# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Executive Summary</strong></td>
<td>1</td>
</tr>
<tr>
<td>Study Context</td>
<td>1</td>
</tr>
<tr>
<td>Stakeholder Survey Results</td>
<td>2</td>
</tr>
<tr>
<td>Major Findings</td>
<td>3</td>
</tr>
<tr>
<td>Recommendations</td>
<td>4</td>
</tr>
<tr>
<td><strong>Section 1—Introduction and Background</strong></td>
<td>5</td>
</tr>
<tr>
<td>1.1 Purpose of Study</td>
<td>5</td>
</tr>
<tr>
<td>1.2 Organization of Report</td>
<td>6</td>
</tr>
<tr>
<td>1.3 Project Approach and Tasks</td>
<td>7</td>
</tr>
<tr>
<td><strong>Section 2—Shelter Statistics</strong></td>
<td>9</td>
</tr>
<tr>
<td>2.1 Animal Intakes</td>
<td>9</td>
</tr>
<tr>
<td>2.2 Animal Outcomes</td>
<td>12</td>
</tr>
<tr>
<td>2.3 Owner Requested Euthanasia</td>
<td>12</td>
</tr>
<tr>
<td>2.4 Live Release Rates</td>
<td>16</td>
</tr>
<tr>
<td>2.5 Unknown Outcomes</td>
<td>17</td>
</tr>
<tr>
<td>2.6 Length of Stay</td>
<td>18</td>
</tr>
<tr>
<td>2.7 Local Area Animal Shelter Statistics</td>
<td>21</td>
</tr>
<tr>
<td>2.7.1 St. Charles County Humane Services</td>
<td>22</td>
</tr>
<tr>
<td>2.7.2 City of St. Louis ACC</td>
<td>23</td>
</tr>
<tr>
<td>2.8 National Animal Services Comparison</td>
<td>24</td>
</tr>
<tr>
<td><strong>Section 3—Shelter Facility</strong></td>
<td>29</td>
</tr>
<tr>
<td>3.1 Building</td>
<td>29</td>
</tr>
<tr>
<td>3.2 Signage</td>
<td>30</td>
</tr>
<tr>
<td>3.3 Interior and Primary Enclosures</td>
<td>32</td>
</tr>
<tr>
<td>3.4 Safety Issues</td>
<td>36</td>
</tr>
<tr>
<td>3.5 Dog Kennel Watering System</td>
<td>38</td>
</tr>
<tr>
<td><strong>Section 4—Shelter Operations</strong></td>
<td>39</td>
</tr>
<tr>
<td>4.1 General Operations</td>
<td>39</td>
</tr>
<tr>
<td>4.1.1 Software System</td>
<td>39</td>
</tr>
<tr>
<td>4.1.2 Standard Operating Procedures</td>
<td>42</td>
</tr>
<tr>
<td>4.1.3 Hours of Operation</td>
<td>45</td>
</tr>
<tr>
<td>4.1.4 Phones and Computers</td>
<td>45</td>
</tr>
<tr>
<td>4.1.5 Kennel Inventory</td>
<td>46</td>
</tr>
<tr>
<td>4.1.6 Purchasing</td>
<td>47</td>
</tr>
<tr>
<td>4.1.7 Fees</td>
<td>50</td>
</tr>
<tr>
<td>4.2 Staff</td>
<td>51</td>
</tr>
<tr>
<td>4.2.1 Job Positions</td>
<td>51</td>
</tr>
<tr>
<td>4.2.2 Staffing Comparison Chart</td>
<td>55</td>
</tr>
<tr>
<td>4.3 Animal Handling and Safety</td>
<td>56</td>
</tr>
<tr>
<td>4.4 Capacity for Care</td>
<td>57</td>
</tr>
<tr>
<td>4.5 Population Management</td>
<td>60</td>
</tr>
</tbody>
</table>
St. Louis County
Animal Care and Control Evaluation

Section 8—Medical Program .......................................................... 163
  8.1 Medical Health and Physical Well-Being Services ......................... 163
  8.2 Spay/Neuter Practices and Protocols ...................................... 164
  8.3 Evaluation of Public Health Services .................................... 166

Section 9—Field Operations .......................................................... 167
  9.1 Dispatch and Database ...................................................... 167
  9.2 Vehicles ........................................................................... 169
  9.3 Safety and Equipment .................................................... 172
  9.4 Training ........................................................................ 173
  9.5 Operations .................................................................... 174
  9.6 Animal Ordinance Review .................................................. 177

Section 10—Planning and Direction ................................................. 179
  10.1 Advisory Board ................................................................ 179
  10.2 Strategic Plan ................................................................ 182
  10.3 Other Models of Operation ................................................... 183

Appendices

Appendix A—Summary List of Recommendations
Appendix B—Basic Data Matrix Form
Appendix C—Sample Request for Euthanasia for Owned Animal Form
Appendix D—Sample Stray Animal Intake Form
Appendix E—Sample Vendor List
Appendix F—Sample Managed Admission SOP
Appendix G—Sample Animal Services Adoption Policies
Appendix H—Sample Animal Services Adoption Questionnaire
Appendix I—Sample Transfer Agreement
Appendix J—Sample Rescue Policies
Appendix K—Sample Standing Veterinary Orders
Appendix L—Model Infectious Control Plan for Veterinary Practices
Appendix M—Compendium of Veterinary Standard Precautions for Zoonotic Disease Prevention in Veterinary Personnel
Appendix N—Reference List of Disease from Select Zoonotic Agents

Table of Tables

Table 1—St. Louis County ACC 2018 Intake Statistics .......................... 9
Table 2—St. Louis County ACC 2018 Outcome Statistics ....................... 12
Table 3—Sample Shelter Length of Stay Chart .................................... 19
Table 4—St. Louis County ACC 2018 Average Length of Stay .................... 19
Table 5—St. Louis County ACC 2018 Average Length of Stay of Animals Adopted ................................. 20
Table 6—Missouri Department of Agriculture 2018 Animal Shelter Statistics .................................................. 22
Table 7—Animal Services Hours, Policies, and Fees Comparison Chart .................. 25
Table 8—Animal Services Staffing Comparison ..................................... 56
## Table of Figures

<table>
<thead>
<tr>
<th>Figure</th>
<th>Description</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Figure 1</td>
<td>Top of St. Louis County ACC Animal Intake Card</td>
<td>13</td>
</tr>
<tr>
<td>Figure 2</td>
<td>St. Louis County ACC Building</td>
<td>29</td>
</tr>
<tr>
<td>Figure 3</td>
<td>Animal Intake and Lost/Found Entrance</td>
<td>30</td>
</tr>
<tr>
<td>Figure 4</td>
<td>Adoptions Entrance</td>
<td>31</td>
</tr>
<tr>
<td>Figure 5</td>
<td>Association of Shelter Veterinarians Cat Cage Space Recommendations</td>
<td>34</td>
</tr>
<tr>
<td>Figure 6</td>
<td>Dog Sticking Head through Dog Bowl Holder</td>
<td>37</td>
</tr>
<tr>
<td>Figure 7</td>
<td>Intake Card File Box</td>
<td>39</td>
</tr>
<tr>
<td>Figure 8</td>
<td>Cat Cages During Cleaning</td>
<td>80</td>
</tr>
<tr>
<td>Figure 9</td>
<td>Kuranda Cat Tower</td>
<td>84</td>
</tr>
<tr>
<td>Figure 10</td>
<td>Disposable Litterbox Option</td>
<td>85</td>
</tr>
<tr>
<td>Figure 11</td>
<td>Bowl and Tub with Rescue Used to Splash Kennel</td>
<td>87</td>
</tr>
<tr>
<td>Figure 12</td>
<td>Current Text on Volunteer Apron and Badge</td>
<td>126</td>
</tr>
<tr>
<td>Figure 13</td>
<td>Typical Volunteer T-Shirt</td>
<td>126</td>
</tr>
<tr>
<td>Figure 14</td>
<td>Typical Dog Adoption Event</td>
<td>138</td>
</tr>
<tr>
<td>Figure 15</td>
<td>Interior of ACC Animal Control Truck Insert</td>
<td>170</td>
</tr>
<tr>
<td>Figure 16</td>
<td>Typical Animal Control Vehicle</td>
<td>171</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY

Citygate Associates, LLC (Citygate) was asked by St. Louis County (County) to conduct an independent evaluation of St. Louis County Animal Care and Control’s (ACC) policies, practices, standard operating procedures, veterinary protocols, and facilities to include compliance with state regulations and Association of Shelter Veterinarians (ASV) best practice guidelines.

Citygate was also tasked with identifying areas for improvement and making recommendations on the tasks necessary to increase the live release rate, eliminate pet overpopulation in the community, decrease the number of animals entering the facility, and improve ACC’s current processes and procedures. Citygate was also asked to provide comparisons from other agencies, staffing recommendations based on other animal care and control agencies, and an overview of other services governance models.

STUDY CONTEXT

Animal services operations are unique from any other department found in a county government. They were originally formed to provide the health-related service of rabies control, to protect citizens from dangerous animals, and to enforce local animal ordinances. They have since evolved to include the mission of providing humane care for sheltered animals and to offer animal adoption services. Animal services shelters also often attract many volunteers and animal welfare advocates who care deeply about the impounded animals. Therefore, animal services operations must provide a broad range of services, as well as work in conjunction with the public.

ACC is a division of the St. Louis County Department of Public Health. St. Louis County has a land area of 523 square miles and a population of 998,581. In 2018, ACC impounded 4,422 live dogs and cats, or 4.4 animals for every 1,000 people. This is considered a low number of animals impounded per thousand people. The ACC website states, “Saint Louis County Animal Care & Control strives to protect the health and welfare of people and animals in St Louis County. This is accomplished by controlling populations of stray and feral animals, enforcing County ordinances that affect animal care, and providing exemplary care for animals housed at the animal shelter.”

Over the past few years, animal welfare advocates in the area have been critical of ACC. Critics have suggested that too many animals are being euthanized and that staff has been unresponsive to their concerns. Also over the past few years, numerous Program Director changes have occurred at ACC. For instance, Citygate was informed that in the past four years there have been eight different Program Directors, Interim Program Directors, or Interim Program Director teams who managed ACC at different times: one Director was transferred to another department, one Interim Director only lasted about a month, another Program Director lasted about a year, another Interim Director, a permanent Program Director who was terminated after six months, an Interim Director, another Interim Director, and currently the last two Interim Directors sharing Interim Program
Director duties. In addition, the County is currently advertising for another permanent Program Director. Each time a new Program Director or Interim Director is hired, the ACC staff and management must adjust to a new set of rules and policies.

In addition, during the previous permanent Program Director’s tenure, Citygate was told that 16 employees resigned en masse, including both of the shelter Veterinarians. Many of these were long-standing employees with significant institutional knowledge. The result is that a large portion of the staff and most of management are fairly new and/or inexperienced in their job positions.

ACC has a high-quality staff, and all staff members Citygate observed seemed intelligent, conscientious, and hard working. All staff members Citygate observed or spoke to also seemed to genuinely care about animals. However, due to all the changes at the operation, a large portion of staff and management lack depth of animal sheltering experience and/or knowledge. In addition, the turmoil at ACC would be confusing and somewhat upsetting for any employee at any animal services operation and has left some staff and even some managers occasionally unsure as to what policies are actually in place.

**Stakeholder Survey Results**

Ninety people responded to Citygate’s stakeholder survey, with 64 percent of respondents being volunteers, 19 percent being animal rescuers, and the rest being adopters, owners surrendering a pet, owners looking for lost pets, Advisory Board members, and others. The survey was short and asked respondents to describe their recent interactions with ACC, share what they perceive to be going well at ACC, and share specific situations or areas of concern in their direct interactions with ACC that they feel need improvement.

