve manner	s such as jumping, stealing food, and pulling on t
no training	some training	a lot of training
(or my children) want to participa	te in agility, flyball or obedience with	h our dog. *
yes	🖲 по	
I am Interested in a dog with "apecia	ll needs" (medical or behavioral) *	4
yes	• no	
it's most important to me that my do	ig*	
be swent		

÷ *



ABOUT TAKE THE SURVEY

GANINE-ALITIES

FELINE-ALITIES



purple canine-alities



A purple dog is your ideal companion – always roady to snuggle and nap with you, and of course, to give (and get!) lots of unconditional love. Purple dogs have a laid back attitude and enjoy an easygoing lifestyle. You'd be best suited with any of the three purple canine-alities: Couch Polate Constant Companion, or Teacher's Pet.

meet the canbro-diffient

contact information

Margaret Madean 900 25th Avenue NE Groat Falls, Montana 59414 United States

your answers

I have owned a dog before yes.currently

The last time I had a dog was

My dog needs to get along with other dogs yes

My dog needs to be good with Cals

My dog will primarily be inside dos

How many hours will your dog spend outside per day?

My dog needs to be able to be alone (per day) 8-10 hours

When I'm at home, I want my dog to be by my side... all of the time

When I'm not at home, my dog will spend her time loose in the house

I want a guard dog

no

Home: (408) 727-7387 E-mmil: director@macleananimaladoptiondenter.org

I want my dog to hunt or herd with me

ne

I want my dog to be the type that is very enthusiastic in the way she shows she loves people

very I want my dog to be playful

somewhal

I want my dog to be fald back somewhat

I am comfortable doing some training with my dog to improve manners such as jumping, stealing food, and pulling on the leash no training

I (or my children) want to participate in agility, flyball or obsdience with our dog.

no

I am interested in a dog with "special needs" (medical or behavioral) no

It's most important to me that my dog... be sweet

.

Agenda #1.

EXHIBIT C



Calculating shelter capacity

Last updated: 2015-06-19 Document type: Information Sheet Topics: Shelter Design and Housing, Shelter Population Management Species: Canine, Feline

Use these easy to follow instructions and the provided calculator to determine your facility's unique capacity for care. Once you've established what your organization's current capacity for care is, you can explore the many pathways we provide to help increase your facility's lifesaving capacity.

Understanding and maintaining shelter capacity is fundamental to providing humane standards of care, maintaining animal health, and maximizing live release. Given the great number of homeless pets in need of care, it can be difficult to imagine defining, let alone providing, "sufficient" capacity for this seemingly infinite population.

However, the problem of homeless animals is not really one of holding capacity, but one of flow-through capacity. Of course we know this already: if a shelter simply admitted all animals that came through the door and never released them, virtually all facilities would soon be impossibly crowded. We know that ultimately the problem must be solved largely by reducing the number of animals in need of shelter through preventive programs, and by ensuring that the remaining homeless animals pass through shelters successfully to a positive outcome. Fortunately, sufficient capacity is a much more attainable goal once we realize that we do not need to "house our way out of overpopulation" but simply provide humane conditions for a finite number of animals as they pass through our care. Interestingly, being either under or over capacity can have equally harmful effects. Thus it is important to define both minimum and maximum optimal capacity for each organization. On the one hand, if minimum required capacity is insufficient, animals may be needlessly euthanized and crowding will be a constant, resulting in high levels of stress and disease. These hazardous conditions will persist indefinitely unless minimum capacity is defined and targeted plans developed to correct gaps between current capacity and actual needs.

For instance, if current adoption holding areas are too small to hold a sufficient selection of animals for adoption, it would be much better – and probably more cost effective in the long run – to make a one-time fundraising push to build additional housing rather than chronically compromising adoption numbers with too few available or forever crowding animals into insufficient space.

Likewise the results of chronic understaffing will be predictable: ongoing lapses in care that will have adverse effects on health and adoption as well as exert considerable stress on staff. Better to identify and correct the gap through increasing staff or skilled volunteer work force, investing in less labor intensive systems, or reducing the number of animals housed at any one time.

If maximum optimal capacity is unknown or capacity is excessive, this too can have adverse effects. The emerging science of choice provides ample evidence that people confronted with an over-abundance of options are less likely to choose any, and less likely to feel positive about any choice made under these conditions. Even if presented well, too many animals available at one place and time may inhibit adoptions. To hear more about this see http://www.ted.com/talks/barry_schwartz_on_the_paradox_of_choice? language=en

Maximum capacity will also impact the amount of time each animal spends in the shelter. For a given intake number, the greater the capacity of the facility the more time each animal will tend to remain in the shelter system. For instance, if 10 animals a day are admitted to a shelter that holds 150 animals and is kept full, each animal will spend on average 15 days. If 10 animals a day are admitted to a shelter that holds 300 animals, you can readily see the effect: each animal will spend an average of 30 days. *If* additional holding time were likely to contribute to a greater likelihood of reclaim or rehoming, then this would be desirable. But for many animals, additional time in the shelter actually has detrimental effects. A number of studies have shown that time in the shelter is the single greatest risk factor for illness, outweighing other important factors such as age, source, and vaccine status ^[1-4]. And even in the best of shelters, it is difficult to maintain behavioral health and the quality of life equivalent to a home during prolonged confinement ^[5].

Finally, maximum capacity will impact daily operational costs. Clearly it will cost more to staff and operate a shelter with 300 animals on site each day than a facility with only 150 animals. As noted above, it does not make sense, nor is it effective, to skimp on needed capacity as a cost saving measure. However, increasing capacity cannot be justified unless it has a life-saving benefit, and certainly not if the primary effect is to increase risk for illness and possibly even decrease adoptions. There are plenty of other priorities upon which we can usefully expend our limited resources – spay/neuter programs, behavior help lines, support services to keep animals in their homes, and other measures to reduce the number of animals needing shelter in the future.

So, like Goldilocks and the Three Bears, we're looking for the number that is "just right", not too big and not too small. Building capacity may require an initial investment, but in the long run nothing is more costly than the effects of chronic crowding and under-staffing. Being within capacity, on the other hand, can have positive effects on animals, staff, adopters, live release numbers and even the financial bottom line.

Capacity basics

While the notion of calculating capacity can seem overwhelming, in fact a few basic calculations combined with data available from commonly used shelter software systems can provide a solid foundation. Even rough estimates based on annual data can be valuable if that's the only information available, and can provide the impetus to collect more detailed monthly data in the future.

The most important capacity calculations are listed below. These can all be calculated using monthly reports of intake numbers by type (e.g. stray,

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surrender, transfer), outcome number by type (e.g. reclaim, adoption, transfer, euthanasia) and some means of estimating daily population.

In general, it is helpful to calculate capacity based at least on species, and if possible, by age (juveniles < 20 weeks versus adults). Housing, daily care and flow-through staffing requirements may differ between puppies and kittens, dogs and cats. In some cases it is also helpful to calculate breed- or condition- specific capacity if special housing or handling are required or if outcome options are different than for other animals of that species (e.g. feral cats may be candidates for spay/neuter/release but not adoption). With the exception of daily population, these are numbers many shelters are already collecting, and only a few straightforward calculations are needed. Famous last words I know, but bear with me.

Basic capacity calculations

- Physical holding capacity: this is the physical space required for animals in stray hold, quarantine or other required/desired finite holding periods prior to being made available for adoption. This includes animals that can be viewed for adoption but are not currently ready to go home.
- Adoption driven capacity: this is the optimal number of animals to have actively available for adoption, or for shelters where animals are viewable for adoption throughout their stay, the number of animals actively moving towards adoption. While this defines a physical space requirement at the low end, it is defined at the high end by the number of adoptions and the optimal length of stay.
- Staff capacity for daily care: this is the number of animals that can be adequately cared for, based on national and/or internal standards, on a daily basis. Even if physical capacity is sufficient, staff capacity may limit the number that can be provided adequate care.
- Staff capacity for flow through: each animal will require specific services at several points during their shelter stay, e.g. intake, behavioral evaluation, spay/neuter surgery, and processing for reclaim, adoption, transfer or euthanasia. If staff capacity for flow through is inadequate for any of these points it can lead to a backlog that in turn creates problems with capacity in other areas.

Monthly daily averages

Although rough estimates can be obtained using annual numbers, it's generally helpful to look at capacity on a monthly basis. This is especially true for cats, which tend to be more seasonally variable than dogs, and in communities with substantial seasonal effects such as a large student or vacation population. Monthly daily averages (MDA) for intake and outcomes are obtained by taking monthly totals (commonly available from all software systems), and dividing by the number of days in the month.

An example is given below (Table 1) of Monthly Daily Average Cat Intake, where the number in the final column is derived by dividing the number of cat intakes by the number of days in the month (column D = Column B/column C). If you have a hard time remembering the number of days in each month or just want to save a little hassle of typing in dates, you can simply use 30.5 for each month. You can see that in the example in Table 1 the annual average daily intake of 6 is quite a bit less than the peak daily intake of 11.

If capacity is only sufficient for admission and subsequent flow through of 6 cats when almost twice that many are admitted daily, problems will undoubtedly ensue. On the other hand, from October through May five or fewer cats come in daily, less than half the peak number – for this shelter, it would be much more effective to triple feline intake and care staff for the busiest summer months rather than having the same staff level all year, which would sometimes be inadequate and sometimes excessive. If monthly estimates are simply not available, calculate annual averages instead and make an effort to estimate maximum intake and outcome by comparison (e.g. maybe intake for cats is about 2 times average at peak, so in the example below it would have been estimated at 12 if only the summary data were available).

A	В	С	D
Time period	Intake	Days in month	MDA
Jan-14	82	31	3
Feb-14	68	28	2
Mar-14	94	31	3

Apr-14	111	30	5
May-14	168	31	5
Jun-14	244	30	8
Jul-14	302	31	10
Aug-14	344	31	5
Sep-14	302	30	10
Oct-14	155	31	5
Nov-14	132	30	4
Dec-14	84	31	3
Total	2086	365	6

Table 1: Monthly daily averages

A caveat about averages

The calculations described here are based on averages, but even within a month there will be some variation. For most shelters, this is minor enough that averages are sufficient for planning. However, some shelters experience regular spikes: for instance, shelters that close two days in a row weekly can see a significant jump in intake the first day they are open again, or some shelters intermittently transfer animals in large groups from distant shelters. If you have daily data for each month, check this and see how much variation there is from the average.

Do not worry so much about occasional spikes in intake, but if you see a regular pattern of days where intake is much greater than average, you may want to base your calculations on the maximum number coming in on peak days on a monthly basis, rather than monthly daily average. This will tend to overestimate daily needs but will ensure sufficient capacity to meet peak demand.
Actual and average daily population

In addition to intakes and outcomes, actual and average daily population (ADP) are needed in order to monitor and predict housing and staffing requirements for animal care. Population reports (often called "inventory" reports in shelter software) are not always as readily available and easily manageable as intake and outcome reports.

This is particularly true for historical daily population by age, species and area of the shelter (e.g. holding, adoption, isolation), which is needed for some of the calculations and graphs below. Of course, it is fairly easy – and highly advisable – to walk through the shelter each day and simply count the number of heads and paws in the building, but getting this into a spreadsheet for planning purposes will take an extra step.

Here are some options, depending on your software system. If you know of a better way, please let us know!

- For the most precise estimate, generate inventory reports for each day of the month, sum these and calculate the average. This is most practical when shelter software is available that readily provides historical daily inventory by species and location, and when these data are entered consistently by shelter staff.
- If daily inventory reports are not available, estimate daily population by spot-checking the daily population of animals in the shelter at intervals likely to be representative for the month. Choose a consistent date such as the second Wednesday of every month; select a date that is not immediately before or after events that lead to sudden dramatic changes in population, such as major weekend adoption events. This can either be done using a software generated report, or if this capacity is not available, start by recording a hand count on at least a monthly basis. Record by location, age and species.
- Monthly ADP can be estimated using intake and average length of stay reports. Multiply monthly intake by average length of stay for that month, then divide by the number of days in that month. This method is less accurate, since the length of stay data will apply in part to animals admitted the previous month that had an outcome during the current month, while the intake will apply for the current months. This method also doesn't give daily population by location but can at least give a rough idea

of the number of animals present daily, which is considerably better than nothing.

At minimum, for a shelter in which virtually all housing units are always occupied, counting the population on any given day (by age, species and area), or simply counting the number of housing units multiplied by the number of animals housed per unit will give a reasonable estimate of the daily population. However as capacity is understood, hopefully this will no longer be the case as the ideal rather than the maximum number of animals will be housed each day.

Required physical holding capacity

Now that you have got your monthly daily intake and outcome averages and some measure of daily population, you're ready to begin calculating. Since animals general start in holding areas of the shelter, we will start there too with Required Physical Holding Capacity (RPHC). This refers to the number of housing units required to hold animals for any necessary period prior to making them available for adoption.

What is the "necessary holding period"?

To calculate RPHC you need to know the necessary holding period. Most commonly, this refers to stray holding but may also refer to other preadoption holding requirements. For instance, a shelter that routinely transfers animals in from another high risk shelter and holds them for a 14 day parvo quarantine would require sufficient physical holding capacity to carry this out. If holding periods are variable, calculate or estimate the average:

Example: Strays with ID are held ten days, strays without ID are held 5 days. You estimate (or know from your records) that 40% of dogs and 5% of cats come in with ID. So the average hold for dogs would be $0.4 \times 10 + 0.6 \times 5 = 7$, and for cats would be $0.05 \times 10 + 0.95 \times 5 = 5.25$ (so, basically, 5).

This method will result in a slight over-estimate because some animals will have an outcome, such as reclaim by owner, before the end of the stray holding period. It's ok to overestimate a little since in reality animals are not always moved out of holding areas on the very day they become available. In addition, the "required" holding period can include a realistic estimate of an extra day or two to carry out needed procedures that cannot be completed during the hold, e.g. if animals cannot be spayed or neutered during the holding period and it takes a day to get this scheduled after the hold is completed, build this into the calculations below.

However, extra time should be minimized – if there is more than a couple days delay of processes prior to releasing animals from hold, revisit whether these really need to be done prior to moving the animal along its way (e.g. perform spay/neuter surgery after moving the animal to adoption but before release to a new owner, if delays in surgery are causing a backlog in holding areas). If a procedure does need to be done before making the animal available for adoption – such as a behavior evaluation – either simplify the process or reschedule staff to ensure it can be done without delay.

Eventually, all animals will need an outcome and care for every step along the way. Delaying any step toward the final outcome only adds to the workload of holding (more animals to care for every day) without changing the workload for flow through (just as many needing intake, behavior evaluation, surgery, etc. each day). Just like paying off a credit card, putting off the process only adds to cost in the long run!

RPHC: the actual calculation

When monthly daily average intake and required holding period have been established, RPHC can be readily calculated:

Required physical holding capacity (RPHC) = Monthly daily average intake x required holding period

Table 2 below builds on the MDA intake to show how RPHC is calculated using a spreadsheet, where column F is D x E. (The numbers do not exactly add up because rounded numbers are presented, while the calculations are made on the actual numbers.) Again in this real-life example for feline holding capacity, we see a dramatic seasonal fluctuation, where required capacity at peak is over 4 times that needed during the quieter months. When planning a shelter, always ensure sufficient capacity for peak populations.

A B C D E F

Time	Intake	Days in	MDA	Intake	RPHC
penod		monar	intake	period (days)	
Jan-14	82	31	3	6	16
Feb-14	68	28	2	6	15
Mar-14	94	31	3	6	18
Apr-14	111	30	4	6	22
May-14	168	31	5	6	33
Jun-14	244	30	8	6	49
Jul-14	302	31	10	6	58
Aug-14	344	31	11	6	67
Sep-14	302	30	10	6	60
Oct-14	155	31	5	6	30
Nov-14	132	30	4	6	26
Dec-14	84	31	3	6	16

Table 2: Required Physical Holding Capacity (RPHC)

What is RPHC made of?

While the table above shows a nice, neat number for "required physical holding capacity", this really defines how many "spots" for housing are required. A group kennel or room may provide 5 spots, while a single run provides space for only one adult but perhaps a litter of puppies or kittens. Thus the number of actual kennels or runs to meet RPHC depends both on the type of housing and the type of animal to be housed.

Accounting for age

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The most common scenario in which one housing unit will provide multiple "spots" is for juvenile animals. Thus it is best to calculate the RPHC separately for juveniles and adults. If a good percentage of juveniles come in as litters (as is often the case with kittens, and sometimes for puppies), it is a safe bet that an average of at least 2 juveniles can be housed per unit. This is because some litters will be larger than 2, while some youngsters will come in individually and have to be singly housed. Therefore the number of cages/kennels required would be the RPHC/2. If separate housing is available for juveniles versus adults, you're done. If juveniles and adults are housed in the same area, simply add the RPHC for adults to the RPHC/2 for juveniles to get the total number of housing units needed.

If the shelter you are working with does not collect data separately for juveniles versus adults, make an effort to estimate the number for each month. This applies to other calculations described below, such as adoption driven capacity and flow through staffing, as well. This was the case for the example given above. Table 3 below shows how an 'age-adjusted intake' can be estimated. In this example, it was estimated that all intakes from January – April were adults, and that all intakes over the April baseline were kittens (so column D = column B – column C).

Adult and kitten MDA were calculated as before (column C/30.5 and column D/30.5 respectively). Adult RPHC is also the same, column F*6 (the holding period). Kitten RPHC was calculated as (column G/2)*6, since we assume 2 kittens per housing unit. Total RPHC then is simply the sum of adult and kitten RPHC and represents the total number of individual housing units, e.g. cages or condos, required. There are simpler ways to combine these formulas, but I have done it "long hand" here in hopes it will clarify the underlying reasoning so you can adapt it to your own situation.

A	в	С	D	E	F	G	н	1
Time period	Intake	Estima adults	t ēs tima kittens	Adult teaDA intake	Adult RPHC	Kitten MDA ir	Kitten Itaken RPHC	Total RPHC
Jan- 14	82	82	0	3	16	0	0	16

Feb-1	4 68	68	0	2	13	0	0	13
Mar- 14	94	94	0	3	18	0	0	18
Apr- 14	111	111	0	4	22	0	0	22
May- 14	168	111	57	4	22	2	6	27
Jun- 14	244	111	133	4	22	4	13	35
Jul- 14	302	111	191	4	22	6	19	41
Aug- 14	344	111	233	4	22	8	23	45
Sep- 14	302	111	191	4	22	6	19	41
Oct- 14	155	111	44	4	22	ĩ	4	26
Nov- 14	132	111	21	4	22	1	2	24
Dec- 14	84	84	0	3	17	0	0	17

Table 3: Age adjusted holding capacity

Obviously this is a rough estimate, and may overestimate kittens in the summer and underestimate in the winter. You can evaluate your own shelter's data more precisely based on experience, and fill in a number that seems like the appropriate balance of kittens versus adults for each month. If kittens are underestimated, RPHC will also be underestimated unless more than 2

kittens are housed per unit, and vice versa. This is one of many great reasons to prioritize collecting age specific data in shelters.

Comparing actual capacity, observed holding, and required physical capacity

It can be very helpful to compare required physical holding capacity with both actual capacity and the actual number of animals housed in holding. If RPHC regularly exceeds the actual number of housing units available, then crowding and the associated problems will be inevitable. Issues with cleaning, feeding, inaccurate behavior evaluation, missed medical diagnoses, frequent fights in group housing, etc. can all be symptomatic of insufficient housing capacity.

Not only animals but staff are placed in a no-win situation: if there are not enough housing units to safely and appropriately hold animals for required holding periods, the only short term option is to house animals inappropriately and unsafely. In the medium term, this can be addressed (if possible) by shortening the required holding period, e.g. by limiting or speeding pre-adoption procedures as described above. In the long term, this must be addressed by providing additional humane housing or decreasing intake on an ongoing basis.

So what is actual capacity?

As with "necessary holding period" the answer to this is not as straightforward as it may seem. Just because 50 dogs can fit in 10 group runs, or 80 cats can fit in a room of 2' by 2' stainless steel boxes, does not mean this is sufficient, safe, adequate housing for this number of animals. Actual capacity should be based only on the number of units that meet humane standards for size and safety, whether for single animals, litters or groups.

In general, only single units are considered when defining actual capacity for holding, since animals should be housed individually until their health and behavior status is known.

Exceptions are bonded pairs that arrive together (provided housing is large enough), or individual litters of puppies or kittens as described above. Recently admitted animals may be incubating illnesses and often require at least a few days for vaccine protection to kick in. Therefore, holding housing needs to permit cleaning and care of animals without removal from the kennel or cage, as this creates excessive risks for exposure and transmission. This need can be met for dogs via individual "double-sided" runs separated by a guillotine door, and for cats by doublesided or compartmentalized cages or condos, or kennels of sufficient size that caregivers can walk in to provide for the cat's daily needs.

While graphs can be generated that show the needed versus actual number of housing units that do not meet the requirements described above, be cautious about implying that these units are sufficient. It is not uncommon, sadly, to find a shelter in which none of the holding housing is really sufficient to provide for humane, safe care of all animals during the critical initial holding period. If graphs are generated showing apparently "sufficient" capacity, this unfortunate gap may never be addressed. While it can still be helpful to compare needed to actual housing units, I recommend at least including a heavy asterisk to indicate the number of "insufficient" units included in such calculations.

The graph below was generated from the RPHC calculated in table 3, with another column showing actual holding capacity of 30 individual cages. As in many shelters, the one in our example has a fixed number of housing units in spite of fluctuating requirements. Putting it in graphic form like this shows that there is plenty of housing except for a few months out of the year – but it just happens to be the time of year when the shelter will be most full of potentially highly adoptable kittens. Clearly sufficient housing for these vulnerable animals is a worthwhile investment. If the housing capacity can't be immediately increased, perhaps some kittens can be diverted directly to foster care for holding periods, or kept in their original homes until surgery can be scheduled and kittens placed directly up for adoption.

Α	В	C
Time Period	Total RPHC	Actual holding capacity
Jan-14	16	30
Feb-14	13	30
Mar-14	18	30

Apr-14	22	30
May-14	27	30
Jun-14	35	30
Jul-14	41	30
Aug-14	45	30
Sep-14	41	30
Oct-14	26	30
Nov-14	24	30
Dec-14	17	30





If RPHC and actual capacity are very close, particularly rigorous attention needs to be paid to moving animals through very efficiently. If actual capacity greatly exceeds RPHC, consider whether some holding housing can be repurposed to better use, such as isolation, nursery or treatment areas. Some shelters have even converted excess dog housing into comfortable, humane and much needed cat housing.

RPHC versus observed number of animals and actual capacity

The actual number of animals in holding areas should be routinely compared to RPHC as well as actual humane holding capacity. It is not uncommon for us to calculate that the RPHC is well within the actual capacity of a shelter, yet the shelter is substantially overcrowded. This is likely due to delays in decision making, hang ups in needed flow through services, or simply due to the tendency to fill all available areas to the point of bursting before taking action to move animals through. This is like waiting to pay on a credit card until late fees have been incurred, and should be strenuously avoided!

Whatever measure you use to calculate monthly average daily population, described above, plot this on a regular basis against required holding capacity and the number of humane housing units. Even if your "monthly average daily population" is just a once-a-month spot check, keeping track of this important relationship and presenting it graphically can ensure that unnecessary crowding is recognized and quickly corrected.



Figure 2: Required versus actual average daily population compared to actual capacity.

Adoption driven capacity (ADC)

In a shelter that does not control intake, initial holding capacity is relatively straightforward to calculate: simply multiply the number of animals that happen to come in each day by the length of holding, as discussed above. For a shelter that limits intake, however, the question arises how much intake and housing capacity would be the right amount to optimize animal health, welfare and adoption.

For limited intake organizations that place virtually all animals admitted, the number admitted will ultimately be dictated by the number of adoptions – although there can be some lag time while the shelter fills up, ultimately only as many as go out, can come in. If 10 animals are adopted each week, 10 animals can be admitted each week on an ongoing basis. But how many should be held within the shelter in between admission and adoption?

To make this question clearer, imagine starting with an empty shelter where an average of 10 animals a week will be adopted. If this shelter has room for 50 animals, then 20 could be admitted weekly for 5 weeks, 10 more per week than are adopted. Or 50 could be admitted on the very first day, or 11 per week for 50 weeks. At some point, though, the shelter will be full and intake and adoptions will have to remain symmetrical at 10 per week.

After that point is reached more than 10 animals weekly can be admitted only if more than 10 are adopted out. With 50 animals in the building "in line" for adoption, the chances for each animal to be adopted in any given week will be 1 in 5, and the average length of stay is guaranteed to be 5 weeks per animal. The same dynamic applies to the size of adoption areas within open intake shelters: if 20 animals are placed "up for adoption" and 10 animals are adopted out each week in an adoption area holding 50 animals, the area will become full after 5 weeks and another outcome will befall the number of animals placed up for adoption in excess of the number of adoptions.

So the question for our hypothetical shelter or adoption area is: what is the right number to have on track for adoption? Could the shelter adopt out more animals if they held 100 at once instead of 50, or would this double their daily costs and only delay by a few weeks or months the point at which intake will need to balance out with adoptions? If they dropped to housing only 25 animals for adoption, would they benefit from reduced costs and an average length of stay of only 2.5 weeks, or would they see adoptions drop because of insufficient selection or insufficient time for animals to connect with the right adopter?

Clearly these are important questions: too many animals for adoption and costs and LOS are needlessly increased, too few and adoption numbers will be compromised. This is further complicated by the fact that LOS is not neutral for shelter animals. Some animals will benefit from the opportunity to stay longer in the shelter: this includes those that will receive active treatment or rehabilitation to make them more adoptable or those that have a

unique condition (e.g. very large dogs, animals with conditions requiring special care) that makes them suited for a limited number of homes that come along relatively rarely.

However, for the vast majority of animals that enter the shelter healthy, friendly and immediately suitable for adoption into a typical home, increased LOS tends to be detrimental rather than beneficial. The risk to health associated with longer stays in the shelter has been described above. Illness contributes to yet longer stays – a detour within the shelter system with no benefit towards improved chances for adoption and increased challenges in maintaining behavioral well-being. An animal that is depressed or develops stereotypic behavior from prolonged confinement sees its chances for adoption further decrease.

We also know the number and presentation of animals for adoption will have a direct impact on the likelihood of adoption for each one. While "saving a life" is commonly cited as a primary motivator for adoption of a shelter pet, we also know that most adopters want healthy, friendly animals [6, 7]. Presenting animals in a way that highlights their personalities and provides adopters with information is likely to increase the overall number of adoptions.

Conversely, research on selection of everything from gourmet chocolates to potential mates suggests that too many choices will have a detrimental or even paralyzing effect on the ability to choose. We've probably all had this experience at one time or another – whether shopping for salad dressing or cell phone plans, a dazzling array of choices can become simply overwhelming.

So after all this discussion, what is the elusive "right number"? Fortunately it turns out not to be all that complex in most cases. For most organizations, the ideal number of animals for adoption, or "Adoption Driven Capacity" (ADC) is calculated by determining the target average LOS, and multiplying that by the monthly daily average number of adoptions. For animals basically "ready to go" upon admission (old enough and not requiring any treatment or rehab other than the usual vaccines, spay/neuter and other wellness care), the total length of stay should generally be about 2 weeks. If animals are held for stray or quarantine in areas where they can be viewed and selected for adoption , this total time can be included when calculating ADC with a goal of ~ 14 days total in holding and adoption (so for example if the time in stray

hold is 7 days, the target time in adoption would be ~ 7 days). If holding areas are cut off from public view, the target average length of stay in adoption should generally be at least 10 days to be viewed for adoption (to span two weekends, if that is the time of peak adoptions).

Adoption Driven Capacity = Target Average Length of Stay * Monthly Daily Average Adoptions

А	В	С
Time period	MDA adoptions	Adoption driven capacity
Jan-14	2	14
Feb-14	2	17
Mar-14	3	21
Apr-14	4	26
May-14	5	38
Jun-14	6	42
Jul-14	6	42
Aug-14	8	56
Sep-14	6	42
Oct-14	5	35
Nov-14	4	31
Dec-14	3	19

Table 5: Adoption driven capacity calculation, where column C = Column B * 7 days target length of stay in adoption (this would be for a shelter where animals were also available for a 7 day stray hold, resulting in an overall average length of stay of 2 weeks)

To help with these calculations - see our Adoption Driven Capacity Calculator

As for required physical holding capacity, consideration must be given to age and species when determining the number of housing units required to meet ADC. In addition to housing requirements, adoption rates may differ substantially by age. In the example in Table 5 an overall ADC for cats has been calculated using daily combined adoptions for cats and kittens. However, if the 8 adoptions a day during the peak month of August break down to 7 kittens and 1 adult cat, but adoption contains half and half kittens and adults (21 of each), a third of the kittens would have to be adopted each day to meet demand – and the shelter risks running out if there is any delay in keeping enough kittens moving through, while each adult will stay an average of 21 days.

Of course, most of the time we are not starting with a fresh, empty shelter and a hypothetical adoption rate, but rather an adoption area with however many housing units we happen to have holding a variety of hopeful animals awaiting homes. Using average daily population by location, you can visually demonstrate over time the difference between the number of animals actually present in the adoption area compared to ADC. If historical data are not available, you can begin by simply going out and counting on any given day, and tracking the number going forward.

If you find the number of animals in adoption often falls below ADC, consider whether this reflects a highly successful adoption program, insufficient flow through or an adoption area that is just too small. If the issue is simply that animals are flying out of adoption in less than your target length of stay, then this is cause for congratulations rather than concern.

If, however, animals are backed up in holding while potential adopters wander sadly through empty adoption areas, look to flow-through staffing capacity (see below) and correct delays in moving animals through the system. If adoption areas are simply too small and/or staffing is sporadically insufficient to keep animals moving through, consider making animals in holding available for adoption throughout their stay while you work towards long term solutions to housing and staffing issues.

If the number of animals awaiting adoption is well above ADC, recognize that the most important factor in correcting this situation will be moving extra animals through for a while, then maintaining ADC in the future. The number of animals for adoption tends to be a self-sustaining situation: remember in the example we began with of the shelter that took in 50 more animals than they placed until they were full, then had to maintain the same number coming in as going out with the length of stay set at five weeks. The same situation can play out in reverse in a similarly short time frame.

Let's say this shelter decided they wanted each animal to stay only a month and that 30 animals would provide a sufficient variety at that location. Just as they started by adding 50 more than were adopted out, now they will need to adopt out 20 more than are added. This can be done with one big adoption push or gradually by adopting out just one or two more a week than previously until a new balance is reached. For cats, this is often easiest accomplished in the winter when intake is relatively low. The important thing is, once ADC is reached, it must be sustained by letting adoptions determine the number of animals added, rather than simply adding more because more came in the door. Develop alternate housing and foster programs to manage sudden influxes or temporary imbalances between intake and live release so that animals will not be needlessly euthanized or turned away.

One risk of determining and maintaining capacity is that we sometimes use crowding as the main trigger for adoption events, or for saying "enough for now" at limited intake shelters. If crowding does not occur because a healthy capacity is maintained, do not forget to still hold these promotions!

Plan ahead for adoption events at times of year you know demand upon the shelter will increase (based on historical data). Better yet, do not wait for any crisis, but throughout the year take advantage of opportunities to promote adoptions in association with holidays or other events within your community.

Likewise for individual animals, do not wait until they have been in the shelter for weeks or months to take special promotion measures. Identify animals that may need a special kind of home early on and invest in individual promotions. The good thing about ADC is that there is little risk of running out of pets – if adoptions increase, the worst that will happen is that average length of stay will decrease. If adoptions consistently increase such that you find yourself running out of animals, most shelters will have little difficulty increasing intake or transfer to meet the increased demand.

One caveat about adoption driven capacity is that if ADC is very small because the rate of adoption is very low (overall or for any species/age group), ideally still keep a minimum number of animals to provide a

reasonable variety available at all times. For instance, as shelter that only adopts out 1 dog a week would calculate an ADP of 2 at most. Clearly more variety of dogs of different breed mixes, sizes, temperaments and the like will be likely to increase the number of adoptions at this shelter. In this situation, make the reverse calculation from ADC by dividing the number of animals for adoption by the number of daily or weekly adoptions: say this shelter decided to hold 20 dogs for adoption at once. If 1 is adopted out per week, each dog will stay an average of 20 weeks, and housing and care must be planned accordingly to ensure humane conditions for the duration of each animal's stay.

Staff capacity for daily care

With required physical holding capacity and adoption driven capacity in hand, you have a basic estimate of the number of animals the shelter must be able to hold, on average, at any given time to serve the population optimally (with the addition of animals in treatment, rabies quarantine or other specific areas). However, we know there is much more to providing humane conditions than giving the animal a place to physically reside. Animals need both daily and "flow through" care to move successfully through the shelter.

At the most basic level, sufficient time for daily care must be available to provide for the daily cleaning, feeding, any needed medical care and monitoring of each animal. (Throughout this document, when I say staff, I include skilled, reliable volunteers that can be counted on for daily care activities.) Required staff capacity for daily care is calculated by multiplying the number of animals present on a daily basis by the number of minutes required for basic care per animal per day:

Required Staff for Daily Care = Minutes per animal * average daily population/60 to give the number of hours required for care.

The inverse can also be calculated: Staff Capacity for Daily Care is calculated by dividing the number of staff minutes available for basic care activities per day by the number of minutes required per animal, to get the total number of animals that can be humanely cared for at any one time.

Staff Capacity for Daily Care (SCDC) = Minutes of daily staff time for care/minutes required per animal per day

So, how many minutes per animal per day are required?

As with the definition of "adequate housing units" this number can vary by species, age and housing type. It will also vary depending on the needs of the population – a shelter that has mostly healthy juveniles and adults can plan to spend fewer minutes on basic care per day than one with the same number of bottle babies or animals with significant medical or behavioral rehabilitation needs. As a general guideline, NACA and HSUS recommend allocating 15 minutes per animal per day for basic cleaning and feeding.

You may want to time a qualified staff person performing their duties according to acceptable protocols in order to get a time per animal that seems to be a good fit. As with holding capacity, you may find that different species and ages require different amounts of time; for instance, a little of 5 kittens may take only twice as long as a single adult cat to clean and feed. Thus, species and age specific calculations are helpful, or if this level of data is not available, calculate an average per animal based on the proportion present in the population (see example of stray animals with and without ID given above).

This could also be a good time for a staff/stakeholder discussion of just how much time a shelter animal "should" receive each day. It's surprising how much we tend to skimp on this, hoping that an animal can be checked out for signs of illness or stress, cleaned, fed, appropriately monitored and receive a bit of friendly interaction in a very few minutes per day. As with providing sufficient housing, providing sufficient daily time for care may seem daunting if much less has been the norm. But, if you never set your sights on this goal and define the gap, you certainly won't get there. Once defined, creative solutions are more likely to become apparent.

As with physical capacity, it is often helpful – and sometimes shocking – to graphically demonstrate the relationship between actual staff time, required staff capacity, daily population, and average amount of time to care for each animal.



Figure 3: This graph shows the relationship between actual staff hours for care (the orange line, which stayed steady throughout the year), required staff hours for care based on acceptable standards (the dark blue line, right axis, which fluctuated with the population and was between twice and over four times what was actually available), and monthly daily average population (left axis). The sad olive line shows the actual minutes of care each animal received, which dropped as low as just about 2.5 minutes per day during peak season, or 180 seconds to clean, feed and monitor a living animal.

If the actual daily population exceed the Staff Capacity for Daily Care, failures in care will be nearly inevitable. As with insufficient housing, this tends to create a vicious cycle – animal health suffers due to lapses in care, sick animals have greater care needs and stay longer, this leads to more animals in the shelter each day, overwhelmed staff can't keep up with moving animals through the system as they scramble to just stay on top of feeding and cleaning, and the cycle continues.

If the actual daily population reflects the calculated required holding capacity and adoption driven capacity, this desperate situation is built into the system and must be corrected by increasing staff or skilled volunteers or investing in housing that requires less daily time (e.g. double sided guillotine separated runs which are substantially quicker to clean than single housing). If the actual population is greater than required physical holding plus adoption driven capacity, the situation is better remedied by investing in quicker flowthrough to reduce the number of animals in the building and improve the health and welfare of all concerned.

Which brings us to our next topic, staff capacity for flow through.

Staff capacity for flow through

Even if physical and staff capacity for daily care are theoretically sufficient, insufficient staffing for even a single necessary step to move animals through the system can create a bottleneck that impacts every single other area. If there are not enough trained staff to complete behavioral evaluations on a daily basis, for example, dogs will linger in holding areas awaiting this next step along their way. This increases the daily population in holding, which increases daily care needs, leads to crowding in the holding area, increased risk of disease, longer lengths of stay...a familiar frustrating cycle in which some dogs will likely deteriorate in health and behavior by the time they finally do get evaluated. Lack of time to complete a 20 minute assessment on the day it was due can lead to hours of extra costs in daily care, treatment and ultimately even needless death of shelter animals. *It is never cost effective to under-staff flow through points*.

So what are the "flow through points" we need to be concerned about? A flow through point is anything that needs to happen for an animal to enter, move through and exit the shelter. Of course every animal will have an intake and an outcome, and some will go through additional steps (depending on the shelter's individual policies) which might include: Spay/Neuter surgery, Behavioral Evaluation, Pre-adoption Testing (e.g. for FeLV/FIV or heartworm), and Move to Adoption.

The simplest flow-through staffing requirement is for Intake: all animals will need to be processed for admission and the time required for this can be easily defined by observation. For each process, observe at least 10 instances and calculate the average. Let's say you observe adult feline intake and determine the process takes 15 minutes (including entering data into the computer, examining the cat, providing vaccines and parasite control, placing the cat into a fresh clean cage and providing food and water). Staffing for intake, therefore, is easily defined:

Average daily staff hours required for intake = Minutes per intake/60*MDA intake # Using the MDA intake table we generated earlier, this can be calculated on a monthly basis:

A	В	С
Time period	MDA intake	Hours of staff time required
Jan-14	3	0.7
Feb-14	2	0.6
Mar-14	3	0.8
Apr-14	4	0.9
May-14	5	1.4
Jun-14	8	2.0
Jul-14	10	2.4
Aug-14	11	2.8
Sep-14	10	2.5
Oct-14	5	1.3
Nov-14	4	1.1
Dec-14	3	0.7

Table 5: calculating hours of staff time required for intake on a daily basis each month, where Column C is calculated as Column B*15/60

Likewise all animals will have an outcome (e.g. reclaim, transfer, adoption, euthanasia).

While not all outcomes will be the same, the number of animals receiving each outcome is readily available from most shelter databases, and Monthly Daily Averages and time to complete each Outcome can be determined exactly as for intake. Intermediate steps, such as Behavior Evaluation or Spay/neuter surgery, are slightly more complicated if not all animals receive the same services. At the most basic level, subtract the average daily number of reclaims from the average daily intake to establish the number of animals requiring additional services beyond initial holding. These steps often have to do with evaluating and preparing animals for adoption.

For some shelters, some services will be performed for virtually all animals not reclaimed. For instance, all adult dogs may receive a behavior evaluation before any decision is made regarding adoption, transfer or euthanasia. Other services, such as spay/neuter surgery or pre-adoption health testing will only be performed for a certain subset, such as intact animals or those passing a behavior evaluation.

The exact details of calculating the number of animals requiring these intermediate steps is beyond the scope of these notes but a few hints will be given here. At a shelter where virtually all animals not reclaimed by their owners are adopted, the average daily number of pre-adoption processing steps will be about equal to the Monthly Daily Average adoptions. For shelters where a substantial fraction of animals placed for adoption end up with another outcome, such as rescue or euthanasia, make an estimate of this (or determine the exact figure from your records if available) and add it to the MDA adoption.

For instance, if about 25% of animal put up for adoption end up with another outcome, multiply MDA by 1.25 for the number of animals needing procedures each day before movement to adoption. Similar adjustments can be made to estimate what percentage of animals will need other flow through procedures. A detailed example of calculating spay/neuter surgery requirements is provided in the Appendix (thanks to Dr. Sandra Newbury).

Stacked graphs can be generated to visually demonstrate required staffing levels. As with capacity for daily care, this can help identify where there is risk for delays. If only certain staff can provide particular services, these should be graphed and evaluated separately (e.g. time for spay/neuter surgery will require a certain amount of veterinary and technician time, while intake, behavioral evaluation, health testing and euthanasia may only be performed by certain trained staff members).



Figure 4: This graph shows a summary of required staff for flow through of all animals through one large municipal shelter. While the hours per process should be calculated separately for each species, it is useful to combine them into a summary graph such as this one if the same staff are responsible for all processes. For example, only dogs received behavior evaluations at this shelter, but the time for that was combined with the time for intake, movement to adoption areas, and euthanasia of all species since these duties fell to the same staff members.

If staffing for flow through cannot be provided, then these steps must be shortened or eliminated, or the number of animals requiring these services reduced by decreasing intake. Backlogging animals awaiting some magical day when staff will have time to catch up is simply untenable. As with all other areas discussed, bringing the population within capacity at this and every step along the way works synergistically to ensure the quickest, safest path for each animal from the time it enters your care to the moment it leaves.

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Appendix

Spay / neuter capacity requirements

Spay/ Neuter capacity describes the ability to accomplish a number of surgeries given the staffing, facility, and time allotted. Requirements for this capacity are based on animal flow- through numbers with an estimate of how many animals would require surgery prior to release.

As an example, average daily adoptions can be used to roughly estimate the need for spay/neuter surgery. To get the most accurate picture, an estimate of what percentage of both dogs and cats who are selected for adoption arrive at the shelter intact versus previously altered is required.

For this example, we will assume that all adopted pets need surgery prior to adoption, which is most likely an overestimate.

The most powerful and accessible preventive program is likely associated with spay/neuter outreach to the community to decrease the birth and subsequent surrender of unwanted litters. So, although the number of adoption-associated surgeries may be overestimated in the following example, an increase in overall spay/neuter capacity even greater than that represented by these numbers may be required to meet community goals.

Spay / Neuter Surgery Number Requirements

In order to calculate spay/neuter surgery staffing needs, it is necessary to multiply the veterinary and technician time required per surgery by the expected number of animals requiring this procedure on a per-surgery-day basis. Time calculations should include the veterinary and technician time required to accomplish every aspect of the procedure, including identification of surgical candidates, pre-surgical exams, preparation and recovery, the surgery itself, paperwork/documentation associated with surgery and logging of controlled substances, communication/release to new adopters, and any follow up care required after release. The expected number of required procedures for a shelter that performs surgery post-adoption can be calculated by estimating the number of expected adoptions by the fraction of animals that are intact at the time they are selected for adoption. Any additional procedures - such as spay/neuter prior to rescue, reclaim by owners, or release to feral cat colonies - will also have to be included in the estimate. The following calculations provide an estimate of expected adoption numbers only.

Daily surgery numbers and types required can be estimated by the monthly adoption number expectations (based on the previous year) for cats, kittens, puppies and dogs divided by the number of surgery days in the month.

As an example:

This example assumes 100% of adopted or rescued animals would require spay / neuter. That is likely an overestimate because some animals may arrive previously altered. It is unknown what fraction. If the fraction of animals who are selected for adoption arrive unaltered is estimated, those numbers could easily be subtracted from these overestimates.

This example assumes 496 cats would require surgery in June.

If surgery is done four days a week and there are 4 weeks in the month (16 surgery days), then 31 feline surgeries must be performed each surgery day.

496 feline surgeries / (16 surgery days) = 31 feline surgeries required each surgery day Canine surgery needs could be similarly estimated and should be added to the total numbers. If on average, approximately 132 dogs are adopted each month, there would be a slightly overestimated need for surgery for 8-9 dogs per surgery day.

132 canine surgeries / (16 surgery days) = 8 canine surgeries required each surgery day

Timing for all aspects of the spay/neuter process should be timed or estimated and added to the surgery time in order to estimate overall staffing and facility's needs.

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Overview of Capacity for Care (C4C)

Last updated: 2016-02-05 Document type: Information Sheet Topics: Shelter Design and Housing, Shelter Population Management Species: Canine, Feline

Capacity for care (C4C), considered holistically, means meeting the needs of every animal admitted to a shelter, regardless of how they came in, when they came in or their age, health status and personality. Every sheltering organization must acknowledge their C4C and function within it to allow them to be the best resource for the animals and people in their community.

Achieving capacity for care involves creating humane space as well as developing and implementing programs that allow the shelter to function at a level where every animal has the Five Freedoms of Animal Welfare and staff is provided an environment where they can do a good job – all while helping just as many, if not more animals.

Assuring C4C also supports meeting a Sixth Freedom, the freedom from euthanasia for animals that are neither terminally ill nor dangerous. Providing high quality housing and optimizing length of stay (LOS) through pro-active management are two key factors in assuring C4C for every animal in the shelter.

The Five Freedoms of Animal Welfare, developed by the Farm Animal Welfare Council for livestock in an agricultural context, provide a compelling simple framework to define the minimum level of care expected for any animal in confinement:

- Freedom from hunger and thirst
- Freedom from discomfort
- Freedom from pain, injury, or disease
- Freedom from fear and distress
- Freedom to express normal behavior

The first four freedoms must be met with humane housing and pro-active population management and thoughtful medical protocols. The fifth freedom, freedom to express normal behavior, is extremely difficult to meet in the shelter setting, even with the best housing and care and thus limiting the amount of time an animal is in the shelter further supports providing this freedom.

The Association of Shelter Veterinarian's Guidelines for Standards of Care in Animal Shelters warns:

Every sheltering organization has a maximum capacity for care, and the population in their care must not exceed that level.

On the surface, this seems like a simple and logical statement. Operating within an organization's C4C is the foundation on which all other guidelines for care rest. If more animals are admitted at any one time than can be provided with an environment that meet their needs; or if more animals are admitted over time than can be released alive, inevitably animals' mental or physical welfare will be compromised. This also creates an environment where staff are not able to do their best work, which often results in staff feeling less fulfilled and frustrated in their daily work.

Once a shelter is operating within their C4C, human resources (staff, volunteers, others) are often freed up to do any of a number of other important shelter tasks to further serve the shelter animals and/or community outreach programs. This system feeds positively on itself. Meeting C4C allows animals to remain healthy with good welfare during their stay and move through the system quickly without delays from illness. Since animals arrive at their appropriate outcomes more quickly, resources are freed up to further serve the mission and goals of the facility – often with an ability to serve more animals. The organization can thus be an even better

resource for the community to improve welfare of animals within and beyond the shelter walls.

"It is working so well I am completely blown away. The response from the public with regard to the lack of crowding has been very positive, and our volunteer retention for cat volunteers has improved with the improved housing conditions for the cats. Capacity for Care is a win win win program I wish we would have started years ago!"

Laura, Shelter Manager, Placer SPCA

"Outcome capacity", such as number of adoptions per day and rescue transports per month, also drives the optimal number of animals to have in the building for maximum life-saving, even when there are adequate housing units available. Functioning within outcome capacity will enable an organization to give genuine chances to the most animals over time, by expanding the community safety net as well as releasing the most animals alive through the shelter.

Learn more about calculating your shelter's capacity for care and adoption driven capacity.

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RESOURCE LIBRARY

Resource Library

Shelter Health Resources

Shelter Operations/Capacity for Care Resources

Facility Design Resources

DIY Housing Accessories for Animal Shelters

Shelter Capacity Calculators

SEARCH KSMP NEWS & INFO

Looking for more information about KSMP services, personnel, and news? Use the search form below.



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EXHIBIT D



Policy Manual

This manual is intended to provide a general understanding of Great Falls Animal Shelter policies. It may not be able to answer every question or predict every situation. Please contact staff with questions not addressed in this manual.

Revised January 2018

GFAS Policy Manual

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GFAS Policy Manual



Mailing Address City of Great Falls Great Falls Animal Shelter PO Box 5021 Great Falls MT, 59403

Street Address Great Falls Animal Shelter 1010 25th Ave NE Great Falls, MT 59404

Contact Information Phone: 406-454-2276 Fax: 406-454-2292 Website – www.greatfallsmt.net/animalshelter Facebook – GreatFallsAnimalShelter

> *Office Hours Monday – Friday: 10 a.m. – 5 p.m. Saturday: 10 a.m. – 2 p.m.

*Kennel Viewing & Adoptions Hours Monday, Tuesday, Wednesday, Friday: 11 a.m. – 4:30 p.m. Thursday: 2 p.m. – 4:30 p.m. Saturday: 11 a.m. – 1:30 p.m.

Closed Sundays and All City/ Federal Holidays

Hours are subject to change



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GFAS Policy Manual

INTRODUCTION

The City of Great Falls Animal Shelter (GFAS) Policy Manual has been created to provide a general understanding of our policies. It will not be able to answer every question or predict every situation. Please contact a staff member with any questions.

GFAS DESCRIPTION

The GFAS is operated by the City of Great Falls and is operated as a municipal animal Shelter, which serves the residents of Great Falls, Cascade County and surrounding areas. The GFAS has the ability to house 114 animals at one time, yet the average monthly intake is 131 animals. GFAS uses many resources to try and find homes for every adoptable animal either by adoption, foster home or rescue group.

ADOPTION POLICY

The GFAS makes every effort to ensure an animal adopted is placed in a responsible, loving, and forever home. The following adoption policy is utilized.

- After the required holding time (See "Intake Policy" page 6 for hold times), the animal is placed on PetFinder.com and is available to the public for adoption.
- Anyone interested in adopting an animal is required to complete an Adoption Application. Applications may be submitted in person, email or fax. Verbal applications are not accepted.
 - Applications are only accepted from the intended owner. Applications will not be accepted for animals being adopted as a gift.
 - b. A citizen can complete an adoption application at any time for any animal. Staff will time and date stamp each application and then either mark it approved, denied, or pending.
 - c. Adoption Applications are valid for thirty (30) days.
 - d. Generally, each animal is adopted in a 'first come first serve' manner. At 11 a.m. on the day the animal becomes available for adoption, the animal will be adopted to the first approved applicant.
 - e. Once the applicant is approved, they may place a 24-hour hold on the animal they are interested in to ensure they are making the right decision. If this approved applicant does not return to the GFAS and officially adopt the said animal, that animal will be adopted to the next approved applicant on the list.
 - f. The submitting of an Adoption Application does not guarantee eligibility to adopt. Here is a list of a few eligibility requirements:
 - Current rabies vaccination is required on pets already residing with the applicant.
 - ii. Current City license is required on pets already residing with the applicant.
 - iii. Landlord approval is required (if applicable)
- Once the Approved Applicant chooses to adopt an animal an Adoption Contract is completed with the staff.



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- a. Please see the GFAS Fee List for adoption prices.
- b. All animals being adopted from GFAS must be altered (spayed or neutered). In most cases, when the animal being adopted has not been altered, the GFAS will transport the animal to the veterinarian the day after the adoption (or the earliest available time) and the new owner will be able to pick up their newly adopted pet directly from the veterinarian. In the few instances where the animal may not be able to be altered at that time (too young), an alter deposit will be required. Please inquire with staff.

ADOPTION RETURN POLICY

The goal is for every animal at the GFAS to be placed in a responsible, loving and forever home. Staff understands that in some cases, the adoption may not be the "right fit" for the pet or the new owner. The following policy is utilized to allow adopters to return the pet to the safety of GFAS.

- If after the initial veterinary examination, per the adoption contract, the animal is deemed in such poor health that major medical treatment is required; the adopter may return the animal to GFAS for a refund of the adoption fees or may exchange the animal for another available animal of their choosing. This refund or exchange must occur within ten (10) days of the adoption and written documentation from the veterinarian is required. Any acquired veterinarian expenses will not be refunded.
- If there are compatibility issues between the adopter and the new pet, the adopter may return the animal to GFAS and exchange for another available animal of their choosing, at no additional cost. This exchange must occur within thirty (30) days of the adoption. No monetary refunds will be given.
- Please see the Owner Surrender policy, if the adopter has had the adopted animal in their possession longer than thirty (30) days.

OWNER SURRENDER POLICY

GFAS understands situations arise where an owner can no longer care for their pet. In these instances the GFAS encourages owners to seek out as many resources as they can to assist them. Sometimes neighbors and/or other family members can assist in finding a new home for the pet. Veterinarians and/or local pet stores may assist in training if behavioral issues are the need for re-homing.

The GFAS does not accept any surrendered animals that have potentially infectious disease or illness, or have extreme behavior issues, including but not limited, to biting or signs of aggression.

When an owner deems it necessary to surrender their animal to GFAS, the animal becomes the property of the GFAS and the animal's former owner cannot determine the disposition of the animal. The GFAS will perform its own assessment of the surrendered animal according to the following policies and procedures and determine the disposition of the animal.



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- The owner will complete an Owner Surrender profile to provide as much information to GFAS about their animal as possible. The staff needs to know the animal's behavior and current living situation. This will aid GFAS in finding a new appropriate home for this animal.
- 2. GFAS will also need any veterinary records available. If the owner does not have records available the staff will need to know the name of the veterinary office used. GFAS should be able to receive copies of the records. This will also aid in finding a new appropriate home for this animal and to verify what vaccinations this animal has been given and other related issues concerning the animal.
- 3. There will be a surrender fee per animal or per litter (see GFAS Fee List for the most current fees) assessed to help offset the cost of processing the animal for entrance to the GFAS. The average cost for care and housing an animal until adoption at the GFAS is \$265. GFAS would appreciate any additional monetary donations, above and beyond the surrender fee, to help cover the cost of caring for the pet until a new home can be found.
- 4. Once an animal is surrendered to GFAS, that animal becomes property of GFAS, and the previous owner relinquishes all rights to obtain further information on the disposition of that animal. However, GFAS does have a 24-hour Remorse Policy. If the owner surrenders their animal to GFAS and decides they would like their animal back, within 24-hours of the surrender, GFAS will return the animal to their owner. Cost of Care and Processing fees may apply. Please see the GFAS Fee List.
- The Remorse Policy does not apply to owners who have chosen to surrender their animal due to Redemption Fees.
- 6. The surrendered animal will be available for adoption after a 24-hour hold time.
- 7. Animals that the owners believe to have aggressive behaviors will not be accepted. It is the owner's responsibility to seek out training for the animal or a more suitable home. If the owner believes euthanasia is the right decision, it is the owner's responsibility to seek this service from a veterinarian.

INTAKE POLICY

GFAS is responsible for the housing and care of animals brought in by City of Great Falls Animal Control, strays found by the surrounding area citizens and owner surrendered animals.

The GFAS does not accept any animals that have potentially infectious disease or illness, or have extreme behavior issues, including but not limited, to biting or signs of aggression.

Please visit <u>www.greatfallsmt.net</u> for the current City Animal Ordinances (Title 6 Animals, Chapter 8 Animals) and more information on why an animal may be taken to the GFAS. GFAS makes every attempt to reunite a stray animal with its owner; the following policy is utilized to attempt to ensure this.



- Every animal entering the GFAS shall have an Intake Sheet and a Health Check Form completed. An intake number is assigned and vaccinations are given. The animal is placed in a kennel where it is kept while waiting to find its owners or a new home. The intake sheet will include the following:
 - Location found.
 - Animal description and other information such as collar, injuries, identification etc.
- Every animal is scanned for a microchip. If GFAS finds this animal has a microchip a staff member will attempt to contact the current registered owner. If this is unsuccessful, the animal will be available for adoption after a 96-hour hold time (excluding Sundays and holidays).
- 3. If the animal is wearing a collar with a rabies tag, license tag, or any other identification tag, the GFAS staff will proceed to try and contact the owner using any and all contact information available. If this is unsuccessful, the animal will be available for adoption after a 96-hour hold time (excluding Sundays and holidays).
- If the animal does not have any identification tags or microchip, the animal will be available for adoption after a 72-hour hold time (excluding Sundays and holidays).
- If the animal was owner surrendered, that animal will be available for adoption after a 24hour hold time (excluding Sundays and holidays).
- In the event a pet owner chooses to surrender, rather than redeem their animal, Surrender Fees will apply.
- 7. The steps to reclaim a lost pet are listed below in the Redemption Policy.

REDEMPTION POLICY

GFAS makes every attempt to reunite a stray animal with its owner, however in order to offset costs associated with the operation, redemption fees are assessed. Please see the GFAS Fee List for redemption fees. To ensure the animal is reunited with its correct owner the following policy is utilized.

- 1. No one except the owner of the animal may redeem the said animal.
 - a. If the animal's owner is out of town and wants to have another individual pickup the animal at the GFAS, the owner must write a statement allowing this particular individual to pay the fees and pickup the animal. (Emails and faxes with a signature are a valid form of communication)
 - b. If there are any discrepancies of ownership, the owner must provide proof of ownership. Forms of proof may be a veterinarian bill with the owner name and animal description, rables vaccination proof from their veterinarian, or a City license proof.



- 2. When reclaiming a pet, the owner will look through the kennels to verify GFAS has his/her pet. Once the appropriate pet has been located the owner will display a valid picture ID, complete the redemption paperwork and provide proof of current rabies vaccination and proof of current City license. If the owner does not provide proof, it may be obtained by calling their veterinarian. If the required proof cannot be verified, then owner will be charged additional redemption fees.
- After all redemption paperwork has been completed and all redemption fees have been paid the animal and owner are reunited to go home.
- If the owner chooses to leave his/her animal, without officially surrendering the animal to GFAS, the owner may face legal charges.

LICENSE POLICY

Pursuant to current City Ordinance (Section 6.8.040 – Dog and Cat Registration) all dogs and cats over the age of six (6) months, must be licensed. A City license cannot be sold without proof of a rabies vaccination. City licenses may be purchased with proof of rabies vaccination at the GFAS and numerous participating local veterinarians offices. A City license is not required for pets residing outside the city limits. Please see the GFAS Fee List for current licensing fees.

If a stray animal is picked up by Animal Control or taken to the GFAS, the animal is immediately checked for identification. If the identification is current the owner is immediately contacted and the animal can be taken home if it is still with an Animal Control Officer. If it has already been through the intake process at the GFAS the owner can pick the animal up as soon as possible to keep the accumulation of fees to a minimum.

Pursuant to City Code (6.8.080 & 6.8.090) other animal licenses, certificates or permits may be required for purchase, including:

- 1. Multiple Animal Permit
- 2. Hobby Breeder Permit
- 3. Wild Animal License Certificate (Initial Registration)
- 4. Wild Animal License Annual Certificate
- 5. Beehive Owner/Beekeeper One-Time Registration
- 6. Beehive(s) Annual License
- 7. Commercial Kennels (Coordinated with Planning & Community Development)

RABIES VACCINATION POLICY

Pursuant to current City Ordinance (Section 6.8.030 – Vaccination required) all dogs, cats, ferrets, and horses over the age of six (6) months, must have a current rabies vaccination. Rabies vaccinations must be administered by a licensed veterinarian. Enforcement issues pertaining to an animal that has bitten a human or other animal is done by Animal Control Officers under the authority of the City of Great Falls Police Department.

All animals leaving GFAS will receive a rabies vaccination or voucher to be redeemed at a local veterinarian's office.



EUTHANASIA POLICY

The number one priority of the GFAS is to have as many animals as possible redeemed, adopted, placed in foster homes or with rescues. However, there are times when an animal's health, disposition and temperament do not allow for these choices.

After reviewing the animal's quality of life and after careful consideration with the Veterinary Technician, GFAS Contracted Veterinarian and Operations Director, the decision to humanely euthanize will be considered as the final act of kindness.

There may be situations, however where euthanasia is court mandated.

Euthanasia services are NOT offered to the public.

CREMATION SERVICES

The GFAS offers cremation services to members of the public when their beloved pet has died. The cremation process is performed in a respectful and dignified manner by the caring staff at the GFAS. Staff is available to help pet owners chose the best cremation option for you and your family. Please see the GFAS Fee List for current cremation service fees (www.greatfallsmt/animalshelter).

Pursuant to current Montana statutes and rules, there are restrictions on the manner in which a deceased animal may be disposed of. (ARM 17.8.604, MCA 75.5.605, MCA 75.10.212-214)

DONATION POLICY

All donations are accepted and greatly appreciated by the GFAS. We currently have three different accounts that can accept monetary donations. All three accounts are funded exclusively on donations and are tax deductible. Memorial donations may also be set up to honor a family member or pet. Please contact the GFAS with donation or tax deductible questions. You may also visit the website at www.greatfallsmt.net

VOLUNTEER POLICY

Volunteers can play a very important role in the operation of GFAS. All citizens interested in becoming a volunteer at GFAS must complete a Volunteer Application. These applications are at the GFAS or may be found on the website at <u>www.greatfallsmt.net</u>. Once the application is accepted all volunteers will complete Volunteer Orientation and training.



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Agenda #1.

EXHIBIT E

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ORDINANCE 3160

AN ORDINANCE REPEALING AND REPLACING TITLE 6, OF THE OFFICIAL CODE OF THE CITY OF GREAT FALLS (OCCGF), PERTAINING TO ANIMALS

WHEREAS, the City Commission established Title 6 of the OCCGF regulating Animals within the incorporated boundaries of the City of Great Falls; and

WHEREAS, the City Commission has recognized deficiencies throughout the entirety of OCCGF Title 6, including but not limited to, typographical, grammatical, formatting and referencing deficiencies, and

WHEREAS, the City Commission wishes to cure the deficiencies contained in OCCGF Title 6, and

WHEREAS, the City Commission wishes to substantively change policies related to the Great Falls Animal Shelter, Animal Control investigative procedures, the regulation of dangerous or potentially dangerous animals, and rabies control regulations.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COMMISSION OF THE CITY OF GREAT FALLS, MONTANA, that:

- Section 1. The entirety of OCCGF Title 6 pertaining to Animals will be replace as depicted in Exhibit "A" attached hereto, repealing the entirety of Title 6 depicted in Exhibit "B" attached hereto, which incorporates all changes depicted in Exhibit "C", attached hereto; and,
- Section 2: This ordinance shall be in full force and effect thirty (30) days after second reading and final adoption by the City Commission.

APPROVED by the City Commission on first reading June 6, 2017.

ADOPTED by the City Commission of the City of Great Falls, Montana on second reading June 20, 2017.

Bob Kelly, Mayor

ATTEST:

(CITY SEAL)

Darcy Dea, Deputy City Clerk

APPROVED FOR LEGAL CONTENT:

Sara Sexe, City Attorney

State of Montana) County of Cascade : ss City of Great Falls)

I, Darcy Dea, Deputy City Clerk of the City of Great Falls, Montana, do certify that I did post as required by law and as prescribed and directed by the Commission, Ordinance 3160 in three conspicuous places within the limits of said City to-wit:

On the Bulletin Board, first floor, Civic Center Building; On the Bulletin Board, first floor, Cascade County Courthouse; On the Bulletin Board, Great Falls Public Library

(CITY SEAL)

Darcy Dea, Deputy City Clerk

Title 6 - ANIMALS

Title 6 ANIMALS

Chapter 1 ANIMALS

Sections:

6.1.010 Definitions.

As used in this chapter, unless the context otherwise indicates, the following terms shall have the meaning ascribed to each:

- A. "Abandon" means to forsake, desert, or absolutely give up an animal previously under the custody, or possession, of a person without having secured another owner or custodian by failing to provide one or more of the elements of adequate care for a period of twentyfour (24) or more consecutive hours.
- B. "Adequate care" means the reasonable practice of good animal husbandry, production, management, confinement, feeding, watering, protection, shelter, transportation, treatment, and, when necessary, euthanasia. This practice must be appropriate for the age, species, condition, size, and type of animal. Adequate care additionally includes the provision of veterinary care to prevent suffering, disease, or the impairment of health.
- C. "Adequate feed" means the provision of access to food that is:
 - Of sufficient quantity and nutritive value to maintain each animal in good health;
 - Accessible to each animal without duress or competition;
 - Prepared so as to permit ease of consumption for the age, species, condition, size and type of each animal;
 - Provided in a clean and sanitary manner;
 - Placed so as to minimize contamination by excrement and pests; and
 - Provided at suitable intervals for the species, age, and condition of the animal, but at least once daily, except as prescribed by a veterinarian or as dictated by naturally occurring states of hibernation or fasting for the normal species.
- D. "Adequate shelter" means the provision of, and access to, shelter that:
 - Is suitable for the species, age, condition, size, and type of each animal;
 - Provides adequate space for each animal;
 - Is safe and protects each animal from injury, rain, sleet, snow, hall, direct sunlight, the adverse effects of heat or cold, physical suffering, and impairment of health;
 - Is properly cleaned to include;
 - clean of carcasses, debris, food waste and excrement with sufficient frequency to minimize the animal's contact with those contaminants;

Great Falls, Montana, Code of Ordinances

Title 6 - ANIMALS

- sanitized with sufficient frequency to minimize odors and the hazard of disease; and
- iii. cleaned to prevent the animals confined therein from being directly or indirectly sprayed with a stream of water or exposed to hazardous chemicals or disinfectants.
- Enables each animal to be clean and dry, except when detrimental to the species.
- For dogs and cats, provides a solid surface, resting platform, pad, floor mat, or similar device that is large enough for the animal to lie on in a normal manner and can be maintained in a sanitary manner.
- A shelter with wire, grid, or slat floors which do not sag under the animal's weight, do not permit the animal's feet to pass through the openings, or which otherwise protect the animal's feet or toes from injury.
- 8. With respect to outdoor facilities for animals, the provision of one or more shelter structures that are accessible to each animal in each outdoor facility and that are large enough to allow each animal in the shelter structure to sit, stand, and lie in a normal manner and to turn about freely. In addition to the shelter structures, one or more separate outside areas of shade must be provided, large enough to contain all the animals at one time and protect them from the direct rays of the sun. Shelters in outdoor facilities for animals must:
 - I. Contain a roof and be fully enclosed with an opening to allow animal access;
 - ii. Provide the animals with adequate protection and shelter from the cold and heat, provided that no animal may be maintained in any outdoor location where the ambient temperature is under thirty-five (35) degrees Fahrenheit or higher than one hundred (100) degrees Fahrenheit or any indoor location where the ambient temperature is under forty-five (45) degrees Fahrenheit or exceeds eighty-five (85) degrees Fahrenheit;
 - iii. Provide a wind break at the entrance;
 - For building surfaces in contact with animals in outdoor housing facilities, be impervious to moisture;
 - Not be made of metal barrels, cars, refrigerators or freezers, and similar materials; and
 - vi. Have floors which are maintained on a regular basis and made of compacted earth, absorbent bedding, sand, gravel, or grass, which must be replaced if there are any prevalent odors, diseases, insects, pests, or venom. Surfaces of outdoor housing facilities. that cannot be readily cleaned and sanitized must be replaced when worn or soiled.
- E. "Adequate space" means sufficient space to allow each animal:
 - To easily stand, sit, lie, turn about and make all other normal body movement in a comfortable, normal position for the animal;
 - To interact safely with other animals in the enclosure. Outside dog runs must be a least ten (10) feet long and thirty-six (36) inches wide for dogs weighing up to forty-five (45) pounds, and at least ten (10) feet long and forty-eight (48) inches wide for dogs weighing forty-five (45) pounds or more;

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When an animal is tethered, to engage in the above actions and is:

- Appropriate to the age and size of the animal;
- II. Attached to the animal by a properly fitted collar, halter, or harness configured so as to protect the animal from injury and to prevent the animal or tether from becoming entangled with other objects or animals or from extending over an object or edge that could result in the strangulation or injury of the animal; and
- iii. Is at least three times the length of the animal, as measured from the tip of the nose to the base of the tail, except when the animal is being walked on a leash or is attached by a tether to a lead line. When freedom of movement would endanger the animal, temporarily and appropriately restricting movement of the animal according to accepted veterinary standards for the species is considered provision of adequate space, provided, however, that no animal shall be tethered for more than a reasonable period.
- F. "Adequate veterinary care" means provision of medical care to alleviate suffering, prevent disease and disease transmission, and maintain health through accepted practice by the American Veterinary Medical Association for the age, species, condition, size, and type of each animal.
- G. "Adequate water" means the provision of and access to clean, fresh, potable water of a drinkable temperature which is provided in a suitable manner, in sufficient volume, and suitable intervals to maintain normal hydration for the age, species, condition, size, and type of each animal, except as prescribed by a veterinarian or as dictated by naturally occurring states of hibernation or fasting normal for the species. Such water shall be provided in clean, durable receptacles that are accessible to each animal and placed so as to minimize contamination of the water by excrement or pests. Alternatively, provision of an alternate source of hydration consistent with generally accepted husbandry practices may be provided.
- H. "Adoption" means the transfer of ownership of an animal from a releasing agency to an individual.
- "Animal" means any living vertebrate creature, other than human beings, whether wild or domestic, including but not limited to all livestock and any domestic pet.
- J. "Animal Control Officer" means any person charged with the duty of enforcement of the City's animal control ordinances. Animal Control Officers shall be peace officers for the limited purpose of animal control.

(Ord. 2656, 1992).

3.

- K. "Animal hoarder" means any person who possesses a large number of animals, and who;
 - Keeps animals in severely overcrowded conditions where they are unable to be in a state of good health;
 - Displays the inability to recognize or understand the nature of, or has reckless disregard for, the conditions of the animals; or
 - Lives in unsanitary, unhealthy or potentially dangerous cohditions and fails to or is unable to provide the animals with adequate care as defined in this chapter.

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- L. "Animal Shelter" means any premise provided for intaking and caring for domestic animals. References in this Title to "Animal Shelter" shall mean the Great Falls Animal Shelter unless specifically stated otherwise.
- (Ord. 2656, 1992)
 - M. "ARM" means the Administrative Rules of Montana.
 - N. "At large" means off the premises of the owner and not under the immediate, continuous and effective control of its owner or some other competent person.
 - O. "Collar" means a well fitted device that:
 - Encircles an animal's neck or torso in such a way as to avert trauma or injury to the animal;
 - Allows two fingers to be inserted between the neck and collar;
 - Is appropriate to the age and size of the animal; and
 - 4. Is constructed of nylon, leather, metal, or similar material.
 - P. "Commercial kennel/cattery" means any building, structure, or premise which is used for the business of charging fees for boarding, training, or breeding of domestic animals, exclusive of medical or surgical care, or for quarantine purposes.
 - Q. "Companion Animal" means any domestic animal that works, provides assistance, or performs tasks for the benefit of a person with a disability, or provides emotional support that alleviates one or more identified symptoms or effects of a person's disability, the need for which is documented by a health care provider.
 - R. "Dangerous Animal" means any animal that displays any of the following behaviors:
 - inflicting bodily injury upon or has caused the death of a person or domestic animal; or
 - demonstrating tendencies that would cause a reasonable person to believe that the animal may inflict injury upon or cause the death of any person or domestic animal, including but not limited to the following behaviors;
 - attacking, without provocation, requiring defensive action by any person to prevent bodily injury and/or property damage in a place where such person is conducting himself peaceably and lawfully;
 - attacking, without provocation, resulting in an injury to a person in a place where such person is conducting himself peaceably and lawfully;
 - attacking, without provocation, resulting in injury or death to other animals unless the other animal is trespassing on the attacking animal owner's property, or injuring or attempting to injure the person, family or property of the owner; or
 - engaging in or been trained for animal fighting.
 - S. "Domestic animal" means any animal that may be legally possessed by a person and is commonly kept in or around a residence, outbuildings or business.
 - T. "Euthanasia" means the humane destruction of an animal accomplished by a method that involves instantaneous unconsciousness and immediate death or by a method that involves anesthesia, produced by an agent that causes painless loss of consciousness, and death during such loss of consciousness.

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- U. "Excrement" means waste from the bowels or bladders of animals.
- V. "Feral cat' means any cat that is a descendant of a domesticated cat that has returned to the wild.
- W. "Foster home" means a private residential dwelling and its surrounding grounds where care and/or rehabilitation are provided to domestic animals through an affiliation with the Great Falls Animal Shelter.
- X. "Fow!" means any of various birds of the order alloforms, including chickens, roosters, ducks, geese, turkeys, and pheasants, or any bird that is used for food or hunted as game.
- Y. "Hybrid animal" means an animal resulting from the crossbreeding between two (2) different species of animals. These may include, but are not limited to, crosses between wild animal species such as lions, tigers, and wolves. For the purpose of this chapter, a hybrid animal will be considered a wild animal.
- Z. "Intake" means the taking into custody of an animal either wild or domestic by Animal Control Officers or the Great Falls Animal Shelter.
- AA. "Leash" means a cord, rope, chain, or strap attached to the collar or harness of an animal, and used to lead it or hold it in check.
- BB. "Licensing authority" means any designated representative of the City or Animal Shelter charged with administering the issuance and/or revocation of permits and pet registrations under the provisions of this chapter.
- CC. "Livestock" means domestic animals traditionally raised in an agricultural setting to produce commodities such as food, fiber, or labor. These may include, but are not limited to, cattle, sheep, swine including domestic pot-bellied pigs, poultry, fowl, ostriches, emus, goats, horses, mules and llamas.
- DD. "Microchip Implant" means a passive electronic device that is injected into an animal by means of a pre-packaged sterilized Implanting device for purposes of identification.
- EE. "Multiple Animal Permit" means a permit authorizing a household, individual or family unit to keep, harbor or maintain more than the limited number of dogs and cats permitted by this Chapter.
- FF. "Neglect" occurs when the owner or keeper of an animal does any of the following:
 - Fails to provide an animal with adeguate care as defined in this chapter;
 - Fails to sufficiently and properly care for an animal to the extent that the animal's health is jeopardized;
 - Keeps any animal under conditions which increase the probability of the transmission of disease;
 - Allows any animal, including one who is aged, diseased, maimed, hopelessly sick, disabled, or not ambulatory, to suffer unnecessary pain; or
 - 5. Meets the definition of an animal hoarder as defined in this chapter.
- GG. "Nuisance animal" means any animal or group of animals that behaves in a disruptive or destructive manner, including but not limited to, the following, habitually:
 - Steals, damages, soils, or defiles community or neighborhoods private property or public property;

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- Turns over garbage containers, rummages through or scattering garbage or rubbish, or damages flower or vegetable gardens;
- Causes unsanitary or offensive conditions;
- Chases vehicles or bicycles on public streets, ways or parks, or impedes the safety of pedestrians, bicyclists, or motorists;
- 5. Is inside a public area which is designated as one prohibiting animals, except for an animal that has been duly and properly trained and registered as a Service Animal as described in Section 6.1.010, or a Companion Animal as defined in this Title, may be allowed in such an area when acting in that capacity; or

6. Barks, howls, whines, bays, or makes any noise common to its species, so continuously or incessantly as to unreasonably disturb the peace, comfort, tranquility of life or property of one or more persons occupying property in the community or neighborhood, within reasonable proximity to the premises where the animal or animals are kept. The noise must be continuously or intermittently - audible for thirty (30) minutes within one (1) hour period, however, the provisions

- of this section shall not apply to any commercial kennel permitted by zoning laws. Is allowed by any person having ownership, possession, charge, custody or
- 7. Is allowed by any person having ownership, possession, charge, custody or control of the animal to be at large during its estrous period or when in heat. During this period, the owner or person having possession of the animal must restrain the animal in a proper enclosure in such a manner that will prevent the animal from coming in contact with a male of its species. Any such animal not so confined may be taken in by Animal Control Officers or the Animal Shelter. This section shall not be construed to prohibit the intentional breeding of animals on the premises of the owners of the animals involved.
- HH. "Owner" means any person, or group of persons, corporation, organization, or association (excluding the Great Falls Animal Shelter, any non-profit releasing agency, feral cat caretaker, or veterinarian) that:
 - Has a property right in an animal;
 - 2. Keeps or harbors an animal;
 - Has an animal in his or her care or acts as a custodian of an animal for ten (10) or more consecutive days when the true owner of the animal is unknown to such person; or
 - Has an animal in his or her care or acts as a caretaker or custodian of an animal by agreement with or without permission of the true owner of the animal.
- II. "Pet animal" means any animal sold or kept for the purpose of being kept or domesticated as a household pet. Pet animal includes but is not limited to dogs, cats, birds, rabbits, ferrets, hamsters, guinea pigs, gerbils, rats, mice, non-poisonous arachnids, non-poisonous insects, non-venomous snakes and fish.
- JJ. "Potentially Dangerous Animal Behavior" means any of the following behaviors:
 - Without provocation, chasing or approaching a person in either a menacing fashion or having an apparent attitude of attack while the animal is off the premises of its owner;

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- Attempting to attack a person or domestic animal while off the premises of its owner;
- While off the property of its owner, engaging in any behavior when unprovoked that reasonably would have required a person to take defensive action to prevent bodily injury; or
- Engaging in other comparable conduct.
- KK. "Premises" means a building, group of buildings and/or contiguous parcels of land under the control of a single person and used for a single purpose. Continuous parcels of land separated by a public road are considered to be separate premises. Separate buildings and adjoining buildings in a group of buildings, which are directly accessible to the public and function independently from the others, are separate premises.
- LL. "Proof of ownership" means documentation in support of a property right in an animal that includes, but is not limited to, veterinary records, rables inoculation certificates, licenses, photographs, bills of sale, breed registries, written transfers of ownership, and verbal or written third-party verifications.
- MM. "Proper enclosure" means a place in which an animal is securely confined indoors or in a securely enclosed and locked pen or structure suitable to prevent the entry of children under the age of twelve and designed to prevent the animal from escaping. Such enclosure shall have secure sides and a secure top to prevent the animal from escaping and shall also provide protection for the animal from the elements. The enclosure shall be of suitable size for the animal.
- NN. "Property restrained" means an animal that is:
 - 1. Kept within a proper enclosure;
 - Controlled by a competent person by means of a leash not to exceed six (6) feet in length or other device; or
 - Secured within or upon a vehicle being driven or parked. Property restrained within or upon a vehicle does not include restraint or confinement that would allow an animal to fall from or otherwise escape the confines of a vehicle or that would allow an animal to have access to persons outside the vehicle.
- OO. "Provoke" means to goad, inflame, instigate, or stimulate an aggressive or defensive response by an animal, but does not include any reasonable actions by an individual that are intended to defend against the animal.
- PP. "Releasing agency" means an animal shelter, humane society, animal welfare organization, society for the prevention of crueity to animals, or other similar entity that releases animals for adoption.
- QQ. "Relinquish or Surrender" means giving up all rights to an animal, thereby making it the property of the City of Great Falls.
- RR. "Sanitary conditions" means space free from health hazards, including excessive animal waste, overcrowding of animals, or other conditions that endanger the animal's health.

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This definition does not include any condition resulting from a customary and reasonable practice pursuant to farming or animal husbandry.

- SS. "Service Animal" Is defined by the United States Department of Justice 28 C.F.R. § 36.104, hereby incorporated by reference.
- TT. "Stray or stray animal" means any animal that:
 - 1. Is at large;
 - 2. Appears to be lost, unwanted, or abandoned; and
 - Whose owner is unknown or not readily available. Feral cats and community cats shall not be considered Stray animals for the purposes of this chapter.
- UU. "State of good health" means freedom from disease and illness and in a condition of proper body weight and temperature for the age and species of the animal, unless the animal is undergoing appropriate veterinary treatment.
- VV. "Tether" means a leash or similar device, attached to a well-fitted collar or harness of an animal, and of sufficient strength to restrain and control that animal to which it is attached.
- WW. "Use of force" is justified by a person against an animal as allowed by Montana Code Annotated Title 49, Chapter 1.
- XX. "Vaccination" means the inoculation of a dog, cat, ferret, horse or other animal with antirables vaccine administered under the direction of a licensed veterinarian or with any other vaccine approved by the public health officer and the state veterinarian. "Current vaccination" means the inoculation of a dog, cat, ferret, horse or other animal with antirables vaccine. Animals vaccinated initially will receive a booster shot one (1) year after the initial vaccination and thereafter according to manufacturers' recommendations.

(Ord. 2534 §2(Exh. B(part)), 1989).

YY. "Wild Animal" means any living vertebrate animal normally found in the wild state and for which there is no USDA approved anti-rabies vaccination. These include, but are not limited to, bears, skunks, raccoons, deer, bobcats, mountain lions, and any type of "hybrid animal."

6.1.020 Conflict of laws.

In all instances where Montana State Law (as evidenced by the Montana Code Annotated, applicable case law or otherwise) mandates standards, or requirements, that conflict with the provisions of this Chapter, the Montana Code Annotated shall govern and the same shall be incorporated by this reference as a part of this Chapter.

(Ord. 2933, 2007)

6.1.030 Canine unit exemption.

Trained police dogs utilized by an official law enforcement agency as assigned to a swom peace officer as part of a canine team/unit shall be exempt from all provisions of this chapter.

(Ord. 2933, 2007)

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6.1.040 Vaccination required.

It is unlawful for any person to keep, maintain or harbor any dog, cat, ferret, horse, or other animal, over four (4) months of age unless it has had a current vaccination, as defined in Section 6.1.010(WW.). A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00).

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.050 Dog and cat registration.

- A. Any person keeping or harboring any dog over four (4) months of age must register such animal as provided for in this section. A keeper of a domestic cat over four (4) months of age must register such cat by paying a registration fee as established in this section.
- B. Registrations shall be issued by the Great Falls Animal Shelter, or its designee, upon payment of a registration fee. Registration fees shall be established by resolution of the City Commission. No refunds shall be made on any pet registration fee because of the death of the pet or owner leaving the City before the expiration of the registration period. Registration fees are not transferable.
- C. Registrations for Service Animals, Companion Animals, and governmental police dogs shall be furnished without charge.
- D. Registrations shall not be issued to any person under the age of eighteen (18) years unless a parent or guardian signs the application as co-owner. The provisions of this section shall not apply to nonresidents having animals under restraint within the City less than thirty (30) days.
- E. A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of two hundred fifty dollars (\$250.00).

(Ord. 2933, 2007; Ord. 2534 §(Exh. B(part)), 1989).

6.1.060 Number of Cats and Dogs.

It is unlawful for any person, persons, or family to keep, harbor, or maintain in or on the same premises a total of more than two (2) cats and two (2) dogs of four (4) months of age or older, without first obtaining a multiple animal permit as provided in OCCGF §6.1.090.

(Ord. 2933, 2007; Ord. 2534§2(Exh B.(part)), 1989).

6.1.070 Tag-collar.

The following provisions shall apply to tagging and collaring of domestic Animals:

A. Upon receipt of a proper application and the pet registration fee, the Animal Shelter shall issue to the applicant a pet registration certificate and metallic tag. The tag shall have stamped thereon a number to correspond with the number of the certificate issued to the applicant.

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- B. Every owner is required to provide each dog or cat with a substantial collar or harness, to which the registration tag or other identification tag shall be affixed at all times.
- C. In the event a registration tag is lost or destroyed, another tag shall be issued by the Animal Shelter upon presentation of an affidavit to that effect, a receipt or duplicate receipt showing payment of the pet registration fee for the current year, and the payment of a fee for such duplicate.
- D. If a dog or cat has a Microchip implant, registered with the appropriate company so that the owner's information can be obtained, no tag is required to be worn, however the animal is still required to be registered pursuant to the provisions of this Title. All microchips shall comply with MCA Title 7, Chapter 23.
- E. Any dog or cat found off the owner's premises without a registration tag, Microchip Implant registered with the appropriate company so that the owner's information can be obtained, shall be deemed to be not registered, even though a registration has been issued for such animal.
- F. It is unlawful for any person to cause or permit a pet registration tag to be piaced upon an animal for which it was not issued. Pet registration tags are not transferable from one animal to another and any animal found with a registration tag issued for another pet animal shall be deemed to be not registered.
- G. A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of two hundred fifty dollars (\$250.00).

(Ord. 2933, 2007; Ord. 2573, 1990: Ord. 2534 §2(Exh. B(part)), 1989).

6.1.080 Rental property owner authority.

Owners of rental properties may establish policies that may place further restrictions on the number of animals allowed on their properties.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.090 Multiple-animal permit/multiple animal hobby breeder permit.