The top 10 themes seen in the responses to our survey were:

- There is too much euthanasia.
- Volunteer rules change frequently with no explanation.
- Animals take too long to be moved to the adoption floor.
- Too many animals are being deemed aggressive when they are not.
- Dogs are being misdiagnosed with fatal illnesses.
- Managers are untrained and do not know how shelters work.
- Dogs are not walked enough.
- There is tension between staff and volunteers; a lack of appreciation by staff of volunteers; a lack of communication with volunteers; and some staff and managers are rude to volunteers.
The shelter should heartworm test dogs for Rescue Groups.

There is a lack of adoption screening and counseling.

**MAJOR FINDINGS**

The following is a summary of the major areas that Citygate determined need improvement at ACC. By correcting the following areas of improvement and correcting other areas identified throughout this report, ACC can quickly improve processes and procedures, greatly increase efficiency, decrease the number of animals entering the facility, and dramatically improve the live release rate.

- The shelter is performing many unnecessary and time-consuming record-keeping tasks which were eliminated when the Chameleon software system was installed. Chameleon is also not being effectively used in many areas.

- The shelter is requiring every owner who surrenders their pet to check and initial an “ORE” box on the shelter intake form before accepting the animal. There is no explanation on the form as to what “ORE” actually stands for, which is Owner Requested Euthanasia (ORE). If at any point after intake the pet is euthanized for any reason, it is being categorized as an ORE, which is excluded from the “Euthanasia Rate Shelter Decision” being reported to the Advisory Board.

- Many record-keeping mistakes are being made during the animal intake process including incorrect intake categories, incorrect hold periods, incorrect ages of the animals, incorrect breeds, incorrect sex, etc.

- No owner-surrender counseling is occurring to attempt to find alternatives to surrendering an animal to the shelter.

- The volunteer program needs to be better managed and structured.

- There is an overabundance of cages for small breed dogs, but a lack of double-sided cages for medium to large breed dogs.

- There is an inability to control infectious disease due to overcapacity, which results in the inability to create effective isolation cohorts.

- Animals are being held much longer than necessary. Contributing factors to the long length of stay are:
  - The movement of animals is a haphazard process with no sense of urgency.
Unless it is a medical emergency, euthanasia is only being performed once or twice a week, which means that very aggressive animals and true OREs are being held much longer than necessary.

Cages and kennels are not being properly disinfected, which can contribute to the spread of disease.

Behavior assessments are taking much longer than necessary.

Some animals are being kept on holds that are longer than necessary or that are longer than legally mandated.

Veterinarians are only spaying and neutering animals three days a week, even though a Veterinarian is staffed seven days a week.

Very little effort is spent marketing pets for adoption, which is extremely important so that animals can be quickly adopted.

Not enough animals are being transferred to Rescue Groups.

**Recommendations**

Citygate’s recommendations are identified in this report under the heading “Recommendation(s)” in each section and/or subsection, with implementation timeframes of Immediate (within two weeks), Short-Term (within four months), Medium-Term (within nine months), or Long-Term (nine months or more). Highest priority items are also denoted. The recommendations are summarized by section and timeframe for implementation in Appendix A.

Also included are Items for Consideration, which are items that Citygate suggests the County strongly consider. Some recommendations can be implemented immediately, such as updating forms, revising Standard Operating Procedures, and changing cleaning methods, while others may require additional funding or physical modifications.
SECTION 1—INTRODUCTION AND BACKGROUND

1.1 PURPOSE OF STUDY

Citygate was asked by the County to conduct an independent evaluation of ACC’s policies, practices, standard operating procedures, veterinary protocols, and facilities to include compliance with state regulations and Association of Shelter Veterinarians best practice guidelines. The County’s Request for Proposals (RFP) requested that Citygate cover the following areas in the final assessment report:

1. Evaluation of operations for both field and shelter operations, including policies, procedures, protocols, record keeping, and staffing.
2. Evaluation of the facility design and environment, to include primary enclosure.
3. Evaluation of population management measures, including the capacity for care.
4. Evaluation of sanitation protocols, including cleaning, disinfection, and fomite control.
5. Evaluation of medical health and physical well-being services provided by ACC.
6. Evaluation of behavioral health and mental well-being services, including intake, behavior evaluation and modification, in-shelter care, stress reduction, and enrichment.
7. Evaluation of group housing practices in the shelter.
10. Evaluation of spaying and neutering practices and protocols.
11. Evaluation of animal transport programs.
12. Evaluation of public health services, including monitoring and containing zoonotic diseases, animal-related injuries, and emerging diseases.
13. Evaluation of volunteer, rescue, and community outreach programs.
14. Evaluation of the Advisory Board to ensure it is optimally structured.
15. Evaluate use of the Chameleon database management system for record keeping.
16. Evaluation of staff organizational structure, job roles, and required competencies.
17. Review the strategic plan, including tracking progress and measuring results.
The County’s RFP also tasked Citygate with identifying areas for improvement and making recommendations on the tasks necessary to increase the live release rate, eliminate pet overpopulation in the community, decrease the number of animals entering the facility, and improve ACC’s current processes and procedures. Citygate was also asked to provide comparisons from other agencies, staffing recommendations based on other animal care and control agencies, and an overview of other services governance models.

1.2 Organization of Report

This report consists of 10 sections and 14 appendices. The sections are presented in a manner that is intended to provide a flow that is understandable and user-friendly. Report sections include:

Executive Summary – Provides study context, stakeholder survey results, major findings, and an overview of report recommendations.

Section 1: Introduction and Background – Reviews the purpose of the study, organization of the report, Citygate’s project approach and tasks, and our information gathering process.

Section 2: Shelter Statistics – Reviews ACC Chameleon statistics for animal intakes, animal outcomes, Owner Requested Euthanasia, live release rates, unknown outcomes, length of stay, local area animal shelter statistics, and national animal shelter statistics, policies, and fees.

Section 3: Shelter Facility – Reviews the shelter building, signage, interior and primary enclosures, safety issues, and the dog and kennel watering system.

Section 4: Shelter Operations – Reviews general operations, staffing, animal handling and safety, capacity for care, population management, operational issues, cleaning and disinfection, feeding, intake processing, owner-surrenders, enrichment, and behavior.

Section 5: Animal Placement and Volunteer Programs – Reviews adoptions, Rescue Groups, the volunteer program, foster homes, and feral cats.

Section 6: Proactive and Marketing Programs – Reviews proactive programs such as reduced cost spay/neuter vouchers, free microchips, and other proactive programs; social media, marketing, and the ACC website; and grants.

Section 7: Euthanasia – Reviews ACC’s Euthanasia Standard Operating Procedures.

Section 8: Medical Program – Reviews medical health and physical well-being services, spay/neuter practices and protocols, and public health services.

Section 9: Field Operations – Reviews dispatch/database, vehicles, safety and equipment, training, operations, and the County animal ordinance.
Section 10: **Planning and Direction** – Reviews the Advisory Board, the ACC Strategic Plan, and other models of operation.

**Appendices** – This report contains 14 appendices providing additional detail related to various sections of the report that were too cumbersome to include in the body of the report; however, these appendices provide valuable supporting documentation and recommended sample forms and should be read in conjunction with this report to provide a comprehensive understanding of the report.

Recommendations and Items for Consideration are included throughout the various sections. Recommendations are suggestions from Citygate moving forward, whereas Items for Consideration are general observations from Citygate of which ACC should be made aware. The recommendations are summarized by section and timeframe for implementation in Appendix A.

### 1.3 PROJECT APPROACH AND TASKS

Citygate performed the following five distinct tasks to perform this assessment:

**Task 1: Initiate and Manage the Project**

Citygate held discussions with County representatives to correlate our understandings of the study’s scope, ensure that our Work Plan and project schedule are mutually agreeable, and discuss the on-site interview and observation schedule.

Citygate requested and reviewed hundreds of documents, including, but not limited to: Standard Operating Procedures, Chameleon software reports, veterinary and other supply expenses, staffing organizational chart, duty rosters, and the shelter floor plan.

In addition, Citygate provided an online survey comment form so that stakeholders (employees, volunteers, customers, animal rescuers, and citizens) could provide comments about areas of concern. This stakeholder involvement provided Citygate with a better understanding of the internal and external perceptions of the County’s animal shelter.

**Task 2: Conduct On-site Operational Assessment**

Prior to the Citygate’s on-site visit to the shelter, Citygate’s Project Manager conducted a two-hour meeting with some Advisory Board members to hear member thoughts and concerns about the ACC.

On the morning of the first day of the on-site evaluation, Citygate conducted a kick-off meeting with ACC leadership and staff and distributed Project Orientation Brochures to fully communicate the study approach and objectives.

Citygate’s Project Manager was on-site at the shelter for six days (February 25 through March 2, 2019) and observed all shelter operations, including intake of animals, animal handling, cleaning
and disinfecting, adoptions, rescue program and field services, which included two field ride-alongs with Animal Control Officers (ACOs). Citygate’s veterinary consultant was on-site for two days observing the veterinary team, including spay/neuter, preventative health care, emergency care, response to disease/illness, population well-being and monitoring, and containing zoonotic diseases. Citygate’s Project Director attended the first day of on-site observations, co-led the kick-off meeting, and conducted interviews with County leadership.

Following Citygate’s on-site observations, Citygate reviewed and performed a detailed operational analysis of all aspects of ACC operations.

**Task 3: Mid-Project Review**

Citygate performed a Mid-Project Review with County leadership to review some of the preliminary major conclusions and tentative recommendations of the study.

**Task 4: Prepare Draft Report**

Citygate prepared a detailed written analysis of current processes and provided recommendations for improvement, including detailed assessments of the requested scope of work elements.

**Task 5: Prepare and Deliver the Final Report**

Based on the results of our Draft Report review process, a Final Report was prepared and delivered.
SECTION 2—SHELTER STATISTICS

Shelter Animals Count, Maddie’s Fund, Asilomar Accords, and other national animal welfare groups focus on dog and cat statistics and do not include wildlife or other domestic animals.¹ This is because the percentage of non-canine and non-feline species impounded can vary widely from shelter to shelter and because of the difference in the resources needed to take care of them. For instance, a mouse or goldfish would need much less care than a dog. Therefore, as is standard in the industry, Citygate will focus on dog and cat statistics in this section.

2.1 ANIMAL INTAKES

Citygate requested a Chameleon report of live animal intakes and their outcomes from ACC; however, the shelter did not have a live animal report and the report that was provided included animals that arrived at the shelter already deceased. In 2018, the report showed that there were 108 animal disposal requests and 471 “Specimen” intakes. The Specimen category included both live and deceased animals, which were not delineated from each other.

Table 1—St. Louis County ACC 2018 Intake Statistics

<table>
<thead>
<tr>
<th>2018 Animal Intakes</th>
<th>Feline</th>
<th>Canine</th>
<th>Subtotal Feline &amp; Canine</th>
<th>Other*</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption Return</td>
<td>26 (2%)</td>
<td>116 (4%)</td>
<td>142 (3%)</td>
<td>0</td>
<td>142</td>
</tr>
<tr>
<td>Bite</td>
<td>53 (4%)</td>
<td>243 (8%)</td>
<td>296 (7%)</td>
<td>4</td>
<td>300</td>
</tr>
<tr>
<td>Confiscate</td>
<td>50 (4%)</td>
<td>321 (10%)</td>
<td>371 (8%)</td>
<td>61</td>
<td>432</td>
</tr>
<tr>
<td>Euthanasia Request</td>
<td>55 (4%)</td>
<td>181 (6%)</td>
<td>236 (5%)</td>
<td>16</td>
<td>252</td>
</tr>
<tr>
<td>Foster</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Owner-Surrender</td>
<td>317 (24%)</td>
<td>423 (14%)</td>
<td>740 (17%)</td>
<td>35</td>
<td>775</td>
</tr>
<tr>
<td>Program TNR/SNR**</td>
<td>79 (6%)</td>
<td>0</td>
<td>79 (2%)</td>
<td>0</td>
<td>79</td>
</tr>
<tr>
<td>Stray</td>
<td>731 (56%)</td>
<td>1,826 (59%)</td>
<td>2,557 (58%)</td>
<td>42</td>
<td>2,599</td>
</tr>
<tr>
<td><strong>Total Live Animals</strong></td>
<td>1,312</td>
<td>3,110</td>
<td>4,422</td>
<td>158</td>
<td>4,580</td>
</tr>
<tr>
<td>Disposal Requests</td>
<td>32</td>
<td>67</td>
<td>99</td>
<td>9</td>
<td>108</td>
</tr>
<tr>
<td>Specimen***</td>
<td>32</td>
<td>54</td>
<td>86</td>
<td>385</td>
<td>471</td>
</tr>
<tr>
<td><strong>Total Animals</strong></td>
<td>1,376</td>
<td>3,231</td>
<td>4,607</td>
<td>552</td>
<td>5,159</td>
</tr>
</tbody>
</table>

Percentages rounded.
*Includes wildlife, non-canine/feline domestic pets, and farm animals.
**TNR = trap/neuter/return or release; SNR = shelter/neuter/return or release
***This category includes live and deceased animals, which were not delineated from each other. The live animals were mainly bats.

¹ https://shelteranimalscount.org/docs/default-source/dataresources/sac_basicdatamatrix.pdf?sfvrsn=2faaff76_14
Citygate spot-checked animal intake records for accuracy regarding intake category and hold times. More than half of the records examined had an error or inconsistency. Some of these errors were:

- Two dogs were entered in the system as owner-surrenders, but with six-day stray holds.
- One dog was entered into the system as a stray, but with a same-day due-out date.
- Most owner-surrendered animals were entered into the system with the same-day due-out date; however, some were given a 24-hour hold.
- A dog was entered in Chameleon with a cruelty/confiscate 10-day hold, but the owner had surrendered the dog and there was no court case so the dog should have been entered as an owner-surrender with no hold.
- A dog was entered as a stray with a six-day hold, when really it should have been entered as a confiscate/hospital with a 10-day hold.
- A deceased dog picked up in the field was entered as an owner-surrender but should have been entered as a disposal request.
- A cat was entered as a confiscate/ordinance violation, but with a two-day hold.

Animals are being returned to the shelter a year or more after adoption and are still being categorized in intake statistics as “adoption returns.” Most shelters designate a set time during which the animal would be categorized as an “adoption return” (for instance, three months), but after which the animal is categorized as an owner-surrender.

Citygate observed and was told by staff that stray animals that have been in possession of the finder for three days are considered owner-surrenders and are not being given a stray hold. While some animal ordinances do convey guardianship to a finder after a set time period, St. Louis County’s does not. Many animal services shelters convey ownership at a longer cutoff point.

Animals are being transferred into ACC from some other animal shelters, such as Florissant Animal Control, the Animal Protective Agency (APA), the Missouri Humane Society (HSMO), St. Ann’s Animal Shelter, and Stray Rescue of St. Louis, as well as other shelters and Rescue Groups; however, those transfers are not being categorized as Transfers in the intake statistics. National standards, including in Shelter Animal Count’s Basic Matrix, are to record transfers in from other shelters and agencies as a Transfer in intake statistics.2 (See Appendix B—Basic Data Matrix Form.)

---

**Recommendation(s) [Short-Term]:**

**Recommendation #1:** Determine and implement a cutoff point between when an animal is categorized as an adoption return and when it is categorized as an owner-surrender. Also determine when a finder of a stray animal should be classified as the owner. Update the Standard Operating Procedures to reflect the decisions.

**Recommendation #2:** To operate properly and have accurate statistics, ACC must always record all intake categories, hold dates, and all other intake information accurately in the Chameleon software system. For a recommended solution, please see [Intake Processing Section](#).

**Recommendation #3:** Animals first housed in another animal shelter or rescue organization and then transferred in to ACC should be input in the Chameleon software system as a “Transfer” in. The subcategory can be set up as the reason for the transfer (e.g., aggression, bite, euthanasia request, unable to adopt, rescue return, etc.). Chameleon can be contacted directly for assistance if ACC does not know how to add new subcategories. The “due-out” dates should be dependent on the reason for transfer (e.g., if the animal is a bite case still under quarantine, then the due-out date should reflect the remainder of the 10-day bite quarantine hold; if a Rescue Group is turning in animals because they cannot adopt them out, then the due-out date would be the same as intake). The shelter or Rescue Group agency’s unique Person ID in Chameleon should always be stored on the transferred animal’s record so Chameleon reports can be developed for agency transfers.

**Recommendation #4:** A new Chameleon kennel statistics report should be developed to report only live animal intakes and their outcomes. This is also the report that should be provided to the Advisory Board. To ensure the statistics are correct, animals impounded already deceased should not be combined in the same Chameleon category or subcategory as animals impounded alive.
2.2 ANIMAL OUTCOMES

The following table shows ACC Chameleon outcome statistics for 2018.

**Table 2—St. Louis County ACC 2018 Outcome Statistics**

<table>
<thead>
<tr>
<th>2018 Animal Outcomes</th>
<th>Feline</th>
<th>Canine</th>
<th>Subtotal Feline &amp; Canine</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption</td>
<td>459 (34%)</td>
<td>854 (27%)</td>
<td>1,313 (29%)</td>
<td>12</td>
<td>1,325</td>
</tr>
<tr>
<td>Died</td>
<td>35 (3%)</td>
<td>26 (1%)</td>
<td>61 (1%)</td>
<td>2</td>
<td>63</td>
</tr>
<tr>
<td>Euthanasia</td>
<td>173 (13%)</td>
<td>293 (9%)</td>
<td>466 (10%)</td>
<td>136</td>
<td>602</td>
</tr>
<tr>
<td>Euthanasia Owner Req.</td>
<td>201 (15%)</td>
<td>440 (14%)</td>
<td>641 (14%)</td>
<td>4</td>
<td>645</td>
</tr>
<tr>
<td>Field Release/TNR/SNR*</td>
<td>133 (10%)</td>
<td>0</td>
<td>133 (3%)</td>
<td>3</td>
<td>136</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Rescue Group</td>
<td>271 (20%)</td>
<td>421 (13%)</td>
<td>692 (15%)</td>
<td>42</td>
<td>734</td>
</tr>
<tr>
<td>Reclaimed</td>
<td>75 (6%)</td>
<td>1,058 (34%)</td>
<td>1,133 (25%)</td>
<td>49</td>
<td>1,182</td>
</tr>
<tr>
<td>Transfer</td>
<td>3</td>
<td>4</td>
<td>7</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Unknown</td>
<td>12 (1%)</td>
<td>27 (1%)</td>
<td>39</td>
<td>192</td>
<td>231</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,362</strong></td>
<td><strong>3,123</strong></td>
<td><strong>4,485</strong></td>
<td><strong>443</strong></td>
<td><strong>4,928</strong></td>
</tr>
<tr>
<td>Disposal</td>
<td>52</td>
<td>106</td>
<td>158</td>
<td>82</td>
<td>240</td>
</tr>
<tr>
<td><strong>Total with Disposal</strong></td>
<td><strong>1,414</strong></td>
<td><strong>3,229</strong></td>
<td><strong>4,643</strong></td>
<td><strong>525</strong></td>
<td><strong>5,168</strong></td>
</tr>
</tbody>
</table>

Percentages are rounded.

*TNR = trap/neuter/return or release; SNR = shelter/neuter/return or release

**Recommendation(s) [Short-Term]:**

**Recommendation #5:** Some transferred animals are being outcome as “Rescue Group,” while others are shown as a “Transfer.” Record transfers to all other animal shelter agencies and Rescue Groups as a Transfer in outcome statistics. The Person ID of the Rescue Group or shelter should always be stored on the animal record so that Chameleon reports can be written.

2.3 OWNER REQUESTED EUTHANASIA

Some ACC Advisory Board members told Citygate that they are concerned about transparency and accuracy regarding the euthanasia numbers being reported to the Advisory Board. Citygate determined that the problem is the way ACC has been handling and reporting Owner Requested

Euthanasia (ORE). The reason the ORE classification is significant is because it is excluded and not counted when calculating the “Euthanasia Rate Shelter Decision” that is currently being reported to the Advisory Board.

**Figure 1—Top of St. Louis County ACC Animal Intake Card**

ACC staff members told Citygate, and Citygate observed, that currently everyone who surrenders their own animal is required to check off and initial the ORE box on the handwritten intake card form before the shelter will accept the animal (see Figure 1). There is no written explanation on the form about what the ORE initials stand for. Citygate was told by staff members that people surrendering their own animals, people who have kept a stray animal for more than three days (so are considered the owner), Florissant Animal Control, and some other animal shelters transferring animals in are also required to check off and initial the ORE box. If ACC later ends up euthanizing any of the animals with a checked ORE box for any reason, they are then being categorized in statistics as OREs.

One person that Citygate observed turning in a dog first asked if the shelter was a no-kill shelter and indicated she did not want her dog euthanized. She was told that the shelter was not a no-kill shelter, but that they try to adopt out all of the animals unless the animal is aggressive or sick. She checked and initialed the ORE box as directed by staff, but Citygate did not hear her being told what the ORE initials actually meant.

Citygate recommends that ACC utilize the Basic Matrix definition of ORE, which is the euthanasia of a pet whose owner brought it to the shelter with the intention of using the euthanasia service. This is the definition of Owner Requested Euthanasia agreed upon by leading national organizations, including the American Society for the Prevention of Cruelty to Animals (ASPCA), the National Federation of Humane Societies, American Humane, the Koret Shelter Medicine

---

5 http://aspca.pro/sites/default/files/nfhs-basic-matrix-fillable.pdf
6 http://www.animalwelfareleague.com/assets/1/7/Asilomar_Definitions.pdf
Program at UC Davis (UC Koret), Maddie’s Fund, PetSmart Charities, the Humane Society of the United States, and Shelter Animals Count. In 2017, Shelter Animals Count, a non-profit organization that collects animal shelter statistics, reported that government animal services shelters averaged 2.5 percent of their total dog and cat outcomes as ORE. The shelters that Citygate surveyed in the Animal Services Comparison Chart that perform ORE averaged 2.8 percent of their total outcomes as ORE. In contrast, ACC recorded 14.3 percent of outcomes as an ORE, which was the majority of the euthanasia being performed. These ORE numbers are then being excluded from the “Euthanasia Rate Shelter Decision” calculation that is being reported to the Advisory Board.

Some staff members are upset at the way that the ORE animals are currently being handled at ACC. They told Citygate that this ORE method was started by a previous Director who has since been terminated. Staff members said the ORE method has resulted in some aggressive animals being kept for long periods of time, while other nicer animals are euthanized as an ORE sometimes weeks after impound because it did not impact statistics. While Citygate did not observe this happening during the on-site visit, it cannot be ruled out as possibly having occurred in the past. Citygate did observe several records where animals were euthanized as OREs several weeks after impound. For instance, a husky mix was surrendered by his owner on 1/16/19 due to a noise ordinance violation. The dog was fearful and did not make eye contact with staff. The dog was euthanized as an ORE on 2/12/19. As another example, a pit bull mix was surrendered by its owner on 12/15/18. The reason given in the intake record was because he was disobedient, but the memo said he was surrendered due to the owner’s living situation. The dog was euthanized for behavioral reasons on 2/8/19 as an ORE.

In addition, intake statistics show 236 dogs and cats taken in as OREs, while 641 were outcomed as OREs. Normally, the number of OREs outcomed is the same or less than the number taken in because sometimes shelters decide they can medically treat some OREs rather than euthanize them.