A Multiple Animal Permit is required for any person, family, or household owning or harboring any more than the number of domestic dogs and cats permitted by Section 6.1.060 for more than thirty (30) days. A Multiple Animal Hobby Breeder Permit is required for any person, family, or household owning or harboring any more than the number of dogs and cats permitted by Section 6.1.060 who intends to breed their animals. The holder of a regular Multiple Animal Permit or a person holding no Multiple Animal Permit must apply for a Multiple Animal Hobby Breeder Permit within ten (10) days of the birth of a litter. Application for these permits shall be made with the Animal Shelter. The intended facilities are subject to inspection by an Animal Control Officer. The permit shall be issued upon the following conditions:

- A. All dogs and cats must be registered, collared, or Microchipped;
- B. There must be adequate shelter and secure enclosure for animals on the premises;
- C. The owner uses suitable means of cleaning and/or disposing of animal excrement so that It does not become a nuisance or a health hazard;

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- D. That in the investigating Animal Control Officer's opinion, the animals receive proper care, food, water, shelter, and humane treatment;
- E. Cat Hobby Breeders are allowed to have a maximum of four (4) litters per year. Other than any animals intended to be kept as pets by the breeder, kittens must be sold or given away within four (4) months of birth. Dog Hobby Breeders are allowed to have maximum of two (2) litters per year, and other than any animals intended to be kept as pets by the breeder, puppies must be removed within four (4) months.
- F. For a Hobby Breeder Permit, the puppies and kittens can only be sold, given as a gift or other transfer or conveyance from the location listed on the Hobby Breeder Permit.
- G. The Hobby Breeder Permit shall list the maximum number of animals over the age of four (4) months allowed on the premises and if the holder of the permit exceeds that number, it shall be grounds for revocation of all permits for that location.
- H. Animal Control Officers shall contact the persons residing in the adjoining premises to inquire their opinion regarding the application. The investigating Animal Control Officer shall consider this information in making their recommendation regarding the application; however, this information is not dispositive, only a factor in consideration of approval.
- The Animal Shelter shall approve or deny the application based on the information submitted by the applicant and on the recommendation of the investigating officer. The Animal Shelter may issue a conditional permit, but must state the permit conditions on the document and ensure that the applicant is advised of the conditions;
- J. After receiving notification of the Animal Control Officer's approval, the applicant must pay the Animal Shelter an application fee which shall be established by resolution of the City Commission;
- K. All premises for which a multiple animal permit is issued may be subject to annual inspections by the Animal Control Officer. The inspections may also be instigated if a complaint is filed. The Animal Control Officer, on determining that such premises are not being maintained or the conditions of the permit are not met, may recommend a revocation or denial of the permit, if it is deemed necessary. The permittee shall be given a thirty-day written notice of the Animal Control Officer's recommendation, revocation, or denial;
- L. A permit authorized by the Animal Shelter must contain the following information:
 - Name and address of the person to whom the permit is granted;
 - 2. The number of domestic dogs or cats for which the permit is granted;
 - 3. Any special conditions required by the Animal Control Officer;
 - 4. A Hobby Breeder Permit must state whether it is for dogs or cats or both; and
 - Identifying information for the domestic dogs or cats for which the permit is granted.
- M. If the holder of a Multiple-Animal permit or a Multiple Animal Hobby Breeder permit moves, he or she must provide written notice of their new address if it is within the city limits of Great Falls within thirty (30) days of moving. The Animal Shelter will then conduct an inspection and take appropriate action under this section based on any changes at the permit holder's new residence, including but not limited to amending or revoking the Multiple Animal Permit.

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- N. Upon denial, amendment, or revocation of a Multiple Animal Permit, the applicant/permittee shall be given written notice of the Animal Control Officer's recommendation and the appeal procedure.
- O. The applicant or permittee may appeal the denial or revocation of a permit by filing a written request for reconsideration with the Deputy City Manager. The written appeal must state the applicant's name and address and should clearly outline the applicant's rebuttal to the reason(s) stated for denial and should include any additional information which may be pertinent to the applicants request for a permit. The appeal shall be heard by the Deputy City Manager. The applicant or permittee may appeal an affirmation of the denial of a permit to the City Manager in the same manner as the appeal to the Deputy City Manager. Finally, the applicant or permittee may appeal an affirmation of denial by the City Manager to the City Commission by filing an appropriate written request, which shall review the application. The applicant or permittee shall have the burden of proving by clear and convincing evidence he or she is entitled to a permit.

(Ord, 2933, 2007).

6.1.100 Commercial kennel.

- A. A commercial kennel license shall be required for any person, persons, family, or entity who, for compensation, wishes to engage in the boarding and/or breeding of domestic dogs, cats, reptiles, or any other animal allowed within the City, shall be obtained through application from the Planning and Community Development Department and shall be subject to the following:
 - Inspection. The intended facilities must be inspected by an Animal Control Officer, such inspection to include the physical facilities as well as the effect on the neighborhood.
 - Recommendation. Following the Inspection, the Animal Control Officer will recommend to the licensing authority either approval or disapproval of the application.
 - Fee. The annual commercial kennel fee shall be established by resolution of the City Commission.
 - Zoning. Commercial kennels will be permitted only in areas of the City zoned for such usage as defined in Title 17 OCCGF. A zoning permit and safety inspection certificate must be obtained prior to applying for a commercial kennel license.
 - Renewals. Licenses must be renewed within sixty (60) days of the expiration date or the application will be treated as a new application.
 - 8. License Revocation. All kennel licenses will expire one (1) year from the date of issuance unless sooner revoked. The Animal Control Officer will investigate all complaints concerning licensing or improperly operated kennels and may recommend revocation of the license if it is deemed necessary. The licensee will be given at least five (5) days' written notice of such recommendation during which time the licensee may appeal the Animal Control Officer's recommendation to the Animal Shelter. The licensing authority will then take action as required.
 - The applicant or licensee may appeal the denial or revocation of a Commercial Kennel License to the Board of Adjustment pursuant to 17.16.34.010.

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(Ord. 2534 §2(Exh. B(part)), 1989).

- B. Exclusions. No fee may be required of any veterinary hospital, animal shelter, or government zoological park.
 - Separate Facilities. Every facility regulated by this section shall be considered a separate enterprise and shall have an individual license.
 - Penalty. Fallure to obtain a license before opening any facility covered in this section shall result in a fine of five hundred dollars (\$500.00).

(Ord. 2933, 2007).

6.1.110 Removal of excrement.

- A. It is unlawful for any person in control of an animal to cause or permit such animal to be on any property, public or private, not owned or possessed by such person, to fail to remove feces left by the animal. When accompanying the animal outside his or her property, the owner shall have on his or her person suitable means for the removal of such feces, which then must be placed in a double bag or fly proof container and then in an approved refuse container for sanitary removal.
- B. The provisions of Section (A.) shall not apply to the ownership or use of Service Animals, dogs when used in law enforcement activities, or tracking dogs when used by or with the permission of the City.
- C. The accumulation of animal feces on any private property is hereby declared a nuisance. Every person who is the owner or occupant of private property or the agent in charge of such property is charged with the duty of keeping such property free of any accumulation of feces.
- D. "Accumulation" for purposes of this section shall mean:
 - Any quantity that constitutes a hazard to the health, safety, or convenience of persons other than the owner of the animal; or
 - Any quantity that interferes with the use or enjoyment of any neighboring property as the result of odors, visual blight, or attraction of insects or pests.
- E. Each owner, occupant, or agent having charge of such property who is notified in accordance with the provisions set forth herein by the Animal Control Officer to remove such feces shall be charged with the duty of removing such feces and satisfactorily disposing of the same within forty-eight (48) hours of the effective date/hour of the notice to do so.
- F. Notice of violation shall set forth in writing the date of inspection, the address of the property found in violation and the fact that an accumulation of feces was observed. Notice may be served either personally by leaving a copy with an occupant of the premises, or by posting notice in a conspicuous place upon the property.
- G. If the premises where an accumulation of feces is found contains only a single-family dwelling, then notice shall be directed to the occupant of such premises whether such occupant be the owner or lessee. If the premises where the accumulation of feces is found contains more than one (1) dwelling unit, then notice shall be directed to the record owner of such premises or the agent in charge of the premises.

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H. Any owner, occupant or agent in charge of such property who violates this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00) and shall be ordered to remove the excrement within a reasonable time and may also be subject to the other penalties specified in OCCGF 6.1.300. A premises where a violation of this section is present is declared a Nuisance as defined by OCCGF 8.49.010.

(Ord. 2933, 2007).

6.1.120 Rabies-exposure.

Animal contacts shall be subject to the following provisions:

- A. Any non-vaccinated or not currently vaccinated domestic animal that has been exposed to a confirmed rabid, or suspected rabid, animal shall be administered according to the provisions of the Administrative Rules of Montana (ARM) Title 32, Chapter 3.
- B. Any currently vaccinated domestic animal that has been exposed to a confirmed rabid, or suspected rabid, animal shall be administered according to the provisions of ARM, Title 32, Chapter 3.
- C. Any person having knowledge of an animal known to have or suspected of having rables shall report an accurate description immediately to the state veterinarian or to a deputy state veterinarian.
- D. The Animal Control Officer shall notify the City/County Health Department and the Department of Livestock of the exposure including the bite and bitten animal. The Department of Livestock may further investigate the incident and take appropriate action including, but not limited to, destruction or further guarantines as required by this part.

Human exposure shall be subject to the following provisions:

- E. Upon consideration of the discretion and advice of the Local Health Officer any domestic animal, regardless of vaccination status that bites or otherwise exposes a person to the possibility of rables must be confined and observed in accordance with ARM Title 32.
- F. If any sign of illness develops in the isolated animal, it is to be evaluated by a licensed veterinarian in accordance with ARM Title 32.
- G. Any domestic animal confined and observed pursuant to this part may be vaccinated during the ten (10) day confinement period.

(Ord. 2534 §2(Exh. B(part)), 1989).

- H. Animal rabies exposure procedures include:
 - 1. If the owner of the animal is identified, the animal shall be quarantined at a veterinarian hospital at the owner's expense for a period of at least ten (10) days after the day of exposure. In the event an owner cannot be identified, the animal shall be in taken and quarantined at the Animal Shelter. In the event an owner will not voluntarily release the animal for quarantine, the Animal Control authority or law enforcement officer shall obtain a court order to selze the animal and place it in quarantine at the veterinarian hospital of the authority's choice, at the owner's expense.

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- If the animal is a stray and no owner is identified within twenty-four (24) hours, the animal may be euthanized and tested for rables.
- The aforesaid procedure shall be suspended on order of the City/County Health Department where an animal exhibits symptoms of rables.
- Human exposure to a confirmed rabid, or suspected rabid, animal shall be administered according to applicable Montana State law and regulations, including but not limited to, MCA Titles 37, and 50, and ARM Title 32.
- J. A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00) and may also be subject to the other penalties specified in 6.1.300.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)),1989).

6.1.130 Rabies—emergency control.

Upon the positive diagnosis of rables infection of any animal in the City, the public health officer shall notify the City Manager, or designee, who may issue a citywide quarantine order providing for the summary destruction of all animals known to have been exposed to rables, or all unconfined animals, or may make such other orders as it deems necessary or expedient for the protection of the public. All orders issued by the City Manager, or designee, under this section shall have the same force and effect as any City law. All isolation of animals diagnosed of rables infection shall comply with ARM Title 32.

(Ord. 2534 §2(Exh. B(part)), 1989).

6.1.140 Contagious disease.

Upon the positive diagnosis of a contagious communicable disease in any animal in the City which poses a community health risk, the diagnosing veterinarian shall notify the City County Health Department Director, or designee, who may issue a city-wide alert. Any animal displaying symptoms of the disease must be quarantined and confined either upon the premises of the owner or at a licensed veterinary hospital. All isolation shall comply with ARM, Title 32.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.150 Animals running at-large.

- A. It is unlawful for any person, or the parents or guardians of a person under the age of elghteen (18), who owns or harbors an animal to allow such animal to run at large within the corporate limits of the City. All animals not confined within a secure enclosure (as defined in Section 6.1.010 shall be kept on a leash (as defined in Section 6.1.010 not more than ten (10) feet long. Cats are not required to be on a leash, but they must be confined to the owner's property or be under the physical control of the owner. Any animal which has been duly and properly trained and registered as a Service Animal as described in Section 6.1.010 is exempt from this section.
- B. Any animal found at large more than once in any six (6) month period may be in taken by an Animal Control Officer or the Animal Shelter.

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- Prior to release of the animal, a Municipal Court hearing may be held to determine whether the animal should be altered, micro-chipped, removed from the City, or any other action deemed necessary and appropriate given the circumstances. The owner of such animal shall be responsible for the expenses of the actions ordered by the Municipal Court.
- C. It is unlawful for a person to keep, harbor, or maintain livestock within the corporate limits at any time, with the exception of suburban districts, as defined in OCCGF Title 17. In suburban districts livestock must be kept within fences or secured in such a manner which prevents them from running at large.
- D. It is unlawful for an owner or keeper of animal to permit them to run at large upon any street, alley, avenue, boulevard or public park or to trespass upon the premises of another person within the City; except, that such animals owned and/or maintained by the City in the City parks are exempt from this provision.
- E. Any person may take up any animal running at large in the City, or tethered therein contrary to the provisions of this chapter, and take the animal to the Animal Control Officer or Animal Shelter. Neither compensation nor reward shall be paid directly or indirectly for such taking and delivery.

(Ord. 2534 §2(Exh. B(part)), 1989).

- F. It is unlawful for any person to take or drive any animal out of any enclosure, stable or other building against the wishes of the animal owner or with the intent that such animal shall be in taken.
- G. It is unlawful for any person to open gates or doors or otherwise cause or permit any animal to escape confinement against the wishes of the owner.

(Ord. 2534 §2(Exh. B(part)), 1989).

- H. It is unlawful for any person to break open, or in any manner directly or indirectly, aid or assist in, or counsel or advise the breaking open of the Animal Shelter.
- It is unlawful for any person to hinder, delay or obstruct any person while engaged in taking to the Animal Shelter any animal liable to be in taken under the provisions of this chapter.

(Ord. 2534 §2(Exh. B(part)), 1989).

J. A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00). If the animal is unaltered the minimum fine shall be two hundred dollars (\$200.00).

(Ord. 2933, 2007).

6.1.160 Tethering dogs and other animals.

It shall be unlawful for any person to tie or tether a dog or other animal to a stationary object under circumstances that create an unhealthy condition for the animal, a potentially dangerous condition for a pedestrian, or nuisance to neighbors as determined by an Animal Control Officer.

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6.1.170 Nuisance animal.

It is unlawful to own, harbor, possess, or maintain a nuisance animal as defined by 6.1.010(EE). The City Commission establishes a procedure for enforcement of this section provided as follows:

- To file a complaint, the complainant must call or submit a written complaint to the Great Falls Police Department which includes the following;
 - Complainant's name;
 - 2. Address;
 - 3. Telephone number;
 - Address of the nuisance animal;
 - Description nuisance behavior;
 - Documentation supporting the complaint, including but not limited to:
 - A completed bark log for not less than three (3) days;
 - ii. Audio and/or video recordings;
 - Written affirmation by two (2) separate residents within reasonable proximity to the nuisance animal; or
 - iv. Verification of the complaint by an Animal Control Officer or appropriate designee; and
 - Complainant's signature.
- B. Once complaints have been received, the Animal Control Officer shall review each complaint and determine whether to investigate further. If Investigated further, the Animal Control Officer may require additional documentation from the complainant to assist in the investigation.
- C. If a complainant chooses to remain anonymous and the complaint cannot be independently corroborated, the complaint may not be further investigated.
- D. The Animal Control Officer may, at his or her discretion, investigate any complaint;
- E. Once complaints have been reviewed, the following actions may be taken;
 - First complaint;

F.

- Animal Control shall issue a written notice to the owner of the dog or dogs advising that person of the noise complaint and requesting immediate abatement of any excessive noise.
- Additional Complaints;
 - If within fifteen (15) days from the issuance of the written notice pursuant to subsection (a) above, further complaints are received and are verified, an Animal Control Officer may issue a citation for nuisance animal.
 - If further complaints are received after the fifteen (15) day notice period, Animal Control Officers may review complaints and take appropriate action including, but not limited to, additional warnings and or citations.
- A conviction for violation of this section is a misdemeanor punishable by a fine of not more than five hundred dollars (\$500.00). Additional penalties may include those

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specified in OCCGF §6.1.300. If the animal is unaltered the minimum fine shall be two hundred dollars. (\$200.00).

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

2.

6.1.180 Potentially dangerous animal and dangerous animal.

- A. It is unlawful for any person to own or harbor an animal who engages in Dangerous Animal Behavior or potentially Dangerous Animal Behavior.
- B. Citation, hearing, designation, and imposition of conditions for Potentially Dangerous Animal or Dangerous Animal:
 - 1. If an Animal Control Officer or law enforcement officer has investigated and determined that there is probable cause to believe that an animal has engaged in Dangerous Animal Behavior or Potentially Dangerous Animal Behavior, a citation shall be issued for the owner to appear in Great Falls Municipal Court to appear on the charge. Additionally, the City may request a hearing to determine whether the animal in question should be designated as a Potentially Dangerous Animal or Dangerous Animal.
 - The Court may designate an animal as a "Potentially Dangerous Animal," if the Court finds by a preponderance of the evidence that the animal:
 - has, without provocation, chased or approached a person in either a menacing fashion or with an apparent attitude of attack while the dog was off the premises of its owner;
 - attempted to attack a person or domestic animal while off the premises of its owner;
 - iii. while off the property of its owner, engaged in any behavior when unprovoked that reasonably would have required a person to take defensive action to prevent bodily injury; or
 - iv. has engaged in other comparable conduct.
 - The Court may designate an animal as a "Dangerous Animal," if the Court finds by a preponderance of the evidence that the animal:
 - has, without provocation, chased or approached a person in either a menacing fashion or with an apparent attitude of attack on two (2) or more occasions with the prior twelve (12) month period while the animal was off the premises of its owner;
 - attacked or attempted to attack a person or domestic animal on two (2) or more occasions within the prior twelve (12) month period while the animal was on or off the premises of its owner;
 - without provocation, bitten a person or a domestic animal causing injury while off the premises of its owner; or

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- iv. Is currently designated a Potentially Dangerous Animal but has not been kept in compliance with the restrictions that a court of competent jurisdiction has placed on the owner of the animal, and said animal has engaged in Dangerous Animal Behavior and/or Potentially Dangerous Animal Behavior.
- No Animal may be declared a "Potentially Dangerous Animal" or a "Dangerous Animal," if at the time of the injury or damage:
 - the victim was trespassing upon premises occupied by the owner or keeper of the attacking animal;
 - ii. the victim was teasing, tormenting, abusing, or assaulting the attacking animal;
 - iii. the victim was committing or attempting to commit a crime;
 - iv. the attacking animal was protecting or defending a person within the immediate vicinity of the attacking animal from an unjustified attack;
 - v. the injury or damage was sustained by a domestic animal while the attacking animal was working as a hunting animal, herding, animal, or predator control animal on the premises of, or under control of, its owner, and the damage or injury was appropriate to the work of the animal; or
 - vi. the injury to a person or domestic animal occurs while the attacking animal is being used by a law enforcement officer to carry out the officer's official duties.
- 5. Upon designating an animal as a Potentially Dangerous Animal, or a Dangerous Animal, the Great Falls Municipal Court is authorized to impose on the owner of said animal the restrictions set forth in this article and to impose such additional restrictions on said owner as the Court finds appropriate under the circumstances. The Court shall reduce such restrictions to writing and provide a copy to the owner. If the owner is absent from the hearing, he or she shall be notified by the Court in writing, by first-class mail, postage prepaid, of the decision of the Court and of any requirements and/or restrictions imposed upon that person. If an animal is declared to be a "Potentially Dangerous Animal," of a "Dangerous Animal," the owner or keeper shall comply with all the restrictions imposed by this article and by the Court.
- Requirements and restrictions for Potentially Dangerous Animals. The Court may impose any or all of the following restrictions:
 - The animal must be kept indoors or confined on the owner's premises by a proper enclosure;
 - The owner must allow inspection of the animal and its enclosure by Animal Control and must produce, upon demand, proof of compliance with all Courtimposed requirements and restrictions;
 - The animal shall wear a collar and/or tag that visually identifies the animal as potentially dangerous;
 - iv. The owner and animal must attend and complete commonly accepted animal obedience methods approved by the Court;

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- v. The animal must be altered;
- vi. An identification microchip must be implanted in the animal, and must be replaced with the appropriate company so that the owner's information can be obtained, with the serial number of the microchip supplied to the Animal Shelter;
- vii. The owner of the animal shall maintain and update, annually, a record with the Animal Shelter that contains;
 - contact information for the animal's owner(s) or agent, emergency contact persons, veterinarian, and landlord and/or property owner;
 - b. the animal's vaccination records and license numbers;
 - a current photo of the animal taken by the Animal Shelter or its designee; and
 - d. any other information deemed necessary by the Animal Shelter; or
- viii. Any other requirement or restriction that the Court deems necessary and/or appropriate.
- Requirements and restrictions for Dangerous Animal. The Court may impose any or all of the following restrictions:
 - The Animal must be kept in a proper enclosure if the animal is maintained unattended out-of-doors. Such proper enclosure must be enclosed within an outer fence, and the outer perimeter of the proper enclosure must be no less than five (5) feet from the outer fence;
 - ii. The Animal must be kept in a proper enclosure if the animal is maintained unattended out-of-doors. Such proper enclosure must be enclosed within an outer fence, and the outer perimeter of the proper enclosure must be nó less than five (5) feet from the outer fence;
 - The animal shall wear a collar and/or tag that visually identifies the animal as being dangerous;
 - iv. The owner and animal must attend and complete a training class and/or behavior modification course approved by the Court that is designed to teach the owner how to deal with, correct, manage, and/or alter the problem behavior;
 - A sign having reflective letters and backing, with letters measuring at least 1.5 inches in width and 1.5 inches in height and reading "Beware of Animal" shall be posted in a conspicuous place at all entrances to the premises on or within which such animal is kept;
 - A Dangerous Animal may never, even with the owner present, be allowed to be unrestrained on property that allows the animal direct access to the public;
 - vil. The animal must be altered;
 - viil. An identification microchip must be implanted in the animal, and must be registered with the appropriate company so that the owner's information can

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be obtained, with the serial number of the microchip supplied to the Animal Shelter;

- ix. The owner of the animal or owner of the premises on which the animal is kept shall be required to obtain and maintain liability insurance in the amount of one hundred thousand dollars (\$100,000.00) and to furnish a certificate of insurance to the Animal Shelter;
- The owner of the animal shall maintain and update, annually, a record with the Animal Shelter that contains;
 - contact information for the animal's owner(s) or agent, emergency contact persons, veterinarian, and landlord and /or property owner;
 - b. the animal's vaccination records and license numbers;
 - c. a current photo of the animal taken by the Animal Shelter;
- xi. The owner shall submit to the Animal Shelter, in writing, the location of the animal's residence, temporary or permanent, and shall notify the Animal Shelter, in writing, in advance of any change of residence of the Dangerous Animal; or
- Any other requirements or restrictions the Court deems necessary and/or appropriate.
- The cost of all requirements or restrictions identified in this section shall be paid by the owner.
- 9. It shall be unlawful for any person who has been served with a citation to appear in Great Falls Municipal Court for the charge of harboring a Dangerous Animal or Potentially Dangerous Animal, or who has been notified of the City's request for a hearing for the purpose of determining whether such person's animal should be designated as a Potentially Dangerous Animal or Dangerous Animal to transfer ownership of such animal until after the City Court has issued a ruling on the currently pending matters or issues an order allowing transfer of ownership.
- C. Intake and disposition of Potentially Dangerous or Dangerous Animal:
 - 1. If upon investigation and Animal Control Officer or law enforcement officer determines that probable cause exists to believe that an animal poses an immediate threat to public safety, then the Animal Control Officer or law enforcement officer may immediately selze and intake the animal pending a hearing pursuant to this chapter. At the time of the intake or as soon as practicable thereafter, the officer shall serve upon the owner of the animal a citation and notice to appear in the Great Falls Municipal Court.
 - 2. An Animal Control Officer or law enforcement officer may intake any Potentially Dangerous Animal or Dangerous Animal, if the officer has reasonable cause to believe that any of the requirements or restrictions upon such failure to follow the requirements or restrictions would likely result in a threat to public safety. The owner of such Potentially Dangerous Animal or Dangerous Animal shall surrender the animal to an Animal Control Officer or law enforcement officer

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upon demand, and the officer shall promptly serve a citation upon the owner of such animal for violation of the provisions of this chapter.

3. No animal that has been designated by the Court as a Potentially Dangerous Animal or a Dangerous Animal may be released by the Great Falls Animal Shelter until the owner has paid the Great Falls Animal Shelter all fees and costs that are normally charged to an owner prior to the redemption of the animal. If the owner fails to pay such fees and costs and take possession of the animal within ten (10) days of the owner's notice of the animal's designation as Potentially Dangerous Animal or Dangerous Animal, the animal shall be deemed abandoned and may be disposed of by the Great Falls Animal Shelter. Euthanasia or surrender to the Great Falls Animal Shelter of such animal does not free the owner of responsibility for all costs incurred up to and including the date of the euthanasia or surrender.

- D. Possession unlawful without proper restraint; failure to comply with restrictions:
 - It shall be unlawful for a person to have custody of, own, or possess a Potentially Dangerous Animal or a Dangerous Animal unless such person is in full compliance with all restrictions placed upon such person by the Court that has designated such animal as a Potentially Dangerous Animal or Dangerous Animal.
- E. Removal of designation:
 - The designation of Dangerous Animal and the requirements and/or restrictions imposed on such animal remain in effect for the life of the animal. A Dangerous Animal designation shall not be removed.
 - 2. The designation of Potentially Dangerous Animal may be removed upon the written request of the owner if there are no additional instances of the behavior with in twelve (12) months of the date of designation as a Potentially Dangerous Animal. The animal may be, but is not required to be, removed from the list of Potentially Dangerous Animals prior to the expiration of the twelve (12) month period if:
 - the owner or keeper of the animal demonstrates to Animal Control, and the Animal Control Officer confirms, that changes in circumstances or measures taken by the owner, such as training of the dog or confinement, mitigated the risk to the public safety; and
 - the owner, or the Animal Control Officer, petitions the Great Falls Municipal Court to remove said designation, and the Court agrees to do so.
- F. Change of ownership, custody, or location of animal; death of animal:
 - The owner of a Potentially Dangerous Animal or Dangerous Animal who moves or sells the animal, or otherwise transfers the ownership, custody or location of the animal, shall, at least fifteen (15) days prior to the actual transfer or removal of the animal, notify Animal Control, in writing of the name, address; and

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telephone number of the proposed new owner or custodian, the proposed new location of the animal, and the name and description of the animal.

- In addition to the requirements in subsection (a) above, the owner or custodian shall notify any new owner or custodian of Potentially Dangerous Animal or Dangerous Animal, in writing, regarding the details of the animal's record and the requirements and/or restrictions imposed by the Court.
- 3. Prior to the transfer of ownership, the owner of the Potentially Dangerous Animal or Dangerous Animal and the new owner shall meet with an Animal Control Officer or their designee to verify that the new owner has been advised of all requirements and/or restrictions placed upon the animal and to ensure that the new owner understands and is prepared to comply with all the requirements and/or restrictions.
- G. Escape or death of Potentially Dangerous Animal or Dangerous Animal:
 - If a Potentially Dangerous Animal or Dangerous Animal escapes, the owner shall immediately notify the Animal Control Officers and make every reasonable effort to recapture the escaped animal to prevent injury and/or death to humans or domestic animals.
 - If a Potentially Dangerous Animal or Dangerous Animal dies, the owner shall notify the Animal Control Officers no later than twenty-four (24) hours thereafter and, upon request from the Animal Control Officers, shall produce verification or evidence of the animal's death that is satisfactory to the Officers.
- H. Animals designated outside City as potentially dangerous or dangerous:
 - The owner of an animal designated as a Potentially Dangerous Animal, a Dangerous Animal, or any similar designation by another lawful body is subject to the restrictions set forth in this chapter while said animal is located within the city limits of Great Falls.
 - The following persons must notify the Animal Control Officers when relocating an animal to the City of Great Falls, even on a temporary basis:
 - the owner of a Potentially Dangerous Animal, Dangerous Animal, or any similar designation by another lawful body other than the City of Great Falls; and
 - II. the owner of an animal that has had special restrictions placed on it by any humane society, governmental entity or agency other than the City of Great Falls based upon the behavior of the animal.
 - No such designation as Potentially Dangerous Animal, Dangerous Animal, or any other similar such designation shall be recognized by the City of Great Falls, if such designation is based solely on the breed of the animal.

(Ord. 2933, 2007).

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6.1.190 Cruelty to animals.

A. A person commits the offense of crueity to animals if:

- 1. The person's conduct is in violation of Montana Code Annotated § 45-8-211; or
- The person has tied or tethered a dog or other animal to a stationary object under circumstances so as to create an unhealthy situation for the animal, a potentially dangerous situation for a pedestrian, or a nuisance to neighbors as determined by an Animal Control Officer.
- B. A conviction for a violation of this section is punishable by a fine an amount not to exceed \$1,000 or be imprisoned in the county jail for a term not to exceed 1 year, or both.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.200 Provoking animals.

It is unlawful for any person to provoke, tease or in any way disturb a dog or other animal with the intent to harass the dog or other animal, cause it to bark, or attack any person (or other animal). Any person convicted of a violation this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00) and/or up to six (6) months in jail.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.210 Animal abandonment.

It is unlawful for any person to abandon any animal within the City. After providing notice, the Animal Control Officers have the authority to seize and intake any animal that appears to be abandoned. A conviction for a violation this section is a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00), and the defendant shall bear all expenses incurred by the Animal Shelter in caring for said animal and shall reimburse the Animal Shelter all said costs as determined by the Animal Shelter.

(Ord. 2933, 2007; Ord. 2534 §2(Exh.B (part), 1989; Ord. 2656, 1992).

6.1.220 Duty of driver upon striking a pet animal.

Every operator of a self-propelled vehicle upon the ways of this State open to the public who knows, or should have known, that he or she injured or struck a pet animal, shall give aid to said animal or shall immediately upon injuring or striking a pet-animal shall give aid to such animal or immediately notify the Animal Control Officer or police officer, furnishing sufficient facts relative to such injury. A conviction for violating this section is punishable by a maximum fine of five hundred dollars (\$500.00).

(Ord. 2933, 2007; Ord.2534 §2(Exh. B(part)), 1989).

6.1.230 Wild animals.

- A. It is prohibited to own, harbor, or maintain a Wild Animal within the incorporated City limits.
- B. The provisions of this section shall not prohlbit the keeping or maintaining of animals as allowed by the Montana Code Annotated.

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C. A conviction for a violation of this section is a misdemeanor punishable by a fine of not less than three hundred dollars (\$300) or more than one thousand dollars (\$1,000.00), or a term of not more than six (6) months in jail or both.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B (part), 1989; Ord. 2656, 1992).

6.1.240 Steel jaw traps or snares.

It is unlawful for any person to set any steel jaw traps or snares within the City limits of Great Falls. A conviction for a violation of this section is a misdemeanor punishable by a minimum fine of three hundred dollars (\$300.00) and a maximum fine of one thousand dollars (\$1,000.00) and/or up to six (6) months in jail.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.250 Unattended animal in a motor vehicle.

- A. It is unlawful for any person to leave an animal unattended in a standing or parked motor vehicle in a manner that endangers the health or safety of the animal.
- B. A person may use reasonable force to remove from a motor vehicle an animal left in the vehicle in violation of subsection (A) if the person is:
 - 1. an Animal Control Officer;
 - 2. a law enforcement officer; or
 - a professional fire and/or rescue service person.

6.1.260 Livestock.

- A. It is unlawful to keep livestock, as defined by 6.1.010(CC), within the incorporated City limits, except as follows;
 - to bring the same to market for commercial or exhibition purposes, and when brought therein for that purpose the same shall be kept and cared for by the owner, or person in charge thereof;
 - at such place as directed by the Chief of Police; or
 - in suburban districts as defined by OCCGF Title 17.
- B. In suburban districts, as defined in OCCGF Title 17, livestock must be kept within fences or secured in such a manner which prevents them from running at large.
- C. Veterinarian's premises are exempt from this provision.

6.1.270 Animal Control Officer duties.

In addition to the duties of the Animal Control Officer otherwise prescribed, the officer shall:

- A. Carry out and enforce all of the provisions of this chapter and amendments thereto.
- B. Enforce the licensing and control of all animals in the City as provided in this chapter.

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- C. Seize and take up all animals violating the terms of this chapter and deliver the same in a suitable and humane manner to the Animal Shelter.
- D. Where this chapter requires that an animal be put to death, the officer shall accomplish this in a humane manner.
- E. Be empowered to pursue upon private property any animal violating any provision of this chapter in their presence or when acting under a court order, warrant, affidavit of a dangerous animal, or when attempting to seize any animal suspected of having been exposed to rables.
- F. File complaints in the Municipal Court for violations of this chapter and attend and testify in court when required.
- G. Make an Immediate notification to the City/County Health Department regarding bite reports submitted to Animal Control.
- H. Maintain regular hours as assigned during which the Animal Shelter shall be open and post the hours in a conspicuous place at the Animal Shelter.
- Assist the City-County Health Department with locating and quarantining animals involved in exposing humans to the potential of rables.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.280 Investigative authority.

- A. For the purpose of discharging the duties imposed by this chapter and enforcing its provisions, the Animal Control Officer, or any City of Great Falls Law Enforcement Officer, is empowered to demand from the occupants of any premises upon or in which a dog or other animal is kept or harbored the exhibition of such dog or other animal and the registrations and permits for such dog and/or other animals. The Animal Control Officer may make such a demand at the premises where any animal is kept in a reportedly cruel or inhumane manner and examine such animal and take possession of the animal, when it requires humane treatment.
- B. For the purposes of investigating complaints of unsanitary conditions and/or inhumane treatment of animals, Animal Control Officers or any City of Great Falls Law Enforcement Officers shall have the right to inspect any premises where animals are kept at any reasonable time. This includes removing animals from vehicles if the animal's health is endangered by such confinement in hot or cold weather.
- C. On refusal of entry, the Animal Control Officer or any City of Great Falls Law Enforcement Officer may obtain a search warrant.

(Ord. 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.290 Interference prohibited.

A. It is unlawful for any person to hinder or interfere with the Animal Control Officer or any City of Great Falls Law Enforcement Officer in the performance of any duty or power Imposed on by this chapter, or to release, or attempt to release, any animal in the custody of the Animal Control Officer or any City of Great Falls Law Enforcement Officer, except as provided in this chapter.

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(Ord. 2534 §2(Exh.B(part)), 1989).

- B. It shall be unlawful for any person to remove, alter, damage, or otherwise tamper with any approved traps or equipment lawfully set under the authority of Animal Control Officers, any City of Great Falls Law Enforcement Officer, or Animal Shelter for the purpose of capturing dogs, cats, or any other animals or wildlife that may be deemed at large or a public nuisance.
- C. A person found guilty of a violation of this section is guilty of a misdemeanor punishable by a maximum fine of five hundred dollars (\$500.00) and/or six (6) months jail and may also be subject to the other penalties specified in 6.1.300.

6.1.300 Violation-other penalties.

- A. Violations of this chapter may result in immediate intake of the subject animal(s).
- B. Violation of any provision of this chapter may result in revocation of any license(s) or permit(s).
- C. In addition to any penalties specified in this Chapter, the Court, in its discretion may order any of the following conditions:
 - The Court may order relinquishment of any animal deemed to be a public safety risk and/or a repetitive nuisance that has not been abated or an animal that is a victim of cruelty, neglect, or abandonment to the Animal Shelter for disposition.
 - Upon finding of violation under the sections pertaining to animal fighting, a dangerous animal jeopardizing public safety, and animal cruelty or neglect (including provoking, polsoning, or abandonment of an animal), the court may order no animal ownership for a determinate period.
 - The Court may, in its discretion, order any animals on the premises be spayed or neutered.
 - The Court may order the animal be designated a Dangerous Animal or Potentially Dangerous Animal.
 - Any other condition deemed necessary and appropriate given the circumstances.

(Ord. 2933, 2007).

6.1.310 Persons responsible for violation - transfer of registration.

In all prosecutions for violations of this chapter, the person who applied for and obtained the registration for the animal in question shall be deemed the person responsible for the violation unless there has been a transfer of ownership prior to the violation. In the event the animal is not registered, then the person deemed responsible for the violation is the person who owns, maintains, or harbors the animal. Any transfer of ownership must be evidenced by a new registration issued by the licensing authority.

(Ord, 2933, 2007; Ord. 2534 §2(Exh. B(part)), 1989).

6.1.320 In taken animal redemption.

A. The owner of any animal which has been in taken, upon proving ownership thereof, may redeem the animal from the Animal Shelter upon payment of the following:

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- Registration fee (for unregistered animals);
- 2. An intake fee established by the Animal Shelter;
- A fee for rables vaccination, if the pet is not vaccinated; and
- Any veterinary fees incurred.
- B. If any animal is in taken, the owner shall redeem it within seventy-two (72) hours (Sundays and holidays excluded), or it shall be subject to adoption or disposal by the Animal Shelter as provided in this chapter. If such in taken animal has a registration tag or microchip, the animal will be held for ninety-six (96) hours (Sundays and holidays excluded) before being subject to adoption or disposal. In addition, the Animal Shelter will attempt to contact the owner by phone and/or in writing. If the animal carries a designation as a Service Animal together with the phone number or address of the owner, the Animal Shelter will attempt to return the animal to the owner. The Animal Control Officer may issue a citation to the person redeeming an in taken animal for violation of any provision of this chapter.
- C. The owner of any animal which has been in taken, upon proving ownership thereof, may redeem the animal from the shelter upon satisfying the following conditions, and payment of the following fees:
 - The Animal is legally allowed by the Montana Code Annotated and within the incorporated City limits;
 - Proof of compliance that the animal has all required Federal, State, or local permits;
 - An intake fee established by the Animal Shelter for each day, or part thereof, that the animal has been held in the Animal Shelter; and
 - Any veterinary fees incurred.
- D. A conviction for a violation of this section is a misdemeanor punishable by a fine not to exceed five hundred dollars (\$500.00) and may also be subject to the other penalties specified in 6.1.300.

6.1.330 Surrender/crematory fee — dogs and cats.

- A. The Animal Shelter will dispose of dead dogs or dead cats for a fee to be established by City Commission Resolution, if the animal is transported to the Animal Shelter by the owner.
- B. The Animal Shelter shall dispose of dogs and cats for an owner who is responsible for the payment of fees established by established by City Commission Resolution.
- C. These Fees do not apply to persons or agencies covered by a written contract with the Animal Shelter; in such case the terms of the contract shall apply.

6.1.340 Animal Shelter Policies

The Great Falls Animal Shelter may create, revise and enforce policies which are consistent with this Title, for the maintenance of day-to-day operations.
Exhibit "A" (Amended from June 6, 2017)

Title 6 - ANIMALS

Chapter 2 BEES

Sections:

- 6.2.010 Definitions.
 - A. "Colony" means bees and their hive(s) combined and all equipment used in connection with the hive(s).
 - B. "Hive" means a frame hive, box hive, box, barrel, log gum, skep, or other receptacle or container, natural or artificial, used as a domicile for bees.
 - C. All other terms in this Chapter shall have the meaning designated by MCA Title 80, Chapter 6, Part 1.

(Ord. 2394 (part), 1985).

- 6.2.020 Maintaining unlawful.
 - A. It is unlawful for any person, firm, or corporation to maintain honeybees, (apis mellifera) without licensing and registering each hive with the Animal Shelter.
 - B. All hives shall be registered with Animal Shelter prior to April 1, of each year, or within 30 calendar days after the establishment of a colony, after April 1, and each hive will be assessed an annual license fee established by Commission resolution.
 - C. A one-time beekeeping permit fee shall be assessed on initial registration and established by City Commission resolution.
 - D. Animal Control shall inspect a hive to be registered and surrounding location, and shall have the authority to re-inspect any registered hive and surrounding location, upon complaint of violation of any provision of this Chapter.
 - E. Animal Control may seek consultation or opinions from third parties selected as appropriate in the City's discretion while inspecting hives, or investigating alleged violations of this Chapter.

(Ord. 2705, 1997; Ord. 2394 (part), 1985).

- 6.2.030 Bee hive limitations.
 - A. Bee hives shall be maintained on the parcel of property upon which the bee owner resides or controls. The bee owner shall maintain no more than five (5) hives of honeybees for each one-quarter (¼) acre of property.

24.50	Ordinance	Thu
3160	3160	7/20/17

AN ORDINANCE REPEALING AND REPLACING TITLE 6, OF THE OFFICIAL CODE OF THE CITY OF GREAT FALLS (OCCGF), PERTAINING TO ANIMALS

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Agenda #1.

EXHIBIT F

Agenda #1.



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May 5, 2011

AMENDED BYLAWS OF THE ANIMAL FOUNDATION OF GREAT FALLS, MONTANA

ARTICLE I Name and Offices

 <u>1. Name.</u> The name of this corporation is The Animal Foundation of Great Fails, Montana.

<u>2. Offices.</u> The corporation's principal office shall be in the City of Great Falls, County of Cascade, State of Montana, with its mailing address at P.O. Box 3426, Great Falls, Montana 59403. The corporation may also have offices at such other places as the Board of Trustees determines necessary.

ARTICLE II Members and Meetings

1. Membership. The members of the corporation shall consist of two classes:

A. <u>Trustee Members.</u> The first class of members shall consist of the individual members who shall be called the Board of Trustees and/or "Trustee Members." The Trustees' terms shall be indefinite until such time as the Margaret McLean Animal Welfare Center is operational. After such date, the Trustee's terms shall be assigned on staggered, four year terms, so that two Trustees positions shall expire one year following Center's becoming operational; two Trustee positions which shall expire two years following Center's becoming operational; two Trustee years following Center's becoming operational; two Trustee positions which shall expire three years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire four years following Center's becoming operational; two Trustee positions which shall expire five years following Center's becoming operational

Thereafter, each subsequent term shall be for a period of four years beginning on November 1 of each successive year.

In the event a Trustee resigns or the position otherwise becomes vacant, the Board shall appoint a new Trustee who shall complete the remaining term of the Trustee he or she replaces. Under no circumstances may a Trustee serve more than two successive full, four-year terms. If a Trustee completes a term of a terminated member, he or she shall then be eligible to serve two additional four-year terms.

The provision regarding a Trustee serving no more than two, fouryear terms shall become effective when the Center becomes operational and the initial terms are established as set forth above.

B. <u>Individual or Business Members.</u> The second class of members shall consist of individuals or businesses who have paid a membership fee, as set periodically by the Board of Trustees.

2. Rights of Members. Each Trustee Member shall be entitled to one vote. All matters shall be decided by a majority vote of the Trustees present. Individual or Business Members shall have no rights to vote on any issue invoking the Corporation, including, but not limited to electing Trustees or officers, adopting or amending by-laws. Likewise, the Trustee Members are not required to give notice to Individual or Business Members of any regular or special meetings or otherwise notify them of the business of the corporation unless required to do so by law.

 <u>3. Termination of Membership</u>. Trustee Membership may be terminated by resignation, physical or mental incapacity, removal for good cause, or death.

Individual or Business Membership will terminate on the expiration of the paid term of membership set forth by the Board of Trustees, and will only be re-newed by the payment of membership fees set by the Board of Trustees.

<u>4. Vacancies.</u> Vacancies in Board membership shall be filled by election of a successor by the remaining members. A successor Trustee shall serve for the uncompleted term of the Board member being replaced.

5. Annual Meetings. The Board of Trustee's annual meeting shall be held on the 31st day of October, unless another date is agreed upon by the Board.

6. Special Meetings. Special meetings may be called at any time by the President or Vice President or by any three Trustee Members.

<u>7. Notice of Meetings.</u> Notice of the annual meetings shall be given to the Trustee Members by the President or Vice President and notice of special meeting by the person or persons calling the meeting. The notice shall state the time and place and the purpose of the meeting. Notice may be served personally on the Trustee Member or by mail addressed to his or her last known residence or business. The notice shall be served not less than five or more than 10 days before the meeting. Trustee Members may waive notice of any meeting, in writing or orally at the meeting. No notice to Individual or Business members is required to be given.

8. Quorum. A quorum shall be a majority of the Trustee Members present at any meeting.

<u>9. Compensation.</u> Trustees, Individuals or Business Members shall not receive any compensation but may be allowed out-of-pocket expenses at the discretion of the Board.

ARTICLE III Board of Trustees - Officers

1. Designation of Trustees. The corporation's Trustees shall be members and shall be known as the Board of Trustees. The corporation's business and property shall be managed and controlled by the Board of Trustees.

<u>2. Provisions for Trustees.</u> The voting rights, termination of membership, vacancies, meetings, notices, and quorum for Trustees shall be as set forth in Article II.

3. Officers. The Board of Trustees shall elect from its membership a President and Vice President/Treasurer. The Board may, if it chooses to do so, elect a Secretary who need not be a member of the Board. The Board shall elect its officers at its annual meeting. The terms of officers shall be for one year and until their successors are elected, unless the officer is removed for good cause.

<u>4. Committees.</u> The President shall appoint such committees and chairpersons as are authorized by the Board. Committee members need not be members of the Board.

<u>5. Bonds.</u> The Treasurer, and any other officer or employee having custody of funds or properties of the corporation, shall provide a bond in such amount and on such conditions, if any, as designated by the Board of Trustees. The Foundation shall pay the cost of any such bond.

<u>6. Powers.</u> All of the corporate powers, except such as are otherwise provided for in the By-Laws and pursuant to Montana law, shall be vested in and shall be exercised by the Board of Trustees.

ARTICLE IV

Fiscal Year

The fiscal year of the corporation shall commence on November 1 of each year and end on October 31 of each year.

ARTICLE V Amendments

The Board of Trustees shall have the power to make, alter, amend and repeal these By-Laws by a majority vote. Any proposal to do so must be presented to the Board after five days notice to Board Trustees setting out the proposed wording of the proposal to make, alter, amend, or repeal a portion or portions of the By-Law unless such notice is waived by a majority of the Trustees.

ARTICLE VI Distribution on Dissolution

Upon the winding up and dissolution of this corporation, and after paying or adequately providing for the corporation's debts and obligations, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation which has established its tax exempt status under section 501(c)(3) of the Internal Revenue Code of 1954, as amended or as provided by the Restated Articles of Incorporation, and such entity's primary purpose involves animal welfare issues

THIS PAGE AND THE PRECEDING THREE PAGES MAKE UP THE COMPLETE SET OF AMENDED BYLAWS OF THE ANIMAL FOUNDATION OF GREAT FALLS, MONTANA.

Dated this 5th day of May, 2011 Bv Its

EFFECTIVE DATE of these bylaws is May 5, 2011.

June 18, 2010

AMENDED BYLAWS

OF

THE ANIMAL FOUNDATION OF GREAT FALLS, MONTANA

ARTICLE I Name and Offices

1. Name. The name of this corporation is The Animal Foundation of Great Falls, Montana.

2. Offices. The corporation's principal office shall be in Great Falls, Montana, with its mailing address at P.O. Box 3426, Great Falls, Montana 59403. The corporation may also have offices at such other places as the Board of Trustees determines necessary.

ARTICLE II Members and Meetings

1. Membership. The members of the corporation shall consist of two classes:

A. <u>Trustee Members.</u> The first class of members shall consist of the individual members who shall be called the Board of Trustees and/or "Trustee Members." The Trustees' terms shall be for a term of five years and shall be assigned as follows:

- two Trustee positions shall expire on October 31, 2012;
- three Trustee positions shall expire on October 31, 2013;
- three Trustee positions shall expire on October 31, 2014;
- three Trustee position shall expire on October 31, 2015;

Thereafter, each subsequent term shall be for a period of five years beginning on November 1 of each successive year.

Under no circumstances may a Trustee serve more than two successive full, five-year terms beginning as of the date of these amended bylaws. If a Trustee completes a term of a terminated member, he or she shall then be eligible to serve two additional five-year terms. B. <u>Individual or Business Members.</u> The second class of members shall consist of individuals or businesses who have paid a membership fee, as set by the Board of Trustees.

2. Rights of Members. Each Trustee Member shall be entitled to one vote. All matters shall be decided by a majority vote of the Trustees present and a quorum is required to be present. Individual or Business Members shall have no rights to vote on any issue invoking the Corporation, including, but not limited to electing Trustees or officers, adopting or amending by-laws. Likewise, the Trustee Members are not required to give notice to Individual or Business Members of any regular or special meetings or otherwise notify them of the business of the corporation unless required to do so by law.

3. Termination of Membership. Trustee Membership may be terminated by resignation, physical or mental incapacity, removal for good cause, or death.

Individual or Business Membership will terminate on the expiration of the paid term of membership set forth by the Board of Trustees, and will only be renewed by the payment of membership fees set by the Board of Trustees.

<u>4. Vacancies.</u> Vacancies in Board membership shall be filled by election of a successor by the remaining Trustees. A successor Trustee shall serve for the uncompleted term of the Board member being replaced.

5. Annual Meetings. The Board of Trustee's annual meeting shall be held on the 31st day of October, unless another date is agreed upon by the Board.

6. Special Meetings. Special meetings may be called at any time by the President or Vice President or by any three Trustee Members.

<u>7. Notice of Meetings.</u> Notice of the annual meetings shall be given to the Trustee Members by the President or Vice President and notice of special meeting by the person or persons calling the meeting. The notice shall state the time and place and the purpose of the meeting. Notice may be served personally on the Trustee Member or by mail addressed to his or her last known residence or business. The notice shall be served not less than five or more than 10 days before the meeting. Trustee Members may waive notice of any meeting, in writing or orally at the meeting. No notice to Individual or Business members is required to be given.

8. Quorum. A quorum shall be a majority of the Trustee Members present at any meeting. If there are nine Trustees, five Trustees constitute a quorum.

<u>9. Compensation.</u> Trustees, Individuals or Business Members shall not receive any compensation but may be allowed out-of-pocket expenses at the discretion of the Board.

ARTICLE III Board of Trustees - Officers

1. Designation of Trustees. The corporation's Trustees shall be members and shall be known as the Board of Trustees. The corporation's business and property shall be managed and controlled by the Board of Trustees.

<u>2. Provisions for Trustees.</u> The voting rights, termination of membership, vacancies, meetings, notices, and quorum for Trustees shall be as set forth in Article II.

<u>3. Officers.</u> The Board of Trustees shall elect from its membership a President and Vice President/Treasurer. The Board may, if it chooses to do so, elect a Secretary who need not be a member of the Board. The Board shall elect its officers at its annual meeting. The terms of officers shall be for one year and until their successors are elected, unless the officer is removed for good cause.

<u>4. Committees.</u> The President shall appoint such committees and chairpersons as are authorized by the Board. Committee members need not be members of the Board.

5. Bonds. The Treasurer, and any other officer or employee having custody of funds or properties of the corporation, shall provide a bond in such amount and on such conditions, if any, as designated by the Board of Trustees. The Foundation shall pay the cost of any such bond.

6. Powers. All of the corporate powers, except such as are otherwise provided for in the By-Laws and pursuant to Montana law, shall be vested in and shall be exercised by the Board of Trustees.

ARTICLE IV Fiscal Year

The fiscal year of the corporation shall commence on November 1 of each year and end on October 31 of each year.

ARTICLE V Amendments

The Board of Trustees shall have the power to make, alter, amend and repeal these By-Laws by a majority vote. Any proposal to do so must be presented to

the Board after five days notice to Board Trustees setting out the proposed wording of the proposed wording of the proposal to make, alter, amend, or repeal a portion or portions of the By-Law unless such notice is waived by a majority of the Trustees.

ARTICLE VI Distribution on Dissolution

Upon the winding up and dissolution of this corporation, and after paying or adequately providing for the corporation's debts and obligations, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation which has established its tax exempt status under section 501(c)(3) of the Internal Revenue Code of 1954, as amended or as provided by the Restated Articles of Incorporation, and such entity's primary purpose involves animal welfare issues

THIS PAGE AND THE PRECEDING THREE PAGES MAKE UP THE COMPLETE SET OF AMENDED BYLAWS OF THE ANIMAL FOUNDATION OF GREAT FALLS, MONTANA.

DATED this 18 day of Jone , 2010.

By:

By: Its:

EFFECTIVE DATE of these bylaws is June 18, 2010.

BY-LAWS OF THE ANIMAL FOUNDATION OF CASCADE COUNTY, MONTANA

ARTICLE I

NAME, SEAL, AND OFFICES

- <u>Name</u>. The name of this corporation is The Animal Foundation of Great Falls, Montana.
- Seal. The seal of the corporation shall be circular in form and shall bear in its outer edge the words "The Animal Foundation of Great Falls, Montana 2002" and in the center the words "Corporate Seal Montana."
- Offices. The corporation's principle office shall be in the City of Great Falls, County of Cascade, State of Montana, with its mailing address at P.O. Box 3426, Great Falls, Montana 59403. The corporation may also have offices at such other places as the Board of Trustees determines necessary.

ARTICLE II

MEMBERS AND MEETINGS OF MEMBERS

 Membership. The members of the corporation shall consist of the individuals who shall be called the Board of Trustees. The Trustees' terms shall be assigned at the organizational meeting as follows: one initial Trustee position shall expire on October 31, 2004; October 31, 2005; October 31, 2006; October 31, 2007; and October 31, 2008.

Thereafter, each subsequent term shall be for a period of three (3) years beginning on November 1 of each year.

In the event a Trustee resigns or the position otherwise becomes vacant, the Board shall appoint a new Trustee who shall complete the remaining term of the Trustee he or she replaces. Under no circumstances may a Trustee serve more than two (2), full, three-year terms. If a Trustee completes a term of a terminated member, he or she shall then be eligible to serve two additional three-year terms.

After the initial Trustees' terms are ended, Trustees shall thereafter be elected to serve staggered, three-year terms at the annual meeting.

 <u>Rights of Members</u>. Each member shall be entitled to one vote. All matters shall be decided by a majority vote of the Board members present.

- Termination of Board Membership. Board membership may be terminated by resignation, physical or mental incapacity, removal for good cause, or death.
- <u>Vacancies.</u> Vacancies in Board membership shall be filled by election of a successor by the remaining members. A successor Trustee shall serve for the uncompleted term of the Board member being replaced.
- Annual Meetings. The Board of Trustees' annual meetings shall be held on the 30th day of December, unless another date is agreed upon by the Board.
- Special Meetings. Special meetings may be called at any time by the President or Vice President or by any three (3) members.
- 7. Notice of Meetings. Notice of the annual meetings shall be given by the President or Vice President and notice of special meetings by the person or persons calling the meeting. The notice shall state the time and place and the purpose of the meeting. Notice may be served personally on the Board member or by mail addressed to his or her last known residence or business. The notice shall be served not less than five (5) or more than 10 days before the meeting. Members may waive notice of any meeting, in writing or orally at the meeting.
- Quorum. A quorum shall be a majority of the Board members present at any meeting.
- <u>Compensation</u>. Board members shall not receive any compensation but may be allowed out-of-pocket expenses at the discretion of the Board.

ARTICLE III

BOARD OF TRUSTEES - OFFICERS

- Designation of Trustees. The corporation's Trustees shall be its members and shall be known at the Board of Trustees. The corporation's business and property shall be managed and controlled by the Board of Trustees.
- Provisions for Trustees. The voting rights, termination of membership, vacancies, meetings, notices, and quorum for Trustees shall be as set forth in Article II.
- Officers. The Board of Trustees shall elect from its membership a President and Vice President/Treasurer. The Board may, if it chooses to do so, elect a Secretary who need not be a member of the Board. The Board shall elect its officers at its annual meeting which will be held immediately following the annual meeting of members. The terms of officers shall be for one year and until their successors are elected.

- <u>Committees.</u> The President shall appoint such committees and chairpersons as are authorized by the Board. Committee members need not be members of the Board.
- Bonds. The Treasurer, and any other officer or employee having custody of funds or properties of the corporation, shall provide a bond in such amount and on such conditions, if any, as designated by the Board of Trustees. The Foundation shall pay the cost of any such bond.
- Powers. All of the corporate powers, except such as are otherwise provided for in the By-Laws and pursuant to Montana law, shall be vested in and shall be exercised by the Board of Trustees.

ARTICLE IV

FISCAL YEAR

The fiscal year of the corporation shall commence on November 1 of each year and end on October 31 of each year.

ARTICLE V

AMENDMENTS

The Board of Trustees shall have the power to make, alter, amend and repeal these By-Laws by a majority vote. Any proposal to do so must be presented to the Board after five (5) days notice setting out the proposed wording of the proposal to make, alter, amend, or repeal a portion or portions of the By-Laws unless such notice is waived by a majority of the Trustees.

ARTICLE VI

DISTRIBUTION ON DISSOLUTION

Upon the winding up and dissolution of this corporation, and after paying or adequately providing for the corporation's debts and obligations, the remaining assets shall be distributed to a non-profit fund, foundation, or corporation which has established its tax exempt status under Section 501(c)(3) of the internal Revenue Code of 1954, as amended or as provided by the Articles of Incorporation.

Effective date May 11, 2004, as amended

The Animal Foundation of Great Falls, Montana

Retention and Destruction Guidelines

Purpose

running the foundation. This does not mean that every document generated must be kept or comply with the guidelines set forth below. with federal or state law or reflect business decisions that are important to This policy, effective immediately and retroactive to all Animal Foundation ("AF") records, provides a guideline for the review, retention and destruction of documents received or created by the AF when the documents reflect the "important AF business" is defined as documents that should be kept to comply transaction of important AF business. Generally, and as a guideline only,

electronically or by a paper copy. meetings, for example, can be deleted and not saved. If there are attachments to an email that contain important AF business they should also be saved either send or receive email that deals with important AF business regarding the operation of the Foundation should be saved. Those emails that set dates for The Foundation's employees, committee chairpersons, trustees, or others who

...

in the email. Some examples are as follows: Marketing Task Force 2011; Construction Committee; Executive Director Progress Report; Spay/Neuter May 2011, etc. In the cc line, please type, <u>af@uazh.com</u>. The email will then If saved electronically, the email subject line should identify the topic discussed automatically be saved on the server at the Ugrin, Alexander, Zadick & Higgins aw firm.

II. Document Retention

follow the guidelines outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule should also be retained for the The Animal Foundation recommends that board members and employees appropriate length of time.

-	
Permanent	RS Determination Letter
Permanent	RS Application for Tax-Exempt Status (Form 1023)
Permanent	By-laws (current)
Permanent	Board Policies/Resolutions (current)
Permanent	Soard Meeting and Board Committee Minutes
Permanent	Articles of Incorporation
Permanent	Annual Reports to Secretary of State/Attorney General
	III. Corporate Records

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Agenda #1.

Accounting and Corporate Tax Records Annual Audits and Financial Statements Depreciation Schedules General Ledgers IRS 990 Tax Returns Business Expense Records IRS 1099s Journal Entries Invoices Sales Records (box office, concessions, gift shop) Petty Cash Vouchers Cash Receipts Credit Card Receipts

<u>Bank Records</u> Check Registers Deposit Slips Bank Statements and Reconciliation Electronic Fund Transfer Documents

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Pauroll and Employment Tax Records

Payroll Registers State Unemployment Tax Records Earnings Records Garnishment Records Payroll Tax returns W-2 Statements Permanent Permanent 7 years 7 years 7 years 7 years 7 years

7 years

7 years

7years

7 years

7 years

7 years

7 years

5 years

3 years

3 years

3 years

7 years

7 years

7 years

7 years

Permanent

Employee Records

Employment and Termination Agreements Retirement and Pension Plan Documents Records Relating to Promotion, Demotion or Discharge termination Accident Reports and Worker's Compensation Records Salary Schedules Employment Applications I-9 Forms

Time Cards Donor Records in DonorPerfect

Grant Applications if money received

5 years Permanent 5 years after

5 years 5 years 3 years after termination 2 years Permanent if donations made 5 years after completion

.

<u>Legal, Insurance and Safety Records</u> Leases

OSHA Documents Contracts

6 years after expiration 5 years 8 years after contract completed Agenda #1.

IV. Electronic Documents and Records

It is recommended that electronic documents 1 be retained if there is not a paper copy. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule should be maintained for the appropriate amount of time. A backup method should be used.

V. Document Destruction

The trustees, or someone that they might designate, is responsible for the ongoing process of identifying its records which have met the required retention period and overseeing their destruction. Destruction of financial and personnel-related documents should be accomplished by shredding.

Document destruction should be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction can be reinstated upon conclusion of the investigation or based upon advice of counsel.

DATE APPROVED BY TRUSTEES:

ENDOWMENT RESOLUTION

WHEREAS, the Board of Trustees of the Animal Foundation of Great Falls, Montana ("Animal Foundation") has reviewed a proposal to establish endowment funds to receive contributions from donors where donors have restricted such contributions to the endowment, and

WHEREAS, the Board of Trustees of the Animal Foundation believes it is in the best interest of the Animal Foundation that it hold such funds and engage in this manner of fund development, and

WHEREAS such fund development will help to further the mission of the Animal Foundation and secure its financial stability.

NOW THEREFORE BE IT RESOLVED that:

- The establishment of an Endowment Fund is hereby authorized and ratified.
- The name of the Endowment Fund Program shall be The Animal Foundation of Great Falls Animal Welfare Endowment Fund. The objective of this fund is to improve the welfare of animals in Great Falls and Cascade County.
- 3. The Animal Foundation Animal Welfare Endowment Fund shall be the property of the Animal Foundation, owned by it in its normal corporate capacity, and subject to the terms of the Articles of Incorporation and By-Laws as amended from time-to-time. In such capacity, the Animal Foundation shall have the ultimate authority and control over all property in the Animal Foundation Animal Welfare Endowment Fund, and the income and/or growth derived therefrom, for the charitable purpose as defined in Paragraph Two in this Resolution and further defined in the policies and guidelines to be adopted.
- 4. The investment objective of the Animal Foundation Animal Welfare Endowment Fund is to support and enhance operations which benefit animal welfare in Great Falls and Cascade County through growth and/or income of the fund.

5. The Board of Trustees shall from time to time establish rules, procedures, and policies for the operation and administration of such Endowment Fund including the amount of distribution from the fund to be expended currently and the proper allocation of direct and indirect expenses, by fee schedule or otherwise, attributable to the creation and maintenance of such funds. Such rules shall be communicated to donors in writing upon request.

DATED this 21st day of September, 2006

ne Robert F. James

November 1, 2002

BY-LAWS OF HUMANE SOCIETY FOUNDATION OF CASCADE COUNTY, MONTANA

ARTICLE I

NAME, SEAL, AND OFFICES

- 1. <u>Name</u>. The name of this corporation is the Humane Society Foundation of Cascade County, Montana.
- Seal. The seal of the corporation shall be circular in form and shall bear in its outer edge the words "Humane Society Foundation of Cascade County, Montana 2002" and in the center the words "Corporate Seal Montana."
- Offices. The corporation's principle office shall be in the City of Great Falls, County of Cascade, State of Montana, with its mailing address at P.O. Box 3426, Great Falls, Montana 59403. The corporation may also have offices at such other places as the Board of Trustees determines necessary.

ARTICLE II

MEMBERS AND MEETINGS OF MEMBERS

 Membership. The members of the corporation shall consist of the individuals who shall be called the Board of Trustees. The Trustees' terms shall be assigned at the organizational meeting as follows: one initial Trustee position shall expire on October 31, 2004; October 31, 2005; October 31, 2006; October 31, 2007; and October 31, 2008.

Thereafter, each subsequent term shall be for a period of three (3) years beginning on November 1 of each year.

In the event a Trustee resigns or the position otherwise becomes vacant, the Board shall appoint a new Trustee who shall complete the remaining term of the Trustee he or she replaces. Under no circumstances may a Trustee serve more than two (2), full, three-year terms. If a Trustee completes a term of a terminated member, he or she shall then be eligible to serve two additional three-year terms.

After the initial Trustees' terms are ended, Trustees shall thereafter be elected to serve staggered, three-year terms at the annual meeting.

- <u>Rights of Members.</u> Each member shall be entitled to one vote. All matters shall be decided by a majority vote of the Board members present.
- Termination of Board Membership. Board membership may be terminated by resignation, physical or mental incapacity, removal for good cause, or death.
- <u>Vacancies.</u> Vacancies in Board membership shall be filled by election of a successor by the remaining members. A successor Trustee shall serve for the uncompleted term of the Board member being replaced.
- Annual Meetings. The Board of Trustees' annual meetings shall be held on the 30th day of December, unless another date is agreed upon by the Board.
- Special Meetings. Special meetings may be called at any time by the President or Vice President or by any three (3) members.
- 7. <u>Notice of Meetings.</u> Notice of the annual meetings shall be given by the President or Vice President and notice of special meetings by the person or persons calling the meeting. The notice shall state the time and place and the purpose of the meeting. Notice

may be served personally on the Board member or by mail addressed to his or her last known residence or business. The notice shall be served not less than five (5) or more than 10 days before the meeting. Members may waive notice of any meeting, in writing or orally at the meeting.

- Quorum. A quorum shall be a majority of the Board members present at any meeting.
- <u>Compensation.</u> Board members shall not receive any compensation but may be allowed out-of-pocket expenses at the discretion of the Board.

ARTICLE III

BOARD OF TRUSTEES - OFFICERS

- Designation of Trustees. The corporation's Trustees shall be its members and shall be known at the Board of Trustees. The corporation's business and property shall be managed and controlled by the Board of Trustees.
- Provisions for Trustees. The voting rights, termination of membership, vacancies, meetings, notices, and quorum for Trustees shall be as set forth in Article II.
- 3. Officers. The Board of Trustees shall elect from its membership a President and Vice President/Treasurer. The Board may, if it chooses to do so, elect a Secretary who need not be a member of the Board. The Board shall elect its officers at its annual meeting which will be held immediately following the annual meeting of members. The terms of officers shall be for one year and until their successors are elected.

- <u>Committees.</u> The President shall appoint such committees and chair persons as are authorized by the Board. Committee members need not be members of the Board.
- <u>Compensation</u>. Trustees shall not receive any compensation for their services but the Board may allow Trustee's out-of-pocket expenses in their sole discretion.
- Bonds. The Treasurer, and any other officer or employee having custody of funds or properties of the corporation, shall provide a bond in such amount and on such conditions, if any, as designated by the Board of Trustees. The Foundation shall pay the cost of any such bond.
- Powers. All of the corporate powers, except such as are otherwise provided for in the By-Laws and pursuant to Montana law, shall be vested in and shall be exercised by the Board of Trustees.

ARTICLE IV

FISCAL YEAR

The fiscal year of the corporation shall commence on November 1 of each year and end on October 31 of each year.

ARTICLE V

AMENDMENTS

The Board of Trustees shall have the power to make, alter, amend and repeal these By-Laws by a majority vote. Any proposal to do so must be presented to the Board after five (5) days notice setting out the proposed wording of the proposal to make, alter, amend, or repeal a portion or portions of the By-Laws unless such notice is waived by a majority of the Trustees.

ARTICLE VI

DISTRIBUTION ON DISSOLUTION

Upon the winding up and dissolution of this corporation, and after paying or adequately providing for the corporation's debts and obligations, the remaining assets shall be distributed to the Humane Society of Cascade County, Montana. If this organization does not exist, the Trustees still distribute the remaining assets to a non-profit fund, foundation, or corporation which has established its tax exempt status under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended or as provided by the Articles of Incorporation.

Effective date November 1, 2002

EXHIBIT H

C

CITY OF GREAT FALLS, MONTANA ANIMAL CONTROL/SHELTER

ABBREVIATED OPERATIONAL REVIEW

July 23-27, 2007

Submitted by: Kim Staton, CAWA Animal Welfare Consultations HSUS Consultant Submitted to: Chief Cloyd "Corky" Grove Great Falls Police Department Date submitted: August 11, 2007

Contact Information: Kim Staton, CAWA 816-510-5137 animalconsult@sbcglobal.net

www.animalwelfareconsultations.com

Introduction

The following report is based on information that was obtained during a five day site visit to the Great Falls, MT, Animal Shelter. This five day period was an information gathering process that included personal observations of various procedures as well as conversations with staff and other interested parties. In advance of my visit, I was provided with copies of the existing Animal Control Ordinance, fee structure, statistical information, demographic information on the City of Great Falls, and other related materials.

In no way is this report intended to be comprehensive. This is an abbreviated report targeting the most obvious problems that exist. The primary purpose of this report is to outline areas that need improvement.

That said, it is important to note there are many good things happening for animals at the shelter and in Great Falls. I found staff's willingness to offer input, take suggestions, and participate in training to be remarkable and refreshing. And a strong interest in animal welfare was evident after meeting with and talking to representatives of various local animal organizations. There is a lot of energy, talent, and enthusiasm towards making Great Falls a great place for pets.

It is my hope this report will be used as a tool for improving certain aspects of the operation, facilitating a positive public image, enhancing the level of animal care, and offering a progressive approach to animal welfare issues in the community. It is not intended to place blame or judgment on any person or organization regarding existing or past practices that may or may not have contributed to identified areas of concern.

The recommendations outlined in the report can be used as a reference for measuring organizational improvement over time. It can also serve as a template for strategic planning within the animal welfare community. While some of the recommendations can be achieved rather quickly and with no or minimal fiscal impact, others will require long-term planning and budgetary consideration.

It is important to acknowledge how difficult operating an animal shelter/control program can be. There are almost always funding and staff shortages, true here, and constant day to day challenges that take up valuable time and resources. It is a sometimes physical job but always an emotional one. Over time, this takes its toll on even the most dedicated.

I would like to sincerely thank the Police Department for their invitation to visit the shelter and offer input on operational issues. It is apparent they are committed to improving the conditions for staff and the animals.

I am truly grateful to all of those who took time to meet with me during this five day period to help me gain a better understanding of the issues. Accolades to shelter staff and Animal Control Officers who have the difficult task of caring for homeless and abandoned animals every day.

Background

Historically, Animal Control and shelter personnel have been expected to fulfill many responsibilities with little or no training, limited budgets and staffing, and substandard facilities. Although demands for service and the need for additional programs continue to increase, budgets typically do not increase accordingly. This can result in an inadequate level of service to include slow response times in the field, poor sanitation practices, frequent disease outbreaks, negative public perception, etc.

During the past 10-15 years, Animal Control/sheltering has moved up the ladder in terms of importance in many communities nationwide. New state-of-the-art shelters are being built keeping service and animal care as first priority. Our society will no longer accept a minimal level of care or service.

It is important to note that the vast majority of Americans are very passionate about animals as is demonstrated by the fact that approximately 68% of Americans have at least one pet. Of that percentage, another 65% percent own two or more pets. Recent reports from the American Pet Products Manufacturing Association (APPMA) indicate that Americans spent over \$34 billion dollars on their pets in 2005. This was money spent on veterinary services, grooming, food, toys, purchase of pets, boarding, collars, bowls, leashes, etc. As a society we spend more on our pets than we do toys for our children or candy for our bellies.

It is logical to assume then that most pet owners in the U.S. are willing to spend what is needed to provide adequate care for their pets. Just as with many of societies problems, the majority of animal control and welfare issues are caused by the minority.

CRISIS MANAGEMENT VS. PREVENTION:

There are an estimated 5,000-7,000 animal shelters nationwide that spend vast amounts of time, money, and other resources in order to house an estimated 6-8 million animals every year. Approximately half, 4 million of these animals will be euthanized perhaps making it the leading cause of death for companion animals in the U.S.

Many of these shelters also operate animal control programs or contract with organizations that do in order to impound animals running loose, respond to animal bites, cruelty complaints, etc. These programs are designed to address problems after they have occurred.

While both government and non-profits alike will spend money hand over fist on crisis management, I.e., sheltering, enforcement, etc., they are reluctant to spend much in the way of prevention. I continue to be amazed at how readily we as a society will throw money at adoptions, enforcement, and sheltering, but much less on spay/neuter, community outreach, education, and assistance programs. Owned animal relinquishment is as high 25% in many shelters and in some cases as high as 50%. And once a particular animal has been given up, these owners will likely get another pet. Behavior "problems" contribute significantly to pet relinquishment yet how many communities provide behavior counseling to pet owners or people who adopt from the local shelter?

While prevention programs may not bring the level of instant gratification that other programs do, such as adoptions, in reality they are critical to the long term solution. I have heard adoptions referred to as the "crack cocaine" of animal welfare. Adoptions make us feel good, the more we do the more we want to do, and the cost of providing quality adoptions is very high, yet we are addicted. While adoption programs should be an important "part" of any shelter, any community that does not allocate significant resources to prevention will experience increases in shelter intake and euthanasia numbers as the human population grows.

Recommendations:

1. Identify and develop prevention programs designed to reduce numbers of animals in the community, enhance the level of pet care and ownership responsibility, and reduce pet relinquishment.

2. Develop a strategic plan(s) to address the many animal welfare issues that exist in your community. This will require some collaboration among the various animal interests in order to be most effective. Individual organizations can have separate plans, however it is important to avoid duplicity or conflict with the goals/plans of other groups.

FACILITY:

Facility:

The existing animal shelter building was constructed in the early 1970's. Given the amount of wear and tear it has endured over the past 35 or more years, the fact it is still standing is quite remarkable. The design and materials used for construction are typical of shelters built in that time period, however we have found that a multitude of problems occur as a result, perhaps the most important of which is not being able to effectively manage disease problems.

The Great Falls Animal Shelter is constructed primarily of masonry block and is approximately 4,500 square feet. The floors in all of the animal housing areas consist of unsealed concrete which cannot be effectively disinfected.

The drain in the dog housing area stretches the entire length of the kennels. On one side of the kennels, this drain trough is inside the kennels while on the other, it is on the outside. Either design, especially having the drain inside the kennels, leads to inevitable cross contamination between kennels. When one animal gets sick, there is a huge potential for other animals to be exposed because of the design of the drainage system. These drain troughs are covered with metal grates that are very difficult to sanitize and can also serve as a source for harmful organisms. Proper sanitation of these drains and drain covers is paramount to disease control.

The absence of drain flushes makes it even more challenging to keep the drains properly sanitized. It also makes it much more likely that a drain clog will occur. Stagnant drains can also become a source for foul odors although that was not my observation during the five days I was at the shelter. It is important to note however, that the absence of odor does not equate the absence of harmful pathogens.

Further, the fact that dogs have to be housed on both sides of the double kennels also lends to disease spread. Ideally, each double sided kennel would house only one dog, a mother and litter, or two dogs that were brought in together. Using both sides results in more cross contamination because of the gap that exists between the wall and guillotine doors. It also makes the cleaning process much more labor intensive since animals must be removed from the area being cleaned. Ordinarily, the dog is put on one side of the kennel with the guillotine door closed while the other side is being disinfected. Once the disinfected side has been properly dried and replenished with bowls, etc., the dog is then moved into that area so the other side can be disinfected.

Ventilation is all but non-existent and most of the housing areas don't have windows that can be opened. Some movement of air was accomplished with overhead or exhaust fans. Also, I could detect some cool air coming into the general cat housing room. Having adequate air exchange is key to preventing and controlling the spread of disease. Most recent recommendations indicate that each animal housing area should have 15-20 fresh air exchanges every hour.

There are several cat housing rooms none of which are adequate. The rooms are small, poorly lit, and many of the cages are very small. I observed a few adult cats that barely had room to stand up and turn around due to the small size of their cages. Some of the cages do have perches for the cats and most of the cages, water bowls, and litter pans are stainless steel. This is ideal since stainless steel is non-porous and can be adequately disinfected.

One of the cat rooms, general cat housing, contained a variety of play items, scratching posts, beds, etc. While this is very good from the standpoint of relieving stress, some of these items cannot be effectively disinfected and can harbor harmful pathogens for long periods of time. It is important to remember that porous items can and will absorb harmful pathogens and can remain infective for up to a year, perhaps longer, depending on the particular organism.

In part due to limited staffing, efforts to clean were limited to the animal housing areas and the obvious targets for sanitation, i.e., cages, kennels, floors. Consequently, no effort had been made in what appeared to be a very long time to clean light fixtures, windows and sills, vents, ducts, office areas, etc. It is important to keep in mind that every area of the shelter should be subject to routine sanitation in order to keep disease problems under control.

Lighting is also a huge problem in this shelter. Many of the lights were not working and the majority of light fixtures were uncovered leaving them exposed to moisture on a daily basis.

Proper segregation in this shelter is also very difficult. Due to its limited size and poor design, there is no effective way to separate incoming animals from those that are adoptable from those that are sick or exposed. To some extent, animals are just put wherever there is an empty cage or kennel. Again, this leads to an increased potential for disease outbreak and spread.

In summary, the existing shelter is outdated and in desperate need of replacement. It is my opinion that even with extensive renovation, the existing building is not salvageable as an animal shelter.

Handicapped Accessibility:

This shelter is not designed to accommodate certain handicapped individuals. For example, due to the layout of the building, some areas would be very difficult to access and maneuver by someone in a wheelchair. Some areas would be completely inaccessible.

Further, there are no identified handicapped parking spaces. (Refer to Americans with Disabilities Act Regulations: http://www.usdoi.gov/crt.ada/adahom1.htm)

Recommendations:

 Continue the effort on a local level to raise money for a new, well designed animal shelter.

2. Have the concrete floors in the existing shelter repaired and resealed.

3. Inasmuch as possible, start segregating incoming animals from those available for adoption and house sick or exposed animals from all others. Traffic into areas where sick/exposed animals are kept should be limited to shelter staff that must have access and the public who are looking for lost pets. The public should be accompanied by staff into these areas to ensure they are not touching animals and potentially spreading disease.

The light fixtures should be inspected, repaired as needed, and covers installed to protect them from the moisture.

5. All areas of the shelter should be included as part of the routine cleaning process to include hallways, offices, vehicles, equipment, door knobs, counter tops, desks, vents, windows, light fixtures etc. These areas should be disinfected as often as possible.

6. Purchase at least one bank, 12 cages, of larger stainless steel cat cages even if it means removing and not using some of the existing smaller cages. These cages should be used
for the adult cats that are too large for the smaller cages. The new cages should also have perches to allow the cats a place to get off the floor of the cage.

7. Have the ductwork throughout the building professionally cleaned and also determine whether repairs or improvements can be made to a/c system to increase air exchange/flow into animal housing areas.

8. During times of disease outbreak, remove and discard any porous items such as scratching posts, toys, etc. It is much easier and less expensive to replace these items or solicit donations from the community than to allow spread of disease by these objects.

Take steps to ensure access to the shelter by disabled individuals in keeping with ADA mandates.

SAFETY and HEALTH ISSUES/OSHA REGULATIONS:

There are a number of safety issues that need to be addressed. Staff are not wearing any type of protective gear, except gloves, when using or coming into contact with disinfectants. Further, they are not taking steps to ensure that disinfectants are properly stored. I observed an open container of Virkon S sitting on top of a kennel and bottles of bleach sitting on a shelf next to pet food.

There were several containers around the shelter that were not identified as to the content. One such container was a bucket of Virkon S that was sitting outside of the building ready for use by Animal Control Officers to disinfect their vehicles. This bucket was being left outside over night.

On one occasion, staff used concentrated bleach from the bottle and poured it down the drain without any dilution. The odor was so intense it caused my eyes to water and breathing was difficult. One staff member had to leave the building to get fresh air. Bleach can be harmful to people and animals when it is used in an improper dilution.

I also observed a staff member standing on a very unstable table to reach areas that had to be sanitized. I was concerned the table was going to collapse. The legs were bending and swaying as she moved about on top of it. I voiced my concerns but I was told the table would be fine that is just "looked" like it was going to collapse.

Another health concern is the fact that many staff have not had rabies pre-exposure prophylaxis. While it is my understanding that some ACO's have had their vaccines, nobody has had a titer conducted to ensure proper immunity.

There are also a number of light fixtures that are not working. I know of 2 occasions where faulty fixtures have resulted in shelter fires. In one instance, the shelter burned to the ground and all of the animals died. Most of the lights are uncovered which subjects them to constant moisture during the cleaning process.

Ceiling tiles in animal housing areas are also routinely exposed to moisture. Some of them appear to be moldy and are stained. Certain molds can be harmful.

Another concern is that in some cases, spent needles are not being properly disposed of. I found a five-gallon bucket that was half full of spent needles sitting by the incinerator. The law requires that any biohazardous items be disposed of in an appropriate biohardous container. I did observe such an appropriate biohazardous container in the triage room.

Also, much of the equipment at the shelter is either old or has not been properly maintained. I found a couple of control poles that malfunctioned. Malfunctioning equipment can pose serious risk to staff and animals.

Recommendations:

1. Develop a comprehensive MSDS notebook and make sure all employees are aware of outlined safety precautions that must be taken. Provisions for appropriate safety equipment will need to be made including eye goggles, masks, aprons, gloves, etc. in accordance with MSDS recommendations and OSHA mandates. (several MSDS were provided in the initial information notebook during my visit)

Develop and implement written safety protocols, provide training for staff, and hold them accountable for following established guidelines.

Put up posters in an employee designated area informing them of Federal "Right to Know" laws pertaining to safety in the workplace.

4. Ensure that all containers are properly identified with regard to contents and concentration. Make sure that all disinfectants are stored away from heat, light, or food items. This should be a secure area that is not accessible by the public.

Use fluorescent tape or paint to indicate the presence of grates to help avoid tripping.

6. Ensure that staff are using disinfectants in keeping with proper dilution recommendations, not in a concentrated form. When it comes to effective sanitation, more is not better.

Provide training for staff on animal behavior, handling, and zoonosis. This will help avoid bites and exposure to infectious diseases.

8. Make rabies pre-exposure vaccines available to staff who come into contact with animals on a regular basis. This should be an option since there are certain adverse side effects that can occur from the vaccine. Staff who have received the initial prevention vaccines should have a rabies titer conducted every two years in accordance with CDC recommendations for Animal Control Officers and receive booster vaccinations as indicated. For the most current information on rabies pre-exposure protocols, please visit: <u>http://www.cdc.govmmwr/preview/mmwrhtml/rr5309a1.htm</u>

Consult with the City Safety Officer to have an inspection of the shelter conducted in an effort to identify additional safety issues.

10. Consult with the local Health Department on how to best determine the presence of harmful molds in the building and pursue testing if necessary.

 Provide ladders or step stools for staff to use in reaching high places that need to be cleaned. Remove or repair damaged furniture.

12. Install at least one eye wash station in the event an accident occurs where someone gets bleach or some other potentially harmful substance in his eye.

13. Provide a well-stocked first aid kit at the shelter and each Officer should have first aid kit on his/her Animal Control vehicle.

14. Conduct an inventory of all control poles, traps, nets, etc., as soon as possible. Existing equipment that is not in proper working order should either be repaired or replaced as soon as possible. Equipment inventory and evaluation should include AC vehicles and radios.

ANIMAL VACCINATIONS:

The shelter is currently vaccinating animals that are 8 weeks of age and older soon after arrival to the shelter but sometimes as many as 3 days after arrival. Required follow up vaccines for puppies and kittens are not being administered.

There are several different brands and types of vaccines currently being used at the shelter. Consequently, there is no standardization with regard to what specific diseases animals are being vaccinated against. Also, there was no bordetella (kennel cough) vaccine in the refrigerator during the time of my visit.

Recommendations:

1. Develop written guidelines outlining vaccination protocols and make sure staff are properly trained on proper administration and record keeping practices.

Vaccinate animals that are 5 weeks of age and older upon entry to the shelter. Even a one day delay can result in increased risk of disease.

3. Cats and kittens should be vaccinated against Feline Viral Rhinotracheitis, Calici, and Panleukopenia (FVRCP). Kittens should be vaccinated every 2 weeks until 16 weeks of age. A modified live virus (MLV) vaccine should be used and administered subcutaneously (under the skin).

4. Dogs and puppies should be vaccinated against Distemper, Adenovirus 2, Parainfluenza, and Parvo virus (DA2PP). Puppies should be vaccinated every two weeks until 16 weeks of age using an MLV administered subcutaneously.

5. Dogs and puppies should also be vaccinated against Bordetella Bronchiseptica (Kennel Cough) using an intranasal (in the nose) vaccine. This vaccination should be administered upon intake as well.

6. Dogs/puppies and cats/kittens should also be vaccinated against rabies. Rabies vaccine must be administered by a licensed veterinarian so provisions for having this done should be made prior to adopters taking possession of a new pet. Rabies vaccine can be administered to animals as young as 3 months. Any initial vaccine should be boostered at

one year and future vaccines given in accordance with veterinary recommendations and relevant laws.

CUSTOMER SERVICE:

As in most shelters, there is a lot of work that needs to be done in an effort to provide excellent customer service. This is critical to shelters since they rely heavily on community support for many things including volunteers, donations, etc.

I spent a good deal of time listening to conversations staff had with the public and some of them were concerning. For example, one staff was very abrupt when a customer at the counter inquired about seeing the cats. His response was, "nope, can't see the cats we are under quarantine." Staff was sitting in a chair and after making this statement turned his back on the customer and started doing paperwork. The customer seemed confused. No effort was made to explain what the quarantine meant or how long it might be before cats could be viewed. This kind of treatment fosters a bad attitude towards the shelter and will hinder efforts to make this a professional organization.

Other things I observed included staff having inappropriate conversations, not work related, at the front counter and using inappropriate language. I also noted in the afternoons that staff tend to congregate in the office area while the animal housing areas are left unattended.

Recommendations:

 Develop and implement written guidelines on customer service and hold staff accountable for following them.

2. Provide training to staff on how to provide not just good customer service, but excellent customer service. Good is not good enough in an animal shelter that relies in large part on the goodwill of the public and when so much is at stake for the animals.

 Establish a code of conduct for staff that should include prohibitions on the use of certain language while on the job as well as conversations that would be considered inappropriate.

4. Emphasize to staff the importance of always having someone in the animal housing areas to ensure that customers are assisted, animals are monitored, and spot cleaning is continual.