As can be seen in the Animal Services Comparison Chart, many animal services operations do not provide ORE as a service. If ACC continues to offer the service, an animal should only be categorized as ORE if it was brought to the shelter by its owner specifically with the intention of having the animal euthanized due to a severe health problem, an old-age-related problem, or an aggressive temperament.

Florissant Animal Control quarantines bite animals at their shelter, bringing the animals to ACC after the 10-day bite quarantine hold has expired. They also bring aggressive animals to ACC. They say they are doing this because they do not have a Veterinarian on staff to euthanize these animals. If the intention of Florissant Animal Control is to have these animals euthanized, then Florissant’s Animal Control Officer (ACO) could fill out an ORE form for each of those animals.
Florissant Animal Control should not fill out an ORE form for all the other animals they are also bringing to the shelter. For more details, please see Florissant Animal Control Section.

During Citygate’s observation, one dog with a serious medical issue that was turned in as an actual ORE had to wait four days to be euthanized. This is because euthanasia is currently only being performed once or twice a week. This needs to be remedied so that actual OREs can be euthanized on the same day they are impounded. This is necessary so that animals with serious medical conditions do not need to wait and so that staff members do not need to try to feed and clean kennels holding highly aggressive ORE animals.

**Recommendation(s) [Immediate – HIGH PRIORITY]:**

**Recommendation #6:** Discontinue making all owners of surrendered animals check off and initial the “ORE” box. If ACC continues to provide the Owner Requested Euthanasia (ORE) service, animals should only be categorized as ORE if the owner or another shelter brings the animal to ACC specifically with the intention of having the pet euthanized due to a serious health problem, old-age-related problems, or a serious behavioral issue. The owner or shelter (only if they already have legal ownership) should fill out a newly created ORE form for each animal they are requesting euthanasia for. (See Appendix C—Sample Request for Euthanasia for Owned Animal.) This form should spell out that the owner is requesting euthanasia for the animal, transferring all rights to ACC, and it should also state that if the animal is found not to have a serious medical or behavior problem that ACC may decide not to euthanize it.

**Recommendation(s) [Immediate]:**

**Recommendation #7:** All Owner Requested Euthanasia (ORE) animals should have same-day euthanasia unless a manager or Veterinarian determines it has a treatable condition or if the animal is turned in at the very end of the day. If turned in at the end of the day, the euthanasia should take place the next morning, unless it is an emergency situation. The animal should be scanned for a microchip by office staff and any chip should be traced. (If there is a discrepancy in the microchip registration, some shelters will not accept the animal for euthanasia until the owner resolves it.) If no discrepancy in ownership exists, a Chameleon Animal ID should be created, and a photo should be taken/uploaded by the office staff. A kennel card with photo should be printed and stapled to the ORE form. The paperwork and animal should then be taken by an Animal Caregiver directly to the euthanasia room. The Veterinarian
should then be handed the ORE paperwork so that she can perform the euthanasia. Since the animal is being euthanized as a request of the owner due to serious health, old age issues, or behavioral issues, many shelters do not require any additional managerial signatures. However, if ACC decides another signature is necessary, it should require only one additional managerial signature that should be able to be obtained during intake. On the occasion that the Veterinarian or manager determines that the animal being euthanized may be treatable, instead of euthanizing the animal they should discuss the situation with the proper members of shelter management to determine how to best handle the process for the animal.

2.4 **Live Release Rates**

There are several different live release rate (LRR) calculations used by the animal welfare industry, each measuring slightly different factors. One of the most widely used LRR calculations is the Asilomar LRR. This calculation was formulated in 2004 by leading animal welfare organizations and measures the percentage of live outcomes as a percentage of total outcomes. The formula is calculated as Live Outcomes divided by (All Outcomes minus Unhealthy/Untreatable Owner Requested Euthanasia).\(^7\) The Asilomar LRR measures the animals that leave the shelter alive as a percentage of outcomes, but it does not compare it to intakes. Therefore, shelters that tend to hold on to animals will not be reflected in this rate.

Another widely used LRR is the ASPCA LRR. This formula is calculated as Live Outcomes divided by Intakes. This calculation measures the percentage of animals that leave the shelter alive as compared to intakes. At times, the ASPCA LRR may show rates over 100 percent. The [ASPCA website](http://www.aspcapro.org/sites/pro/files/What%20is%20your%20Rate%2010_2013.pdf) provides a more detailed discussion of the most commonly used LRR and what is measured.\(^8\)

An Advisory Board member and some respondents to the survey indicated that they would like the ACC to become a no-kill shelter; however, there seems to be confusion as to what LRR defines an animal services shelter as no-kill. The Association of Shelter Veterinarians (ASV) states: “Historically, no-kill shelters often sought to attain a designated live release rate (most often 90%).”\(^9\)

The term “no-kill” does not mean that an animal services shelter is not euthanizing any animals. A 90 percent or better LRR for open admission animal services shelters is considered no-kill by

---

7 http://www.aspcapro.org/sites/pro/files/What%20is%20your%20Rate%2010_2013.pdf  
8 http://www.aspcapro.org/sites/pro/files/What%20is%20your%20Rate%2010_2013.pdf  
9 https://www.sheltervet.org/assets/PDFs/shelter%20terminology.pdf
national no-kill advocacy organizations because the animal services shelters are accepting sick, injured, and aggressive animals and the 10 percent euthanasia reflects the animals that are truly unadoptable and untreatable.

Because Citygate does not know how many of ACC’s reported OREs occurred when the owner came to the shelter with the intention of euthanizing the animal, the Asilomar LRR will not be an accurate gauge. The ASPCA LRR for ACC in 2018 was 74 percent. In the future, if ACC continues to provide the ORE service, then Citygate recommends that ACC report the Asilomar LRR to the Advisory Board. If the ORE service is no longer offered, then Citygate recommends reporting any nationally recommended LRR to the Advisory Board.

**Recommendation(s) [Immediate]:**

**Recommendation #8:** ACC should report the Asilomar live release rate to the Advisory Board once Owner Requested Euthanasia is being properly recorded. For additional report recommendations, see the Advisory Board Section.

### 2.5 Unknown Outcomes

There were 12 felines, 27 canines, and 192 other animals that had no outcome category or subcategory in the Chameleon outcome report. They are shown in the chart with the outcome of “Unknown.” Citygate spot-checked a few of these animals in an attempt to determine why they were not showing up with an outcome. All of these animal records examined had an outcome date put into the outcome field, but there was no reason for the outcome given. This means that the animal may have been euthanized, lost, or stolen, or someone may have changed their minds after turning in an animal, or the animal may have been a specimen sent for rabies testing, etc.

All Chameleon animal outcome records must have an outcome type and subtype recorded. In the future, the Kennel Supervisor and Operation Manager should run a daily Chameleon intake and outcome report to quickly resolve and correct any noticeable problems, such as animals with unknown outcomes. The Kennel Supervisor or Operations Manager should also be informed daily of any discrepancies in the daily kennel inventory so they can reconcile any discrepancies. If, after investigation, the managers cannot figure out what happened to an animal, it should be outcome under the category of “Missing.”

In addition, there were 108 disposal request intakes, which typically would result in 108 disposal outcomes. However, there were 240 animals outcomed as disposal. Since a bat specimen intake would usually result in a specimen delivery or, if it was intaken alive, euthanasia or some outcome other than disposal, the exact reason for the additional disposals are unknown. As previously stated, live and deceased animals need to be delineated from each other so that statistics can be accurate.
**Recommendation(s) [Immediate]:**

**Recommendation #9:** Ensure that staff members are recording all animals with their proper outcomes on the day that the outcome occurs. On a daily basis, members of management should check a daily intake and outcome summary and detailed report from the prior day. Members of management should also attempt to resolve any issues noticed during kennel inventory. If the managers cannot figure out where an animal is or what happened to it, it should be recorded in Chameleon as “Missing” instead of clearing an animal out of inventory by recording only an outcome date.

### 2.6 Length of Stay

A shelter’s capacity to hold animals does not solely depend on how many animals are impounded but also on the shelter’s flow through rate. The problem of being over capacity or of animals being housed in only half of a double-sided kennel can often be mitigated by decreasing the number of animals impounded (e.g., owner-surrender counseling, returning stray animals with identification to owners in the field) and by ensuring that the animals that do require sheltering pass through the shelter as quickly as possible, thus shortening their length of stay.

To accomplish this, efficient animal services operations operate with a sense of urgency, trying to get animals reclaimed, adopted, or rescued as expeditiously as possible. Moving animals out of the shelter quickly is important for many reasons, including: (1) the longer an animal stays in the shelter, the more likely it is to become sick and treating the animal for illness requires more veterinary staff time and medication and extends the length of stay even further;\(^{10}\) (2) more animals held in the shelter requires more staff members and more supplies, thus costing more money; and (3) moving the animals out quickly means that there is more room in the shelter, so animals may not need to be housed in single-sided cages and animals may not need to be euthanized for space.

Length of stay (LOS) measures the time that an animal stays at a shelter. LOS is an important measurement because it directly impacts the number of animals sheltered at any given time. For example, if there are two same-sized shelters that each receive 10 new animals each day and Shelter 1 holds its animals for 10 days, then there will be 100 animals in Shelter 1 at any given time. However, if Shelter 2 holds its animals for 20 days, then it will have 200 animals in its shelter at any given time (see Table 3). Holding animals for longer periods of time may crowd Shelter 2 and will require twice as much food, more supplies, and more staff members to care for the animals. Shelter 2’s animals will be more likely to become sick, so Shelter 2 will also expend more

---

\(^{10}\) [https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&site=sheltermedicine&search%5Bslug%5D=length-of-stay-los](https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&site=sheltermedicine&search%5Bslug%5D=length-of-stay-los)
resources on veterinary care than Shelter 1. Due to overcrowding, Shelter 2 may have to house animals in single-sided cages and may have to euthanize animals due to insufficient space.

Table 3—Sample Shelter Length of Stay Chart

<table>
<thead>
<tr>
<th>Shelter</th>
<th>Number of New Animals Arriving Each Day</th>
<th>Days Held in Shelter</th>
<th>Total Number of Animals in the Shelter at Any Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shelter 1</td>
<td>10</td>
<td>10</td>
<td>100</td>
</tr>
<tr>
<td>Shelter 2</td>
<td>10</td>
<td>20</td>
<td>200</td>
</tr>
</tbody>
</table>

The average length of stay at a shelter is dependent on many factors, including some that are outside the control of a government animal services shelter. This includes the percentage of stray animals impounded since they must be held for a stray hold period, the number of days required in the stray hold period (at ACC, strays are held for six days, excluding Sunday, so usually for seven days), the number of bite quarantines impounded (since they must be held for a 10-day quarantine hold), and the percentage of animals for adoption that are considered more difficult to adopt than others, such as large senior dogs and pit bulls and pit bull mixes (also known as bully breeds). It is also dependent on how many animals must be held for court cases, which often have to be housed in the shelter for very long periods. Therefore, for instance, a non-profit shelter that mainly houses adoptable, owner-surrendered animals and that does not house bite quarantines or court case animals would naturally have a much lower LOS than an animal services shelter that mainly impounds stray bully breeds with a required six/seven-day hold, along with bite quarantines and numerous court case animals at any given time.

However, regardless of other factors, all government animal services shelters should diligently work to move animals through their system and out of the shelter as expeditiously as possible to reduce the length of stay. Reducing the length of stay is not the same as reducing the LRR. Instead it means working to move the animals out as quickly as possible, which can free up space in the shelter and can often improve the LRR.

The average LOS for ACC shown in the following table includes animals that were reclaimed, adopted, rescued, or euthanized. These average lengths of stays are considered high.