STAFFING:

During my five days at the shelter I made a number of observations related to staffing levels. It is clear that during the morning hours in particular, staffing is inadequate to complete the cleaning routine and be ready to open to the public by noon without compromising best practices. There is one person to clean all of the cat housing areas and one to clean the dog kennels. Not only is this inadequate in terms of following established sanitation protocols, it can contribute to the spread of disease since the same staff are handling animals that are healthy, incoming, sick, exposed, etc. It is very difficult to effectively manage disease in the shelter if one or two people have to be in contact with the entire animal population at the shelter on any given day.

During the afternoon, my observations were a bit different. As previously noted, staff tended to gather in the front office area leaving the animal housing areas without attendance. This made it difficult to determine what staff were actually needed at the front office. There is a definite need to have staff remain in their assigned areas inasmuch as possible in order to effectively care for the animals and serve the public. Due to current record keeping methods, most of which are done manually, there is some need for kennel staff to be in the front office to place paperwork in the appropriate notebooks.

I also rode with an Animal Control Officer part of one morning. During a two hour period this Officer received two calls, both for stray dogs that were contained by the complainant. These calls took about an hour in part due to the fact that the first complainant had released the dog and the second dog escaped the enclosure in which the complainant had placed him. Patrolling in an attempt to locate these animals was necessary which increased the amount of time spent on each call. A small amount of time was spent patrolling areas from which previous complaints had originated. The Officer returned to the shelter after two hours in the field.

When I inquired about the call load to this Officer I was told that it varies significantly. Some days are very busy and others are very slow with Mondays and Fridays generally being the busiest. It appeared, at least on this particular day, that other assignments could have been given this Officer such as licensing checks, additional patrols, etc. At the very least, Officers could use down time to clean and organize vehicles, equipment, etc.

Additionally, there is a lack of leadership at the shelter and in the field. Staff seemed ready and willing to do whatever asked of them but they were not getting direction on a consistent basis by someone at the shelter. This lack of direction resulted in an ineffective use of time in some cases and staff having to "figure out what to do" to make it through the day. It was not my belief that staff were intentionally wasting time but rather were just not able to find constructive ways to fill their time.

Recommendations:

1. Use the formula posted on the National Animal Control Association website in order to determine the number of kennel staff needed. I made an estimate that you would need five full time staff in the kennels during hours the shelter is open and two on days it is closed using this formula based on an average 10 day holding period. However, it would be beneficial once the record keeping practices have been improved, to determine the "real" average holding period for an animal so that a more accurate number can be determined. (see discussion)

2. Based on my observations regarding the public visiting the shelter and the number of phone calls coming in, I estimate you need a minimum of two people at the counter during all hours the shelter is open to the public.

3. Based on my short experience in the field and conversations I had with Officers, I believe that for now, 4 full time ACO's is adequate given the square miles of the City, the ease of getting around the community, and the comments provided to me by the ACOs regarding workload. (see discussion).

4. Actively recruit for the position of Director of Operations keeping in mind that this person must possess very strong leadership skills. He/she must be able to bring staff together as a team rather than having an obvious separation between the various sections.

Discussion:

While there is certainly no "magic pill" for determining how many staff are needed in the kennels, field, office, etc. there are a number of factors that must be considered in order to arrive at a logical answer regarding necessary staffing levels. In the field we must consider the number and types of complaints, the miles being covered by each Officer, traffic issues, etc. In the kennels we have to consider not only the number of animals being cared for, but how the shelter is designed, average holding periods, etc.

There are some basic formulas and guidelines that can be used in helping to determine necessary staffing levels. This information is posted on the National Animal Control Association website at <u>www.naca.org</u> (this information was provided in the initial report)

The Florida Animal Control Association made a basic recommendation many years ago that there should be one ACO per 15,000-18,000 residents. Since Great Falls has an estimated population of 60,000, having 4 full time ACOs would be in keeping with this recommendation.

BUDGET/FEE SCHEDULES:

The 2006 total operational budget for the Great Falls Animal Shelter inclusive of the Animal Control program was just over \$300,000.00. This included monies received from the City of Great Falls in the amount of \$115,000.00. The remainder of the budget was generated through various fees such as pet licensing, owner reclamations, adoptions, etc. It is my understanding there was a budgetary shortfall during the past two fiscal years.

Based on recommendations by the Humane Society of the United States, funding levels for animal shelter/control programs should be \$4.00-\$7.00 per capita per year and even though recent funding levels fell within this range, it was clearly insufficient. (see discussion) It is important to note this is for a basic program and may not include community outreach, education, volunteer, foster, pet owner assistance, community spay/neuter programs, etc., all of which are critical to long term solutions. (refer to the ICMA publication for more information on community animal control programs)

Since the current estimated population of Great Falls is 60,000, this would mean that a level of funding of \$240,000-\$420,000 would be appropriate for these basic services. However, due to the age of the facility and constant maintenance and sanitation challenges in addition to having outdated animal control vehicles and other equipment,

lack of staff training, etc., it is my opinion that funding should be closer to the \$7.00 per capita range or \$420,000.

It remains to be seen where this funding will come from and what organization will ultimately be responsible for the operation of the shelter and animal control programs. However, the level of funding offered by the City has not met even the minimal recommendation for funding of \$240,000 per year. Since animal control, from a public safety standpoint, is truly a government responsibility, it stands to reason that this minimal level of funding should be provided by government.

That said, it is also appropriate to expect that City and County government entities would each provide funding based on a per capita rate. Based on the 2000 Census Report for Cascade County, the population was just over 80,000. (see appendix 1)

Assuming there has not been a dramatic change in population for the City or County during the past 7 years, we can discern from this a County population, exclusive of the City of Great Falls, to be approximately 20,000. Consequently, the minimal level of funding provided by the County towards the cost of the Animal Control/Shelter programs should be \$80,000 annually minus the salary of the existing ACO position already funded by the County. Total funding for this position including all benefits is approximately \$30,000 leaving a balance of \$50,000 per year. (see discussion) The combined government totals at a minimal level of funding based on a per capita rate of \$4.00 would be \$290,000.00. Assuming a total operational budget of \$420,000, this would leave \$130,000 left to be generated through adoptions, reclamations, licensing, fundraising, and donor development and would become the responsibility of the oversight organization.

Recommendations:

 Regardless of who is operating the shelter/animal control program in the future, an absolute minimal level of funding should be \$420,000.

2. The City and County provide funding at the \$4.00 per capita rate if a non-profit group assumes operation responsibilities. If the City assumes long term responsibility for the operation of the shelter and Animal Control program, the entire \$420,000 amount would become their responsibility.

3. If a non-profit group becomes responsible for the operation of the shelter and/or Animal Control program, efforts should be made to fundraise and develop a donor base in order to supplement City/County funding and revenues generated from adoptions, licensing etc.

Discussion:

If there has been any change in population in the City or County, adjustments must be made accordingly.

Also, please note that the cost of the AC vehicle, fuel, and maintenance were not deducted from the estimated amount the County should pay. I had no information on this and did not want to over/under estimate these amounts.

Fee structure:

On July 1, 2007, the below fee schedule became effective.

Registration/licensing fees: Altered: Unaltered:

1 year \$15.00 \$30.00

Lifetime 75.00 150.00

Impoundment Fees:

1st impound/registered \$20.00 \$40.00

1st impound/not registered 40.00 80.00

2nd impound/registered 30.00 60.00

2nd impound/not registered 60.00 120.00

3rd impound and above/registered 40.00 80.00

3rd impound and above/not reg. 100.00 200.00

Deposits:

Rabies: \$15.00 \$30.00

Dog: N/A \$100.00

Cat: N/A 15.00

Adoption s/n: N/A 200.00

Vaccination Fee:

Parvo/distemper \$40.00 80.00

Boarding Fee (per day) Altered: Unaltered:

Dog \$15.00 \$30.00

Cat 15.00 30.00

Multiple animal permit: 1 year: Lifetime:

6 or fewer total animals \$25.00 \$50.00

7 or more total animals 50.00 100.00

Multiple Animal Hobby Breeder Permit:

\$300.00 per year

Senior Citizens: (over 65)

1/2 price on all registration, multiple animal permits, and multiple hobby breeder permits.

Recommendations:

1. Eliminate the lifetime unaltered registration fee. Licensing differentials are put into place to serve as incentive for owners of unaltered/intact pets to have them spayed/neutered. A provision for a lifetime registration removes that yearly incentive.

2. Revise the ordinance to include provisions for mandating that pets be spayed/neutered upon 3rd impoundment prior to return to the owner. The cost of

such s/n should be the responsibility of the owner. A number of ordinances now have such requirements.

3. Establish a spay/neuter fund whereby as portion of registration, boarding, and reclamation fees collected for unaltered animals is used to subsidize a local voucher program. (see below discussion for explanation of voucher program)

 Discontinue Senior discounts for any unaltered animal, most especially multiple animal hobby breeders. (see below discussion for further explanation)

5. Discontinue the \$200.00 adoption s/n fee and instead charge an adoption fee that is not refundable. This fee should cover a significant portion of the actual cost of caring for the animal, vaccinations, spay/neuter, etc. (See discussion below)

Discussion:

Voucher programs are becoming more and more common place and can be a great way to ensure that more animals in your community are spayed/neutered. Essentially, veterinarians are given the option of whether to participate in the program or not. Each participating veterinarian would then agree a set price for spay/neuter (s/n) services.

This agreed upon amount is paid by a fund set up for this purpose. The fee is usually somewhat less than would typically be charged to an individual client. Vouchers are issued to pet owners who cannot afford the cost of a typical spay/neuter and it is usually required they show some evidence of limited income. The owner then pays a voucher co-pay, usually \$10.00-20.00, to the vet when the animal is picked up after surgery. The veterinarian bills, usually on a monthly basis, the organization that controls the s/n fund for payment for services rendered based on the previously agreed upon price.

It stands to reason that pet owners who have intact pets should subsidize the cost of such programs. By using portions of fees imposed on the owners of these animals, not only do these owners contribute to the cause, but they now may have access to low cost s/n.

While it is certainly appropriate to give Senior citizens a discount when they act responsibly with their pets, I cannot support offering discounts when anyone, Senior citizen or otherwise, may be contributing to the problems we are trying to combat. Offering Senior citizen discounts for intact animals and breeders is not appropriate in

winning the battle against pet overpopulation and all the many problems that go along with it.

I am concerned that requiring a \$200.00 deposit on adoptions to ensure spay/neuter of the adopted animal may result in a marked reduction in the number of adoptions. Even though this money will be refunded, it is still quite high for most people. Also considering the fact that they have to pay a non-refundable fee of \$85.00 on top of the \$200.00 deposit, it is likely that people will resort to getting pets from other sources such as a neighbor, newspaper ads, etc.

Instead of requiring this deposit, arrangements should be made for animals to be s/n prior to adopters taking possession of their new pet. This can be accomplished a number of ways but the most logical, at least for now, would be to have a volunteer transport animals to a local vet for s/n and have the adopter pick the animal up.

ANIMAL CARE:

As in many shelters, this was an area that I found to have both positive and negative aspects. While staff made a concerted effort to assess animals upon intake and record this information using an "Animal Health Check" form, no real training had been provided on how to properly evaluate an animal. For the most part, staff training consisted of "on the job" learning from previous employees whose training was also limited. Consequently, the legitimacy of any findings is questionable.

The "Health Check" form allows staff to record information about any abnormal findings as well as vaccination and deworming history. This form is provided to adopters to give to their veterinarian and will become part of the pet's medical record. This is a very positive approach towards encouraging the public in getting the animal established with a local veterinarian.

I must commend staff on the fact they do monitor food and water intake of the animals. This is certainly something that is needed but rarely done. Proper food and water intake is critical to an animal's well being and must be monitored closely. I was highly impressed by the fact this was being done.

Further, a "Medical Sheet" is used to record information about medications given to particular animals. It allows for the name of the medication and the times when they have been administered as well as the initials of the person giving the meds, the animal ID number, and the cage number. These records are kept in a notebook in the front office.

Current provisions for veterinary care are minimal and consist of a very brief visit by a local veterinarian each morning. There is no system in place for reporting sick animals to the veterinarian. Consequently, he conducts a brief walk-through in an effort to identify problems.

After the morning visit, there are no provisions for veterinary care during the day or night should a situation occur that would require veterinary care or expertise. When I asked one Officer what he would do if he picked up an injured animal during the night, he said, "I don't know." Additionally, the food that is provided is a concoction of donations from local stores such as Walmart and citizens. The food is mixed together as needed and animals fed from the latest batch of mixed food. Unfortunately, this is not the best approach to ensuring a good nutritional program or controlling potential diet related problems such as diarrhea.

And finally, I was provided with a copy of the "Animal Care Standards" (see appendix 2) that are evidently given to pet owners in the community regarding minimal acceptable levels of care for their pets. After reviewing these standards, it appears the shelter is not complying with all of the recommendations made to the public to include:

1. Provisions for adequate space. (some cats are too big for their cages)

Provisions for adequate exercise. (most animal are confined to their cages with the exception of a few dogs that get walked by volunteers or cats in the general housing area.)

Recommendations:

1. Provide training to staff on how to evaluate animal health

Establish procedures for reporting suspected sick or injured animals to the veterinarian to ensure these animals are examined during the morning visit.

 Make provisions for suspected sick or injured animals to be examined and treated by a veterinarian as soon as possible to include provisions for night time emergencies. (see discussion)

4. Provide a consistent, quality diet to sheltered animals. This will save money in the long run and will also reduce diarrhea in housed animals. (see discussion)

5. Purchase larger cages as needed for adult cats

During slow times, have staff walk dogs as needed and record information on exercise animals have received.

 Use the UC Davis Shelter Medicine website, <u>www.sheltermedicine.com</u>, as a resource of information regarding animal care, vaccination and sanitation protocols. (see discussion)

Discussion:

Hill's Science Diet has a Shelter Feeding Program whereby qualifying shelters receive all food free of charge but do have to pay all shipping costs. (see appendix 3)

The City may want to entertain the possibility of contracting for services with a local veterinarian to include the option of bringing sick/injured animals to the clinic during the day/night as necessary. A request for proposals could be sent to all local vets giving each of them equal opportunity to offer these services for an agreed upon fee. The City may want to place a maximum amount that can be spent on any individual animal in an effort to control costs.

I consulted with Dr. Catherine Mullin regarding shelter sanitation and vaccination protocols. She is a wonderful resource and can offer expert advice on any aspect of sheltering or animal care. Her email address is <u>chmullin@ucdavis.edu</u>.

TRAINING:

Current staff have had very limited training for the jobs they are required to perform. This results in costly mistakes, safety issues, frustration on the part of staff and the public, and a less professional organization. It also places staff in an unfair situation by expecting them to perform well in a job they have not been trained for. Further, it is difficult to hold staff accountable for errors that are made.

I asked a number of staff what training they had received for their respective jobs and all of them indicated they learned from someone at the shelter. None had any formal training for the jobs they were doing.

Recommendations:

1. Provisions for the following training need to be made as soon as possible.

All staff:

Animal behavior

Animal handling

Use of Equipment

Disease Recognition and Zoonosis

Euthanasia Certification

Animal health assessment

Additional training on shelter health protocols/sanitation

Stress management/compassion fatigue

Customer service

Use of computer software

Animal and human first aid

ACO's will also need to attend the National Animal Control Association's levels I, II, and III, as soon as possible. Level III includes euthanasia and chemical capture certification. (information on the NACA training schedule was provided during my visit)

SHELTER SANITATION:

Following proper sanitation practices are key to disease control. Keeping a shelter properly disinfected is a constant process. There is a much more to it than just hosing bleach into a kennel and rinsing it out once a day. Many factors must be considered including what disinfectants to use and when, proper dilutions, contact time, when to use soap and degreasers, how to apply them, when to rinse, etc. We also must consider what needs to be sanitized. We are not only concerned with the kennels and cages used to house the animals, but also hallways, doors, windows, vents, offices, door knobs, equipment, animal control vehicles and perhaps most importantly, the people who work in the shelter.

Although staff are doing a good job of day to day cleaning, there have been some obvious longstanding oversights regarding proper sanitation practices. Some areas have not been cleaned in what appears to be quite a long time including vents, light fixtures, walls in some areas, countertops, doors and door knobs, equipment, animal control vehicles, etc. Furthermore, staff have not been taking proper precautions when handling animals, thereby potentially spreading disease. Keep in mind this is through no fault of their own but mostly due to a lack of training and resources necessary in following proper procedures.

Having poor sanitation procedures can be worse than no cleaning at all as "bad" practices can actually spread disease. For example, using a dilute bleach solution to mop floors but not changing it when it gets dirty can be detrimental. Organic material will deactivate bleach rendering it useless as a disinfectant. Once this occurs, the mop can actually be spreading disease rather than killing harmful organisms.

During my time at the shelter, I developed written guidelines for staff to follow regarding proper sanitation. (See appendix 6) I also conducted a 1.5 hour training session on proper sanitation. Copies of the procedures were made available to staff as well as support documentation on certain diseases such as parvo and panleukopenia. (see appendix 4)

Recommendations:

1. In light of recent disease problems and the overall condition of the shelter, I recommend an A-Z cleaning of the entire building to include proper disinfecting of all cages, kennels, halls, wall, offices, vents, light fixture, ducts, desks, counters, lockers, equipment, vehicles, dog walking areas, etc. This may take some time, several days, doing one section at a time.

Cages will need to be moved away from walls, all items picked up and either put on shelves or if they are not being used, discarded.

Storage areas need to be organized and items that are not being used should be discarded.

2. All food should be stored away from chemicals and kept covered. Open containers of food, or bowls of food sitting in prepped cages can collect harmful organisms. It is best to provide food and water as animals are placed into a cage or kennel rather than having those items already there.

3. Provide oversight to ensure staff are following established procedures.

4. Provide sufficient staffing resources to ensure procedures can be followed without having to cut corners for the sake of saving time.

5. Make sure all new staff are trained on proper sanitation practices and given a copy of established procedures.

EUTHANASIA:

Euthanasia is arguably the most difficult aspect of animal sheltering/control. It carries with it a tremendous burden of emotional stress and legal liability. Euthanasia is frequently the source of staff conflict, public castigation, and moral conflict.

Consequently, it is absolutely imperative that staff who perform euthanasia be properly and thoroughly trained. Administering euthanasia requires a high level of skill and compassion and must never be performed by staff who are not confident and knowledgeable.

Even staff who have successfully completed an approved euthanasia certification course should work under the direction and guidance of someone who has appropriately performed euthanasia for a period of time. One or two days training for someone who has never administered injections before is not adequate to ensure proficiency. It takes time and practice to develop the level of skill required to minimize stress and discomfort to the animal.

Further, it is my understanding that a local veterinarian who had performed euthanasia on an animal at the shelter did so using an intracardiac injection without any prior sedation. According to staff, this resulted in an unpleasant death for the animal.

This method of administration is in conflict with recommendations outlined in the 2000 American Veterinary Medical Association (AVMA) Panel Report on Euthanasia. It is also contrary to recommendations set forth by several national animal welfare organizations that recommend when giving intracardiac (IC) injections, animals should be heavily sedated or unconscious first. These groups include the Humane Society of the United States, National Animal Control Association, and the American Humane Association.

The Montana Board of Veterinary Medicine recently passed laws that require each facility that will perform euthanasia to be an approved euthanasia facility. The Board also requires that each person who will perform euthanasia to pass an approved euthanasia course and to be certified by the Board.

Recommendations:

1. The process to get staff certified in euthanasia should be started immediately as well as getting or making sure the shelter is a certified euthanasia facility. (Information and forms regarding these certification requirements as set forth by the Montana Board of Veterinary Medicine were provided during my initial visit)

2. Any veterinarian that is used in the interim should be required to follow the recommendations outlined in the 2000 AVMA Panel Report on Euthanasia regarding euthanasia by injection, in particular making sure that animals that are given an intracardiac injection are heavily sedated or unconscious prior to administration of the IC injection. (A copy of the 2000 AVMA report and other support documentation was provided during my visit)

3. Have a sufficient number of staff certified to ensure this responsibility can be rotated among staff and so that the process is not interrupted when staff are sick, on vacation, etc.

Provide compassion fatigue training to all staff who perform euthanasia as needed.

Develop guidelines for the actual euthanasia process to include how euthanasia decisions are made.

Make provisions for staff to receive continued assistance with euthanasia even after certification to ensure safety and proficiency.

STANDARD OPERATING PROCEDURES:

There is a glaring absence of written guidelines at the shelter. I was provided with some information on sanitation protocols, certain forms used at the shelter, and animal care guidelines provided to pet owners. Beyond that, I was not able to locate anything.

It is important to have established, written procedures (guidelines) in place for the many facets of animal sheltering and control that exist. While there is virtually no way to address every possible scenario that can occur, it is important to address the day to day operations and situations that staff will encounter. These guidelines must be updated regularly to reflect changes in policies or protocols. An outdated manual can be worse than no manual at all.

The primary purpose of having an SOP manual is to outline proper procedures for staff to follow given available resources. It gives them direction when a supervisor is not available or a situation occurs that is new to them. It is a source of reference for new employees and can serve as an important learning tool. It also serves as a means to hold staff accountable when deviations from these guidelines occur.

The HSUS offers an SOP template which you have already been provided via computer email. It outlines many areas that should be included in any manual. While this task can be daunting, it is important to providing consistent and appropriate care to the animals and service to the community.

Recommendations:

 Assign the task of developing and implementing SOP's to the Director of Operations once hired.

2. Get input from staff before finalizing guidelines

3. Prioritize procedures so that most critical issues are addressed initially, leaving those that are less significant for later. (see discussion)

4. Make sure that established procedures are in keeping with accepted animal care practices and laws pertaining to animal care, euthanasia, vaccinations, etc.

Make sure staff have necessary training

6. Provide necessary resources in terms of staff, equipment, etc.

Discussion:

The most pressing issues that should be addressed in the SOP manual include: euthanasia, adoption, intake/impoundment, vaccination, lost and found, customer service, animal handling and care, use and maintenance of equipment, code of conduct, health assessment, reporting sick/injured animals, medical treatment, record keeping, computer usage, prioritizing complaints in the field, bite and cruelty cases, radio communications, vehicle maintenance, trapping, and accounting practices. Addressing these topics would be a great start to a comprehensive SOP manual.

RECORD KEEPING/COMPUTER INFORMATION:

The current method of keeping records is somewhat outdated. Although the shelter does use an animal shelter software program, ARK, it is not being used to its full potential. Some information such as licensing, intake, and medical information is being stored in the system while other important information such as complaints is not. Much of the record keeping is done manually making it both labor intensive and difficult to track. Also, there is no routine backup being performed on the computer system at the shelter.

There are a number of notebooks kept at the front counter in which various forms and information is kept including treatment, health assessment, daily inventory information, animal impoundment records, etc. (see appendix 5 for copies of these forms with noted recommended changes)

No records are actually attached to kennels or cages. Animals are identified by means of a paper collar that has an intake number recorded on it. I did notice a few animals not wearing these collars and also a few where the information had been smeared and was illegible. Males receive a blue collar and females are identified by pink collars.

Most of the forms that are being used at the shelter are acceptable although some of them could be worded more clearly and be more professionally designed. I did not spend a lot of time on this particular issue so it does deserve closer scrutiny to ensure accuracy and convey professionalism.

Recommendations:

1. Have the City IT person review the ARK program and train staff on how to make better use of it. As much information as possible should be input into the system and reports generated from entered data. (see discussion) 2. Run a back up of the system daily if possible.

3. Gradually reduce the amount of paperwork in the shelter so that staff become accustomed to use of the computer and the information that can be both input and generated from the system.

4. Start placing a copy of each animal's paperwork on the cage/kennel. This will help avoid misidentification of animals which can easily occur under the present method of identification. Collars should continue to be used as well.

5. Establish a routine for certain reports to be generated. For example, an animal inventory report should be generated daily and checked against the inventory in the shelter to ensure that all animals are accounted for. Other reports may only need to be generated monthly, such as intake, adoption, and euthanasia statistics.

Discussion:

There are several animal shelter/animal control management software programs available. Any useful program will have provisions for inputting data related to both shelter and field activities. The program should allow for data entry related to animal intake (to include a complete description of the animal, address of impoundment, ownership information if known, etc.) medical care, complaints, action taken, disposition, behavior, food/water intake, etc. (Information on other software programs was provided during my visit.)

DRESS CODE:

It is important that all shelter and field staff project a high level of professionalism in order to foster respect and support from the public. While the Animal Control Officers of Great Falls wear official uniforms and name tags, the staff at the shelter do not. It is impossible to distinguish shelter staff from the public.

Staff were observed wearing stained t-shirts, shorts, and low cut blouses, none of which are acceptable when dealing with the public. There are also some safety issues associated with wearing shorts in an animal shelter.

While I certainly understand and appreciate the "dirty" work having to be done every day at the shelter and that fact that nobody wants to ruin good attire, there are some ways around this problem.

Recommendations:

1. Establish a written dress code for all staff and ensure compliance. Prohibit staff from wearing shorts, stained or worn clothing, or suggestive clothing to work.

 Provide professional looking uniforms for office and kennel staff. This can be a polo type shirt and slacks or something similar or even a quality t-shirt and slacks. (see discussion)

3. Provide name tags for all staff and require them to be worn at all times while at work.

Discussion:

Staff who are responsible for cleaning kennels and cages can wear old clothing, t-shirts, etc. when doing the morning cleaning and before the shelter opens to the public. However, once the shelter is open, staff should be in proper uniform. If they have to spot clean during open hours, aprons and rubber boots can be worn to protect clothing.

LOST AND FOUND:

According to 2006 intake and outcome reports I received, a total of 3,599 dogs/puppies, cats/kittens, were received at the shelter. Of those 3,599 animals, 699 were redeemed by their owners This is slightly over a 19% reclamation rate, higher than most municipal shelters. Dogs were the most often reclaimed pet with 42% being returned to the owner. Kittens were the least often to be reclaimed at a mere 1%.

The shelter does have a lost and found notice board located in the front office. However, it was not apparent this board was being checked every day against the animal inventory at the shelter. Most of the notices were fairly recent.

Further, nobody at the shelter was making an effort to review lost/found ads in the local newspaper to see if animals at the shelter might fit the description of animals reported lost. There is also the potential for matching lost animals with found animals in the paper as well.

The City of Great Falls has a licensing requirement for both dogs and cats which is a real positive in terms of getting pets back home. However, not much is being done in terms of enforcement or education to increase the number of animals that are licensed. No information was provided on how many animals are already licensed in Great Falls even though this information is being entered into the database.

Licensing is set on a calendar year which all but eliminates the need for sending out reminders. However, there should be public service announcements and other public notices used to prompt pet owners on the need for renewal each year.

It is also my understanding that Cascade County does not have licensing requirements for dogs or cats. That results in more animals having to be impounded and fewer of them being reclaimed by their owners. It also eliminates any potential revenue that can be generated from a licensing program.

Recommendations:

1. Assign the task of comparing lost/found ads to shelter inventory daily and also comparing lost/found ads on the board at the shelter and in the local newspaper.

2. Assign Animal Control Officers the task of licensing canvassing during down time or consider hiring one ACO for the sole purpose of canvassing. The amount of revenue generated should easily pay for this position and will help some animals avoid a trip to the shelter also reducing operational costs.

3. Make sure that staff record identification information on any impounded animal and start immediately trying to contact the owner. This information should be written on all associated paperwork as well as input into the computer. It is highly embarrassing to have identified animals at the shelter and nobody making an effort to contact the owner. This may also create liability issues.

 Encourage the County to pass licensing requirements such as those already in place in Great Falls.

Discussion:

Due to the fact that data entry associated with licensing can become quite labor intensive, some organizations have outsourced this work. One such company is called Pet Data, www.petdata.com. (information on Pet Data is provided as appendix 6)

VOLUNTEER PROGRAMS:

Currently, the Great Falls Animal Shelter has a very limited volunteer program that consists primarily of a couple of people who come on occasion to walk dogs. Having a viable, active volunteer program can make a huge difference in terms of the level and types of service that can be provided both to the animals and community. However, volunteers should not be used as a substitute for paid staff except on very rare occasions. Since volunteers are not relying on the job as a source of income, it is much more likely they will simply not show up for a scheduled shift or quit without notice. That is not to say there are not those volunteers who feel a great sense of dedication to the shelter and are always in attendance.

Volunteer programs, if done well, can make a huge positive difference. Volunteer programs done badly can become a nightmare that will consume huge amounts of paid staff's time to manage.

Many shelters tend to limit the activities in which volunteers can participate. Typically, volunteers are used to walk or groom dogs, answer phones, file, perform data entry etc. In reality, a volunteer can be trained to do pretty much anything staff is doing. However, it is important to have guidelines for conduct and performance for volunteers just as you have for paid staff. They too must be held accountable and when appropriate, relieved from volunteer status.

Another important component of a successful volunteer program is finding creative ways to acknowledge the hard work and contributions volunteers have made. Since they are not getting paid, there has to be some mechanism in place for recognizing their efforts. This is critical to keeping good volunteers.

Further, it is important to have written job descriptions for volunteers as well as schedules and orientation. Some shelter even conduct interviews to determine if a person would make a good volunteer and if so in what capacity. Just as it is important to have staff working in the position most suited for their skills, interest, and training, so it is with volunteers.

The shelter does have a volunteer application already in use. While it is a good start, it does need some revision. (see appendix 7)

Recommendations:

1. Write a job description for a Volunteer Coordinator. Recruit for and hire a volunteer coordinator. This can be a paid position or in rare cases, a volunteer position. Finding the right person for this position is critical to the success or failure of the volunteer program.

2. Develop written job descriptions for each volunteer position

Plan on using volunteers for many different positions and don't limit them to just walking and grooming dogs, etc.

 Develop an internal volunteer training program. This program should be consistent with training that is provided to staff to ensure consistency in following established procedures and guidelines.

 Volunteers should be required to submit an application. Each application should be reviewed by the volunteer coordinator and some organizations conduct interviews with potential volunteers.

Hold volunteers accountable much in the same way you hold staff accountable.

Develop an effective volunteer recognition program

8. Make suggested changes to existing volunteer application

 Obtain a copy of the HSUS volunteer manual from Dave Pauli, <u>dpauli@hsus.org</u> or Betsy McFarland, <u>bmcfarland@hsus.org</u>

HUMANE SOCIETY/ANIMAL CONTROL/SHELTER MODELS

During my visit, I met with representatives from various local organizations regarding the shelter and Animal Control programs. While I was able to glean important information from each group, it is not my role to make specific recommendations regarding who should or should not operate the animal shelter/control programs. That must be decided on a local level.

What I can offer is insight into various models for operating these programs and some organizations to contact in order to gain more knowledge of the pros and cons of each model. There is no standardization regarding how humane societies, animal control programs and animal shelters operate. Consequently, there is no right or wrong way of setting up these programs and services. However, it is important to keep in mind the various resources of any organization and how that relates to their ability to perform certain functions.

Background:

Historically, the responsibility of providing animal control services has fallen on local government, Cities and Counties. Since the primary focus of animal control is public safety, and to a lesser extent, animal welfare, it stands to reason this would be a government function. And since you can't have an enforcement program without also having a place to house impounded animals, the operation of at least a basic animal shelter also falls within the purview of local government. (see discussion)

However, since most communities have a passion for animals, they don't want just the basics. They want proactive adoption, education, spay/neuter, and community outreach programs as well. Oftentimes, this goes beyond what local government is willing or able to fund. Consequently, it is not uncommon to find Humane Societies or other non-profit animal welfare groups operating animal shelters and to a lesser extent animal control services.

Many shelters that are Humane Society operated may not actually provide Animal Control services but will contract with various municipalities and/or the County to house animals that are impounded by City/County Animal Control Officers. These shelters are typically owned and operated by the HS.

Models:

1. Local government provides for animal control enforcement and limited funding towards the operation of an animal shelter. A local Humane Society or other animal nonprofit group operates the shelter, through contract with local government, and provides an extension of services. All of the funding for animal control and a portion of the operation costs for the shelter come from local government. Costs for additional services must be generated by the non-profit via fundraising and donor development efforts.

Local government provides for animal control enforcement and sheltering within the community. This can be a County or City operated shelter but funds from both local governments are used to provide field and sheltering services.

The local Humane Society operates a separate shelter so that adoption efforts can be supplemented and other programs provided including humane education, spay/neuter, etc. Animals from the animal control shelter would be transferred to the humane society as time and space become limited.

Under this model, local government and humane society representatives must work collaboratively in order to compliment each other and the services provided for the animals and community. This model does not work in communities where animal control and humane societies have an adversarial relationship. Instead of working together towards a common goal, they end up competing with each other.

3. Local government assumes all responsibility for providing animal control and sheltering services within the community to include an effective adoption program. The local Humane Society would focus on prevention programs such as spay/neuter, legislation, public education, behavioral help lines and assistance programs, etc. and would not be involved in the operation of any animal shelter. It is important that any City or County that uses the services of the shelter, pay their fare share of the cost. This is most often addressed via a contract for services with an associated fee schedule.

Recommendations:

1. Each organization that has or will play a role in animal control/welfare/sheltering in Great Falls must seriously evaluate their given resources. It is also important for each organization to develop a strategic plan to include in detail where they want to be in one two, three, ten years, etc., and steps on how to get there.

 Inasmuch as possible, organizations need to pool resources in order to have the most significant positive impact. Each organization should operate with transparency to the public and in their interactions with each other.

3. After each organization has decided what role they can/want to play, this needs to be communicated openly and clearly to other vested parties understanding that flexibility is important. There may be more than one group that wants to assume operation of the shelter or there may be none. Hopefully, these issues can be addressed collectively in order to arrive at the best solution.

Discussion:

There are a number of departments under which Animal Control can be appropriately placed within local government. While many are under the Police or Sheriff's Department, others have been placed under Public Health and Safety, Community Services, etc. Unfortunately, there are many inappropriate places for Animal Control including Sanitation, Public Works, etc.

The models presented above are not intended to be inclusive of all options. Again, there is no standardization so anything is possible. These are intended to serve as common examples of how these programs are set up.

And any strategic plan must accurately portray the strengths and weaknesses of the organization as well as primary interests and priorities. An honest assessment of past performance is necessary in order to develop a workable strategic plan.

It is important to keep in mind that operating an animal shelter is very time and resource consuming and can detract from prevention efforts. Putting out the day to day fires that are common becomes physically and mentally exhausting. Having a desire to operate a quality animal shelter is not sufficient for doing so. It takes considerable resources, knowledge, skill, tact, and determination to make it happen.

And finally, it is all too common to see the vast majority of resources going into operating the shelter and little, if any, going into solving the real problems. Having an effective animal welfare plan for the community and ultimately seeing a decline in animal intake and euthanasia requires that considerable attention be given to prevention type programs.

MEDIA AND PUBLIC RELATIONS:

It is my understanding that current relationships with the media are somewhat limited although a recent public service announcement was made to promote the shelter. I thought the psa was perfect in that it really pulled on the heartstrings of anyone watching. It made me want to run to the shelter and adopt the featured puppy.

It is important to the health of any animal organization to establish a positive rapport with the community including the media community. The best way to accomplish this is to approach them before they approach you, even when bad things happen. Rather than waiting until there is a moment of crisis and have the media coming to you for comment, I find the best way to get media on your side is to give them the story. That is not to say you have to hunt down the local reporter every time a mistake is made, but it does mean you need to be proactive and not reactive in your dealings with them. This will go a long way towards fostering a healthy, positive relationship.

Most shelters rely on the local news channel or paper to help promote animals for adoption, a pet of the week for example. Some shelters are fortunate enough to have local public service announcements aired to promote adoptions, spay/neuter, or other facets of responsible pet ownership. However, there are other ways you can use the media to your advantage.

For example, what do you do when there is a disease problem at the shelter? Impose quarantine but do nothing to inform the public of the potential risk to their pets? Do you help coordinate and promote vaccination clinics to prevent certain diseases? Do you let local veterinarians know about your situation and ask for suggestions? While there are always two sides to consider when dealing with the media, your side vs. how the media will present the information, it is important to do your part in sharing information.

Recommendations:

Introduce yourself to someone from the various media sources in your community. Try
to find someone who has an interest in animal welfare if possible. Ask if they can be
contacted if needed in the future.

2. Ask for media assistance in promoting adoptions, spay/neuter, responsible pet ownership, licensing, vaccinations, how to avoid dog bites, etc. Perhaps you can coordinate with local veterinarians public service announcements on rabies and other vaccinations and help coordinate local vaccination clinics.

3. Approach the media when there is a problem, especially when you know they will inevitably be approaching you. Be open and honest in your dealings with the media and general public and admit and take responsibility for mistakes. It is also important to outline safeguards that will be put into place to keep these same mistakes from reoccurring. (see discussion)

Discussion:

When making a decision about whether to contact the media, several things must be considered. Do we have a good relationship with this reporter? Or have we gotten misrepresented in the past? Is this news worthy? What good will come of letting the public know? What negative repercussions could this have on the shelter/adoptions/public trust either way?

Unfortunately, when you do decide to get the media involved, there are no guarantees of the outcome. It is always a calculated risk and answering the above questions will help you make the best decision.

Ultimately, by taking a positive, proactive stance in your community regarding animal and public safety issues, you will have more credibility when problems occur.

ADOPTIONS:

Adoptions are an important component of any animal shelter. While it not only saves valuable life, it also promotes positive public relations and serves as a source of income for the shelter. As with most aspects of animal sheltering, there is no standardization regarding adoption procedures, fees, etc. It is up to the individual organization to develop and establish protocols that work for them given the size and needs of the community, the number and types of animals received, etc.

While it is reasonable to have some expectations of the adopting public, it is my opinion that some shelters have gone too far in their requirements to adopt a pet. We have gone full spectrum in the span of 20 years in having no requirements, other than a signature and a small fee, to having requirements that exceed reason. It is important to be practical and reasonable in our expectations of potential adopters otherwise they will simply get a pet elsewhere. And we must consider the fact that if they do get a pet from a neighbor or "free to good home" ad, the likelihood of the animal being spayed/neutered, vaccinated, etc. is very slim. Getting pets in this manner only perpetuates the cycle of pet overpopulation by ensuring outlets for them.

It is also reasonable for the adopter to have expectations regarding the pet they adopt. Shelters should do as much as possible to ensure the health of animals they offer for adoption understanding there are never any guarantees. Having sound vaccination, sanitation, segregation, and health screening practices are all reasonable steps to take.

In addition to taking steps towards keeping animals physically healthy, efforts should be made to avoid making animals that are known to be aggressive or dangerous available to the public. This would include animals that have a history of biting or trying to bite. Animals should not be excluded from adoption based on breed but rather the behavior of the individual animal.

As part of the behavior assessment of any animal, it is important to get as much background information as possible for owners who relinquish their pets. The shelter already has both a cat and dog personality profile report to be completed by owners. This is a great start towards determining adoptability of a particular animal. (see discussion and appendix 8)

In more recent years, many shelters have resorted to more complex ways of evaluating behavior in animals in order to determine adoptability. While these methods can prove to be valuable, they can also be very time consuming and labor intensive. Until such time as something more formal can be developed, staff need to make notes regarding behaviors they observe, especially if they are cause for concern.

The Great Falls Animal Shelter has adoption applications already in place, one for cats and one for dogs. With the exception of a few typographical errors and minor clarifications, the applications are pretty good. (see appendix 9)However, how the information is interpreted is what is most important.

Recommendations:

1. Review existing applications and make noted corrections/changes.

2. Establish guidelines for how the information will be interpreted and used. What will result in an adoption denial? Conditional denial? Approval? It is important to be consistent and not show partiality or bias towards any potential adopter. It is equally important to be reasonable. (see discussion)

Review animal profile forms and make necessary changes/corrections. (see discussion)

 Incorporate adoption guidelines into the SOP manual and ensure that staff are aware of properly trained on protocols

5. Hold staff accountable for following guidelines.

Discussion:

Developing guidelines for whether to approve or deny a potential adoption doesn't have to be difficult. By sticking to the basics, these guidelines can be easy to develop and follow. The list below contains a few things that would be reasonable expectations for adopters.

1. Must have landlord approval when renting and appropriate deposits must be paid.

2. Must not have been convicted of animal cruelty.

3. Must be 18 years of age or older.

4. Must agree to provide the animal with proper food, water, shelter, exercise, socialization, and veterinary care.

5. Must agree to comply with all laws pertaining to animal care and ownership.

Adult family members must agree on the acquisition of a new pet.

Cannot have relinquished a pet to the animal shelter within the past 6 months.

Cannot have had a citation issued by Animal Control within the past 6 months.

Keep in mind that you can add or remove any of the above recommendations. These are only intended to be examples of guidelines you can implement. The dog and cat animal profile forms appear to have been written by different authors. While each has merit, neither is comprehensive and there are inconsistencies in the information being obtained. The questions need to be merged into one document with a few varying questions to address differences in species

EXHIBIT I

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Agenda #1.



Guidelines for Standards of Care in Animal Shelters

The Association of Shelter Veterinarians • 2010

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The Association of Shelter Veterinarians . 2010

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Foreword

Association of Shelter Veterinarian's Guidelines for Standards of Care in Animal Shelters

When the Association of Shelter Veterinarians (ASV) Guidelines for Standards of Care in Animal Shelters (hereinafter referred to as "the Guidelines") were first published, it was anticipated that questions would arise as to why they were developed, how they would be used, and how they would impact the animal welfare community. The National Federation of Humane Societies (NFHS), the Society of Animal Welfare Administrators (SAWA), the National Animal Control Association (NACA), the American Society for the Prevention of Cruelty to Animals (ASPCA) and the Humane Society of the United States (HSUS)) met with the Association of Shelter Veterinarians (ASV) authors of the Guidelines, to discuss their intentions and goals in publishing this comprehensive document. This Foreword is intended to put the Guidelines into perspective for animal welfare organizations.

It is important to note that each of the organizations listed above and that have co-authored this Fareword embrace the spirit and intent of the Guidelines, both to raise the standard of animal care throughout our industry and to create a road map that will ald organizations with angoing selfassessment and improvement. We strive for consistency and excellence in the programs and services provided to animals, and we believe that the Guidelines, with their facus on meeting the needs of each individual animal without losing sight of the needs of the population as a whole, assistance in helping prioritize necessary change, and applicability regardless of type and size of organization, will help every organization achieve these critically important goals.

At the time of publication the ASV provided the FAQs summarized below: For the full ASV FAQ's please refer to the ASV Guidelines' FAQ's.

Why did the ASV develop these Guidelines? To date, no federal agency or judicial act regulates the welfare and care of companion animals in a shelter environment. The goal of the ASV was to provide information that will help any animal welfare entity meet the physical, mental and behavioral needs of the animals in their care. The Guidelines were developed to provide a tool that would allow communities and animal welfare organizations of all sizes, whether a large organization, a small home based effort or something in between – as well as communities, to identify minimum standards of care, as well as best and unacceptable practices. ASV strove to create animal care guidelines that could continue to evolve as knowledge increases about the best way to meet the needs of animals in shelter settings.

What process was undertaken in developing these Guidelines? The ASV created a task force to initiate a comprehensive literature review and prepare a welf-researched and referenced white paper identifying standards of care that would meet the needs of animals in animal welfare organizations.

What are the "Five Freedoms" and why are the Guidelines based on this concept? The foundation of the Guidelines is the "Five Freedoms", developed in 1965 in the UK. The ASV believes the five Freedoms are now recognized to have broad application across species and essentially speak to the fundamental needs of animals that remain constant regardless of setting.

Who do the Guidelines apply to? The Guidelines are meant to be applicable to virtually any situation in which care for companion animals is delivered in a group or population setting, including traditional brick and mortar shelters, sonctuaries and home based faster or rescue networks.

How are practices identified as good or bad for a shelter in the Guidelines document? "Unacceptable" is used to highlight practices that must be corrected as soon as possible to provide an acceptable level of care. A "<u>must</u>" indicates that without adherence to this recommendation, the delivery of a minimum level of acceptable humane care is not possible. "<u>Should</u>" implies a strong recommendation. Best practices are identified in the Guidelines as "ideal" or "best." While the authors note that achieving ideal or best practices in every aspect of operations is ultimately preferred, they acknowledge that not every arganization is capable of achieving this goal in every circumstance. Therefore, shelters should strive to meet all "ideal" practices wherever possible, and should attempt to ensure that they are adhering to all practices identified as a "must," while avoiding any practices identified as "unacceptable."

How quickly should shelters make changes? While some changes can be made simply and easily, others may require physical changes to a facility, additional training, or more advanced planning. The first step for each organization should be to urgently address and correct any unacceptable practices. Aside from those immediate changes, implementing change based on the Guidelines should be a gradual and thoughtful process designed to provide maximum benefit for the animals. As change is made, careful attention should be given to the goals of maximizing quality of life and life saving capacity. What will the Guidelines not address? While the Guidelines make recommendations in numerous areas of sheller operations, they are not intended to serve as an operations manual. The right approach for implementing the Guidelines will vary by organization depending on their particular resources and challenges.

How are the Guidelines intended to holp shelters? The ASV and the organizations who participated in authoring this Foreword hope that the Guidelines will serve as a source of evidence-based information and support for all organizations, regardless of size, structure or philosophy, who are striving to provide the most humane care possible for their animals. It is hoped that they will also serve as an impetus for angoing self-evaluation and improvement, and provide the basis on which organizations can argue for and obtain the resources they need to provide the most humane levels of care possible.

The ASV has already documented instances in which shelters have used the Guidelines as a basis for making significant improvements in the level of animal care provided, at little or no cost to the organization. We support the ASV's intent to document and share these "case studies" as a means of helping other organizations better understand how change can be implemented successfully, and cost effectively. Examples can be found in Animal Sheltering magazine in an organizaties of articles entitled "Getting Real". Here are two of these articles;

http://www.animalsheltering.org/resource_library/magazine_articles/ may_jun_2011/getting_real_asv_standards.html

http://www.animalsheltering.org/resource_library/magazine_articles/ jul_aug_2011/getting_real_asv_standards_austin_humane.pdl

Case studies can be found on the ASV website, www.sheltervet.org and ASPCA Pro provides a series of webinars on specific Guidelines topics; http://www.aspcapro.org/webinarseries-guidelines-tor-standards.php.

Organizational Self-Assessment

The Guidelines represent an opportunity for organizational dialogue, reflection and most importantly, action. The Guidelines also present on opportunity for shelters to conduct a thorough assessment of current processes, and identify where improvements may be made for the benefit of the animals in their care. In the growing era of process improvement, shelters should be continually evaluating their ability to better house and care for animals.

Prioritization and Implementation

Each community situation is different. Each shelter and physical facility is different, and the timeline and process for implementation of the Guidelines should be adjusted to reflect the inherent differences in each organization. As mentioned, one significant nate in the interpretation of these guidelines is that they do not represent an operational manual or instructional guide for implementation. Each organization must develop its own operational model to maximize its ability to better care for animals based on the information presented in the Guidelines.

A prioritization and plan for how an agency will begin to address these items should be the first order of business. One logical first step is to review the guidelines which are cansidered "unacceptable" and address these issues as quickly as possible. Following a prioritized approach, addressing the "must" guidelines would be the next step. These are the articulation of the minimum guidelines which should be in place in each facility. As stated more than once in this Foreword and in the Guidelines themselves, the differences and specific challenges in organizations will dictate the ability of any agency to address these items and the speed with which they can be addressed. The important first step is for each organization to recognize areas where improvements can be made and then to set farth a plan and timeline to address them.

Foreword Authors.

The National Federation of Humane Societies (NFHS) The Society of Animal Welfare Administrators (SAWA) The National Animal Control Association (NACA) The American Society for Preventian of Cruelty to Animals (ASPCA) The Humane Society of the United States (HSUS)

Download the "Guidelines to Standards of Care in Animal Shelters" here.

Introduction

The Association of Shelter Veterinarians (ASV) is an international organization whose mission is to improve the health and well-being of animals in shelters through the advancement of shelter medicine. This document is the result of work that the ASV began in 2008 to address the lack of guidelines or standards of care for animals in shelters.

The first step in the process was to convene a taskforce to define the scope of this project. An exhaustive review of the scientific literature was undertaken to uncover as much data as possible pertaining to housing, care, health, and well-being of dogs and cats in population settings. Members of the taskforce then undertook writing this document over a period of 2 years. In some cases, answers were not available in the literature; in those instances, recommendations have been based on the collective expert opinion of the authors.

Every attempt was made to balance animal welfare science with practical and realistic recommendations specific for shelters. The guiding principle was always animals' needs, which remain the same regardless of the mission of an organization or the challenges involved in meeting those needs. As with any specialty, shelter medicine continues to evolve; studies and clinical experience continue to provide new information that animal caregivers must consider in order to provide truly humane care. Principles of animal care that were believed to be appropriate just a few years ago may no longer be considered to be effective or humane. Shelters should bear this in mind and be willing to adapt as they review their programs.

The Guidelines for Standards of Care in Animal Shelters is intended to be a living document that will be periodically reviewed and revised. This document does not attempt to provide specific operational instructions, as these must be tailored to each individual setting. References are provided that can be used to obtain more detailed information. It is the authors' greatest hope that this document will serve shelter animals and those who care for them by providing scientific and humane guidelines for their care.
Background

Historically, the provision of care for stray, unwanted, and owner-relinquished animals in the United States dates back to the founding of the first large-scale animal shelters in New York, Boston, and Philadelphia in the late 1800's. Most shelters were originally intended for handling large numbers of dags for brief periods of time as part of animal control programs. That mission drave shelter design and operation for nearly 100 years. Animal sheltering has evolved considerably since those early days.

Sheltering organizations can now be found for almost any companion or domestic animal species (e.g., rabbits, birds, rodents, horses, livestock), and for many exotic species as well. The entities delivering services vary from large, well-established agencies with significant resources, to grass-roots groups, loosely-networked individuals, or individuals acting alone. The spectrum of programs is equally diverse, including: traditional open-admission shelters; care-for-life sanctuaries and hospices; home-based rescue and foster-care networks; virtual internet-based animal transport programs; behavioral rehabilitation centers; limited or planned admission shelters; no-kill or adoption guarantee shelters; high volume adaption agencies; and many permutations of these various approaches. In this document the term "shelter" is meant to apply to all of the entities mentioned above.

In contrast to many other settings such as zoos or laboratories (AZA 2009, 2010; IIAR 1996), the care of animals In shelters remains unstandardized and unregulated at the national level. Although as of 2010, at least 18 states require animal shelters to be registered or licensed (CO, GA, IL, IA, KS, MA, ME, MI, MIN, MO, NE, NH, NJ, NC, PA, RI, VT, WI], and six require establishment of an advisory board (CO, KS, IA, ME, MO, TX) (ASPCA 2006a, 2006b; MDAR 2009); these regulations are inconsistent and often inadequately monitored at the state or local levels.

Challenges to Ensuring Welfare

The heterogeneous, fragmented nature of shelter systems, coupled with the lack of a consistent regulatory structure, has made it difficult to ensure adequate care for shelter animals. This difficulty is compounded by a multitude of challenges.

There is a growing body of literature documenting a long list of stressors for animals entering shelters, such as: leaving a lamiliar environment; confinement; adapting to new sounds, smells, and unfamiliar animals; and being handled by unfamiliar people. As occurs in zoo, farm, and laboratory settings, shelter animals can be challenged by baredom, frustration, isolation, social deprivation and other stresses arising out of confinement (Griffin 2006; Stephen 2005). Length of stay has been clearly identified as a risk factor for animal illness in shelters (Dinnage, 2009; Edinboro 2004).

Many facilities, which were historically designed for shortterm handling of animals (e.g., for stray holding period), are poorly suited to meet the physical and behavioral needs of animals (Beerda 1997, 1999a, 1999b, 2000; Griffin 2006; Hennessy 1997; Holt 2010; Hubrecht 1992; Kessler 1997, 1999b; McCobb 2005; Ottway 2003; Tuber 1996). Various factors have contributed to increased length of stay. At many shelters there is a greater potential for animals to be confined to inadequate institutional or quasi-institutional settings from months in many cases, to the remainder of their lives in others, compounding concerns about their welfare. The same issues recognized for many years by the zoological community (Maple 2003) are now confronting shelters.

Over the past 15 years, there has been an explosive growth of grass-roots sheltering efforts. This expansion of the number of persons working on behalf of homeless companion animals has undoubtedly saved many animal lives, and overall is a very positive development. Concern arises, however, when animal care is provided by individuals with good intentions but with little to no appropriate training in population husbandry, animal behavior, animal health, and/ar veterinary medicine. Lack of awareness of information about sheltering or lack of connections to the larger shelter community may be additional barriers to ensuring adequate care.

There have been a growing number of incidents where shelter conditions have caused severe animal suffering and unnecessary death (ALDF website; Dudding 2009; HSUS 2007; Mckinnon 2009; Peat 2009; WBZN 2009). A growing number of allegations of cruelty have been filed against shelters or sanctuaries for failure to provide adequate and humane care (LA Times 2010). Lack of acceptable standards of care and failure to recognize or respond to animal suffering has contributed to these cases.

Many of these issues are not unique to the sheltering community. Over a quarter century ago, scandals revolving around substandard animal care, neglect and mismanagement racked the laboratory animal world (Blum 1994) and the zoo community (Maple 2003). For laboratories, this led to significant federal regulation of animal care; for zoos, this triggered considerable internal dialogue and enhanced selfregulation (Wielbnowski 2003). Debates about farm animal welfare continue with less apparent progress. Consequently, the failure to self-regulate husbandry in some concentrated animal feeding operations ("factory farms") has begun to drive the public to seek legislative solutions (e.g., ballot initiatives to ban gestation and veal crates).

2. The Need for Standards

Despite the lessons learned from the high-profile examples referenced above, and the availability of substantial resources to guide shelter operations (ASPCA 2009; HSUS 2010; Miller 2004b, 2009; NACA 2009c; Peterson 2008; UC Davis website], it is regrettable that serious deficiencies In companion-animal care in shelters continue to occur. There is convincing evidence that societal expectations for the care and welfare of animals

have increased. This ethic is reflected in the professional literature as well as in extensive guidelines and/or codes of ethics issued by trade organizations, regulatory bodies, advisory boards and policy-making agencies for animals in almost every conceivable setting except animal shelters [e.g., zoological parks (AZA 2009, 2010; Kohn 1994), research laboratories (CACC 1993; ILAR 1996; SCAW 2001), breeding kennels (AKC 2006, 2008], cotleries (CFA 2009; CVMA 2009), exotic wildlife sanctuaries (ASA 2009; Brent 2007; GFAS 2009), animal agriculture (FASS 1999; Mench 2008; Veissier 2008), pet industry retailers (PILAC 2009), boarding kennels (CVMA 2007; New Zealand 1993; PCSA 2009), domestic wildlife rehabilitation (Miller 2000), animal rescue (ARA), equine rescue and retirement facilities (AAEP 2004; GFAS 2009)].

It might be assumed that anti-cruelty statutes would protect shelter animals, but these statutes are often not sufficient to ensure that animals in either public or private shelter and rescue settings receive proper care. One reason for this is that many retain 19thcentury wording, which is difficult to interpret in modern settings, i.e.:

"Whoever overdrives, overloads, drives when overloaded, overworks, tortures, torments, deprives of necessary sustenance, cruelly beats, mutilates or kills an animal, or causes or procures an animal to be overdriven, overloaded, driven when overloaded, overworked, tortured, tormented, deprived of necessary sustenance, cruelly beaten, mutilated or killed;... and whoever, having the charge or custody of an animal, either as owner or otherwise, inflicts unnecessary cruelly upon it, or unnecessarily fails to provide it with proper food, drink, shelter, sanitary environment, or protection from the weather, and whoever, as owner, possessor, or person having the charge or custody of an animal, cruelly drives or works it when unfit for labor, or willfully abandons it, or carries it or causes it to be carried in or upon a vehicle, or otherwise, in an unnecessarily cruel or inhumane manner or in a way and manner which might endanger the animal carried thereon, or knowingly and willfully authorizes or permits it to be subjected to unnecessary torture suffering or cruelty of any kind commits the crime of cruelty to animals".

It can be difficult to apply this outdated anticruelty language to address modern concerns

about physical and psychological suffering from confinement as well as suffering from illness or death. Furthermore, there can be a large gap between adequate care and deficiencies serious enough to prosecute under existing cruelly statutes. This leaves the possibility that substantial numbers of animals will live in substandard conditions within organizations expected to protect animal welfare. In some cases, the organizations that are at fault for providing inappropriate or negligent care are governed by the same entity that investigates animal cruelly, creating a conflict of interest.

Because the legal definition of animal cruelty varies from state to state it is beyond the scope of these guidelines to specifically and directly address animal cruelty. However, it is clear that when failure by an individual to provide certain minimum standards of care constitutes animal cruelty, the same standards must apply to shelters. Good intentions or lack of resources should not serve as an excuse for municipalities or private organizations to permit or perpetuate animal cruelty.

3. The Five Freedoms and Companion Animals

The American Veterinary Medical Association (AVMA) has brief care guidelines for companion animals including some recommendations for humane societies (AVMA 2008). They have also stated, through the AVMA Animal Welfare Principles,

1. Freedom from Hunger and Thirst	by ready access to fresh water and a diet to maintain full health and vigor
2. Freedom from Discomfort	by providing an appropriate environment including shelter and a comfortable resting area
3. Freedom from Pain, Injury or Disease	by prevention or rapid diagnosis and treatment
4. Freedom to Express Normal Behavior	by providing sufficient space, proper facilities and company of the animal's own kind
5. Freedom from Fear and Distress	by ensuring conditions and treatment which avoid mental suffering

that animals should be treated with respect and dignity throughout their lives (AVMA 2006).

A broader, independent set of standards developed from within the shelter veterinary community is needed to identify best and unacceptable practices as well as minimum standards of care for shelter animals – whether in a large organization, a small home-based effort, or something in between. In order to be flexible enough to guide any type of sheltering situation, standards need to clearly describe some general principles without being overly prescriptive.

The welfare principles enumerated as the Five Freedoms (Table 1) (Farm Animal Welfare Council 2009) provide a model that is applicable across species and situations, including animal shelters. The Five Freedoms were created in 1965 in the United Kingdom as a result of a report by the Brambell Commission (which later became the Farm Animal Welfare Council) to address welfare concerns in agriculture settings. There is ample evidence that the Five Freedoms are broadly accepted as quidelines for welfare for all animals. For example, a survey of large animal faculty at veterinary schools indicated strong support for these principles in the United States (Heleski 2005), and it has been recommended that they are equally useful as a framework for zoo animal welfare (Wielebnowski 2003). The Five Freedoms also form the basis for minimum standards for dogs, cats, and animals in boarding facilities promulgated by the New Zealand Ministry of Agriculture (New Zealand 1998, 2007) and recently, for standards from the Canadian Veterinary Medical Association for cats (CVMA 2009). This approach has also been embraced by the laboratory animal community (Bayne 1998; CACC 1993; ILAR 1996; SCAW 2001]. As performance standards, rather than engineering standards, the Five Freedoms define outcomes and imply criteria for assessment, but do not prescribe the methods by which to achieve those outcomes. The Guidelines for Standards of Care in Animal Shelters has been written using the Five Freedoms for Animal Welfare as the basis for all sections in this document.

Table 1 Five Freedoms For Animal Welfare (Farm Animal Welfare Council 2009).

How to use this document

There are 12 sections in the document. Each section should be read in its entirety so that recommendations are not taken out of context and misunderstood. Shelters should not focus solely on the limited number of unacceptable practices or call outs that have been separately highlighted. These represent summary points that draw attention to some issues of great concern, but do not provide sufficient basis for thorough evaluation of a program.

No sheltering organization, regardless of its circumstances, i.e., budget, size, etc., should engage in any practice that is deemed unacceptable. Unacceptable practices must be corrected without delay. For example, failure to identify and provide analgesia for painful conditions is unacceptable and corrective steps must be taken immediately. Whenever a practice is identified as "must", it is believed that without adherence to this recommendation, the delivery of a minimum level of acceptable or humane care is not possible. Use of the word "should" implies a strong recommendation. It is recognized that implementation of "ideal" recommendations may not be possible in all circumstances but would certainly enhance care for animals. A glossary of terms is provided at the end of this document to aid in understanding.

The terms "long-term" and "short-term" are used in several sections of this document (e.g., Facilities, Behavior, Medical Health and Physical Well-being). It is difficult to define when a shelter stay shifts from being short-term to long-term, and the impact of length of stay may affect individual animals differently. Therefore, recommendations found throughout this document that refer to long-term stays do not have a specific timeframe associated with them. Ideally, recommendations to ensure physical and behavioral health and well-being for long-term care should be implemented as soon as possible, regardless of length of stay expectations, but especially whenever a stay is anticipated to exceed 1 or 2 weeks.

Management and record keeping

Management and record keeping

Lines of authority, responsibility, and supervision should ideally be put in writing, reviewed periodically and updated when roles change.

Adequate training is required to ensure humane animal care, as well as staff and public safety.

A unique identifier (name and/or number) and record must be established for each animal upon intake.

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Implementation of the recommendations in this document requires adequate resources, planning, training, and monitoring; these operational principles form the foundation upon which many other elements described in this document must rest. To build this foundation, organizations must have a clearly defined mission; policies and protocols that reflect current information; adequate staff training and supervision; and proper management of animal care. Because animal health is interwoven into virtually every facet of sheltering or rescue programs, veterinarians should be integrally involved with development and implementation of an organizational plan, and must have supervision of medical and surgical care of animals. Organizational functioning, employee health and well-being, and animal wellness are inextricably linked (Reeve et al 2004; Rogelberg et al 2007).

1. Establishment of Policies and Protocols

A clearly defined mission forms the basis for development of organizational policies, including those relating to animal care, intake, treatment, adoption, and euthanasia. Policies must address the resources and legal/contractual obligations of the organization. Protocols must be developed and documented in sufficient detail to achieve and maintain the standards described in this document, and updated as needed to ensure that they reflect current information and pertinent legislation (Hurley 2008a). All staff (and volunteers as needed) must have access to up-to-date protocols. Expert input on all policies and protocols related to maintenance of physical and behavioral animal health should be provided by a veterinarian. Ideally, this veterinarian would have training or experience in shelter medicine as well as knowledge about the particular population.

2. Management Structure

A clearly defined structure that outlines accountability, responsibility, and authority for management within the organization is essential and must be communicated to all staff and volunteers. Lines of autharity, responsibility, and supervision should ideally be put in writing, reviewed periodically and updated when roles change. Authority and responsibility must be given only to those who have the appropriate knowledge and training. Many decisions involve issues of resource allocation as well as population health and individual animal welfare; in these cases broad consideration must be given to all factors, and decisions may well be made by a group of qualified individuals. However, in cases where animal welfare could be compromised, a veterinarian's decision should not be overridden. Supervision and accountability for all staff and volunteers are essential to ensure that policies and protocols guide daily activities.

3. Training

Adequate training is required to ensure humane animal care, as well as staff and public safety (ILAR 1996). This includes allocating time and resources for employees and volunteers to complete training prior to undertaking responsibility for tasks. The skills, knowledge and training to accomplish each task must be successfully demonstrated before proficiency is assumed. Continuing education should be provided in order to maintain and improve skills. Documentation of training should be maintained.

4. Animal Identification and Record Keeping

A unique identifier (e.g., name and /or number) and record must be established for each animal upon intake. Identification should be physically affixed to the animal (e.g., collar or tag) for the duration of the animal's stay unless this poses a safety risk for animals and/or staff. Basic elements of a record should include: the identifier, results of microchip scan, microchip number if present, source of animal, dates of entry and departure, autcome, species, age, gender, physical description (breed and colors), and available medical and behavioral information. (See section on Population Management and section on Medical Health and Well-being for more information on medical records and population data collection.)

Facility Design and Environment

Facility Design and Environment

Shelters must provide an environment that is canducive to maintaining animal health. Facilities must be appropriate for the species, the number of animals receiving care and the expected length of stay in order to ensure physical and psychological wellbeing of the animals. The design should provide for proper separation of animals by health status, age, gender, species, temperament, and predator-prey status (see section on Medical Health and Physical Well-being and section on Behaviaral Health and Mental Well-being for more information), and include sufficient space for the shelter operations described in this document (intake, examination, holding, adoption, isolation, treatment, food storage, laundry, and when necessary, euthanasia).

Entrances and exits, hallways, and rooms should be arranged so that movement through the facility ("foot traffic") and cleaning, as described in the Sanitation section, should proceed from the areas housing the most susceptible to disease and/or healthiest animals to those who are most likely to be a source of contagious disease. One set of guidelines recommends that at least 10% of the facility housing capacity should be made available for isolation of animats diagnosed with or suspected of having infectious diseases (New Zealand 1993). Organizations that provide services to privately owned animals (e.g., spay/neuter or veterinary clinics) should separate those animals from shelter animals.

1. Primary Enclosure

A primary enclosure is defined as an area of confinement such as a cage, run, kennel, stall, or pen, where an animal eats, sleeps, and in most sheltering situations spends the majority of its time. The primary enclosure must be structurally sound and maintained in safe, working condition to properly confine animals, prevent injury, keep other animals aut, and enable the animals to remain dry and clean. There must not be any sharp edges, gaps or other defects that could cause an injury or trap a limb or other body part. Secure latches or other closing devices must be present. Wire-mesh bottoms or slatted floors in cages are not acceptable for primary enclosures for cats and dogs. Enclosures that permit care and cleaning without removal of the animals (e.g., double-sided or compartmentalized enclosures) are very important to prevent disease transmission and should be provided for recently admitted or ill animals and those who are younger than 20 weeks of age.

The primary enclosure should be readily cleaned and disinfected. Even in home-based shelters, where the home itself or a room within the home may be the primary enclosure, sanitation is important. Until disease concerns have abated, newly arrived animals should be housed in areas of the home, or enclosures within the home, that can be properly and easily sanitized.

Tethering is an unacceptable method of confinement for any animal and has no place in humane sheltering (HSUS 2009a). Constant tethering of dogs in lieu of a primary enclosure is not a humane practice, and the Animal Welfare Act prohibited its use in 1997 for all regulated entities (APHIS 1997a).

Primary enclosures must provide sufficient space to allow each animal, regardless of species, to make normal postural adjustments, e.g., to turn freely and to easily stand, sit, stretch, move their head, without touching the top of the enclosure, lie in a comfortable position with limbs extended, move about and assume a comfortable posture for feeding, drinking, urinating and defecating (AAEP 2004; CFA 2009; Hansen 2000; King County 2009; Kulpa-Eddy 2005; New Zealand 1993). In addition, cats and dogs should be able to hold their tails erect when in a normal standing position. Primary enclosures should allow animals to see out but should also provide at least some opportunity to avoid visual contact with other animals (Carlstead 1993; Overall 1997; Wells 1998).

A range of minimum dimensions have been suggested for primary enclosures for dogs and cats (CFA 2009; Griffin 2006; New Zealand 1993). Most of these recommendations exceed Poor cat housing is one of the greatest shortcomings observed in shelters and has a substantially negative impact on both health and well-being.

Tethering is an unacceptable method of confinement for any animal and has no place in humane sheltering. Enclosures that permit care and cleaning without removal of the animals are very important to prevent disease transmission, and should be provided for recently admitted and ill animals, and those who are younger than 20 weeks of age.

what is typically found in many shelters. Because of the wide range of body sizes for dogs, specific recommendations for minimum kennel sizes are not included in this document. However, the size of each primary enclosure must be sufficient to meet the physical and behavioral parameters described above. Less than 2 feet of triangulated distance between litterbox, resting place and feeding area has been shown to adversely offect food intake for cats (Figure 1) (Bourgeois 2004). Cats housed in cages with 11 square feet of floor space were found to be significantly less stressed than those with only 5.3 square feet of space (Kessler 1999b). The Cat Fanciers' Association recommends a minimum of 30 cubic feet per cat (CFA 2009]. Shelters should strive to exceed these dimensions, particularly as length of stay increases. (See section on Group Housing for dimensions recommended for group housing.)

In addition to size considerations, proper layout of the primary enclosure is essential to maintain animal health and welfare. Food and water bowls or receptacles must be provided. The location of food, water, and litter containers relative to each other, resting areas, doors, etc., can have a significant impact on the well-being of animals (CACC 1993).

Separation between food, urination and defecation, and resting areas should be maximized. A primary enclosure must allow animals to sit, sleep and eat away from areas of their enclosures where they defecate and urinate. This can be accomplished through the use of double-sided or compartmentalized enclosures; single enclosures for cats of sufficient size as



described in the figure above; or walking dags with sufficient frequency on a daily basis that they do not need to urinate or defecate within their enclosures, provided this can be accomplished without undue risk to health and safety.

Attention should be paid to the habits of individual animals. Confinement, even in compartmentalized housing, will inhibit some dogs, from urinating or defecating. Many cats will avoid defecation and urination if litterbox location or substrate is aversive (CACC 1993; Neilson 2004). Cats must have a litterbox large enough to comfortably accommodate their entire body.

For cats, vertical as well as horizontal dimensions are extremely important because cats show a preference for spending more time on raised surfaces and high structures than on the floor. Some dogs also prefer to rest on elevated surfaces. Elevated resting places should be provided whenever possible, as long as this would not restrict animal movement within the enclosure. A soft resting place should be made available for all animals to provide comfort and prevent pressure sores from developing [Crouse 1995; New Zeoland 1998].

Cages or crates intended for short-term, temporary confinement or travel (e.g., airline crates, transport carriers, cages or crates designed to restrict mobility during a defined period for recovery or treatment including small stainless steel cages less than 2 ft \times 2 ft), are unacceptable as primary enclosures and are cruel if used as such (CFA 2009; Miller 2000). Crates or cages must not be stacked upon each other in a manner that increases animal stress and discomfort, compromises ventilation, or allows waste material to fall from the cage above into the cage below.

Poor cat housing is one of the greatest shortcomings observed in shelters and has a substantially negative impact on both health and well-being. Existing housing can be modified to improve feline welfare (e.g., cutting portholes in stainless steel cages

1 mich spacing recommended between itterbork resting procerchand to increase available space and create multicompartment housing units) (UC Davis 2009). Cats must have places to hide (e.g., paper bag or box large enough to provide concealment) and should have high points to perch upon (Carlstead 1993; Crouse 1995; De Monte 1997; Griffin 2002, 2006, 2009a; Hubrecht 2002; Rochlitz 1999, 2002; Wells 2000). One study found that the ability to hide led to decreased stress hormones in cats (Carlstead 1993). Ideally, cats should not be restricted to floor level cages, since these are more stressful compared to elevated cages.

As the length of stay increases (e.g., beyond 1–2 weeks), it becomes progressively more important to provide space that is both mentally and physically stimulating; alternatives to traditional housing must be provided. For animals housed long term, the physical environment must include opportunities for hiding, playing, resting, feeding, and eliminating. For cats, the environment should also allow for scratching, climbing and perching. Protected indooroutdoor access is ideal for most species, especially when animals are held long term. Outdoor spaces must be suitably enclosed to protect from adverse weather, vandalism, and prevent escape or predation.

2. Surfaces and Drainage

Non-porous surfaces that can be easily disinfected and are durable enough to withstand repeated cleaning should be used in all animal areas and must be used in those areas housing puppies and kittens, or animals who are infectious or who are newly admitted with an unknown health history. These principles are equally important in homebased programs. A sealed, impermeable surface, such as sealed concrete or epoxy is ideal for flooring (New Zealand 1993). Carpeting should not be used in animal housing areas because it cannot be effectively cleaned and disinfected. In a home-based setting or light use situation, linoleum or tiled floors may be acceptable, but seams and grout lines require higher maintenance and attention to sanitation than a sealed surface. Points where walls meet floors should also be sealed. Peeling,

scratched or chipped floors that cannot be properly sanitized should be repaired or replaced.

Special accommodation (e.g., soft bedding or slip proof mats) is required for animals with arthritis, muscle weakness, or other mobility impairments as these animals may have difficulty rising if surfaces are too slippery. Floors should be gently sloped to enable wastes and water to run off into drains. Waste water should not run off into common areas or adjacent kennels. Adequate drainage must be provided (New Zealand 1993). When drains are located in common areas special care must be taken to sanitize and disinfect those areas prior to allowing animal access. Drain covers should be designed to prevent toes from being caught in drains.

3. Heating, Ventilation, and Air Quality

Temperature and humidity recommendations vary with the species of animal being housed, but it is essential that each primary enclosure allows an animal to comfortably maintain normal body temperature (AVMA 2008a; New Zealand 1993). Temperature and humidity levels should be evaluated at the level of the animal's body within its enclosure.

For dogs and cats, the AVMA recommends the ambient temperature should be kept above 60°F (15.5°C), and below 80°F (26.6°C), and the relative humidity should range from 30 to 70% (AVMA 2008a). Because of breed, body condition, medical condition, haircoat, facial conformation, and age differences, animals must be monitored individually to ensure their comfort and to ensure they can adequately maintain their body temperature. If animals appear too cold (i.e., shivering or huddling together for warmth) or too hot (i.e., excessive panting), necessary measures must be taken to ensure animal comfort and safety (i.e., adjustments to the thermostat, additional bedding, lans, movement to another area of the shelter, health evaluation, etc.) Proper bedding materials, when kept clean and dry, can help animals maintain appropriate body temperature.

Cages or crates intended for short-term, temporary confinement or travel are unacceptable as primary enclosures and are cruel if used as such.

Fresh air is essential for maintenance of good health and well-being as well as limiting the spread of infectious diseases (CFA 2009). Proper ventilation removes heat, dampness, odor, airborne microbes, and pollutant gasses such as ammonia and carbon monoxide, while allowing for the introduction of fresh, oxygenated air. Ventilation must be maintained at a high enough rate to provide clean air in all areas of the shelter including within primary enclosures. All ventilation systems must be adequately maintained and air quality should be monitored at the level of the animal. Between 10 and 20 room air exchanges per hour with fresh air is the standard recommendation for adequate ventilation of animal facilities (European Council 1986; Johnson 2004; ILAR 1996).

Ventilation requirements vary depending on population density and 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 ammonia. Other pollutants also increase with the number of animals housed. Ventilation rates may need to be adjusted seasonally and should not be thermostat-controlled. Systems that circulate air only when the temperature or humidity require adjustment do not provide adequate ventilation throughout the year. Ventilation must be accomplished without compromising maintenance of appropriate temperatures.

Because canine respiratory pathogens can be easily transmitted through the air, isolation areas for dogs should have separate air circulation from the rest of the facility (Appel 1972). Separate air exchange for fellne isolation areas are a lesser priority as cats do not readily aerosolize their pathogens (Gaskell 1982; Wardley 1977). To prevent droplet transmission of respiratory viruses, however, cat cages facing each other should be spaced more than 4 feet apart (Gaskell 1977; Povey 1970; Wardley 1977). Although adequate ventilation to provide good air quality is essential, investment in enclosures and other aspects of facility design that reduce famile transmission (e.g., double-sided enclosures that allow animals to remain inside their enclosures during cleaning) is also critical to animal health. Even excellent ventilation will not overcome the harmful effects of inadequate housing.

Good air quality requires good sanitation and cleaning to reduce sources of airborne particles and gaseous contaminants such as ammonia, carbon monoxide, and hydrogen sulfide (FASS Guide 1999). Published guidelines for maximum ammonia exposures reflect hazards to human health or adverse affects on animal production and should not be used as an indicator of proper sanitation. Although some of the regulations for concentrated animal leeding operations cite minimum ammonia levels at or below 10 parts per million (ppm), acceptable levels in a shelter should be less than 2 ppm (G. Patronek 2010, unpublished data), In properly run shelters, ammonia should be below this level even before morning cleaning. Dust control is important because microbes may be transmitted by airborne dust (FASS 1999). Airborne dust can contain a variety of bloactive aerosols, particularly endotoxins, which have pro-inflammatory effects and a negative impact on lung function (Donham 2002; Rylander 2006, 2007).

4. Light

Facilities should be designed to offer as much natural light as possible. When artificial light is used, it should closely approximate natural light in both duration and intensity (CFA 2009; Griffin 2006; New Zealand 1993; Patronek 2001), Enclosures should be positioned so individual animals can avoid being exposed to excessive amounts of light or darkness. For example, cats on the lower level of a cage stack would spend most of their day in shadows unless light fixtures are mounted such that light shines into the lower level cages (CFA 2009). Cages should be spaced far enough apart to allow ambient light to reflect off the ceiling and floor. Adequate amounts of darkness are as important as light, Light and darkness should be provided so that they support the natural (circadian) rhythms of wakefulness and sleep,

Adequate lighting is also necessary for effective observation of animals (AAEP 2004).

5. Sound Control

An appropriate acoustic environment is essential for good animal health and welfare. Noise should be minimized in animal areas. Dog and cat hearing is more sensitive than human hearing so it can be assumed that noise levels that are uncomfortable to humans are even more uncomfortable for animals. Many common features of animal shelters contribute to elevated noise levels, including: forced air ventilation, barking dogs, non-porous building materials, use of power hoses, metal kennel gates, and metal food bowls. Excessive noise contributes to adverse behavioral and physiological responses (Spreng 2000).

Excessive noise from barking dogs is a particular welfare concern because of both its magnitude and duration (Sales 1997). Cats, in particular, are adversely offected by the sound of barking dogs (McCobb 2005). Sound levels in a shelter can exceed 100 db, largely due to barking (Coppola 2006]. Sound is measured on a logarithmic scale, so a 90 db sound is 10 times louder than an 80 db sound. Any sound in the 90-120 db range can be felt as well as heard and may lead to irreversible hearing loss in humans. For comparison, a jackhammer produces noise in the 110 db range, and a subway train 95 db. Levels of 50-70 db or higher are considered likely to be detrimental to the hearing of rodents and rabbits (CCAC 1993). See section on Public Health for information on occupational safety.]

Because sound can have a detrimental effect, interventions to reduce sound in shelters are important for animal health and well-being. Architectural strategies to minimize the impact of noise (e.g., arrangement of caging, materials selection for cages, doors, and latches) should be implemented in facility design or be added to an existing facility. Appropriate architectural strategies combined with behavior modification or enrichment strategies to

reduce barking can dramatically reduce noise levels (Griffin 2009a; Johnson 2004). Staff must also be instructed to avoid creating excessive noise during routine activities (e.g., slamming cage ar kennel doors, tossing metal bowls). Noise-producing equipment should be located as far away from the animals as possible (Hubrecht 2002). Soundabsorbent materials must be durable enough to permit repeated cleaning and should either be out of the animal's reach or resistant to destruction (Hubrecht 2002). Shelters should be designed so that cats are not exposed to the noise of barking dogs (McCobb 2005). In a study of shelter dogs, visual contact with other dogs improved welfare and did not increase barking (Wells 1998); therefore preventing visual contact should not be used as a general strategy to reduce barking.

Music has been used to reduce animal stress in a variety of different settings (Line 1990; Wells 2002). While anecdotal reports support this finding, little data exist to recommend its use for shelters. Music or other sounds as a form of enrichment need to be considered carefully, particularly if animals have no way to move away or control their exposure. Many animals, including dogs, are able to hear frequencies above what humans can hear. Therefore, if music is introduced, radias or other sound systems should not be placed directly on cages and the volume should not exceed conversational levels. In one study, heavy metal music was shown to increase barking and arousal, whereas classical music had a calming effect (Wells 2002).

6. Drop Boxes

Although shelters aften face challenges posed by limited operating hours for public access, the use of unattended "drop boxes" where live animals are placed by the public in receptacles for later intake may result in animal suffering or death and should be avoided. Alternatives should be provided (e.g., drop-off arrangements with police department or veterinary emergency clinics). Information about these alternatives should be made available to the public. The use of unattended "drop boxes" where live animals are placed by the public in receptacles for later intake may result in animal suffering or death and should be avoided. Guidelines for Standards of Care in Animal Shelters

Population Management

Population management describes an active process of planning, on-going daily evaluation, and response to changing conditions as an organization cares for multiple animals. Effective population management requires a plan for Intentionally managing each animal's shelter stay that takes into consideration the organization's ability to provide care that meets the recommendations outlined in this document. The capacity to provide humane care depends on the number and condition of animals admitted and their duration of stay; the size and condition of the facility; staffing levels and training; and other factors as well as the number of available enclosures. There are many ways to maintain a population within an organization's capacity for care whether in a shelter or home-based rescue organization. Active population management is one of the foundations of shelter animal health and wellbeing (Hurley 2004a), and must be based on an appreciation that capacity to provide humane care has limits for every organization, just as it does in private homes. When a population is not managed within an organization's capacity for care, other standards of care become difficult or Impossible to maintain.

1. Capacity for Care

Every sheltering organization has a maximum capacity for care, and the population in their care must not exceed that level. Factors that determine capacity for care include: the number of appropriate housing units; staffing for programs or services; staff training; average length of stay; and the total number of reclaims, adoptions, transfers, release, or other outcomes. Many factors can alter the capacity for care. For example, loss of animal care staff, or malfunctioning enclosures, can temporarily decrease the capacity for care until such time as new persons are hired and appropriately trained, or enclosures are repaired or replaced. Operating beyond an organization's capacity for care is an unacceptable practice.

Maximum housing capacity must be based on the number of animals who can be adequately housed within available primary enclosures. (See section on Facilities and section on Group Housing for information on adequate housing.) Ideally, shelters should maintain their populations below maximum housing capacity to allow for daily intake as well as more flexibility when choosing appropriate enclosures for each animal. Maximum housing capacity must not be exceeded. Even though enclosures may be available, it may be necessary to leave some empty due to other constraints on capacity for care (e.g., staffing levels and opportunities for enrichment).

The National Animal Control Association (NACA) and the Humane Society of the United States (HSUS 2010) recommend a minimum of 15 minutes of care time per day for feeding and cleaning each animal housed in the shelter (9 minutes for cleaning and 6 minutes for feeding) (HSUS 2010; NACA 2009b). For example, if 40 animals are present, a minimum of 10 hours of care would be required for basic care (40 animals @ 15 minutes/animal = 10 hours). Ability to provide services such as medical and behavioral evaluation or treatment, adoption, spay/neuter or euthanasia can be similarly evaluated based on average time for service (Newbury 2009a, 2009b). Staffing or volunteer work hours must be sufficient to ensure that the basic needs of animals in the shelter are met each day.

Length of stay has a dramatic effect on the experience and needs of animals in shelter care. The type of care and enrichment provided to sheltered animals must be appropriate to the length of stay (Patronek 2001). Average or median length of stay is also a key factor contributing to the number of animals present in the shelter each day, which in turn affects the ability to provide adequate care. For example, if an average of 5 cats per day enter the shelter and each stays an average of 5 days, the overage daily population would be 25 cats. If the average length of stay rises to 10 days with no change in the average intake, then the average daily population would double to 50 cats.

Capacity to provide humane care has limits for every organization, just as it does in private homes.

Population Management

Adequate staffing must be available to ensure that each critical point of service (e.g., vaccination or medical evaluation, spay/neuter surgery, or a physical move to adoption) is delivered promptly. Delays resulting in even one to two additional days of care may result in crowding and poor animal welfare in facilities that operate near moximum capacity. Expected demand for these critical points of service should be estimated based on the expected numbers of animals who will need each service and the length of time it takes to complete each procedure (e.g., number of animals needing evaluation or spay neuter surgery prior to adoption). Operating beyond capacity for care will result in unwanted outcomes including; delays or failure to provide necessary care; use of substandard housing; increases in staff and animal stress; haphazord mixing of animals; increased risk of infectious disease exposure; and increases in negative interactions between animals (Hurley 2008b; Newbury 2009a, 2009b). Operating beyond capacity for care creates a vicious cycle; services required for moving animals through the system are delayed. These delays prolong average lengths of stay for animals, leading to increased daily population. This further taxes the organization's capacity for care, worsens conditions, and threatens animal well-being (Newbury 2009a, 2009b). Once a shelter has exceeded its capacity for care It is no longer possible to ensure the Five Freedoms.

2. Protocols for Maintaining Adequate Capacity for Care

Shelters must have policies and protocols to maintain adequate capacity for care and housing. Policies must provide a means of balancing admission with the autoomes available (e.g., adoption, transfer, release, return to owner, euthanasia, or others). Increasing the number of animals housed beyond the capacity for care is an unacceptable practice.

Inspection of all animals must be performed daily in order to routinely evaluate and monitor adequacy of capacity and to Identify needs for housing, care, or service (CFA 2009; New Zealand 1993). Appropriate Interventions must be made before animal numbers exceed the capacity for care and housing. Waiting to respond until capacity has been exceeded results in animal suffering.

3. Monitoring Statistical Data

Monitoring population statistics over time is a necessary component of a population management plan. At minimum, statistics must include monthly intake (e.g., stray, owner surrendered) and outcomes by type (e.g., adoption, euthanasia, returned to owner) for each species. For optimal population management and monitoring, an animal census (animal inventory) should be taken, evoluated, and reconciled with records daily to ensure accuracy of data collection as well as facilitate evaluation of capacity. Ideally, population statistics should also include an evaluation by age group, health and behavior status at intake as well as at outcome. More detailed data monitoring such as tracking incidence of disease at intake (pre-existing) and during shelter stay (from previous exposure or shelter acquired) is a best practice.

Effective population management requires a plan for intentionally managing each animal's shelter stay that takes into consideration the organization's ability to provide care.

Operating beyond an organization's capacity for care is an unacceptable practice.

Sanitation

Good sanitation is an integral part of humane animal housing. Proper cleaning and disinfection practices help reduce the transmission of Infectious diseases to both animals and people, and result in a cleaner and healthier environment (Cherry 2004; Hoff 1985; Lawler 2006; Weese 2002). A clean shelter also has the added benefits of increasing the comfart level of the animals and presenting a positive Image of the shelter to the public. Protocols for proper sanitation are essential for any sheltering program. Providing education and training as well as ensuring compliance with those protocols is also essential.

1. Cleaning and Disinfection

Physical cleaning is defined as the removal of urine, fecal matter, and other organic material from the environment (Gilman 2004; Smith 2005). Cleaning should result in a visibly clean surface, but may not remove all of the harmful pathogens. Disinfection is the process that will kill most of the contaminants in a given area (Gilman 2004). Sanitation, for the purposes of this document, is defined as the combination of cleaning and disinfection, and is a requirement for all shelters and rescue homes. Sterilization is the destruction of all microbes, including spores, and is generally reserved for surgical instruments, surgical gloves, and other equipment necessary for sterile procedures. True sterilization of cage and kennel surfaces does not occur in a shelter (Gilman 2004).

Whether or not infectious disease occurs is dependent on several factors: the host (exposed animal), the virulence of the pathogen, the amount of the pathogen present, and the duration of exposure (Lawler 2006). Infectious dose defines a threshold amount of a pathogen required to cause infection and disease. By cleaning and using disinfectants properly, the number of pathogens in the environment is decreased, reducing the dose delivered if an animal is exposed. Sanitizing with the proper frequency decreases the duration of exposure. In the event of a disease outbreak, sanitation protocols and practices should be reviewed to determine if there are problems with the products or practices. Very often, even though protocols appear adequate, changes in practices (e.g., inaccurate dilution of disInfectants or changes in day-to-day cleaning practices) have contributed to outbreaks (Petersen 2008). Sanitation protocols must be revised as needed during an outbreak to address specific pathogens.

a) Sanitation Procedures

An assessment of the facility, animal population, training, equipment and procedures to be employed must be considered when developing sanitation protocols. Ideally, sanitation protocols should be developed and periodically reviewed in consultation with a veterinarian experienced in shelter medicine. While information about shelter sanitation may be extrapolated from many sources, protocols must be based on current knowledge and recommendations developed specifically for animal shelters, and must include specific methods and agents for achieving the goals of both cleaning and disinfection. An increasing number of resources exist providing guidelines lailored to the shelter environment (Dvorak 2009; Miller 2004b; Peterson 2008; UC Dovis 2009).

Enough staff must be assigned to complete sanitation tasks promptly each day so that animals spend the majority of their time in sanitary conditions. As an example, out of the total of 1.5 minutes recommended per animal for daily husbandry, NACA and HSUS guidelines recommend a minimum of 9 minutes per animal per day for routine cleaning. Thus 40 dogs @ 9 minutes/dog = 360 minutes. This total time of 360 minutes (6 hrs) would allow sufficient time for a 10-minute disinfectant contact time in each kennel because other activities or tasks (e.g., cleaning other kennels, laundry) can be accomplished while the disinfectant sits.

Selection of proper cleaning and disinfectant products is essential. Detergents and degreasers must be used as needed to maintain clean surfaces free of visible dirt and debris. Disinfectants must be chosen that will be effective under the conditions

Enough staff must be assigned to complete sanitation tasks promptly each day so that animals spend the majority of their time in sanitary conditions.

present in a given environment (e.g., presence of organic matter), and with demonstrated activity against the pathogens for which the animals are at risk (Etrepi 2008). Unenveloped viruses such as parvovirus, panleukopenia, and feline calicivirus are of particular concern, but other disinfectionresistant agents such as coccidia and Microsporum canis may also be problematic. Some disinfectants have been shown by independent studies not to be effective against these durable pathogens le.g., quaternary ammonium compounds against unenveloped viruses), in spite of EPA-approved labeling by manufacturers (Eleraky 2002; Kennedy 1995; Moriello 2004; Scatt 1980). Products that have not been independently validated against unenveloped viruses and other pathogens of concern should not be used as the sole disinfectant.

The facility should be cleaned in order of animal susceptibility to disease and potential risk to the general population, starting with the most susceptible animals and ending with those who carry the highest risk of transmitting infectious disease. Separate cleaning supplies should be designated for each area. Appropriate protective clothing (gloves, gowns, and/or boots), should be used in each area, and removed before proceeding to care for other animals in the population. (See section on Public Health for recommendations on personal protective equipment.) Failure to follow a specified order of cleaning may result in susceptible populations being exposed to disease (Gilman 2004; Smith 2005).

In general, the order of cleaning and care, from first to last, should be:

- healthy puppies and kittens and healthy nursing bitches and queens;
- 2) healthy adult animals;
- 3) unhealthy animals.

Thorough sanitation of primary enclosures before a new animal enters is essential. Sanitation protocols must include removal of gross organic matter, precleaning of surfaces with a detergent or degreaser, application of a disinfectant at the correct concentration and for sufficient time, rinsing, and drying. When water or cleaning and disinfecting products will be sprayed in or near the area of the primary enclosure, animals must be removed from the cage or kennel, or separated from the area being cleaned by guillotine doors to prevent splatter, soaking of the animals and stress. It is an unacceptable practice to spray down kennels or coges while animals are inside them.

Animals who are housed long-term in the same enclosure require less frequent disinfection of their enclosure, but daily cleaning is still essential to maintain sanitary conditions. In many instances, cages and kennels can be cleaned using the "spot cleaning" method, where the animal remains in its cage while the cage is tidied, and soiled materials, urine and feces are removed. Spot cleaning may be less stressful for the animal as it requires less animal handling and does not remove familiar scents (Patronek 2001). Daily cleaning is also necessary in cage free housing and home environments.

Improper cleaning may increase pathogen transmission (Curtis 2004). Practices that track pathogens from one enclosure to another put animals at risk. Mopping should be avoided if possible. When mopping cannot be avoided (e.g., when hosing is not possible) a disinfectant with good activity in the presence of organic matter must be used, and contaminated mop water should not be used from one housing area to another. Acceptable sanilation cannot be accomplished using water alone, nor using only a disinfectant (e.g., bleach) with no detergent properties. Care should be taken when mixing cleaning products as the resulting mixture could be ineffective or even toxic. Alternative methods of disinfection such as ultraviolet (UV) light or reliance on freezing during cold weather are not sufficient for sanitation in shelters or rescue facilities.

Improper housing and poor facility design can also contribute to pathogen transmission. Housing for Spraying down kennels or cages while animals are inside them is an unacceptable practice.

recently admitted or ill animals and those who are younger than 20 weeks of age should be designed to permit cleaning without extensive handling of the animal or removal to an area that has not been sanitized (e.g., double-sided or compartmentalized housing). Animal housing areas should be designed to withstand spraying of water and cleaning fluids; adequate drainage is essential. (See section on Facilities for information on appropriate shelter design to support cleaning and disinfection.)

b) Fomite Control

A famite is an object that may be contaminated with pathogens and contribute to transmission of disease. The human body and clothing may serve as famites. As apparently healthy animals as well as those who are obviously ill may be shedding pathogens, any complete sanitation protocol must address proper hygiene of shelter staff, volunteers, and visitors, including signage, supervision, and hand sanitation.

Adequate hand sanitation is one of the best ways to prevent disease transmission and should be required before and after handling animals and fornites. Hand sanitation is achieved through hand washing, use of hand sanifizers, and proper use of aloves. Sinks should be available in all animal housing and food preparation areas, and must be equipped with soap and disposable paper towels. Hand sanitizer dispensers should be provided in all animal handling areas. It should be noted that hand sanilizers are ineffective against some of the most dangerous pathogens found in shelter settings (e.g., parvoviruses, caliciviruses) and cannot be relied on as the sole means of hand sanitation. Hand sanitizers should be used only on hands that appear clean (Boyce 2002) and should contain at least 60% alcohol. Clothing, even if visibly clean, may still carry pathogens. Protective garments (e.g., gowns, gloves, and boots or shoe covers) should be worn during cleaning or other intensive animal-handling activities (such as treatment of sick animals or euthanasia) and changed before going on with other activities of the day. Fresh protective garments should be worn when handling vulnerable populations, including puppies and kittens and newly admitted animals. Garments must be changed after handling an animal with a diagnosed or suspected serious illness such as parvovirus.

All equipment that comes in contact with animals (e.g., muzzles, medical and anesthetic equipment, humane Iraps, gloves, tays, carriers, litterboxes, food bowls, bedding) including cleaning supplies should be either readily disinfected or discarded after use with a single animal. Items that cannot be readily disinfected, such as leather gloves and muzzles, represent a risk to animals. Their use should be avoided especially for animals who appear ill and during disease outbreaks. For example, ringworm has been cultured from leather animal handling gloves in shelter settings. Mobile equipment such as rolling trash cans, shopping carts, and food or treatment carts (including their wheels) may also serve as fomites and should be sanitized accordingly. Scratched and porous surfaces are difficult or impossible to completely disinfect and should be used with caution or discarded le.g., plastic litterpans, airline carriers, plastic and unglazed ceramic water bowls). Transport cages and traps, as well as vehicle compartments used for animal transport must be thoroughly disinfected after each use.

All clothing and bedding used at the shelter must be laundered and thoroughly dried before reuse. Organic debris (e.g., feces) should be removed from articles before laundering. Articles that are heavily soiled should be laundered separately or discarded. Bedding and other materials heavily contaminated with durable pathogens such as parvoviruses should be discarded rather than risk further spread of disease (Peterson 2008).

Food and water bowls should be kept clean and must be disinfected prior to use by a different animal. Automatic watering devices and water bottles should not be used if they cannot be disinfected before being used by another animal. Use of commercial dishwashers is an excellent

way to thoroughly clean food and water bowls (Gilman 2004: Lawler 2006). The mechanical washing action and high temperatures attained in dishwashers will destroy the majority of pathogens but may not destroy unenveloped viruses such as parvaviruses. If these viruses are a problem a disinfectant should be applied to the dishes before or after going through the dishwasher. When dishes are sanilized by hand, they must be thoroughly washed and rinsed prior to disinfection. Ideally, food and water receptacles should be cleaned in an area separate from litter boxes or other items soiled by feces. At minimum, litterpans and dishes must not be cleaned at the same time in the same sink, and the sink should be thoroughly disinfected between uses.

Foot traffic also plays a role in famile transmission. Certain areas of the shelter, like isolation and quarantine areas, should be restricted to a small number of shelter staff. Transport of sick animals throughout the shelter, especially from intake areas to holding or euthanasia areas, should be planned to minimize spread of disease. Floors, as well as other surfaces (e.g., tables, and countertops), should be immediately sanitized after contact with urine, feces, vomit, or animals known or suspected to have infectious disease.

Footbaths are inadequate to prevent infectious disease spread and should not be relied on for this purpose. Poorly maintained footbaths may even contribute to the spread of disease. Achieving adequate contact time (e.g., 10 minutes) is impractical, and footbaths require frequent maintenance because the presence of organic debrts inactivates many disinfectants. Dedicated boots that can be disinfected or disposable shoe covers are more effective and should be used in contaminated areas (Morley 2005; Stockton 2006). It is unacceptable for animals to walk through footbaths.

2. Other Cleaning

Outdoor areas around the shelter must be kept clean, recognizing it is impossible to disinfect gravel, dirt, and grass surfaces. Access to areas that cannot be disinfected should be restricted to animals who appear healthy, have been vaccinated and dewormed, and are 5 months or older. Ideally, feces should be removed immediately from outdoor areas, but at minimum must be removed at least daily. Standing water should not be allowed to accumulate in areas around the shelter because many pathogens thrive and mosquitoes breed readily in these moist environments.

Foster homes are an integral part of many shelter programs. Complete disinfection of a private home is impossible. All foster caregivers should be trained to minimize contamination of their homes by confining newly arrived foster animals or those showing signs of illness in areas that can be readily disinfected.

3. Rodent/Pest Control

Many rodents and insects harbor bacteria and other pathogens that can contaminate food products, resulting in food spoilage or direct transmission of disease to the animals (Urban 1998). Areas of food storage are particularly vulnerable to Infestation. All food should be kept in sealed bins or containers that are impervious to radents and insects (New Zealand 1993). Food should be removed from runs at night if rodents and insects are present. If a shelter is experiencing a problem, solutions must be humane, safe, and effective.

Guidelines for Standards of Care in Animal Shelters

Medical Health and Physical Well-being

Health is not merely the absence of disease or injury but is also closely tied to an animal's physical and mental well-being (Hurnik 1988). Proper medical management and health care for shelter animals is an absolute necessity and must include attention to overall well-being, It is commonly accepted that animal shelters have a responsibility to provide for the health and welfare of all animals who enter their care, Unfortunately, compromised animal health and welfare have been documented in animal shelters, and without proper precautions shelters can experience severe disease outbreaks resulting in widescale death and/or euthanasia. Animals often arrive at shellers already experiencing health challenges, and even healthy animals entering new, expertly designed facilities may have their welfare compromised, or risk becoming ill without a functional medical healthcare program. Without proper medical care, shelter animals can suffer and die unnecessarily (HSUS 2007; King County Animal Services Report).

Shelter medical programs must include veterinary supervision (see Glassary for definition) and the participation of trained staff to provide evaluation, preventive care, diagnosis and treatment (ASV position statement on veterinary supervision in animal shelters). Disease prevention should be a priority, but appropriate treatment must also be provided in a timely fashion. Preventive healthcare that is appropriate for each species should include protocols that strengthen resistance to disease and minimize exposure to pathogens (Fowler 1993). Training and continuing education for those who carry out the protocols must be provided. Ensuring compliance with protocols should be a part of program management.

Shelter healthcare protocols should support individual animals regaining and maintaining a state of physical health and are essential for maintaining an overall healthy population by reducing the frequency and severity of disease. Individual animal welfare must be maintained within the balance of decisions and practices that support the overall population. Comprehensive shelter medical programs that begin on intake and continue throughout each animal's shelter stay are the foundation of a shelter housing a population of increasingly healthy animals (AAHA 2006; CFA 2009; FASS 1999; Griffin 2009a; Larson 2009; Miller 2004a; New Zealand 1998). Decline of animal health and welfare after intake; sick or injured animals languishing without proper treatment; wide scale disease outbreaks; animals dying as a result of shelter-acquired disease or injury; and frequent zoonotic disease transmission in the shelter are indicators of a poor healthcare program (FASS 1999). (See section on Physical Health and Well-being for information concerning expected mortality rates.)

1. Veterinary Relationship and Recordkeeping

All health care practices and protocols should be developed in consultation with a veterinarian; ideally one familiar with shelter medicine. A formal relationship with a veterinarian should be in place to ensure that those responsible for daily animal health care have the necessary supervision and guidance. The best way to ensure that health care practices are in keeping with professionally accepted standards is to implement written standard operating procedures (SOPs).

Medications and treatments must only be administered under the odvice or in accordance with written protocols provided by a veterinarian, and all drugs must be dispensed in accordance with federal and state regulations.

Accurate medical records are essential. Whenever possible a medical and behavioral history should be obtained from owners who relinquish animals to the shelter. Shelters must document all medical care rendered to each animal. Ideally, records should include each animal's date of entry, source, identification information, a dated list of all diagnostic tests including test results, treatments (including any medications with drug dase and route of administration) and procedures, and immunizations while in the care of the shelter. All medical information should be provided in written form with the animal at the time of transfer or adoption.

2. Considerations on Intake

Each animal's individual health status should be evaluated and monitored beginning at intake and regularly thereafter (AAEP 2004; UC Davis 2009). This allows any problems or changes that develop during an animal's shelter stay to be recognized, distinguished from pre-existing conditions, and addressed.

A medical history, if available, should be obtained from the owner at the time of surrender. Any available information should be solicited when stray animals are impounded as well. Ideally, this information should be obtained by interview, although written questionnaires are acceptable. Each animal should receive a health evoluation at intake to check for signs of infectious disease and/or problems that require immediate attention (UC Davis 2009). Intake evaluations should be documented in the medical record. Every attempt should be made to locate an animal's owner, including careful screening for identification and microchips at the time of intake. Intake health evaluation should therefore include sconning multiple times for a microchip using a universal scanner. Research has shown that the likelihood of detecting microchips increases with repeating the scan procedure multiple times (Lord 2008). (See subsections below for information on vaccination and other intake treatments.)

Separation of animals entering shelters is essential for proper maintenance of health and welfare. Beginning at intake, animals should be separated by species and age as well as by their physical and behavioral health status. Young animals (puppies and kittens under 20 weeks [5 months] of age) are more susceptible to disease and so should be provided with greater protection from possible exposure, which can be more easily accomplished when they are separated from the general population. Starting from the time of intake and continuing throughout their stay, healthy animals should not be housed or handled with animals who have signs of illness. (See section on Behavioral Health and Well-being for more information on intake procedures.) Animals must be vaccinated at, or prior to, intake with core vaccines.

3. Vaccinations

Vaccines are vital lifesaving tools that must be used as part of a preventive shelter healthcare program. Vaccination protocols used for individual pets in homes are not adequate in most population settings. Strategies must be specifically tailored for shelters because of the higher likelihood of exposure to infectious disease, the likelihood that many animals entering the shelter are not immune (Fischer 2007) and the potentially life-threatening consequences of infection. Some vaccines prevent infection whereas others lessen the severity of clinical signs (Peterson 2008). Panels of experts (AAFP 2006; AAHA 2006) agree that protocols must be customized for each facility, recognizing that no universal protocol will apply to every shelter situation.

Guiding principles for core vaccination in shelters, that are generally applicable to most shelters, are available (AAFP 2009; AAHA 2006). Within this framework, specific vaccination protocols should be tailored for each program with the supervision of a veterinarian, taking into consideration risks and benefits of the vaccines, diseases endemic to the area, potential for exposure, and available resources (Miller & Hurley 2004; Miller & Zawistowski 2004)

Because risk of disease exposure is often high in shelters, animals must be vaccinated at or prior to intake with core vaccines. Pregnancy and mild illness are not contraindications to administering core vaccines in most shelter settings because the risk from virulent pathogens in an unvoccinated animal would be far greater than the relatively low risk of problems posed by vaccination (AAFP 2009; AAHA 2006; Larson 2009). Care vaccines for shelters currently include feline viral rhinotracheitis, calicivirus, panleukopenia (FVRCP) for cats (AAFP

An emergency medical plan must be in place to provide appropriate and timely veterinary medical care for any animal who is injured, in distress, or showing signs of significant illness.

2009) and distemper, hepatitis, parainfluenza, and canine parvovirus (DHPP)/distemper, adenovirus 2, parvovirus, and parainfluenza virus (DA2PP) and *Bordetella branchiseptica* for dogs (AAHA 2006). The use of modified live virus vaccines (MLV) is strongly recommended over killed products for core shelter vaccines in cats and dogs, including those that are pregnant, because they provide a faster immune response.

Rabies vaccination on intake is not considered a priority in most shelters, as the risk of exposure to this disease is not high within most shelter environments. However, animals should be vaccinated against rabies when a long-term stay is anticipated; when risk of exposure is elevated; or when mandated by law. At minimum, animals should be vaccinated for rabies at or shortly following release.

Shelters that house animals for extended periods of time have an obligation to ensure that vaccinations are repeated in accordance with shelter medicine recommendations (AAFP 2006; AAHA 2006). Re-vaccination is recommended for puppies and kittens until maternal antibody wanes. Puppies and kittens must be re-vaccinated (DHPP and FVRCP, respectively) at 2–3-week intervals for the duration of their shelter slay or until they are over 18–20 weeks old.

Shelters that do not vaccinate with core vaccines immediately on entry, or do not vaccinate all animals, are much more likely to experience deadly outbreaks of vaccine preventable disease (Larson 2009). Protocols for managing adverse reactions must be provided by a veterinarian and required treatments must be accessible. Training on proper vaccine storage and administration, and treating reactions, should be supervised by a veterinarian. The location for injection of a specific vaccine (i.e., rables in the right rear leg) should follow administration site guidelines (AAFP 2006; AAHA 2006). Records of any immunizations provided while in the care of the shelter should be kept.

4. Emergency Medical Care

An emergency medical plan must be in place to provide appropriate and timely veterinary medical care for any animal who is injured, in distress, or showing signs of significant illness (AAEP 2004; CFA 2009; CVMA 2009; FASS 1999). Staff should be trained to recognize conditions that require emergency care. The emergency care plan must ensure that animals can receive proper veterinary medical care and pain management promptly leither on site or through transfer to another facility) or be humanely euthanized by qualified personnel as permitted by law.

5. Pain Management

Shelters often care for animals with acute or chronically painful medical conditions. The American College of Veterinary Anesthesiologists (ACVA) defines pain as a complex phenomenon involving pathophysiological and psychological components that are frequently difficult to recognize and interpret in animals (ACVA 2006). Pain must be recognized and treated to alleviate suffering. Unrelieved pain can result in chronic physical manifestations such as weight loss, muscle breakdown, increased blood pressure and a prolonged recovery from illness or injury (Robertson 2002). Early pain management is essential, Failure to provide treatment for pain is unacceptable.

Recognizing and alleviating pain in a wide variety of species can be complex and difficult (Paul-Murphy 2004). Individual animals have varying reactions to stimuli and may manifest a variety of clinical and behavioral signs (ACVA 2006). Although there are multiple scales and scoring systems published for gauging animal pain, few have been validated and there is no accepted gold standard system for assessing pain in animals (IVAP/M 2005). However, it is generally assumed that if a procedure is painful in human beings then it must also be painful in animals (ACVA 2006; APHIS 1997b). It is the shelter's responsibility to combine findings from physical examination, familiarity with species and breed, individual behavior, and knowledge of the degree of pain associated with particular surgical procedures, injuries and/or illnesses in order to assess pain.

Pharmacologic and non-pharmacologic approaches to the treatment of pain are evolving; in either case, treatment should be supervised by a veterinarian. Analgesia must be of an appropriate strength and duration to relieve pain. Non-pharmacologic (e.g., massage, physical therapy) approaches that help increase comfort and alleviate anxiety can be used to supplement pharmacologic interventions. When pain can be anticipated, analgesia should be provided beforehand (pre-emptive). Animals must be reassessed periodically to provide ongoing pain relief as needed. When adequate relief cannot be achieved, transfer to a facility that can meet the animal's needs, or humone euthanasia must be provided.

6. Parasite Control

Many animals entering shelters are infected with internal and external parasites (Bowman 2009). Though not always clinically apparent, parasites can be easily transmitted, cause significant disease and suffering, persist in the environment, and pose a risk to public health (CAPC 2008; CDC 2009]. Shelters have a responsibility to reduce risk of parasile transmission to humans and animals. An effective parasite control program should be designed with the supervision of a veterinarian. Animals should receive treatment for internal and external parasites common to the region and for any obvious detrimental parasite infection they are harboring. Treatment and prevention schedules should be guided by parasite lifecycles and surveillance testing to identify internal and external parasites that may be prevalent in the population. Ideally, animals should receive parasite prevention on entry and regularly throughout their shelter stay to prevent environmental contamination and minimize risk to people in the shelter. At minimum, because of the public health significance, all dogs and cats must be de-wormed for roundworms and hookworms before leaving the shelter. Because many parasite eggs are very difficult to eradicate from the environment, prompt removal of feces, proper sanitation, and treatment as described above are important steps to help ensure that individual, environmental, or population level parasitism does not threaten the health of animals or humans.

7. Monitoring and Daily Rounds

Rounds must be conducted at least once every 24 hours by a trained individual in order to visually observe and monitor the health and well-being of every animal. Monitoring should include food and water consumption, urination, defecation, attitude, behavior, ambulation, and signs of illness or other problems (CFA 2009; New Zealand 2007; UC Davis 2009). Monitoring should take place before cleaning so that food intake and condition of the enclosure as well as any feces, urine, or vomit can be noted. For animals housed in groups, monitoring should also take place during feeding time, so that appetite (food intake) or conflicts around food may be observed. Any animal that is observed to be experiencing pain; suffering or distress; rapidly deteriorating health; life-threatening problems; or suspect zoonatic medical conditions must be assessed and appropriately managed in a timely manner (AAEP 2004; CDA 2009; CFA 2009; New Zealand 2007).

When apparently healthy animals remain in care for longer than 1 month, exams including weight and body condition score should be performed and recorded by trained staff on at least a monthly basis. Veterinary examinations should be performed twice each year or more frequently if problems are identified. Geriatric, ill, or debilitated animals should be evaluated by a veterinarian as needed for appropriate case management.

There are many examples of health conditions that require ongoing assessment and management including, but not limited to, dental conditions, retroviral infections, endocrine imbalances, and basic appetite/weight changes. In addition, animals must be provided with appropriate grooming Medical rounds must be conducted at least daily by a trained individual in order to visually observe and monitor the health and well-being of every animal. and/or opportunities to exhibit species-specific behaviors necessary for them to maintain normal healthy skin and haircoat or feathers (CDA 2009; CFA 2009; New Zealand 1998). Dirty, ungroomed or matted haircoats are uncomfortable, predispose animals to skin disease, and in extreme cases can lead to severe suffering. Appropriate grooming and/or bathing is an essential component of animal health and should never be considered cosmetic or optional.

Fresh, clean water and proper food are basic

8. Nutrition

Food that is consistent with the nutritional needs and health status of the individual animal must be provided.

nutritional requirements for physical health. Fresh, clean water must be accessible to animals at all times unless there is a medical reason for water to be withheld for a prescribed period of time. Water should be changed daily and whenever it is visibly soiled. Food that is consistent with the nutritional needs and health status of the individual animal must also be provided. The amount and frequency of feeding varies depending on life stage, species, size, activity level, health status of the animal and the particular diet chosen. Food must be fresh, palatable, free from contamination and of sufficient nutritional value to meet the normal daily requirements to allow an animal to attain maximum development, maintain normal body weight, and rear healthy offspring. Food in animal enclosures should be examined regularly to ensure it is free of debris and not spoiled. At minimum, uneaten food must be discarded after 24 hours. Food that has been offered to an animal and remains uneaten must not be led to another animal.

Ideally, a consistent diet should be fed to all animals, rather than a variety of products. Feeding a consistent diet minimizes gastrointestinal upset, stress, and inappetance associated with frequent diet change, and helps to ensure the product is fed in appropriate quantity. The feeding of raw food diets is not recommended in shelters because of concerns about bacterial or parasite contamination and public health risk (CVMA 2006; Finley 2008, Lefeune 2001; Lenz 2009; Morley 2006).

At minimum, healthy adult dogs and cats lover 6 months old) must be fed at least once per day (CDA 2009; CFA 2009). Ideally, dogs should be fed twice daily (New Zealand 1998); cats should ideally be fed multiple small meals or encouraged to forage throughout the day (Vogt 2010). If food is not available to cats all day, at minimum, they should be offered food twice daily. Healthy puppies and kittens must be led small amounts frequently or have food constantly available through the day (free-choice) to support higher metabolic rates and help prevent life-threatening fluctuations in their blood glucose levels (hypoglycemia). Debilitated, underweight, pregnant, and lactating animals should receive more frequent feedings to support Increased metabolic needs. Veterinary input should be sought when developing a feeding protocol for a population of animals, or when treating starved animals or individuals with unique nutritional and health needs.

Food intake must be monitored daily. Animals should be weighed and body condition assessed routinely. Animals have highly variable metabolic requirements (Lewis 1987). Each animal should be fed to meet individual needs and prevent excessive gain or loss of body weight. Animals displaying inappetence, or extreme weight loss or gain must be evaluated by a veterinarian and treated as necessary.

Food and water must be provided in appropriate dishes, which should be designed and placed to give each animal in the primary enclosure access to sufficient food and water. Food and water dishes must be safe, sufficient in number, and of adequate size. When more than one animal is housed in an enclosure, careful monitoring and grouping to match animals with similar nutritional needs are essential. Animals who guard food or prevent access by cage mates must be housed or fed separately. Location of food and water containers should also allow easy observation, access for cleaning and filling and should prevent contamination from litter, feces, and urine. If automatic devices or drinking bottles are used, they should be examined daily to

Animals who guard food or prevent access by cage mates must be housed or fed separately. ensure proper function and cleanliness and must be disinfected between users.

Old food creates a health hazard by spailage and/ or attraction of pests. Food distributed to animals that remains uneaten within 24 hours must be removed and discarded to prevent spoilage. A schedule of regular sanitation must be followed for all food and water containers. Food preparation and storage areas must be easily sanitized and maintained in a clean condition. Supplies of lood should be stored in a manner to prevent spoilage or contamination. Refrigeration is needed for perishable foods. Food should not be fed after the expiration date. Factors such as exposure to heat or air may also decrease shelf life. Toxic substances and vermin should be kept out of contact with food, food storage, and preparation areas (AAEP 2004). Stared food should be clearly labeled if removed from the original package.

9. Population Well-being

Individual animal health and overall population health are interdependent. Without one the other cannot exist in most shelter settings. Shelter medical staff must therefore regularly monitor the status of individual animals and the population as a whole to allow for early detection of problems and prompt intervention. Ideally, shelters should also monitor and assess frequency of specific problems (e.g., upper respiratory infections, parvoviruses) set realistic goals, develop targeted strategies, and monitor the effectiveness of medical health programs, ultimately leading to better overall population management and individual animal welfare. This type of surveillance will also facilitate early recognition and reporting of problems, accurate diagnosis, effective interventions, and data collection. Animal health plans must be reviewed in response to changes observed in animal health, illness or deaths.

In addition to tracking trends related to specific health problems, a periodic review of the rate of Illness (morbidity) or deaths (mortality) should be conducted. Shelter deaths are often indicators of

rising levels of infectious diseases (e.g., parvovirus or upper respiratory infection; URI) which require a response by the shelter. Shelter deaths after entry, not related to euthanasia, should never represent more than a very small proportion of animal intakes. For example, statewide data for municipal animal control and public or private rescue groups and humane societies in Virginia for the years 2004-2007 indicate that <2% of cats and <1% of dogs received by those facilities were reported as having died in the shelter. [This information is published annually by the Virginia Department of Agriculture and Consumer Services, Office of the State Veterinarian.) A survey of 11 open-intake animal shelters (including large, municipal shelters in communities such as Los Angeles and New York City) revealed an average "shelter death rate" (calculated as number of dogs and cats that died in the shelter's care divided by total live dog and cat intake) of 0.75% (range 0.18-1.61%) (HSUS 2007). Numbers in excess of this indicate a situation requiring immediate measures for control,

10. Response to Disease or Illness

Response to disease and illness must be an integral part of every shelter health program. A disease response plan should include measures to minimize transmission to unaffected animals ar people and ensure appropriate care of the affected animal (Hurley 2009). Because of the wide variety of pathogens, modes of transmission, and types of facilities, no single response can suit every circumstance (ASV position statement on infectious disease outbreak management, 2008). (See section on Public Health for more information on prevention of disease transmission.)

a) Isolation

All facilities should have a means of providing isolation that will allow for humane care and not put other animals at risk (CDA 2009). Isolation may be accomplished physically on-site or through transfer to an appropriate facility. When isolation is impossible, or inadequate to control transmission of the particular pathogen, the shelter must carefully weigh the consequences of exposure of the general population against euthanasia. Allowing animals with severe infectious disease to remain in the general population is unacceptable. Even animals with mild clinical signs of contagious disease should not be housed in the general population as doing so creates a substantial risk of widespread disease transmission.

Failure to provide In the event of s

treatment for pain

is unacceptable.

In the event of severe or unusual conditions, or outbreaks of infectious disease, diagnosis or identification of specific pathogens should be sought. Initially, a clinical or working diagnosis, as determined by a veterinarian, may provide the basis for treatment and response. When a specific pathogen has not been identified, a risk assessment must be performed based on the suspected pathogens and the number of animals who have been in contact with the infected animals.

Animals with a suspected infectious disease must be isolated until diagnosis or subsequent treatment determines them to be a law risk to the general population. When an animal dies from unexploined causes, a necropsy along with histopathology should be performed to provide information to protect the health of the rest of the population.

Protocols to define and manage common illnesses based on clinical signs should be developed and used in consultation with a veterinarian. Protocols should detail the expected course of disease and response to treatment. Veterinary input should be sought when disease or response to treatment does not follow expected course.

c) Outbreak Response

During an outbreak, physical separation must be established between exposed, attrisk and unexposed animals or groups of animals. In some circumstances, it may be necessary to stop intake or adoptions in order to prevent disease spread. In other circumstances, a properly set up isolation room

may suffice to control the spread of disease. Ideally, animal movement should stop until a targeted control strategy can be implemented. Animal handling and foot traffic should be limited. In response to an outbreak, protocols (vaccination, sanitation, movement, etc.) should be reviewed to ensure that measures are effective shelter-wide against the pathogens of concern. Animals should be monitored for signs of disease during an outbreak at least twice daily. Shelters should avoid returning recovered or exposed animals to the general population while there is significant risk they may transmit disease to other animals. When releasing a sick or infectious animal from the shelter, full disclosure should be made to the person or organization receiving the animal. Shelters must also take care that all federal. state, and local laws are followed concerning reportable diseases.

Although rarely the only option, depopulation is one means of response to a disease outbreak. Before depopulation is undertaken, many factors including transmission, morbidity, mortality, and public health must be taken into account. All other ovenues must be fully examined and depopulation viewed as a last resort (ASV position statement on infectious disease outbreak management, 2008).

11. Medical Treatment of Shelter Animals

Treatment decisions should be based upon a number of criteria such as the ability to safely and humanely provide relief, prognosis for recovery, the likelihood of placement after treatment, and the number of animals who must be treated. Duration of treatment expected, expense and resources available for treatment should also be considered.

The legal status of the animal must never prevent treatment to relieve suffering (which may include euthanasia if suffering cannot be alleviated). Shelters must have specific protocols to provide immediate care when legal status is an issue.

During a disease outbreak, physical separation must be established between exposed, at-risk and unexposed animals or groups of animals. Decisions must balance both the best interest of the individual animals requiring treatment and the shelter population as a whole. When treatment is needed, shelters are responsible for the safety of the animals, the people working with the animals, and the surrounding environment. Effective and safe use of medication requires a reasonably certain diagnosis, proper administration, and monitoring the course of disease so that success or failure can be determined. Those providing treatment must have the necessary training, skills, and resources to ensure treatment is administered correctly and safely.

Shelters should also have clear policies for handling disease problems that may develop after adoption. Adopters or those taking animals from the shelter should be informed about the presence of any disease or condition known to be present at the time of adoption and provided a copy of any treatment records.

Professional supervision is required for use of all prescription drugs, controlled and aff-label medication (FDA 2009a, 2009b). Protocols for medication, developed in consultation with a veterinarian, for management of common diseases should be provided to staff. All treatments should be documented.

The use of antimicrobials in shelter populations warrants special mention. Bacteria are capable of developing resistance to certain drugs. In some cases, they are able to pass this resistance to other bacteria, including those that cause infections in both animals and people. To prevent antimicrobial resistance from developing, it is vital to limit antimicrobial use to those situations where these drugs are clearly indicated (AAHA /AAFP 2006; AVMA 2008b]. Antibiotic selection and dosing should be specific to the infection and animal being treated; and, when possible, based on appropriate diagnostics. Inappropriate use of antibiotics is not a substitute for good preventive medical care. Guidelines for antimicrobial use in companion animals have been published and these principles should also be applied to the shelter setting (AAHA/ AAFP 2006; AVMA 2008b).

Allowing animals with severe infectious disease to remain in the general population is unacceptable.

Guidelines for Standards of Care in Animal Shelters

Behavioral Health and Mental Well-being

Staff must be trained to recognize animal stress, pain, and suffering as well as successful adaptation to the shelter environment. Good health and well-being depend on meeting both the mental and behavioral needs, as well as the physical needs, of animals (Griffin 2009a; Jenkins 1997; McMillan 2000, 2002; Wells 2004a; Wojciechoska 2005). Individual animals have a wide variety of psychological needs that are determined by such factors as species, genetic makeup, personality, prior socialization and experience. Behavioral care must take the perspective of each individual animal into consideration as well as the conditions experienced by the population (Griffin 2009a; McMillan 2000, 2002; Wojciechoska 2005).

The structural and social environment, as well as opportunities for cognitive and physical activity, are important for all species of animals (ILAR 1996). An appropriate environment includes shelter and a comfortable resting area, in which animals are free from lear and distress and have the ability to express normal, species typical behaviors. Lock of control over one's environment is one of the most profound stressors for animals. The stress induced by even shortterm confinement in an animal shefter can compromise health; and when confined long-term, animals frequently suffer due to chronic anxiety, social isolation, inadequate mental stimulation and lack of physical exercise (Fox 1965; Griffin 2009a, 2006; Hennessy 1997; Patronek 2001; Stephen 2005; Tuber 1999; Wemelsfelder 2005). Proper behavioral healthcare is essential to reduce stress and suffering as well as to detect problem behaviors that may pose a safety risk to humans or other animals,

Stress and the development of abnormal behaviors are exacerbated when opportunities for coping (e.g., hiding, seeking social companionship, mental stimulation or aerobic exercise) are lacking. Behavior problems compromise health and welfare as well as potential for adoption (Griffin 2009a).

1. Considerations on Intake

a) Behavioral History

A thorough behavioral history and the reason(s) for relinquishment should be obtained at the time of intake. Any available information should be solicited when stray animals are impounded as well. Ideally, this information should be obtained by interview, although written questionnaires are acceptable. The history should be used to alert staff to the presence of potential problems, such as aggression or anxiety, and to inform staff of any individual needs, so that proper care can be provided for that animal (Griffin 2009a).

Shelters should be aware that histories provided, although important, may be either incomplete or inaccurate. For example, some problem behaviors such as aggression may be under reported or under stated (Marder 2005; Segurson 2005; Stephen 2007). All incidents ar reports of a history of aggressive behavior along with the context in which they occurred must be recorded as part of an animal's record.

b) Minimizing Stress

Animals experience a variety of stressors in shelters, beginning with the intake process (Coppola 2006, 1997; Griffin 2009a; Hennessey 1997). Care must be taken to minimize stress during this crucial time in order to minimize problems, which may delay or even prevent acclimation or adjustment to the shelter environment and prolong or intensify anxiety and mental suffering (Grandin 2004). During intake procedures, particular care should be taken not to place cats within spatial, visual or auditory range of dogs (Griffin 2009a, 2009b; McCobb 2005).

2. Behavior Evaluation

Assessment of an animal's behaviar must begin at the time of intake. Just as care is taken to note any physical problems that may require attention, behaviaral problems (stress, fear, anxiety, aggression) that require intervention or affect how that animal can be safely handled should also be noted at the time of intake and entered into an animal's record. Actions should be taken to respond promptly to behavioral needs (Griffin 2009a). Ongoing assessment of each animal's behavior should continue throughout the animal's stay in the shelter.

Manifestations of normal and abnormal behavior indicate how successfully an animal is coping in their environment (Fox 1965; Griffin 2002, 2009a, 2006; Houpt 1985; McMillan 2002; Overall 1997, 2005). Therefore, staff must be trained to recognize body language and other behaviors that indicate animal stress, pain, and suffering as well as those that indicate successful adaptation to the shelter environment. When animals are well adjusted and their behavioral needs are satisfied, they display a wide variety of normal behaviors including a good oppetite and activity level, sociability, grooming, appropriate play behavior and restful sleeping. Behavioral indicators of stress, social conflict, pain or other suffering, include persistent hiding, hostile interactions with other animals, reduced activity or appetite, depression and/or social withdrawal, barrier frustration or aggression, stereotypic behaviors (e.g., repetitive spinning, jumping or pacing) or other abnormal behaviors (Fox 1965; Griffin 2002, 2006, 2009a; Houpt 1985; McMillan 2002; Overall 1997, 2005].

The needs of individual animals will vary. Animals must be monitored daily in order to detect trends or changes in well-being and respond to their behavioral needs. Staff should record their findings each day (Griffin 2009a; UC Davis 2009). Departures from the normal behavior and appearance of an animal may also be an indication that the animal is in pain (ACVA 2006). When pain or suffering is recognized in animals, it is imperative that prompt, appropriate steps be taken to alleviate it. (See section on Medical Health and Physical Well-being for additional information on pain management.)

Some individual shelter animals may experience severe stress that is difficult to alleviate even with optimal practices. However, if many animals are displaying signs of unrelieved stress, steps must be taken to improve the shelter's stress reduction protocols. For humane reasons, long-term confinement must be avoided for feral animals and for those who remain markedly stressed/fearful and are not responding to treatment/behavioral care (Griffin 2009b; Kessler 1999a, 1999b).

Ideally, a systematic behavioral evaluation should be performed on all animals prior to re-homing or other placement (Griffin 2009a). Some evaluations have been peerreviewed, commonly accepted, studied and/or published, but none is scientifically validated for predicting future behavior in the home with certainty. However, information gleaned during such testing (e.g., level of activity and arousal) may be useful for characterizing the animal's personality, determining behavioral needs in the shelter, matching animals with appropriate adapters and identifying individual animals who may not be suitable for rehoming or other placement (Animal Rescue League of Boston 2010; Bollen 2008; Christensen 2007; Helts 2000; Griffin 2009a; Ledger 1995; Ledger 1997; Netto 1997; Neidhart 2002; Sternberg 2003; Van der borg 1991). Organizations that develop their own evaluation should do so in consultation with a veterinarian or behaviorist familiar with the science and theory of behavior assessment. Staff performing evaluations must receive adequate training in performance, interpretation, and safety. A standardized behavior examination form should be used and each evaluation should be documented. Formal behavioral evaluation should not necessarily invalidate information provided by the owner or observations made during staff interactions with an animal. An overall assessment must include all of the information (history, behavior during shelter stay, and formal evaluation) gathered about the animal.

Criteria for a systematic behavioral evaluation of cats are less well established than for dogs (Siegford 2003). However, cats should be assessed by observing behavior, and interacting with the cat to help enhance in-shelter care (e.g., recognition of shy, stressed, fearful, poorly socialized or feral cats) and help guide appropriate placement (Griffin 2009a, 2009b, 2006; Lowe 2001).

3. In-shelter Care

a) Environment

Enclosures

Appropriate housing that meets the behavioral needs of the animals minimizes stress (Griffin 2006, 2002; Hawthorne 1995, Hubrecht 2002; Loveridge 1994, 1995, 1998; McCune 1995a; Overall 2005, 1997; Rochlitz 1998, 1999, 2002, 2005). Even shortterm housing must meet the minimum behavioral needs of animals, providing separate areas for urination/defecation, feeding and resting and sufficient space to stand and walk several steps, and sit or lie at full body length. (See section on Facilities for guidelines for animal housing.)

Separation

Beginning at the time of admission, separation of animals by species is essential to provide for their behavioral needs as well as proper health and welfare (Griffin 2009a), Prey species (e.g., birds, guinea-pigs, hamsters, gerbils, rabbits) should be housed away from predatory species (e.g., ferrets, cats, dogs) at all times (Quesenberry 2003). It is extremely stressful for them to be housed in an area where they are subjected to olfactory, auditory, and visual contact with predatory species. Because cats may be profoundly stressed by the presence and sound of dogs barking, they should be physically separated from the sight and sound of dogs (Griffin 2009a, 2009b; McCobb 2005). Novel environments tend to be especially stressful for shy, poorly socialized, feral and geriatric cats and dogs (Dybdall 2007; Griffin 2009b; Hiby 2006; Patronek 2001). Ideally, these animals, or any animal that is showing signs of stress, should be housed in separate, calm, quiet areas beginning at intoke. Even moving an animal to a quieter location within the same ward may prove beneficial.

b) Daily Routine

Regular daily schedules of care should be followed because the stress from husbandry is increased when it is unpredictable and may even result in chronic fear and anxiety (Carlstead 1993; Griffin 2002, 2006, 2009a). Conversely, when stressful events are predictable, animals may experience calm and comfort between stress responses (McMillan 2002). Animals also respond to positive experiences in their daily routines. Feeding and playtime may be greatly anticipated, thus scheduling positive daily events should be a priority (Griffin 2002, 2006, 2009a). Lights should be turned off at night and on during daytime hours (Griffin 2002) to support animals' natural circadian rhythms. Irregular patterns or continuous light or darkness are inherently stressful.

c) Enrichment and Socialization

Enrichment refers to a process for improving the environment and behavioral care of confined animals within the context of their behavioral needs. The purpose of enrichment is to reduce stress and Improve well-being by providing physical and mental stimulation, encouraging species-typical behaviors le.g., chewing for dogs and rodents, scratching for cats), and allowing animals more control over their environment. Successful enrichment programs prevent the development and display of abnormal behavior and provide for the psychological wellbeing of the animals. Enrichment should be given the same significance as other components of animal care, such as nutrition and veterinary care, and should not be considered optional (ILAR 1996). At a minimum, animals must be provided regular social contact, mental stimulation and physical activity (ILAR 1996). For some animals, social needs may be partially fulfilled through interaction with members of the same species.

Interactions with People

Regular positive daily social interactions with humans are essential for both dogs and cats (with the exception of feral animals) (Coppola 2006; Crowell- Davis 1997; 2004; Griffin 2006; Hennessy 1998, 2002; Hetts 1992; Hubrecht

Enrichment should be given the same significance as other components of animal care and should not be considered optional. 1992, 1993; Tuber 1996, 1999). These interactions are crucial for stress reduction and are a powerful form of enrichment (Coppola 2006; Hennessy 1998, 2002; Hetts 1992; Hubrecht 1992, 1993; McMillan 2002; Tuber 1996). Ideally, caregivers should be assigned to care for the same animals on a regular basis, so that the caregivers become aware of the behaviors of each individual animal and the animals become accustomed to the individual caregiver (Griffin 2002, 2006, 2009a).

Performance of daily husbandry is not a means to provide for the social needs of animals. Animals should receive some type of positive social interaction outside of the activities of feeding and cleaning on a daily basis (e.g., walking, playing, graoming, petting, etc.). This is especially important for animals housed long-term. For animals housed short-term and with unknown health backgrounds, social interaction must be balanced with infectious disease control. When animals must remain confined for health or behavioral reasons, positive social interaction still should be provided without removing the animal from the enclosure.

For puppies and kittens less than 4 months old, proper socialization is essential for normal behavioral development. Without daily handling and positive exposure to a variety of novel stimuli, animals may develop chronic fear and anxiety or suffer from the inability to adjust normally to their environments (Griffin 2006; Lowe 2001; McCune 1995b; McMillan 2002). For these reasons, a high priority must be placed on ensuring proper socialization of young puppies and kittens. This may be best accomplished outside of the shelter (e.g., in faster care) (Griffin 2006; McMillan 2002; Reisner 1994). For puppies and kittens housed in a shelter, socialization must be balanced with infectious disease control, Socialization should be provided by workers or volunteers wearing clean protective clothing in an environment that can be fully disinfected between uses.

Training programs for dogs and cats (e.g., to condition or teach basic obedience commands or tricks) also serve as an important source of stimulation and social contact (Griffin 2009a; Laule 2003; Thom 2006). For dogs, such training has been shown to increase chances for re-homing (Leuscher 2008). Training methods must be based primarily on positive reinforcement in accordance with current professional guidelines (APDT 2003; AVSAB 2007; Delta Society 2001).

<u>Behavioral Considerations for Long-term Shelter</u> Stays

For long-term shelter stays, appropriate levels of additional enrichment must be provided on a daily basis. (See section on How to Use This Document for discussion of long-term stay.) Long-term confinement of any animal, including feral or aggressive animals, who cannot be provided with basic care, daily enrichment and exercise without inducing stress, is unacceptable.

Alternatives to traditional cage housing (e.g., large enriched cages, home or office foster care, room housing) must be provided for any animal staying in a shelter long term. Cats must be allowed an opportunity to exercise and explore in a secure, enriched setting. Similarly, dogs must be provided with daily opportunities for activity outside of their runs for aerobic exercise (Griffin 2009a; Loveridge 1998). Exercise may be slimulated through interactive games such as fetch or via supervised playgroups with other dogs. For both cats and dogs, rooms with a home-like environment may also be used to provide enrichment and stress reduction. Precautions, as described in other sections, should be taken to ensure that disease transmission and stress are minimized.

Any animal that is observed to be experiencing mental suffering, distress or behavioral deterioration must be assessed and appropriately treated in a timely manner or humanely euthanized. Just as a severe or rapid decline in an animal's physical health constitutes an emergency situation and Long-term confinement of any animal, including feral or aggressive animals, who cannot be provided with basic care, daily enrichment and exercise without inducing stress, is unacceptable.

Alternatives to traditional cage housing must be provided for any animal staying in a shelter long term.

requires an urgent response, so do such changes in the behavioral or mental health of an animal.

Reproductive stress from estrous cycling and sex drive can decrease appetile, increase urine spraying, marking and fighting, and profoundly increase social and ernotional stress. For these reasons, animals who are housed long-term should be spayed or neutered as the rapid decline in spraying, marking, and fighting and the elimination of heat behavior and pregnancy will greatly mitigate animal stress (Hart 1973, 1997; Johnston 1991). This also serves to facilitate group housing and participation in supervised playgroups for exercise and social enrichment.

Other Types of Enrichment

Enrichment should also be provided for animals while in their enclosures through opportunities for play (e.g., toys or human interaction). Feeding enrichment is another important source of stimulation and can be easily accomplished by hiding food in commercially available food puzzle toys, cardboard boxes, or similar items with holes such that the animal has to work to extract pieces of food (Griffin 2006, 2009a; Schipper 2008; Shepherdson 1993). Feeding enrichment has also been shown to increase activity level and reduce barking behavior (Schipper 2008). Other forms of mental and sensory stimulation (e.g., olfactory, visual, auditory, tactile and pheromone) are additional and important ways of providing enrichment (Graham 2005a, 2005b, Griffith 2000; De Monte 1997; Tod 2005; Wells 2004a, 2004b). For example, cats benefit from the provision of scratching posts; dogs benefit from the provision of items to chew and may also benefit from classical music (Wells 2002)

played at controlled volumes or certain aromas (such as chamomile or lavender) (Graham 2005a). Animals may also benefit from visual stimulation and the ability to observe their surroundings (Ellis 2008).

d) Behavioral Modification

Behavior modification is an individualized treatment strategy designed to change an animal's behavior. Practices must adhere to the well-described scientific principles of animal behavior and learning including positive reinforcement, operant conditioning, systematic desensitization and counterconditioning (AVSAB 2007). In some cases, the use of medications, prescribed by a veterinarian, in combination with behavior modification techniques, may be required. The use of physical force as punishment or use of force in anger is an unacceptable means of behavior modification; these methods are potentially harmful to the animal and dangerous for the staff. (AVSAB 2007; Hutchinson 1977; Patronek 2001). Descriptions of unacceptable disciplinary techniques are available (New Zeoland 1998; AHA 2001; CVMA 2004).

Sufficient resources (e.g., trained staff, time for behavioral treatment, adequate housing and working space) must be available to provide appropriate care if behavioral modification is attempted. The techniques required are generally labor-intensive and time-consuming and must be applied consistently over a period of time in order to be successful. Attempting behavior modification with aggressive animals poses concerns due to safety and liability risks; animals believed to be dangerous should not be re-homed (Ballen 2008; Crowell-Davis 2008; Phillips 2009).

The use of physical force as punishment or use of force in anger is an unacceptable means of behavior modification; these methods are potentially harmful to the animal and dangerous for the staff.

Group Housing

The purpose of group housing in shelters is to provide animals with healthy social contact and companionship with other animals in order to enhance their welfare. In the context of this document, group housing refers to playgroups as well as group housing two or more animals in the same primary enclosure. Group housing requires appropriate facilities and careful selection and monitoring of animals by trained staff. This form of social contact is not appropriate for all individuals.

1. Risks and Benefits of Group Housing

There are both risks and benefits to group housing. Inappropriately used group housing creates physical risks of infectious disease exposure and injury or death from fighting. It also creates stress, fear, and arriety in some members of the group. Group housing makes monitoring of individual animals more difficult, resulting in failure to detect problems or inadequate access to necessities like food and water for some animals. Staff safety may also be compromised when animals are housed in groups as it is generally more difficult to manage more than one animal in an enclosure. However, appropriately planned groupings for housing or play can be acceptable, and may even be desirable, when tailored to individual animals (Griffin 2002, 2006; Gourkow 2001; Kessler 1999b; Mertens 1996; Overall 1997; Rochlitz 1998). Benefits of group housing include opportunities for positive interaction with other animals including play, companionship, physical connection, and socialization. Group housing can be used to provide a more enriched and varied environment.

2. Facilities

Essential physical features of a facility to support planned group housing include adequate size of the primary enclosure; multiple feeding stations and resting areas; and adequate space for urination and defecation. Adequate size of group housing is imperative to allow animals to maintain adequate social distances. For group housing of cats, a variety of elevated resting perches and hiding places must be provided to increase the size and complexity of the living space (Dowling 2003; Griffin 2006; Overall 1997; Rochlitz 1998). A minimum of 18 square feet per cat has been recommended for group housing (Kessler 1999b). Although no minimum has been recommended for dogs, for all species the size should be large enough to allow animals to express a variety of normal behaviors. (See section on Facilities for more information on primary enclosures.) Sufficient resources (e.g., food, water, bedding, litterboxes, toys) must be provided to prevent competition or resource guarding and ensure access by all animals.

3. Selection

Both group housing and playgroups require careful selection and monitoring of animals by staff or volunteers trained to recognize subtle signs of stress and prevent negative interactions (e.g., guarding food or other resources). Selection considerations include separation by age, behavioral assessment prior to grouping, and prevention of infectious disease through screening, vaccination and parasite control. Animals must not be housed in the same enclosure simply because they arrived on the same day or because individual kennel space is insufficient.

Options for individual housing must be available for animals when co-housing is not appropriate.

Random grouping of animals in shelters is an unacceptable practice. Animals must not be housed in the same enclosure simply because they arrived on the same day or because individual kennel space is insufficient. Unrelated or unfamiliar animals must not be combined in groups or pairs until after a health and behavior evaluation is performed; animals should be appropriately matched for age, sex, health, and behavioral compatibility. Unfamiliar animals should not be placed in group housing until sufficient time has been given to respond to core vaccines. Intact animals of breeding age should not be group housed (Hickman 1994). If group housing is utilized short-term for intact animals, they must be separated by gender. Sexually mature dogs and cats should be spayed/neutered and allowed sufficient recovery time prior to group housing.

Animals who are not socialized to other animals as well as those who actively bully other animals must Random grouping of animals in shelters is an unacceptable practice.

Grouping animals who fight with one another is unacceptable. not be grouped with other animals (Kessler 1999a; Overall 1997). Grouping animals who fight with one another is unacceptable. Allowing animals to fight is cruel and animals who have engaged in fighting with one another must not be grouped together. Caution must be used when attempting to include any animal with a history of fighting in a group.

Smaller groups are preferable to allow effective monitoring and reduced risk of conflict as well as decreased infectious disease transmission. Ideally, a group size of 10–12 should not be exceeded for cats (Dowling 2003; Griffin 2006; Rochlitz 2005). For the safety of dogs as well as caregivers, dogs should be combined in even smaller groups (e.g., no more than 4–6 dogs).

The addition of new animals always results in a period of stress for the group. If there is constant turnover (animals joining and leaving) within the group, animals may remain stressed indefinitely. For these reasons, turnover within groups should be minimized.

Because of their susceptibility to infectious disease, puppies and kittens under 20 weeks of age should not be group housed unless they are littermates. Single, unrelated puppies or kittens may be group housed for socialization purposes if they must stay in the shelter long-term or if the risk from lack of social interaction is greater than that for infectious disease. When placing single orphaned kittens and puppies with an alternate mother, with or without a litter, risks and benefits to health and behavior for all animals must be weighed. Even for littermates, all requirements for group housing must be met.

When Group Housing is Inappropriate

Options for individual housing must be available for animals when group housing is not appropriate. For some animals, even group housing with familiar animals can be detrimental. Single enriched housing must be provided for animals who are fearful or aggressive towards other animals, are stressed by the presence of other animals, require individual monitoring, or are ill and require treatment that cannot be provided in group housing (Kessler 1999a; Griffin 2006). Because it may take days to weeks to acclimate to a group environment, enriched individual housing is preferable when a shorter stay is anticipated [Griffin 2009a].

Animal Handling

Handling must always be as humane as possible and appropriate for the individual animal and situation. The minimal amount of physical restraint needed to accomplish the task without injury to people or animals should be used. Humane handling requires an appraisal of each animal's behavior, adequate numbers of properly trained staff, suitable equipment that is readily available and in good working condition, appropriate choice of location for procedures, personal protection such as gloves or push boards, and judicious use of tranquilizers (Fowler 1995; Griffin 2006).

1. Restraint

When physical restraint is necessary to avoid human injury or injury to an animal, it should be of the least intensity and duration necessary. Animals often respond best to gentle restraint and react negatively when "overrestrained" (Griffin 2006). Research indicates that gentle human contact has the additional benefit of mitigating the adverse effects of unpleasant stimuli (McMillan 2002). Resistance to handling and restraint is almost always the result of fear or anxiety, which are compounded when force is used. Overly forceful handling is more likely to result in increased fear and aggressive behavior, and injury to animals and people (AVSAB 2007; Blackwell 2008; Hutchison 1977). Adequate training is key to limiting the use of unnecessary force during handling and must be provided to anyone who will be handling animals. Judicious use of tranquilizers can be the most humane option for handling a frightened, fractious, or feral animal. It is unacceptable to use physical force as punishment or to use force in onger (AVSAB 2007; Patronek 2001).

2. Location and Timing

Selection of a calm, private, quiet environment, and allowing time for animals to acclimate prior to handling can help minimize stress and may reduce the amount of restraint required (ASV position statement on euthanasia 2010). Handling methods should prevent escape. Even when animals remain confined within a room, recapture is stressful. When the animal does not need urgent intervention, delaying a procedure to allow that animal time to relax in a quiet environment before handling is the best option (Fowler 1995; Griffin 2006, 2009a; Haug 2007).

3. Equipment

Each situation should be evaluated individually and each piece of equipment should be assessed for its potential to cause harm or increase stress. Even appropriate equipment may be inhumane or unsale if not maintained in good working condition. Techniques or equipment suitable for one situation may be inappropriate for another. For example, although catch poles (also known as control or rabies poles) can be effective for handling large dogs, they should only be used when other more gentle alternatives cannot be used. The use of catch poles for routine restraint of cats, including carrying or lifting, is inhumane and poses significant risk of injury to the animal; therefore they must not be used for such purposes (Griffin 2006; HSUS 1996). Humane traps, purpose-designed boxes or nets should be used for handling fractious cats, or cats who appear unaccustomed to handling. Cages or crates that do not provide easy access for humanely removing an unwilling, frightened, or reluctant animal, either because of design constraints, damage to the cage or crote, or corrosion of the fasteners, should be avoided.

4. Feral Cats

Appropriate procedures for handling and minimizing stress in feral cats have been described (Griffin 2009b; Levy 2004; Slater 2001). For example, when capturing or transporting feral cats, squeeze cages, feral cat boxes, or humane box traps with dividers should be used for the most humane restraint and for administering tranquilizing injections prior to handling. Adequate training is key to limiting the use of unnecessary force and must be provided to anyone who will be handling animals.

The use of catch poles for routine restraint of cats is inhumane and poses significant risk of injury to the animal.

Euthanasia

When performing euthanasia in a shelter, each individual animal must be treated with respect.

The identity of each animal to be euthanized must be determined with certainty beforehand.

Any agent or method that is unacceptable according to the AVMA Guidelines on Euthanasia is also unacceptable for use in shelters.

When performing euthanasia in a shelter, each individual animal must be treated with respect (AVMA 2007). A veterinarian with appropriate training and expertise for the species involved should be consulted to ensure that proper procedures are used. Any euthanasia method used in a shelter must quickly induce loss of consciousness followed by death, while ensuring the death is as free from pain, distress, anxiety, or apprehension as possible. The euthanasia method must be reliable, irreversible and compatible with the species, age and health status of the animal (AVMA 2007). Any agent or method that is unacceptable according to the AVMA. Guidelines on Euthanasia is also unacceptable for use in shelters. The identity of each animal to be euthanized must be determined with certainty beforehand, including scanning multiple times for a microchip using a universal scanner (Lord 2008) and verifying that the animal is properly designated for the procedure. An assessment must be made of each animal's size, weight and temperament so the appropriate drug dose, needle and syringe size as well as restraint method can be used.

Safety of the personnel and the emotional impact of euthanasia must be considered. Procedures should be in place to prevent and address compassion fatigue throughout the organization, as compassion fatigue and burnout can be serious problems for all shelter personnel, not just those performing the actual procedures.

1. Euthanasia Technique

The most humane methods used for euthanasia of shelter animals are intravenous (IV) or intraperitoneal (IP) injection of a sodium pertobarbital solution. Injection techniques, routes of administration, dosages and methods to verify death vary by age, size, weight, condition and species of animal, including birds and reptiles. When euthanizing dogs and cots in a shelter, IP injections of a pure sodium pentobarbital (free of additional drugs or additives) solution should be used only for cats, kittens, and small puppies. Animals given IP injections should be placed in quiet, dark, confined areas or held

and monitored to ensure a smooth transition into unconsciousness because excitement reactions and delayed unconsciousness are not uncommon with this route (Fakkema 2009; Rhoades 2002). In dogs and cats, oral dosing of sodium pentobarbital should be reserved for use in animals who cannot be safely approached, trapped or handled (Rhoades 2002). The time to reach unconsciousness may be prolonged with oral dosing; the drug is not always fatal when administered orally; and completion of euthanasia may require a subsequent injection of sodium pentobarbital (Rhoades 2002). Regardless of the route of administration, whenever progression to death is prolonged, an additional injection of sodium pentobarbital should be given. Sodium pentobarbital must not be injected by any nonvascular route (e.g., subcutaneously, intramuscularly, intrathoracic, intrapulmonary, intrahepatic, or intrarenal) other than the IP route discussed above. as these routes are associated with pain and distress. Intra-cardiac injections are unacceptable unless it has been reliably verified that the animal is unconscious, comatose or anesthetized (i.e., lack of deep pain/loe withdrawal reflex).

To avoid causing undue stress and anxiety, the least amount of physical restraint necessary to perform the procedures safely must be used. Pre-euthanasia drugs should be administered to animals who are aggressive, severely distressed or frightened. The most appropriate pre-euthanasia drugs are anesthetics: a common and costeffective combination is a mixture of ketamine and xylazine (Fakkema 2009). Acepromazine is not recommended as a sole tranquilizer prior to eulhanasia because it provides no analgesia and has unpredictable effects. Xylazine, when used alone, may induce vomiting which can be a welfare concern especially when muzzles are used. Veterinary guidance should be used for selection of pre-euthonasia drugs.

a) Carbon monoxide

The use of carbon monoxide as a method of euthanizing dogs and cats in shelters is unacceptable due to multiple humane, operational and safety concerns (ASV position statement on euthanasia, 2010; NACA 2010). As mentioned previously, an acceptable method of euthanasia must be quick and painless, and should not cause distress. Any gas that is inhaled must reach a certain concentration in the lungs before it can be effective (AVMA 2007). The high gas flow rates necessary to achieve the recommended concentration of 6% can result in noise levels that frighten animals. Placing multiple animals in a chamber may frighten and distress the animals and dilute the effective concentration of carbon monoxide that each animal receives, creating a haphazard euthanasia experience that can be prolonged, painful and ineffective.

Agents inducing convulsions prior to loss of consciousness are unacceptable for euthanasia (AVMA 2007). Carbon monoxide stimulates motor centers in the brain and loss of consciousness may be accompanied by convulsions and muscular spasms (AVMA 2007). One 1983 study of the effects of a 6% concentration of carbon monoxide on dogs could not establish the precise time that loss of consciousness occurred, and dogs were observed to be vocalizing and agitated (Chalifoux 1983). Carbon monoxide is extremely hazardous to human health because it is toxic, odorless and tasteless; it also has the potential to cause an explosion at high concentrations (AVMA 2007; NIOSH 2004). The death of at least one shelter worker using carbon monoxide has been documented (Rhoades 2002; Gilbert 2000; HSUS 2009b; NIOSH 2004). Chronic exposure to low levels of carbon monoxide can also cause serious human health problems IAVMA 20071.

Use of carbon monoxide cannot be justified as a means to save money, take shortcuts, or distance staff emotionally and physically from the euthanasia process. Studies have shown that carbon monoxide is actually more expensive than euthanasia by injection (Fakkema 2009; Rhoades 2002). It takes longer than euthanasia by injection and has not been shown to provide emotional benefits for staff. Some shelter workers have reported being distressed by hearing animals vocalizing, scratching and howling in the chamber, and by having to repeat the process when animals survived the first procedure.

b) Verification of Death

Death must be verified by multiple methods by trained staff before any animal's body is disposed. This is true even if the animal is not euthanized but presumed to be dead when found. After the animal loses consciousness, the absence of the following should be confirmed: pupillary and corneal reflexes; toe withdrawal; pulse; respiration; and heartbeat. Because lack of a palpable pulse does not confirm that the heart has stopped, cardiac standstill must be confirmed with a stethoscope or visual verification. One method of visual verification is to insert a needle and svringe into the heart to observe for lack of cardiac movement. This method has the advantage of providing visual verification of cardiac standstill and access to the circulatory system should additional euthanasia solution need to be administered. Another certain method of verifying death is by the presence of rigor mortis. Failure to use multiple methods may result in a failure to recognize a coma-like state that animals may emerge from several hours after having been presumed dead.

2. Environment and Equipment

A separate room should be designated for euthanasia in a quiet area away from the main pattern of foot traffic to minimize distractions and interruptions. The room should have adequate lighting and be large enough to comfortably accommodate the equipment, two to three staff members, and the animal being euthanized. In order to prevent distractions and assure a smooth, dignified, and safe operation, only the people directly involved in euthanasia should be in the room when procedures are being performed.

It is important that the euthanasia room is properly equipped in order for a safe and humane procedure to take place. This equipment must include a table Intra-cardiac injections are unacceptable unless it has been reliably verified that the animal is unconscious, comatose or anesthetized.

The use of carbon monoxide as a method of euthanizing dogs and cats in shelters is unacceptable due to multiple humane, operational, and safety concerns.

that can be readily disinfected, good light source, a universal microchip scanner, hair clippers, stethoscope, a variety of needles and syringes, tourniquets, muzzles, and restraint equipment. Scales for accurate weighing should also be available. A new needle should be used for each animal; multiple uses blunt the needle and cause pain (Rhoodes 2002).

The euthanasia surface should be cleaned before every procedure. The euthanasia room and equipment should be cleaned and disinfected after every euthanasia period. Staff performing euthanasia should wear protective garments, which must be removed before going on to other animal care activities.

Animals should not be permitted to observe or hear the euthanasia of another animal, nor permitted to view the bodies of deod animals. Puppies and kittens with their mathers are an exception. When selected for euthanasia, mother animals should be euthanized prior to their offspring so that they will not be distressed at being separated from their litter, or by seeing the puppies or kittens dead. The puppies and kittens should be euthanized immediately following the mother (Sinclair 2004).

3. Record Keeping and Controlled Substances

A record log to document each animal's identification, amount of euthanasia solution and pre-euthanasia drugs received, dispensed and remaining as well as the identity of the person performing the procedure must be kept. All drug records must be maintained in accordance with federal, state and local regulations, including Drug Enforcement Administration (DEA) regulations. All controlled (DEA Schedule) drugs must be kept secured in a manner consistent with state and federal regulation.

4. Staff Training

All staff participating in euthanasia must be provided with the proper training. Ideally, those who administer drugs should be certified and trained by a licensed veterinarian, a certified or licensed veterinary technician, or a certified euthanasia technician or trainer. Regulations stipulating who may provide training or supervise euthanasia vary from state to state and may vary regionally; shelters are required to act in accordance with state and federal regulations.

Euthanasia training in specific techniques must include the ability to access alternative injection siles, handle various species, assess behavior and temperament for proper animal handling and verify death by multiple methods. Training for field euthanasia should also be provided. The euthanasia technician and the assisting staff must be proficient in animal handling and restraint in order to avoid creating a stressful situation for the animals as well as the staff performing the procedures. Retraining and recertification should be provided periodically, with support services offered to staff to prevent ar manage suffering from grief, compassion fatigue, depression or other physical and emotional reactions related to performing the procedures.

Spay and neutering

Animal shelters should require that cats and dops who are adopted into homes be spayed or neulered [AVMA 2009; Looney 2008; Kustritz 2007). Consideration must be given to individual animal health or circumstances that would create the need for an exception. Surgical sterilization (spaying or neutering) prior to release to adopters, including kittens and puppies as young as 6 weeks old, remains the most reliable and effective means of preventing unwanted reproduction of cats and dogs and decreasing their birthrates (AVMA 2009a; AVMA 2009b; Looney 2008; Kustritz 2007). When prompt, pre-placement surgery is not available and other spaying or neutering programs (e.g., vouchers) are implemented, these programs should include an effective method of follow-up to confirm that the surgery has been completed. Allowing shelter animals to breed is unacceptable.

Spaying or neutering cats and dogs awaiting adoption for more than a few weeks is strangly recommended as the rapid decline in spraying, marking, and fighting and the elimination of heat behavior and pregnancy, which can be expected following spaying or neutering [Hart 1973, 1997; Johnston 1991], will reduce animal stress [Griffin 2009a].

1. Veterinary Medical Guidelines

Detailed guidelines for spaying or neutering programs have been published (Looney 2008). Spaying or neutering surgery must be performed by veterinarians or veterinary students under the direct supervision of a veterinarian in compliance with all legal requirements (AAHA 2008; AVMA 2008; Looney 2008). Medical records must be prepared for every patient indicating the surgical procedure and anesthesia administered. All controlled substances must be maintained in accordance with DEA requirements.

A veterinarian must make the final decision regarding acceptance of any patient for surgery based on physical examination and medical history

(if available) as well as the capacity of the surgery schedule (Looney 2008), Patients undergoing elective surgery should be in good health and free from signs of infectious or other disease. However, velerinarians must weigh the risks and benefits of spaving and neutering patients with mild infectious or non-infectious medical conditions in the context of the animal shelter, where future opportunities for that animal to receive care may not be available and the alternative autcome may be euthanasia. Although some conditions may increase the risk of complications, the benefits of neutering likely outweigh these risks in an animal shelter. Cats and dogs who are pregnant, in estrus, or have pyometra, as well as those with mild upper respiratory disease, can be safely spayed or neutered in most cases (Appel 2004; Looney 2008).

2. Surgery and Anesthesia

Appropriate housing must be provided for each animal before and after surgery (Looney 2008). Enclosures must be secure and provide a flat surface that is clean, dry and warm with adequate space for the animal to turn around, while allowing for safety at various stages of sedation and anesthesia and good visibility by the staff. Animals who are feral or difficult to handle should be housed in enclosures that allow for administration of anesthetics without extensive handling, and they should be returned to their enclosures when adequately recovered but prior to becoming alert (Griffin 2009c; Looney 2008), Ideally, dogs and cats should be housed in separate areas.

While surgery is being performed, the operating area must be dedicated to surgery and contain the necessary equipment for anesthesia and monitoring. Infectious disease control must be practiced to prevent transmission among patients (looney 2008). Aseptic surgical technique is required and separate sterile instruments must be used for eoch patient. Balanced anesthetic protocols that include sedation, the provision of pre and post-operative analgesia, stress reduction, muscle relaxation and controlled, reversible loss of consciousness, Animal shelters should require that cats and dogs who are adopted into homes be spayed or neutered.

A veterinarian must make the final decision regarding acceptance of any patient for surgery.
Allowing shelter animals to breed is unacceptable.

are required (AAHA/AAFP 2007; ACVA 2009; Looney 2008). Patients must be monitored by trained personnel (ACVA 2009; Looney 2008). In addition, plans must be in place to handle any emergency that might occur.

In the postoperative period, care must be taken to provide patients with a smooth transition from the anesthetized state (Griffin 2009c; Looney 2008). Patients must be evaluated immediately prior to release and clear instructions (written and verbal) for postoperative care must be provided. Finally, policies for managing complications and emergencies that occur within the 48-hour period after surgery must be in place (Griffin 2009c; Looney 2008).

3. Identifying Neutered Animals

The use of a permanent tattoo is strongly recommended to mark cats and dogs at the time of spaying or neutering surgery (Griffin 2009c; tooney 2008). Removal of the tip of one of the ears (or pinna) is the accepted global standard for marking or identifying a neutered free-roaming or feral cat (Griffin 2001; Looney 2008). A certificate of spaying or neutering, or other appropriate documentation, should be provided for each animal.

Animal Transport

Animal shelters may be involved in transport of animals locally, regionally or internationally. The term "animal transport" is typically used to apply to programs in which animals are transferred over some distance from one organization or individual to another. However, the recommendations in this section should apply regardless of the purpose, distances or parties involved, as careful management and planning are always required to ensure animals' comfort and safety and minimize risk of disease transmission.

For many animals, animal transport is a life saving measure, but it also poses risks. Animal transport programs have the potential to spread infectious diseases along animal transport corridors and to new destinations. The stress of transport may increase susceptibility to infection or increase viral shedding. Risk of exposure to infectious disease is increased when animals who originate from multiple sources are transported in the same vehicle. In addition to affecting the individual animals transported, transportation programs may impact other animals at the source and receiving shelters in both positive and negative ways. Therefore, risks and benefits for all animals affected by a transport program must be carefully weighed. Reasonable care and precautions help minimize the risk, and well planned transport programs can be very successful.

These standards are not intended to apply to disaster situations in which sudden large-scale evacuations are necessary. Exceptions may be necessary for transport in emergency situations, where short-term compromises may have to be made; however, preplanning for potential disasters is recommended to minimize deviation from occepted transport practices. Compromises should not be made when there is ample opportunity to plan.

Responsibilities of Participating Individuals and Organization

a) General

Clear, direct, communication is essential among those involved in any transport program. A written record of all involved parties, including responsibilities for each, should be kept in sufficient detail to allow a trace back to the animal's origins. A contact person must be identified at each transfer point. Ideally, written guidelines that all parties can agree to should be developed (HSUS 2003; PetSmart 2006). Guidelines should address medical and behavioral selection criteria, as well as transportation and destination requirements. For interstate transport, current rabies vaccination is an import requirement for dogs in all states in the United States. The majority of states also require rables vaccination for cats. A valid Certificate of Veterinary Inspection (e.g., health certificate) is also required by most states. It is recommended that transporters become familiar with the import requirements for all destinations, which, for states in the United States, are usually regulated by the state Departments of Agriculture and/or Health. Although airline requirements are not legal requirements many airlines have specific requirements for animal passengers.

b) Responsibilities at Point of Origin

The shelter where the animals ariginate should ideally have a comprehensive preventive healthcare program. Animals destined for transport must be vaccinated prior to or upon intake at the organization of origin and should be treated for internal and external parasites. In addition to any examinations required by state or federal transportation regulations, all animals being transported must be examined within 24 hours of transport for any problems. Animals' health and behavior, as known at the source shelter, must be accurately described and communicated. Risks and benefits for all animals affected by a transport program must be carefully weighed.

Clear, direct, communication is essential among those involved in any transport program.

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Clearly written health records that describe health status and identify animals (health certificate, rabies certificate and copy of shelter record) must accompany each animal. Animals should be identified by a collar, tag, tattoo, microchip, or any combination of these methods so that their information can be matched upon arrival. In order to minimize the risk of infectious disease and optimize welfare, animals should be in good health at the time of transport. However, transportation of animals with illness can be justified when life-saving resources, such as medical care and placement opportunities, are available at the destination and when measures can be taken during transport to provide for their comfort, health, and safety.

c) Responsibilities During Transport Primary Enclosure and Occupancy

The Live Animal Regulations (LAR) issued and maintained by the International Air Transport Association (IATA) and the Animal Welfare Act do not directly apply to surface transport of shelter animals but they are excellent references for animal transportation. Many of the recommendations below are derived from these regulations.

During transport, animals must have adequate space, comfortable environmental conditions, and good air quality. Additionally, drivers should be careful to avoid subjecting animals to sudden acceleration and deceleration stresses, or excessive lateral movement (carnering), noise or vibration.

Animals in transport must be observed periodically and allowed to rest, exercise, and urinate and defecate at least every 4–6 hours. Primary enclosures must be large enough for animals to stand and sit erect, to turn around normally while standing, and to lie in a natural position. Unfamiliar animals must not be transported together in the same primary enclosure. If more than one animal is in the primary enclosure, there must be enough space for each accupant to lie down comfortably at the same time without needing to lie on top of each other. The enclosure must be sturdy and permit adequate ventilation. There should be no sharp edges. Flooring must prevent injury, discomfort, and leakage of fluids into other enclosures. Absorbent bedding should be provided. Animals must be safely and securely confined within the enclosure. Doors on primary enclosures must be secured to prevent accidental opening. Primary enclosures must be secured to prevent movement within the vehicle during transport.

Due to increased vulnerability, extra care must be provided when transporting puppies and kittens including: prevention of exposure to temperature extremes; maintenance of adequate hydration and nutrition; and protection from infectious disease exposure during the transport process. Unless orphaned, kittens or puppies less than 8 weeks ald should be transported with the mother in a space large enough for her to lie down on her side with legs extended for comfort and to facilitate nursing. Transporting animals under 8 weeks ald across state lines is prohibited by some state laws.

Animals should not be sedated unless recommended by a veterinarian because this can make them more vulnerable to hypothermia, dehydratian, and injury. If animals are sedated, veterinary guidance must be provided for their care.

Vehicles

Vehicles must, at minimum, adhere to all federal or local statutes, recognizing that these regulations may not be sufficient to ensure animal safety and welfare. Crates and cages must not be stacked upon each other in a manner that increases animal stress and discomfort, compromises ventilation, allows waste material to fall from the cage above into the cage below, interferes with care and observation, or hinders emergency removal.

Each primary enclosure must be positioned in the animal cargo space in a manner that provides protection from the weather and extremes of temperature. As in stationary facilities, the ambient temperature should be kept above 60°F (15.5°C), and below 80°F (26.5°C) (AVMA 2008a). A thermometer should be placed in the animal area of the vehicle at the level of the animals (NFHS 2010). Fresh air free of vehicle exhaust fumes must also be ensured (CDA 2009). The vehicle, including the cargo space, should be heated and cooled when necessary to provide for normal thermaregulation (CDA 2009). Placing unconfined or tethered animals in the back of an open pickup truck for transport is unacceptable and illegal in many jurisdictions. Particular attention must be paid to provision of shade, as a vehicle parked in full sun, even in comfortable temperatures, can rapidly exceed safe temperature levels.

Transporter Responsibilities

The vehicle driver or animal attendant must have sufficient training in animal health, welfare and safety issues to recognize and respond to animal needs during transport. Although no federal regulations exist to limit the distance of travel for companion animals, risk to animal health and welfare increase with the length of the journey. For example, the Federal 28 Hour Law requires that, for every 28 hours of interstate travel, all livestock be provided at least 5 hours of rest during which they must be off-loaded and given food and water (US Code Title 49 Chapter 805).

All dogs and cats must be observed and allowed to rest every 4-6 hours (NFHS 2010). In addition, adult dogs must be allowed to exercise and eliminate every 4-6 hours. The AVVA requires the driver or animal attendant to observe dogs and cats as often as circumstances allow, but not less than once every 4 hours (USDA/APHIS Section 3.90 Care in transit). Maximum transport time to an intermediate or final destination shelter should be no more than 12 hours (NFHS 2010). Animals should not be left unattended when it may be detrimental to their health and safety.

Food must be provided at least every 24 hours for adults and more frequently for animals under 6 months ald. Caregivers are charged with providing for the individual nutritional needs of the animals. Because of Increased physical stresses, requirements for food and water may be increased during transport, compared to normal nutritional needs. If water is not available at all times it must be provided at frequent (at least every 4 hours) observation stops.

Animal enclosures must be cleaned and any litter replaced as often as necessary to prevent soiling of the animals (e.g., vomit, urine or feces). If it becomes necessary to remove the animals in order to clean, safeguards must be in place to ensure animal safety and prevent escape.

d) Responsibilities at Destination

Points of destination must have enough trained personnel ready to receive and evaluate animals upon arrival at the destination facility. Each animal should receive a documented physical examination at the time of arrival. Veterinary care should be available on arrival for any animal requiring care. The facility must have adequate housing prepared for the arriving animals. The need for isolation or quarantine of arriving animals should be determined based on legal requirements, their health status, source, and infectious disease risk, with due attention to incubation periods for pathogens of concern and detrimental effects of increasing length of stay in the shelter.

Placing unconfined or tethered animals in the back of an open pickup truck for transport is unacceptable and is also illegal in many jurisdictions. Guidelines for Standards of Care in Animal Shelters

Public Health

It is essential that animal shelters take necessary precautions to protect the health and safety of animals, people and the environment in the shelter as well as in the community. An organization's mission should never be achieved at the expense of public health and safety.

Animal shelters must maintain compliance with federal and state occupational and safety regulations regarding chemical, biological, and physical hazards in the workplace. Organizations such as Centers for Disease Control (CDC), National Institute of Occupational Safety and Health (NIOSH) and Occupational Safety and Health Administration (OSHA) produce guidance documents for developing a health and safety program (OSHA Fact Sheet "Job Safety and Health"), and for hazard specific issues that may be relevant to shelters such as chemical safety (OSHA Assistance for Cleaning Industry), waste anesthetic gas exposure (OSHA Safety and Health Topics), sharps disposal (needles, scalpels, and other sharp objects) (CDC "Workbook for ... Sharps Safety"), latex allergy prevention (NIOSH Publication No. 98-113, NIOSH Publication No. 97-135), asthma prevention in animal handlers (NIOSH Publication No. 97-116), and noise exposure (OSHA Occupational noise exposure; NIOSH Publication No. 96-110).

cage doors, compressors or other equipment may lead to irreversible hearing loss; this risk is often under-recognized. Sound levels in some animal shelters regularly exceed 100 db (Sales 1997), creating a health and welfare issue for both the animals and the employees (NIOSH Report No. 2006-0212-3035; NIOSH Report No. 2007-0068-3042). Noise obatement materials should be utilized in animal holding areas, and hearing protection must be provided for employees working in loud environments. (See section on Facilities for information on controlling noise levels.)

Exposure to excessive noise (e.g., barking, slamming

Personal protective equipment (PPE), such as gloves, smocks, goggles, masks, etc. must be provided by the employer in order to protect employees from exposure to chemical and biological agents (OSHA Personal protective equipment). PPE must be available in sizes to accommodate all staff, including those with special concerns such as latex allergies. Selection of appropriate PPE will be siteand task-specific (CDC Guidance for the Selection and Use of Personal Protective Equipment (PPE) in Healthcare Settings 2004); therefore a hazard analysis is recommended as part of a health and safety program. Employees and volunteers should wear gloves and change them frequently while cleaning and disinfecting, especially when removing animal waste. Eye protection should be worn when working with cleaning or disinfection agents (NIOSH Report No. 2007-0068-3042).

Frequent hand-washing should be strongly encouraged, especially after handling animals and after removing PPE. Hands should also be washed before eating, smoking or touching eyes or mucus membranes (e.g., applying contact fenses). Ideally, hand-washing stations or sinks should be easily accessible to all visitors, staff and volunteers because hand-washing is the best way to protect people and animals in the shelter from possible disease transmission (CDC 2010).

Smoking should not be allowed in animal shelters because of the risk of fire and documented health hazards to humans and animals associated with second-hand smoke (Rief 1998; Roza 2007).

1. Zoonoses

Zoonatic diseases are defined as those that can be transmitted from animals to people. All people are at risk of infection by zoonatic agents, but those who are immune-compromised are at increased risk. Many people may not be aware of their compromised immune status. Immunity may be weakened due to age, disease, pregnancy, or medical treatment.

Noise abatement materials should be utilized in animal holding areas, and hearing protection must be provided for employees working in loud environments.

The infectious disease surveillance and control recommendations to prevent animalto-animal transmission discussed in the section on Medical Health and Physical Well-being will also aid in the prevention of disease transmission to humans. Reliable information on specific zoonatic diseases can be found on several websiles (CDC 2009; ISU Center for Food Security and Public Health Zoonoses Resources 2010; Seattle and King County Zoonotic Disease Program 2010). Shelters should provide periodic staff and volunteer training and information on the recognition of patentially zoonotic conditions and the means of protecting others from exposure. Training should also identify to whom concerns should be reported and how to respond when zoonotic disease is suspected or confirmed, Ideally, the written infection control plan for the shelter should address zoonotic concerns and be available to all staff and volunteers; a model plan for veterinary hospitals has been published (NASPHV 2008a). Reporting to state human or animal health authorities is required for some diseases (e.g., rabies, anthrax, tularemia, and brucellosis). It is each shelter's responsibility to know which animal diseases are reportable. A list can be obtained from the state veterinarian; information on animal diseases of interest to public health can be obtained from the state public health veterinarian or state epidemiologist.