Table 4—St. Louis County ACC 2018 Average Length of Stay

<table>
<thead>
<tr>
<th>Measure</th>
<th>Dogs</th>
<th>Puppies</th>
<th>Cats</th>
<th>Kittens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Length of Stay</td>
<td>20</td>
<td>22</td>
<td>23</td>
<td>26</td>
</tr>
</tbody>
</table>
When looking at the average LOS just for animals that were adopted, the LOS is much longer.

### Table 5—St. Louis County ACC 2018 Average Length of Stay of Animals Adopted

<table>
<thead>
<tr>
<th>Measure</th>
<th>Dogs</th>
<th>Puppies</th>
<th>Cats</th>
<th>Kittens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adopted Animals Average Length of Stay</td>
<td>40</td>
<td>35</td>
<td>47</td>
<td>37</td>
</tr>
</tbody>
</table>

At ACC, not only was there no sense of urgency observed to move animals out of the shelter expeditiously but numerous bottlenecks, problems, and issues existed that made animals stay in the shelter much longer than necessary. Some of the major bottlenecks and problems observed included:

- Kennels and cages are not being properly disinfected. Animals are being handled in ways that can transmit disease. Once they become sick, animals are needing to be held longer while they are receiving veterinary treatment. (See Cleaning and Disinfection Section.)

- The shelter is so crowded at times that no empty cages can be found in the regular intake/stray rooms, so healthy new animals are being housed in the rooms for sick animals. Animals that become sick are also sometimes being kept in intake/stray rooms with healthy animals. Diseases are then being transmitted to the healthy animals, which extends their LOS.

- The movement of animals at ACC is a haphazard process with no sense of urgency and includes a lack of communication between staff members.

- Behavior assessments are taking much longer than necessary. (See Behavior Section.)

- Identified stray animals are being held longer than legally mandated; animals that are confiscated due to owner arrest or hospitalization are being held longer than necessary, and some owners are not being allowed to reclaim their pets immediately. (See Operational Issues Section.)

- The Veterinarians at ACC are only spaying and neutering animals three days a week, even though the Veterinarians are staffed seven days a week. It is important that spays and neuters occur whenever a Veterinarian is on site so that animals can be altered as soon as their stray hold is over, allowing them to be adopted as quickly as possible. (See Medical Program Section.)

- Except for emergencies, animals are only being euthanized once or twice a week. Therefore, highly aggressive animals that may be a danger to staff and OREs (because the animal is very sick or very aggressive) are being held in the shelter
much longer than necessary, taking up greatly needed kennel space. (See Euthanasia Section.)

◆ Very little effort is spent marketing pets for adoption, which is extremely important so that animals can be quickly adopted. (See Marketing and Social Media Section.)

◆ Not enough effort is being made to transfer as many animals as possible to Rescue Groups. (See Rescue Groups Section.)

ACC should make immediate efforts to move animals out of the shelter as expeditiously as possible to reduce the length of stay. Numerous sections throughout this report will include specific recommendations.

### 2.7 Local Area Animal Shelter Statistics

Because ACC is being compared by some volunteers and Advisory Board members to other shelters in the area, including to non-profit shelters, Citygate decided to include a chart of local area statistics. The following local area animal shelter statistics were obtained directly from the Missouri Department of Agriculture for 2018. The statistics collected are for the total number of live dogs and cats received, reclaimed, adopted, and euthanized. The Department of Agriculture does not report other outcome statistics, such as the number of animals transferred to rescue or the number of animals that died, went missing, etc.
### Table 6—Missouri Department of Agriculture 2018 Animal Shelter Statistics

<table>
<thead>
<tr>
<th>Shelter Name</th>
<th>Dogs &amp; Cats Received</th>
<th>Dogs &amp; Cats Reclaimed</th>
<th>Dogs &amp; Cats Adopted</th>
<th>Dogs &amp; Cats Euthanized (Percentage of Intake Euthanized)</th>
<th>Outcomes Not Reported to Dept. of Ag. (Number Received Minus Reported Outcomes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Protective Association</td>
<td>4,295</td>
<td>181</td>
<td>3,822</td>
<td>239 (6%)</td>
<td>53</td>
</tr>
<tr>
<td>City of St. Louis ACC – Clark Ave. (managed by Stray Rescue)</td>
<td>1,046</td>
<td>143</td>
<td>739</td>
<td>58 (6%)</td>
<td>106</td>
</tr>
<tr>
<td>Florissant Animal Pound</td>
<td>657</td>
<td>328</td>
<td>329*</td>
<td>0**</td>
<td>0</td>
</tr>
<tr>
<td>Humane Society of MO – St. Louis</td>
<td>8,996</td>
<td>758</td>
<td>4,396</td>
<td>2,929 (33%)</td>
<td>913</td>
</tr>
<tr>
<td>Humane Society of MO – Maryland Heights</td>
<td>3,811</td>
<td>280</td>
<td>2,262</td>
<td>1,107 (29%)</td>
<td>162</td>
</tr>
<tr>
<td>St. Charles County Humane Services</td>
<td>4,272</td>
<td>978</td>
<td>1,999</td>
<td>287 (7%)</td>
<td>1,008</td>
</tr>
<tr>
<td>St. Louis County ACC</td>
<td>4,422</td>
<td>1,133</td>
<td>1,313</td>
<td>1,107 (25%)</td>
<td>869</td>
</tr>
<tr>
<td>Stray Rescue of St. Louis (Pine Street Shelter)</td>
<td>1,383</td>
<td>29</td>
<td>1,169</td>
<td>33 (2%)</td>
<td>152</td>
</tr>
</tbody>
</table>

Percentages are rounded.

*This number includes the animals transferred to ACC.

**Florissant transfers its animals to ACC for euthanasia.

Citygate contacted St. Charles County Humane Services and the City of St. Louis Animal Care and Control, two governmental operations listed in Table 6, to obtain more information about their operations and to use for a comparison. For more information about the Florissant Animal Control Pound, see the [Florissant Animal Control Section](#).

#### 2.7.1 St. Charles County Humane Services

St. Charles County has a population of 399,182 and a poverty level of 5.3 percent, compared to St. Louis County’s population of 996,945 and poverty level of 10 percent. According to statistics they provided, St. Charles County Humane Services had an intake of 4,046 live dogs and cats in 2018, which is slightly lower than the amount reported to the Department of Agriculture. Of those, 44 percent were dogs and 56 percent were cats. ACC impound rates were 70 percent dogs and 30 percent cats.
Owner-surrenders at St. Charles County Humane Services are accepted on a managed, limited admission basis, by appointment only, while ACC accepts all owner-surrenders at any time. St. Charles’s website states, “Owner-relinquished pets are individually assessed based on current shelter resources at the time of surrender.” The Director of the shelter said that most of the animals that are brought to the shelter are adoptable, but if they are not, they do not accept the animal and instead refer the owner to the humane society. St. Charles County holds stray animals five days with no identification. ACC currently holds strays without identification six days, not including Sundays, which is in effect usually seven days.

According to St. Charles County Humane Services’ Director, 30 percent or less of its dog intake is a pit bull or pit bull type mix, while at ACC the overwhelming majority of dog intake is a pit bull or pit bull type. On 5/3/19, only three out of the 24 dogs shown for adoption on the St. Charles Humane Services website were pit bull or pit bull mixes, while 21 out of the 24 dogs shown for adoption on the ACC website were pit bull or pit bull mixes. In 2018, a total of 19 animals (0.5 percent) were euthanized as ORE at St. Charles County. In 2018, St. Charles County Humane Services had 3,637 live outcomes out of 4,011 total outcomes for dogs and cats. This equates to an Asilomar LRR of 91 percent and an ASPCA LRR of 90 percent.

2.7.2 City of St. Louis ACC

The City of St. Louis had a population of 319,294 in 2010 and a poverty level of 20 percent. The City of St. Louis handles some of the field service operations and currently outsources all shelter operations to a non-profit organization. There is currently one City of St. Louis Animal Control Supervisor and seven ACOs. The City ACOs work from Monday through Friday from 8:00 a.m. to 5:00 p.m. After 5:00 p.m. and on weekends, there is an after-hours response ACO. At ACC, there are two Field Supervisors and 12 ACOs. County ACOs work from 8:00 a.m. to 11:00 p.m., with an on-call overnight ACO.

Prior to August 2017, the City of St. Louis managed its own City shelter and the non-profit organization Stray Rescue of St. Louis assisted the City on a volunteer basis. From August 2017 until December 2018, Stray Rescue managed the City shelter through an unpaid Memorandum of Understanding. The City issued an RFP for management of the City shelter in the fall of 2018, which was awarded to a newly formed 501(c)(3) organization called CARE STL. CARE STL was formed by people affiliated with Stray Rescue, but it is a separate organization. CARE STL took over management of the City shelter on January 1, 2019.

The City of St. Louis ACC, which was managed by Stray Rescue at the time, reported to the Department of Agriculture that it impounded 1,046 total dogs and cats (75 percent dogs, 25 percent cats) in 2018. The City, managed by Stray Rescue for five months out of the year, reported that it impounded 851 total dogs and cats (83 percent dogs, 17 percent cats) in 2017. Both of these are considered a very low rate of impound for a city the size of St. Louis. According to the CEO of CARE STL, one of the reasons that the impound rate was low was that people who would call the
City about stray animals in the field were usually referred directly to Stray Rescue unless it was a cruelty, neglect, bite, hoarding, stray aggression, or other serious type of field case. CARE STL said that since 2010, Stray Rescue would then go out and pick up the friendly stray animals and take them to its private shelter, while the City ACOs would handle the aggressive stray animals and other more serious field cases and take those animals to the City shelter. The CEO also stated that since CARE STL took over management of the City shelter that Stray Rescue does not pick up as many animals in the field and therefore the intake of animals at the City shelter for the past few months since CARE STL took over management has greatly increased.

The City shelter has 70 very large (8-foot by 12-foot) dog kennels that house one dog each. Currently, because of the higher intake, some additional dogs are also being kept in dog crates. CARE STL relies on the City ACOs to tell them which stray or owned dogs they consider to be dangerous or potentially dangerous. Volunteers are not allowed to walk dogs that are still under their stray hold, that behaviorists/trainers are still working with, or that are considered dangerous or potentially dangerous. The CEO of CARE STL says that it does not provide ORE as a service at the City shelter. It does accept owner-surrendered animals for City residents for a $60 fee, but the fee is often waived in hardship cases. In contrast, ACC currently provides ORE as a service and does not charge any owner-surrender fee. Stray animals without ID at the City shelter are held for five days, while stray animals at the County shelter are held for six days not including Sunday, which is in effect usually seven days.

Asilomar or ASPCA LRR cannot be calculated based solely on the numbers reported to the Department of Agriculture since they do not include all outcomes. According to statistics posted on the CARE STL website, which were slightly different from the ones reported to the Department of Agriculture, in 2018 the City of St. Louis ACC, while under Stray Rescue management, had an intake of 1,120 animals (817 dogs, 303 cats) and adopted 359, transferred 523, returned 143 to their owners, and euthanized 55 animals. This equates to an Asilomar LRR of 95 percent and an ASPCA LRR of 92 percent.