The public should not have unsupervised access to areas where animals are isolated for zoonotic conditions; staff access to those areas should be limited. Enclosures of animals with suspected zoonotic disease must be clearly marked to indicate the condition and any necessary precautions. Shelters should institute good preventive medicine protocols such as prophylactic deworming and external parasite control to decrease the potential for exposure to zoonotic pathogens (CAPC 2008). Food and drink should not be consumed in areas where animals are housed, and use of items the public may bring in, such as spill-proof cups, pacifiers, teething toys, and baby bottles should be discouraged in these areas (NASPHV 2009). To further reduce the risk of zoonotic disease transmission, animals should not be allowed in areas where food is prepared or consumed (NASPHV 2009).

Information about zoonatic diseases should be made available to visitors, adapters and fastercare providers. As a person's immune status is privileged medical information the question shauld not be asked; signage and literature can be used to communicate the increased risk of zoonatic disease for persons who are immune-compromised. Literature should suggest that immune-compromised adapters discuss pet selection with healthcare professionals before adaption. If inquiries are made, shelter staff should refer people to published guidelines or their healthcare provider (CDC 2009; PAVVS 2006).

2. Animal-Related Injuries

Each year millions of people are bitten, scratched or otherwise injured by companion animals. While estimates vary widely, researchers agree that bite occurrences are underreported and animal bites represent a significant threat to public health (Patronek 2009). Fewer bites are reported from cats than from dogs; however, a much higher percentage of cat bites become infected compared to dog bites (Garcia 1997). Bite and scratch infections can become quite severe, even if tissue trauma appears minimal, and may even be fatal. It is impossible to predict which injuries will lead to serious infection. Therefore, all persons injured by an animal should seek medical advice.

Rabies is a fatal disease that is present in all of the states except Hawaii, and is prevalent in many parts of the world. Shelter staff must be able to identify potential rabies exposures and understand the regulations that apply to reporting and managing bites to humans and animals. To identify possible rabies exposures, all persons presenting an animal must be asked if the animal has bitten anyone within the last 10 days or had any recent contact with wildlife. All incoming animals should be examined for bite wounds; animals who have potentially Housing that requires dogs to be removed by use of a control pole or cats to be removed using nets or tongs for daily cleaning and care is unacceptable; alternative housing must be provided for those animals.

been exposed to rabies should be managed in accordance with the NASPHV Rabies Compendium and in consultation with state and local health authorities (NASPHV 2008b).

Due to a higher risk of exposure, persons who routinely work with companion animals ar wildlife should receive pre-exposure vaccinations against rabies in accordance with recommendations of the Advisory Committee on Immunization Practices (CDC 2008). To help control animal rabies in the community, animal shelters should vaccinate for rabies prior to adoption whenever possible or require that adopted animals receive vaccinations against rabies after adoption (NASPHV 2008b).

In order to prevent bites and other animal-associated injuries, all staff and volunteers should have proper training in basic animal handling skills, including the recognition of potentially dangerous behaviors. Clear policies must be developed and enforced regarding the management of animals with behavioral concerns. The cages of animals known to be aggressive or potentially dangerous must be clearly marked to advise caution. These animals should be housed such that staff members can safely provide care without removing the animal from the primary enclosure (e.g., doublesided guillotine-separated runs, feral cat boxes). Housing that requires dogs to be removed by use of a control pole or cats to be removed using nets or tongs for daily cleaning and care is unacceptable; alternative housing (e.g., double-sided cages or feral cat boxes) must be provided for those animals. The public should be prevented from having contact with potentially dangerous animals. Access to areas where potentially dangerous animals are held should be restricted; a staff member should accompany visitors when access is necessary.

Animals believed to be dangerous should not be re-homed. A tharough investigation of individual circumstances must be undertaken before consideration is given to re-homing an animal with a history of biting or threatening behavior. Those with questionable behavior should be thoroughly assessed by persons with training and experience in animal behavior. All behavioral concerns should be documented and discussed with potential owners before adoption; recommendations for management should also be provided.

3. Emerging Diseases and Anti-microbial Resistance

Emerging and re-emerging diseases (e.g., canine influenza virus and virulent systemic feline calicivirus) have been recognized in shellers (Crawford 2005; Hurley 2004c; Schorr-Evans 2003). Since nearly 75% of emerging infectious diseases that affect humans are of animal origin (Taylor 2001), animal shelters should monitor for signs of unusual or severe disease. Early detection can play an important role in minimizing the impact of an emerging disease on both animal and human health. Caring for multiple species, housing animals from various locations, and frequent introduction of new individuals within a population can create a favorable environment for the mutation and spread of pathogens (Pesavento 2007). Separation of species, proper population management, and proper sanitation should be employed to reduce the risk of development of novel pathogens.

The development and spread of antimicrobial resistance is a serious concern in animal shelters. Bacteria are capable of developing resistance to certain drugs. In some cases, this resistance can be passed on to other bacteria, including those that cause infections in both animals and people. One outbreak of multidrug-resistant Salmonella in a shelter caused 49 confirmed human illnesses, including 10 hospitalizations (Hurley 2004b); outbreak response included closing the facility for a period of time. It should also be noted that methicillin-resistant Staphylococcus aureus (MRSA), while primarily a human pathogen, can contaminate public environments and infect multiple animal species, including cats and dogs (Baptiste 2005; Weese 2005a, 2005b). Routine use of antibiotics to prevent infection in healthy animals is unacceptable

A thorough investigation of individual circumstances must be undertaken before consideration is given to re-homing an animal with a history of biting or threatening behavior. and must never be used as a substitute for good animal health management (AAFP/AAHA 2006). (See section on Medical Health and Physical

Conclusion

The authors hope that shelters and communities will look to this document to ensure that all animals in shelters everywhere are properly and humanely cared for, regardless of the shelter's mission or circumstance. The Guidelines for Standards of Care in Animal Shelters are intended as a positive tool for shelters and communities to review animal care, Well-being for more information on medical treatment.)

Routine use of antibiotics to prevent infection in healthy animals is unacceptable and must never be used as a substitute for good animal health management.

identify areas that need improvement, allocate resources and implement solutions so welfare is optimized, euthanasia is minimized, and suffering is prevented. The ASV will review feedback to these recommendations and revise this document periodically as additional information becomes available.

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Glossary of terms

Analgesic - medication to treat pain

Animal Welfare Act – signed into law in 1966. It is the only Federal law in the United States that regulates the treatment of animals in research, exhibition, transport, and by dealers. It does not cover shelters

Antimicrobial – a substance that kills or inhibits the growth of pathogens such as bacteria, fungi, or protozoas, as well as destroying viruses

Bioactive – anything that has an effect on living tissue

Circadian Rhythm – a 24-hour cycle in the life processes of animals, often used in reference to cycles of light and darkness

Cohort - a group that moves together

Depopulation - to significantly reduce the number of animals in the shelter through euthanasia

Disinfection – a process that will kill most of the pathogens in a given area. In shelters a disinfectant is usually a chemical

Endotoxin- substances released by or part of certain bacteria, which can have toxic effects on people or animals

Enrichment – a process for meeting the behavioral needs of animals by improving their environment or behavioral care (e.g., toys, perches, beds, hiding places, etc.)

Euthanasia – to cause the death of an animal using humane techniques. For purposes of this document, humane euthanasia is accomplished with an intravenous or intraperitoneal injection of a solution of sodium pentobarbital

Familie – an object that may become contaminated and transmit pathogens from one animal to another (e.g., hands, clothing, equipment) Group-housing - placement of multiple animals in a primary enclosure

Incubation period – the period of time from when an animal is first infected with a pathogen until clinical signs of illness first appear

Infectious dose - the number of pathogens required to cause infection and disease

Intake - the point of admittance of animals into the shelter

Intracardiac (IC) - administered directly into the heart

Intramuscular (IM) - administered into the muscle

Intraperitoneal (IP) - administered into the peritoneal cavity or abdomen

Intravenous (IV) - administered into a vein

Inventory - number of animals in the shelter's care; census

Isolation – a physically separate area of the shelter used to house and treat sick animals

Length of Stay - period of time an animal is under the shelter's care, from intake to exit

Long-term - see "How to Use This Document" section

Neuter - removal of the testicles in a male animal

Off-label use of a medication – use of a medication in any way not indicated by the manufacturer's label

OSHA – Occupational Safety and Health Administration; the federal agency charged with enforcement of safety and health legislation Guidelines for Standards of Care in Animal Shelters

Glossary of terms

Pathogen – a biological agent that may cause disease or illness in an animal

Primary enclosure – a restricted area designed to confine an animal such as a cage, run, kennel, stall, or pen. In most sheltering situations, this is where an animal eats, sleeps, and spends the majority of its time

Quarantine – a separate area of the shelter used to observe animals for a specified period of time to see if they become sick

Random mixing - haphazard placement of animals originating from different groups together

Re-home - to adapt or place in a private home setting

Rounds – a process of walking through the shelter to visually observe and monitor the needs, status, health, and well-being of every animal

Sanitation - procedures of cleaning and disinfection to remove dirt and control and destroy pathogens in the environment

Socialization – a process of familiarizing animals with a variety of stimuli, including direct contact between animals and humans during their critical period of early development; may also refer to animals of any age spending time with one another

Spay - removal of the avaries in female animals; may or may not include removal of the uterus Sterilization - destruction of all pathogens using heat or chemicals; also used in this document in the context of surgical sterilization (e.g., spay or neuter)

Stereotypic behaviors – repetitive behaviors exhibited in the primary enclosure that usually indicate stress such as circling, leaping in the air, pacing

Stressor - any factor that creates stress

Subcutaneous (SC) - administered under the skin

Surveillance - monitoring of a population to detect changes in health, behavior, or welfare

Tethering – securing animals with a rope, chain or other device to a fixed point in order to restrict their movement

Veterinary professional – a veterinarian, veterinary technician or veterinary student

Veterinary supervision – a veterinarian watches over and provides guidance over designated tasks; may or may not involve daily involvement or on-site presence of the veterinarian

Zeenotic - any infectious disease that can be transmitted from non-human animals to humans



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Shelter Care Checklists: Putting ASV Guidelines Into Action



This resource is based on the ASV Shelter Guidelines, a comprehensive set of recommendations created by the Association of Shelter Veterinarians Shelter Standards Task Force.

ASPCApro.org/asv

Guidelines for Shelter Care Checklists

These checklists can be used in your shelter to see where you meet or exceed standards, where improvement can be made, and where immediate changes should be implemented. **The first step should be to urgently address and correct any unacceptable practices.** Aside from those immediate changes, implementing change based on the Guidelines should be a gradual and thoughtful process designed to provide maximum benefit for the animals.



Must: It is believed that without adherence to this recommendation, the delivery of a minimum level of acceptable or humane care is not possible.



Should: A strong recommendation is implied for these standards.



Ideal: While these may not be possible in all circumstances, they would certainly enhance care for animals and are ideal for an agency to excel in the animal sheltering field; shelters should strive to meet all ideal practices wherever possible.

U

Unacceptable: No sheltering organization, regardless of its circumstances, should engage in any unacceptable practices, and they must be corrected without delay.

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Chapter 1

Management and Recordkeeping

1. Establishment of Policies and Procedures

Must

- Organization has a clearly defined mission with policies, protocols that reflect current information, adequate staff training and supervision and proper management of animal care.
- Policies address resources and legal/contractual obligations of the organization.
- Protocols are developed and written down in sufficient detail to achieve and maintain the standards set by the Association of Shelter Veterinarians and updated as needed to ensure they reflect current industry norms and pertinent legislation.
- All staff and volunteers have access to protocols related to the tasks they will be performing.

S Should

- Veterinarians are integrally involved with the development and implementation of an organizational plan.
- A veterinarian provides expert input on all policies and protocols related to maintenance of physical and behavioral animal health.

I Ideal

Veterinarians have training or experience in shelter medicine and have knowledge of the particular shelter population they are serving.

Notes:

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2. Management Plan

M Must

- Veterinarians have supervision of medical and surgical care of animals.
- There is a clearly defined structure that outlines accountability, responsibility and authority for management within the organization and it is communicated to all staff and volunteers.
- Authority and responsibility are given only to those who have the appropriate knowledge and training.
- When making decisions, each of the following are considered: resource allocation, population health and individual animal welfare.

S Should

In cases where animal welfare may be compromised, a veterinarian's decision is not overruled.

3. Training

M Must

The skills, knowledge and training to accomplish each task are successfully demonstrated before proficiency is assumed.

S Should

- Continuing education is provided in order to maintain and improve skills.
- Training is documented and maintained.

4. Animal Identification and Recordkeeping

M Must

A unique identifier (e.g. name and/or number) and record is established for each animal upon intake.

S Should

- Identification is physically affixed to the animal (e.g. collar or tag) for the duration of the animal's stay unless this poses a safety risk for the animals or staff.
- Basic elements of a record include: the identifier (name and/or number), the results of microchip scan, microchip number (if present), source of animal, dates of entry and departure, outcome, species, age, gender, physical description (breed and colors) and available medical and behavioral information.

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Chapter 2

Facility Design and Environment

1. General

Must

- Shelter provides an environment that is conducive to maintaining animal health.
- Facilities are appropriate for the species, the number of animals receiving care and the expected length of stay.

S Should

Shelter design provides for proper separation of animals by health status, age, gender, species, temperament, predator/prey status and includes sufficient space for the shelter operations described in this booklet.

Entrances, exits, hallways and rooms are arranged so that cleaning and general movement through the facility proceeds from areas housing the most susceptible to disease and/or healthiest animals to those who are most likely to be a source of contagious disease.

- At least 10% of the facility housing capacity is made available for isolation as recommended by this study.
- Organizations that provide services to privately-owned animals separate those animals from shelter animals.

Notes:

2. Primary Enclosure

M Must

- Enclosure is structurally sound and maintained in safe, working condition to properly confine animals, prevent injury, keep other animals out and enable animals to remain dry and clean.
- There are no sharp edges, gaps or other defects that could cause an injury or trap a limb or other body part.
- There are secure latches or other secure closing devices.
- Provides sufficient space to allow each animal, regardless of species, to make normal postural adjustments (e.g. turn freely, easily stand, sit, stretch and move head without touching top of the enclosure). Animals can lie in a comfortable position with limbs extended, move about and assume a comfortable posture for feeding, drinking, urinating and defecating.
- The size of each primary enclosure is sufficient to meet the physical and behavioral parameters described in this booklet.
- Food and water bowls or suitable alternative receptacles are provided.
- Animals can sit, sleep and eat away from areas of their enclosures where they defecate and urinate.
- Cats have litter boxes large enough to comfortably accommodate their entire body.
- Crates or cages are not stacked upon each other in a manner that increases animal stress and discomfort, compromises ventilation or allows waste material to fall from the cage above into the cage below.
- Cats have places to hide.
- As the length of stay increases (beyond 1-2 weeks), mentally and physically stimulating spaces are provided.
- Animals who are housed long-term have opportunities to hide, play, rest, feed and eliminate.
- Outdoor spaces are suitably enclosed.
- All animal areas have non-porous surfaces that can be easily disinfected and are durable enough to withstand repeated cleanings – especially important in areas where puppies, kittens and animals who are infectious or newly admitted are housed.

Notes:

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S Should

To prevent disease transmission, enclosures permit care and cleaning without the need to remove the animals – especially important for recently admitted animals, ill animals and those younger than 20 weeks.

Cleaning and disinfection are done on a regular basis.

For in home-based shelters, newly arrived animals are housed in areas of the home (or enclosures within the home) that can be properly and easily sanitized.

Dogs and cats are able to hold their tails erect when in a normal standing position.

Animals can see out but have some opportunity to avoid visual contact with other animals.

Cats have a minimum of 30 cubic feet per cat and more than two feet of triangulated distance between litter box, resting place and feeding area – especially important as length of stay increases.

The separation between food, urination and defecation and resting areas is maximized for all animals.

Attention is paid to the habits of each particular animal.

Elevated resting places are provided whenever possible, especially for cats.

Soft resting places are available for all animals.

Cats have high points upon which to perch.

Cats who are housed long term are allowed access to environments where they can scratch, climb and perch.

I Ideal

Cats are not restricted to floor level cages since this can cause stress compared to elevated cages.

Protected indoor-outdoor access is provided for most species.

Unacceptable

Wire-mesh bottoms or slatted floors are used for cats and dogs.

Tethering is used as a means of confinement.

Cages or crates intended for short-term temporary confinement or travel are used as primary enclosures.

Voles

3. Surfaces and Drainage

M Must

- Adequate drainage is provided.
- Drains located in common areas are carefully cleaned and disinfected prior to allowing animals access to the area.

S Should

- Non-porous, durable surfaces are used in all animal areas so that they can be easily disinfected and withstand repeated cleaning.
- Carpeting is not used in animal areas.
- At the point where the shelter walls meet the shelter floors, a sealant is used.
- Floors that are peeling, scratched or chipped are repaired or replaced if they cannot be properly sanitized.
- Floors are gently sloped to enable waste and water to run off into the drains.
- Drain covers are designed to prevent animals' toes from being caught in the drain.

1 Ideal

A sealed, impermeable surface, such as sealed concrete or epoxy is used for flooring.

Notes:

8

4. Heating, Ventilation and Air Quality

Must

- Each animal is monitored individually for comfort and to ensure he or she is maintaining proper body temperature.
- To ensure animal comfort and safety, necessary measures are taken when an animal appears to be too hot or too cold.
- Ventilation is maintained to ensure clean air is provided in all areas of the shelter.
- All ventilation systems are adequately maintained.
- Ventilation is accomplished without compromising the maintenance of the animals' body temperatures.

S Should

- Temperature and humidity levels are evaluated at the level of the animal's body within his or her enclosure.
- Per AVMA recommendations for dogs and cats, the ambient temperature is above 60 degrees Fahrenheit and below 80 degrees Fahrenheit, with the relative humidity between 30-70%.
- Air quality is measured at the level of the animals.
- Ventilation rates are adjusted seasonally, if necessary, and are not thermostatcontrolled.
- Isolation areas for dogs have separate air circulation from the rest of the facility.
- Cat cages that face each other are spaced more than four feet apart.
- Published guidelines for maximum ammonia exposure are not used to determine proper sanitation as they are written to reflect the hazards to human health and adverse effects on animal production (agriculture).
- Acceptable ammonia levels are less than 2 ppm, and are below this level even before morning cleaning.
- Facility is designed to offer as much natural light as possible.
- When artificial light is used, it closely approximates natural light in both duration and intensity.
- Enclosures are positioned so individual animals can avoid being exposed to excessive amounts of light or darkness.
- Cages are spaced far enough apart to allow ambient light to reflect off the ceiling and floor.
- Light and darkness is provided so that they support the natural (circadian) rhythms of wakefulness and sleep.

5. Sound Control

M Must

- Staff is instructed to avoid creating excessive noise during routine activities.
- Sound-absorbent materials are durable enough to permit repeated cleaning.

S Should

- Noise is minimized in animal areas.
- The impact of noise is minimized through the facility design or added to the existing facility.
- Noise producing equipment is located as far away from animals as possible.
- Sound absorbing materials are either out of reach of all animals or resistant to destruction.
- Cats are not exposed to the noise of barking dogs
- Other means of humanely reducing barking besides preventing visual contact are used, since seeing other dogs can improve dogs' well-being.
- Radios or other sound systems are not placed directly on cages, and the volume on these devices does not exceed conversational levels.

6. Drop Boxes

S Should

Unattended drop boxes, where live animals are placed by the public in receptacles for later intake, are not used since they may result in suffering and death.

Notes:

Chapter 3

Population Management

1. Capacity for Care

M Must

- Organization practices active population management, which is one of the foundations of shelter animal health and well-being and is based on an appreciation that capacity to provide humane care has limits for every organization, just as it does in private homes.
- Organization does not exceed its capacity for care.
- Maximum housing capacity is based on the number of animals who can be adequately housed within available primary enclosures.
- Maximum housing capacity is not exceeded.
- Staffing or volunteer work hours are sufficient to ensure that the basic needs of animals in the shelter are met each day.
- The type of care and enrichment provided to sheltered animals is appropriate to the length of stay.
- Adequate staffing is available to ensure that each critical point of service (e.g. vaccination or medical evaluation, spay/neuter surgery or a physical move to adoption) is delivered promptly.

S Should

Expected demand for critical points of service is estimated based on the expected numbers of animals who will need each service and the length of time it takes to complete each procedure (e.g., number of animals needing evaluation or spay/ neuter surgery prior to adoption).

I Ideal

Shelter maintains its populations below maximum housing capacity to allow for daily intake as well as more flexibility when choosing appropriate enclosures for each animal.

Unacceptable

Operating beyond an organization's capacity for care is an unacceptable practice.

ASPEAprence asv

2. Protocols for Maintaining Adequate Capacity for Care

Must

- Shelter has policies and protocols to maintain adequate capacity for care and housing.
- Policies provide a means of balancing admission with the outcomes available (e.g., adoption, transfer, release, returns to owner, euthanasia or others).
- Inspection of all animals is performed daily in order to routinely evaluate and monitor adequacy of capacity and to identify needs for housing, care or service.
- Appropriate interventions are made before animal numbers exceed the capacity for care and housing.

3. Monitoring Statistical Data

Must

At a minimum, statistics include monthly intake (e.g. stray, owner-surrendered) and outcomes by type (e.g. adoption, euthanasia, returned to owner) for each species.

S Should

For optimal population management and monitoring, an animal inventory is taken, evaluated and reconciled with records daily to ensure accuracy of data collection as well as facilitate evaluation of capacity.

🚺 Ideal

Population statistics include an evaluation by age group, health and behavior status at intake and outcome.

Notes

Chapter 4

Sanitation

1. Cleaning and Disinfection

M Must

- Sanitation protocols are revised as needed during an outbreak in order to address specific pathogens.
- When developing sanitation protocols, considerations include an assessment of the facility, animal population, training, equipment and procedures.
- Protocols are based on current knowledge and recommendations developed specifically for animal shelters and include specific methods and agents for achieving the goal of both cleaning and disinfection.
 - Enough staff is assigned to complete sanitation tasks promptly so animals spend the majority of their time in sanitary conditions.
- Detergents and degreasers are used as needed to maintain clean surfaces free of visible dirt and debris.
- The disinfectants that are used are effective under the conditions present in a given environment and with demonstrated activity against pathogens for which the animals are at risk.
- Sanitation protocols include A) Removal of gross organic matter B) Pre-cleaning of surfaces with a detergent or degreaser C) Application of a disinfectant at the correct concentration and for sufficient time rinsing and drying.
- When water or cleaning and disinfecting products are sprayed in or near primary enclosures, animals are removed from the cage or kennel or separated from the area being cleaned by guillotine doors.
 - When mopping cannot be avoided (e.g. when hosing is not possible), a disinfectant with good activity in the presence of organic matter is used.
- Sanitation protocol addresses proper hygiene of shelter staff, volunteers and visitors; includes information about who is responsible for ensuring sanitation compliance, shelter sanitation signage and hand sanitation.
- Sinks are equipped with soap and disposable paper towels.
- Garments are changed after handling an animal with a diagnosed or suspected serious illness such as parvovirus.
- Transport cages, traps and vehicle compartments used for animals transport are thoroughly disinfected after each use.

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- All clothing and bedding used at the shelter is laundered and thoroughly dried before reuse.
- Food and water bowls are disinfected prior to use by a different animal.
- When dishes are sanitized by hand, they are thoroughly washed and rinsed prior to disinfection.
- Litter pans and dishes are not cleaned at the same time in the same sink.

S Should

- Cleaning results in a visibly clean surface (though it may not remove all of the harmful pathogens).
- In the event of a disease outbreak, sanitation protocols and practices are reviewed to determine if there are problems with the products or practices.
- Products that have not been independently validated against unenveloped viruses and other pathogens of concern are not solely used for disinfection.
- The facility is cleaned in order of animal susceptibility to disease and potential risk to the general population, starting with the most susceptible animals and ending with those who carry the highest risk of transmitting infectious disease.
- In general, the order of cleaning and care, from first to last, is A) healthy puppies and kittens and healthy nursing bitches and queens, B) healthy adult animals and C) unhealthy animals.
- Separate cleaning supplies are designated for each area of the shelter.
- Appropriate protective clothing is used in each area and removed before proceeding to care for other animals in the population.
- Mopping is avoided if possible, but if it is done, mop water used in one housing area is not used in another area.
- Care is taken when mixing cleaning products to prevent the mixture from being ineffective or even toxic.
- Housing for recently admitted or ill animals and those who are younger than 20 weeks is designed to permit cleaning without extensive handling of the animal or removal to an area that has not been sanitized.
- Animal housing areas are designed to withstand the spraying of water and cleaning fluids and have adequate drainage.
- Hand sanitation is one of the best ways to prevent disease transmission and is used before and after handling animals and fomites (objects that can transmit disease, including clothing, toys, food bowls, etc.)
- Sinks are available in all animal housing and food preparation areas.
- Hand sanitizer dispensers are provided in all animal handling areas.
- Hand sanitizers are not relied upon as the sole means of hand sanitation because they are ineffective against some of the most dangerous pathogens found in shelter settings.

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- Hand sanitizers are only used on hands that appear clean and contain at least 60% alcohol.
- Protective garments are worn during cleaning or other intensive animal-handling activities and changed before going on with other activities of the day.
- Fresh protective garments are worn when handling vulnerable populations, including puppies and newly admitted animals.
- All equipment that comes in contact with animals, including cleaning supplies, is either readily disinfected or discarded after use with a single animal.
- Items that cannot be readily disinfected are avoided, especially during periods of disease outbreak and for animals who appear ill.
- Mobile equipment such as rolling trash cans, shopping carts and food or treatment carts may also serve as formites and are sanitized accordingly.
- Scratched or porous surfaces are not used because of the difficulty or impossibility of completely disinfecting them.
- Organic debris is removed from articles prior to laundering.
- Articles that are heavily soiled are laundered separately or discarded.
- Bedding and other materials that are heavily contaminated with durable pathogens, such as parvovirus, are discarded to prevent the risk of further spreading the disease.
- Food and water bowls are kept clean.
- Automatic watering devices and water bottles are not used if they cannot be disinfected before being used by another animal.
- If unenveloped viruses, such as parvo, are a problem, a disinfectant is applied to the dishes before or after going through the dishwasher.
- During periods of outbreak, sinks are thoroughly disinfected between uses.
- Isolation and guarantine areas are restricted to a small number of shelter staff.
- The transport of sick animals through the shelter especially from intake areas to holding or euthanasia areas – is planned to minimize the spread of disease.
- Floors and other surfaces are immediately sanitized after contact with urine, feces, vomit or animals known or suspected to have infectious diseases.
- Footbaths are not relied on for preventing infectious disease since they are inadequate for this purpose.
- Dedicated boots that can be disinfected or disposable shoe covers are used in contaminated areas.
- Access to areas that cannot be disinfected are restricted to animals who appear healthy, have been vaccinated and dewormed and are five months or older.
- Standing water is not allowed to accumulate in areas around the shelter.

as as

I Ideal

Sanitation protocols are developed and periodically reviewed in consultation with a veterinarian experienced in shelter medicine.

Unacceptable

- Kennels or cages are sprayed down while animals are inside.
- Animals walk through footbaths.

2. Other Cleaning

Must

- Outdoor areas around the shelter must be kept clean (recognizing it is impossible to disinfect gravel, dirt and grass).
- Feces are removed from outdoor areas a minimum of once a day.

S Should

All foster caregivers are trained to minimize contamination of their homes by confining newly arrived animals or those showing signs of illness in areas that can be readily disinfected.

11 Ideal

Feces are immediately removed from outdoor areas.

3. Rodent/Pest Control

Must

Solutions to rodent and pest problems are humane, safe and effective.

S Should

- All food is kept in sealed bins or containers that are impervious to rodents and insects.
- Food is removed from runs at night if rodents and/or insects are a problem.

I Ideal

Food and water receptacles are cleaned in an area separate from litter boxes or other items soiled by feces.

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Chapter 5

ledical Health and Physical Well-being

1. General

M Must

- Proper medical management and health care for shelter animals is recognized as an absolute necessity and includes attention to the overall well-being of all animals.
- Shelter medical program includes veterinary supervision and the participation of trained staff to provide evaluation, preventive care, diagnosis and treatment.
- Appropriate medical treatment is provided in a timely fashion.
- Training and education is provided to those who carry out protocols.
- Individual animal welfare is maintained within the balance of decisions and practices that support the overall population.

S Should

- Disease prevention is a priority.
- Preventive health care is appropriate for each species and includes protocols that strengthen resistance to disease and minimize exposure to pathogens.
- Shelter health care protocols support individual animals regaining and maintaining a state of physical health and are essential for maintaining and overall healthy population.

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2. Veterinary Relationship and Recordkeeping

Must

- Medications and treatments are only administered with the advice of a veterinarian or in accordance with written protocols provided by a veterinarian, and all drugs are dispensed in accordance with federal and state regulations.
- Documentation is made of all medical care rendered to each animal.

S Should

- All health care practices and protocols are developed in consultation with a veterinarian, ideally one familiar with shelter medicine.
- A formal relationship with a veterinarian is in place to ensure that those responsible for daily animal health care have the necessary supervision and guidance.
- Whenever possible, a medical and behavioral history is obtained from owners who relinquish animals to the shelter.
- All medical information is provided in written form with the animal at the time of transfer or adoption.

Ideal

Records include each animal's date of entry, source, identification information, a dated list of all diagnostic tests, including test results, treatments (medications with drug dose and route of administration) and procedures and immunizations while in the care of the shelter.

3. Considerations at Intake

S Should

- Each animal's individual health status is evaluated and monitored beginning at intake and regularly thereafter.
- A medical history, if available, should be obtained from the owner at the time of surrender.
- Any available information is solicited when stray animals are impounded.
- Each animal receives a health evaluation at intake.
- Intake evaluations are documented in the medical record.
- Every attempt is made to locate an animal's owner, including careful screening for identification and microchips at time of intake.
- Intake health evaluations include scanning multiple times for a microchip using a universal scanner.

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- Beginning at intake, animals are separated by species, age and by their physical and behavioral health status.
- Since young animals are more susceptible to disease, they are provided with greater protection from possible exposure.
- Healthy animals are not housed or handled with animals who have signs of illness.

Ideal

- Surrender history is obtained by interview, or by written questionnaires if not.
- Animals receive parasite prevention on entry and regularly throughout their shelter stay.

4. Vaccinations

M Must

- Vaccines are considered to be vital lifesaving tools and are used as part of a preventive shelter health care program.
- Vaccine strategies are specifically tailored for the shelter because of the higher likelihood of exposure to infectious disease, the likelihood of exposure to infectious disease, the likelihood that many animals entering the shelter are not immune and the potentially life-threatening consequences of infection.
- Vaccine protocols are customized for each facility.
 - Animals are vaccinated with core vaccines at or prior to intake.
- Puppies and kittens are re-vaccinated at 2- to 3-week intervals for the duration of their shelter stay or until they are over 18-20 weeks.
- Protocols for managing adverse reactions are provided by a veterinarian and required treatments are accessible.

S Should

- Specific vaccination protocols are tailored for each program with the supervision of a veterinarian.
- Animals are vaccinated against rabies when a long-term stay is anticipated, when risk of exposure is elevated or when mandated by law—at a minimum, animals are vaccinated for rabies at or shortly following their release from the shelter.
- A veterinarian supervises training on proper vaccine storage and administration and treatment of vaccine reactions.
- The location for injection of a specific vaccine follows administration site guidelines.
- Records are kept of any immunizations provided while in the care of the shelter

5. Emergency Medical Plan

M Must

- An emergency medical plan is in place.
- The emergency medical plan ensures that animals can receive proper veterinary medical care and pain management promptly or be humanely euthanized by qualified personnel as permitted by law.

S Should

Staff are trained to recognize conditions that require emergency care.

6. Pain Management

M Must

- Pain is recognized and treated to alleviate suffering.
- It is generally assumed that if a procedure is painful in human beings, then it must also be painful in animals.
- Analgesia is an appropriate strength and duration to relieve pain.
- Animals must be reassessed periodically to provide ongoing pain relief as needed.
- When adequate pain relief cannot be achieved, transfer to a facility that can meet the animal's needs or humane euthanasia must be provided.

S Should

- Treatment (pharmacologic and non-pharmacologic approaches to pain) is supervised by a veterinarian.
- When pain can be anticipated, analgesia is provided preemptively.



U Unacceptable

Treatment for pain is not provided.

7. Parasite Control

M Must

All dogs and cats are dewormed for roundworms and hookworms before leaving the shelter.

S Should

- The parasite control program is designed with the supervision of a veterinarian.
- Animals receive treatment for internal and external parasites common to the region and for any obvious detrimental parasite infection they are harboring.
- Treatment and prevention schedules are guided by parasite lifecycles and surveillance testing.

8. Monitoring and Daily Rounds

🖾 Must

Rounds are conducted at least once every 24 hours by a trained individual in order to visually observe and monitor the health and well-being of every animal.

Any animal who is observed to be experiencing pain, suffering, distress, rapidly deteriorating health, life-threatening problems or suspected zoonotic medical conditions is assessed and appropriately managed in a timely manner.

Animals are provided with appropriate grooming and/or opportunities to exhibit species-specific behaviors necessary for them to maintain normal healthy skin and hair coat or feathers.

S Should

Monitoring includes food and water consumption, urination, defecation, attitude, behavior, ambulation and signs of illness or other problems.

- Monitoring takes place before cleaning.
- For animals housed in groups, monitoring also takes place during feeding time.

When apparently healthy animals remain in care for longer than one month, exams that include weight and body condition score are performed and recorded by trained staff on at least a monthly basis. Veterinary exams are performed twice each year or more frequently if problems are identified.

- Geriatric, ill or debilitated animals are evaluated by a veterinarian as needed.
- Monitoring should include checking for appropriate grooming and/or bathing, since it is an essential component of animal health.

9. Nutrition

Must

- Fresh, clean water is accessible to animals at all times unless there is a medical reason for water to be withheld for a prescribed period of time.
- Food that is consistent with the nutritional needs and health status of the individual animal is provided.
- Food is fresh, palatable, free from contamination and is of sufficient nutritional value.
- Uneaten food is discarded after 24 hours.
- Food that has been offered to an animal and remains uneaten is not offered to another animal.
- Healthy adult dogs and cats are fed at least once per day.
- Healthy puppies and kittens are fed small amounts frequently or have food constantly available through the day.
- Food intake is monitored daily.
- Animals displaying inappetance or extreme weight loss or gain are evaluated by a veterinarian and treated as necessary.
- Food and water is provided in appropriate dishes that are safe, sufficient in number and of adequate size.
- Animals who guard food or prevent access by cage mates are housed or fed separately.
- If automatic devices or drinking bottles are used, they are disinfected between uses.
- A schedule of regular sanitation is followed for all food and water containers.
- Food preparation and storage areas are easily sanitized and maintained in clean condition.

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S Should

Water is changed daily and whenever it is visibly soiled.

Food in animal enclosures is examined regularly to ensure it is free of debris and not spoiled.

If food is not offered to cats all day, at a minimum they are offered food twice daily.

Debilitated underweight, pregnant and lactating animals receive more frequent feedings to support increased metabolic needs.

Veterinary input is sought when developing a feeding protocol.

Animals are weighed and body conditions are assessed routinely.

Each animal is fed to meet individual needs and prevent excessive gain or loss of body weight.

The location of food and water containers allows easy observation, access for cleaning and filling and prevents contamination from litter, feces and urine.

If automatic devices or drinking bottles are used, they are examined daily to ensure proper function and cleanliness.

Supplies of food are stored in a manner to prevent spoilage and contamination.

Food is not fed to animals after the expiration date.

Toxic substances and vermin are kept out of contact with food, food storage and preparation areas.

Stored food is clearly labeled if removed from the original packaging.

Ideal

A consistent diet is fed to all animals, rather than a variety of products.

Dogs are fed twice daily and cats are fed multiple small meals or encouraged to forage throughout the day.

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10. Population Well-Being

M Must

- Shelter medical staff regularly monitor the status of individual animals and the population as a whole.
- Animal health plans are reviewed in response to changes observed in animal health, illness or deaths.

S Should

- In addition to tracking trends related to specific health problems, a periodic review of the rate of illness (morbidity) or deaths (mortality) is conducted.
- After entry to the shelter, non-euthanasia deaths represent only a very small proportion of animal intakes.

II Ideal

Shelters monitor and assess frequency of specific problems, set realistic goals, develop targeted strategies and monitor effectiveness of medical health programs.

11. Response to Disease and Illness

M Must

- Response to disease and illness is considered an integral part of the shelter health program.
- When isolation is impossible or inadequate to control transmission of the particular pathogen, the shelter weighs consequences of exposure of the general population against euthanasia.
- When a specific pathogen has not been identified, a risk assessment is performed.
- Animals with a suspected infectious disease are isolated until diagnosis or subsequent treatment determines them to be a low risk to the general population.
- During an outbreak, physical separation is established between exposed, at-risk and unexposed animals or groups of animals.
- Shelter makes sure that all federal, state and local laws are followed concerning reportable diseases.
- Depopulation is viewed as a last resort after all other options are fully examined, and includes considering disease transmission, morbidity, mortality and public health.

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S Should

A disease response plan includes measures to minimize transmission to unaffected animals or people and ensures appropriate care of the affected animal.

- The facility has a means of providing isolation.
- Even animals with mild clinical signs of contagious disease are not housed in the general population.

In the event of severe or unusual conditions or outbreaks of infectious disease, diagnosis or identification of specific pathogens is sought.

When an animal dies from unexplained causes, a necropsy along with histopathology is performed.

Protocols to define and manage common clinical illnesses based on clinical signs are developed and used in consultation with a veterinarian.

- Protocols detail the expected course of the disease and response to treatment.
- Veterinary input is sought when disease or response to treatment does not follow the expected course.
- Animal handling and foot traffic is limited when dealing with sick animals.
- In response to an outbreak, protocols are reviewed to ensure that measures are effective shelter-wide against the pathogens of concern.
- Animals are monitored for signs of disease during an outbreak at least twice a day.
- Shelter avoids returning recovered or exposed animals to the general population while there is significant risk that they may transmit disease to other animals.
- When releasing a sick or infectious animal from the shelter, full disclosure should be made to the person or organization receiving the animal.

I Ideal

Animal movement stops until a targeted control strategy is implemented.

U Unacceptable

Shelter allows animals with severe infectious disease to remain in the general population.

Notes:

12. Medical Treatment

M Must

- The legal status of an animal never prevents treatment to relieve suffering (which may include euthanasia if suffering cannot be alleviated).
- Shelter has specific protocols to provide immediate care when legal status is an issue.
- Medical decisions balance both the best interest of the individual animals requiring treatment and the shelter population as a whole.
- Those providing treatment have the necessary training, skills and resources to ensure treatment is administered correctly and safely.

S Should

- Treatment decisions are based on a number of criteria, including the ability to safely and humanely provide relief, duration of treatment, prognosis for recovery, the likelihood of placement after treatment, the number of animals who must be treated and the expense and resources available.
- Shelter has a clear policy for handling disease problems that may develop after adoption.
- Adopters or those taking animals from the shelter are informed about the presence of any disease or condition known to be present at the time of adoption and provided a copy of any treatment records.
- Medication protocols for management of common diseases are provided to staff and developed in consultation with a veterinarian.
- All treatments are documented.
- Antibiotic selection and dosing are specific to the infection and animal being treated, and when possible, based on appropriate diagnostics.
- Shelter follows published guidelines for antimicrobial use in companion animals.

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Chapter 6

Behavioral Health

1. General

M Must

Shelter takes into consideration the behavioral care of each animal as well as the conditions experienced by the entire population.

2. Considerations on Intake

M Must

- All incidents or reports of a history of aggressive behavior along with the context in which they occurred are recorded as a part of an animal's record.
- Care is given to minimize stress during intake.

S Should

- A thorough behavioral history and the reason(s) for relinquishment are obtained at the time of intake.
- Any available information about stray animals is solicited when they are impounded.
- The history is used to alert staff to the presence of potential problems, such as aggression or anxiety, and to inform staff of any individual needs so that proper care can be provided for the animal.

🚺 Ideal

Information and history of animals is obtained by interview. If not, written questionnaires are used as an acceptable second choice.

Votes.

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3. Behavior Evaluation

Must

Assessment of an animal's behavior begins at the time of intake.

- Staff is trained to recognize body language and other behaviors that indicate animal stress, pain and suffering as well as those that indicate successful adaptation to the shelter environment.
- Animals are monitored daily in order to detect trends or changes in well-being and respond to their behavioral needs.
 - If many animals are displaying signs of unrelieved stress, steps are taken to improve the shelter's stress reduction protocols.
- For humane reasons, long-term confinement is avoided for feral animals and for those who remain markedly stressed/fearful and are not responding to treatment/ behavioral care.
- Staff performing behavior evaluations receives adequate training in performance, interpretation and safety.
- An overall behavior assessment considers all of the information gathered about the animal, including history, behavior during shelter stay and formal evaluation.

S Should

- Shelter is aware that animal histories provided, although important, may be either incomplete or inaccurate.
- During intake procedures, particular care is taken not to place cats within spatial, visual or auditory range of dogs.
- Behavioral problems that require intervention or affect how an animal can be safely handled are noted at the time of intake and entered into the animal's record.
- Actions are taken to respond promptly to behavioral needs.
- Each animal's behavior is assessed on an ongoing basis throughout the shelter stay.
- Staff records their behavioral finding each day.
- Organizations that develop their own evaluation consult with a veterinarian or behaviorist familiar with the science and theory of behavior assessment.
- A standardized behavior evaluation form is used and each evaluation is documented.
- Formal behavioral evaluations do not necessarily invalidate information provided by the owner or observations made during staff interactions with an animal.
- Cats are assessed by observing behavior and interacting with the cat to help enhance in-shelter care.

Ideal

A systematic behavioral evaluation is performed on all animals prior to re-homing or other placement.

4. In-Shelter Care

Must

- Even short-term housing meets the minimum behavioral needs of animals, providing separate areas for urination/defecation, feeding and resting and sufficient space to stand and walk several steps and sit or lie at full body length.
- Animals are provided regular social contact, mental stimulation and physical activity.
- For animals who are housed short-term and with unknown health backgrounds, social interaction is balanced with infectious disease control.
- When animals must remain confined for health or behavioral reasons, positive social interaction is still provided without removing the animal from the enclosure.
- A high priority is placed on ensuring proper socialization of young puppies and kittens.
- For puppies and kittens housed in a shelter, socialization is balanced with infectious disease control.
- Training methods are primarily based on positive reinforcement in accordance with current professional guidelines.
- For long-term shelter stays, appropriate levels of additional enrichment are provided on a daily basis.
- Alternatives to traditional cage housing are provided for any animal staying in the shelter long-term.
 - Cats are allowed an opportunity to exercise and explore in a secure, enriched setting.
 - Dogs are provided with daily opportunities for activity outside of their runs for aerobic exercise.
 - Any animal who is observed to be experiencing mental suffering, distress or behavioral deterioration is assessed and appropriately treated in a timely manner or humanely euthanized.

Neile

- Practices (behavior modification) adhere to the well-described scientific principles of animal behavior and learning, including positive reinforcement, operant conditioning, systematic desensitization and counter-conditioning.
- Sufficient resources are available to provide appropriate care if behavioral modification is attempted.
- Staff understands that behavior modification techniques are generally laborintensive and time-consuming and that they must be applied consistently over a period of time in order to be successful.

S Should

- Prey species are housed away from predatory species at all times.
- Cats are physically separated from the sight and sound of dogs.
- Regular daily schedules of care are followed.
- Scheduling daily positive events is a priority.
- Lights are turned off at night and on during daytime hours.
- Enrichment is given the same significance as other components of animal care, such as nutrition and veterinary care, and is never considered optional.
- Animals receive some type of positive social interaction outside of the activities of feeding and cleaning on a daily basis.
- Socialization is provided by workers or volunteers wearing clean protective clothing in an environment that can be fully disinfected between uses.
- Precautions are taken to ensure that disease transmission and stress are minimized.
- Animals who are housed long-term are spayed and neutered.
- Enrichment is provided for animals while in their enclosures through opportunities for play.
- Animals believed to be dangerous are not re-homed.

I Ideal

- Shy, poorly socialized, feral and geriatric cats or any animal who is showing signs of stress – are housed in separate, calm, quiet areas beginning at intake.
- Caregivers are assigned to care for the same animals on a regular basis.

Unacceptable

- Animals confined on a long-term basis, including feral or aggressive animals, are stressed during basic care, daily enrichment and exercise.
- The use of physical force as a punishment or in anger is utilized for behavior modification.

Chapter 7 Group Housing

1. Facilities

M Must

- For group housing of cats, a variety of elevated resting perched and hiding places are provided to increase the size and complexity of the living space.
- Sufficient resources (e.g. food, water, bedding litter boxes and toys) are provided to prevent competition or resource guarding and ensure access by all animals.

S Should

The size of the enclosure is large enough to allow animals to express a variety of normal behaviors.

2. Selection

Must

- Animals are not housed in the same enclosure simply because they arrived on the same day or because individual kennel space is insufficient.
- Unrelated or unfamiliar animals are not combined in groups or pairs until after a health and behavior evaluation is performed.
- If group housing is utilized short-term for intact animals, they are separated by gender.
- Animals who are not socialized to other animals well as those who actively bully other animals are not grouped with other animals.
- Animals who have engaged in fighting with one another are not grouped together.
- Caution is used when attempting to include any animal with a history of fighting in a group.
- When placing single orphaned kittens and puppies with an alternate mother, with or without a litter, risks and benefits to health and behavior for all animals is weighed.

Notes:

- Even for littermates, all requirements for group housing are met.
- Options for individual housing are available for animals when group housing is not appropriate.
- Single, enriched housing is provided for animals who are fearful or aggressive 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 group housing.

S Should

- Animals are appropriately matched for age, sex, health and behavior.
- Unfamiliar animals are not placed in group housing until sufficient time has been given to respond to core vaccines.
- Intact animals of breeding age are not placed in group housing.
- Sexually mature dogs and cats are spayed or neutered and allowed sufficient recovery time before placed in group housing.
- Group housing for dogs should have no more than four to six dogs.
- Turnover within groups is minimized.
- Puppies and kittens under 20 weeks of age are not group housed unless they are littermates.

1 Ideal

Group housing for cats does not exceed 10-12.

🖸 Unacceptable

- Animals are randomly housed in groups.
- Animals who fight are grouped together.

Notes:

Chapter 8

Animal Handling

1. General

M Must

Handling is as humane as possible and appropriate for the individual animal and situation.

S Should

- The minimal amount of physical restraint needed to accomplish the task without injury to people or animals is used.
- When physical restraint is necessary to avoid human injury or injury to an animal, it is of the least intensity and shortest duration possible.

2. Restraint

M Must

Adequate training is key to limiting the use of unnecessary force during handling and must be provided to anyone who will be handling animals.

Unacceptable

Physical force is used as a punishment or in anger.

3. Location and Timing

Must

Handling methods prevent escape.

Notes

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4. Equipment

M Must

The use of catchpoles for routine restraint of cats, including carrying or lifting, is inhumane and poses significant risk of injury to the animal and is not done.

S Should

- Each situation is evaluated individually and each piece of equipment is assessed for its potential to cause harm or increase stress.
- Catchpoles are only used when other more gentle alternatives cannot be used.
- Humane traps, purpose-designed boxes or nets are used for handling fractious cats or cats who appear to be unaccustomed to handling.
- Cages or crates that do not provide easy access for humanely removing an unwilling, frightened or reluctant animal – either because of design constraints, damage to the cage or crate or corrosion of the fasteners – are avoided.

5. Feral Cats

S Should

When capturing or transporting feral cats, squeeze cages, feral cat boxes or humane box traps with dividers should be used for the most humane restraint and for administering tranquilizing injections prior to handling.

Notes:

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Chapter 9

1. General

M Must

Each individual animal is treated with respect.

Any euthanasia method used quickly induces loss of consciousness flowed by death and ensures the death is as free from pain, distress, anxiety or apprehension as possible.

Euthanasia method is reliable, irreversible and compatible with the species, age and health status of the animal.

The identity of each animal to be euthanized is determined with certainty beforehand, including scanning multiple times for a microchip using a universal scanner and verifying that the animal is properly designated for the procedure.

An assessment is made of each animal's size, weight and temperament so the appropriate drug dose, needle, syringe and restraint method can be used.

Safety of the personnel and the emotional impact of euthanasia are considered.

S Should

A veterinarian with appropriate training and expertise for the species involved is consulted to ensure that proper procedures are used.

Procedures are in place to prevent and address compassion fatigue throughout the organization.

Unacceptable

Agents and/or methods unacceptable to the AVMA Guidelines on Euthanasia are used.

Notes:

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2. Euthanasia Technique

M Must

Sodium pentobarbital is not injected by any non-vascular route.

To avoid causing any undue stress and anxiety, the least amount of physical restraint necessary to perform the procedures safely is used.

Euthanasia method is quick, painless and does not cause distress.

Carbon monoxide is not utilized as a euthanasia method because any gas that is inhaled must reach a certain concentration in the lungs before it can become effective and this can create a haphazard euthanasia experience that can be prolonged, painful and ineffective.

Death is verified by multiple methods by trained staff before disposing of any animal's body.

Because lack of a palpable pulse does not confirm that the heart has stopped, cardiac standstill is confirmed with a stethoscope or visual verification.

S Should

- IP injections of a pure sodium pentobarbital solution free of additional drugs or additives are used only for cats, kittens and small puppies.
- In dogs and cats, oral dosing of sodium pentobarbital is reserved for use in animals who cannot be safely approached, trapped or handled.
- Regardless of the route of administration, whenever progression to death is prolonged, an additional injection of sodium pentobarbital is given.
- Pre-euthanasia drugs are administered to animals who are aggressive, severely distressed or frightened.
- Veterinary guidance is used for selection of pre-euthanasia drugs.
- After the animal loses consciousness, the absence of the following is confirmed: papillary and corneal reflexes, toe withdrawal, pulse, respiration and heartbeat.

Unacceptable

- Intra-cardiac injections are used even when it has not been verified that the animal is unconscious, comatose or anesthetized (i.e. lack of deep pain/toe withdrawal reflex).
- Carbon monoxide is used as a method to euthanize dogs and cats even through there are multiple humane, operational and safety concerns.
- Agents that induce convulsions prior to loss of consciousness are used.

3. Environment and Equipment

🖾 Must

- Euthanasia equipment includes a table that can be readily disinfected, a good light source, a universal microchip scanner, hair clippers, stethoscope, a variety of needles and syringes, muzzles and restraint equipment.
- Staff performing euthanasia wears protective garments, which are removed before going on to other animal care duties.

S Should

- A separate room is designated for euthanasia in a quiet area away from the main pattern of foot traffic, to minimize distractions and interruptions.
- The room used for euthanasia has adequate lighting and is large enough to comfortably accommodate the equipment, two to three staff members and the animal being euthanized.
- Only people directly involved in euthanasia are in the room when the procedure is being performed.
- Scales for accurate weighing are available.
- A new needle is used for each animal.
- The euthanasia surface is cleaned before every procedure.
- The euthanasia room and equipment are cleaned and disinfected after every euthanasia period.
- Animals are not permitted to observe or hear the euthanasia of another animal, nor permitted to view the bodies of dead animals – with the exception of puppies and kittens. When selected for euthanasia, mother animals are euthanized prior to their offspring with the puppies and kittens euthanized immediately afterward.

4. Record-Keeping and Controlled Substances

S Should

- A record log is kept documenting each animal's identification, amount of euthanasia solution and pre-euthanasia drugs received, dispensed and remaining, as well as the identity of the person performing the euthanasia.
- All drug records are maintained in accordance with federal, state and local regulations.
- All controlled drugs are kept secured in a manner consistent with state and federal regulation.

5. Staff Training

Must

Proper training is provided to all staff participating in euthanasia.

- Euthanasia training in specific techniques includes the ability to access alternative injection sites, handle various species, assess behavior and temperament for proper animal handling and verify death by multiple methods.
- The euthanasia technician and the assisting staff are proficient in animal handling and restraint.

S Should

Training for field euthanasia is provided.

Retraining and recertification are provided periodically, with support services offered to staff to prevent or manage suffering from grief, compassion fatigue, depression or other physical and emotional reactions related to performing euthanasia.

I Ideal

Those administering drugs are certified and trained by a licensed veterinarian, a certified or licensed veterinary technician or a certified euthanasia technician or trainer.

Notes

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Chapter 10 Spaying and Neutering

1. General

Must

Consideration is given to individual animal health or circumstances when it comes to creating the need for an exception to the required spay/neuter policy.

S Should

- Shelter policy requires that cats and dogs who are adopted into homes be spayed or neutered.
- When prompt pre-placement surgery is not available and other spaying or neutering programs (e.g. vouchers) are implemented, there is an effective followup to confirm that the surgery has been completed.

U Unacceptable

Shelter animals are allowed to breed.

2. Veterinary Medical Guidelines

M Must

- Spaying or neutering surgery is performed by veterinarians or veterinary students under the direct supervision of a veterinarian in compliance with all legal requirements.
- Medical records are prepared for every patient indicating the surgical procedure and anesthesia administered.
- All controlled substances are maintained in accordance with DEA requirements.
- A veterinarian makes the final decision regarding acceptance of any patient for surgery based on a physical examination and medical history (if available) as well as the capacity of the surgery schedule.
- A veterinarian weighs the risks and benefits of spaying and neutering patients with mild infectious or non-infectious medical conditions.

S Should

Patients undergoing elective surgery are in good health and free from signs of infectious or other disease.

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3. Surgery and Anesthesia

M Must

- Appropriate housing is provided for each animal before and after surgery.
- Enclosures are secure and provide a flat surface that is clean, dry and warm with adequate space for the animal to turn around, while allowing for safety at various stages of sedation and anesthesia and good visibility for staff.
- When surgery is being performed, the operating area is dedicated to surgery and contains the necessary equipment for anesthesia and monitoring.
- Infectious disease control is practiced to prevent disease transmission among patients.
- Aseptic surgical technique is required and separate sterile instruments are used for each patient.
- Patients are monitored by trained personnel.
- Plans are in place to handle any emergency that might occur.
- In the post-operative period, care is taken to provide patients with a smooth transition from the anesthetized state.
- Patients are evaluated immediately prior to release and clear instructions (written and verbal) for post-operative care are provided.
- Policies for managing complications and emergencies that occur within 48 hours after surgery are in place.

I Ideal

Dogs and cats are housed in separate areas.

4. Documentation

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S Should

A certificate of spaying or neutering or other appropriate documentation is provided for each animal.

Notes:

Chapter 11

Animal Transport

1. General

Must

Risks and benefits for all animals affected by the transport program are carefully weighed.

S Should

- Transport recommendations apply regardless of the purpose, distances or parties involved.
- Compromises on these guidelines are not made when there is ample opportunity to plan.

2. Responsibilities of Participating Individuals and Organizations

M Must

- A contact person is identified at each transfer point.
- Animals destined for transport are vaccinated prior to or upon intake at the organization of origin.
- In addition to any examinations required by state or federal regulations, all animals being transported are examined within 24 hours of transport for any problems.
- Information on the health and behavior of animals as known at the source shelter – is accurately described and communicated.
- Clearly written health records that describe health status and identify animals (health certificate, rabies certificate and a copy of shelter record) accompany each animal.
- During transport, animals have adequate space, comfortable environmental conditions and good air quality.
- Primary enclosures are large enough for animals to stand and sit erect, to turn around normally while standing and to lie in a normal position.
- Unfamiliar animals are not transported together in the same primary enclosure.

	If more than one animal is in the primary enclosure, there must be enough space for each occupant to lie down comfortably at the same time without needing to lie on top of one another.
	The enclosure is sturdy and permits adequate ventilation.
	Flooring prevents injury, discomfort and leakage of fluids into other enclosures.
	Animals are safely and securely confined within the enclosure.
	Doors on the primary enclosures are secured to prevent movement within the vehicle during transport.
	Extra care is provided when transporting pupples and kittens, including prevention of exposure to temperature extremes, maintenance of adequate hydration and nutrition and protection from infectious disease exposure during the transport process.
	If animals are sedated, veterinary guidance is provided for their care.
	At a minimum, vehicles adhere to all federal and local statutes.
	Crates and cages are not stacked upon each other in a manner that increases animal stress and discomfort, compromises ventilation, allows waste material to fall from the cage above into the cage below, interferes with care and observation or hinders emergency removal.
	Each primary enclosure is positioned in the animal cargo space in a manner that provides protection from the weather and extremes of temperature.
	Fresh air free of exhaust fumes is ensured.
	Attention is paid to the provision of shade, because even in comfortable temperatures, a vehicle parked in full sun can rapidly exceed safe temperature levels.
	The vehicle driver or animal attendant has sufficient training in animal health, welfare and safety issues to recognize and respond to animal needs during transport.
	All dogs and cats must be observed and allowed to rest every four to six hours.
	Adult dogs must be allowed to exercise and eliminate every four to six hours.
	Food must be provided at least every 24 hours for adults and more frequently for animals under six months old.
	If water is not available at all times, it is provided at frequent observation stops (at least every four hours).
	Animal enclosures are cleaned and any litter replaced as often as necessary to prevent soiling of the animals from vomit, urine or feces.
	If it is necessary to remove animals in order to clean, safeguards are in place to ensure animal safety and prevent escape.
	Points of destination have enough trained personnel ready to receive and evaluate animals upon arrival.
	The receiving facility has adequate housing prepared for the arriving animals.
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S	Should		
		A written record of all involved parties, including responsibilities for each, is kept in sufficient detail to allow a trace back to the animal's origins.	
		Written guidelines are developed that can be agreed to by all parties.	
		Guidelines address medical and behavioral selection criteria, as well as transportation and destination requirements.	
		The shelter where the animals originate has a comprehensive preventive health care program.	
		Animals are treated for internal and external parasites prior to transport.	
		Animals are identified by a collar, tag, tattoo, microchip or any combination of these methods so that their information can be matched upon arrival.	
		Animals are in good health at time of transport.	
		Drivers are careful to avoid subjecting animals to sudden acceleration and deceleration stresses, excessive lateral movement, noise or vibration.	
		Absorbent bedding is provided.	
		The animals' primary enclosures have no sharp edges.	
		Unless orphaned, kittens or puppies less than eight weeks old are transported with their mother in a space large enough for her to lie down on her side with her legs extended for comfort and to facilitate nursing.	
		Animals are not sedated unless recommended by a veterinarian.	
		The ambient temperature is kept above 60 degrees Fahrenheit and below 80 degrees Fahrenheit.	
		A thermometer is placed in the animal area of the vehicle at the level of the animals.	
		The vehicle, including the cargo space, is heated and cooled as necessary.	
		Maximum transport time to an intermediate or final destination is no more than 12 hours.	
		Animals are not left unattended when it may be detrimental to their health and safety.	
		Each animal receives a documented physical examination at the time of arrival.	
		Veterinary care is available on arrival for any animal requiring care.	
		The need for isolation or quarantine for arriving animals is determined based on legal requirements, their health status, source and infectious disease risk, with due attention to incubation periods for pathogens of concern and detrimental effects of increasing length of stay.	

Unacceptable

Shelter transports unconfined or tethered animals in the back of an open pickup truck – an illegal practice in many jurisdictions.

Notes:

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Chapter 12

Public Health

1. General

M Must

- Shelter maintains compliance with federal and state occupational and safety regulations regarding chemical, biological and physical hazards in the workplace.
- Hearing protection is provided for employees working in loud environments.
- Personal protective equipment (PPE) such as gloves, smocks, goggles, masks, etc. is provided by the shelter in order to protect employees from exposure to chemical and biological agents.
- PPE is available in sizes to accommodate all staff, including those with special concerns such as latex allergies.

S Should

Noise abatement materials are utilized in animal holding areas.

- Employees and volunteers wear gloves and change them frequently while cleaning and disinfecting, especially when removing animal waste.
- Eye protection is worn when working with cleaning and/or disinfection agents.
- Frequent hand-washing is strongly encouraged, especially after handling animals and after removing PPE, before eating, smoking or touching eyes or mucus membranes, including applying contact lenses.
- Shelter does not allow smoking.

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2. Zoonoses

M Must

Enclosures of animals with suspected zoonotic disease are clearly marked to indicate the condition and any necessary precautions.

S Should

- Shelter provides periodic staff and volunteer training and information on the recognition of potentially zoonotic conditions and the means of protecting others from exposure.
- Training identifies to whom concerns should be reported and how to respond when zoonotic disease is suspected or confirmed.
- The public does not have unsupervised access to areas where animals are isolated for zoonotic diseases and staff access to those areas is also limited.
- Shelter institutes good preventive medicine protocols such as prophylactic deworming and external parasite control to decrease the potential for exposure to zoonotic pathogens.

Food and drink are not consumed in areas where animals are housed; use of items the public may bring in – such as spill-proof cups, pacifiers, teething toys and baby bottles – is discouraged in these areas.

- Animals are not allowed in areas where food is prepared or consumed.
- Information about zoonotic diseases is made available to visitors, adopters and foster care providers.
- Shelter-provided literature about zoonotic diseases suggests that immunecompromised adopters discuss pet selection with their healthcare professional before adoption.
- If inquiries are made, shelter staff refers people to published guidelines or their health care professional.

Ideally

- Hand washing stations or sinks are easily accessible to all visitors, staff and volunteers.
- The written infection control plan for the shelter addresses zoonotic concerns and is available to all staff and volunteers.

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3. Animal-Related Injuries

M Must

- Shelter staff is able to identify potential rabies exposures and understands the regulations that apply to reporting and managing bites to humans and animals.
- To identify possible rabies exposures, everyone presenting an animal is asked if the animal has bitten anyone within the last 10 days or had any contact with wildlife.
- Clear policies are developed and enforced regarding the management of animals with behavioral concerns.
- The cages of animals known to be aggressive or potentially dangerous are clearly marked to advise caution.
- Alternate housing is provided for any animal housed in an enclosure that would require that dogs be removed by use of a control pole or cats be removed using nets or tongs for daily cleaning or care.
- A thorough investigation of individual circumstances is undertaken before consideration is given to re-homing an animal with a history of biting or threatening behavior.

S Should

- All persons injured by an animal are instructed to seek medical advice.
- All incoming animals are examined for bite wounds; any animals who have potentially been exposed to rabies are managed in accordance with the NASPHV Rabies Compendium in consultation with state and local health authorities.
- People who routinely work with companion animals or wildlife receive preexposure vaccinations against rabies in accordance with recommendations of the Advisory Committee in Immunization Practices.
- Shelter vaccinates for rabies prior to adoption when possible or requires that adopted animals receive vaccinations against rabies after adoption.
- All staff and volunteers have proper training in basic animal handling skills, including the recognition of potentially dangerous behaviors.
- Any animal who is deemed potentially aggressive or dangerous is housed in a way that staff members can safely provide care without removing the animal from the primary enclosure.

Notes:

- The public is prevented from having contact with potentially dangerous animals.
- Access to areas where potentially dangerous animals are held is restricted and a staff member should accompany visitors when access is necessary.
- Animals believed to be dangerous are not re-homed.
- Animals with questionable behavior are thoroughly assessed by people with training and experience in animal behavior.
- All behavioral concerns are documented and discussed with potential owners before adoption and recommendations for managing those concerns are provided.

Unacceptable

Alternate housing is not provided for any animal housed in an enclosure that requires dogs to be removed by use of a control pole or cats to be removed using nets or tongs for daily cleaning or care.

4. Emerging Diseases and Anti-Microbial Resistance

M Must

Routine use of antibiotics is never used as a substitute for good animal health management.

S Should

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Shelter monitors for signs of unusual or severe disease.

Separation of species, proper population management and proper sanitation are employed to reduce the risk of development of novel pathogens.

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Operational Guide

Sanitation and Disease Control in the Shelter Environment



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Introduction

The humane operation of an animal shelter requires that it be a healthful and sanitary environment. Prevention of disease is typically easier and more cost effective than addressing an outbreak. Poor sanitation and insufficient preventive health programs lead to unnecessary suffering through needless disease and increased rates of euthanasia. The unhealthful shelter also risks developing a poor reputation in the community, reducing adoption rates and driving away potential adopters, volunteers and donors.

The added risk of introducing zoonotic disease into the community is of particular concern. Not only is this irresponsible, but it can be devastating to the shelter if serious illness and litigation ensues.

With new animals constantly being brought in, sanitation and disease control are an ongoing challenge, requiring constant effort and vigilance. These daily arrivals bring with them potentially unknown disease conditions and an unknown immune status. The stress of a change in environment — from home to street to an institutional kennel — can lower immune system response, causing previously asymptomatic animals to break out with disease. Some apparently healthy animals may be a Trojan horse, carrying in disease without ever expressing symptoms themselves.

In addition, shelters face other challenges, such as aging or inappropriately designed facilities, overworked staff leading to high turnover, excessive numbers of animals

and budget constraints. All shelters do not face the same challenges. There are differences in philosophy and mandate which dictate different approaches to management of disease outbreaks or population control within the facility. A municipal shelter charged with caring for all stray dogs in the community faces different challenges than the limitedadmission cat sanctuary. The most modern and well-designed shelter with an untrained or uncaring staff will be a sicker and less humane place than an aging building with a staff that understands disease transmission, its relationship to cleanliness and the importance of working hard to maintain high standards.

Therefore, the common thread for all animal care and control facilities is the reduction of disease transmission through:

- Proper cleaning and disinfection protocols
- Appropriate animal handling
- Good preventive medicine
- Consistent staff training
- Effective stress reduction for the animals (and humans) involved

Given the nature of sheltering work, disease outbreaks may never be eradicated, but the sooner staff notice disease symptoms and take action to isolate sick animals, the less severe the outbreak will be. (Depending on an individual facility's approach, solutions may range from isolation of the sick animal to the use of foster homes or euthanasia.

Holding and Separation Areas

Holding Areas

When they first arrive, place new animals in a holding area for the short term only ideally, less than two hours, but no more than one day. This allows for triage of the animal and assessment of its health needs.

A veterinarian or trained animal care staff member should examine the animal for injuries or signs of suffering (pain, difficulty breathing, or abnormal or difficult labor, for example). If an animal exhibits immediate, gross outward signs of disease, move it to isolation.

Otherwise, allow the animal to settle into the holding area for an hour or so. This facilitates examination, allows the body temperature to normalize from the stress of transport and facilitates vaccine administration.

Regardless of source, scan the animal for a microchip and look for identifying tattoos. Administer initial core vaccinations and complete an initial health screening at this time (FeLV/FIV or heartworm testing, for example). Administer routine dewormers as well. This is also the best time to determine if the animal has been spayed or neutered by checking for testicles or looking for evidence of a spay scar.

If the animal appears healthy but has an unknown health history, move it to quarantine. If it has a known health history, such as being surrendered with veterinary records indicating proper care and vaccination, move the animal into a healthy holding area.

If an animal is exhibiting signs of illness or aggression, staff may make a euthanasia decision. The early elimination of the obviously sick, the poorly conditioned and the vulnerable animal will raise the overall health level of the facility. The very stressed are the most vulnerable to disease. Depending on space limitations or shelter protocols, the nervous or flighty animal may be selected for euthanasia at this early juncture. Check state and local laws for mandated hold periods on stray animals before euthanizing.

Quarantine

Quarantine areas hold new admissions that are being monitored for the possible development of disease. Depending on the prevalent diseases and available resources, quarantine may be as short as two days or as long as six months if required by law for rabies observation in cases of bite wounds of unknown origin.

Ideally, staff should observe animals with unknown histories for approximately one week prior to moving them to adoption areas. This allows time for expression of disease symptoms or for administered vaccines to become protective. This is not realistic for most shelters, so active disease control is imperative.

Isolation

Isolation wards hold clearly sick animals for observation and treatment away from the rest of the shelter population, thereby protecting other animals from disease transmission. The ideal isolation area is in a separate building, with showering facilities and changing rooms for the staff.

Staff should care for isolation animals at the end of the work shift or shower and change before moving on to other animals.

A properly designed isolation ward will have negative pressure airflow so that air circulates out of isolation to the outside, rather than re-circulating into the remainder of the shelter.

The best isolation principles include the use of disposable gowns, gloves and booties, and bleach foot baths. Never take equipment used in isolation elsewhere in the shelter. Drainage should never flow from isolation into healthy holding areas.

Euthanasia

Euthanasia is the ultimate isolation or quarantine effort. This is the permanent removal of animals from the population, either because they express disease and risk to the remainder of the population or because they are uniquely vulnerable to disease due to stress, nutritional status or age.

When shelter population numbers reach the facility's threshold, difficult decisions are sometimes made. In these cases, staff examines the population for the riskiest individuals. Once a decision is made, carry out the euthanasia in a timely manner.

Adoption

In the adoption area, the public views and visits with animals up for adoption. It's the best place to be. Think of it this way the adoption area is the closest to freedom; the isolation area is the closest to euthanasia.

Once an animal crosses the hurdles of evaluation and onto the adoption floor, it is significantly less likely to slide back into isolation or euthanasia. The more quickly animals can be moved through evaluation for health and behavior, the more quickly they get to the adoption floor and out of the building into a new home. Short turnover times mean decreased illnesses and increased adoptions.

Group Housing

Group housing is one option for an adoption area, or long-term holding area if necessary for the duration of a law enforcement case. Cats may be housed in colonies, and dogs may be pair housed. These arrangements alleviate stress and boredom when appropriate social matching is done.

Cat Colonies

Before being selected for group housing, vaccinate cats with core vaccines, test them for FeLV/FIV, prophylactically deworm them and treat them with a topical mitacide (flea and tick preventive). Perform a fecal analysis of each cat as well, then tailor deworming if any internal parasites are found. Staff may also perform toothbrush cultures for the presence of ringworm spores since there are many more carrier cats than there are symptomatic cases.

Form groups no larger than 10 cats or 15 kittens. Arrange the groups by age, where kittens under 3 months cohabitate, then groups of 3 to 6 months, 6 months to 5 years, and another group for the more mature, sedentary cats. The ideal colony consists of only spayed and neutered cats. Observe the colony for compatibility at the outset. Remove any members who consistently bully or cower and those who overeat or refuse to eat. Because monitoring of individual cats is difficult, weigh and briefly examine each cat weekly to look for changes.

In each feline group-housing area, allow a minimum of 10 square feet per cat. Provide perches of various heights, hide

boxes, multiple litter boxes, and multiple food and water stations.

Spot clean the provided litter boxes (three or four) throughout the day, then completely change them over and clean them once a day. If staff finds feces and urine outside the boxes, more may be needed.

Most shelters choose to build a colony of 10 or less compatible cats and introduce

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no new cats until the last cat has been adopted. Maintain and spot clean the colony during its run. Once the last cat is adopted, strip the room and completely clean and disinfect it.

If new cats are constantly introduced, the room must be disinfected daily, and the cats must be monitored closely for signs of infectious diseases, especially sneezing and diarrhea.

Disease Transmission via Foot Traffic

Diseases are most often carried and transmitted by fomite. A fomite is any inanimate object capable of transferring an infectious agent from one place to another. When we have an enterovirus (any virus affecting the gastrointestinal tract marked by vomiting and/or diarrhea) outbreak, the most common fomite is the shoe. With upper respiratory agents, the most common fomite is the hand.

Towels or rags, litter pans, toys, food dishes, clothing, mops and cleaning carts can all act as fomites. For this reason, it is critical to establish cleaning protocols so that the areas with the healthiest animals are cleaned before the areas with animals of unknown health status (recent arrivals). Always clean areas where the sick animals are housed last. Staff that clean isolation areas with sick animals should either gown up or have a complete change of clothing before working with other populations.

Only allow public access to areas that house healthy animals.

Use foot baths where enterovirus outbreaks are suspected. Trifectant or another quaternary agent is recommended for foot baths. Bleach is not appropriate for foot baths because it is quickly deactivated by contaminants. Change the bath daily or sooner if the bath is visibly contaminated with dirt or debris. Make disposable gloves and wall-mounted handsanitizer units readily available in many locations.

Note: If using fans to blow air through the facility, always direct airflow from the healthy toward the sick.

Kennel Design and Layout

Floors and Walls

The ideal kennel enclosure is non-porous and scratchproof. Epoxy-sealed concrete floors, with caulked cracks, are the best choice for shelter flooring. Treat concreteblock walls with impervious epoxy paint as well. Wood, jute, carpet and plastic flooring can never be adequately sanitized; therefore, they should not be used. Older facilities that still have such flooring must discard it when there is any incidence of disease outbreak.

Sound Control

Constant noise is stressful for people and animals. If possible, pipe in soft classical music to provide soothing, ambient noise. Otherwise, shelter sound-mitigation choices include appropriate ceiling tiles and baffles or blankets/tapestries hung on the walls to reduce noise. Launder any blankets/tapestries regularly because they trap dust and free-floating fur.

Odor Control

Avoid deodorant sprays or air fresheners, which only mask odors. The sources of masked odors are harder to find, which means the odor-causing condition will become worse before its source is identified. This includes odors from inadequate sanitation, garbage, feces, infections or mildew. Once identified, eradicate the odor's root cause. Clean, healthy shelters have a neutral odor, rather than an offensive or perfumed odor.

Layout

As much as possible, arrange kennels so that dogs do not face one another.

HVAC Systems

Ventilation and the number of air exchanges play a key role in preventing the spread of contagious diseases. Ideally, shelters should have a separate ventilation system for each animalhousing area. At a minimum, there should be a separate system for each isolation area. A minimum air exchange rate of 10 to 12 per hour is recommended in animal-housing areas.

Food Storage and Pest Control

Store food in insect- and rodent-proof containers to minimize contamination and disease outbreaks. Flies can transport parvo virus, and rodents may shed diseasecausing organisms in their feces. Select any necessary pest-control products carefully since shelter animals may be directly or indirectly exposed.

Sanitation, Cleaning and Disinfection

Cleaning Process

Sanitation is not sterilization, which is a complete removal of all infectious organisms. That ideal is impossible to achieve in the shelter setting. Instead, sanitation is the process of cleaning the kennel environment to effectively reduce the presence of infectious organisms. The goal is to reduce the number of infectious organisms to below the disease-transmission threshold.

Sanitation is achieved through a four step process:

- 1. Dry cleaning
- 2. Wet cleaning with a detergent
- 3. Wet cleaning with a disinfectant
- 4. Weekly degreasing

Some older sanitation protocols refer to a two-step process: physical cleaning followed by chemical cleaning. However, chemical cleaning involves two steps, scrubbing with detergent followed by disinfection, which itself takes considerable physical effort.

Once a sanitation protocol is devised, train all employees on the proper implementation of the protocol, with a special emphasis on thorough cleaning and personal protective equipment. For example, all personnel should wear protective clothing and rubber boots during sanitation work, including scrubbing and disinfecting boots for each run before moving on to the next. Safety glasses and face masks prevent staff from being exposed to airborne particles, such as chemicals and pathogens. Animal handlers must also remember to wash their hands or change gloves between animals. Explain the goals, methods and reasons for your sanitation protocol completely. Post signs that remind employees of the stepby-step protocol.

Sanitation requires removal of the animal from the area to be cleaned. It is never appropriate, nor is it humane, to use a hose or apply disinfectants in an enclosure with an animal still present.

Generally, cat cages and cat colony rooms should be spot cleaned only on a daily basis without removing the cats. This process consists of removing and replacing any solled bedding, providing fresh food and water, and thoroughly cleaning or replacing the litter box. Cages should be completely cleaned and sanitized when the cat leaves. Colony rooms should be completely cleaned and sanitized weekly.

Dogs should be moved to one side of a guillotine door, if there are indoor/outdoor runs or divided indoor/indoor runs. As an alternative, have a volunteer or staff member take the dogs for a walk during cleaning.

If these options are not viable, some shelters keep an empty run at all times. Ideally, each shelter environment an animal uses (i.e., run, cage) only houses that animal during its stay. Since that may not be possible, be sure to thoroughly disinfect temporary holding areas between uses by different animals.

One dog at a time is removed from its soiled run or cage and placed in the clean, empty run or cage, and then he is returned to his clean run. It is best to return animals to the same run or cage after cleaning. This is the least stressful and safest alternative because each animal returns to its own germ environment. (Remember,

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even the best sanitation program drastically reduces, but does not eliminate, infective organisms.)

One habit that frequently develops among under-supervised volunteers or staff is to allow animals, especially cats, to wander while their enclosures are cleaned. Shelter management should strongly discourage this practice to prevent pooling of pathogens.

Once the animal is removed, the next step is the so-called "dry cleaning step," where staff removes everything from the cage or run, including, papers, litter box, toys, towels or blankets and food dishes.

Disinfect all of these items on a daily basis, or use disposable substitutes. Many shelters use restaurant suppliers for paper dishes or trays for litter boxes. A possible free supply may be found through your local soft drink distributor or grocery store. You may be able to convince them to save cardboard case bottoms to use as litter boxes or snuggle boxes for cats. If you do not choose to use disposable dishes and litter boxes for cats, then stainlesssteel items are recommended. You can purchase stainless-steel pans from a restaurant supplier in a variety of sizes than can be used as litter pans. They are more expensive to purchase initially than plastic pans, but they will last indefinitely and can be easily cleaned and sanitized. Plastic bowls and litter pans are porous and become easily scratched, which makes them impossible to disinfect.

Ideally, stainless-steel dishes and litter pans should be run through an industrial dishwasher. The high temperature combined with the dishwasher detergent is a very effective method of disinfecting these items. If you do not have a dishwasher, then place empty dishes and litter boxes in a tub or a sink to soak in a detergent solution.

Soiled towels and bedding should be washed in a washing machine, preferably in hot water in regular laundry detergent. You can also add bleach to the laundry, but it is generally not necessary.

For reusable litter boxes, carefully lower them into the trash barrel and empty gently to avoid the dispersal of dust into the air. Carefully scoop and place in the trash all solid or semi-solid waste.

Wipe any trace material from the run or cage (e.g., litter, food, vomit, saliva, sneeze splatter marks, urine or fecal residue) with moist paper towels.

The goal is to remove as much organic material as possible. Feces cannot be disinfected. Parvoviruses can last six to 12 months or more in debris. Disinfectants only destroy a percentage of bacteria and viruses, and the smaller the population on the surface, the fewer will be left at the end of sanitation. Organic material also directly inactivates many disinfectants, and no disinfectant can penetrate organic material. Once the kennel appears "clean" to the eye, it is time to begin "wet cleaning."

Wet cleaning begins by applying a cleaner with a detergent component. Washing is the most crucial step of the disinfecting process and is best accomplished with hot water and detergent. Washing further reduces the number of microorganisms present so that the next step, disinfection, will be most effective. Efficient cleaning with detergent removes up to 99 percent of bacteria present.

In kennels with drains or a runoff system, detergent is most effectively applied with a low-pressure foamer, a device placed at the end of a hose to dilute the detergent to the appropriate ratio. This method ensures the even and thorough application of the cleaner. Foaming also provides clinging ability for vertical and hard-to-reach surfaces, and enhances product performance. For cages, apply detergent with squeeze bottles and paper towels. Avoid buckets and rags because they can be a primary conduit for transmitting disease.

Next, scrub all surfaces with a stiff brush to ensure penetration and breakdown of accumulated materials. Scrub from cleanest area to dirtiest, which usually means from top to bottom. Pay special attention to cracks, corners, cage bars and shelf lips, where debris can accumulate. Do not neglect the guillotine doors or other surfaces in the enclosure.

Rinse and disinfect the brush (a 10-minute soak) between runs. For efficiency, disinfect one or two brushes while using another so that you can rotate between several brushes to ensure that a disinfected one is used at the outset of each run or cage.

Once the entire surface has been vigorously scrubbed, rinse away all detergent material with a low-pressure hose. High-pressure systems create splatter and aerosols, which can carry infective agents into the air. Because they are not yet disinfected, the detergent solution and suspended bacteria and viruses can potentially transmit disease.

Prior to application of the next step — the disinfectant — remove excess moisture with paper towels (for cages) or a squeegee (for runs). Then properly dilute and apply the disinfectant solution. Always measure and mix chemicals. Looking for color concentration leads to wasted product and money. It can be potentially toxic as well, if the solution is too concentrated.

Read the manufacturer's labeling completely and use the product within the specified guidelines. The Occupational Safety and Health Administration (OSHA) publishes guidelines and regulations for chemical uses. It helps to know that terms ending in "cidal" mean the chemical will kill the indicated organism, whereas "static" only indicates control or suppression of growth.

Disinfectants should never be mixed because lethal combinations may result. Misuse of a chemical violates Environmental Protection Agency (EPA) regulations.

Disinfectants work best at room temperature (68° F). Cold water, along with the presence of any organic material, diminishes the disinfection activity. Some disinfectants, such as bleach, must be mixed fresh each day as the effectiveness deteriorates with time. Other disinfectants, such as Trifectant, are stable for a week or more after they are mixed.

For cage disinfectants, use squeeze bottles that emit a gentle stream rather than spray bottles that mist, because disinfectants can be a significant respiratory irritant to both employees and animals. For larger areas such as runs, a foamer is the best choice for diluting the disinfectant. A backpacktype pressurized garden sprayer is also an effective distribution tool.

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Once applied, disinfectants must be allowed to contact surfaces for the appropriate length of time in order to be effective. For most disinfectants, a minimum of 10 minutes is recommended.

A chemical degreaser should be used on all cage and run surfaces weekly or whenever an animal leaves an enclosure permanently. Degreasers break down the biofilm that prevents penetration of disinfectants. Biofilm includes the accumulation of oils from the skin of animals and other moisture that supports bacterial growth. Biofilm feels slick or slimy to the touch when wet. Bacteria secrete a protective film, which also prevents complete penetration of a disinfecting agent. If this film is not broken down and washed away, it traps dust, shed skin cells and other materials. This layer becomes a rich habitat to support growth of algae, fungus and disease-causing organisms. The degreaser should be applied after the detergent is rinsed away and before the disinfectant is applied. Degreaser should be applied either with a foamer or squirt bottle, and the surface should be scrubbed using a stiff-bristled brush. The degreaser alone will not remove the biofilm without some scrubbing. The degreaser should be thoroughly rinsed away before the disinfectant is applied.

Drains should be cleaned of accumulated hair, food matter and feces daily, and disinfected along with the kennel surfaces. After cleaning cages and kennels, clean and disinfect common floor areas and counter surfaces. Where possible, use a fresh damp mop rather than brooms and vacuums, which put dust and hair into the air. Centralized vacuuming, if available, is also a good choice. Clean and disinfect the cleaning equipment itself. This includes the hoses that may have been dragged through contaminated areas. As with all traffic patterns, it is always best to drag the hose on a clean-to-dirty path, whenever possible.

Remember, especially in times of disease outbreak, that the entire facility may be contaminated. Doorknobs, keyboards, telephones, grooming tools, medical equipment, vehicles, transport cages, traps, leashes, snares, poop scoopers, mop handles, ducts and vents, walls and floors of even non-animal areas, and storage areas require special attention after an outbreak.

Common outdoor areas can never be completely disinfected. The best diseaseprevention program includes a vigilant outdoor poop-scooping effort. If feces are collected as soon as they are produced, there is no time for parasite eggs to sporulate and become infective, and there is no time for viruses to disperse. Dogs with diarrhea should be limited to a gravel walk that is then thoroughly hosed down and sprayed directly with full-strength bleach in the area of elimination. (Remember, parvovirus and panleukopenia viruses experience an upswing in times of wet weather.)

Types of Disinfectants

There are several disinfectant types to choose from. Microorganisms vary in their degree of susceptibility to disinfectants. In general, Gram-positive bacteria are more susceptible to chemical disinfectants, while mycobacteria or bacterial endospores are more resistant. The hydrophilic, non-enveloped viruses (such as adenoviruses, picornaviruses, reoviruses and rotaviruses) are more resistant to

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disinfection than lipophilic, enveloped viruses (such as coronaviruses, herpesviruses, orthomyxoviruses, paramyxoviruses and retroviruses).

Pathogenic organisms also vary in their ability to survive or persist in environments (such as bedding, debris or feed) and in their potential routes of transmission. Whenever possible and especially in times of disease outbreak, work hard to identify the target organism. However, if the organism has not been identified, use a broad-spectrum approach until identification can be made.

There is no perfect disinfectant, so shelters must carefully consider their individual needs to tailor their disinfectant choice to the most useful, cost-efficient and effective type possible.

Bleach

Bleach is the most cost-effective disinfectant. At a 1:32 dilution ratio (0.5 cup of bleach to 1 gallon of water), it kills bacteria, parvovirus, panleukopenia and respiratory viruses. At a stronger concentration, 1:10 (1.5 cups bleach to 1 gallon of water), bleach kills ringworm spores.

Make sure to remove any organic waste first, as bleach is inactivated by organic material. Bleach should have at least 10 minutes of contact time before rinsing.

The drawbacks to bleach include its corrosive qualities, destruction of clothing and other fabrics, and the respiratory irritant factor. It also has a limited shelf life after it is opened and loses its power rapidly. However, nothing beats bleach in the face of a disease outbreak.

Do not mix bleach with Quat products.

Quats

Quaternary ammonium compounds (Quats) are another commonly used shelter disinfectant. Brand names include Roccal, Parvosol and Kennel-Sol. Quats differ in the presence or absence of detergents, perfumes and dyes. Highly effective against Gram-positive bacteria, quats also have good efficacy against Gram-negative bacteria, fungi and enveloped viruses. Some are not effective against nonenveloped viruses like parvo and panleukopenia or mycobacteria. Quats are considered sporostatic but not sporocidal. Most quats are only partially effective against calici viruses.

The pH or hardness of water may impact the effectiveness of a quat solution. There are various generations of quaternary ammonium compounds, some of which kill parvo and panleukopenia viruses under laboratory conditions, but they are less than effective in the shelter setting.

Avoid combination products with detergent and disinfecting quats because cleaning should always come prior to disinfection.

Oxidizing Agents

The brand names of oxidizing agents include Virkon-S and Trifectant. Oxidizing agents are effective against panleukopenia and feline calici virus. Studies also support efficacy against other unenveloped viral agents, including parvo. They are labeled as effective against ringworm, although recent reports have not borne that out. Reportedly less corrosive to metal than bleach, oxidizers have moderate activity in the presence of organic matter.

One drawback is that the chemical comes in powdered form that can be messy to

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Operational Guide for Animal Care and Control Agencies: Sanitation and Disease Control in the Shelter Environment handle and mix, including clumping and caking, and a visible dusty residue sometimes remains on surfaces.

On the positive side, the mixed solution remains stable for up to seven days. Oxidizers feature colored additives that fade with the effectiveness of the cleaner, so the solution can be visually inspected to see if it is still good. These agents may be used on fabrics and carpets. They may be a good choice for disinfecting carpets and upholstery, particularly in a contaminated foster home environment.

Biguanides

Brand names include Novalsan and Chlorhexidine. These products have a narrow range of action and are expensive. Most effective against bacteria, they are often used on the skin prior to surgery rather than as a routine kennel disinfectant.

Phenols

Phenols, like Lysol and Pine-Sol, are bacteriocidal, fungicidal and virucidal to most viruses with the exception of the unenveloped viruses (such as parvo and panleukopenia). The presence of organic material reduces their effectiveness, but less so than other disinfectants. Phenols can be recognized by their tendency to turn milky white when added to water. Phenols have a residual disinfecting effect that can be beneficial.

Phenols Toxicity

Phenols are highly toxic to cats, and in strong concentrations (2 percent or higher), phenols are toxic to all animals, including humans. For these reasons, phenols should never be used in animalholding areas (kennels and cages) and should be used with caution elsewhere. Some shelters use phenols on the floors of common areas with a high level of human foot traffic. Other shelters do not want the risk of having phenols on the shelf anywhere in the shelter where they could be accidentally used by a well-meaning volunteer or new staff member.

Disinfectant Use and Safety

Disinfectants must be left in contact with the surface for the period specified by the manufacturer (usually 10 minutes) and in ample volume to avoid drying before the contact time is completed. Some disinfectant residues must be rinsed away, but most will be safe if completely air dried before returning the animal to the environment. Air drying may be hastened by the use of a squeegee or paper towels.

Fans may be used with some caution. Avoid fans where they will blow respiratory irritant fumes around the shelter or where they force air from one area of the shelter to another.

Telltale signs of animals being exposed to wet disinfectants or concentrated residues are sores around the mouth, on or in between the foot pads, or on the scrotum.

Disinfectants should be carefully stored and capped tightly to reduce evaporation and absorption of moisture from the air. Depending on the use rate of disinfectants in a particular facility, it may be more effective to buy slightly more expensive smaller containers rather than a 50-gallon drum, which sits around long enough to deteriorate and lose effectiveness.

Protective eyeglasses or goggles, chemical-resistant gloves, respirators, boots and protective clothing must be readily available, particularly when mixing

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and handling undiluted disinfectants. Set up and regularly maintain emergency eyewash stations in each area. Do not store chemicals in the same area as food or bedding.

OSHA requires that a library of Material Safety Data Sheets (MSDSs) for every chemical used in the shelter be available in a central location. All chemical disinfectants must have a MSDS listing the stability, hazards and personal protection needed, as well as first aid information. Train staff in the use of MSDSs in case of accidental exposure. MSDSs are available from your chemical supplier or may be available through your distributor's website.

Disease Recognition

Viral Diseases

Canine Parvovirus

Parvovirus is a non-enveloped virus that is very durable in the environment and resistant to many disinfectants. Bleach diluted to 1:32 in an environment free of organic matter will kill parvovirus.

The young are the most vulnerable, but older dogs may develop a transient infection without clinical signs. Parvovirus attacks and kills rapidly dividing cells. As it destroys the intestinal lining, parvo causes vomiting and diarrhea. It also attacks bone marrow, lowering the immune system to almost nothing. Animals die from dehydration, protein loss and secondary infection. In a young dog without treatment, parvo is 100 percent fatal.

The incubation period runs three days to two weeks, although the usual period is five to seven days. After recovery, parvoinfected dogs may continue to shed virus in their feces for up to one month. It is possible but not common for cats to be infected with canine parvovirus.

There is a fecal viral antigen test (Idexx SNAP) that is very accurate at detecting antigen. Beware of the false positive in the recently vaccinated dog. The false positive will be a faint blue spot. A deep blue positive spot is always indicative of parvovirus infection. A negative test is not always truly negative. A blood smear to look for the presence of white blood cells may also be done.

The treatment of parvo requires stringent isolation techniques, intravenous fluids, powerful antibiotics and intravenous protein supplementation. This level of nursing care must be done in a veterinary clinic. Most dogs require between three days and three weeks of intensive care.

Because a recovered dog is a contamination risk and the treatment is costly, most shelters euthanize parvo dogs.

Canine Coronavirus

Canine coronavirus is a self-limiting viral enteric disease of dogs that causes vomiting and diarrhea. The incubation period is one to five days. It is spread through contact with infected feces. Dehydration is more serious and can be life threatening in puppies. Dogs will do well with supportive care, fluids and antibiotics. Dogs will shed corona virus for one to two weeks post infection. It is susceptible to most disinfectants.

Canine Distemper

Canine distemper is caused by an enveloped, and more easily disinfected, virus. Ferrets and raccoons are also susceptible to canine distemper.

The virus is most often spread by aerosol droplets produced through a cough or sneeze. The incubation period is one to two weeks, and onset of the disease is marked by lethargy, fever, anorexia and nasal discharge, followed by pneumonia or gastrointestinal signs.

Neurological signs, such as muscle twitches, seizures and behavior changes, may develop one to three weeks later. The dog with distemper may have ocular involvement. Watch for hardening of the footpads and nose pad, which are associated with a poor outcome. These dogs are more likely to suffer lifelong neurological effects.

Preventive vaccination is very effective, but shelter staff must suspect distemper in any dog with a nasal discharge and fever.

Canine Parainfluenza

This virus is one of the components of the Kennel Cough Complex. Parainfluenza invades the lining of the upper respiratory tract. On its own, Parainfluenza causes a mild disease. This virus incubates for five to 10 days. Not hardy in the environment, parainfluenza is easily disinfected.

This disease becomes complicated when a secondary bacterial component joins in, the most common of which is bordatella bronchiseptica (see below).

Canine Adenovirus Type 2 (CAV2)

Another viral component of kennel cough, CAV2 is transmitted by aerosol, but it is also not hardy in the environment. CAV2 incubates for five to 10 days and causes mild disease on its own.

Infectious Canine Hepatitis (Canine Adenovirus Type 1)

This infection is marked by a fever over 104 F, watery eye discharge, lethargy, abdominal pain and swelling. This infection can be serious and require hospitalization. Some dogs require blood transfusions for low white blood-cell counts and low platelet counts. The virus is somewhat hardy in the environment, and recovered dogs can shed virus for up to six months. Vaccination is an effective preventive.

This virus often causes loss of litters of puppies, even puppies of apparently healthy bitches. She may have had CAV2, recovered and is shedding virus when her pups are delivered. The puppies will die one by one in what is referred to as "fading puppy syndrome."

Rables

This fatal virus is transmitted by the saliva of an infected animal through a bite wound. The most often-implicated carriers are bats, skunks, foxes and other wildlife. This virus travels from the site of the bite wound to the brain via the nervous system. By the time the virus is detectable in brain tissue, it is also being shed by the salivary glands. All bite wounds of unknown origin must be treated as rabies suspects.

State laws are very detailed and specific regarding vaccination use and the management of rabies-suspected animals. Consider the possibility of rabies in any mammal with neurological signs. Rabies can incubate for as long as five months before reaching the brain.

Feline Upper Respiratory Disease Complex (URI)

Feline URI can be caused by the feline herpes virus, calici virus, Chlamydophila felis (formerly known as Chlamydia psittici), mycoplasma and occasionally bordatella bronchiseptica, or any combination of the above viral and bacterial organisms. Often, the exact causative agents are not clear, but appropriate therapy is supportive with oral and ophthalmic antibiotics that will be effective against C. felis, mycoplasma and bordatella when secondary bacterial infection is suspected. The viral component has to run its course, and like the human common cold, can take up to three weeks to do so.

Feline Herpes Virus (Feline Viral Rhinotracheitis – FVR)

Most cats have been exposed to FVR at some point in their lives. Like all herpes viruses, it never completely clears and can re-emerge at times of stress. When it is being shed in oral, ocular and nasal

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secretions, the virus is highly contagious. This virus is often transmitted by fomite and can live up to four hours on inanimate objects.

Cats with herpes viral infections will have sneezing, ocular and nasal discharge, fever and lethargy. The use of lysine oral supplementation has been shown to shorten the duration of the disease. Kittens should receive 250 mg and cats 500 mg once a day. This nutritional supplement may be obtained in powdered form and sprinkled on food. More severe cases may require fluids and force feeding.

Feline Calici Virus

Like herpes virus, calici can be shed chronically by carrier cats in times of stress. Calici virus is considerably hardier in the environment than herpes virus and requires bleach disinfection. Calici virus is also fomite transmitted and can live up to 28 days on inanimate objects.

Calici virus produces symptoms similar to herpes virus, but also can cause significant drooling due to large, painful oral ulcers. In kittens, calici virus can cause arthritis and sudden death from acute pneumonia.

There have been outbreaks of Virulent Systemic Feline Calici virus (VS-FCV), formerly known as hemorrhagic calici virus, throughout the United States. This form of the virus, although rare, is resistant to vaccination, can be shed by unaffected carriers and has a high mortality rate. VS-FCV should be suspected if cats are dying of upper respiratory infection in the shelter.

Feline Panleukopenia

This non-enveloped virus is closely related to the canine parvovirus and causes the same disease course. This disease has been called "feline distemper" in the past, which is confusing. Feline parvo would be more accurate. This disease causes vomiting, diarrhea, lethargy, anorexia and bone marrow suppression. Sometimes the only symptom in the early course of disease is profuse hypersalivation.

The Idexx SNAP parvo antigen test cross reacts with panleukopenia. This test should be conducted on any panleuksuspect cat, particularly in times of increased disease outbreaks (the spring and fall). Panleuk incubates for three to seven days and causes varying degrees of illness, depending on the virulence or strength of the virus, and the immune status of the cat or kitten affected. As with canine parvovirus, some cats can be shedding the virus without showing any symptoms. It is also persistent in the environment and resistant to most chemical disinfection.

Vaccination is effective prevention. Modified live, single-agent vaccines are available and are recommended on admission to provide the most rapid immunity among shelter cats. Do not give modified live vaccinations to pregnant cats.

Feline Leukemia Virus (FeLV)

This retrovirus is moderately contagious and requires cat-to-cat contact. FeLV may be transmitted vertically from queen to kittens. This virus may be transmitted through friendly behavior, such as allogrooming or sharing common food bowls. This virus can survive up to two days in a moist environment.

Feline leukemia is a biphasic disease. It can become symptomatic early in a kitten's life, causing bone marrow suppression, susceptibility to other

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diseases and death. If an infected cat survives this period, it may go on to have a long, healthy life marked by bone marrow suppression or the development of cancer in its teen years.

Feline Infectious Peritonitis (FIP)

FIP is caused by a corona virus in cats similar to the corona virus in dogs described above. Most cats exposed to corona virus will have a mild, self-limiting case of vomiting and diarrhea, which resolves with no residual effect.

In certain situations with susceptible populations, usually purebred cats, corona virus can mutate to a form that causes fatal disease. These cases are marked by fluid accumulation in the belly or by granulomatous disease causing inflammation of the eyes or brain (seizures). Kittens may show symptoms of failure to thrive or grow, with intermittent fevers.

Corona vaccination is not effective. Good husbandry is the best preventive as the virus is not hardy in the environment.

Bacterial Diseases

Leptospirosis

This bacterial infection is spread most commonly by urine contamination of the environment by rodents or wildlife. The bacteria can survive well in a wet environment. Dogs should not be allowed to drink standing water outdoors, particularly in areas where rodents, deer or foxes are known to live. This bacteria is virtually everywhere.

In severe cases, dogs will break with a high fever and weakness. Later on, there may be signs of kidney failure or jaundice, indicating liver involvement. Affected dogs shed large amounts of leptospirosis organisms in their urine. If the disease is diagnosed early, before organ damage has occurred, it is treatable with antibiotics. Untreated, lepto causes death by organ failure.

Vaccination is ineffective as there are many more strains of lepto than are included in the vaccines. It is also thought that this limited protection lasts less than six months post vaccination.

Infectious Tracheobronchitis, Bordatella bronchiseptica (Kennel Cough)

Bordatella is an opportunistic bacterium, causing infection where viral infection has already opened the door, usually parainfluenza or CAV2. Infection is marked by a harsh hacking or honking dry cough. Gentle palpation of the dog's throat will trigger a cough response. The young, elderly or poorly conditioned may progress to a serious case of pneumonia, as will cases complicated by other bacteria, such as streptococcus.

Transmission is by aerosol droplets at fairly close contact (nose-to-nose contact) or by fomite. Treatment is with rest and antibiotics, if a productive cough or nasal discharge are noted. Exposure to cold air or exercise can exacerbate the course of the disease, so dogs with kennel cough require strict rest and isolation from other dogs. Some dogs will benefit from cough suppressants. Kennel cough typically runs its course in 10 days.

Rickettsial Disease

Ehrlichia canis, rickettsia rickettsii and Lyme Disease are all tick-borne diseases that can cause joint pain, fever, muscle pain and effects on blood-cell counts.

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Fortunately, if caught early, these diseases are responsive to doxycycline therapy.

Fungal Diseases

Ringworm

Dermatophytosis, aka "ringworm" (microsporum canis, m. gypseum, trichophyton mentagrophytes), is a fungal skin infection that causes hair loss, itching and redness. Ringworm is spread by fomite or direct contact. Ringworm organisms cannot live without organic matter, such as hair or shed skin cells. The spore form is very durable in the environment and can be infective for years.

The young, the elderly and the immune compromised are at greatest risk, as are Persian cats and Yorkshire terrier dogs. Incubation can be anywhere from four days to four weeks, and as many as 10 percent of cats can be asymptomatic carriers.

The vaccine is ineffective, and lufeneron (Program), which had been heralded as a wonder cure, has also proven ineffective. Wood's lamp examination, if positive, is diagnostic for ringworm. Unfortunately, only 40 percent of ringworm infections fluoresce, so negative examination does not rule out ringworm. Suspect hairs may be inspected under the microscope for a telltale appearance, but the most accurate diagnostic test is dermatophyte culture.

When dealing with an outbreak of ringworm, use bleach at a 1:10 dilution and allow 30 minutes of contact time. Make sure to rinse and dry the cage thoroughly before returning the cat to it.

Because ringworm infection in a cat population can be stubborn, and because it can be zoonotic with terrible public relations outcomes, many shelters choose to euthanize ringworm-positive cats in order to limit disease spread within the shelter.

Treatment can be difficult and expensive. Most cases require a long course of shampoos and lime sulfur pet dip, with clipping of long-haired cats. Some cases require oral medication as well, which can be toxic and require blood monitoring during treatment.

Do not take the diagnosis of ringworm in the shelter cat lightly. It is a disease that can easily spread to staff and customers, and can be extremely difficult to remove from the shelter environment.

External Parasites

Fleas, ticks, sarcoptic mange, demodectic mange and ear mites are of concern because they cause discomfort (sometimes extreme) and because these parasites can be vectors of serious disease. Skin and hair coats should be examined closely on admission to the shelter so that the conditions may be treated in a timely fashion.

Internal Parasites

Coccidia

Coccidia are a single-celled protozoan organism that causes diarrhea in puppies and kittens. Adult animals are only transiently infected and do not usually develop diarrhea. Stressed kittens and puppies can develop severely dehydrating diarrhea. Coccidia are very resistant to disinfection, but vigilant removal of feces prevents their transformation to the infective form. It takes between four and 24 hours for this to occur. Any infected

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litter should have feces removed every couple of hours to reduce the risk of reinfection. Coccidia are species specific, so cross-contamination between puppies and kittens is not a concern.

Previously treatment was lengthy and laborious, with a 21-day course of sulfadimethoxine. Some strains proved to be resistant. Recently, treatment with ponazuril (Marquis paste - Bayer, an equine product) has shown that a single treatment can be curative. Some shelter veterinarians are dosing ponazuril at 15 mg/kg once a day for three consecutive days and are seeing excellent results. The drawback to ponazuril is that it is very expensive, and four tubes must be purchased at one time. Interested shelters may wish to enter into a purchasing agreement with three other organizations in their area.

Giardia

Giardia is one of the most common protozoan parasites of humans. Many animals are capable of being infected and passing the cysts in their stool, including dogs, cats, birds, horses and cattle. It is most commonly contracted by ingesting water or food contaminated with the giardia cysts.

Giardia can cause diarrhea, especially in puppies and kittens, which may be severe enough to cause weight loss and dehydration.

Metronidazole (Flagyl) or fenbendazole (Panacur) are commonly used to treat giardia, but no treatment is universally successful in preventing the shedding of cysts in the stool. Treatment is only effective in minimizing diarrhea and symptoms in infected animals. Good hygiene is very important in the prevention and control of giardia. Promptly pick up feces in runs and cages. Bathe animals infected with giardia to prevent re-infection from their hair coat.

Quats are very effective in killing the cysts in the environment, but these compounds rapidly lose their effectiveness in the presence of large amounts of organic matter. So it is essential to physically pick up all fecal matter prior to disinfection.

Roundworms (toxicara)

Shed in very high numbers in the feces of infected dogs and cats, roundworms are easy to treat, but they have serious zoonotic risks. Ingested roundworm eggs will result in larval migrans disease in children. Larval migrans can cause lung inflammation, liver damage, brain damage and blindness.

Untreated cases in kittens and puppies cause unthriftiness and even lifethreatening intestinal blockage. The typical roundworm-infected puppy or kitten will have a potbellied appearance and a rough haircoat. The infected adult may appear perfectly healthy.

Hookworms

Hookworms (ancyclostoma) are picked up by migration through the skin or from mother's milk. Hookworms attach to the intestinal wall and feed on blood. Heavy infections can cause anemia, weakness and wasting. Pyrantal pamoate cures hookworm infection. Hookworm eggs can migrate through human skin causing an itchy but self-limiting eruption. Bleach will kill hookworm larvae on cement, but not in moist soil.

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Whipworms (tricuris)

Eggs become infective within two weeks after production, and they can remain viable for years. Whipworms cause signs of large bowel diarrhea (loose stools with mucous or blood). Fenbendazole (Panacur) is the most often-used treatment.

Tapeworms (dipylidium, echinococcus, taenia)

Tapeworms are transmitted by fleas, so any flea-infested animal must also be assumed to be tapeworm infected. Tapeworms pass segments that creep around on their own and dry to appear like grains of rice on the anus. Common tapeworm infection is not terribly detrimental to the animal. However, they are a potential zoonotic infection, which should be treated seriously.

Echinococcus tapeworm, however rare, has been reported in the southwestern United States. These worms cause the formation of cysts, a very serious health concern that requires very careful surgical removal. If they rupture, the cysts can seed thousands of other cysts throughout the internal organs. A single cyst in the brain can be fatal.

Tapeworm infections can be treated with Praziquantel (Droncit – Bayer).

Heartworms

Heartworms are transmitted between dogs by mosquitoes. Left untreated, heartworm disease is debilitating and ultimately fatal. Treatment of heartworm infection is costly and hard on the dog, as a highly toxic medication must be used. Dogs require strict rest in the month following heartworm treatment, as the worms break up and circulate through the body. Worm fragments can interrupt blood supply to the lungs, brain or intestines, with fatal complications.

Fortunately, heartworm disease is far easier to prevent than it is to treat. Shelter dogs should be given monthly heartworm preventive, such as ivermectin/pyrantel (Heartgard Plus – Merial), milbemycin oxime (Interceptor – Novartis) or selamectin (Revolution – Pfizer). Cats are also vulnerable to heartworm infection, and if they are potentially exposed to mosquitoes in an endemic area, give cats selamectin on a monthly basis.

Whenever possible, heartworm testing and heartworm disease staging should occur prior to administration of the preventive. Then, give dogs preventive medications on a monthly basis regardless of test status in order to reduce the available microfilaria (baby worm) population for mosquitoes to pick up. The use of a heartworm preventive in a heartworm-positive dog runs the risk of anaphylaxis as the microfilaria die off, but the benefit to the remainder of the dog population outweighs this risk. The use of preventive in the heartworm-positive dog creates a situation known as "occult heartworm disease," detectable by antigen testing only.

Preventive Recommendations

Vaccinations

Vaccination recommendations for the shelter environment differ from those recommended for animals in a home. Most often, previous vaccination status of shelter animals is unknown. The most prudent approach, therefore, is to consider each animal entering the facility as unvaccinated.

Vaccination in the shelter setting will not prevent outbreaks of disease. Early vaccination, meaning the moment the animal arrives, or as close to arrival as possible, gives the animal an advantage in the race between immunity and disease. If the animal was exposed to the disease before coming into the shelter for vaccination, he may still break with disease. In some cases, however, vaccination may lessen the intensity or duration of disease. Also, some animals will not respond to vaccination in a protective manner. For those individuals, no degree of vaccination will prevent disease.

Vaccines not to use:

Using too many vaccines can have a detrimental effect. Too many antigens administered at once can overwhelm the immune system and lessen the strength of the immune response. The more vaccines used increases the likelihood of an adverse vaccine reaction.

Rule out vaccinations for diseases that are self-limiting or treatable. In the shelter setting, the Lyme vaccine, giardia vaccine, corona, leptospirosis, Chlamydophila (C. felis), ringworm (m. canis), FeLV and FIP vaccinations may be wasted money. Many of these vaccinations are of so little added benefit that they are not worth the cost of administration.

Lyme – Effective tick preventive is the best Lyme disease preventive. This vaccine has a high rate of vaccineassociated illness. It is not fully protective and will cause false positive when screening for Lyme disease.

Giardia – This vaccine is expensive and may be considered for limited times during disease outbreak. Most shelter animals are not at great risk for exposure.

Corona – This infection is considered to be protective against parvovirus and is certainly the lesser of two evils. Also, the vaccine is not terribly protective.

Leptospirosis – Vaccinations for leptospirosis are of limited efficacy and are available for only a small number of the strains that exist. Rodent control and not allowing shelter animals to drink standing water outdoors will provide greater protection against Lepto than the vaccine.

Chlamydophila – Because signs of disease associated with C. felis infection are comparatively mild and respond favorably to treatment, and because adverse events associated with use of C. felis vaccines are of greater concern than adverse events associated with use of many other products, routine vaccination against C. psittaci infection is not recommended.

Ringworm – The m. canis vaccine is no longer being produced because it had a tendency to cause the disease symptoms to disappear, but not eliminate the carrier status of the cat. There may be some vaccines still available through

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distributors, but they are not recommended.

FeLV – Because cats in a shelter are in a closed community with no contact with FeLV-positive cats, this vaccine is also not recommended.

FIV – As above, cats in a shelter are in a closed community with no contact with FIV-positive cats. One major drawback to this vaccine is that it will cause cats to test positive on routine FIV testing.

Feline infectious peritonitis -

Considerable controversy surrounds the ability of this vaccine to prevent disease. Some studies demonstrate protection from disease, while others show little benefit from vaccination. At this time, there is no evidence that the vaccine induces clinically relevant protection, and its use is not recommended.

Feline bordatella – This vaccine may be of use if the pathogen is identified in a disease outbreak, but otherwise, bordatella is rarely implicated in feline upper respiratory infection.

Vaccines to use:

Modified live vaccines (MLV) are recommended for their properties that provide quicker immune protection. It is important that staff learn to differentiate between mild vaccination symptoms that mimic actual disease and real disease outbreak. The biggest differentiating factor is the presence or absence of fever.

Local or topical vaccines are recommended for diseases that enter via the topical route. This means an intranasal vaccine is recommended for feline herpes and calici viruses. For canine bordatella, the intranasal vaccine is recommended. Parenteral (injected) vaccines are recommended for all other infectious diseases. The intranasal administration of the panleukopenia vaccine is not thought to be protective. If the trivalent upper respiratory and panleukopenia vaccine is used, it should be backed up by the use of the injectable panleukopenia vaccine.

Core Vaccinations

Core vaccines are those that should be administered to every animal as it enters the shelter.

For cats, the core vaccines are:

- Panleukopenia MLV (modified live) parenteral
- Herpes (also known as rhinotracheitis)
- Calici virus MLV topical
- Rabies, non-adjuvented

For shelters that are having difficulty lowering feline upper respiratory rates, the parenteral FVRCP (Feline Viral Rhinotracheitis, Calici virus, Panleukopenia) may be given in addition to the intranasal vaccine, thereby further reducing outbreaks.

For dogs, the core vaccines are:

- Distemper MLV
- Adenovirus 2
- Parvovirus MLV
- Parainfluenza (this combination is known as DAPP)
- Rabies (killed)
- Bordatella intranasal

Bordatella intranasal can have a combined parainfluenza and adenovirus 2 component, but should not substitute for the parenteral DAPP.

Individual risk-assessment and vaccine protocols can be developed as needed by

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the adopters' veterinarian. The individual animal's lifestyle will be evaluated, and the veterinarian may recommend further vaccines at that time. Also, an individual shelter profile may require modifications to the core vaccines outlined above in conjunction with an advising veterinarian. These guidelines are intended as a suggested starting point.

Puppies should be vaccinated with bordatella and DAPP at 6 weeks of age and boosted every two weeks until out of the shelter. Kittens may be vaccinated with the intranasal upper respiratory components at 2 weeks of age. This can be boosted at 6 weeks of age along with panleukopenia, also administered at 6 weeks old.

The best protocol places litters of puppies and kittens into foster homes outside of the shelter. Litters visit at 6 weeks for vaccination and return at 8 weeks for adoption. The recombinant PurVax rabies vaccine by Merial has the advantage of being approved for use in 8-week-old kittens. Puppies must wait until 12 weeks of age for rabies vaccination.

Pregnant animals should not be vaccinated with any modified live vaccines, as this may cause abortion or problems with fetal development.

Deworming

All animals should be prophylactically dewormed with a broad-spectrum dewormer, such as pyrantal pamoate (Strongid, Nemex). Further tailored deworming may be done as needed and indicated by fecal floatation tests. The best preventive medicine programs obtain fecal floatations on all animals in the shelter. The minimum monitoring to be done is to conduct fecal floatation on all animals with either diarrhea or vomiting. The Centers for Disease Control (CDC) recommends an aggressive routine deworming to prevent human exposure to toxicara eggs, including these guidelines for dogs and cats:

Dogs:

Puppies should be dewormed at 2 weeks of age and every two weeks until 3 months old. From 3 to 6 months, puppies should be dewormed once a month, and then four times a year for life. Lactating bitches should be treated at parturition and then every two weeks with the puppies. Newly admitted dogs to the shelter should be dewormed at admission, with the dose repeated in two weeks. Heartworm preventive administered monthly yearround can serve as the strategic deworming medication.

Cats:

Kittens should be dewormed at 3, 5, 7 and 9 weeks, then monthly until 6 months of age. Adults should be dewormed four times a year. Lactating queens should be treated concurrently with kittens. A good choice for strategic deworming in cats is Drontal because it treats roundworms and tapeworms, the zoonotic species that cats most often carry.

Screening

All cats over 6 months should be screened for both FeLV and FIV. Kittens under 6 months may be tested for FeLV only. There are concerns with both false positives and false negatives when testing for FIV in kittens less than 6 months of age.

Counsel adopters to have their cats retested in six months. If an adopter is looking to add a new cat to a household of

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existing cats, the safest bet would be an owner-surrendered, indoor-only cat with a negative FeLV/FIV test. Cats with positive FeLV or FIV tests must be strictly isolated from other cat populations.

Flea Control

Cases inundated with fleas should immediately use nitenpyram (Capstar – Novartis), an oral product that causes rapid death of the resident fleas, usually within 30 minutes. This should help prevent the establishment of fleas within the facility.

Ongoing flea prevention should be implemented with a topical spot-on product, such as fipronil (Frontline – Merial), imidacloprid (Advantage – Bayer) or selamectin (Revolution – Pfizer). In tick-endemic areas, Frontline, Advantix (Bayer) or Revolution are appropriate choices for dogs. For cats, Revolution is the best choice because it eradicates fleas, ticks and ear mites. Revolution is also helpful in areas afflicted with sarcoptic mange, as this product also kills sarcoptic mange mites.

Grooming

All animals in the shelter environment should be free of external parasites, burrs, hair mats or other uncomfortable foreign materials in the fur.

Monitoring

Every animal should be observed for behavior and attitude each day. If any changes are noted, closer examination is indicated.

Zoonoses

A zoonotic disease is one that may be transmitted from animals to people. Zoonotic agents can be viruses, bacteria, fungus, or internal and external parasites. Those most vulnerable to zoonotic disease include the very young, the very old, pregnant women, chemotherapy patients, transplant patients, those with immunosuppressive diseases or those on immunosuppressive medications. These folks are particularly at risk of having serious or even fatal outcomes from diseases such as bartonellosis (cat scratch fever), salmonella, bordatella, toxoplasmosis and lymphocytic choriomeningitis virus (LCMV, carried by rodents).

Other zoonotic diseases include giardia, hookworm, roundworm, tapeworms, tick paralysis, campylobacter, shigella, clostridium, helicobacter, tritrichomonas, echinococcocus, ringworm, scabies, rabies, pasturella, leptospirosis, yersinia pestis, monkey pox, ehrlichia, Rocky Mountain Spotted Fever (RMSF), Lyme disease and hanta virus. This list is far from complete, as new disease organisms or modes of transmission are discovered regularly.

Some of these diseases are transmitted directly from animal to human by bite exposure, such as rabies or bartonella. Other diseases require a vector, such as a tick, to transmit the disease, like RMSF. Others, such as salmonella, are transmitted passively from handling and then oral ingestion. A fatal disease may be transmitted as quickly as a child holding a reptile and then chewing her fingernails or sucking her thumb. The principal routes of zoonosis transmission are dermal or mucocutaneous contact, bites and scratches, inhalation of droplet aerosols, ingestion and vectors. Provide hand-washing facilities to employees and visitors alike, and encourage their frequent use through signage and verbal reminders. Where hand-washing facilities are not available, provide waterless alcohol-based hand sanitizers. Advise parents to be vigilant of their children's activities.

Shelters are more likely to see zoonotic diseases than other animal facilities. This is because animals come from random sources, even out of state or out of the country. Some shelters are direct importers of animals from other geographic areas, while others are recipients of the fallout from well-meaning but under-resourced rescue groups. Shelter animals are likely to have not had any previous preventive health care, such as protective vaccines or routine dewormings. Animals may have been roaming before arriving in the shelter system and may have picked up a variety of diseases. Once in the shelter, animals experience environmental factors that promote zoonotic disease, including stress and high animal density.

The public should never be allowed to interact with animals showing any disease symptoms. Because immunocompromised or immunosupressed individuals may be reluctant to reveal their health status and may wish to maintain privacy, there should be some signage and literature regarding zoonotic disease available. This way, visitors may peruse them at their own volition and in private.

Animal Stress

Stressors play a significant role in the health status of shelter animals. Stressed animals are more likely to shed infectious disease organisms through diarrhea or other symptoms. Stress can be brought on by a variety of conditions and can be expressed through obvious or obscure clues. A stressed animal may be either withdrawn or hyperactive. Animals should be observed for signs of stress.

Stress reduction measures within the kennel enclosure include soft classical music, toys, a comfy bed, hiding and perching spots for cats, an outdoor view (if possible), fresh air and behavioral enrichment devices, such as stuffed Kongs for dogs and Kitty Kongs for cats. Use volunteers as much as possible to provide behavioral enrichment: brushing, petting, soothing talk, play, walking and manners instruction.

Pain exacerbates stress, and stress exacerbates pain. Train staff to recognize painful conditions and to alleviate suffering for humane and disease-control reasons. If an animal must be held for stray time after having been injured or while suffering with painful conditions, such as arthritis, the pain must be addressed. Measures taken may be as simple as providing deep bedding or may require veterinary intervention and the use of pain medications. If animals are frequently chewing at their surgical sites post-spaying or neutering, it may be time to have a discussion with your veterinarian regarding post-operative pain control measures. We have it in our power to alleviate or eliminate animal suffering, and we should take our responsibility to do so with profound seriousness.

Hunger is an easily avoided stressor in the kennel environment. A minimum of twicedaily feeding is recommended to lessen the chance of hunger. Puppies and kittens should be fed an age-appropriate food at least three times daily. In addition, the stress of the kennel environment increases the requirement for energy. The stressed animal exerts more calories by not sleeping and by pacing, shivering, jumping and barking. All animals should be weighed weekly to monitor for weight loss. Ensure provision of appropriate foods, particularly for exotic species, to be sure that what has been set in front of them is truly a good food. Consistently feeding the same brand of high-quality food is highly recommended. Although shelters often get donated food, changes in diet can result in inappetance, vomiting and diarrhea. Donated food is best utilized as a resource for fosters or a food bank for needy pet owners in the community, rather than for feeding shelter residents. Great care must be taken when re-feeding the starved animal and should be undertaken with veterinary guidance. Animals who have been starved for long periods of time may be unable to absorb nutrition, leading to explosive diarrhea, dehydration and protein loss that the starved animal cannot afford.

Boredom can lead to behaviors that endanger health. Some animals will engage in repetitive behaviors that can cause painful stress on joints or infected skin eruptions from licking. Again, these conditions can make an animal more vulnerable to infectious disease.

Separation anxiety is a difficult suffering to address in the shelter situation. Most often what (or who) animals pine for is no longer available to them. Sometimes these animals can be comforted by animal

companionship or special attention from volunteers. Others will only do well out of the shelter in a foster situation, and some never do well without serious pharmacologic and behavioral intervention.

Overstimulation from noise and activity may be rough for some animals, until they become habituated to the kennel environment. Measures such as hanging a blanket over a cage, providing a crate within the enclosure or moving an animal to a quiet location may ease the discomfort and associated stress.

Temperature extremes — particularly cold for the very young, the very old, the very small and the sparsely hair-coated — can create serious discomfort. On the other hand, heat and high humidity can be unbearable for the obese, giant breeds and heavy-coated animals. Special provisions must be made for these animals, including coats, blankets, moving to a different area, providing a child's wading pool or other measure to alleviate this suffering.

Conclusion

In summary, preventing disease outbreaks from occurring in a shelter setting requires a consistent effort to reduce the numbers of animals at risk through prompt and appropriate vaccination, by maintaining a healthy facility through disinfection, by keeping a watchful eye on the population and by immediately isolating suspect cases from the general population. Maintaining clear records of all of the above preventive measures allows for review and revision in times of failure. Those records should include:

- Vaccination: All incoming animals should be properly vaccinated.
- Disinfection: Maintain unrelenting dedication to disinfection.

- Surveillance: Keep constant surveillance of incoming and currently housed animals.
- Health records: Keep timely records of the health of the shelter population, and even more timely records for quarantined sick and exposed animals.
- Population management: Manage the movement of all animals within the shelter.

Good shelter disinfection and diseasecontrol measures are cost saving and humane. They can also help stabilize the workforce by preserving morale through the avoidance of mass euthanasia in times of disease outbreak. These measures improve public relations and responsible social interaction. A clean and healthy shelter is a happy place to be.

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http://www.sheltermedicine.org/ University of California-Davis Koret Shelter Medicine Program website

Glossary

Abscess A pus-filled cavity within tissue

Alkalinity Opposite of acidity, having a high pH level

Asymptomatic Infection without symptoms

Bacteriocidal Kills bacteria

Biodegradable Metabolized to non-toxic matter in environment

Carrier state Harboring disease agents without showing symptoms

Contagious Can be transmitted

Disinfect To free from infection, especially by destroying harmful microorganisms

Enteroviruses Viruses that infect the digestive tract

Enveloped viruses Have an extra coat supplied by the host cell; easily inactivated

Euthanasia Humane deliberate death

Fungicidal Kills fungi

Gram-negative A more complex bacterial cell wall defined by staining

Hard water Contains salts of calcium, magnesium or other chemicals

Hemorrhage Bleeding

Incubation period Time span from infection to start of symptoms Intermediate host Host where parasite passes non-reproductive stage

Killed virus vaccine Virus is unable to reproduce

Maternal antibodies Those passed to offspring (in milk) to grant immunity

Modified Live Virus (MLV) Virus can reproduce but is unable to cause disease

Mucous membranes Lining of mouth, vagina, eyelids, etc.

Non-enveloped virus No extra coating; difficult to inactivate

Pathogen A disease-producing organism

Pneumonia Inflammation of the lungs

Prophylactically Given to prevent disease rather than to treat disease

Secondary bacterial infection Bacterial infection following previous infection by another pathogen

Sporicidal Kills bacterial spores

Sterilization To free from living microorganisms

Virucidal Kills viruses

Zoonotic Disease transmissible from animals to man



Shelter Design

For more information contact The Humane Society of the United States Shelter Services Email: shelterservices@humanesociety.org

www.animalsheltering.org



Planning and Building an Animal Shelter

An animal shelter is the physical nucleus of a community animal care and control program, and should be constructed, maintained, and operated so that it is attractive and convenient to the community. Above all, an animal shelter must be a place of security and comfort for the animals sheltered there.

A sheltering facility should be built in a central location accessible to the human population being served, and should be sited and designed in a way that is welcoming to the public. It should provide a safe and healthy environment for both animals and the people who care for them.

Keep in mind that the pre-construction planning phase is absolutely crucial to building a good animal shelter. The HSUS advises animal care and control agencies to spend as much time as necessary to identify its needs and those of its community before planning a new facility. Doing so will help achieve the objective of providing a humane, secure environment for animals and avoid costly errors in the process.

The Humane Society of the United States (HSUS) strongly recommends that local architects hired to build a new shelter consult with an architect experienced in successful shelter design.

Also enclosed are materials that provide basic information on a number of key aspects of shelter construction. Among the enclosures are floor plans of animal shelters located in different parts of the country and serving widely disparate populations. Please note that while these plans incorporate many essential elements in animal shelter design, they all have certain limitations. For example, in all the designs enclosed, cats and kittens are housed in the same area. The HSUS recommends that shelters house cats and kittens separately to reduce the transmission of contagious diseases such as upper respiratory infections. Despite their limitations, the enclosed plans can be used to show your building committee and architect the variety of approaches to animal shelter design.

Find Animal Shelter Architects

A list of experienced animal shelter architects can be found at animalsheltering.org/marketplace.

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Estimating the Number of Pets in Your Community

A figure that often seems difficult to estimate is the total number of owned animals in your community. Even if you have a handle on the number of licensed animals, there'll still be a high percentage of people who don't register their pets.

The formula that follows is by no means exact; it is based on national averages and does not account for potential variables among regions, states, and communities. If, for example, you live in a densely populated suburban area with a large number of apartments and full-time workers, cats may be the pet of choice for many more people with limited time and space. On the other hand, a suburban area with mostly housing developments may be the stomping ground for a higher number of dog lovers.

Keep such variables in mind so you can make necessary adjustments when using this formula. For the purposes of explanation, we'll use the fictional example of Anytown, a community with 100,000 households.

Step 1

Find out the number of households in your community; the local emergency management or property appraiser's office should be able to help with this. Again, in this example, the number of households is 100,000.

	Percentage of U.S. Households Owning A Pet	Number of Pets Per Household	
Dogs	39	1.7	
Cats	34	2.3	
Birds	6	2.5	
Source: The American Pet Products Manufacturers Association's 2007-2008 National Pet Owners Survey			

Step 2

Using the figures in the table above, determine how many households in the community own dogs, how many own cats, and how many own birds. You can arrive at this number by multiplying the number of households in your community by the percentage of people who own each species nationally. Here's what the math would look like in a community of 100,000 households:

 100,000 households in Anytown x 0.39 (percentage of dog owners nationally) = 39,000 dog-owning households in Anytown

 100,000 households in Anytown x 0.34 (percentage of cat owners nationally) = 34,000 cat-owning households in Anytown

 100,000 households in Anytown x 0.06 (percentage of bird owners nationally) = 6,000 bird-owning households in Anytown

Step 3

Multiply the numbers you arrived at in Step 2 by the average number of each species owned per household.

 39,000 dog-owning households in Anytown x 1.7 (percentage of dogs owned per household nationally) = 66,300 dogs in Anytown

34,000 cat-owning households in Anytown x 2.3 (percentage of cats owned per household nationally) = 78,200 cats in Anytown

6,000 bird-owning households in Anytown x 2.5 (percentage of birds owned per household nationally) = 15,000
pet birds in Anytown

Now Anytown has rough estimates of the number of dogs, cats, and birds in its community. You can also apply this formula to other species, using national statistics for fish, reptile, equine or small-animal ownership.

From Animal Sheltering magazine, Jan-Feb. 2001, updated APPMA figures March 2008. www.APPMA.org
Estimating the Size and Cost of an Animal Shelter

For a ballpark estimate of the size and cost of a new animal sheltering facility, use the formula below. For more accurate size and cost estimates, local governments must go through a comprehensive needs-assessment process.



widely by geographic region.

³ The national average is \$150.00 per s.f. (in 2000).

Source: Lawrence A. Gates, Gates Hafen Cochrane Architects, Boulder, Colo., www.ghcarch.com/index.htm.

¹ This is the estimated total number of animals to be housed at the facility at any one time. Most jurisdictions can estimate this number by analyzing the number of animals housed at the existing facility during previous years and adjust that number on the basis of relevant data about the community – data such as the number of other shelters in the area, existing animal control ordinances and programs, demographic trends for both people and animals, and the location of the new facility vis-à-vis the community's population base.

² The s.f. allowance includes space for administrative offices, education space, medical space (such as assessment and spay/neuter areas), storage, and support space.

⁴ In this example, building-related costs are estimated at 60% (a typical percentage) and other costs (grounds, architects' fees, interest, etc.) are estimated at 40% for the complete project. Divide 40 by 60 (result: .666) and add 1, for a final project cost factor of 1.67. Note that the result of this formula is that building-related costs are represented by the 1 and other costs are represented by the.67.

Building a Safer Shelter

So the money you asked for to build a new facility came through – now what? Along with concerns about noise reduction, waiting areas, and cleanable surfaces, you also want to make sure your new buildings are better equipped to handle security issues than the old one: The goal of any new design should be improvement. Learn from the flaws you found in the old building, and work with your architects to make sure they aren't duplicated in the new one.

In California, Escondido Humane Society is recovering from the tragic fire that destroyed its old facility in January 2001. Plans for construction of a new shelter, complete with security enhancements, are underway, says Phil Morgan, the shelter's executive director. In its old building, Escondido endured the same problems found in many shelters – the building was outdated, and the lack of a sprinkler system ended up costing animals' lives.

The new facilities will be far better prepared to prevent such calamities; a sprinkler system is only one of the improvements, Morgan says. "In addition, our old place was all within one building....The new design will have more of a campus layout, with a separate animal control facility, so that if one building were to burn, the other one won't." Also in the new shelter, potential adopters will have to come and go through the front lobby, passing staff along the way; this should decrease the potential for animal theft.

A safe space for veterinary supplies is another primary element of shelter design planning, says Larry Gates of Gates Hafen Cochrane, an architectural firm that has been helping organizations design new facilities for shelters for years. Installing a safe, preferably in a nondescript cabinet, is the simplest way to secure such supplies, says Gates. "Another way we handle it is with a steel roll-down grill covering the entire pharmacy wall," he says. "That has some advantages, in that when nobody's there you can just close the whole thing down so it will be secure... It tends to work better than having a pharmacy in an enclosed room, because it's more accessible during the day but totally secure at night."

Nighttime security can also affect the decision to install indoor/outdoor or indoor-only runs. While indoor/outdoor runs can provide more exercise space and fresh air for dogs, some organizations are moving towards indoor-only runs, in part to boost security. The Capital Humane Society in Lincoln, Nebraska, found that the switch to an indoor-only facility solved many of its security problems. "We used to get people who'd come to the shelter and they'd see their dog in an outside run, but they wouldn't tell anyone, "says Bob Downey, executive director. "Then at night, they'd come back and cut the fence of the run they knew their animal was in and take it. But when we went to all indoor kennels that stopped."

Some shelters have found that indoor/outdoor runs also increase burglars' ability to gain access to the rest of the facility. Many indoor/outdoor runs have doors or hatches large enough for a smaller person to fit through; if an intruder breaks though these, he can probably get into the rest of your facility from there.

In transitioning shelters toward indoor-only facilities, Gates and his firm have occasionally planned only partial overhauls – a move Gates says is often more affordable than building an entirely new shelter, yet still allows the organization to fix layout problems. "If we're doing something like that, we're typically moving toward an entirely new type of 'adoption pavilion,'" says Gates. "In existing shelters, you kind of focus on the areas the public sees, and we might put some Band-Aids on the old building, but we'll focus most of our attention into a new addition, and then the public's contact with the shelter remains mostly positive."

Whatever you decide your organization needs to address, either though renovation, new construction, or something In between, you should work closely with the architects and consultants involved in the project and make sure they understand your shelter's security-related issues. They'll probably have some innovative ideas you haven't considered, and any innovation that results in increased safety is a good one.

"All security concerns can and should be addressed in the design of new facilities," says Eric Blow, who has retrofitted fences and locks and added new lighting systems at Jefferson County Animal Protection in Louisville, Kentucky, where he serves as director. "Architects are much well-versed in incorporating security measures into buildings than they are in designing buildings for animals. The security part will be a comparative breeze for them."

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Special Design Considerations for Animal Shelters

Building an animal shelter requires making a series of decisions unique to animal-housing facilities such as choosing safe caging materials and selecting appropriate floor coatings. Here is some guidance on what to plan for and what to watch out for:

Acoustics

A key acoustical consideration is the placement (housing) of animals in relation to each other. For example, house yapping puppies away from kittens, nursing mothers, and debilitated animals; locate noisy equipment such as furnaces, washing machines, or phones well away from the euthanasia room. The din of barking can be reduced through proper design of and materials selection for the dog-kennel area.

Automatic Feeders

Avoid these because they can be difficult to clean and disinfect. Their use also reduces the opportunities for interaction and socialization between the animals and their caretakers.

Double- and triple-decker cages

The HSUS strongly discourages using triple-decker cages for any animal, as well as double-decker cages and kennels for dogs and puppies. They not only are impossible to clean, but also pose a danger to kennel staff when animals need to be placed in or removed from the cages. Double-decker cages are acceptable for cats provided they are not positioned too high along the wall.

Electrical sockets

These should be positioned on the wall at least three feet above the floor to avoid "splash-ups" of water and cleaning solutions used in floor hosing.

Electric warming colls under concrete-slab flooring

Avoid installing this type of system because it is nearly inaccessible in case of failure.

Ergonomic considerations

For the sake of staff and volunteers, plan the facility with their safety in mind. For example, to minimize back strain, install bathtubs at a "working height" for groomers/caretakers and inset an area at the base for feet. Similarly, install hydraulic lift mechanisms for tables where heavy animals will be examined, groomed, or otherwise handled.

Flat roofs

Although flat roofs are convenient for accommodating HVAC equipment, they are more prone to leaks and may collapse under heavy ice and snow build-up.

Floor and wall finishes

Finishes must be applied to materials that are properly cured and dried. Concrete and other surfaces should be tested with a moisture meter before being painted. To avoid subsequent deterioration, avoid using epoxy paints unless proper application techniques are guaranteed to be nearly perfect. Colorless sealers are usually more effective but must be applied over well-cured, thoroughly dry concrete that has not been previously painted.

Flooring

Appropriate flooring materials are vital to maintaining a clean facility in which microorganisms and odors are minimized. Poured floors with a minimum of seams are best. Ceramic tile is not a good choice for kennel or housing areas because grout is permeable and therefore impossible to clean adequately.

Guillotine doors

To permit dogs housed in indoor/outdoor kennels to avoid drafts, set guillotine doors off-center.

Height of solid dividers between kennels

For kennels made of chain-link fencing, a solid divider must be installed to avoid nose-to-nose contact among dogs. For large dogs, install solid dividers that are five feet or higher. For small-to-medium dogs, four-foot-high dividing walls are generally acceptable.

HVAC

Once a well-designed heating, ventilating, and air-conditioning (HVAC) system is installed, it is essential to maintain it properly and clean the ducts regularly. Residual coatings of dirt and hair inside ducts cause airborne contaminants to be constantly re-circulated into kennel areas, and these contaminants can be a major source of disease.

Indoor/Outdoor Runs

Indoor/outdoor runs offer benefits for both the shelter staff as well as the dogs that are being housed. They simplify the cleaning process by allowing a dog to be isolated to one side of the run while the other side is being disinfected and scrubbed. When the guillotine doors are open, fresh air can circulate throughout the shelter, decreasing the likelihood of kennel cough and other airborne diseases. Indoor/outdoor runs also diminish noise levels and odor inside the facility. They encourage house-training skills by providing dogs an outdoor area in which to eliminate. Finally, providing indoor and outdoor access helps maintain a healthy environment for dogs, both physically and mentally. The downside to indoor/outdoor runs is that the outside portion cannot be disinfected in temperatures below freezing. In addition, guillotine doors may cause drafts, making it more difficult to regulate temperature levels within the facility. For this reason, when constructing indoor/outdoor runs, it is important to set the guillotine doors off center to allow dogs to shield themselves from cold drafts.

Lighting

Lighting fixtures in kennels should be placed over dog runs rather than down the middle of the aisle separating facing runs. This makes it easier for visitors and staff to view the animals. Positioning the fixtures in this way should allow sufficient light to spill over to the walkways so that no safety hazard is created for the public or staff.

Plumbing

The drainage system must be designed so that waste from one kennel never contaminates another. Drain openings should be at least 4" in diameter. Lead-away pipes should be at least 6" in diameter. Drain covers should be of stainless steel or other non-corrosive and easily cleanable material. These should be easily removable for cleaning but otherwise kept in place to prevent puppies, other small animals, the public, or staff from falling or slipping into them. Drain Traps should also be installed and cleaned on a regular basis.

Poles and support beams

Vertical supports or beams should not be positioned inside kennels or in the middle of walkways to protect the safety of staff and the public.

Segregation of species/traffic flow

Different species should be housed in different rooms, and adult animals should be separated from infants (except for nursing mothers/litters). Traffic-flow patterns should keep incoming animals with unknown health status separate from the general population to prevent the possible spread of disease. For this reason, public traffic should flow through the shelter similarly, progressing from early life-stage groups to older animals.

Sink faucets

These should be outfitted with handles, such as those on surgical sinks that can be turned off with the forearms to avoid re-contaminating hands after washing.

Wall/floor joints

Any wall/floor joints should be covered. Standard joints are microbe collectors and impossible to clean properly.

Wood and other permeable materials

Any kind of permeable material must not be used in areas that are frequently washed.

GETTING STARTED Lawrence A. Gates Gates Hafen Cochrane Architects 735 Walnut Street Boulder, Colorado 80302

As simple as a building? We often find ourselves explaining why animal shelters are so costly. The reality is that these buildings are unique and complicated. They are individualized endeavors designed to a specific set of requirements. As opposed to manufactured goods, the prototype *is* the final product. Some projects begin with years of systematic planning, others in response to spur-of-the-moment opportunity, most with a combination of both. So how do you get started?

The Pre-Design Phase

Whatever motivates the start of a project, there are common elements to establishing a workable program. The pre-design phase is often overlooked, but from our perspective it is the most important, because everything done later is built on this foundation. There are several elements to consider:

Establish scope, quality, schedule, and budget - In order for your project to be built on a solid footing, time should be spent developing a program that answers the needs of your long-range plan as well as your immediate needs for the diverse functions required in your animal shelter. Once you have established a "vision" of what your shelter should be, the budget should be developed, financing options explored, and a schedule determined.

Site Studies - After determining that your site has the capacity to meet the needs of your longterm plan, but prior to the initiation of design, site surveys, environmental impact, and soils reports should be ordered. They may reveal concerns that will affect the viability of the project, and they will certainly be necessary later in the construction documents phase. (See attached check list.)

Financing - With a building program established, the next step is to determine how you will capitalize your project. For non-profits, this will likely entail a capital campaign targeting individual and corporate donors, or in some instances, obtaining a mortgage. Governmentoperated facilities are typically funded through bonds or taxes.

Planning approvals - Most projects require regulatory approvals prior to construction. With each passing year, the time it takes to obtain even simple approvals increases. The best response is to be well prepared, hire experienced consultants, and review with the appropriate agency the time required for approvals.

Delivery Process - This includes determining the design, consulting, and construction services you need. How you choose to work with a contractor and establish cost controls will have a significant impact on the success of your project.

The Team

It takes a great many people to produce even the simplest building project. As the owner, you have determined the need, or opportunity, for a new or renovated facility. You have selected a site, secured financing, and secured approvals to proceed. Architects and other design professionals have integrated your needs, resources, and ideas into appropriate solutions. An army of contractors, fabricators, suppliers, manufacturers, and craftspeople will assemble the structure. The insurance, accounting, and legal professions are involved throughout, as are local, state, and federal regulatory agencies. Finally you, the public, and your staff are involved with the building on an everyday basis. With this many people involved in the creating of your project, teamwork is critical.

Owner - As the owner, you are ultimately in charge of establishing the project's priorities, building program, budget, and financing. You will also need to provide surveys, soils reports, and other baseline information on the project, as well as make timely decisions to keep the design team progressing efficiently. One of your architect's skills is drawing out your needs and priorities and translating those requirements into bricks and mortar. Architect - Your architect is the creator and coordinator of your facility's design. He/she provides design services and project documentation, administers construction contracts, observes construction, and processes a variety of submissions for the project.

Engineers - Approximately half of the cost of a typical veterinary facility stems from structural, mechanical, plumbing, and electrical systems. Professional engineers have an in-depth knowledge and experience in these areas, and they understand the full range of design possibilities and details in their specific areas of expertise.

Contractors - The physical act of construction is accomplished by a virtual army of contractors, suppliers, and craftspeople.

General contractors assemble the labor, materials, and management necessary to construct a project. They typically maintain small organizations, with the average firm having fewer than ten employees. Contractors are responsible for on-site equipment, such as tools, generators, temporary facilities and other items that support the construction process, but do not become part of the building.

Most of the actual construction work is done by specialty contractors (subs) who are responsible for only a portion of the work, such as mechanical, plumbing, roofing, or drywall.

Suppliers - Building materials, components, and subsystems are manufactured, fabricated, and sometimes installed by suppliers.

Selecting Design Consultants

You and your staff bring a great deal into the design of your shelter: professional expertise, needs, desires, aspirations, and biases. In turn, your consultants should be more than just people who "draw up a building" for you. As the people who will help you turn your ideas into reality, they should challenge your preconceptions and not lose sight of the fact that they are designing for YOU and YOUR NEEDS. After the completion of the design stages, your consultants will also serve as your agents in dealing with the various government agencies and the contractor, ensuring that you are receiving the quality of workmanship and materials for which you have contracted.

Your architect will serve as your primary design consultant, and he/she will rely on the expertise of civil, structural, mechanical, and electrical engineers, as well as acoustical consultants and landscape architects.

The American Institute of Architects has published a memo on "Selecting the Architect". The following are some of the most important points:

Experience - Look for a firm that will be able to show you projects of similar functional and design complexity. Each firm brings a different combination of skills, expertise, interest, and values to its projects. But as important as experience is, you need to watch for "off-the-shelf" designs that may not fulfill your specific requirements. Select an architect who has the flexibility and imagination to provide you with the services that will best fulfill your needs.

References - Find out how prospective architects do business, how responsible they are to their clients' needs, and how they stack up to their clients' expectations. The best way to do this is to talk with people in other shelters for whom the architect has provided services.

Fees - Once you have selected the best firm for you, request a proposal for services and fees. If you cannot agree, begin negotiating with your second choice. Nationally-known experts may charge more than inexperienced local architects. You will need to judge for yourself whether the experience and efficiency gained are worth the higher fee.

Rapport - Having personal confidence in, and rapport with, your architect are critical elements. Find an architect who believes that it is important to listen to you and is someone who you will enjoy working closely with throughout the life of your project.

Finally, be FRANK. Tell your architect what you expect and what your capabilities are. Ask for an explanation of anything you don't understand. Discuss your needs and the architect's motivations. The result will be a better and more successful project for both of you.

The Design Phase

In our office, we typically divide design into three phases: schematic (or preliminary) drawings, design development (detailed preliminary drawings), and construction documents (or working drawings). The schematic drawings are the initial drawings done by the architect based on the owner's vision of the project. They are then refined into the construction documents that are used by the contractor.

Schematic Drawings - These drawings represent the basic configuration and appearance of the building. They are often used by the owner to get preliminary pricing or to get governmental or financial approval. For the architect, they are the basic drawings that are, with refinement, later developed into the design development drawings. The actual time it takes for your architect to develop the schematic drawings is dependent on a realistic and well-considered program, the capacity of you and your board to make timely and consistent decisions, your architect's ability to understand and translate your ideas onto paper, and the degree of familiarity your architect has with animal shelter design. It will generally take four to six weeks for this process.

Design Development - This phase refines the schematic drawings and in greater detail establishes the construction requirements for the building, including plans, elevations, sections, systems, materials, and equipment. This phase will take about six to eight weeks.

Construction Documents - During the construction document phase, the architect creates the drawings necessary to cost and build your facility. These documents are also the legal basis for your contract with the contractor. Production and coordination of construction documents takes about eight to ten weeks.

The Construction Phase - Upon completion of the construction documents, a building permit is obtained and bids are obtained from contractors (if the traditional owner/contractor relationship has been chosen). The time required to get a building permit varies greatly, from days to months, depending on where the project is located. With the design and permitting process complete, construction can finally begin! Construction time can change substantially based on the complexity of the job, whether or not the project has to be phased, the size and organizational skills of the contractor, and weather delays. As a general rule, a freestanding facility will take six to eight months.

Move In

Transitioning to your new facility - With your building complete, it's time to move in. The care and planning taken in preparation for the move pay big dividends in fully getting 'up to speed". While most of our clients are functioning within a couple of days, it is typical for it to take months to get well organized.

Project Costs

The average construction cost for new animal shelters that we have completed nationally over the past year is \$138 per square foot.

Regional Variations - Whereas the average construction cost listed above is \$138, the cost of construction varies across the country from a low of 74% (in rural Alabama) to a high of 136% (in New York City) based on data developed by the R.S. Means Company, a national clearinghouse for construction.

Percentage of Total Project Costs

Building Cost	60%
Land Cost	15%
Equipment, Furniture &	
Computers	10%
Architectural &	
Engineering Fees	7%
Interest,	
Insurance, & Fees	3%
Contingencies	5%

With a building cost of \$138 per square foot, you might expect an overall project cost to run in the \$200 range based on "average" land costs and expenses.

Inflation - Even if you assume that the above-listed costs are very current, there still could be as much as a six-month time lag between the date that you initiate the project and when bidding occurs and construction begins. According to R.S. Means, construction costs are increasing at a rate of 6 to 9 percent per year, once again depending on the region in which you are located.

Contingency - Rather than "lock-in" to a specific construction cost per square foot, it makes sense to determine a target range that would take into account factors as diverse as variations in project size, anticipated project complexity, contractor availability and pricing methods, code requirements, availability of utilities, site improvement, soil conditions, the price of labor, and a contingency factor for the unforeseen costs. For these reasons, it is recommended that, at minimum, you set a range that would be plus or minus 5 percent.

Go Out and Do It

Building is a team effort, and relies on the abilities of a large number of people. Animal shelters are unique and intricate facilities. When properly designed and executed, they can provide a secure and comforting environment for the animals, a tremendous asset to the efficiency and the level of satisfaction for you and your staff, and ultimately play a significant role in your efforts to increase adoptions.

ARCHITECTURAL CONCERNS for Site Selection

o LAND COSTS

Purchase price "Hidden development costs"

o SITE CONSTRAINTS

Sufficient size to accommodate: Building program Expansion requirements Parking requirements Landscaping requirements Setbacks Public rights-of-way

Access Anticipated street improvements/restrictions Topographical constraints Soils Availability, capacity, and inverts for utilities Water Sewer Gas Electric Telephone Storm drainage Off-site requirements for street or utility work

o GOVERNMENT REGULATIONS

Zoning of property and adjacent properties Restrictions for shelters Anticipated changes in zoning or planning districts Development fees

o SPECIAL CONSIDERATIONS

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Adjacent property owner or tenant opposition Neighborhood opposition



LISTING OF POSSIBLE PROJECT COSTS

Lawrence A. Gates

Gates Hafen Cochrane Architects

- I. Pre-design Services
 - A. Site Selection Studies
 - B. Concept Plan
 - C. Legal Fees
 - 1. Site Acquisition Negotiation
 - 2. Contract Review
 - D. Environmental Studies
 - E. Survey (Meets and Bounds, Improvement, Topo)
 - F. Title Commitment
 - G. Planning and Zoning Review and Application
 - 1. Filing Fees
 - 2. Consultant Coordination
 - 3. Legal Fees
 - H. Ground Costs

II. Financing / Fund raising A. Capital Campaign

- 1. Staff
- 2. Advertising
- 3. Consultants

B. Government Sponsored

- 1. Legal
- 2. Origination Fees

III. Site Costs

- A. Soils Report
- **B. Additional Hazardous Waste Studies**
- C. Improvements to Right of Way
- **D. Development Fees**
- E. Tap and Utility Fees
 - 1. Water
 - 2. Gas
 - 3. Electric
 - 4. Sewer
- F. Utility Upgrade Costs

IV. Site and Building Costs

- A. Site Development Costs
 - 1. Landscape Costs
 - 2. Fencing and Screen Walls
 - 3. Site Demolition
- B. Building Construction Costs
- C. Building System Equipment

- 1. Emergency Generator
- 2. Cremation Equipment

D. Building Department Application

- 1. Fees
- 2. Consultant Coordination
- E. Builder's Risk Insurance
- F. Owner Required Testing and Coordination
- G. Design Fees
 - 1. Architectural
 - 2. Structural
 - 3. Mechanical
 - 4. Electrical
 - 5. Interiors
 - 6. Landscaping
 - 7. Civil Engineering

V. Equipment

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A. Veterinary Equipment Built-in

- 1. Surgery/Exam Lights
- 2. Tub/Tables
- 3. Cages and Runs
- 4. X-Ray Equipment
- 5. Other

B. Veterinary Medical Equipment

- 1. Lab/Processing
- 2. Surgical
- 3. Dental
- 4. Prep
- 5. Other
- C. Telephone and Communication Systems
- D. Computer Systems
- E. Other
- VI. Furnishings
 - A. Furniture
 - B. Signage
 - C. Educational Systems
 - D. Retail Display
- VII. Relocation Costs
 - A. Moving
 - **B. Transition Costs**

MATERIALS

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Selecting materials and finishes for your shelter is an exercise in balancing appearance with initial cost, life cycle cost, and durability. When looking at appearance, consider what colors, textures, patterns, and sizes are available.

The perfect surface would have these characteristics:

Pleasing visual impact. Durable. Easily cleanable. Resilient. Nonabsorbent to liquids and odors. Prevents microbial growth. Sound absorbent.

No single material is appropriate for use in all areas of your shelter, and no material is a top performer in all of these categories, so choosing the "best" surface is a matter of balancing the requirements for specific areas with the cost and performance of available materials

When considering cost, look at the initial cost of the product, the cost of installation, the cost of maintenance over time, and the cost of replacing a less expensive product when it reaches the end of its life cycle. For example, vinyl tile can be purchased and installed for as little as \$1.50 per square foot, while porcelain tiles cost in the \$10.00 per square foot range. Once the overall maintenance costs for stripping, refinishing, and buffing the vinyl floor is factored in, the cost differential can be offset in approximately five years, with the added benefit of having a durable and attractive floor that can last as much as three times as long. Frequently lost in the desire to keep initial construction costs low are the long-term expenses involved in cleaning and maintenance.

Of course, there is the other side of life cycle cost analysis: if you can't afford the initial cost of a material, it really doesn't matter how good the material is.

The following materials list briefly reviews some of the advantages, disadvantages, and costs of some of the materials we recommend for animal shelters.

Flooring Materials

Quarry and ceramic tile is a very durable and "dressy" material for the front of the facility and can be used throughout if desired. When selecting tile, check for slip resistance, make sure that the sub floor does not flex, consider using darker grouts, and use tiles that don't need waxing or sealing. We typically recommend epoxy grout, but make certain that the tile installer has experience working with it.

Cost:	Quarry Tile	\$3.35 to \$7.00/sq. ft.
	Porcelain Ceramic Tile	\$3.25 to \$12.00/sq. ft.

VCT (Vinyl Composition Tile) is a good all around, inexpensive, and durable material. It typically comes in 8" x 8" or 12" x 12" sizes and is available in "designer" colors. While a practical material in the general service areas of a shelter, it is not appropriate for animal holding areas. Frequent waxing is required to keep joints sealed, since the joints cannot be heat or chemically welded. The base cannot be coved. Cost: \$1.25 to \$1.50/sg. ft.

Sheet vinyl is very durable and easy to maintain. Seams can be heat welded or chemically bonded, and the base can be coved as high as desired for a seamless joint. Use commercial grade, homogeneous PVC that has no specific wear layer. Since adhesives are not what they once were, be very cautious to test the moisture content of concrete slabs, make sure that installers follow the manufacturer's recommendations, and be sure that you understand the warranties.

Cost: Higher quality \$3.50 to \$4.50/sq. ft.

Medium quality	\$2.75 to \$4.00/sq. ft.
Lower quality	\$1.85 to \$2.25/sq. ft.

Liquid applied epoxy and MMA (acrylic resin) flooring is very durable and easy to clean, although fairly expensive. Surface preparation is critical and experienced installers are recommended. Color, slip resistance, and thickness can be difficult to achieve. Cost: Liquid Applied Epoxy \$6.00 to \$8.50/sg. ft.

Acrylic Resin \$7.50 to \$10.50/sq. ft., about 25% more than liquid applied epoxy.

Exposed concrete slabs in runs, wards, and utility areas are very affordable and durable. It is strongly recommended to seal the concrete rather than paint it, because the sealer actually bonds with the concrete. Liquid applied sealers are inexpensive and easy to apply, but need to be reapplied every six months. Concrete slabs can be dressed up by ordering the concrete with an integral color or by staining the concrete once the slab is installed. Staining requires a sealer for protection. Cost: Basic sealed concrete \$4.00/sg, ft, installed, sealing is negligible

> Sealed with integral color \$1.00 to \$1.50/sq. ft. more Stained and sealed \$1.50 to \$2.00/sq. ft. more

Interior Wall Finishes

Flat latex paint can be used where cleaning is not critical. It hides imperfections and has a warmer feel than glossy paints. Washable latex paint can be washed, but not scrubbed, and is good for most working portions of the hospital. Alkyd (oil) enamel paint should be used where a higher durability finish than latex paint is required. Epoxy paint should be used in animal holding and in other high-maintenance, high-moisture areas.

Glazed concrete block is very durable, dressy, and relatively maintenance free. It works well in ward and run areas. It costs more than exotic paints and epoxies, but it is significantly more durable.

Cost: \$12.50/sq. ft., about two times more than painted block.

Glass block is a low-maintenance material that can contribute light, warmth, and a feeling of openness for runs and in walls. It must be set in frames and/or reinforced for application in runs. Glass block is also quite expensive, with installed costs in the \$20.00 to \$25.00/sq. ft. range.

Ceramic tile is predominantly used for backsplashes, shower enclosures, and occasionally applied to block in wards and runs. Install over "tile-backed board" or water-resistant gypsum board or a stable masonry surface such as concrete block. Cost: \$2.20/sq. ft. for basic white on up.

There are two grades of vinyl wall covering. The first is typically used in the client areas as a decorative accent or in lieu of paint. Choose commercial grade, anti-microbial, washable brands. The heavy-duty grade vinyl wall coverings are very durable. Cost: \$1.00 to \$4.00/sq. ft.

Kydex is an acrylic PVC sheet in rolls designed for heavy duty wall protection. The material is easy to maintain and comes in a wide range of colors.

Cost: \$4.00/sq. ft. for .040" (1/16") thickness.

FRP (Fiberglass Reinforced Plastic) is used in commercial kitchens and bathrooms. It is virtually indestructible, water resistant, and inexpensive. The weak point in using FRP as a wall surface is the water resistance of the plastic channels used around the edges and between panels.

Cost: \$2.00/sq. ft. for basic pebble finish.

Ceiling Finishes

Painted drywall ceilings can be used in most locations and have a nicer appearance than ceiling tiles. However, drywall has almost no sound absorption qualities, and offers less accessibility to spaces above the ceiling.

SAT (Suspended Acoustic Tile) is economical and offers good sound absorption qualities. It typically comes in standard 2' x 4' tiles, although dressier 2' x 2' and highprofile tiles are available. For moist areas, specify cleanable tiles that are foil wrapped or ceramic bonded.

Cost: \$1.00/sq. ft. for standard 2' x 4' tiles

\$1.25 to \$2.50/sq. ft. for fancier tiles

\$1.75 to \$2.25/sq. ft. for "cleanable" clean room and mylar-faced tiles

\$3.00/sq. ft. for theme tiles

Counter Materials

Plastic laminate is affordable, easy to install, and is available in a very wide range of colors. In most cases it is durable, but it can chip, scratch, and peel. Cost: \$30.00/sq. ft. for plain, standard colors, \$40.00/sq. ft. for fancy colors and patterns

Add \$4.00/sq. ft. for chemical-resistant laminates

Solid surface and solid surface veneer (SSV) has a dressy appearance with no exposed joints. With this material, it is possible to install integral sinks. It is expensive and vulnerable to strong cleaning agents.

Cost: \$55.00 to \$75.00/sq. ft. for 1/2" thick solid surface material \$32.00 to \$40.00/sq. ft. for 1/8" thick solid surface veneer

Stainless steel is durable, easy to clean, and appealing. However, it is expensive, it can scratch, and it can be cold, both in appearance and to the touch. Cost: \$80.00/sq. ft. and up

Final Words

Always follow manufacturer's recommendations for installation and maintenance of all materials. This is very important for the warranty of the product and for your own satisfaction. Be sure that you fully understand both manufacturers' and installers' warranties. Use commercial-grade products. Talk to people in other animal shelters who have used the products you are considering. Investigate the advertising claims of a product to see how these claims compare to its actual performance.

Building materials are introduced every day claiming to be the revolutionary solution to the problem. Some may fit that bill, but be careful to invest the time and effort to follow through on who is using them, where they are used, in what applications they are being used, and if the installer and manufacturer will stand behind the materials and installation.

HVAC, ODOR, AND NOISE CONTROL Lawrence A. Gates Gates Hafen Cochrane Architects 735 Walnut Street

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Imagine an animal shelter where your ears didn't ring with the sound of barking dogs and the air smelled fresh. It's possible! Using proven methods of sound control in concert with a well-designed mechanical system and a sanitary environment can help reinforce a positive adoption experience.

HVAC (Heating, Ventilation, and Air Conditioning)

The goal in designing an effective HVAC system is to create a comfortable working environment. A comfort zone includes the following elements:

A room temperature of 72 to 78 degrees.

2. Twenty to sixty percent humidity.

Six to twelve air changes per hour.

 Air velocity at head level of 10 to 50 feet per minute (a special issue in animal habitats).

To maintain the comfort zones for particular areas in your shelter, you should meet these requirements:

Public areas: Provide a minimum of six of eight changes per hour, with slightly positive pressure.

 Adoption, relinquishment, lost and found, holding areas, grooming, and isolation: Exhaust should be 110 percent of air supplied to maintain negative pressure. Provide ten air changes per hour.

7. Veterinary care: Provide a minimum of six of eight changes per hour.

 Surgery: Air supply should be 110 percent of exhaust to maintain positive pressure. Provide 95 percent filter for supply duct.

A variety of systems can accomplish this comfort zone. In an animal shelter, a forcedair system works best. This system can respond to your needs more quickly and help control odors more effectively than a radiant heat system.

The Run Environment

Typically, it is required that you exhaust a tremendous amount of the air from the run area. Finding an efficient, cost-effective way to condition this air is imperative. Some alternatives to the typical forced-air system include:

Radiant heat flooring: Use either low-voltage electric or hot water piping.
It's a good system for runs because floors dry more quickly during cleaning.

 Air-to-heat exchanger: A relatively expensive process for reclaiming the heat or air conditioning from the used air before it is exhausted. The exchanger effectively preheats/cools the new air as it is drawn into the system.

Environments for Exotics

With increasing frequency, shelters are creating special environments for housing exotics. Exotic wards often require special venting and additional heat. Using a radiant ceiling panel or wall unit will add the required heating capacity. A "reheat coil" set into the duct that supplies the exotic environment offers another way of providing custom heating for this species-specific area.

ODOR CONTROL

Odors arise in dirty or damp environments. To isolate odors, you should divide your shelter into mechanical zones that correspond to your functional modules. Separate air handling units, including heating and cooling, should service these zones. Each zone should have its own supply and return so that air from one zone doesn't cross into another.

Air pressure separations isolate odors. If you exhaust more air in the animal habitats than you put in, you create a negative air pressure. And, in the public zone, if you put more air in than you exhaust, you create positive pressure. The positive air pressure in the public zones keep the odors trapped in the negative pressure animal habitats.

Exhaust fans play a significant role in creating the negative pressure zones, particularly in the animal areas. By using exhaust fans, you can typically vent 120 percent of the air that you put into the animal areas.

Effectively exhausting air from your shelter is probably the single best thing you can do to control odors and to decrease drying time in the runs. It is often a good idea to install a high-volume exhaust fan to be available in the animal areas for "emergency" situations.

Odor control can be best accomplished by eliminating the source. Frequent cleaning of the runs and cage areas is the first and most obvious step in the control of odor. Locate water hose bibbs in convenient locations. When things are easy to use, the job gets done more efficiently. High-pressure washing systems with flow-monitoring injection pumps for chemical disinfectant are extremely efficient for cleaning animal holding areas. Valves control the flow of fresh rinsing water and water containing disinfectant. Quick disconnects used with spray wands or hose reels mounted from the ceiling make the system easy to use.

Animal Enclosures

A major consideration in evaluating which run enclosure is best for your shelter should not only be ease of cleaning, but also how thoroughly the enclosure can be cleaned.

Concrete-block runs. Concrete-block runs are durable and easily cleaned when filled and painted with epoxy paint. These are quieter than modular metal or fiberglass runs. In addition, concrete block provides a relatively inexpensive solution for separating adjoining runs. A variation of the concrete-block approach is to cover the surface of the demising wall with ceramic tile. This technique combines the durability of a concrete wall with a dressier finish. To ensure a well-finished look, trim and bullnose pieces should be used at all corners, top edges, and the base of the wall.

Another way to use ceramic tile on a concrete-block substrate is to use "glazed concrete block," in which a heavy ceramic glazing is integrally attached to an ordinary concrete block through a sophisticated firing process. Although expensive, the finished product is quite durable and easy to clean. Glass block also works well in run enclosures to create a more friendly environment. Cleaning characteristics are similar to glazed block.

Modular runs. Generally, modular runs consist of an aluminum or stainless-steel frame with solid in-fill or cage "rod" in-fill panels. The metal frame and in-fill system usually looks nicer than a concrete-block run. The panels can vary in color and configuration to provide visual variety. The system easily combines with raised-flooring systems to keep dogs off the run floor. Care must be taken during installation to seal hidden surfaces.

Panelized kennel fencing. One of the oldest and most-effective methods, the panelized fencing system combines a smooth chain link with a galvanized metal frame that is smaller than that commonly found in chain-link cyclone fencing. Unlike typical chain link, the fabric of the panelized system doesn't have any burrs, because the material is electro-galvanized, not hot-dipped. Furthermore, dogs can't climb it as easily as chain link, because the gauge, or thickness, of the wire is smaller and the spacing of the mesh tighter. Finally, the fabric is laced to the framework more tightly than chain link and is flush-welded without hub connections, which prevents dogs from getting caught on the edges. Fencing can be more difficult to clean than solid walls.

Drainage systems

The most contentious aspect of constructing a dog run is likely to be the drainage system. An effective system makes the runs easy to clean, using minimum staff time and effort. Possibilities include:

Single drains in each run. This is the simplest solution and, in shelters with fewer than a dozen runs, is often the least expensive. Generally, you set the drain in the center of the run at the back and slope the floor a minimum of 1/4 inch per foot to the drain.

Unless you're using a raised-flooring system, consider installing grates or covers over the drains to keep dogs from stepping into them. This specification requires that your staff pick up any solid waste before washing down the run.

A trench drain behind the run. One of the more recent innovations locates the two-foot wide trench drain, equipped with a flushing floor drain, behind the runs. All runs drain into this trench. For cleaning, your staff accesses the trench through the end runs in the bank of cages. Generally, no more than ten runs should face on a trench.

The flushing floor drain in the trench presents a unique advantage. A small water line is stubbed into the floor drain. When solid wastes need to be washed down the drain, you simply open a valve. Although the floor drain can be expensive, it is an effective system provided you specify an adequately-sized line and use a "ball valve," which can be opened quickly.

A trench drain in the run. Here, a floor drain is located in the trench that runs through the back of the runs, offering a more space-efficient solution than a drain behind the run. Like the flushing floor drain system, a water line is stubbed into either end of the trench, so that you can flush the trench itself.

To minimize cross-contamination between runs with this method, install a grate or raised-floor system to keep dogs out of the trench. Or, you might consider covering the trench with a raised-floor sleeping bench at the back of the run.

The concrete subcontractor forms the trench, or you can specify a prefabricated corrosion-resistant polymer concrete unit and grate. Either way, the trench usually is located at the back of the run, allowing a staff member standing in front of the run to "chase" the wastes into the trench.

NOISE CONTROL

Controlling noise is a significant issue, not only for the comfort of the staff, public, and the animals, but it can also be a legal concern. OSHA has specific standards for noise abatement in the workplace with which few shelters comply. Methods of combating noise pollution are Absorption, Isolation, Dissipation, and Masking.

Absorption

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The way to absorb sound is to use porous, sponge-like materials. Carpet, drapery, foam rubber, acoustic ceiling tile, and sprayed-on fibers are all sound-absorbing materials. They have a high NRC (Noise Reduction Coefficient). For example, a concrete floor has a NRC of .005, whereas carpet has an NRC of about .75. This means the carpet, in relative terms, absorbs 75% of the noise that hits it.

Other sound-absorbing materials that could be used within a boarding area where durability and cleanliness are an issue might be:

> mylar-faced ceiling baffles - NRC 0.95 quilted blankets/banners hung from ceiling- NRC 1.10 fabric-wrapped wall panels - NRC 0.90 sound block (concrete block with slots and foam inside) - NRC 0.35

Isolation

The second step in controlling noise is isolating it within a specific area with a wall or ceiling assembly that has a high mass. A wall material or assembly that is effective at dampening noise is said to have a high STC (Sound Transmission Coefficient). For example, a typical gypsum board partition built on 2 x 4 wood studs has a STC of approximately 34. This means that the wall effectively keeps 34 decibels of sound from being transmitted through to the other side. Increasing the mass by doubling the layers of gypsum board on each side increases this same assembly to STC 45. If we then add 1 ½ " sound batts between the studs, we can then increase the STC to 53. The practical limit to cost-effective STC wall assemblies is approximately 65. Some typical wall and ceiling assemblies with their STC rating are listed below:

- 3 ½" steel stud wall with gypsum drywall both sides 47 STC
- 3 ½" steel stud wall with one layer gypsum one side, two layers on the other side - 51 STC
- 13. 6° concrete block wall 44 STC
- 14. 6" concrete block wall with the block filled with sand 47 STC
- two wythes (layers) of 4" brick with plaster 59 STC

In addition to creating a barrier with mass, it is also important to watch out for "sound leaks" and "tracking of sound". "Sound leaks" occur when you have holes in your wall or ceiling barrier, or when the wall assembly is incomplete. Windows with an STC of 26 perform like a hole in your acoustic wall. Hollow core wood doors are also tremendous

"leaks", with an STC rating of 19. Other leaks include electrical outlets that are back to back in the wall and mechanical ducts that penetrate acoustic wall assemblies. Incomplete assemblies occur when your barrier, whether it be wall or ceiling, does not reach all the way to the outside enclosure of the building. A good example is a massive wall assembly that reaches only up to the ceiling. In this case, the sound "flanks" by going around the wall, up and through the ceiling, and back to the space on the other side. The following describes some ways you can "plug" sound leaks:

Windows - By using double panes of glass separated by at least 4" of air space, you can increase the STC rating of a window to 43. Be sure to caulk the glass into place and, if possible, use two different thicknesses of glass, such as ¼" and 3/16", so they won't vibrate in unison.

Doors - Use tight-fitting, solid core wood doors or hollow metal doors with insulation. Weather strip the doors, and on interior doors, add an "automatic door bottom" that extends the weather stripping down to the threshold when you close the door. Avoid double swinging doors because they are very large sound leaks.

Wall Assemblies - Caulk around the perimeter of wall assemblies and around wall outlets, and be sure the wall assemblies fit tight to adjacent surfaces.

Duct Penetrations - If you have to penetrate an acoustic wall with a duct, have the duct zigzag to create a sound trap. Also, if you build a boot around the zigzag with sheet lead, you will better isolate the noise.

Sound will "track" when the sound vibrations in one material can be transmitted through contact into the adjacent material, and thereby through the total wall assembly. One of the best ways to break the "tracking" of sound is by inserting an airspace between materials. A resilient material will also act like an air space, or miniature shock absorber, between adjacent materials. Some STC ratings for typical wall assemblies with different forms of airspaces are listed below:

- double layer of drywall each side on two separate stud walls 1" apart - 56 STC
- single layer drywall each side on staggered 2 x 4 studs on a 6" stud plate -46 STC
- 6" airspace added to any assembly 8 STC

Some examples of resilient materials that can be used to break the sound "track" are listed below:

Resilient clips - Spring metal clips that are mounted between layers of gypsum board, creating an additional STC gain of approximately 10 STC.

Ceiling Isolators - Spring hangers that can be used to hand a ceiling and isolate any vibration.

Foam Spacer - Mounted between the drywall and the studs.

Barrium Loaded Vinyl - A heavy-duty rubber sheet that has both mass and resiliency sandwiched between multiple layers of drywall in a wall or ceiling assembly; it will markedly increase the STC.

Dissimilar Materials - Instead of using two layers of drywall with the same reverberation frequency in a wall assembly, use a layer of plywood and a layer of drywall. They have different natural "harmonic oscillations", cutting down on the transmittance of sound.

Dissipation

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Probably one of the most effective ways to control sound is one of the simplest. In a non-reverberant situation, i.e. in the outdoors where the sound does not typically bounce off of anything, sound dissipates quickly. In fact, once you are more than approximately four feet from the sound source, the sound level declines by six decibels with each doubling of distance from the source.

Masking

This brings us to one of the most overlooked ways to control sound: masking the noise. You can mask the noise that leaks through a wall assembly by covering it up with another more pleasant sound. Specifically, if you have noise from barking dogs, penetrating to the client areas of your shelter, you can overlay it with Muzak and make the barking less noticeable. Because sound adds logarithmically and not arithmetically, the combined sound level of the barking dogs and the Muzak is not twice as loud as the barking. The Muzak effectively covers the barking without significantly increasing the sound level.