### 2.8 National Animal Services Comparison

Citygate was provided with a list of counties that St. Louis County considers to be either benchmark counties or counties that have similar characteristics or population. Citygate performed a survey of animal services policies and fees in those counties, inputting their responses into the following table. Counties were excluded if the operation was outsourced to a non-profit organization that used a “humane society” or “SPCA” type of name, because that implied the non-profit may have also been taking additional animals from outside of the county contract. Very small animal services operations were also excluded. A handful of additional major county animal services operations were also included. This table spans multiple pages.
## Table 7—Animal Services Hours, Policies, and Fees Comparison Chart

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>St. Louis County Animal Care and Control</td>
<td>Mon–Fri 10am–6pm; Sat–Sun 10am–4pm</td>
<td>Yes; no fee</td>
<td>Yes; no fee</td>
<td>14.3%</td>
<td>Yes; no fee</td>
<td>Dogs and cats $40</td>
</tr>
<tr>
<td>Animal Care and Control of Philadelphia (PA)*</td>
<td>Mon–Fri 1pm–8pm; Sat–Sun 10am–5pm</td>
<td>Yes, by appointment; $10</td>
<td>Owner can request euthanasia at time of surrender; however, vet staff determines if that is the best course of action; $10 surrender fee</td>
<td>4.0%</td>
<td>No</td>
<td>Dogs and cats $65–100; pick your price seniors</td>
</tr>
<tr>
<td>Austin Animal Services/Travis County (TX)</td>
<td>Daily 11am–7pm</td>
<td>Yes, by appointment; no fee</td>
<td>No</td>
<td>N/A</td>
<td>Yes; no fee</td>
<td>Dogs and cats $75</td>
</tr>
<tr>
<td>Baltimore County Animal Services (MD)*</td>
<td>Mon–Fri 12pm–6pm; Sat–Sun 12pm–5pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes; no fee</td>
<td><strong>See Note Below</strong></td>
<td>Yes; no fee</td>
<td>Dogs $50; cats $40</td>
</tr>
<tr>
<td>Charlotte-Mecklenburg Animal Care and Control (NC)*</td>
<td>Mon–Fri 11am–7pm; Sat–Sun 11am–5pm</td>
<td>Yes, two days a week only: Sun 9am–11am and Wed 11am–2pm; no fee</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>Dogs $103–113; cats $58–98</td>
</tr>
<tr>
<td>Collin County Animal Services (TX)*</td>
<td>Tues–Fri 9am–6pm; Sat–Sun 12pm–5pm</td>
<td>Yes, by appointment; $50</td>
<td>No</td>
<td>N/A</td>
<td>Yes; no fee</td>
<td>Dogs and cats $75; owner responsible for spay/neuter within 30 days</td>
</tr>
<tr>
<td>Contra Costa Animal Services (CA)*</td>
<td>Tues–Sat 10am–5pm, Wed 10am–7pm</td>
<td>Yes, by appointment; $30–50</td>
<td>Yes; $50</td>
<td>2.0%</td>
<td>Yes; $30 if unlicensed</td>
<td>Dogs $129–284; cats $104–147</td>
</tr>
<tr>
<td>Denver Animal Protection &amp; Shelter (Denver County, CO)</td>
<td>Mon–Fri 10:30am–6:30pm; Sat–Sun 11am–5pm</td>
<td>No, refers all owner-surrenders to the Dumb Friends League</td>
<td>Yes; $50</td>
<td>2.4%</td>
<td>Yes; no fee</td>
<td>Dogs $95–150; cats $15–95</td>
</tr>
<tr>
<td>El Paso Animal Services (TX)*</td>
<td>Daily 11am–6pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes; $25</td>
<td>1.0%</td>
<td>Yes; $16</td>
<td>Dogs $30; cats $5</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------</td>
<td>-----------------------------------------</td>
<td>---------------------------------------------</td>
<td>----------------------------------------</td>
<td>------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Fairfax County Animal Shelter (VA)*</td>
<td>Tues–Fri 12pm–7pm; Sat 10am–5pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes, but requires vet records that prove severe medical condition; no fee</td>
<td>2.4%</td>
<td>Yes; no fee</td>
<td>Dogs $100–175; cats $50–125</td>
</tr>
<tr>
<td>Fulton County Animal Services (GA)*</td>
<td>Mon–Fri 11am–7pm, Sat–Sun 11am–6pm</td>
<td>Yes, by appointment; $35</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>Dogs $85; cats $65</td>
</tr>
<tr>
<td>Gwinnett County Animal Welfare and Enforcement (GA)*</td>
<td>Mon–Thurs 11am–6pm; Fri–Sat 11am–4pm</td>
<td>Yes, by appointment; $25</td>
<td>No</td>
<td>N/A</td>
<td>Yes; $7</td>
<td>Dogs $45; cats $30; senior dogs $20; senior cats free</td>
</tr>
<tr>
<td>King County Regional Animal Services (WA)*</td>
<td>Mon–Fri 12pm–6pm; Sat–Sun 12pm–5pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes; $50 if unlicensed</td>
<td>1.6%</td>
<td>Yes; no fee</td>
<td>Dogs $100–250; cats $30–100</td>
</tr>
<tr>
<td>Louisville Metro Animal Services (KY)*</td>
<td>Tues–Sun 12pm–6pm; Fri 12pm–7pm</td>
<td>Yes, by appointment; dogs $45, cats $35</td>
<td>Yes; $25</td>
<td>4.3%</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>Maricopa County Animal Services (AZ)</td>
<td>Mon–Fri 11am–6pm; Sat–Sun 11am–5pm</td>
<td>Yes, by appointment; $75</td>
<td>Yes; $113–190</td>
<td>0.8%</td>
<td>Yes; $15</td>
<td>Dogs $50–300; cats $25–200</td>
</tr>
<tr>
<td>Memphis Animal Services (Shelby County, TN)</td>
<td>Mon, Wed, Fri, Sat, Sun 12pm–4pm; Tues and Thurs 12pm–7pm</td>
<td>Yes, by appointment; no fee</td>
<td>Owners can surrender their pets and ask for ORE; however, vets decide whether to euthanize</td>
<td>0.6%</td>
<td>No</td>
<td>Dogs and cats $40–80; pets on urgent list $20</td>
</tr>
<tr>
<td>Metro Animal Care and Control (Nashville / Davidson County, TN)</td>
<td>Daily 10am–4:30pm; Thurs 10am–6pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes; no fee</td>
<td>3.0%</td>
<td>Yes; no fee</td>
<td>Dogs $90; cats $40–60</td>
</tr>
<tr>
<td>Milwaukee Area Domestic Animal Control (WI)*</td>
<td>Mon–Fri 1pm–7pm; Sat–Sun 11am–4pm</td>
<td>No, very limited, refers owned animals to Wisconsin Humane</td>
<td>Yes; $100</td>
<td>4.5%</td>
<td>Yes; $25</td>
<td>Puppies and dogs $75–450; cats and kittens $25–200</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>--------------------------------------------</td>
<td>--------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Montgomery County Animal Services (MD)*</td>
<td>Mon, Tues, Thurs, Fri 12pm–7pm; Sat–Sun 12pm–5pm</td>
<td>Yes, by appointment; no fee</td>
<td>No</td>
<td>N/A</td>
<td>Yes; $5</td>
<td>Dogs $75–150; cats $50–100</td>
</tr>
<tr>
<td>Multnomah County Animal Services (OR)</td>
<td>Mon, Tues, Thurs, Fri 12pm–7pm; Sat–Sun 11am–4:30pm</td>
<td>Yes, by appointment; dogs $50, cats $30</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>Dogs $60–250; cats $30–120</td>
</tr>
<tr>
<td>Orange County Animal Services (FL)*</td>
<td>Mon–Sat 10am–6pm; Sun 1pm–5pm</td>
<td>Yes; $15</td>
<td>Yes; $15</td>
<td>7.5%</td>
<td>Yes; $15</td>
<td>Dogs $55; cats $40</td>
</tr>
<tr>
<td>Pima County Animal Care (AZ)*</td>
<td>Mon–Fri 12pm–7pm; Sat–Sun 10am–5pm</td>
<td>Yes, by appointment; no fee</td>
<td>Yes; $15</td>
<td>0.2%</td>
<td>Yes: no fee if bring in, $70 if pick up</td>
<td>Dogs and cats $30; puppies and kittens $50</td>
</tr>
<tr>
<td>Pinellas County Animal Services (FL)*</td>
<td>Mon–Fri 9am–5:30pm; Sat–Sun 9am–1pm</td>
<td>No, refers all owner-surrenders to SPCA Tampa Bay</td>
<td>Yes; $60–100</td>
<td>5.9%</td>
<td>Yes; $40–60</td>
<td>Dogs $40, puppies $100, small breed under 25 lbs. $75; cats $40, kittens $50</td>
</tr>
<tr>
<td>Prince George’s County Animal Services (MD)*</td>
<td>Mon, Tues, Fri 12pm–6pm; Wed 11:30am–7:30pm; Sat 10am–4pm</td>
<td>Yes, accepts surrenders Monday, Wednesday, Friday 12pm–6pm; no fee</td>
<td>Yes; $50</td>
<td>5.0%</td>
<td>Yes; $25</td>
<td>Dogs $225; cats $175</td>
</tr>
<tr>
<td>Salt Lake County Animal Services (UT)*</td>
<td>Mon–Sat 10am–6pm</td>
<td>No, refers to Humane Society of Utah unless pet adopted from them; if adopted, $100 surrender fee if over 30 days, $250 fee if biter</td>
<td>Yes; $100, biters $250</td>
<td>1.6%</td>
<td>Yes; $50</td>
<td>Dogs $75, small breed dogs $125, puppies $200; cats $25, kittens $50</td>
</tr>
<tr>
<td>San Francisco Animal Services (CA)*</td>
<td>Daily 11am–6pm; Wed 11am–7pm</td>
<td>Yes; $29</td>
<td>Yes; $29</td>
<td>1.4%</td>
<td>Yes; $23</td>
<td>Dogs $198–247; cats $138–166</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------</td>
<td>-------------------------------</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------</td>
<td>-----------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Spokane County Animal Protection Services (WA)</td>
<td>Mon, Tues, Thurs, Fri 10am–5:30pm; Wed 12pm–6:30pm; Sat–Sun 10am–5pm</td>
<td>No, refers to non-profits, only accepts adoption returns that were adopted within the last six months</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>Dogs $120–150; cats $40–70</td>
</tr>
</tbody>
</table>

*Considered by St. Louis County to be benchmark county or counties with similar characteristics or population.

**Note: A commission determined that Baltimore County Animal Services manipulated statistics to make their live release rates appear better than they actually were by pressuring people surrendering their pets to sign an owner requested euthanasia form. Baltimore County terminated four top employees at Baltimore County Animal Services in March 2019 at least partially as a result of this finding.¹¹ ¹²


SECTION 3—SHELTER FACILITY

3.1 BUILDING

St. Louis County ACC is located in a former warehouse that was retrofitted to serve as an animal shelter. The building is located down a slope and is bordered on two sides by streets (Ashby Rd. and Baur Blvd.), on another side by railroad tracks, and on the fourth side by a private building. There is no room for expansion on any side of the animal shelter. Visitor parking is scarce.

Many animal services operations of similar size have one or two outdoor pens where potential adopters can interact with dogs they might want to adopt. ACC only has one indoor room for this purpose and no outdoor areas for this use. There is a play yard in the back area; however, it is set up so that everyone who exits through the back door on that side must walk through the play yard, even when there are dogs in the yard playing. That door leads from the play yard into an employee-only area of the building near the stray dog and the dog pre-adoption areas. The door is left unlocked all day starting at 7:00 a.m. so volunteers can come in, which leaves the building unsecured since that entrance is not monitored.

ACC is taking in farm animals such as chickens, ducks, pigs, goats, etc.; however, there is no barn or chicken coop area to house any of these animals, as is standard at many similar-sized animal services operations. Instead, chickens, ducks, and other small farm animals are being kept in small stainless steel cages in the shelter and larger animals, like pigs, are kept outside in the dog pens that are normally used to temporarily house dogs during kennel cleaning. Some of these farm animals are being held for very long periods due to court cases.
Recommendation(s) [Medium/Long-Term]:

Recommendation #10: Reconfigure the play yard fencing so that there is a walkway near the building, with a gate on the end and an entrance into the pen, so that people exiting the building do not walk through the play yard. Consider dividing the play yard in half to make two outdoor pens. To prevent potential theft and secure the building, put a keypad lock on the back door. Change the code frequently and only give the code to authorized volunteers who need to come into the shelter before it is open to the public. Allow potential adopters escorted by a staff member or volunteers to use the play yard as a “get acquainted” pen when the indoor Get Acquainted Room is full.