Summary

A successful shelter creates a pleasant environment for the animals, the public, and the staff. Controlling noise and odor play a significant role in the design of an adoption-friendly facility. Although there are costs associated with adding capacity to mechanical systems and installing sound-deadening materials, much can be done during the initial planning stages to increase the practical performance of your shelter.

MATERIALS SUPPLIERS

When choosing materials remember the Cost Triangle: Quality vs. Maintenance vs. Location

FLOORING MATERIALS

\$

Porcelain Tile

- Suppliers:
 - American Marazzi Tile

www.marazzitile.com)

Graniti / Fiandre (www.granitifiandre.com) American Olean Tile Co. (214/398-1411)

Quarry Tile

Suppliers: American Olean, Dal Tile, Lafaenza, Florida Tile, and Buchtal, among ŝ others

Ceramic Tile

Suppliers: American Olean, Dal Tile, Lafaenza, Florida Tile, and Buchtal, among ŝ others

Grouts

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Suppliers: Latapoxy SP100 Epoxy Grout, Laticrete Adhesive #4237, and Mapei Karapoxy (www.laticrete.com)

Resinous Flooring

Suppliers: \$

> Dex-O-Tex, Cheminert, Neotex (www.dexotex.com) Dur-a-flex, (www.dur-a-flex.com) Silikal Resin Systems, (www.silikalresins.com) Garon (800/631-5380) has a complete catalog of epoxy coatings and

sealers.

Vinvl Composition Tile

Suppliers: Armstrong, Azrock and Tarkett.(see below) S

Sheet Vinyl

Armstrong C Medintech or Crosswalk (www.armstrong.com) Suppliers: Forbo C Smaragd (www.forbo.com) Tarkett CGranit Acoustiflor (www.tarkettusa.com)

Terrazzo

Vendors have products like Dex-a-Tex, a plastic epoxy poured terrazzo-type ŝ product that is far less expensive than real terrazzo, yet is as durable.

Carpet

KENNEL OR DOG HOUSING MATERIALS

Flooring Materials

Resinous Flooring (See above) Concrete Sealers, Colors and Hardeners Integrally colored concrete: Suppliers: True Tone Cement Colors (Davis Colors) Solomon Grind (Chemical Service)

Nonmetallic Grit:



Supplier: The Burke Company

Dry Shake, Nonmetallic Hardeners: Suppliers: Dry Shake (Sonneborn) Colorcron (Master Builders)

Tnemec

Wall Materials

Glazed Concrete Blocks or Glazed Brick

Suppliers:

Stark Ceramics, Canton, OH Elgin-Butler Astro Glaze or Habco Glaze Products (Tenwith Indus.), Emigsville, PA Hanley Brick, Summerville, PA Spectra Glaze, The Burns and Russell Company

Glass Block Walls

Suppliers: Altemp Co. (Amiran)

Fiber Glass Wall Board

\$ Suppliers:

Glassbord (Crane, Dyrotech Industries) Glasboard (Kemlite) Dipcraft MFG (Braddock, PA)

CAGES AND MODULAR KENNEL SYSTEMS

Suppliers

Cedar River (800/323-4858, cedarriverlaboratories.com) Modular system Clark Cages (800/461-9972, www.clarkcages.com)

Horst Company (800/221-4724, www.horstcompany.com) Modular system J.R. Kennel Manufacturing (937/780-6104) Galvanized system

LGL Animal Care Products (979/775-1776, www.lglacp.com) Stainless steel system

Mason Co. (800/543-5567, www.masonco.com) Galvanized system Shor-Line / Schroer Mfg, Co. (888/551-4064, www.shor-line.com) Stainless steel system

Snyder Manufacturing (800/422-1932, www.snydermfg.com) Aluminum system Suburban Surgical Co. (800/323-7366, www.suburbansurgical.com) Stainless steel system

T Kennel System (800/377-7103, www.t-kennel.com) Galvanized system Tristar Metals, Inc. (877/459-7827, www.tristarvet.com) Stainless steel system

ACOUSTICAL MATERIALS

Sound Block

S Manufacturers: SoundBlox, Sound Cell, Trendstone / Acousta-Wall Acoustical Decks

\$ Most deck manufacturers fabricate decking

Acoustical Plasters

\$ Manufacturers: Pyrock; 3-M acoustical spray Wall Carpet

Sound Absorbing Wall Panels

Suppliers: Soundsoak (Armstrong) Softscape, Capaul, Acoustiflex Corp. Acoustone Space Units, US Gypsum Silent Auratone Panels, US Gypsum Company

PAINTS/COATINGS

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Chlorinated Rubber/Alkyd Enamel Paint:

\$ Supplier.

Lindsay Finishes Inc.

Epoxy Paint:

- \$ Suppliers:
 - Tile & Epoxy Coating
 - Porter International
 - Tile Clad II (Sherwin Williams)
 - Try-Glaze 4, Gloss or Semi-Gloss (Moore)

Corner Guards

- \$ Suppliers:
- Acrovyn, Construction Specialities, Inc. (www.c-sgroup.com) Tepromark, Tepromark International

CEILING FINISHES

Painted Drywall

Suspended Acoustical Tile

Suppliers: US Gypsum Company, Owens Corning, Celotex, Armstrong

SPECIAL SYSTEMS OR EQUIPMENT

Incinerators C Crematoriums

- \$ Suppliers:
 - Industrial Equipment & Engineering (800/327-2831) Crawford Equipment & Engineering (800/228-0884) Shenandoah (800/476-7436)
 - Note: Do not forget, most of these vendors will guarantee local environmental clearance as part of the sale.Make them put the guarantee in writing!

Floor Drains Systems

Flushing Floor Drains:

The Sani-Ceptor R-type flushing floor drain is the most commonly used drain. It is 14 inches in diameter with a hinged, perforated grate cover. The inside of the drain is porcelain enamel. The important benefit of this drain is that it can be flushed from controls on the wall so solids can be forced out of the system, which includes out of the P-trap.

Trench Drains:

Hydraulic Trench Systems, such as those from ACO Polymer Products (800/543-4764) or Polydrain Trench Drain System (800/438-6057), have been used successfully in canine runs. These can be installed for each individual run so cross-contamination is eliminated.

Individual Kennel Drains:

Separate drains in each run are an alternative that reduces the chance of cross-contamination and eliminates the mechanical parts of the above system. Six-inch diameter drains are the smallest indicated unless ALL solids are to be collected before washing the run; with a solid-removal program, four-inch drains are usually adequate. A drawback is the stall washes to one small target.

Drain Covers:

Materials include plastics to stainless steel with stainless preferred.

Grinder Pumps

Set up for individual run collectors or larger for common interceptors.

Plantings

Don't forget plantings; they add color, help with acoustics and scale, and provide comfort for animals and people.

Glass/windows

Adds more light, opens facility and allows viewing of and by dogs.

Note: As with all such information, manufacturer's names, phone numbers and E-mail addresses are guaranteed to change!

Sources:

Design Starter Kit for Veterinary Hospitals. American Animal Hospital Association. 3rd ed. Denver, Colorado,

1996.

Shelter Pages 2004, Animal Sheltering Magazine: The Humane Society of the United States, Washington, DC, 2004.

Sweet=s Catalog File. McGraw-Hill Construction Information Group. New York, NY: McGraw-Hill Companies, 2005.

Design and Construction Project Useful Definitions

These definitions are intended to provide rudimentary information about the professionals or processes commonly encountered during a design and construction project.

Design Consultants

Acoustical Consultant - state licensed consultant who is qualified to test noise levels and design or recommend design features that will moderate ambient, external or internal noise levels.

Architect - state-licensed consultant who is responsible for the design and coordination of the overall project including site, building and systems. The project architect will serve as the interface between the Owner, consultants and outside agencies.

Architectural/engineering Consultant - design consultant, usually licensed, who has special knowledge of and experience with specific building types or systems required for a project, e.g. swimming pool engineer.

Civil Engineer - state-licensed consultant responsible for a project site design including drainage, water management, paving, roadways and utilities related to the project. The civil engineer does not design electrical service or landscaping. On larger projects, this engineer is responsible for assisting in the site master planning including traffic flow.

Cost Estimator - consultant qualified to review the design documents and prepare Statements of Probable Construction Cost based on project type, prevailing materials costs and labor conditions of the project location. This consultant may also provide value engineering, review construction schedules, pay requests and contractor Change Orders.

Designer/Computer Drafter - individuals of widely varying degrees of skill who work under the direct supervision of a licensed architect or engineer to design portions of a project. While manual drafting is still used in some cases, most projects are now designed and drafted with the aid of computer programs such as CADD (computer aided drafting and design). Some advantages of computer drafting are greater accuracy in the construction documents, easier redesigns, direct communication with engineering consultants and files management. Disciplines often digitally transfer current drawings to each other via the internet.

Electrical Engineer - state-licensed consultant responsible for all electrical (power and lighting) including site designs for the project; concerned with all communications including telephone and computers, television and power generation, etc.

Environmental Consultant - a variety of usually industry certified or state-licensed consultants qualified to study, recommend, design and perform remedial work concerning a myriad of environmental tasks such as wetlands mitigation, endangered flora and fauna on a site, chemical/fuels contamination or asbestos and lead-based paint abatement.

HSUS - EXPO 2002 P Planning and Building an Animal Shelter, Definitions P Page Bacon Group, Inc. P 2641 Sunset Point Road P Clearwater, FL 33759 P 800-961-1967 Geotechnical Engineer - state-licensed consultant responsible for testing and determining soil and sub-surface conditions. Theses test results help determine building placement as well as foundation and pavement design. Investigation may further define environmental and hidden conditions.

Landscape Architect - state-licensed consultant responsible for the landscape design, plantings, and irrigation system and site permitting. This consultant may also become involved with site

amenities including lighting, furnishings, accessories, etc.

Mechanical Engineer - state-licensed consultant responsible for all the mechanical systems such as HVAC (heating, ventilating, air conditioning) systems. This consultant is often the plumbing engineer, too.

Project Manager - depending on the nature of the project, either an architect or engineer is responsible for the overall coordination of the entire project and interfaces with the client, design team, specialists and construction professionals. This person is usually responsible for the overall success of the project.

Plumbing Engineer - state-licensed consultant responsible for the plumbing and fire suppression systems and may include the water supply, waste water and storm water systems, etc.

Roofing Consultant - qualified, and often industry-certified, consultant who evaluates, recommends, designs and reviews the construction of roofing systems for structures. This consultant often involved in renovations and remedial projects.

Structural Engineer - state-licensed consultant responsible for the structural infrastructure of a building including foundations, wall construction, roof framing, etc. conforming to all code requirements including wind and hurricane and snow loads.

Surveyor - state-licensed consultant responsible for establishing site boundaries including legal descriptions, set backs, easements, etc., existing and new building locations, elevations (grades), utilities, wetlands, trees, etc.

Design Phases

Programming - this phase determines both internal and external spaces required for the project. This may include the size, location, relationship to other spaces, furnishings, equipment, and all other support information.

Schematic - this phase develops the program into a two or three dimensional graphic format. Scale is developed, relationships are further refined, systems are reviewed and materials are evaluated. Basic costs are established.

Design Development - this phase refines the schematic phase and establishes in graphic and written format, the entire building including plans, elevations, systems, materials, equipment, etc. A more detailed Statement of Probable Construction Cost is provided.

Construction Documents - this phase sets forth in both graphic and written format the construction documents for both bidding and construction. This is the culmination of the

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design process. A comprehensive Statement of Probable Construction Cost is provided.

Bidding - during this phase contractors review the contract documents and contract requirements and submit a fee proposal to complete the construction. This usually includes both cost and construction schedule. The architect is responsible for plan interpretation, clarifications, bid review and recommendations.

Construction - this is the time where the successful bidder is contracted to complete the construction of the project.

Construction

General Contractor - this entity is responsible for the overall construction of the project including coordination of the sequence of work, sub-contractors and schedule. The contractor is legally contracted with the Owner, not the architect.

Sub-contractor - this entity works for the prime contractor for specific areas of construction. The sub-contractor is legally contracted with the prime contractor.

Clerk-of-the-Works - responsible for documentation of the day-to-day construction activities, expedites official requests for information, proposals and change orders, verifies with the architect the accuracy of pay requests prior to submission to the owner, maintains clear and correct lines of communication between all parties, and coordinates move-in and close-out documents and any systems training. Clerks are present full-time on the construction site, may be an employee of the Owner or may be provide via contract with the architect. Because of cost, clerks are utilized most often on larger projects. In the absence of the full-time clerk, the architect, or representative from the design team, is usually required to be on-site on a weekly basis to provide construction observation.

Building Inspector - this representative of a local, state or federal entity responsible for reviewing the construction relative to the codes of his/her jurisdiction.

Project Delivery Methods

Design/Bid/Build - this is the most recognized method of project delivery. The Owner selects a design entity to design the project to budget and the Owner's needs. The contract documents are then bid with the contract awarded to the most responsible bidder. The Owner then enters into a contractual relationship with the contractor. The architect and contractor do not have a contractual relationship. Advantages of this method are it is suitable for competitive bidding, has a system of checks and balances and insurance/bonding programs are will defined. Disadvantages include diffused responsibility and project delivery may be slow.

Design/Build - this method of project delivery is used when the Owner desires a single source of contact and responsibility. Both the architect and contractor act as a single contractual entity. The advantages for the Owner are time savings, earlier knowledge of firm costs and lower incidence of claims. Some disadvantages include Owner's loss of control, institutional barriers to procurement and licensing and elimination of checks and balances. Partnering - this method of project delivery requires the owner to enter into contracts with the architect and contractor at about the same time. All three entities work together to establish the most cost effective project. This method endeavors to eliminate adversarial relationships.

Construction Management (CM) - a project delivery method where the Owner contracts directly with a Construction Management firm that in turn contracts with the trade contractors. The architect is contracted by the Owner. Advantages include preconstruction involvement, cost savings and better scheduling. Disadvantages of pure CM place too much risk and burden on the Owner while modified CM is not very different from design/bid/build.

Role of The Architect in Project Delivery Systems

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Primary Design Advice: Have an architect on the design team who has recent design experience with animal sheltering facilities. Your geographical location, political situation and financing may dictate what role the architect will play in your design process. The three most common interactions we have encountered are the architect as prime consultant, the architect as owner=s representative and the architect as specialty design consultant.

Architect as Prime Consultant - Architect is responsible for the entire design team

- Architect assembles team of architects, engineers and sub-consultants who may or may not be locally based.
- Be sure an architect on the design team has recent experience with that building type.
- Architect oversees all tasks related to the programming, design and production of contract documents. Some tasks, such as surveying and geotechnical or environmental testing which are usually done by the owner, can be assigned to the architect to manage.
- Architect=s role during construction may depend on the project delivery methods being used but usually the designer oversees construction for compliance with the contract for the owner.

Architect as Owner=s Representative - Design contract with another architect

- As an owner=s representative, this architect=s chief role is to assure the building is designed and built to the owner=s specifications. He or she is hired by the owner.
- This is a good way to have outside expertise.
- This architect would be most involved during the programming and initial stages of design where floor plans, elevations, systems and finishes are first determined.
- He or she will step back during development of working drawings which is handled by another architect hired by the owner expressly to perform this task.
- The owner=s rep architect may be responsible for reviewing the plans and making periodic site visits during construction.

Architect as Specialty Consultant to a Prime or Local Architect

- The specialty design consultant is hired by the architect, not by the owner.
- He or she will provide design expertise to the prime, usually a local, architect and may be involved during the schematic design phase and in recommending systems and finishes.
- It is up to the prime architect to decide what tasks the expert will handle, which means the expert may be used a lot or just a little.

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When Using a Municipal and Local Architect Without Shelter Design Experience

Sometimes circumstances dictate that the design process must be lead by an architect or engineer who has little or no knowledge about the complexities of an animal care or shelter facility. Your best line of defense is to EDUCATE, EDUCATE, EDUCATE yourself and that design professional about the special needs of a shelter. Here are some suggestions for dealing with this situation.

- Be honest and straightforward with your designer about your need for expertise and help the architect educate himself or herself about animal shelters.
- Take the architect on a tour of your facility and point out areas that are problems or are well designed.
- Take the design professional on tours of good, and bad, examples of other shelters.
- Use statistics and research to back up your requests for expert design assistance or equipment.
- Demonstrate through analysis and research how your operation will improve if you had better circulation, better ventilation, new kennels, etc.
- Use health and safety issues to your advantage. Would a properly designed shelter reduce workers compensation claims?
- Write your RFQ or RFP in such a way that design teams are required to include a shelter design consultant, only teams with shelter design experience will be considered or teams that have included experienced shelter design professionals are favored in the selection process.
- Hire a shelter design expert to do a feasibility study and make recommendations. You may be able to do this via a purchase order.
- Hire a shelter design expert to peer review your plans and make recommendations to your designer.
- Encourage, or require, your architect to attend seminars or training about shelter design.
- Nurture those supervisors, volunteers, board members or elected officials who are sympathetic to your cause about the special needs of shelter design.
- In the long-run, it may cost you more time, money and headaches to live with the mistakes or omissions of an architect without shelter design expertise that it would to have hired a specialist in the first place.

Fee Structuring

- A Hourly, with or without a fee cap
- Fee based on a percentage of the total construction budget,
 - usually between 7% and 10% depending on the complexity of the project
- Lump sum fee based on a scope of services
- Allowance compensation

Procurement Methods for Design Services

- Qualifications Based Selection / Fee Negotiated Based on Scope of Work or Percentage of Construction Cost (Preferred by design professionals over RFP. Costly and time consuming.)
- Fee Based Selection: Request for Proposals (RFP) / Defined Scope of Work / Fee Proposal (Least favorable method because there are usually too many unknowns for the design professional to provide a fair and adequate fee. Costly and time consuming method and may be illegal in your state due to competitive negotiation based on qualifications based selection.)
- Direct Negotiation with the consultant for a scope of work (OK method if the

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architect or engineer is qualified to perform the work to be done. Least costly and time consuming but owner should request and check qualifications and references.)

Resources

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- American Institute of Architects, Washington, DC (local, state and national): <www.aia.org>
- Design Build Institute of America, Washington, DC: <www.dbia.org>
- Profile: The Architects Sourcebook, published by Construction Market Data (CMD): <www.cmdg.com/profile>
- Building Product Information via Sweet=s Directory (McGraw Hill Construction Information Group <www.mcgraw-hill.com>) <www.sweets.com>
- F.W. Dodge Dodge Report, a division of McGraw Hill, national network of publications of current construction projects and plan rooms used by contractors and sub-contractors to review plans for bid submittals. <www.fwdodge.construction.com> and <www.construction.com>
- There are many local and regional construction publications similar to Dodge Report

Project Delivery Systems Planning and Building an Animal Shelter

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All Methodologies Require

\$ Well defined need \$ Planning

\$ Financing

\$ A designer \$ A builder \$ Some manner of control

Design - Bid - Build

Standard or traditional delivery method where the owner selects an architect; the architect prepares documents; the documents are bid out usually to general contractors; the contract is awarded to the lowest responsible bidder.

With the Design-Bid-Build method the architect designs the project to the owner=s budget and needs and the contractor builds the plans according to the plans using the fastest and most efficient methods.

Pros

High comfort level Suitable for competitive bidding Built-in system of checks and balances Established body of legal precedent Insurance and bonding programs are well defined.

Cons

Responsibility is too diffuse with contractor, architect and others having different agendas Owner acts as traffic cop Owner has exposure to contractor for adequacy of design Project delivery may be slow Cost savings are not always realized.

Design - Build

- Design-Build is a system of contracting under which one entity performs both architecture/engineering and construction under one single contract. Use of this method is relatively new to public and not-for-profit sector owners but not to the industry as it is employed regularly in the commercial and private sectors.
- Pros

Single source of responsibility Time savings through financing and savings Creative design solutions due to collective effort Owner is freed of responsibility for coordination

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Owner avoids adversarial web of architect and contractor Costs savings through value engineering and/or feasibility studies Reduction of change orders.

Cons

Unfamiliar with roles and responsibilities Institutional barriers: procurement and licensing Owner=s loss of control Less creative design due to cost control Elimination of checks and balances Insurance industry still developing necessary products.

Design - Build Supervision

Contractor Led: This is the most common form and provides a single source of responsibility where the contractor is responsible for cost control and often leads the design effort. The design process is sometimes subservient to the budget to the point where the architect may not have his or her heart into the effort.

Architect Led: Provides a single source of responsibility where the architect leads the design effort and is responsible for cost control. The architect assumes greater risk for project costs and the contractor can still Ablame@ the design (architect) for cost overruns.

Construction Management

Types

Construction Management(Pure CM): With this method, a Construction Manager is hired to serve as an agent of the owner. The architect is hired by the owner to provide design services. The owner contracts directly with the trade contractors during construction of the project.

Construction Management(Modified): With the modified method the owner hires both the architect to provide design and a CM. However, the CM and not the owner is the entity that hires the trade contractors during construction.

Pros

Preconstruction involvement may provide constructability review, cost savings and scheduling advantages Work can still be bid competitively among trade (often called sub) contractors

Cons

Pure CM places too much risk and burden on the owner Modified CM is not fundamentally different form Design-Bid-Build

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Partnering

Partnering is a method of project delivery that requires the owner to enter into contracts with the architect and contractor at about the same time. All three entities work together to establish the most cost effective project. This method endeavors to eliminate adversarial relationships. The owner should be very knowledgeable about the design and construction process.

Pros

Project is team effort and all parties know design and cost goals

Cons

The owner is on an equal level at the architect and contractor in lieu of using them a experts

Procurement Methods

Strategic Alliance/Sole Source: This method is normally driven by a short deadline and an immediate need for expertise. The owner contracts without competition with designer, contractor, design/build firm or an construction manager. In the private sector there are few restrictions but governments are subject to constraints via public law. Control is determined by specifics.

Qualifications Based Selection: Normal procedure for government for design services where the owner requests qualifications for defined project. Short lists are created and negotiation occurs for reasonable price. For design/build, it may involve Abest value.@ Control is determined by specifics.

Best Value Procurement (RFP): Method used for design/build where owner provides some level of criteria. Selection is based on qualifications, technical expertise, project management and cost. Procurement is negotiated and money is normally left on the table.

Low Bid (IFB): This traditional method of facility acquisition is where the owner procures the final design and invites bids. Awards are to the bidder having the lowest cost offered and usually the designer oversees construction for the owner.
BASIC MANAGEMENTOF ANIMAL HOUSING AREAS

The design of the animal shelter and how the agency manages the animals being cared for is critical to the overall operation and efficiency of the agency. For instance, without the ability to separate animals within the facility, a disease prevention plan and adoption plan is almost impossible to develop. One of the basic goals should be to reduce stress and disease transmission. Separation of the animals in the care of the facility in the following manner is critical:

- Dogs from cats
- · Infectious from healthy animals.
- · Aggressive animals from all others
- Nursing mothers and their young from all others
- · Newly arrived owner relinquished and stray from adoptable animals
- Recently recovered or mildly ill animals from seriously ill, infectious animals
- Animals with respiratory illness separate from those with skin (such as ringworm) or gastrointestinal illness.

In order for the isolation and separation concept to work, it must be strictly adhered to. Some organizations make the mistake of not using space as it is designed and designated.

The quality and design of animal housing is one of the most important aspects of preventative health care and disease control. Unfortunately animals in a shelter environment will experience some level of stress.

Shelter animals must be housed in a way that minimizes stress, provides for their special needs, affords protection from the elements, provides adequate ventilation, and minimizes the spread of disease and parasites.

Animals that are stressed or recuperating from injuries or illness must have a quiet place to rest during their recovery period. If kept awake, stressed, or forced to be on guard because of close proximity to barking dogs, their recovery period may be lengthened or otherwise compromised.

The isolation and separation concept of managing the population provides the staff with the space flexibility they need, protects the public from potential bites, insures a healthier environment for the animals, and protects the agency from unnecessary liability issues. It also allows staff to make better euthanasia decisions, and allow the agency to present adoptable animals to the public instead of every animal without regard of its adoptability. Even the smallest shelters can provide isolation and separation if the shelter is designed correctly. The isolation and separation concept works as follows (flow charts follow at the end of this section):

Evaluation at intake

There needs to be a place where all incoming animals are triaged. It should be a priority to do health examinations the day the animal comes in. After the staff examines an animal, he will be housed in healthy hold, quarantine, isolation or euthanized depending on the outcome of his exam. There need not be a great deal of holding space in the intake evaluation as staff should be available to perform exams promptly and move the animal to it's more permanent housing.

Healthy hold

Only <u>healthy</u> dogs and cats that arrive at the shelter should be placed in these areas, with the exception of bite case animals. There should be approximately twice the number of kennels/cages for healthy hold than for adoptions. Where does this figure come from?

If <u>healthy and possibly adoptable</u>, the animal should be held in healthy hold. The healthy hold area allows the animal time to acclimate to the shelter and time for the staff to observe and evaluate the animal. The only exception may be for animals that are surrendered by their owners and are adoptable, healthy, current on vaccinations, and preferably altered. These animals may immediately be moved to adoptions. If your shelter conducts behavior evaluations then it is recommended that animals remain in healthy hold or off-view until the evaluation is complete. Although this exception can be made for dogs as well, it is preferable for cats because they do not generally need the waiting period for a full temperament evaluation like dogs do.

Once an animal had been held in healthy hold, evaluated and determined healthy and adoptable, he is then moved from the healthy hold area to the adoption area. If there is no room in adoptions, the decision to euthanize that animal or an animal in adoptions to make room must be made. Many shelters that are effective in managing their animal populations will also place stray animals up for adoption while still in their stray period. While the animal must remain at the shelter for the entire stray hold, by allowing the animal the opportunity for people to apply for adoption, the animal can be adopted as soon as the stray hold is complete thereby making space for other animals.

If <u>stray, healthy, and determined unadoptable</u>, the animal should be held in healthy hold for the stray hold period and then euthanized. If <u>owner surrendered</u>, <u>healthy</u>, <u>and determined unadoptable</u>, the animal would be euthanized immediately after intake.

Daily evaluations should be performed on the animals in healthy hold in order to choose which healthy, adoptable animals to move into the adoption area.

Adoptions

Animals should be housed in adoptions after they have been vaccinated, evaluated for behavior and health and have been deemed a candidate for adoption. The adoption areas should be the only areas the public have access to without staff escort. There should be approximately half the numbers of adoption kennels/cages as there are healthy hold kennels/cages this will allow the agency to provide more behind the scenes holding and separation of animals.

<u>Daily</u> evaluations should be performed on animals already in the adoption area, and those that are no longer considered good candidates for adoption should be euthanized. In order to avoid "warehousing" animals, this evaluation process needs to be performed daily (sometimes multiple times a day) and consistently.

Quarantine

If a <u>healthy, stray</u> animal coming in through the triage process is being held for biting/rabies observation, the animal should be housed in quarantine for the rabies hold period. This animal can then be euthanized or evaluated for adoption, depending on the circumstance of the bite.

If the animal is owner surrendered and determined to be <u>aggressive or unpredictable</u>, but has not bitten, he can be euthanized. If he is a stray and determined to be <u>aggressive or unpredictable</u>, but has not bitten, he should be held in guarantine (to limit staff contact) for the stray hold period.

If the quarantine area is full and the animal is not sick, he can be held in the healthy hold area until the stray period is complete, where only the staff has access.

Sick bite case or sick aggressive animals should be housed in isolation.

Dog kennels with guillotine doors limits staff handling of dogs in quarantine housing. Quarantined cats should be housed in special cages that limit staff from having to handle them. With these cages, staff can move the cats to one side in order to clean the other side, similar to the guillotine doors for the dog kennels. Agencies can also utilize specially designed "feral cat boxes" placed in regular cat cages very effectively as well.

No matter what room bite case or aggressive animals are housed in, their kennels/cages should be locked at all times and the animals should remain in the same kennel or cage for the duration of their stay. These kennels/cages should be clearly marked "QUARANTINE" or "AGGRESSIVE." The public should not be allowed in these areas unescorted. The number of quarantine kennels/cages designated should be based on the typical number of animals needing to be quarantined.

Isolation

Only animals that arrive sick/infectious or become sick while at the shelter should be housed in these areas. The public should not have access to these areas without staff escort. The number of kennels/cages will depend on the agency's resources and desire to treat sick animals.

In order to keep the general population healthy, the following animals should be housed in the isolation area thereby minimizing the spread of disease and sickness:

- A stray, <u>sick/infectious</u> animal that is brought in and needs to be held for the stray hold period
- > A dog or cat that got sick during his stay at the shelter
- A sick animal that is surrendered by his owner

Animals in the last two categories should be kept only if the agency feels they have the staff and budget to attempt treatment. The agency needs to determine if its infrastructure can support the treatment of animals for illnesses such as URI or kennel cough. There will be many animals that come in sick and will have to be treated for their stray period, but the agency needs to decide if it has the luxury of treating animals beyond their stray period.

Please note that euthanasia recommendations are made based on the assumption that there is no foster program or behavioral modification program in place.

In order for the isolation and separation concept to work, it must be strictly adhered to. Some organizations make the mistake of bending the rules by not using space as it is designated. There may be times when the healthy hold kennels/cages are full and instead of making a decision to euthanize an animal that has been at the facility, to make room, some agencies will house healthy and sick animals together. This negates the entire reasoning and benefits that result from the isolation and separation concept by exposing healthy animals to sick ones.

Proper Use of the Guillotine Door

The Problem:

Many dog runs are designed with a guillotine door; usually this door divides the run in half. All too often the inappropriate use of this door creates many problems for the agency. The guillotine doors are to facilitate cleaning and were never designed to be permanently shut. The policy of housing a dog on either side of the guillotine door (effectively turning 10 runs into 20) is not how most agencies were designed and when the agency houses dogs on either side in this manner it is impossible to properly clean the facility resulting in disease outbreaks, too many animals for the staff to adequately care for and an environment that is not conducive to encouraging the public to adopt. In fact this practice is the beginning of the majority of problems we see in shelters around the country.

The Cleaning Process with the Door Down:

One at a time, each dog is taken out of his kennel and tethered to the fencing while his kennel is being cleaned; however, tethering each dog to the same area facilitates the spread of disease. Each run, one-by-one is hosed down, disinfectant applied, scrubbed, let sit 10 minutes (all disinfectants need a minimum of 10 minutes contact time to be effective, any less is a false sense of economy), and then rinsed. To conclude the process, the kennel is squeegeed dry and the dog returned. This is a one by one process – or possibly 4-5 dogs at a time if you have a strong volunteer program (HSUS Volunteer Manual) with volunteers walking 5 dogs at time.

Cleaning Process Using the Guillotine Door Properly

First, the agency must decide to only house one dog or at the maximum two compatible dogs per run. If matching two dogs that did not come in together follow these guidelines (same sex, same size, not aggressive to animals or people, compatible). So, if you have 10 runs and you (by closing the guillotine door created 20 runs each holding 1 dog) by making this change you still have the ability to house the same number of dogs – you just have to take a bit more time in matching up the animals.

Proper animal management will allow any agency to discontinue housing dogs on both sides of a kennel. One or two compatible dogs should be housed in each kennel and the guillotine door should be kept open, except for cleaning. This will speed up the cleaning process tremendously. It is important to note that the dog kennels should not be cleaned one by one, but rather all the dogs in a section should be moved to one side of their kennels so the empty side can be cleaned as a whole in order to expedite cleaning of that section.

The time you save in cleaning and the result of healthier and happier dogs will be worth it. By making this change you achieve the following:

- Quieter kennels
- Easier to clean
- Dogs stay cleaner
- Healthier animals
- Public less intimidated by 'too many' dogs

 Instead of waiting for the 10 minutes for the disinfectant to work for each run, the staff by cleaning one whole side of the kennels at once – now you can wait one period of time with the disinfectant working on all kennels which will result in better use of staff time for clean-up.

How to Make the Switch?

Many agencies understand the rational of using the guillotine doors properly, but are concerned about the perception that by not housing animals on both side of the door that the agency will hold fewer animals and be criticized for reducing the population. Here are some tips for making the switch:

Staff

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Do not attempt to actually make the change in operation until you have done the following:

 Sit down with staff and discuss the concept, walk through the benefits of improved cleaning and animal health. Be sure to present this as a discussion, not an edict. Provide time for staff to ask questions and assist with brainstorming how this will affect their work.

 Once the staff is onboard with the why and the how, then sit down with the board of directors or any oversight department and obtain their approval.

Then make sure you have presented the why, the how to any person in the community that may
not understand this and might react in a negative manner.

Will We Hold Fewer Animals?

This is a valid concern however as long as you match compatible animals together (two to a run) then you are holding the same number of animals. There may be situations where you hold a few less animals, but when you consider the disease concerns compound with more animals the results of holding a few less animals actually improves the likelihood that you will place more as they will stay healthier and the community trusts that they will receive a healthy animal.

When Do We Make the Change?

Once the agency is ready to raise the guillotine doors – the timing is very important. The agency should find a time when the population is low (do not euthanize to reach this, unless the animals were scheduled for other reasons), move the animals in sections making the matches (temperament) as you go to find the dogs that are compatible with each other. You must clean each run before moving animals to ensure you are not spreading disease. Your facility must be dealing with healthy animals only and be prepared to move any unhealthy animal to the isolation section of the facility, or make the decision for euthanasia if the agency does not have the budget or staff to properly treat the sick animals.

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Isolation/Separation Flow Chart 1

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*Assumes no foster or behavior modification programs are in place



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EXHIBIT J



The Five Freedoms

(Farm Animal Welfare Council 2009)

In order to develop a document that was relevant to a broad range of entities caring for companion animals, the task force chose to model the document along the lines of the five freedoms. The concept of Five Freedoms originated with the Report of the UK Technical Committee to Enquire into the Welfare of Animals kept under Intensive Livestock Husbandry Systems, the Brambell Report, December 1965. The concept was subsequently refined by the Farm Animal Welfare Council so that it actually took the form of the five freedoms. It has since been further updated and is now the most visited page on the Council's Website. These principles are relevant and appropriate measures of welfare for any animal species and the task force tried to be mindful of them throughout the process.

- · Freedom from Hunger and Thirst
- By ready access to fresh water and diet to maintain health and vigor.
- Freedom from Discomfort
- By providing an appropriate environment including shelter and a comfortable resting area.
- Freedom from Pain, Injury or Disease By prevention or rapid diagnosis and treatment.
- Freedom to Express Normal Behavior
 By providing sufficient space, proper facilities and company of the animal's own kind.
- Freedom from Fear and Distress
 By ensuring conditions and treatment which avoid mental suffering.

Association of Shelter Veterinarians, Inc. 3225 Alphawood Dr., Apex, NC 27539 info@sheltervet.org



The Five Freedoms for animals

Home



The Five Freedoms are internationally accepted standards of care that affirm every living being's right to humane treatment. These standards were developed by Britain's Farm Animal Welfare Council in 1965 and adapted by the Association of Shelter Veterinarians for companion animals in shelters.

The Five Freedoms ensure that we meet the mental and physical needs of animals in our care:

- Freedom from hunger and thirst by ready access to fresh water and diet to maintain health and vigor. This must be specific to the animal. For example, puppies, adult dogs, pregnant cats, and senior cats all need different types of food provided on different schedules.
- 2. Freedom from discomfort by providing an appropriate environment including shelter and a comfortable resting area. This means you should provide soft bedding and an area with appropriate temperature, noise levels, and access to natural light. If an animal is outside, it must have shelter from the elements as well as appropriate food and water bowls that will not freeze or tip over.
- Freedom from pain, injury, or disease by prevention or rapid diagnosis and treatment. This includes vaccinating animals, monitoring animals, physical health, treating any injuries and providing appropriate medications.
- 4. Freedom to express normal behavior by providing sufficient space, proper facilities, and company of the animal's own kind. Animals need to be able to interact with or avoid others of their own kind as desired. They must be able to stretch every part of their body (from nose to tail), and run, jump, and play. This can be particularly challenging when animals are housed in individual kennels.

Freedom from fear and distress by ensuring conditions and treatment which avoid mental suffering. The mental
health of an animal is just as important as its physical health — as psychological stress can quickly transition into
physical illness. These conditions can be achieved by preventing overcrowding and providing sufficient enrichment
and safe hiding spaces.

Embracing the Five Freedoms supports the health and welfare of the animals in our care and provides adopters with the best possible insight into their personalities. That ultimately leads to more animals successfully placed in loving homes.

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FIVE FREEDOMS

The welfare of an animal includes its physical and mental state and we consider that good animal welfare implies both fitness and a sense of well-being. Any animal kept by man, must at least, be protected from unnecessary suffering.



1. FREEDOM FROM HUNGER AND THIRST

by ready access to fresh water and diet to maintain health and vigor.

2. FREEDOM FROM DISCOMFORT

by providing an appropriate environment including shelter and a comfortable resting area.

3. FREEDOM FROM PAIN, INJURY OR DISEASE

by prevention or rapid diagnosis and treatment.

4. FREEDOM TO EXPRESS NORMAL BEHAVIOR

by providing sufficient space, proper facilities and company of the animal's own kind.

5. FREEDOM FROM FEAR AND DISTRESS

by ensuring conditions and treatment which avoid mental suffering.

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Agenda #1.

EXHIBIT K

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Budget Worksheet Report. Budget Year 2020

Account	Account Description	2015 Actual	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Adopted Budget	2019 Actual Amount	
Fund 10	100 - GENERAL	To near 1		T WINGSOM	Consecutive State		Portubility.	
REVEN	Æ							
Cepa	ment 14 - ADMINISTRATION							
Division 141 - ANIMAL SHELTER		1.4						
32330	ANIMAL LICENSES	28,521.00	34,426.00	27,981.00	43,459.00	40,000.00	39,445.00	
	Licenses & permits Totais	\$28,521.00	\$34,426.00	\$27,981.00	\$43,459.00	\$40,000.00	\$39,445.00	
Inter	governmental							
33415	MISCELLANEOUS OULTURE & RECREATION GRANT	,00	40.00	.00	.00	.00	.00	
	Intergovernmental Totals	\$0.00	\$40.00	\$0.00	\$0.00	\$9.00	\$0.00	
Charg	tes for services		-			C 700 00	2 million (mail)	
34410	ANIMAL ADOPTION PEES	9,560.00	7,360.00	7,125.00	6,390.00	6,300.00	4,750.00	
34412	ANIMAL SHELTER CONTRACT COUNTY	\$90.00	246.00	600.00	483.00	350,00	630,00	
39414	ANIMAL SHELTER MISCELLANEOUS	2,712.05	11,192.29	16,837,00	\$45.00	2,500.00	3,061.79	
- 1915	ANIMAL DONATIONS	25,390,64	11,569.17	2,391.98	290.00	500.00	1,133.00	
16	ANIMAL IMPOUNDMENT FEES	65,00	.00	15.00	.00	.00	.00	
24417	ANIMAL CREMATION FEES	29,570.20	28,762.60	31,202.50	42,059.60	45,000.00	36,642.40	
34418	ANIMAL GUARDIAN ANGELS	30,470.69	26,715.14	26,625.63	28,787.00	27,000.00	20,681.03	
34419	ANIMAL MICROCHIPPING	11,015.00	8,805.00	8,635.00	8,920.00	8,000.00	6,774.00	
34420	ANIMAL NAMETAG	4,890.00	4,133.00	4,256.00	4,266.00	4,008.00	3,630.00	
34421	ANIMAL SURRENDER FEE	3,460.00	3,010.00	2,493.00	2,080.00	2,000.00	1,350.00	
34422	ANIMAL REDEMPTION ADMINISTRATION FEE	5,074.00	4,501.00	4,321.35	4,336.00	4,000.00	4,343.00	
34423	ANIMAL REDEMPTION TRIACE/VACCINATION FEE	6,515.00	5,225.00	5,440.00	5,608.00	5,000.00	4,171.00	
34424	ANIMAL REDEMPTION COST OF CARE	9,305.00	11,007.79	8,243.00	8,619.00	8,200.00	8,707,00	
34425	ANIMAL REDEMPTION COST OF CARE - COURT MANDATED CASES	255,00	.00	1,690.00	235.00	.00	2,068.00	
34426	ANIMAL REDEMPTION COURT MANDATED	.00	359.21	50.00	50.00	.00	50.00	
34427	ANIMAL REDEMPTION VETERINARY BILLS TO OWNER	770.00	\$95.56	635,20	151.00	360.00	392.00	
	Charges for services Tatals	\$139,642.58	\$123,477.76	\$120,758.55	\$112,819.60	\$113,210.00	\$98,393.22	
	Division 141 - ANIMAL SHELTER Totals	\$168,163.58	\$157,943.76	\$148,739,66	\$156,278.60	\$153,210.00	\$137,838.22	
	Department 14 - ADMINISTRATION Totals	\$168,163.58	\$157,943.76	\$148,739.66	\$156,278.60	\$153,210.00	\$137,838.22	
	REVENUE TOTALS	\$168,153.58	\$157,943.76	\$148,739,66	\$156,278.60	\$153,210.00	\$137,838.22	

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ł Budget Worksheet Report. Budget Year 2020

Account	Account Description	2015 Actual Amount	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Adopted Budget	2019 Actual Amount	
Fund 1	000 - GENERAL							
EXPENS	ie .							
Depa	rtment 14 - ADMINISTRATION							
Div	ision 141 - ANIMAL SHELTER							
41110	SALARIES & HOURLY	227,123,66	234,901,63	247,658,89	259,805,61	318,555.00	284,644,52	
41210	OVERITME - REGULAR FULL-TIME	2,230,26	1.739.19	.00	9,861.97	.00	3,769.69	
91315	VACATION TERMINATION	619.43	1.207.48	8.085.80	1.271.77	.00	461.35	
01375	SICK LEAVE TERMINATION	175.43	223.20	3.035.40	400.25	.00	175.27	
1360	REALTH INSURANCE	97,529,29	90,483,84	93.516.01	101.939.44	111,304.00	97.605.69	
1370	LIFE INSURANCE	1.147.48	1.407.59	1.531.59	1.580.58	1,850.00	1,695,38	
1410	UNEMPLOYMENT INSURANCE	1,962.85	1,092.26	1,179.68	1,619.13	2,217.00	2.016.12	
11420	WORKERS COMPENSATION	15,876.08	16,039.26	14,445.18	14,204.18	16,327.00	15,023.69	
11430	FICA	13,759.25	14,232.58	15,503.85	16,559.09	19,751.00	17,371.90	
35	MEDICARE	3,217,88	3,328.59	3,625.91	3,872.68	4,518.00	4,062,78	
1415	YEIS	25,181.22	25,821.48	27,602.59	29,917.62	34,546.00	31,414.79	
	Personal services Totals	\$388,922.83	\$390,477,10	\$416,185.10	\$446,033.32	\$509,179.00	9458,241.28	
Supp		•		1.1.0.400.000			deres and the second	
2110	PAPER & FORMS	.00.	80.07	.00	.00	.00	.00	
2120	COMPUTER ACCESSORIES	400.00	585.80	.00	.00	.00	.00	
2150	VOLUNTEER EXPENSES	8,140.02	8,950.14	8,767.56	3,673.21	4,000.00	5,053.99	
2190	OTHER OFFICE SUPPLIES & MATERIALS	1,966,87	2,722.20	1,980.58	3,216.32	3,000.00	2,011.70	
2230	JANITORIAL SUPPLIES	8,059,05	7,167.14	8,479.83	4,148.63	7,639.00	5,572.79	
2240	CLOTHING & UNIFORM	800.00	1,138.68	565.00	551,80	800.00	569.04	
2270	ADOPTION SUPPLIES	8,004,94	4,620.60	6,926.52	188.45	8,506.00	8,320.55	
2290	OTHER OPERATING SUPPLIES	29,968.13	38,355.12	47,237.16	63,641.05	31,195.00	49,370.24	
2310	GAS, OIL, DIESEL RUEL, GREASE, ETC	965.80	353.00	275.25	553.83	413.00	618.95	
2390	OTHER REPAIR & MAINTENANCE SUPPLIES	687.50	511.82	.00	.00	800.00	504,63	
	Supplies Totals	\$58,992.31	\$64,485.57	\$74,231.90	\$75,973.29	\$56,353.00	\$72,021.89	
Purch	used services						1 - Carlos -	
3110	POSTAGE, BOX RENT, ETC.	35.35	37.74	-00-	.00	.00	.00	
3210	PRINTING, FORMS, ETC	337.32	1,113.26	190.46	48.00	1,100.00	24.00	
3355	LICENSES	1,553,52	1,737,20	804.55	.00	1,000.00	904.54	
3412	FAX & OTHER TELEPHONE LINES	2,261.92	1,662.07	107.08	107.26	648.00	590.51	
3420	ELECTRIC UTILITY	7,271.60	6,475.52	5,955.46	7,250.90	6,000.00	5,090.56	

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Budget Worksheet Report. Budget Year 2020

Account	Account Description	2015 Actual	2016 Actual	2017 Actual Amount	2018 Actual Amount	2019 Adopted Budget	2019 Actual Amount	
Fund 1	DOG - GENERAL	- priote in	7319440			and the	C BEIGHARDS	
EXPENS	SE							
Depa	Intent 14 - ADMINISTRATION							
Di	islon 141 - ANIMAL SHELTER							
12420	GAS ITTLITY	10 504.81	10,208,75	10.876.73	9,950,68	9,700.00	7.595.70	
43440	CITY SANITATION DISPOSAL	1.341.12	1.381.18	1.408.08	1,408.08	1,400.00	1.535.10	
43450	WATER UTILITY	1.031.74	838.42	961.12	929.20	900.00	880.54	
43460	SEWER UTILITY	1,676.39	1,293.79	1,396.58	1,255.08	1,400.00	1,174.08	
43470	STORM DRAIN UTILITY	15.95	17.42	19.21	21.12	20.00	20.55	
43560	MEDICAL SERVICES	.00	.00	.00	.00	.00	2.472.00	
43590	OTHER PROFESSIONAL SERVICES MISCELLANEOUS	44,638.08	25,126.12	23,600.05	31,293.59	18,570.00	37,121.89	
43620	BUILDING REPAIR & MAINY	320.59	.00	00.	.00	.00	549.11	
*1630	MAINTENANCE AGREEMENTS	7,221.08	7,023.58	2,154.69	4,202.58	7,380.00	4,438.78	
90	OTHER REPAIR & MAINTENANCE SERVICES	4,274.60	6,800.32	.00	.00	1,500.00	181.88	
13790	MISCELLANEOUS TRAVEL EXPENSE	378.94	1,639.49	2,468.62	585.48	.00	139.00	
45515	CREDIT CARD FEES	1,364.40	1,614.92	1,747.52	1,750.43	1,800.00	1,539.09	
15520	BANK FEES	.00	.00	79.65	83.35	.00	124.05	
	Punchasod services Totals	\$84,227.41	\$66,969.78	\$51,770.80	\$58,896,95	\$51,418.00	\$54,382.38	
Other	A set of the				Contract of the	and the second		
15920	REPUNDS & REIMBURSEMENTS	32,034.32	25,103.75	17,392.49	38,331.44	20,000.00	23,011.49	
18110	BAD DEBT EXPENSE	113.00	3,039.00	3,034.00	.00	.00	.00	
-	Other Totals	\$32,147.32	\$28,142.75	\$20,426.49	\$38,331.44	\$20,000.00	\$23,011.49	
Inten	HIMAN DECOUDES	3,711 00	6 680 04	3,654,00	5.433.96	11,312.00	11 312 04	
8571	CITY THE EPHONE	1,725.96	1.519.96	1,555.00	1.349.04	1.390.00	1 389.96	
0637	VEHICLE A ENLIDMENT MAINT	573.00	970.04	1,140.95	917.00	671.00	671.04	
18651	MAT	1.857.95	1,159,04	1.163.04	1.225.09	1,180.00	1.179.96	
8657	FISCAL SERVICES	3,551,95	2.856.00	11.303.04	10.827.96	11,599.00	11.598.95	
RESR	CENTRAL INSURANCE	8,405.00	7,885.00	7.380.00	7,355.00	6,493.00	6.493.00	
18595	INFORMATION TECHNOLOGY	903.96	10,163,04	9,750.96	10,427,04	11.539.00	11.538.96	
8696	COMPUTER NETWORK	339.96	1,467.96	6,470.04	701.04	717.00	717.00	
18697	COMPUTER EQUIPMENT MAINT	77.00	1,980.00	2,021.00	2,758.00	3,048.00	3,048.00	
18810	COMPUTER & EQUIPMENT LEASE	357,00	1,689.96	1,878.95	1,902.00	2,417.00	2,417.04	
	Internal service charges Totals	\$21,512,80	\$35,352.04	\$46,328.00	\$42,893,08	\$50,366,00	450.365.95	

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Budget Worksheet Report. Budget Year 2020

Account Ac	count Descripti	OWN .		2015 Actual Amount	2016 Actual Amount	2017 Actual Amount	2018 Actual Amount	2019 Adopted Budget	2019 Actual Amount	
Fund 1000 - 0	SENERAL									
EXPENSE										
Department	ADI 14 - ADMINISTRATION									
	Disision	141 -	ANTMAL SHELTER TOTALS	\$585,802.67	\$\$85,427.24	\$608,942.29	\$552,128.03	\$687,316.00	\$668,023.00	
	Deality of	10 -	ADMINISTRATION Torals	\$585,802,67	\$586,427,24	\$608,942.29	\$652,128.08	\$687,316.00	\$668,023,00	
	Defrardition.		EXPENSE TOTALS	\$585,802.67	\$586,427.24	\$608,942.29	\$652,128.08	\$587,316.00	\$568,023.00	
		Fund	1000 - GENERAL Totals							
			REVENUE TOTALS	\$168,163.58	\$157,943.76	\$148,739.66	\$156,278.60	\$153,210.00	\$137,838.22	
			EXPENSE TUTALS	\$585,802.67	\$586,427.24	\$608,942.29	\$652,128.08	\$587,316.00	\$568,023.00	
		Fund	1000 - GENERAL Totals	(\$417,639.09)	(\$428,483.48)	(\$460,202.63)	(\$505,849.48)	(\$\$34,105.00)	(\$530,184.78)	
			Net Grand Totals							
			REVENUE GRAND TOTALS	\$168,163.58	\$157,943.76	\$148,739.66	\$156,278.60	\$153,210.00	\$137,838.22	
			EXPENSE GRAND TOTALS	\$585,802.67	\$585,427.24	\$608,942.29	\$662,128.08	\$687,316.00	\$668,023.00	
			Net Grand Totals	(\$417,639.09)	(\$428,483.48)	(\$460,202.63)	(\$505,849.46)	(\$534,105.00)	(\$530,184.78)	

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EXHIBIT L

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Shelter Capacity Calculators

Whether you're planning a new building or trying to optimize your animal flow in an existing facility, getting housing and animal numbers right is a critical component. Too few housing units and there's not enough time to provide the care animals need. Too many and costs and workload skyrocket with no payoff in terms of increased life saving. Use these calculators to model different scenarios to help you hit your "just right" sweet spot where you have the housing you need to get every animal to the best possible outcome with the greatest possible efficiency. Note these calculators are a work in progress – let us know how you like them and if they generate any ideas or questions for you!

Length of Stay Calculator

Use this calculator to determine your target length of stay, taking into account the estimated percentage of animals that will move pretty quickly and those that will need a little more time and care, aka Fast and Slow Trackers.

Housing Number Calculator

Provides a quick look at how many housing units will be needed for a given rate of throughtput, taking into account that juveniles (litters of kittens and puppies) will often be co-housed.

Length of Stay Predictor

This calculator will tell you what the overall average length of stay (LOS) will be for a given number of adoptions and number of animals housed, and will also tell you what the average LOS will be for slow track animals based on the number of animals housed and the average LOS of fast trackers.

Basic Animal Care Time Requirement Calculator

Although 15 minutes per animal has been recommended as a basic requirement for all shelter animals, in truth this number will vary quite a bit depending on the animal's particular needs. As many shelters are seeing lower intake but an increasing percentage of higher need animals, this calculator will help you visualize how that can impact staffing needs.

RESOURCE LIBRARY

Resource Library

Shelter Health Resources

Shelter Operations/Capacity for Care Resources

Facility Design Resources

DIY Housing Accessories for Animal Shelters

Shelter Capacity Calculators

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Looking for more information about KSMP services, personnel, and news? Use the search form below.

VETERINARY MEDICINE

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EXHIBIT M

Agenda #1.

Proposed MCAAC Staffing

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01/23/2020

EXHIBIT N

ΕI

The Animal Foundation of Great Falls Budget

Fiscal Year 11-1-14 to 10-31-15	Fiscal Year 11-1-15 to 10-31-16	Fiscal Year 11-1-16 to 10-31-17	Fiscal Year 11-1-17 to 10-31-18	Fiscal Year 11-1-18 to 10-31-19
906,997.00	295,000.00	1,317,000.00	1,135,000.00	447,000.00
14,000.00	85,000.00	91,000.00	91,000.00	126,000.00
920,997.00	380,000.00	1,408,000.00	1,226,000.00	573,000.00
24,000.00	40,000.00	45,000.00	58,000.00	64,000.00
128,000.00	254,000.00	288,000.00	302,000.00	309,000.00
76,000.00	78,000.00	89,000,00	91,000.00	99,000.00
86,997.00	65,000,00	78,000.00	68,000.00	72,000.00
314,997.00	437,000.00	500,000.00	519,000.00	544,000.00
606,000.00	(57,000.00)	908,000.00	707,000.00	29,000.00
1,456,000.00	42,000.00	(694,000.00)	(890,000.00)	(24,000.00)
(2,800,000.00)	(76,000.00)			
211				
(738,000.00)	(15,000.00)	214,000.00	(183,000.00)	5,000.00
826,000.00	88,000,00	73,000.00	287,000.00	104,000.00
88,000.00	73,000.00	287,000.00	104,000.00	109.000.00
	Fiscal Year 11-1-14 to 10-31-15 906,997.00 14,000.00 920,997.00 24,000.00 128,000.00 128,000.00 76,000.00 314,997.00 808,000.00 1,456,000.00 (738,000.00) 826,000.00 88,000.00	Fiscal Year Fiscal Year 11-1-14 to 10-31-15 11-1-15 to 10-31-16 906,997.00 295,000.00 14,000.00 85,000.00 920,997.00 380,000.00 24,000.00 40,000.00 128,000.00 254,000.00 128,000.00 78,000.00 314,997.00 65,000.00 314,997.00 437,000.00 (738,000.00) (76,000.00) 1,456,000.00 (76,000.00) 1,456,000.00 88,000.00 326,000.00 73,000.00	Fiscal Year Fiscal Year Fiscal Year Fiscal Year 11-1-14 to 10-31-15 11-1-15 to 10-31-16 11-1-16 to 10-31-17 11-1-16 to 10-31-17 906,997.00 295,000.00 1,317,000.00 91,000.00 14,000.00 85,000.00 91,000.00 920,997.00 380,000.00 1,408,000.00 24,000.00 40,000.00 45,000.00 128,000.00 254,000.00 288,000.00 76,000.00 78,000.00 78,000.00 314,997.00 437,000.00 500,000.00 1456,000.00 (57,000.00) 908,000.00 1456,000.00 (75,000.00) 214,000.00 694,000.00 88,000.00 73,000.00	Fiscal Year Fiscal Year Fiscal Year Fiscal Year Fiscal Year 11-1-14 to 10-31-15 11-1-15 to 10-31-16 11-1-16 to 10-31-17 11-1-17 to 10-31-18 906,997.00 295,000.00 1,317,000.00 1,135,000.00 14,000.00 85,000.00 91,000.00 91,000.00 920,997.00 380,000.00 1,408,000.00 1,226,000.00 24,000.00 40,000.00 45,000.00 302,000.00 128,000.00 254,000.00 288,000.00 302,000.00 86,997.00 65,000.00 78,000.00 68,000.00 314,997.00 437,000.00 500,000.00 619,000.00 14,56,000.00 (77,000.00) 508,000.00 707,000.00 14,56,000.00 (77,000.00) 508,000.00 707,000.00 14,56,000.00 (77,000.00) 619,000.00 619,000.00 14,56,000.00 (77,000.00) 214,000.00 (183,000.00) (738,000.00) 88,000.00 73,000.00 287,000.00 88,000.00 73,000.00 287,000.00 287,000.00 <



Request for Proposal

Services and Operations Complementary to the Great Falls Animal Shelter Agenda #1

• <u>BACKGROUND</u>;

February 2019; the City Commissioners consented to the suggestion of Commissioner Robinson to explore a potential partnership with the Maclean-Cameron Animal Adoption Center (MCAAC). The initial exploration was conducted by Commissioner Robinson and Commissioner Moe.

July 2, 2019; Commissioners Robinson and Moe reported that they had gone as far as they could go with the initiative and, without objection from the rest of the Commission, directed staff to take over exploration efforts.

July – September 2019; City staff, as well as City Manager Doyon met with MCAAC representatives and contacted numerous local and national agencies to gather information on industry operations and best practices, to ascertain the formation of a partnership.

October 2019; To facilitate the direction, with Commissioner input, the City Manager crafted a Request for Proposal for Services and Operations Complementary to the Great Falls Animal Shelter (GFAS).

• **BACKGROUND**;

- The GFAS is an open-admission, municipal animal shelter operated by the City of Great Falls, and requirements contained in Montana Code Annotated (MCA), Title 7, Chapter 23, and local ordinances. The GFAS is required to provide a location for all stray, abandoned, and owner surrendered animals, and serves the residents of Great Falls, Cascade County and the surrounding areas.

- GFAS provides a number of services; animal protection, animal adoptions, education/outreach, cremation services for veterinarians and private citizens, as well as spay/neuter, licensing and microchipping services. The Shelter also has volunteer opportunities and currently has over 320 volunteers that assist with the animals and other events and activities throughout the year.

- The MCAAC and the GFAS both offer similar services to the community, but there are differences in the services they provide, and the requirements that dictate the services they offer.

• **BACKGROUND**;

- The RFP was not directed toward a sole entity, but was broadly advertised to solicit the greatest input.

- The RFP was specific, and approved by the Commission at the November 5th, 2019 work session. The approval included three qualifications that were to be met for successful consideration.

- Provide at least the same quality of care as currently provided by the GFAS;
- Not create inefficiencies or gaps in service between the duties assumed by the proposing body and those retained by GFAS; and
- Result in substantial savings to the City of Great Falls

- The RFP was originally due on 8 January 2020, and the due date extended 45 days to 24 February 2020.

- One submission was received from the MacLean Cameron Animal Adoption Center.

<u>Section 1 – Proponent Information</u> -- Responsive

<u>Section 2 – Statement of Intent</u> -- Responsive, with comments

-- Applicant did not explain *their* challenges as requested in the RFP.

-- Applicant answered expansion of their services and facility *caveated* upon them being awarded a service contract. The applicant did not explain if they had any other service/facility expansions in their current long range plans.

<u>Section 3 – Animal Welfare Services Proposed</u> -- Response Concerns

-- The requirements of the RFP stated a successful proposal must establish that the proposed complementary services <u>would meet three standards (quality of care, not create inefficiencies/gaps in service, and result in substantial savings to the City).</u>

-- Section 3, para 2, proposes the "Center to assume all responsibility for animal adoption and fostering services, fundraising, and education to the community. The City would retain responsibility for the intake and timely release of strays along with statutory responsibility for animal control services." But in Section 4, para 1, the proposal "offers a service contract at an initial flat fee of \$475,000, and the City MUST close all operations of the GFAS."

--RFP Requirement #1, #2, and #3 not met

<u>Section 3 – Animal Welfare Services Proposed (continued)</u>

- -- Section 3, question 1 response; proposes the "Center would no longer accept strays."
 - -- *RFP Requirement #1 and #2 not met*
- -- Section 3, question 4 response; proposes that the animals to be served are dogs, puppies, cats, and kittens as well as unclaimed strays turned over to the MCAAC from the GFAS.
 - -- *RFP Requirement #1, #2, and #3 not met*
 - -- <u>Note</u>: Incongruent statement. Animals cannot be turned to the MCAAC if the service contract requirement proposed is to close the GFAS?
- Section 3, question 8 response; proposes the "Center should not be required to accommodate large turn-ins of animals seized from animal hoarders."
 RFP Requirement #1, #2, and #3 not met
- -- Section 3, question 8 response; states the foundation "does not believe it should assume any responsibility for cremation. The City has committed to building a new incinerator and there are other options available in the private sector."
 - -- *RFP Requirement #1, #2, and #3 not met*

-- <u>Note:</u> Incongruent statement. Cremation services cannot be obtained at the GFAS if the service contract requirement proposed is to close the GFAS?

Agenda #1.

<u>Section 3 – Animal Welfare Services Proposed (continued)</u>

- -- Section 3, question 9 asks for a timeline detailing the timeframe and steps needed to provide the service. The response states the foundation "would be prepared to begin a contractual arrangement on July 1, 2020." No steps to reach this were provided.
 - -- *RFP Requirement #2 not met*
- -- Section 3, query 12 response; states that all "qualifying animals will be taken to the MCAAC at which time the MCAAC will assume ownership.
 - -- RFP Requirement #1, #2, and #3 not met
 - -- <u>Note</u>: Incongruent statement. Qualifying animals cannot be taken to the MCAAC if the service contract requirement proposed is to close the GFAS?

Agenda #1.

<u>Section 4 – Service Cost and Financial Requirements</u> -- Response Concerns

- -- Section 4, query 2 response; states "the GFAS closes all operation the MCAAC proposed an initial service contract price off \$475,000 adjusted annually by the CPI" and additionally stated if the GFAS is not closed, the MCAAC cannot propose an initial contract price without knowing the level of services that the City would maintain and the costs and income associated with such services......absent a full understanding of the City's cost for it's retained services."
 - -- *RFP Requirement #1, #2, #3 not met*
 - -- The RFP asked for submissions for complementary services and operations during the initial 54-day timeline. The commission then approved a MCAAC requested 45-day extension request. The RFP Addendums #2 and #3 included "by line item" expense ledger detail, complete budget information for 2008-2019, as well as detailed responses to specific questions about expenses.
 - -- <u>Note:</u> Incongruent statement. The MCAAC relays throughout the proposal that they are a viable and well functioning alternative to the GFAS. They operate and provide some of the same services that the GFAS does. The proposal states the MCAAC would assume all responsibility for animal adoption and fostering services, fundraising, and education to the community. These are services that they currently provide. How could they not determine their costs associated with services they already provide?

<u>Section 4 – Service Cost and Financial Requirements (continued)</u>

- -- Section 4, query 3 response; states "the Center will utilize the services of the GFAS for animal cremation needs at a price discounted from retail."
 - -- RFP Requirement #2 and #3 not met
 - --<u>Note</u>: Incongruent statement. Cremation services cannot be offered to the community if the service contract requirement proposed is to close the GFAS.
- -- Section 4, query 4; when asked to provide <u>detail</u> about the organizations budget for the past five years, the MCAAC provided only basic information on revenue, expenses, and debt service; see next slide. The MCAAC did relay that they do not have any endowment at this time, and upon completion of all debt payments the foundation hopes to establish an endowment.

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The Animal Foundation of Great Falls Budget

	Fiscal Year 11-1-14 to 10-31-15	Fiscal Year 11-1-15 to 10-31-16	Fiscal Year 11-1-16 to 10-31-17	Fiscal Year 11-1-17 to 10-31-18	Fiscal Year 11-1-18 to 10-31-19
Revenue					
Donation, grants, bequest and fund raising events	906,997.00	295,000.00	1,317,000.00	1,135,000.00	447,000.00
Program revenue (adoption center/education)	14,000.00	85,000.00	91,000.00	91,000.00	126,000.00
Total Revenue	920,997.00	380,000.00	1,408,000.00	1,226,000.00	573,000.00
Expenses					
Animal Care and Boarding	24,000.00	40,000.00	45,000.00	58,000.00	64,000.00
Salarles and Benefits	128,000.00	254,000.00	288,000.00	302,000.00	309,000.00
Occupancy Costs (Ins., repairs, taxes, utilities, etc)	76,000.00	78,000.00	89,000.00	91,000.00	99,000.00
Other Overhead Costs	86,997.00	65,000.00	78,000.00	68,000.00	72,000.00
Total Expenses	314,997.00	437,000.00	500,000.00	519,000.00	544,000.00
Net Operating Income	606,000.00	(57,000.00)	908,000.00	707,000.00	29,000.00
Debt Service	1,456,000.00	42,000.00	(694,000.00)	(890,000.00)	(24,000.00)
Construction and equipment costs	(2,800,000.00)	(76,000.00)			
Endowent	· · · ·				•
8	(738,000.00)	(15,000.00)	214,000.00	(183,000.00)	5,000.00
Beginning Cash	826,000.00	88,000.00	73,000.00	287,000.00	104,000.00
Ending Cash	88,000.00	73,000.00	287,000.00	104,000.00	109,000.00
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<u>Section 5 – References</u> -- Responsive

SUMMARY;

- The proposal received was difficult to interpret, and understand. The City did not request any closure of the GFAS. The RFP asked for complementary services and operations options. Instead, the City received 1 option (close and pay an unsubstantiated fee) and a confusing request to continue negotiations about information that should have been provided in the proposal.

- The proposal contradicts itself by listing a \$475,000 dollar figure for the MCAAC to provide their reduced services to the community. That is caveated by the requirement to close the GFAS, but on numerous paragraphs the MCAAC relays that they need the GFAS to provide services.

- This is only a preliminary analysis. The flaws, contradictory statements, and lack of detail is only a sampling of the essence contained in the document.

• <u>COMMISSION OPTIONS:</u>

- Have staff provide a full report detailing the concerns about the proposal at a future work session
 - -- This will allow staff time to fully analyze, research, and provide a detailed list of potential impacts from a financial, operational, and legal perspective.
- Continue to negotiate with the MCAAC based on the proposal submitted
 - -- Due to the public interest and attention on this subject, it is recommended this effort be led by 2 commissioners at future public meetings
 - -- This will also allow staff to request the MCAAC provide the line item detail and specification missing from the submission.
- Find that the proposal was non-responsive, due to the numerous conflicts and lack of information, and reject the RFP
 - -- The submitted proposal reveals and validates that shutting down the GFAS is not a viable option. A rejection of the RFP will not negatively impact the MCAAC or GFAS, or our community.


Enhancing compassion through education

March 12, 2020

Mayor and City Commissioners City Manager Deputy City Manager Room 204, Civic Center PO Box 5021 Great Falls, MT 59403-5021



SUBJECT: Response to City Staff Update, presented on March 3, 2020

Dear City Officials,

The Trustees of the Animal Foundation submit this Response to supplement its Proposal for a services contract, to clarify some of the statements in its Proposal, and to address critical misinterpretations regarding the Proposal.

First and foremost, the Foundation wishes to make it clear that the premise of the Proposal that it submitted to the City on February 24, 2020, was that the Foundation would assume all responsibility for the intake of owner surrenders, animal adoption and fostering, and education/outreach to the community. Under the Proposal, the City would retain its responsibility for animal control; intake of strays, to include 72 or 96 hour hold periods or owner redemption; and operation of its crematorium. This is stated in Section 3, paragraph 2 of the Proposal. Please note that the suggestion that the City might consider closing Great Falls Animal Shelter (GFAS) is addressed in only one paragraph (four lines) in the 14-page proposal, specifically at page 11 under the heading "Projected annual expenses to the City." If that one paragraph is removed from the document, **all of staff's concerns and comments about the Proposal containing "incongruent statements" are eliminated.** As was pointed out at the meeting and staff acknowledged, the Proposal did not state that the City "must close" all GFAS operations.

Second, the Staff report states that the Foundation was given ample time and financial data to develop its projected annual expenses under a contract with the City for complementary animal welfare services. The Foundation acknowledges that the City was very responsive to the Foundation's request for additional data and appreciates the information provided. The Foundation currently believes that it can perform the services it has proposed for \$475,000. This figure was calculated by an experienced CPA based on data from both internal and external sources, projected number of animals that would be in our care, and insight from a variety of professionals. However, until the Foundation submitted its Proposal on February 24, 2020, the City could not have known, and did not have an opportunity to calculate, its costs for its retained services under the Proposal. Until the City reviews the Proposal and determines an estimated budget for its retained services, the Foundation is unable to finalize a contract price which will ensure that the City achieves substantial savings. Upon receipt of these numbers, the Foundation will finalize a firm, fixed contract price. Addendum #3 to the Request for Proposals clearly contemplated that such interaction and discussions would take place.

MacleanCameronAnimalAdoptionCenter.org | (406) 727-7387 | 900 25th Ave NE, Great Falls, MT 59404 | P.O. Box 3426, Great Falls, MT 59403



Fostering a caring community for animals by providing shelter, advancing animal welfare and promoting the bond between animals and humans through innovative programs, education and service.



While the above two points are the most critical, the Foundation has several other observations regarding the following staff comments and mistaken assertions that the Request for Proposal (RFP) criteria were not met:

The Great Falls Animal Shelter is described on slide #3 as an open admission animal shelter: This statement conflicts with the GFAS Policy Manual, found on the City's website, which states in part, "The GFAS does not accept any animals that have potentially infectious disease or illness, or have extreme behavior issues, including but not limited, to biting or signs of aggression. Animals that the owners believe to have aggressive behaviors will not be accepted..." The Policy Manual is included as Exhibit D to the Foundation's Proposal.

<u>Section 2 - Other long range plans for the Center</u>: The staff report states that the Foundation failed to explain if it had any service/facility expansion plans. Please note that irrespective of whether it enters into a contract with the City, the Foundation plans to expand its outside animal areas and protected 'catios.' This was discussed in the last paragraph of the Foundation's response to <u>Does the organization have any plans to expands its services or facilities in the future?</u>

<u>Section 3 - The Center would no longer accept strays:</u> Under the Foundation's proposal, it is assumed and clearly stated that the City would retain responsibility for animal control and intake of strays. Upon expiration of the 72/96 hour hold period, unredeemed strays would be transferred to the Center. There are several reasons for the City to manage the intake of strays. First, this would streamline owner redemptions by providing one place to check for lost animals. Second, by acting as the entity managing stray animals, the City is in a better position to track animal owners who repeatedly violate laws relating to the care of animals and take appropriate enforcement actions. Finally, this will also mean that the City can derive revenue associated with management of stray animals.

<u>Animals to be served are dogs, puppies, cats and kittens:</u> This is consistent with best practices at other privately run animal shelters such as Heart of the Valley (HOV) in Bozeman. At the meeting, staff stated that the City "services all animals" as defined under MCA Section 7-23-4101. This statutory section refers to the City's authority to regulate and impound "horses, cattle, swine, sheep, goats, and dogs or other animals." It is our understanding that the City shelter does not take in horses, cattle, swine, sheep or goats. However, the Foundation would be amenable to assisting citizens who wish to surrender other species, such as birds, small mammals and reptiles, by working with appropriate rescue groups having expertise in such species.

<u>The Center would not accept large turn-ins of animals from hoarders</u>: There have been hoarding situations in the past where dozens of animals have been impounded at one time. In one case, the Montana ExpoPark was used as a staging ground for initial hold and assessment of the animals. The contract between HOV and the City of Bozeman contains language indicating that HOV will not accept large numbers of animals at one time that would overwhelm the capabilities of its facilities and potentially infect other animals in its care without prior notification and additional payment. The Foundation believes that this should be a subject of further discussion.

<u>Timeframe and steps to implement a services contract</u>: It is not clear what specific information the City seeks. The Foundation has already stated that the close proximity of the two facilities should facilitate a smooth transfer of animals and that it is prepared to remodel to accommodate a larger number of animals. Therefore, the Foundation disagrees that it failed to meet RFP criterion #2 or that a contract between the City and Foundation would create a gap in services.

<u>Section 4 – Staff asks "How could they (MCAAC) not determine their costs associated with services they already</u> <u>provide?"</u> The Foundation is very well aware of the costs associated with the services it <u>currently</u> provides. However, if the Foundation's proposal is implemented, it will have a much larger number of dogs, cats, puppies and kittens. This will require additional staff, a remodeling of the facility, and other costs associated with an expansion of services.

<u>Asserted deficiencies in provision of information about the Center's budget for the past five years</u>: As requested in the RFP, the Foundation provided sufficient detail on revenue, expenditures, and debt service to demonstrate its financial capability and stability. If the City requires further information, it should specify what additional information is required.

<u>Closing remark: "A rejection of the RFP will not negatively impact the MCAAC or GFAS or our community.</u>" Rejection of the Foundation's Proposal will foreclose one option for the City to divert scarce taxpayer dollars to other critical needs such as public safety. It will continue to divide the donor and volunteer base between the Center and GFAS. It will not allow each entity to focus on its strengths; the City capably manages animal control and enforcement and the Center has an unmatched success rate at adopting out homeless animals.

In sum, the Foundation disagrees that its Proposal does not satisfy the RFP criteria. Criterion #1 requires that the Proposal ensure the same quality of care currently provided by GFAS. The Foundation submitted numerous exhibits documenting its extensive measures to optimize animal well-being, taking into account facility design, shelter capacity and best practices. Criterion #2 is addressed above. Criterion #3 requires substantial savings to the City. As stated earlier, upon receipt of the City's cost estimate for its retained services under the Proposal, the Foundation sincerely welcomes the opportunity to pursue discussions which will lead to substantial savings for the City.

Sincerely,

Jutter Junder

Libbey Winderl Board President

Jun Traber

John Huber Trustee

Animal Foundation Services and Operations Contract

Submitted 06.01.2020

Agenda #1.





BACKGROUND

- February 24, 2020 the Animal Foundation of Great Falls submitted a proposal in response to the RFP.
- March 3, 2020 City staff provided a presentation on the Foundation's proposal referencing some confusion.
- March 11, 2020 John Huber and Libbey Winderl submitted a letter to the Commission and staff clarifying the proposal and addressing staff's concerns.
- March 17, 2020 Had planned to be on the agenda, but Covid-19 led to major changes and delays.
- Today Further a conversation about a potential agreement between the City and the Foundation for adoption and education services.

Agenda #1.

Maclean-Cameron

SUMMARY OF PROPOSAL

From page 8 of the Proposal:

The Animal Foundation of Great Falls proposes to utilize the Center to assume all responsibility for animal adoption and fostering services, fundraising, and education to the community.

The City of Great Falls would retain responsibility for the intake and timely release to owners of stray animals, 72/96 hour hold periods for impounded strays, operation of its crematorium, and its statutory responsibility for animal control services.



Agenda #1



MAJOR ADVANTAGES OF A CONTRACT BETWEEN THE CITY & FOUNDATION

First: Maclean-Cameron Animal Adoption Center will provide a superior quality of care than currently provided at the City Shelter

The Maclean-Cameron Animal Adoption Center has taken massive steps in designing and building the Center to maximize quality of care:

- Regular air exchange to minimize infection
- Sound barriers to minimize anxiety/stress
- Lighting and daylight to minimize anxiety/stress
- Floor coverings to provide higher levels of cleanliness
- Configuration and size of suites to minimize anxiety/stress
- Odor control and sanitation



Agenda #1

Example: Cats housed in shelters without adequate air exchanges are affected by respiratory infections at a significantly higher rate. The respiratory infections caused by inadequate air exchanges result in increased veterinary costs, suffering for the animals, and negatively affect adoption rates. For that reason, the Foundation chose to invest in an air exchange system with separate zones for animals with various needs, to include those in medical isolation, newly incoming, and those cleared for adoption. The Center's air exchange system in these areas provides up to 12 fresh air room exchanges per hour in order to reduce the spread of infection.

- 1. Having completed construction of a state-of-the-art facility in 2015, the Foundation turned to its primary mission: Meeting or exceeding standards with regard to the care and treatment of its shelter animals (extensively documented in the proposal's attached exhibits).
- 2. A study of the City Shelter, conducted in 2010, concluded that, "...the existing City shelter which was built in 1972 was outdated and in desperate need of replacement," and that it was, "...not salvageable as an animal shelter." -Kim Staton
- 3. Even though the City has made upgrades to the Shelter, to include constructing a cattery, it is evident that City Shelter does not provide the same quality of care as the Center does.

MAJOR ADVANTAGES OF A CONTRACT BETWEEN THE CITY & FOUNDATION

Second: A contract with the Maclean-Cameron Animal Adoption Center will result in cost savings to the City.

It is our understanding that in addition to the cattery, the City is considering further improvements to the Shelter to improve conditions for dogs. While we are unaware of what those costs would be, they can be wholly avoided if the City and Foundation enter into an agreement for the Center to house cats and dogs after the initial 72/96 hour stray hold period. Even without a contract, the Foundation has helped the City avoid costs by handling one-third of the all animal intakes during the most recent fiscal year. Despite the City's reduction in the number of animal intake by almost 50% since 2008, the City's operational costs and associated annual budget have risen. This is illustrated in a chart on page 5 of our Proposal.

Fiscal Year	Number of	Annual	Annual Budget-	Fiscal Year	Number of	Annual	Annual
	Intakes	Budget-	Actual		Intakes	Budget-	Budget-
		Amended				Amended	Actual
2008	2539	\$422,000	\$588,930	2015**	1488	\$608,633	\$585,803
2009	2295	\$513,544	\$714,227	2016	1316	\$629,330	\$586,427
2010	2282	\$570,431	\$547,687*	2017	1296	\$647,856	\$608,942
2011	1995	\$725,924	\$592,630*				
				2018	1406	\$707,527	\$662,126
2012	1720	\$525,864	\$483,760*				
	4.69.4			2019	1322	\$729,544	\$668 <i>,</i> 023
2013	1631	Ş515,305	\$575,240				
2014	1622	\$558,100	\$537,240				

City of Great Falls Animal Shelter Intake and Associated Budget History

Amended Budget: Shows the adopted plus authorized budget amendments for the fiscal year.

Actual Budget: Shows the audited financial information for the fiscal year.

*Numbers pulled from Animal Shelter Update given by Jennifer Reichelt at 11/05/2013 work session meeting.

**Changed from calendar year to July-June fiscal year. As of 02/03/20, the Great Falls Animal Shelter website states, "Beginning in March 2015, the Shelter began providing statistical data based on a fiscal year time frame (July – June), in order to be consistent with the City's financial reporting methods. Previously (prior to Fiscal Year 2015), the Shelter reported data on a calendar year basis (January-December). Older Shelter annual reports are still available online (data dates back to calendar year 2008). Those reviewing the data should distinguish the difference in reporting structure when making comparisons and reviewing the numbers," "Annual Reports," City of Great Falls: Animal Shelter, https://greatfallsmt.net/animalshelter/annual-reports)

As of 02//03/20, the Great Falls Animal Shelter website also states, "The GFAS is operated under an annual budget of approximately \$529,000. Approximately 2166 animals are brought into the shelter on a yearly basis." ("About The City of Great Falls Animal Shelter." City of Great Falls: Animal Shelter, https://greatfallsmt.net/animalshelter/welcome-city-great-falls-animalshelter). We are unable to align this statement with any of the information we gathered from the City of Great Falls website budget information as of 2.4.20.

MAJOR ADVANTAGES OF A CONTRACT BETWEEN THE CITY & FOUNDATION

Second (continued): A contract with the Maclean-Cameron Animal Adoption Center will result in cost savings to the City.

- The data provided by the City indicates that adoption services are a major drain on the Shelter and on the taxpayers. For example, in 2018 and 2019, the City budgeted approximately \$700K to the Shelter while only deriving between \$5k and \$6K in revenues from adoption. While the City's adoption rate in FY 2019 was 50%, the Center's was 96%. How could it not make sense for the City to offload a service which costs a lot of money, yields a small amount of revenue ,and where a great alternative is available, literally just down the street?
- Instead of budgeting \$700K for the Shelter, it would be far more cost effective for the City to hold animals for an appropriate hold period, collect redemption fees and fines when animals are redeemed within the 72/96 hour hold periods and take advantage of revenues derived from its new state-of-the-art cremation incinerator. With greatly reduced costs associated with this Proposal and increased revenue, it is clear that the City can reduce its budgeted amount substantially.









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MAJOR ADVANTAGES OF A CONTRACT BETWEEN THE CITY & FOUNDATION

Second (continued): A contract with the Maclean-Cameron Animal Adoption Center will result in cost savings to the City.

- As stated in the Proposal, we can't project what the City's budget will look like if its services are reduced as
 proposed. Granted, the City has given the Foundation a ton of cost data, but the data would change
 drastically once a contract is entered into with the Foundation. That is why the Foundation has assumed and
 hoped, as stated in the RFP, that further discussions would be conducted to validate its proposal and to
 ensure that cost savings are achieved.
- The Foundation has stated that a contract would effectively lead to a doubling in the number of animals under its care. This will require additional staffing and facility adjustments. All of this was discussed in the Proposal, and supports the Foundation's current projection that it could handle all adoptions, education, fostering, fundraising and volunteer activities in this community for \$475K per year.











Consolidation of efforts would fulfill the earlier vision shared by Foundation and City officials that one modern facility providing high-quality animal care could best handle animal adoption services.

It appears to be a needless duplication of expense and effort to have two neighboring shelters in a City where both public and private resources are relatively scarce.

Because the Center was constructed entirely with donated funds, this has resulted in great savings to the City's taxpayers. Now that the Center has been built and in operation for over four years, it makes sense for the City taxpayers to benefit from this state-of-the-art facility.

Let's give the public the benefit of each party's strengths and end the competition for limited resources and improve animal welfare in our community.

Maclean-Cameron

CONTACT INFORMATION

Any questions may be directed to the Animal Foundation of Great Falls:

Libbey Winderl, Board President 406.781.9993 libbey.winderl@edwardjones.com

Pam Volk, Executive Director 406.727.7387 director@macleananimaladoptioncenter.com John Huber, Board Trustee 406.788.9976 jhuber@dadco.com Agenda #1.



From the Animal Foundation of Great Falls

Maclean-Cameron Animal Adoption Center



Animal Foundation's Proposal Alternatives for Community Animal Welfc

FAQs:

WRAP A





Clarification:

"BAILOUT?"

- As reflected in the budget information included within our Proposal submitted in February, our non-profit organization has:
 - Operated for five years
 - Own and continue to operate a 13,600 square foot, state-of-the-art building, designed with a value of over \$5 million
 - Solely accomplished with fundraising and service income
 - Due to a dedicated donor base, volunteer and staff efforts, MCAAC is capable of continuing independently

"FAIL?"

- In response to Commissioner Mary Moe's biggest worry:
 - \$1.5 million raised in just over a year to "Get Out Of Debt"
 - Paid off the loans on building the MCAAC
 - Ability to secure more service revenue (MCAAC held a 96% adoption rate in 2019) with the absence of competition
 - Restructured & diverse occupations of Board Trustees, including three Financial Advisors & one Certified Public Accountant
 - Highly successful banquet fundraiser each year with 15 year track record
 - Average of \$820,199 in annual donations since August 2015

Maclean Cameron Animal Adoption Center







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Agenda #1.

OPTION #1

REORGANIZATION OF ANIMAL FOUNDATION'S MISSION

Maclean-Cameron Animal Adoption Center

Enhancing compassion through educe

Current & Projected Stats of the Great Falls Animal Shelter (with MCAAC Neighboring Independently)

<u>Fiscal</u> <u>Year</u>	<u>Number of</u> <u>Intakes</u>	<u>Intake</u> <u>Growth</u>	<u>0</u>	<u>perational</u> Expense	Expense Growth	<u></u>	evenues	<u>Revenue</u> <u>Growth</u>	<u>A</u> Pro	<u>Annual</u> ofit/Loss
2008	2539		\$	422,000.00					Ş	(422,000)
2009	2295	-10%	\$	513,544.00	22%				Ş	(513,544)
2010	2282	-1%	\$	570,431.00	11%				Ş	(570,431)
2011	1995	-13%	\$	725,924.00	27%				Ş	(725,924)
2012	1720	-14%	\$	525,864.00	-28%				\$	(525,864)
2013	1631	-5%	\$	515,305.00	-2%	\$	213,885.00		Ş	(301,420)
2014	1622	-1%	\$	558,100.00	8%	\$	138,633.00	-35%	\$	(419,467)
2015	1488	-8%	\$	608,633.00	9 %	\$	139,643.00	1%	Ş	(468,990)
2016	1316	-12%	\$	629,330.00	3%	\$	123,479.00	-12%	Ş	(505,851)
2017	1296	-2%	\$	647,856.00	3%	\$	120,744.00	-2%	Ş	(527,112)
2018	1406	8%	\$	707,527.00	9 %	\$	112,819.00	-7%	\$	(594,708)
2019	1322	-6%	\$	729,544.00	3%	\$	103,774.00	-8%	\$	(625,770)
2020	1269	-4%	\$	773,316.64	6%	\$	113,210.00	9%	Ş	(660,107)
2021	1218	-4%	\$	819,715.64	6%	\$	107,549.50	-5%	Ş	(712,166)
2022	1170	-4%	\$	868,898.58	6%	\$	102,172.03	-5%	Ş	(766 <mark>-727</mark>)
2023	1123	-4%	\$	921,032.49	6%	\$	97,063.42	-5%	Ş	(823,451)



GFAS Intake Vs. Budget



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Projected Stats of the Great Falls Animal Shelter (without MCAAC help)

Adding back in the dogs & cats that MCAAC would have taken in:

<u>Fiscal</u> <u>Year</u>		Number of Intakes	Intake Growth	<u>Operational</u> <u>Expense</u>	Expense Growth	Reve	enues	<u>Revenue</u> <u>Growth</u>	<u>Annual</u> Profit/Loss
2019		1322	-6%	\$ 729,544.00	3%	\$ 103,	774.00	-8%	\$ (625,770)
2020		1269	-4%	\$ 773,316.64	6%	\$ 113,2	210.00	9 %	\$ (660,107)
2021	*	1983	36%	\$ 1,334,411.57	42%	\$ 175,0	79.37	35%	\$ (1,159,332)
2022	*	2032	2%	\$ 1,509,814.34	12%	\$ 177,5	36.01	1%	\$ (1,332,278)
2023	*	2079	2%	\$ 1,705,639.51	11%	\$ 179,7	49.59	1%	\$ (1,525,890 <mark>)</mark>



In addition to the increased costs shown here, future expenditures, for staff to fundraise for the expansion and upgrade of the current City Shelter, will be incurred.





MACLEAN-CAMERON ANIMAL ADOPTION CENTER TO ASSUME INTAKE, MANAGEMENT, & ADOPTION OF ALL DOGS & CATS IN THE COMMUNITY

Agenda #1.



258 Capacity based on Quality of Care Standards



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Proposed Services:

Services	Who Currently Provides	What MCAAC Proposes to Provide
Adoption of Cats and Dogs	Both GFAS and MCAAC	MCAAC
Adoption of Small Domestic Animals and Birds	Only GFAS	MCAAC (Will outsource to the appropriate animal rescue group/expert)
City Licensing	Both GFAS and MCAAC	MCAAC
Fundraising	Both GFAS and MCAAC	MCAAC
Humane Education Opportunities	Both GFAS and MCAAC	MCAAC
Intake of Owner Surrenders	Both GFAS and MCAAC	MCAAC
Intake of Stray Animals from Public	Both GFAS and MCAAC	MCAAC
Intake of Stray Animals from Animal Control	Only GFAS	MCAAC
Microchipping	Both GFAS and MCAAC	MCAAC
Stray Redemption Services	Both GFAS and MCAAC	MCAAC
Population Control through Spay/Neuter	Both GFAS and MCAAC	MCAAC
Vaccinations	Both GFAS and MCAAC	MCAAC
Volunteer Opportunities	Both GFAS and MCAAC	MCAAC
Cremation Services**	Both GFAS and MCAAC	GFAS**



** Currently, the MCAAC outsources cremations to 406 Cremation. In the Proposed Complimentary Services Scenario, the MCAAC will refer all cremations to the GFAS who will benefit from the use of the new aqua-incinerator, purchased with taxpayer funds, which will reduce the cost of cremation from \$1.25-\$1.50 per pound to \$.10 (or a 94% reduction in cost) . GFAS will rete 457 earnings from cremation services.

Independent Study for Proposal:

- As mentioned by Commissioner Rick Tryon
- 3rd party comparison for level of service
- ► 3rd party comparison for quality of care
- Alignment of terms such as stray & capacity
- Alleviate issues/concerns of public perception of Proposal
- Clarification of best Proposal option
- Division of cost would be presented to the Animal Foundation for consideration & potential approval

Agenda #1

Proposed Figure:

\$475,000

Community

SUDDA

* Denotes just under a \$300k immediate savings to the City of Great Falls (FY '21 Proposed Budget - \$475,000)

** Support includes both volunteers & monetary tax-deductible donations

** Mend relationship between both organizations & remove the donor divide Agenda #1.

Future Figure:





- ▶ Why is this so much more than Heart of the Valley charges the City of Bozeman?
 - HOV was founded in 1973, 47 years ago
 - City of Bozeman & HOV do not have the donor divide
 - Our community can come together for the betterment of animal welfare, and donor dollars/support will increase, just like they did for HOV
 - Increased support results in lower operating costs
 - Current City funding will assist with the offset of temporary operating costs, allowing the Animal Foundation to focus further on fundraising in conjunction with a capital campaign to start an endowment
 - The endowment will allow for savings to the City in the near future as the Animal Foundation will then have investment income
 - This will in turn, lower the City's funding and eventually allow for it to be reduced closer to the agreement between HOV and the City of Bozeman



Staffing:

- Commissioner Mary Moe asked, "What we heard at the work session is that a primary job perk for staff is their involvement in adoption services. Can you envision a model for partnership that would preserve this motivational force for City shelter staff?"
 - We believe in our mission and it supports the same job satisfaction expressed by City staff
 - With increased animal intake, we would welcome the opportunity for current City staff and volunteers to join us in advancing our mission

Conclusion: IMPROVED ANIMAL WELFARE Just under \$300K IMMEDIATE SAVINGS



Public Safety Additional Police Officers



Upgrade Equipment Public Safety Additional Firefighters

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Agenda #1.

Contact Information:

Any questions may be directed to the Animal Foundation of Great Falls.

Maclean-Cameron Animal Adoption Center

Enhancing compassion through education

THANKS YOU!



Libbey Winderl Board President 406.781.9993 libbey.winderl@edwardjones.com



Pam Volk Executive Director 406.727.7387

director@macleananimaladoptioncenter.com



John Huber Board Trustee

406.788.9976

jhuber@dadco.com



City Manager's Office Memorandum

To: Animal Foundation of Great Falls

From: Chuck Anderson, Deputy City Manager

Re: Request for Proposal (RFP) Questions/Requests for Clarification

Date: August 3, 2020

The City Commission requested that city staff review your recent service proposal dated July 21, 2020. Thank you for providing the data and background in a supplemental email. After reviewing the information provided, we have additional questions for follow-up and clarification. The questions are asked in the spirit of making sure that the Commission is well informed before making a decision.

If any of the questions are confusing, please contact me directly at 455-8417.

 The MCAAC needs to demonstrate to the Commission and community that it is financially stable enough to provide the services at the level proposed. The reason for this is two-fold:

 MCAAC was asked to provide a proposal that provided significant savings to the City
 Transitioning services from the City to MCAAC would not be beneficial to the City if the move resulted in minimal savings, or caused MCAAC to significantly adjust its contract rates after closure of GFAS.

Based on this, the City has the following questions:

We're looking for a greater level of detail from the budget information originally submitted with the RFP. Obviously, we're looking for trends. There is a concern that once MCAAC takes over services from the City, the donation base will shift because taxpayers will feel they are already "paying" for services at the facility. What is being looked for is:

A. Itemized expenses and revenues accounting for the last 5-years, including any in-kind support (money, services, goods, other).

B. A detailed Operations Budget (total revenue and expenses (line item and cost)) for the first 5-years, highlighting where the \$475,000 amount you are requesting will be spent.

2. Currently, City Code identifies animals as; "any living vertebrate creature, other than human beings, whether wild or domestic, including but not limited to all livestock and any domestic pet."

https://library.municode.com/mt/great_falls_/codes/code_of_ordinances?nodeld=TIT6AN_CH1AN_6.1.010DE

MCAAC appears to only want to accept dogs and cats. Although, not a regular occurrence at the GFAS, residents bring other animals to the shelter for safety, protection, or treatment. Pursuant to City Code, the GFAS accepts ferrets, guinea pigs, rates, rabbits, reptiles, etc. On occasion, the GFAS has had individuals surrender animals that they had previously tried to turn-in to the MCAAC, but were told they could not be accepted.

If MCAAC becomes the primary service point for animal welfare, will MCAAC continue the level of service to the community as currently offered, and take in all surrendered animals regardless of medical condition or behavioral problems?

Additionally, is it your expectation that the City Commission will change the current City Code so the contract with MCAAC is solely for cats/dogs?

3. What is MCAAC's specific concerns with a proposed pilot project to build a partnership between the MCAAC and GFAS? Why would it not be advantageous to the MCAAC to take animals from the GFAS after the 72/96-hour hold period, and then adopt them out? The current approach appears to be all or nothing.

4. In MCAAC's July 21st presentation, it refers to the positive impact that the MCAAC has had on reducing the intake numbers of the GFAS. Reviewing slide# 6, there are significant decreases in intake numbers prior to the MCAAC starting operations in 2015. What factors could have contributed to those reductions, and wouldn't those same factors still be in existence today?

5. The Finance Department had some questions pertaining to financial information used during your presentation. Please see the Finance Department Memorandum dated Aug 3, 2020. Specifically, there seems to be accounting differences related to revenue and expenses. In order to facilitate mutual understanding, would the MCAAC be willing to meet with the finance director to discuss these items, and if needed, revise accordingly.

6. It is likely the City Manager would recommend closing the GFAS if the Commission determined to contract with MCAAC for only dog and cat services. It would not make financial sense to keep the facility open as a simple crematory.

How will MCAAC satisfy all the current services to the animal community (manage permit/license program across city, hoarding/quarantine/bite/dangerous animal cases, emergency management response, county and city law enforcement support, court

representation, etc..) not mentioned on slide# 12? On another note, why has MCAAC not used the City's cremation services before?

7. After reviewing MCAAC's presentation and the Finance Department memorandum dated August 3, 2020, it appears MCAAC did not consider GFAS revenues in its presentation. It also appears that MCAAC computed all expenses for statistics solely against intakes. MCAAC cites an immediate savings to the City of \$300,000, when it is approximately \$195,000 with revenue factored in, and could be \$5,000-\$10,000, or lower when the other services are factored in. Does MCAAC believe this amount to be significant enough savings to meet the intent of the RFP? This can be discussed with the finance director at the meeting.

8. When a commissioner asked how your proposed \$475,000 amount could be reduced, you relayed that increased support results in lower operational costs. Can you clarify how increasing tax-deductible donations lowers operational costs?

9. In reference to slide 16 (arrow progression slide), can you please list the actual amounts that will be reduced per year for years 1-5. What if MCAAC finds itself needing more revenue to offset expenses? Would the Foundations seek more funding from the City's budget even though its budget is adopted?

10. Slide# 16 portrays that at the end of a 10-year period, there is a significant reduction/cost savings to the City. What safeguards are in place to guarantee, other than a contract clause, MCAAC's service costs? Moreover, why couldn't this be a 3 or 5-year maximum plan?

11. During the Commission presentation there was a discussion of endowment. Endowments can be incredibly helpful when expenses over a budget period unexpectedly increase. Endowments are also helpful in the event savings materialize over a fiscal year because they can offset increases in ensuing years. It does not sounds like there are any MCAAC endowments in place, is that correct?

City of Great Falls Finance Department

Memo

То:	Greg Doyon, City Manager
From:	Melissa Kinzler, Finance Director
Date:	August 3, 2020
Re:	Maclean Cameron Animal Adoption Center (MCAAC) Financial Modeling

Revenue Numbers used in the Current & Projected Stats of the Great Falls Animal Shelter

MCAAC shows no data for the GFAS revenue for FY 2008 through FY 2012. However, there are revenue numbers available. Total revenue through this period of time was \$904,511.

The revenues that were included in the Financial Modeling did not include Animal Licenses. The City has designated this revenue to be used as part of the offset to operations of the Animal Shelter. The expenses of operating this program are included in the overall expenses of the Animal Shelter budget and included in the financial model. So, revenues for Licenses should be included to offset the expenses of this program. The total amount of revenue collected from FY 2008 through FY 2020 for Licenses is \$505,375. The 13 year average is \$38,875 each year.

The projections for revenue in FY 2021, FY 2022, and FY 2023 use a four year average of a negative 5%. This average does not represent a clear projection of animal shelter revenue because revenue has not shown a decrease year after year in a constant pattern. The City has not received less than \$103,000 in revenue in the last eight years. The projections show only \$97,000 in revenue by FY 2023. Furthermore, if Animal License revenue is included, the average would not be negative 5%.

Operational Expenses used in the Current & Projected Stats of the Great Falls Animal Shelter

The operational expenses used in the Operation Expense column were not Actual Expense numbers of the Great Falls Animal Shelter. The numbers used were the Amended Budgets taken at a point in time for FY 2014, FY2015, FY 2016, FY 2017, FY 2018, and FY 2019 as presented in the FY 2015, FY 2016, FY2017, FY 2018, FY 2019, and FY 2020 Adopted
Budgets. By using the Amended Budget, this overstates the percent increase each year in the Animal Shelter budget. The Amended Budget includes all the special projects that are carried over each year such as the Guardian Angel Program, Microchipping, and Altering and Education Project. Furthermore, this overstated expenses by \$188,723 from FY 2015 through FY 2020 compared to actuals. The six year average was an overstatement of \$31,453 each year. Using Actual Expenses would result in a six year average of less than 6% growth in operating expenses, which was the factor used in the model.

The adopted expense budget for the Animal Shelter for FY 2021 was \$767,514, not \$819,715.64 as presented in the model. This overstatement directly increases the projections for FY 2022 and FY 2023 as well.

Projected Stats of the Great Falls Animal Shelter Option 1 (without MCAAC help)

The City of Great Falls has very limited revenue growth in the General Fund. The assumption that operational expenses would be allowed to increase from FY 2020 to FY 2021 by \$561,095 is unrealistic. Operations of the Animal Shelter would have to change to accommodate the increased intake without an increased expense budget.

When using the approach of "expense per animal", there is an assumption that all costs, fixed and variable, will increase with each new intake. However, there are fixed costs that will not increase with the intake of more animals. More specifically, personnel is the greatest expense in the Animal Shelter budget. The current staffing level would be able to accommodate more intakes without having to increase this budget line. The assumption each animal adds an additional expense assumes that there are no fixed costs that will remain flat for the intake of more animals. The assumption is flawed when looking at the overall Animal Shelter budget.

Rate of Inflation

The City of Great Falls has a limited ability to increase property tax revenue because of a statewide property tax cap. Under Section 15-10-420, MCA, the City is authorized to increase property tax revenue by "one-half of the average rate of inflation for the prior 3 years."

Long Term Feasibility of Contract with MCAAC at \$475,000

A major concern I have with this proposal is the long term feasibility of supporting the total Animal Shelter operations for \$475,000 a year. The City was not provided with the financial information needed to determine if this is a feasible proposal. What will be the total expenses and revenues of the Animal Shelter if the MCAAC takes over operations? Ideally, the City would need a detailed Operation Budget for the next five years, which include all expenses with personal costs and total revenues. What happens if the MCAAC can't run the Animal Shelter with \$475,000 a year like they believe? The proposal is incomplete to determine if this is a feasible proposal for MCAAC to take over operations of the Animal Shelter for the City of Great Falls.



City Manager's Office Memorandum

To: Animal Foundation of Great Falls

From: Chuck Anderson, Deputy City Manager

Re: Request for Proposal (RFP) Questions/Requests for Clarification

Date: August 3, 2020

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If any of the questions are confusing, please contact me directly at 455-8417.

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a) MCAAC was asked to provide a proposal that provided significant savings to the City
b) Transitioning services from the City to MCAAC would not be beneficial to the City if the move resulted in minimal savings, or caused MCAAC to significantly adjust its contract rates after closure of GFAS.

Based on this, the City has the following questions:

We're looking for a greater level of detail from the budget information originally submitted with the RFP. Obviously, we're looking for trends. There is a concern that once MCAAC takes over services from the City, the donation base will shift because taxpayers will feel they are already "paying" for services at the facility. What is being looked for is:

A. Itemized expenses and revenues accounting for the last 5-years, including any in-kind support (money, services, goods, other).

B. A detailed Operations Budget (total revenue and expenses (line item and cost)) for the first 5-years, highlighting where the \$475,000 amount you are requesting will be spent.

Initially, we disagree with the idea that the donation base will shift if MCAAC takes over animal services from the City. Many of our donors have expressed frustration with the overlapping services provided by the City and MCAAC, and have indicated that they would increase their donations if they felt that their money was being used in the most efficient manner possible. It has also been the experience in other urban counties in Montana that consolidation of services generally has a positive impact on giving and long term donor retention.

In response to Item A, please see the attached budget information which expands on the information previously provided with the Foundation's initial response to the RFP (Exhibit A).

In response to Item B, the attached document (Exhibit B) includes both a detailed budget and a summary of assumptions and methodologies used in developing this budget. You have also asked how the proposed contract amount of \$475,000 will be spent. This money will be spent on operating costs which are affected by the increase in animal intakes. These costs include: food, medical services and animal related supplies; the increase in staff with associated salaries, payroll taxes, workers compensation insurance, training expenses, and benefits; increased property and casualty insurance; additional cleaning supplies along with increased utility consumption; and increased administrative costs.

2. Currently, City Code identifies animals as; "any living vertebrate creature, other than human beings, whether wild or domestic, including but not limited to all livestock and any domestic pet."

https://library.municode.com/mt/great_falls_/codes/code_of_ordinances?nodeId=TIT6AN_CH1AN_6.1.010DE

While you have defined the term "animals" as set forth at Great Falls City Code Section 6.1.010, please note that pursuant to paragraph L of that section, the City Animal Shelter provides "for intaking and caring for domestic animals." Under paragraph S of that section, the term "domestic animal" means any animal that may be legally possessed by a person and is commonly kept in or around a residence, outbuildings or business.

MCAAC appears to only want to accept dogs and cats. Although, not a regular occurrence at the GFAS, residents bring other animals to the shelter for safety, protection, or treatment. Pursuant to City Code, the GFAS accepts ferrets, guinea pigs, rates, rabbits, reptiles, etc.

Current MCAAC policy states that we take in only cats and dogs; however, the Board of Trustees have recognized that this is a policy which can be modified. In conjunction with submission of our original Proposal, we stated that the Foundation would be amenable to assisting citizens who wish to surrender domestic animals other than dogs or cats. Based on numbers provided by the City, it now appears that the anticipated number of such surrenders would account for approximately 1% of all animal intakes. As such, the Foundation believes it has sufficient resources and connections to provide care for animals other than cats or dogs that may be brought to MCAAC and agrees to include this in an agreement with the City.

On occasion, the GFAS has had individuals surrender animals that they had previously tried to turn-in to the MCAAC, but were told they could not be accepted.

That is correct. In our initial proposal, we extensively documented the industry standards that the Center has followed in providing animal care since it opened its doors five years ago. Initial Board direction was to provide only animal welfare services that the Center could perform within the constraints of our initial medical, personnel, and financial resources. This is evidenced by the fact that the Center has only euthanized 26 animals in five years of operation.

Going forward, however, the Foundation believes it can accept animals on the same basis that the City Shelter does. A copy of Shelter guidelines was provided as an exhibit with our initial Proposal in February, 2020. On page 8 of that Proposal, we stated that we would accept all surrenders and all unclaimed strays after the 72/96 hour holding period. In our modified Proposal to assume all animal shelter services, we would also accept strays from both the public and animal control.

If MCAAC becomes the primary service point for animal welfare, will MCAAC continue the level of service to the community as currently offered, and take in all surrendered animals regardless of medical condition or behavioral problems?

The Foundation believes it will exceed the level of service currently provided to the community. While you ask about accepting "all surrendered animals regardless of medical condition or behavioral problems," we note that the City Shelter does not follow that practice. The Shelter Policy Manual states that it "does not accept any animals that have potentially infectious disease or illness, or have extreme behavior issues, including but not limited, to biting or signs of aggression. Animals that the owners believe to have aggressive behaviors will not be accepted. It is the owner's responsibility to seek out training for the animal or a more suitable home. If the owner believes euthanasia is the right decision, it is the owner's responsibility to seek this service from a veterinarian."

Additionally, is it your expectation that the City Commission will change the current City Code so the contract with MCAAC is solely for cats/dogs?

As referenced above, our modified Proposal is to accept all surrendered domestic animals, including the minimal number which do not include dogs and cats.

3. What is MCAAC's specific concerns with a proposed pilot project to build a partnership between the MCAAC and GFAS? Why would it not be advantageous to the MCAAC to take animals from the GFAS after the 72/96-hour hold period, and then adopt them out? The current approach appears to be all or nothing.

As discussed at the City Commission meeting on July 23, the proposed pilot project would achieve no savings for either the City or Animal Foundation. It would also not optimize animal care since many animals would not have access to the Center, which is a state-of-the art facility. Finally, we do not understand why the City has declined to send its excess or overflow animals to the Center. The Foundation has offered several times in the last couple years to take the City's excess or overflow animals. However, it is our understanding that the City sends its

excess animals which MCAAC could have accommodated, and therefore adoption and licensing revenues, to other Montana communities.

4. In MCAAC's July 21st presentation, it refers to the positive impact that the MCAAC has had on reducing the intake numbers of the GFAS. Reviewing slide #6, there are significant decreases in intake numbers prior to the MCAAC starting operations in 2015. What factors could have contributed to those reductions, and wouldn't those same factors still be in existence today?

Since the MCAAC was not in operation until August, 2015, the City is in a better position to explain the reduction in animal intakes between 2008 and 2014. While we are not aware of what those factors might be, we note that combined animal intakes of the City Shelter and the Center have increased since the Center opened and has gone from 1,622 in 2014 to over 2,000 combined intakes during each of the last two years.

5. The Finance Department had some questions pertaining to financial information used during your presentation. Please see the Finance Department Memorandum dated Aug 3, 2020. Specifically, there seems to be accounting differences related to revenue and expenses. In order to facilitate mutual understanding, would the MCAAC be willing to meet with the finance director to discuss these items, and if needed, revise accordingly.

The information being provided by the Foundation is based on data and methodology agreed upon by the COGF and the Foundation.

6. It is likely the City Manager would recommend closing the GFAS if the Commission determined to contract with MCAAC for only dog and cat services. It would not make financial sense to keep the facility open as a simple crematory.

How will MCAAC satisfy all the current services to the animal community (manage permit/license program across city, hoarding/quarantine/bite/dangerous animal cases, emergency management response, county and city law enforcement support, court representation, etc..) not mentioned on slide# 12?

MCAAC believes it is fully capable of handling all the services addressed in the question.

The MCAAC currently issues licenses in addition to managing associated recordkeeping and bookkeeping. A partnership would entail an increased number of licenses which can readily be handled by our fulltime staff.

If you are referring to the permit programs referenced in Code section 6.1.090, we note the major role played by the animal control officers in investigating the permit requests and in recommending approval or disapproval of these permits. Center staff has the capability of handling the functions currently handled by City Shelter staff.

Regarding hoarding/quarantine issues, Foundation Board and staff have recently had conversations with the Sheriff's Office and believe that MCAAC is capable of handling all actions needed to address such issues.

The Center staff thoroughly document all animal intakes and maintain twice-daily records of care, feeding, litter use, and overall health and temperament of every animal in the Center. While animal control officers generally would be expected to provide testimony pertaining to observation or seizure of dangerous and/or nuisance domestic animals, the Foundation staff are fully capable of providing any needed evidence pertaining to the care and condition of any animals subsequent to them being placed in the Center, and for holding such animals for an extended period. Staff will be trained and directed to cooperate with law enforcement and staff from the City Prosecutor's Office.

In order to further facilitate a partnership with the City, the Foundation would consider designating a board liaison seat to be filled by a representative appointed by the City.

On another note, why has MCAAC not used the City's cremation services before?

Initially we would note that the Center has only euthanized and cremated 26 animals since opening in August, 2015.

As staff mentioned to you during a tour of the Center a couple years ago, prior to opening the Center in 2015, one member of the Board Trustees was able to secure a freezer at no cost from a Bozeman company in return for which the Foundation agreed to send all cremations to the company. There was no additional cost to the Center because the company representatives came to Great Falls two days per week to pick up deceased animals and drop off the cremains. This company eventually went out of business.

With that arrangement no longer in effect, the Foundation has indicated since February that it would send all cremations to the City if the City crematorium remains open. Additionally, the Foundation would be willing to further discuss the options of crematory services for the community.

7. After reviewing MCAAC's presentation and the Finance Department memorandum dated August 3, 2020, it appears MCAAC did not consider GFAS revenues in its presentation. It also appears that MCAAC computed all expenses for statistics solely against intakes. MCAAC cites an immediate savings to the City of \$300,000, when it is approximately \$195,000 with revenue factored in, and could be \$5,000-\$10,000, or lower when the other services are factored in. Does MCAAC believe this amount to be significant enough savings to meet the intent of the RFP? This can be discussed with the finance director at the meeting.

The City has never specifically stated what it considers to be significant savings. However, in response to the amount of immediate savings of \$300,000, MCAAC did take into consideration GFAS revenue. We refer you to slides #6 through #9 of the PowerPoint presentation (Exhibit C) where we used the actual cost to operate (total operating expense/budget less revenue). This number was then divided by GFAS animal intake for the year to find the cost per animal. The

cost per animal was then multiplied by the combined community animal intake to find what the required cost to operate would have been for the City if MCAAC had not been in business. For example, in 2019 the City intake was 1,322 and its actual costs to operate was \$574,402 for a cost per animal of \$434. In 2019, MCAAC took in 682 animals leaving a combined community animal intake of 2,004. Considering this total intake, multiplied by cost per animal, the total costs to the City, if MCAAC were not in business, would have been \$870,724. Therefore the amount MCAAC saved the City in 2019 was approximately \$300,000. This slide illustrates how MCAAC is currently saving the City money and, also how much MCAAC has saved the City since 2015 when MCAAC opened its doors. The combined savings for 2015 through 2019 totaled \$1,070,681.

8. When a commissioner asked how your proposed \$475,000 amount could be reduced, you relayed that increased support results in lower operational costs. Can you clarify how increasing tax-deductible donations lowers operational costs?

Technically, you are correct. Increasing tax-deductible donations does not "lower" operational costs, it pays for them.

9. In reference to slide 16 (arrow progression slide), can you please list the actual amounts that will be reduced per year for years 1-5. What if MCAAC finds itself needing more revenue to offset expenses? Would the Foundations seek more funding from the City's budget even though its budget is adopted?

It is impossible to list actual amounts that will be reduced, just as the City cannot guarantee its budget or revenues for the next five years. However, we can make reasonable, even conservative, projections based on our fundraising success over the last ten years and our income generation since the Center opened.

10. Slide# 16 portrays that at the end of a 10-year period, there is a significant reduction/cost savings to the City. What safeguards are in place to guarantee, other than a contract clause, MCAAC's service costs? Moreover, why couldn't this be a 3 or 5-year maximum plan?

To clarify, slide #16 (Exhibit C) demonstrates how an endowment can assist in covering costs by the end of a ten-year period. Current economic conditions and the basic principles of financial modeling restrict this from occurring within a three to five-year period. Most financial modeling is predicated on longer range planning, and a shorter plan does not allow enough time for fundraising efforts undertaken now to come to full fruition.

To date our fundraising efforts have been used to pay off construction, loans and fund operations. Revenue from contributions, grants and fundraising campaigns will continue to grow as our fundraising efforts continue to expand and competing efforts to raise private money between the Foundation and the City Shelter are eliminated. These increased revenues from fundraising coupled with a consistent source of funding from the City will help cover the increase in costs. We understand as City fiduciaries, it is your goal to be excellent stewards of taxpayer dollars. It is also our goal to meet this community need.

All the financial data provided by the Foundation has been carefully prepared and thoroughly reviewed by an experienced CPA, who is also a Board member. If a prospective partnership does not yield anticipated or desired savings to the taxpayers, the City would retain the ability to terminate the agreement, and the Foundation firmly commits to collaborating with the City to ensure that the taxpayers would not be disadvantaged.

11. During the Commission presentation there was a discussion of endowment. Endowments can be incredibly helpful when expenses over a budget period unexpectedly increase. Endowments are also helpful in the event savings materialize over a fiscal year because they can offset increases in ensuing years. It does not sound like there are any MCAAC endowments in place, is that correct?

The question mistakenly assumes that endowments can be used to defray unexpected increases in operating expenses. However, endowments are funds that have been permanently restricted by donors. A nonprofit such as the Animal Foundation can use the investment income from such a fund but unfortunately cannot invade the principal, even if the organization can no longer meet its budget. With the historically low interest rates, an endowment would have even less utility for the Animal Foundation at this stage.

Because of the restricted use of endowment funds, we do not currently have an endowment. From inception until the doors opened in August of 2015, the Foundation fundraised to build the Center. From there, the Foundation's fundraising efforts were concentrated on paying off the construction debt, which was accomplished in 2018. During this period, prudent business practice suggested that it would have been unwise to restrict funds when unrestricted funds were required to pay construction, loan and initial operating costs.

The Foundation's fundraising efforts will now shift to building operating and capital reserves to ensure the doors stay open. Once this is complete, fundraising efforts can shift to endowments.

To summarize, a partnership offers the opportunity to consolidate fundraising, benefit from economies of scale and for the City and Animal Foundation to strategically plan, rather than operate on a year-to-year basis. We have addressed your concerns and believe we have demonstrated to the Commission and community that we are financially stable enough to provide the services at the level proposed. We are hopeful that the Commission and staff will adopt this strategic vision for the future of enhanced animal welfare in the Great Falls community.

Thank you in advance for your thoughtful consideration of this information.

Exhibits

A. Animal Foundation of Great Falls' Five-year budget:

based on fiscal years $\,11/1/14$ -10/31/15, 11/1/15-10/31/16, 11/1/2016 – 10/31/2017 and 11/1/18 -10/31/2019

- B. Animal Foundation of Great Falls' Five-year Projected Budget assuming a City Contract and Associated Summary of Assumptions and Methodology
- C. Power Point Presentation from July 22, 2020 amended 10.22.2020 (based on suggestions from Melissa Kinzler) to reflect numbers agreed upon by the City of Great Falls and Animal Foundation

-AND-

Spreadsheet with computations reflected in Power Point

The Animal Foundation of Great Falls Budget for Past Five Fiscal Years

	Fiscal Year				
	11-1-14 to 10-31-15	11-1-15 to 10-31-16	11-1-16 to 10-31-17	11-1-17 to 10-31-18	11-1-18 to 10-31-19
Revenue					
Donations - General	196,997.00	100,900.00	138,000.00	139,000.00	117,000.00
Donations - Fundraising campaigns	640,000.00	-	785,800.00	802,000.00	104,500.00
Bequests		109,000.00	297,000.00	97,000.00	121,700.00
Grants		1,900.00	4,000.00		
Gifts in Kind	4,000.00	9,700.00	16,800.00	12,000.00	13,800.00
Fur Ball	66,000.00	73,500.00	75,400.00	85,000.00	90,000.00
Adoptions	12,000.00	73,800.00	71,030.00	68,070.00	93,000.00
Surrenders	1,700.00	5,000.00	3,120.00	4,600.00	8,000.00
Redemptions	140.00	600.00	900.00	780.00	3,000.00
Microchip	160.00	1,500.00	3,850.00	2,900.00	5,000.00
License		600.00	1,100.00	650.00	1,000.00
Kid Camps		3,500.00	11,000.00	14,000.00	16,000.00
Total Revenue	920,997.00	380,000.00	1,408,000.00	1,226,000.00	573,000.00
Expenses					
Veterinary care and medical supplies	3,000.00	12,000.00	18,500.00	35,000.00	25,000.00
Animal Food	5,000.00	10,000.00	9,000.00	10,500.00	16,000.00
Other animal supplies	16,000.00	18,000.00	17,500.00	12,500.00	23,000.00
Salaries and Benefits	128,000.00	254,000.00	288,000.00	302,000.00	309,000.00
Insurance	1,600.00	1,700.00	9,600.00	9,300.00	9,300.00
Janitorial	5,000.00	5,600.00	4,300.00	3,000.00	5,800.00
Rent Expense	700.00	800.00	800.00	1,400.00	500.00
Repairs & maintenance	12,000.00	12,500.00	20,800.00	23,600.00	37,300.00
Taxes	700.00	700.00	1,500.00	1,500.00	2,900.00
Telephone, internet, website	9,000.00	9,100.00	7,000.00	9,700.00	10,000.00
Utilities	47,000.00	47,600.00	45,000.00	42,500.00	39,000.00
Advertising	11,600.00	5,100.00	8,300.00	3,000.00	500.00
Bank and credit card fees	2,700.00	3,300.00	6,600.00	6,500.00	9,200.00
Dues, licenses and subscriptions	2,500.00	8,000.00	6,700.00	7,700.00	9,800.00
Licenses and Permits	140.00	25.00	500.00	-	20.00
Office Supplies	16,557.00	7,775.00	8,800.00	11,000.00	17,680.00
Plaques, pavers, memorials,	-	1,400.00	16,500.00	1,400.00	400.00
Postage and delivery	1,400.00	1,000.00	5,000.00	2,400.00	4,200.00
Printing, reproduction, mailings	3,000.00	4,000.00	7,000.00	10,500.00	6,300.00
Professional Fees	31,600.00	17,600.00	12,500.00	15,300.00	6,000.00
Supplies	16,000.00	16,500.00	5,500.00	9,000.00	10,000.00
Travel	800.00	300.00	600.00	1,000.00	1,100.00
Volunteer Expenses	700.00	· · · · · ·		200.00	1,000.00
Total Expenses	314,997.00	437,000.00	500,000.00	519,000.00	544,000.00
Net Operating Income	606,000.00	(57,000.00)	908,000.00	707,000.00	29,000.00
Debt Service	1,456,000.00	42,000.00	(694,000.00)	(890,000.00)	(24,000.00)
Construction and equipment costs	(2,800,000.00)	(76,000.00)			
Endowment	-	-	-		
-	(738,000.00)	(15,000.00)	214,000.00	(183,000.00)	5,000.00
Beginning Cash	826,000.00	88,000.00	73,000.00	287,000.00	104,000.00
Ending Cash	88,000.00	73,000.00	287,000.00	104,000.00	109,000.00

The Animal Foundation of Great Falls Budget for City Proposal

	Year 1 City Proposal	Year 2 City Proposal	Year 3 City Proposal	Year 4 City Proposal	Year 5 City Proposal
Income					
Contributions, grants and campaigns	361,500.00	374,000.00	387,000.00	396,000.00	402,000.00
Program revenue - Animais	230,900.00	235,500.00	239,500.00	246,500.00	251,000.00
Program revenue - education	20,000.00	21,320.00	22,600.00	23,900.00	25,000.00
City Contract	475,000.00	475,000.00	475,000.00	475,000.00	482,600.00
Fur Ball and other special events	90,000.00	91,500.00	92,000.00	93,500.00	94,000.00
Total Income	1,177,400.00	1,197,320.00	1,216,100.00	1,234,900.00	1,254,600.00
Expenses					
Veterinary care and medical supplies	29,310.00	29,778.96	30,255.42	30,739.51	31,231.34
Animal Food	31,778.00	32,286.45	32,803.03	33,327.88	33,861.13
Other animal supplies	53,962.00	54,825.39	55,702.60	56,593.84	57,499.34
Salaries and wages - Animal and admin	490,294.00	498,138.70	506,108.92	514,206.67	522,433.97
Staff development	1,805.00	1,833.88	1,863.22	1,893.03	1,923.32
Payroll taxes - Animal and admin	45,417.00	46,143.67	46,881.97	47,632.08	48,394.19
Pension/Retirement - Animal and admin	14,500.00	14,732.00	14,967.71	15,207.20	15,450.51
Health Insurance - Animal and admin	54,700.00	55,575.20	56,464.40	57,367.83	58,285.72
Work Comp Insurance - Animal and admin	8,941.00	9,084.05	9,229.40	9,377.07	9,527.10
Insurance	17,150.00	17,424.40	17,703.19	17,986.44	18,274.22
Repairs & maintenance	26,394.00	26,816.30	27,245.36	27,681.29	28,124.19
Taxes	2,912.00	2,958.59	3,005.93	3,054.02	3,102.89
Telephone, internet, website	12,773.00	12,977.37	13,185.01	13,395.97	13,610.30
Utilities	51,490.00	52,313.84	53,150.86	54,001.28	54,865.30
Advertising	2,890.00	2,936.24	2,983.22	3,030.95	3,079.45
Bank and credit card fees	14,255.00	14,483.08	14,714.81	14,950.25	15,189.45
Dues, licenses and subscriptions	5,286.00	5,370.58	5,456.51	5,543.81	5,632.51
Office Supplies	13,586.00	13,803.38	14,024.23	14,248.62	14,476.60
Postage and delivery	1,177.00	1,195.83	1,214.97	1,234.40	1,254.16
Printing, reproduction, mailings	3,718.00	3,777.49	3,837.93	3,899.33	3,961.72
Professional Fees	17,841.00	18,126.46	18,416.48	18,711.14	19,010.52
Supplies	15,837.00	16,090.39	16,347.84	16,609.40	16,875.15
Travel	1,008.00	1,024.13	1,040.51	1,057.16	1,074.08
Volunteer Expenses	952.00	967.23	982.71	998.43	1,014.41
Salaries, taxes, and benefits - Fundraising & Ed	190,402.00	193,448.43	196,543.60	199,688.30	202,883.32
Advertising - Fundraising & Education	4,452.00	7,500.00	8,000.00	8,500.00	9,000.00
Dues, licenses and subscriptions - Fundraising	5,079.00	5,160.26	5,242.83	5,326.71	5,411.94
Office Supplies - Fundralsing & Education	712.00	723.39	734.97	746.73	758.67
Plaques, pavers, memorials - Fundraising	1,400.00	1,422.40	1,445.16	1,468.28	1,491.77
Postage and delivery - Fundraising & Education	5,000.00	5,080.00	5,161.28	5,243.86	5,327.76
Printing, reproduction, mailings - Fundrs & Educ	10,960.00	11,135.36	11,313.53	11,494.54	11,678.45
Supplies - Fundraising & Education	1,323.00	1,344.17	1,365.67	1,387.53	1,409.73
Total Expenses	1,137,303.99	1,158,477.62	1,177,393.27	1,196,603.56	1,216,113.22
In-kind donations and related expenses					
Donated goods	27,660.00	28,102.56	28,552.20	29,009.04	29,473.18
Donated services	11,000.00	11,176.00	11,354.82	11,536.49	11.721.08
Animal food	(9,570.00)	(9,723.12)	(9,878.69)	(10,036.75)	(10,197.34)
Other animal supplies	(18,090.00)	(18,379.44)	(18,673.51)	(18,972.29)	(19,275.84)
Repairs	(1,000.00)	(1,016.00)	(1,032.26)	(1,048.77)	(1,065.55)
Computer support	(4,000.00)	(4,064.00)	(4,129.02)	(4,195.09)	(4,262.21)
Accounting and legal services	(6,000.00)	(6,096.00)	(6,193.54)	(6,292.63)	(6,393.31)
Total Expenses	1,137,303.99	1,158,477.62	1,177,393.27	1,196,603.56	1,216,113.22
Net cash flows from operations and fundraising	40,096.01	38,842.38	38,706.73	38,296.44	38,486.78
Debt payments	(37,700.00)	(37,700.00)	(37,700.00)	(37,700.00)	(37,700.00)
Net cash increase (decrease)	2,396.01	1,142.38	1,006.73	596.44	786.78

Animal Foundation of Great Falls DBA Maclean-Cameron Animal Adoption Center Summary of assumptions and methodology used for proposed budget with City Contract

INCOME

Contributions, grants, and campaigns: In addition to receiving general unsolicited donations, the Center has various monthly and annual donation drives that have proven to be very successful. These include calendar (special day) sponsor, summer and year-end mailers, utility inserts, social media campaigns, corporate gift matching, memorials, naming rights, pavers, sponsor an animal, and membership drives. The Center has also utilized large fundraising campaigns such as "Open the Doors", "GOOD" (Get out of Debt) and the "Grand 1000". Budget numbers are derived by considering historical data as well as the impact of consolidating donor funds that are currently split between the Center and the City Shelter. The Center has been fortunate to receive bequests from estates in the past. The Center continues to increase the number of commitments from estate gifts through our planned gift program. However, these funds cannot be anticipated and are not included in the current budget.

Program revenue – animals: This includes adoptions, stray animal intake and care, vaccinations, licenses, etc. for cats and dogs. To obtain the projected revenue, we first calculated the Center's income per animal rate (program revenue divided by the number of adoptions from the Center for the fiscal year ended October 31, 2019). The City's budget reflects their intake to be approximately 1400. Our proposed budget made a conservative projection by assuming 70% of these animals would be adopted, which was then added back to the number of animals the Center adopted out to provide a projected total animal adoption. This total was then multiplied by the income per animal rate to equal the budgeted program revenue.

Program revenue – education: The Center has been developing and expanding its kids camp program over the last four years. Budget revenue begins with 2019 revenue, adjusted for anticipated growth based on historical data and continual expansion of the program.

Fur Ball and other special events: The Fur Ball is the Center's largest fundraising event and generated almost \$90,000 in 2019. The fundraiser has grown each year and is anticipated to continue to grow.

EXPENSES

Animal care and boarding: Animal care and boarding includes food, medical supplies, and other animal supplies such as beds, bowls, litter, leashes, collars, toys, etc. Utilizing the number of animal intakes the Center had for the fiscal year ending October 31, 2019 and the City's animal intake (as stated on their budget), we project a combined animal intake of approximately 2,300. Budget costs for the City proposal was calculated by taking actual cost incurred during the fiscal year ending October 31, 2019 divided by the Center's animal intake times 2,300. Although the Center currently utilizes an outside veterinary service, as the number of animal intakes increase the cost for an in-house veterinarian will be less an expense than utilizing an outside service. For the purpose of this budget, we assumed an in-

house veterinarian and therefore, such costs are included in "Salaries and Benefits – Animals and Administration".

Salaries and Benefits – Animals and Administration (does not include fundraising and education): Combined with the basic daily care, we have considered the number of hours it will take to process each animal for intake through adoption as well as other procedures like spay/neuter. These job duties are umbrellaed under the following positions: vet tech, animal care lead, and animal care specialist. To determine the number of employees for each position we projected the number of labor hours needed by considering daily care and enrichment and utilizing the basic animal care time required calculator (as promulgated by UC Davis Koret Shelter Medicine Program).

In addition to the above positions, staffing will include one operational manager, one vet, one front desk/customer service, and one maintenance technician. Administrative staffing includes 40% of the Executive Director's salary and benefits, 50% of the bookkeeper's salary and benefits, and 50% of the Volunteer/Education Coordinator's salary and benefits.

Payroll taxes and worker's compensation insurance are calculated using the Center's current rates.

Occupancy Costs: Occupancy costs are those costs related to occupying the building and land and include insurance, repairs, maintenance, taxes, and utilities. General liability insurance and commercial property insurance will increase with the number of animals and/or payroll costs. Budget numbers were provided by the Center's insurance broker who utilized the projected animal intake and payroll budgets. Historical data was used to generate the budget for repairs and maintenance as well as the category titled "Telephone, internet, website". The most recent real estate tax bill was used for taxes. The budget for gas and electricity was based on average history expense. The budget for water, sewer and garbage are anticipated to double from current costs due to the increase in animals.

Other Overhead Costs – Animal and Administration:

Advertising: Advertising for pet adoption, animal promotion and job openings are based on historical costs.

Bank and credit card fees: The majority of this expense is merchant fees generated from revenue payments made with credit cards. Budget numbers were calculated based off historical data and then adjusted for the increase in revenue.

Dues, licenses, and subscriptions: This category includes annual safety inspections, dues for membership in Great Falls Area Chamber of Commerce, Montana Nonprofit Association, Grant Station and the Association for Animal Welfare Advancement, boiler inspection, Montana annual report, PO Box rental, fees for shelter management related programs, software licenses, etc. Budget costs are based on historical data.

Office supplies: Budget costs are based on historical data.

Postage and delivery: Budget costs are based on historical data.

Printing, reproduction, mailings: Includes business cards, brochures, intake and adoption forms, adoption folders and other adoption materials. Budget costs are based on historical data with an adjustment for increase in animals.

Professional fees: Includes legal fees, independent audit, preparation of annual Form 990 and payroll services. Budget costs are based on historical data.

Supplies: Includes cleaning/laundry supplies and PPE. Budget costs are based on historical data with an adjustment for increase in animals.

Travel: Animal transfers and staff/volunteer mileage are based on historical data.

Volunteer Expense: Volunteer training, appreciation, and aprons are based on historical data.

Fundraising and Education: The Center will continue to rely on fundraising efforts as well as educating the community on animal welfare. These are areas the Center excels at and will continue to advance. Staffing will include 60% of the Executive Director's time, 50% of the bookkeeper's time, 50% of the Volunteer/Education Coordinator's time as well as marketing staff and teachers. Camp teachers are seasonal/part-time employees and work approximately 35 hours per week for seven weeks during the year. Currently, most camps run when school is not in session and the Center has been fortunate to employ certified instructors. Other expenses include supplies, mailers, plaques, pavers, memorials, advertising, and subscriptions to DonorPerfect and Constant Contact. These expenses are separated from similar expenses for animal program and administration as they will not be affected by the City proposal (i.e. the \$475,000 proposed contract will not be used for expenses in this area). Budget amounts are based on historical data.

In-kind Donations and Related Expenses: The Center has been fortunate to receive discounts on professional services such as repairs, computer support, accounting, and legal fees. These represent costs the Center would have paid for if not for these donations. The budget anticipates similar donations in the future and associated costs have not been adjusted. The Center has also received donated food and supplies for the animals. While utilized and greatly appreciated, most of these donations would not otherwise be purchased by the Center. Therefore, these are not included as additional costs in the budget.

Debt Payment: The Center currently has a loan for the purchase of its land with an annual payment of \$23,900. The final note payment will be January 2026.

The Center will remodel existing space to accommodate additional animals from the City Shelter. Estimates from Sletten Construction Company for the labor and construction materials, and from Snyder MFG. Co for additional kennels and cages projects the cost for this remodel to be approximately \$100,000. The Center will borrow money for the expansion with an estimated monthly payment of \$1,150 or \$13,800 annually for ten years.

Endowment: An endowment is a permanently restricted fund. A non-profit can use the investment income generated from this fund but cannot invade the principal even if the organization can no longer make budget. Therefore, it is imperative that a non-profit first have enough unrestricted funds to manage its operations before focusing on building an endowment. The Center first focused fundraising efforts to build the Center and then to pay off the debt for that building, which it accomplished in 2018.

The next focus will be to establish a reserve to cover unexpected operating costs, 6 months of operating expenses, major repairs, and debt payments. The payoff of the land debt in 2026 will help to build this reserve more quickly. The Center will then shift its fundraising strategies to endowment building.

5 YEAR PROJECTION

All expenses are adjusted by the 2020 COLA (cost of living adjustment as measured by the Consumer Price Index for Urban Wage Earners and Clerical Workers, prepared by the Bureau of Labor Statistics) of 1.6 percent each year beginning in "Year 2". Fundraising advertising was also adjusted to align with the Foundation's marketing strategy and would be adjusted as such with or without the City contract.

Utilizing our historical data, business trends, City data, fundraising history, and donor giving and retention trends, we have analyzed all of our revenue sources and devised a strategy to increase income in categories we know we can grow.

Revenue from contributions, grants, and fundraising campaigns will continue to grow as our fundraising efforts continue to expand and competing efforts to raise private money between the Foundation and the City Shelter are eliminated. In addition, many of our donors have expressed frustration with the overlapping services provided by the City and the Center and have indicated that they would increase their donations if they felt their money was being used in the most efficient manner.

Program revenue from animals will increase under the Center's business model and the elimination of competing services. Program revenue from education will continue as the Center expands its education model to include after-school workshops and animal care and behavior courses.

Net revenue generated from our biggest fundraising event, the Fur Ball, for years 2 through 5 are budgeted to increase based on historical trends. The Center also will continue to hold other smaller fundraising events such as the Tails and Ales.

Α	В	С	D	E	F	G	Н	I	J		K	L	М	N	0	Р
City of Groat Falls Actuals and Projections															Î	
			City	UI UIE	ιιιαι	IS ALL	uais ai		UJECU	UIIS						
Fiscal Year		Number of Intakes	Intake Growth/ Decline	City's Actual Operational Expenses	Expense Growth/ Decline	Expense per Animal	City Actual Revenue	Revenue Growth/ Decline	Revenue per Animal	City's Cost to	Actual Operate	Profit/Loss per Animal				
2008		2539		\$432,293		\$ 170	\$ 156,637		\$ 62	\$ (275,656)	\$ (109)				
2009		2295	-9.6%	\$514,323	19.0%	\$ 224	\$ 199,904	27.6%	\$ 87	\$ (314,419)	\$ (137)				
2010		2282	-0.6%	\$547,687	6.5%	\$ 240	\$ 181,334	-9.3%	\$ 79	\$ (366,353)	\$ (161)				
2011		1995	-12.6%	\$660,262	20.6%	\$ 331	\$ 175,833	-3.0%	\$ 88	\$ (•	484,429)	\$ (243)				
2012		1720	-13.8%	\$535,843	-18.8%	\$ 312	\$ 190,803	8.5%	\$ 111	\$ (345,040)	\$ (201)		MCA	AC Gr	owth
2013		1631	-5.2%	\$599,387	11.9%	\$ 367	\$ 253,334	32.8%	\$ 155	\$ (346,053)	\$ (212)				
2014		1622	-0.6%	\$578,962	-3.4%	\$ 357	\$ 174,510	-31.1%	\$ 108	\$ (4	404,452)	\$ (249)		Fiscal Year	Number of Intakes	Intake Growth/ Decline
2015		1488	-8.3%	\$585,802	1.2%	\$ 394	\$ 168,164	-3.6%	\$ 113	\$ (•	417,638)	\$ (281)		2015	463	
2016		1316	-11.6%	\$586,427	0.1%	\$ 446	\$ 157,943	-6.1%	\$ 120	\$ (•	428,484)	\$ (326)		2016	582	25.7%
2017		1296	-1.5%	\$608,942	3.8%	\$ 470	\$ 148,739	-5.8%	\$ 115	\$ (*	460,203)	\$ (355)		2017	515	-11.5%
2018		1406	8.5%	\$662,126	8.7%	\$ 471	\$ 156,279	5.1%	\$ 111	\$ (505,847)	\$ (360)		2018	756	46.8%
2019		1322	-6.0%	\$724,604	9.4%	\$ 548	\$ 150,204	-3.9%	\$ 114	\$ (574,400)	\$ (434)		2019	682	-9.8%
2020		1269	-4.0%	\$739,581	2.1%	\$ 583	\$ 131,865	-12.2%	\$ 104	\$ (607,716)	\$ (479)		2020	755	10.7%
2021		1221	-3.8%	\$767,514	3.8%	\$ 629	\$ 153,210	16.2%	\$ 126	\$ (614,304)	\$ (503)		2021	849	12.4%
2022		1174	-3.8%	\$799,750	4.2%	\$ 681	\$ 151,065	-1.4%	\$ 129	\$ (648,685)	\$ (552)		2022	954	12.4%
2023		1130	-3.8%	\$833,339	4.2%	\$ 738	\$ 148,950	-1.4%	\$ 132	\$ (684,389)	\$ (606)		2023	1072	12.4%
		Of note: MCAA	AC opened its do	oors in 2015.												
_			· · ·		í		/			• •	1000	4 9 9 9 9 1				
E	S	timated	project	tions for (Lity of	Great	ralis w/	d iviac	iean ne	eip.*	(202	1-2023)				
		*Adding in anir	mals that the M	CAAC would have	taken.											
Fiscal Year		Number of Intakes	Intake Growth/ Decline	Operational Expense	Expense Growth/ Decline	Expense per Animal	Revenues	Revenue Growth/ Decline	Revenue per Animal	City's Ope	Cost to erate	Profit/Loss per Animal				
2019		1322	-6.0%	\$724,604	9.4%	\$ 548	\$ 150,204	-3.9%	\$ 114	\$ (!	574,400)	\$ (434)				
2020		1269	-4.0%	\$739,581	2.1%	\$ 583	\$ 131,865	-12.2%	\$ 104	\$ (607,716)	\$ (479)				
2021	*	2069	63.1%	\$1,301,048.95	75.9%	\$ 629	\$ 259,713	97.0%	\$ 126	\$ (1,	.041,335)	\$ (503)				
2022	*	2128	2.8%	\$1,449,313.42	11.4%	\$ 681	\$ 273,761	5.4%	\$ 129	\$ (1,	175,552)	\$ (552)				





Animal Foundation's Proposal Alternatives for Community Animal Welfc

FAQs:





Clarification:

"BAILOUT?"

- As reflected in the budget information included within our Proposal submitted in February, our non-profit organization has:
 - Operated for five years
 - Own and continue to operate a 13,600 square foot, state-of-the-art building, designed with a value of over \$5 million
 - Solely accomplished with fundraising and service income
 - Due to a dedicated donor base, volunteer and staff efforts, MCAAC is capable of continuing independently

"FAIL?"

- In response to Commissioner Mary Moe's biggest worry:
 - \$1.5 million raised in just over a year to "Get Out Of Debt"
 - Paid off the loans on building the MCAAC
 - Ability to secure more service revenue (MCAAC held a 96% adoption rate in 2019) with the absence of competition
 - Restructured & diverse occupations of Board Trustees, including three Financial Advisors & one Certified Public Accountant
 - Highly successful banquet fundraiser each year with 15 year track record
 - Average of \$820,199 in annual donations since August 2015

Maclean Cameron Animal Adoption Center







488

Agenda #1.

OPTION #1

REORGANIZATION OF ANIMAL FOUNDATION'S MISSION

Maclean-Cameron Animal Adoption Center

Enhancing compassion through educe

Current & Projected Stats of the Great Falls Animal Shelter (with MCAAC Neighboring Independently)

<u>Fiscal</u> <u>Year</u>	<u>Number of</u> <u>Intakes</u>	<u>Intake</u> Increase/ Decrease	<u>City Operational</u> <u>Expense</u>	Operational Expense Increase/ Decrease	<u>Total Operating</u> <u>Revenue</u>	Operating Revenue Increase/ Decrease	<u>City's Cost to</u> <u>Operate</u>
*2008	2539		\$432,293		\$156,637		\$ (275,656)
*2009	2295	-9.6%	\$514,323	19.0%	\$199,904	27.6%	\$ <mark>(</mark> 314,419)
*2010	2282	-0.6%	\$547,687	6.5%	\$181,334	-9.3%	\$ <mark>(</mark> 366,353)
*2011	1995	-12.6%	\$660,262	20.6%	\$175,833	-3.0%	\$(484,429)
2012	1720	-13.8%	\$535,843	-18.8%	\$190,803	8.5%	\$(345,040)
2013	1631	-5.2%	\$599,387	11.9%	\$253,334	32.8%	\$ <mark>(</mark> 346,053)
2014	1622	-0.6%	\$578,962	-3.4%	\$174,510	-31.1%	\$(404,452)
*2015	1488	-8.3%	\$585,802	1.2%	\$168,164	-3.6%	\$ (417,638)
2016	1316	-11.6%	\$586,427	0.1%	\$157,943	-6.1%	\$(428,484)
2017	1296	-1.5%	\$608,942	3.8%	\$148,739	-5.8%	\$ (460,203)
2018	1406	8.5%	\$662,126	8.7%	\$156,279	5.1%	\$(505,847)
2019	1322	-6.0%	\$724,604	9.4%	\$150,204	-3.9%	\$(574,400)
2020	1269	-4.0%	\$739,581	2.1%	\$131,865	-12.2%	\$(607,716)
2021	1221	-3.8%	\$767,514	3.8%	\$153,210	16.2%	\$(614,304)
2022	1174	-3.8%	\$799,750	4.2%	\$151,065	-1.4%	\$(648,685)
2023	1130	-3.8%	\$833,339	4.2%	\$148,950	-1.4%	\$ <mark>(</mark> 684,389)

The figures in the blue cells in the above table contain projections calculated by MCAAC utilizing annual averages from the years the City provided actual or budgeted data. The years considered begin in 2015 (the year MCAAC became operational *). Average Intake Increase/Decrease Percentage: average of 2015-2020. Operating Expense Increase/Decrease Percentage: average of 2015-2021. Operating Revenue Increase/Decrease Percentage: average of 2015-2021. Operating Revenue Increase/Decrease Percentage: average of 2015-2021. Operating Revenue Increase/Decrease Percentage: average of 2015-2021. Please note: The City he budgeted a revenue increase of 16.2% for 2021, a substantial difference compared to the seven year average of -1.4%.



GFAS Intake Vs. Actuals*



2021: The dollar amounts are from the City's budget* and the intake is a projection based on the City's average intake during the six years in which MCAAC was operational (2015-2020)**.

Agenda #1.

GFAS Projection of City Operational Costs Without Future Assistance from MCAAC

Current Numbers With MCAAC Assistance

<u>Fiscal</u> <u>Year</u>	Number of Intakes	Intake Growth/ Decline	<u>City's Actual</u> <u>Operational</u> <u>Expenses</u>	<u>Operational</u> <u>Expense</u> <u>Growth</u>	<u>erational</u> xpense Growth		<u>City's Actual</u> <u>Cost to</u> <u>Operate</u>	
2019	1322	-6.0%	\$724,605	9.4%	\$150,202	-3.9%	\$(574,400)	
2020	1269	-4.0%	\$735,581	2.1%	\$131,865	-12.2%	\$(607,716)	

Projected Numbers Without MCAAC Assistance

<u>Fiscal</u> <u>Year</u>	Projected Number of Intakes	<u>Projected</u> Intake <u>Growth</u>	Projected City Operational Expenses	Projected Operational Expense Growth	<u>Projected</u> <u>Revenues</u>	Projected Revenue Growth	<u>Projected Annual</u> Cost to Operate	
2021	2069	63.1%	\$1,300,801	76%	\$259,660	97%	\$(1,041,141)	
2022	2128	2.8%	\$1,449,147	11.0%	\$273,725	5.0%	\$(1,175,422)	
2023	2202	3.5%	\$1,624,239	12.0%	\$290,312	6.0%	\$(1,333,927)	

For the years 2015-2020 (years during which both GFAS and MCAAC were operational), MCAAC utilized GFAS's Actual Operational Expenses divided by their Actual Number of Intakes to find a <u>Cost per Animal</u>. In 2021, the GFAS provided budgeted figures for Operational Expenses, Revenue and Cost to Operate but no intake numbers. MCAAC calculated intake numbers for 2021-2023 based on an average annual decrease of -3.8% (average annual intake from 2015-2020). For 2022 and 2023, MCAAC projected an expense growth average of 4.2% (average from 2015-2021) and revenue decrease of -1.4% (average from 2015-2021).

This projected annual increase in cost to operate assumes the same quality of care that currently exists at GFAS. The projections utilize a multiplier that is an average expens⁴⁹² revenue per animal. MCAAC understands that some costs would be fixed but that personnel, supply and medical costs would increase and that further facility improvements would be required. By utilizing an average cost per animal both fixed and variable costs are taken into consideration.



In addition to the increased costs shown here, future expenditures, for staff to fundraise for the expansion and upgrade of the current City Shelter, will be incurred.

Figures above are based off of the City's Cost to Operate.

Agenda #1.



Maclean Cameron Animal Adoption Center OPTION #2

MACLEAN-CAMERON ANIMAL ADOPTION CENTER TO ASSUME INTAKE, MANAGEMENT, & ADOPTION OF ALL DOGS & CATS IN THE COMMUNITY

Education/AdoptionAreas Animal Care Areas 502 -- 501 407-1 Office Furnishings \$3,000 503.1-4 504.1-4 400-1 Dog House Entry 404-1 Office Furnishings \$3,00 Electrical Mechanical Equipment Equipment 402-1 Office Furnishings \$3,000 \$2,500 / \$2,500 Mah Incoming Dog and Puppy Kennels 1 400-2 400 2 Ilina + Office 402 allroo Offic 400-3 404 Kittens 2 50 \$2,500 403 503 15,000 109 Incoming Kitten Cage East #4-10 are available. Bench 1 405-1 West Lobby Lobby \$3,000 each 401-1 Office Incoming 401-2 Mechanical Cata 110 407 Bench 2 405-2 Community Room Education 504 Reception 406 Incoming Cat Cage #2 -24 are available. #4 Is not available. 412 Education Center Patio Education Hall 408 406.2-4 Education 405 Room Furnishings Public Hall 413 Incoming Animal Hall 300 **9**. \$10,000 ---- East Entry 301 \$3,000 each Hall 411 405-3 \$10,000 Cat Hold Mọn's Ladie Evaluation / A 108 Adoption Laundry Bench 4 410 Medical # 303.1-4 Medical Room Office 405-4 302 409 303 Equipment \$10,000 505-1 Office 417 \$10,000 • \$15,000 Cat Isolation Cages Furnishings \$3,000 Isolation #4-6 are available. Memorial Memoria 306 \$3,000 Kennel #1 Grooming \$3,000 each Gardens Gardens Patio 0fflee 505 304 15,000 229-1 Patio Bench 506 426-1 Isolation Kennel #2 Brea) Lockers 308 _____ \$3,000 West 229-2 Cat Hold Cages North Viewing Hall 410. Viewha Cat \$10,0 2 are available. Hal 418 Food Prep Hall 309 ondos Employee & Volunteer Entry 313 \$3,000 each Viewir Dog Sulte 202 Dog Sulte 201 101 Dog Sulte Dog Sulte Dog Sulte Dog Hold Hall 420 \$10,000 Kennels 100 Dog Sulte 212 211 210 Food Prep Cat Condos 310 Dog Sulte 203 Hal Storage #5-6, 8-14 & 19-48 West East 213 Dog Sulte 312 are available. Visiting Courtyard Courtyard 10,000 102 \$5,000 215 214 \$3,000 each 202-1 Visiting Furnishings 209 Food Storage 7,500 10,000 311 Cat Viewing Hall Dog Suite Dog Sulte Dog Sulte Dog Sulte Dog Sulte 103 102-1 Visiting Furnishings 207 204 205 206 208 Picnic Table Cat Cat 423-2 Southeast Comr Comm 104-1 Cat Furniture \$3,000 Patio Bench South Viewing Hall 421 104 105 . 67 423-1 105-1 Cat Furniture Southeast Patio Outdoo Cat Area 106 Outdoo 423 Cat Агеа Picnic Table Training & Southwes 107 Exercise 423-3 Patio 422 \$3,000 218 Additional Naming Right Maclean-Cameron Animal Adoption Center Designations 302-1 Laundry Room Washer \$5,000 425 Outdoor Dog Walk 302-2 Laundry Room Dryer 304-1 Grooming Room Table \$5,000 \$5,000 Dog Run Dog Run Dog Run Dog Run 310.1-5 Food Prep Furnishings \$5,000 220-1 220-3 220-4 220-2 South Patio 1-10 Facility Computers \$2,500 \$7,500 Outdoor Dog Area \$7,500 \$7,500 \$7,500 "Keep It Clean" Stations \$1,500 Enhancing compassion through education 424 307.1-2 Break Room Furnishings \$1,500 417.1-2 Adoption Office Furnishings \$1,500 \$15,000 2 Smart TV \$1,500 Dog Run 220-13 220-5 220-10 220-11 220-12 220-6 220-7 220-8 Generous donors have sponsored (designated) the areas that are shaded. Many naming opportunities are still available for prices shown. \$10,000 \$10,000 10,000 \$10,000 10,000 \$10,000

Capacity based on Quality of Care Standards



Proposed Services:

Services	Who Currently Provides	What MCAAC Proposes to Provide
Adoption of Cats and Dogs	Both GFAS and MCAAC	MCAAC
Adoption of Small Domestic Animals and Birds	Only GFAS	MCAAC (Will outsource to the appropriate animal rescue group/expert)
City Licensing	Both GFAS and MCAAC	MCAAC
Fundraising	Both GFAS and MCAAC	MCAAC
Humane Education Opportunities	Both GFAS and MCAAC	MCAAC
Intake of Owner Surrenders	Both GFAS and MCAAC	MCAAC
Intake of Stray Animals from Public	Both GFAS and MCAAC	MCAAC
Intake of Stray Animals from Animal Control	Only GFAS	MCAAC
Microchipping	Both GFAS and MCAAC	MCAAC
Stray Redemption Services	Both GFAS and MCAAC	MCAAC
Population Control through Spay/Neuter	Both GFAS and MCAAC	MCAAC
Vaccinations	Both GFAS and MCAAC	MCAAC
Volunteer Opportunities	Both GFAS and MCAAC	MCAAC
Cremation Services**	Both GFAS and MCAAC	GFAS**



** Currently, the MCAAC outsources cremations to 406 Cremation. In the Proposed Complimentary Services Scenario, the MCAAC will refer all cremations to the GFAS who will benefit from the use of the new aqua-incinerator, purchased with taxpayer funds, which will reduce the cost of cremation from \$1.25-\$1.50 per pound to \$.10 (or a 94% reduction in cost) . GFAS will rete ⁴⁹⁶ earnings from cremation services.

Independent Study for Proposal:

- As mentioned by Commissioner Rick Tryon
- 3rd party comparison for level of service
- ▶ 3rd party comparison for quality of care
- Alignment of terms such as stray & capacity
- Alleviate issues/concerns of public perception of Proposal
- Clarification of best Proposal option
- Division of cost would be presented to the Animal Foundation for consideration & potential approval

Agenda #1

Proposed Figure:

\$475,00

SUDDA

Community

* Denotes just under a \$300k immediate savings to the City of Great Falls: FY '21 Proposed Budget (\$767,514) less \$475,000

** Support includes both volunteers & monetary tax-deductible donations

** Mend relationship between both organizations & remove the donor divide Agenda #1.

Future Figure:



Commissioner Mary Moe asked if the \$475k figure could be reduced?



- ▶ Why is this so much more than Heart of the Valley charges the City of Bozeman?
 - ▶ HOV was founded in 1973, 47 years ago
 - City of Bozeman & HOV do not have the donor divide
 - Our community can come together for the betterment of animal welfare, and donor dollars/support will increase, just like they did for HOV
 - Increased support results in lower operating costs
 - Current City funding will assist with the offset of temporary operating costs, allowing the Animal Foundation to focus further on fundraising in conjunction with a capital campaign to start an endowment
 - The endowment will allow for savings to the City in the near future as the Animal Foundation will then have investment income
 - This will in turn, lower the City's funding and eventually allow for it to be reduced closer to the agreement between HOV and the City of Bozeman



Maclean-Cameron Animal Adoption Center

Staffing:

- Commissioner Mary Moe asked, "What we heard at the work session is that a primary job perk for staff is their involvement in adoption services. Can you envision a model for partnership that would preserve this motivational force for City shelter staff?"
 - We believe in our mission and it supports the same job satisfaction expressed by City staff
 - With increased animal intake, we would welcome the opportunity for current City staff and volunteers to join us in advancing our mission

Conclusion: IMPROVED ANIMAL WELFARE Just under \$300K IMMEDIATE SAVINGS



Public Safety Additional Police Officers



Upgrade Equipment Public Safety Additional Firefighters

Contact Information:

Any questions may be directed to the Animal Foundation of Great Falls.

Maclean-Cameron Animal Adoption Center

Enhancing compassion through education

THANKS YOU!

Libbey Winderl Board President 406.781.9993 libbey.winderl@edwardjones.com

Pam Volk **Executive Director** 406.727.7387

director@macleananimaladoptioncenter.com



406.788.9976

jhuber@dadco.com

	A	3 C	D	E	F	G		Н	I	J		K	L	М	N	0	Р	Q	R
City of Great Falls Actu								als ai	nd Pr	roje	eC.	tions							
3	Fiscal Year	Number of Intakes	Intake Growth/ Decline	City's Actual Operational Expenses	Expense Growth/ Decline	Expense per Anima	Cit I R	ty Actual evenue	Revenue Growth/ Decline	Reveni per Anima	ue al	City's Actual Cost to Operate	Profit/Loss per Animal	Actual Animals Serviced	Actual Profit/Loss Per Animal	Actual Portrayed Savings to City			
4	2008	2539		\$432,293		\$ 170	\$	156,637		\$	62	\$ (275,656)	\$ (109)					
5	2009	2295	-9.6%	\$514,323	19.0%	\$ 224	\$	199,904	27.6%	\$	87	\$ (314,419)	\$ (137)					
6	2010	2282	-0.6%	\$547 <i>,</i> 687	6.5%	\$ 240	\$	181,334	-9.3%	\$	79	\$ (366,353)	\$ (161)					
7	2011	1995	-12.6%	\$660,262	20.6%	\$ 331	\$	175,833	-3.0%	\$	88	\$ (484,429)	\$ (243)					
8	2012	1720	-13.8%	\$535,843	-18.8%	\$ 312	\$	190,803	8.5%	\$ 1	.11	\$ (345,040)	\$ (201)			MCA	AC Gr	owth
9	2013	1631	-5.2%	\$599,387	11.9%	\$ 367	\$	253,334	32.8%	\$ 1	.55	\$ (346,053)	\$ (212)					
10	2014	1622	-0.6%	\$578,962	-3.4%	\$ 357	\$	174,510	-31.1%	\$ 1	.08	\$ (404,452)	\$ (249)			Fiscal Year	Number of Intakes	Intake Growth/ Decline
11	2015	1488	-8.3%	\$585,802	1.2%	\$ 394	\$	168,164	-3.6%	\$ 1	.13	\$ (417,638)	\$ (281)			2015	463	
12	2016	1316	-11.6%	\$586,427	0.1%	\$ 446	\$	157,943	-6.1%	\$1	.20	\$ (428,484)	\$ (326)			2016	582	25.7%
13	2017	1296	-1.5%	\$608,942	3.8%	\$ 470	\$	148,739	-5.8%	\$ 1	.15	\$ (460,203)	\$ (355	5367	(\$86)	\$ 44,290	2017	515	-11.5%
14	2018	1406	8.5%	\$662,126	8.7%	\$ 471	\$	156,279	5.1%	\$ 1	.11	\$ (505,847)	\$ (360	4846	(\$104)	\$ 78,624	2018	756	46.8%
15	2019	1322	-6.0%	\$724,604	9.4%	\$ 548	\$	150,204	-3.9%	\$1	.14	\$ (574,400)	\$ (434	4337	(\$132)	\$ 90,024	2019	682	-9.8%
16	2020	1269	-4.0%	\$739,581	2.1%	\$ 583	\$	131,865	-12.2%	\$ 1	.04	\$ (607,716)	\$ (479	4242	(\$143)	\$ 107,965	2020	755	10.7%
17	2021	1221	-3.8%	\$767,514	3.8%	\$ 629	\$	153,210	16.2%	\$ 1	.26	\$ (614,304)	\$ (503)			2021	849	12.4%
18	2022	1174	-3.8%	\$799,750	4.2%	\$ 681	\$	151,065	-1.4%	\$ 1	.29	\$ (648,685)	\$ (552)			2022	954	12.4%
19	2023	1130	-3.8%	\$833,339	4.2%	\$ 738	\$	148,950	-1.4%	\$ 1	.32	\$ (684,389)	\$ (606)			2023	1072	12.4%
20		Of note: MCA	AAC opened its	doors in 2015.															
21		Estimate	ed proje	ctions for	City of	[:] Great	Fal	ls w/o	Made	ean h	ıel	n.* (202	1-2023)						
22		*Adding in an	imals that the	MCAAC would have	e taken		1					p: (===	/						
	Fiscal	Number of	Intake Growth/	Operational	Expense Growth/	Expense	R	evenues	Revenue Growth/	Reven	ue	City's Cost to	Profit/Loss per						
23	Year	Intakes	Decline	Expense	Decline	per Anima	I ^``		Decline	Anima	al	Operate	Animal						
24	2019	1322	-6.0%	\$724,604	9.4%	\$ 548	\$	150,204	-3.9%	\$ 1	14	\$ (574,400)	\$ (434						
25	2020	1269	-4.0%	\$739,581	2.1%	\$ 583	\$	131,865	-12.2%	\$ 1	.04	\$ (607,716)	\$ (479						
26	2021 *	2069	63.1%	\$1,301,048.95	75.9%	\$ 629	\$	259,713	97.0%	\$ 1	26	\$ (1,041,335)	\$ (503)					
27	2022 *	2128	2.8%	\$1,449,313.42	11.4%	\$ 681	\$	273,761	5.4%	\$ 1	29	\$ (1,175,552)	\$ (552)					
28	2023 *	2202	3.5%	\$1,624,164.80	12.1%	\$ 738	\$	290,302	6.0%	\$ 1	.32	\$ (1,333,863)	\$ (606)					
29													· · · ·						
		This projected	d annual increa	ise in cost to opera	ate assumes	the same q	uality c	of care that	currently ex	kists at t	he G	FAS. The proje	ctions utilize a	1					
		multiplier tha	t is an average	expense or reven	ue per anim	al. MCAAC	unders	tands that s	some costs v	would be	e fix	ed and some co	sts would be variable.						
30		By utilizing an	average cost	per animal both fix	ed and varia	able costs ar	e take	n into consi	ideration.										


City Manager's Office

Memorandum

To: Mayor Kelly and City Commissioners

From: Gregory T. Doyon – City Manager

CC: Deputy City Manager Chuck Anderson Finance Director Melisa Kinzler Sara Sexe – City Attorney Great Falls Animal Shelter Director Lynne Formell

Re: MCAAC City Partnership Proposal

Date: June 5, 2020

As I suspect, many of you have probably been ruminating on this week's work session with the Maclean-Cameron Animal Adoption Center (MCAAC). I know I have been. After some reflection, and thinking about prior attempts to develop a partnership, I think I have a solid idea on how to move discussions positively forward.

Some of the most important elements of effective animal control and welfare services is ensuring that the community has necessary facilities and programs. Between MCAAC and GFAS, Great Falls has a robust system that provides great service to residents and care for animals. To add to that good news, both organizations have a deep desire to provide top notch, quality care. Currently, residents have a choice of where to bring or adopt an animal, and both choices are good.

With regard to animal control and welfare, I believe the Commission is primarily interested in cost savings, efficiencies, and preventing the duplication of services. I think there was some good information presented during the work session. The discussion may have shed light on the City's animal welfare obligations and costs. The City has some unique requirements including hold times, quarantining, court order holds, etc.

I believe the heart of both organizations (MCAAC and GFAS) is to help animals in need and when possible, find life-long homes through adoption. I also believe that because prior efforts between the two organizations have not worked out (discussions of direct funding for either a new facility or general support), a competition for donors and volunteers intensified. MCAAC is quite clear about this concern in their correspondence. What is missing in the discussion between the community, Commissioners, MCAAC representatives and staff is agreement on what is *actually* needed for effective animal control and welfare in Great Falls.

Both entities can easily generate numbers regarding animals served and adopted. I think what is still lacking in these discussions is a basic outline of need, using current and projected animal population demands.

So, how do we get there? How do both well intentioned organizations provide clarity to decision makers so we can all work toward an acceptable model for the community and its animals? Below I've outlined a proposal for consideration. The concept is a way to move forward and focus stakeholders.

MCAAC and GFAS Adoption Partnership Model Proposal

- Under the proposal, GFAS will allocate a yet to be determined number of cats and dogs to MCAAC for adoption. Initially, it may be excess cats and/or dogs, which exceed a certain number of days or capacity at the GFAS.
 - Under an agreement, GFES will determine and transfer animals until MCAAC reaches its capacity.
- The City will not pay MCAAC directly. Instead, the cost of holding (72-96 hour requirements) and preparing a cat or dog for adoption will be considered as an in-kind donation for adoption services rendered by MCAAC.
- The benefit to MCAAC is that the organization will be able to accept and adopt more animals. The benefit to the GFAS is the savings. By reducing animal retention times, there should be savings to the City.
- The City and MCAAC will operate a Pet Adoption Pilot Program for two years. This period of time allows for several things to occur:
 - MCAAC and GFES will determine a process to move cats/dogs efficiently between the two facilities, reducing stay times for animals.
 - Prior to the two year pilot period, both organizations will establish a common set of metrics that are accurate, easy to understand, and annually given to the City Commission and MCAAC Board.
 - Rationale: The data will be helpful in ultimately determining if the community needs to further evaluate its animal welfare needs. Data established will better educate the public, better inform the Commission, and guide future conversations in healthier manner.
 - \circ The City maintains its ability to meet basic statutory requirements.
 - Rationale: A direct \$475,000 payment to MCAAC will reduce staff and operating hours significantly. A reduction of up \$300,000 (a number mentioned) will impact staff less, but both allocations will have operational impact and will hamper the City's ability to address its animal control obligations under the current State and City Code.
 - The Adoption Program Partnership program meets the core values of both organizations.
 - These services are needed and wanted by the community.
 - The program serves the animal population more effectively and efficiently.
 - The public and stakeholders *should* be able to agree with the program without much disagreement.

- Potential concerns about the pilot program
 - GFES reduces its animal adoption program and revenues.
 - Perspective: I don't believe MCAAC currently has the capacity to take all the adoptable animals from the City without expanding their facility.
 - There will be a loss of adoption revenue, but I agree that the potential for savings (by reducing animal residence time) is achievable. The agreed upon data should demonstrate this during the trial period.
 - MCAAC is not "paid" for the animals they accept and adopt.
 - The taxpayer is paying for the requisite hold times for cat or dogs prior to adoption. While these costs can vary for each animal, it makes more sense to consider the cost absorbed by the City as payment, rather than simply paying MCAAC a flat, substantial sum.
 - Under the current proposal, MCAAC is paid directly for services. The benefit or cost savings to the City is not immediately clear.
 - The proposal does not resolve "the divide" between the two organizations with donations and volunteers.
 - Perspective: The presumption that GFAS volunteers and community donors would simply move their resources to MCAAC is not realistic.
 - Concerns about donors and volunteers is not legitimate reason to change the current animal control and welfare model.
 - I also believe that residents and facility users appreciate having a choice because each organization has its own unique set of services.
 - You're kicking the can down the road.
 - Perspective: Not really. The pilot will hopefully demonstrate to both organizations, their employees, and the public that two can effectively work together for the community. Both will need to make adjustments to their operations and programming to make this work. The governing bodies of both will have agreed upon data to monitor, review, and evaluate.

I know this is a rough draft and more details will need to work out. I am hoping the concept allows the community to move forward. Please review and feel free to call. I'll await further direction from the Commission during upcoming meetings.

Gtd



PART 2 - INTRODUCTION

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- A. CONTRACT REFRESHER
- **B. COMPENSATION HISTORY**
- C. PROPOSED CHANGES
- D. STAFF RECOMMENDATION

<u>12/9/202</u>0 Agenda #2.





INCENTIVE TARGET PRICE (ITP) = ACTUAL COST + INFLATION

- ACTUAL COST ARE DOCUMENTED EXPENDITURES + OVERHEAD AND
 PROFIT MARK-UP
- INFLATION IS BASED ON CONSUMER PRICE INDEX FOR ALL URBAN CONSUMERS (CPI-U) OR 5% CAP
- CITY PAYS VEOLIA A SET MONTHLY INVOICED AMOUNT EQUAL TO ITP DIVIDED BY 12

ANNUAL RECONCILIATION

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- ACTUAL COSTS ARE TABULATED
- COSTS ARE COMPARED TO ITP
- COST SAVINGS ARE SHARED 50:50
- COST OVER-RUNS ARE SHARED 50:50 WITH A \$50,000 MAX LIABILITY TO THE CITY

	GREAT FALLS 2019 ITP RECOND	WWTP	
	ACTUAL 2019 COSTS	REVISED 2019 TARGET	BETTER/(WORSE
PERSONNEL:	00313	00313	_THAN TARGET
SALARIES & WAGES	\$821,176	\$858,965	\$37,789
OVERTIME	\$12,093	\$16,043	\$3,950
BENEFITS	\$299,026	\$317,753	\$18,727
SUBTOTAL PERSONNEL	\$1,132,295	\$1,192,761	\$60,466
OUTSIDE SERVICES	\$58,756	\$57,466	(\$1,290)
CHEMICALS	\$134,224	\$144,671	\$10,447
LANDFILL	\$294,979	\$294,293	(\$685)
REPAIR & MAINTENANCE	151,979.91	\$147,212	(\$4,768)
OTHER	\$131,094	\$134,936	\$3,841
TOTAL DIRECT COSTS	\$1,903,328	\$1,971,339	\$72,779
INDIRECT SUPPORT PROGRAM COSTS			
(19.0% OF TOTAL DIRECT COSTS)	\$361,632	\$374,554	\$12,922
TOTAL COSTS	\$2,264,960	\$2,345,893	\$80,933
PROFIT FEE			
(15.75% OF TOTAL COSTS)	\$356,731	\$369,478	\$12,747
SUBTOTAL ALL DIRECT & INDIRECT COSTS ABOI	\$2,621,691	\$2,715,371	
UTILITIES :			
ELECTRICITY	\$0	\$0	\$0
NATURAL GAS	\$0	\$0	\$0
OTHER	\$0	\$0	\$0
SUBTOTAL UTILITIES	\$0	\$0	\$0
TOTAL ITP RECONCILIATION	\$2,621,691	\$2,715,371	\$93,680
HALF OF THE RECONCILIATIO	N TOTAL =	>>	\$46,840
Additional Arsenic Testi	ng		(5,238.87)
Iron Sponge			(\$15,207)
Activated Carbon			(\$6,650)
The total reconcilia	tion results in an addi	tional fee to the City of	\$19,744.29

VEOLIA WATER NORTH AMERICA









- DOES NOT INCLUDE ONE-TIME TRANSITION COSTS
- ESTIMATED CITY PERSONNEL COSTS BASED ON CITY ACTUAL 2019 COSTS AT WATER PLANT
- ASSUMED THAT NOT ALL NEGOTIATED PRICES FROM VENDORS WOULD BE AVAILABLE TO CITY
- ACCOUNTS FOR 2020 ADJUSTMENT TO PROFIT AND OVERHEAD RATES

	Veolia	City Costs	
	ACTUAL	2019	
	2019	Estimated	
SUBTOTAL PERSONNEL	\$1,132,295	\$ 1,605,406	
OUTSIDE SERVICES	\$58,756	\$ 58,756	
CHEMICALS	\$134,224	\$ 154,358	
LANDFILL	\$294,979	\$ 339,226	
REPAIR & MAINTENANCE	\$151,980	\$ 174,777	
OTHER	\$131,094	\$ 131,094	
TOTAL DIRECT COSTS	\$1,903,328	\$2,463,616	
(19.0% OF TOTAL DIRECT COSTS)	\$361,632	\$ -	
TOTAL COSTS	\$2,264,960	\$ 2,463,616	
PROFIT FEE			
(15.75% OF TOTAL COSTS)	\$356,731	\$ -	
SUBTOTAL UTILITIES	\$262,972	\$262,972	
TOTAL	\$2.884.663	\$ 2,726,588	
Negotiated Adjustment	\$ 220.757.00		
Estimated 2021	\$2 663 906 45	\$ 2 726 588	

THE PUBLIC GOOD 0 CONDITION COST COMPLIANCE INCENTIVE TARGET PRICE ORIGINAL EQUIPMENT IS NO REGULATORY MODEL REWARDS ENFORCEMENT ACTIONS STILL OPERATIONAL KEEPING COSTS LOW AWARD WINNING SAFETY NEW EQUIPMENT IS STILL ACTUAL COST PROGRAM **OPERATIONAL** ESCALATION HAS BEEN PRETREATMENT PROGRAM ASSET MANAGEMENT LESS THAN INFLATION ASSISTANCE RATE AND CAPITAL SEAMLESS IMPROVEMENT THE CITY IS UNABLE TO IMPLEMENTATION OF PLANNING PROCESS UPGRADES DO IT FOR LESS

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- BETTER IDENTIFY HOW ITP IS DEFINED
 AND CALCULATED
- 10 YEAR CONTRACT
- RESTRUCTURED R&M COST SHARING
- ELIMINATES ELECTRICITY REDUCTION
 INCENTIVE PROGRAM
- FORMALIZED ASSET MANAGEMENT
 PROGRAM
- UPDATES TO LIABILITY LIMITATION AND
 INSURANCE COVERAGES





- ADJUSTMENT IN AGGREGATE MARKUP FOR O&M FROM 37.7% TO 29%
- ADJUSTMENT IN AGGREGATE MARKUP FOR R&M FROM 37.7% TO 15%
- ADJUSTMENT IN AGGREGATE MARKUP FOR SMALL CAPITAL FROM 26.5% TO 15%
- NEGOTIATED MARK-UP FOR CONTINGENCY R&M
- INCREASES ROUTINE\CONTINGENCY R&M THRESHOLD FROM \$5,000 TO \$25,000 W\ ONE-TIME ADJUSTMENT

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Results on WBSe's - based on 2020 ITP							
O&M	Cost	Marked-up	Margin				
Est 2021	\$1,872,158	\$2,578,757	\$706,599				
	\$1,872,158	\$2,415,084	<u>\$542,926</u>				
Difference			\$163,673				
R&M							
Est 2021	\$251,000	\$345,734	\$94,734				
	\$251,000	\$288,650	<u>\$37,650</u>	Only Profit MU			
Difference			\$57,084				
Small Cap							
Est 2021	\$118,577	\$150,000	\$31,423				
	\$130,435	\$150,000	<u>\$19,565</u>	Only Profit MU			
Difference			\$11,858				
Acctmgmt							
Est 2021	\$60,000	\$82,646	\$22,646	Variable MU -	example only		
	\$60,000	\$77,400	\$17,400		Total Difference	e/yr	
Difference			\$5,246		\$237,860		