Recommendation #11: Attempt to find a state-licensed farm animal Rescue Group that is willing to house farm animals during their hold periods for St. Louis County and formalize an agreement with them.

3.2 Signage

The outdoor signage at ACC is very confusing. The entrance for animal intake and lost/found has a sign over it that reads Pet Adoptions, even though no pet adoptions occur at that entrance. Citygate observed several people come into this entrance because they were interested in adopting a pet. Staff members either told them to go around the building to the other entrance or staff escorted them through the employee-only area of the building to the adoptions entrance. There is also a sign on the door that states that the shelter is closed for animal intake on the weekends, which is not correct.

The sign above the adoptions entrance at ACC reads Animal Care and Control. Citygate observed people come into this entrance because they either wanted to reclaim a lost pet or turn in a pet. Staff members told the people to either walk around to the other entrance or they escorted them through the employee-only area to the animal intake and lost/found entrance.
Figure 4—Adoptions Entrance

Not only is the signage confusing, at times it could cause a safety issue. While ACC is very diligent to ensure no staff members are around when an Animal Control Officer (ACO) unloads an aggressive animal from a truck in the garage (they turn on blue lights in the hall to alert staff), no similar safety measures are being made for owners who turn in aggressive dogs. If the owners bring their aggressive dog into the wrong entrance, they may be walking into what could be a lobby full of volunteers and potential adopters with children. Staff members are also escorting people through the employee-only area where potentially aggressive dogs that have just been taken in are also being walked through.

Recommendation(s) [Short-Term]:

**Recommendation #12:** Place two large signs, one on each side of the brick front of the building, that both state “Adoptions Entrance,” with an arrow pointing toward the adoptions doors, and “Animal Intake and Lost/Found Entrance,” with an arrow pointing toward the intake and lost/found door. If these signs require more than a month to install, obtain inexpensive, temporary, freestanding signs to use until the permanent ones can be permanently affixed. Also place a sign on the Adoptions entrance glass door that reads “Adoptions Entrance,” with the hours of operation, and a sign on the Intake and Lost Found door that reads “Animal Intake and Lost/Found Entrance,” with the correct hours of operation.
Recommendation #13: Place a large sign on the animal intake entrance doors that reads something like: “STOP. If you are bringing in an aggressive dog or a dog that has bitten, please leave the dog in your car. After the dog is secured in your vehicle, come in this entrance and notify a staff member.” Once the owner finishes filling out the paperwork to turn in the aggressive dog, the side gate should be opened and the owner should drive the dog to the back garage entrance. An Animal Caregiver should then take the dog out of the car using a catch pole. During very hot weather, procedures should be put into place to ensure the dog is not left in a hot vehicle (e.g., owner can be told to fill out the paperwork in the car with the air conditioning running or a staff member can verify that the owner lives in the jurisdiction and that the dog will be accepted and then allow the pet owner to drive the dog to the back garage entrance to fill out the rest of the paperwork there).

3.3 Interior and Primary Enclosures

ACC has a large, attractive adoptions lobby with a large front desk. Many animal shelters are designed so that the Volunteer Coordinator’s office is located in a public access area, often near the adoptions lobby. This is important so that the Volunteer Coordinator can supervise volunteers and quickly handle any issues that arise and also so that volunteers can easily access the Volunteer Coordinator if they have any questions or concerns. However, at ACC the Volunteer Coordinator’s desk is located far away in the Vector Control office, which is an employee-only area. Most new animal shelters are also designed so that the laundry, dishwashing area, and grooming areas are in a public access area since volunteers frequently staff these areas. However, at ACC these areas are also located in employee-only areas.

The Cat Adoption Room (100s) is an attractive, large room with numerous laminate-covered, glass-doored cages. A large cat condo is in the center of the room. The floor is an epoxy Stonhard-type flooring, which is an excellent flooring to use in an animal shelter. There is also an attractive cat Get Acquainted Room near the cat adoption room where potential adopters can interact with cats. The rooms have adequate lighting and drainage.

The Dog Adoption Room (300s) also has attractive, durable kennels with glass doors. These kennels are double-sided with guillotine doors in between, though during Citygate’s observation the guillotine doors were always kept down and individual dogs were kept on each side of the kennel to double the number of dogs that could be housed in the room. Each dog kennel had a covered trench drain on each side of the guillotine, which is considered ideal to facilitate cleaning. Stainless steel dog cages mainly used during cleaning bordered each side of the wall in the dog adoption room. The dog adoption room also had one large, attractive Get Acquainted Room where potential adopters could interact with dogs. At many shelters there are at least one or two additional
pens like these for dogs, with some of them outside. There is also a separate small dog adoption room with stainless steel cages, though Citygate only saw one dog in that room during the time on site. The rooms had Stonhard-type epoxy flooring, adequate drainage, and adequate lighting.

Additional rooms that housed animals were the Dog Pre-Adoption Room (400s), Cat Intake Room (200s), Dog Intake Room (500s), Puppy Intake Room (850s), Dog Medical Isolation Room (600s), Cat Medical Isolation Room (800s), Misc. Animals Room (650s), Dog Bite Quarantine Room (700s), Cat Bite Quarantine and Feral Cat Room (750s), Euthanasia Room (875s), and Veterinary Clinic (890s). All of the rooms that housed animals had similar dog kennels with metal doors and stainless steel cat cages, along with Stonhard-type epoxy flooring, adequate drainage, and adequate lighting.

The watering system in all of the dog kennels was very unusual. For more details and recommendations, see Dog Kennel Watering System.

The State-required formula for floor space for a dog’s primary enclosure depends on the length of the dog measured from the tip of the nose to the base of the tail while the dog is standing. The calculation is: \((\text{length of the dog in inches} + 6 \text{ inches})^2 \times 2\). So, for example, an 18-inch dog would require eight square feet of floor space (e.g., two-by-four-foot cage), a 30-inch dog would require 18 square feet of floor space (e.g., three-by-six-foot cage) and a 36-inch dog would require 24.5 square feet of floor space (e.g., four-foot-one-by-six-foot cage). Citygate did not measure the dogs, but using an eyeball estimate, all of the dogs housed during observations were kept in dog kennels that met State guidelines.

No dogs were being housed in the large stainless steel cages located in the 400s and 500s during Citygate’s observations, and they were only being used temporarily during cleaning. However, staff indicated that they were sometimes used to house medium-sized dogs during times of overcrowding. The biggest stainless steel cages measured 28.25 by 45.5 feet, which is equivalent to approximately nine square feet of space. Therefore, only dogs that are 19 inches long or less should be housed there, which would usually be a small breed dog. The bottom row stainless cages in the 300s are even smaller, 28.25 by 27.5 feet and 28.25 by 33.5 feet, and should also only hold small breed dogs. (See Capacity of Care Section for a more detailed discussion of cage sizes and recommendations.)

The State formula for floor space for a cat’s primary enclosure is based upon weight of the cat. Cats up to 8.8 pounds must have at least three square feet of floor space and cats over 8.8 pounds must have at least four square feet of floor space. Some cages in the shelter were less than four square feet, including some cages in the Feral Cat Room, so care must be taken not to place larger cats in those cages. All cats observed during Citygate’s on-site visit were kept in cages that met the State guidelines.
The Association of Shelter Veterinarians (ASV) states, “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.”

However, the ASV also states, “Shelters should strive to exceed these dimensions, particularly as length of stay increases.” The ASV recommends that shelters should strive to provide cats at least two feet of triangulated space in between their food, litterbox, and resting area so that they do not eat and rest close to where they eliminate. To provide that, the cats should be housed in either one large cage or a portal should be cut between two smaller cages to make a double-sided cage. ACC already has portals in the cat adoption room, stray cat room, and cat medical room and should install portals in the other cat rooms so cats can be provided with double-sided cages. Portals can be closed in times of high intake.

**Figure 5—Association of Shelter Veterinarians Cat Cage Space Recommendations**

The ASV also states that shelters should strive to either provide each dog with a double-sided kennel so they do not need to eliminate where they eat and sleep or the dogs should be frequently walked, if walking is not a risk to health or safety. Unless they are small, very few animal services shelters can provide enough walks for all of their dogs; therefore, many animal services shelters do not meet these additional ASV guidelines. The animal services shelters that do meet these guidelines usually do so by providing their dogs with double-sided kennels. Most of the kennels in the ACC facility are double-sided; however, during Citygate’s observation all of the guillotine doors were kept down and dogs were only being housed in single kennels, with the exception of a

---

couple of bite quarantine dogs that were being housed in the stray intake room (500s). The shelter should work to reduce intake and decrease the length of stay so more dogs can be kept in double-sided cages more often, with the priority being dogs in the Bite Quarantine Room and dogs housed in the 500s and 600s, with priority being any dog that has been housed more than two weeks.

Experts advise that the room where intake processing of animals occurs should be fully enclosed. Currently, intake processing of animals occurs in either the garage or in a room with no doors and half walls. This needs to be remedied. For more information, see Intake Processing Section.

Some animal shelters medically treat puppies with parvovirus, and the puppies that are treated often have a high rate of survival. At ACC, puppies are not being treated and are instead being euthanized. One of the major reasons is because there is no place to medically isolate them. Some shelters install a portable trailer similar to those used for classrooms or construction offices and use them to hold animals with treatable, but highly contagious, diseases. A staff member told Citygate that if they treated puppies with parvo then one staff member would need to be assigned to those puppies and that staff member could do nothing else. This is not correct. Disease quarantine measures can be implemented to ensure that staff members who provide their care do not spread the disease and can still also handle other animals at the shelter.

The shelter had adequate heat and air temperature control and ventilation throughout to meet State guidelines. The ASV states that to prevent the spread of animal diseases the animal holding areas in an animal shelter should have HVAC systems that provide between 10- and 20-room air exchanges of fresh air per hour. HVAC systems in most animal shelters, such as ACC’s, typically exchange air at a much lower rate.

Recommendation(s) [Short-Term]:

Recommendation #14: Move the Volunteer Coordinator’s office into the current cat Get Acquainted Room. For more information, see Volunteer Coordinator Location Section.

Recommendation #15: Shelter staff should attempt to move dogs out of the shelter as expeditiously as possible so that dogs can be kept in double-sided cages. Since dogs in the 300s and 400s are being walked by volunteers, the priority for double-sided cages should be the dogs kept in the 500s and 600s, with the highest priority being dogs that have been in the shelter for more than two weeks. Whenever possible, the dogs in the dog Bite Quarantine Room should also be housed in double-sided cages.

(side-by-side) cages. The shelter should strive to keep as many of the dogs as possible in double-sided kennels in all areas of the shelter.

**Recommendation(s) [Medium-Term]:**

**Recommendation #16:** Enclose the Intake Processing Room so that it meets requirements for proper intake of animals, or utilize another room for intake. For more information, see the [Intake Processing Section](#).

**Item(s) for Consideration:**

- Divide the current Small Dog Room in half, with the side closest to the Get Acquainted Room being 12-foot-6 by 12-foot and the room closest to the front door entrance being 12-foot-6 by 9-foot. Keep the room on the right the small dog adoption room, with one bank of cages and access to the 300s Dog Adoption Room. Make the room on the left the Adoptions Office. For more information and details, see the [Adoptions Section](#). If ACC does not want to create an Adoptions Office, this room could be remodeled to make an additional dog Get Acquainted Room.

- Bring in a mobile office, portable classroom, or trailer and place in the back parking lot near the crematory. Hook the trailer up to power and water. Use it to house and treat animals with parvo and other highly contagious diseases. Ensure quarantine guidelines are set for Animal Caretakers and veterinary staff caring for the animals in that room so that disease is not spread.

- If at any point in the future a new HVAC system is installed, ensure it meets ASV guidelines for air exchange rate.

### 3.4 **Safety Issues**

Several issues relating to cages and kennels were observed as potential safety problems. The large stainless steel bottom row cages in the dog rooms have a center vertical latch piece that can be popped out and removed. Staff stated that occasionally dogs temporarily placed in those cages during cleaning bust out of them by pushing on those center latch pieces until they pop out. These dogs then run out of their cages and have initiated fights with other dogs. Citygate contacted Shor-Line, the manufacturer of those cages, for a solution. Shor-Line suggested the T-shaped piece of metal that is securing the top row to the bottom be unscrewed, the top cage be pushed down, and then the T-piece be re-secured so that the vertical latch piece sits down lower on its screws. For more details, call Shor-Line technical support at 913-281-1500, x2814. Citygate recommends obtaining large stainless steel washers and screwing the vertical latch piece in as tightly as possible so that it can no longer be removed or popped out, since there is no reason to ever need to remove it.
Kennels in the dog adoption areas have glass doors with an inner latch to allow people to escape if they are ever stuck in a kennel with the door closed. Staff members indicated that some dogs figure out how to use the latch and can then open their door and walk out. A thick carabiner should be placed on all kennels to prevent escape.

**Figure 6—Dog Sticking Head through Dog Bowl Holder**

The latches that hold the dog food bowl holders in place have broken off in numerous cages throughout the shelter. Dogs can then stick their heads through the opening. Staff members said that some dogs have then bitten other dogs walking by their cages. All of the latches should be repaired as soon as possible.

Aggressive dogs and occasionally bite quarantine dogs are currently being kept in the Dog Intake Room (500s), along with friendly dogs. Small signs on the cage warn staff members to be cautious or not to walk these dogs; however, these signs can at times be misplaced or overlooked. In addition to signs, Citygate recommends that for safety reasons ACC should place locks on all cages that hold bite quarantine animals and aggressive dogs. Many shelters have small locks that are all keyed alike and staff members wear the key either on a necklace or a wristband. Locks keyed alike can be found from numerous sources such as Uline or Amazon.

**Recommendation(s) [Short-Term]:**

**Recommendation #17:** Increase safety measures by using washers to permanently screw in the vertical latches on the large stainless dog cages, placing thick carabiners on glass cages, repairing the broken latches on the broken...
dog bowl holders, and placing locks keyed alike on all cages and kennels that house aggressive and bite quarantine dogs.

### 3.5 Dog Kennel Watering System

ACC has an extremely unusual watering system in the dog kennels. The water bowls sit under a water pipe that is set on an automatic timer. A manager stated that the timer turns the water on every two hours for about four minutes at a time. The water then comes gushing out of the pipe at a high speed into the bowl. The bowl then purposefully overflows like a waterfall, streaming a large amount of water out of the bowl and onto the kennel floor for four minutes. The manager indicated that this is done to completely displace all water in the dog’s bowl and replace it with fresh water every two hours. Staff members indicated that at times the dog beds are accidentally pushed back under the water spouts, which then sends water spewing all over the kennel for four minutes.

Most of the kennels that Citygate observed had covered trench drains located within about six inches of the water bowls, so the amount of water that overflowed onto the floor went into the drain and the rest of the kennel stayed dry. However, the trench drains in the dog quarantine area were located in the center of the kennel, several feet from the bowl. This meant that every two hours, half of each kennel was covered in water that had overflowed from the bowl. Citygate observed that a large amount of water was being displaced and would guess that the bowls of water were being completely replaced several times in the four minutes. All of the dogs observed in quarantine sat up on their beds during this time to stay dry.

Citygate has never heard of using a watering system like this in any animal shelter. Citygate checked with a well-known animal shelter architect, who also had never heard of a watering system like this in any animal shelter. Dogs need access to fresh water during the day, but they do not need their water completely emptied and replaced every two hours. In addition, dogs should not have half their kennel wet every two hours and should not be sprayed with water.

**Recommendation(s) [Short-Term]:**

**Recommendation #18:** Reset the water timer to a shorter time (e.g., one minute) and longer frequency (e.g., every three hours). Tighten the water valves so that water either drips or trickles out slowly instead of gushing out. There is no need to displace the current water in the bowl, so just ensure that the total volume of water that comes out each time is only the amount needed to fill the water bowl approximately three-quarters full.
SECTION 4—SHELTER OPERATIONS

4.1 GENERAL OPERATIONS

4.1.1 Software System

ACC utilizes the Chameleon animal shelter software system, a widely used, robust software that includes shelter, field, and veterinary management, including dispatch, citations, bite records, animal records, people records, pet licensing, cashiering, medical records, and lost and found. Chameleon also includes the ability for an automatic upload of animal photos to a website called PetHarbor.com.

Prior to the development of animal shelter software systems, animal shelters were dependent on handwritten paperwork to perform a variety of essential record-keeping tasks. Among other things, many animal shelters used a handwritten animal intake/outcome card form to keep up with where the animal came from; whether it was a stray, bite, or surrender; what vaccinations and veterinary treatment the animal received; the animal’s outcome; and other important information. Many shelters used a numbered metal tag hung around the animal’s neck or placed into the cage card holder as a unique identifying number and kept a daily log of all incoming animals as a way to calculate statistics. A file system based on the cage number was often used to track the cage in which the animal was placed. Rabies certificates and receipts were handwritten. If the animal was impounded with identification tags, their intake forms were often separated and placed into a particular file so that the staff would know they needed to contact the owner.

Although ACC installed the Chameleon animal shelter software system many years ago, it is still also using all of the old, pre-software methods previously described. This defeats much of the purpose of having a software management system and adds unnecessary, time-consuming record-keeping tasks.

For instance, ACC has an animal intake form on which they handwrite all the intake, outcome, and veterinary information even though all of that information is kept digitally in Chameleon for quick, accurate access by staff members. Staff members file these forms in a physical file based on cage numbers (Figure 7) even though the cage number information is kept in the Chameleon software system. They place a numbered metal tag
in the animal’s cage card holder even though the animal is already assigned a unique animal identifying number by Chameleon (which is printed out on the cage cards) and the numbered metal tag no longer serves any purpose. They also keep a handwritten log of all animals that are impounded every day, even though Chameleon is being used for accurate statistical calculations. None of this is necessary when Chameleon software is installed.

Paper intake forms at most animal services operations with animal software systems are used to record a signature and to obtain pertinent intake information from people turning in an animal. These intake forms are filed away as soon as the animal’s information is recorded in Chameleon. Receipts, reclaim forms, and other contracts are printed out of Chameleon at the time of outcome, signed, and then filed. ACC needs to utilize Chameleon’s capabilities and discontinue using the old pre-software system of handwritten intake cards and other handwritten forms and methods.

The shelter is using Chameleon cage cards, which show the intake date of the animal but do not display the due-out or available date. A Chameleon cage card that displays the available date should be used so staff can tell, at a glance, when an animal’s hold period is over. Numerous designs of kennel cards that show both dates can be obtained from Chameleon.

Field Operations has a bifurcated dispatch system that is resulting in approximately half of the field activities not being recorded in Chameleon. In addition, other important Chameleon records, such as bite records, are not being utilized in Chameleon. ACOs also do not currently have laptops in their vehicles, which would allow them to access Chameleon while they are out in the field. For more information and recommendations about Chameleon use in the field, see the Field Operations Section.

Numerous staff members stated that they thought they were not trained in Chameleon. A manager repeatedly stated that she did not know much about using Chameleon. It was observed that many staff members did not know how to use many of the software’s capabilities beyond the basic functionality. Because so many staff members were inputting animals into Chameleon and many of those staff members were fairly new, Citygate observed numerous mistakes during the intake process. For recommendations on how to prevent those mistakes, see the Intake Processing Section.

Chameleon comes with many stock reports; however, for smooth operations most shelters need to create many additional reports. Chameleon will usually write these reports free of charge; however, it can sometimes take them a long time for the report to be developed and written. At many shelters, someone (Director, Manager, or staff member) is usually trained to write Chameleon reports or someone in the county information technology department is given access to Chameleon and assigned to write the reports. A copy of Crystal Reports software is necessary to write those reports.

Additional recommendations for Chameleon usage will be made in the related sections of this document.
Recommendation(s) [Immediate]:

**Recommendation #19:** Switch to using a different Chameleon cage card that displays both the animal’s intake and due-out or available dates so staff can determine, at a glance, when hold periods have expired. Chameleon has numerous cage card designs that can be utilized.

Recommendation(s) [Short/Medium-Term]:

**Recommendation #20:** Discontinue using the current handwritten intake card form and other unnecessary pre-software system forms/methods and instead utilize the Chameleon software system. Steps necessary to implement will include:

20.1: Either continue to use the current intake form, along with the newly developed Owner Requested Euthanasia form, or develop new shelter intake forms for owner-surrender, stray animal turn-in, etc. If desired, these forms can be printed on different color paper to easily tell them apart. Ensure that behavior and health information from the intake forms is being recorded in Chameleon during intake processing. File these forms in intake after all the pertinent information is put into Chameleon. (See Appendix D—Sample Stray Animal Intake Form.)

20.2: Instead of using the file box, determine new methods for tracking animals. For instance, many shelters use the hold/notify hold button field in Chameleon for tagged or chipped animals. Staff members then run a Chameleon hold/notify report to see which animals entered with identification so they can notify the owners. Each attempt to contact the owner should be documented in a memo in Chameleon (not in the hold memo), and the hold should be removed after the notification process is completed.

20.3: Ensure the shelter has all Chameleon reports necessary for operations, including a daily, detailed, live animal intake and outcome report showing location, animal ID, type of animal, animal name, intake date and due-out date, etc.; hold reports; animal inventory reports with intake and due-out dates displayed, etc. Ensure the shelter has all Chameleon outcome forms necessary for operations, such as reclaim and adoption agreements. (Chameleon receipts can be generated instead of paper receipts even when using the Tyler Cashiering system.)
20.4: Discontinue using the physical filing box, the handwritten daily log of incoming animals, and the metal ID tags kept in the cage card holders. If desired, print the cage cards of bite quarantine animals on red paper or stamp the cards with a red bite quarantine stamp during intake processing to easily differentiate them from non-bite animals.

20.5: Use Chameleon to print out reclaim agreements and rabies certificates and to generate receipts for transactions instead of handwriting that information. Tyler Cashiering can also still be used, as is the current practice.

20.6: Contact Chameleon for assistance and guidance, if needed, for any of these tasks.

Recommendation #21: Send at least one member of management to the Chameleon Annual Training Conference or obtain training for at least one member of management directly from Chameleon so that they can teach staff. (Citygate was informed that the County is planning to hire a new Animal Services Director, so this may not be necessary if the new Director is fully trained in Chameleon and can train the managers.)

Recommendation #22: Utilize the Chameleon “Visual Kennel” to identify empty cages and kennels during intake processing and Chameleon “Quick Kennel” (if it works well with the cinder block walls in the building). Contact Chameleon directly for assistance.

Recommendation #23: Update Standard Operating Procedures to reflect the changes.

Recommendation(s) [Long-Term]:

Recommendation #24: Obtain a copy of Crystal Reports and assign and train a shelter staff member or Information Technology Department staff member to write Chameleon reports. (This may not be necessary if the new Animal Services Director that the County hires knows how to write Crystal Reports.)

4.1.2 Standard Operating Procedures

Standard Operating Procedures (SOPs) are step-by-step instructions written by organizations to ensure that employees carry out their jobs in a uniform, correct manner. ACC has one comprehensive SOP that is divided into nine sections: Animal Care and Control; Kennel Cleaning; Building and Shelter; Chameleon Software Instructions; Veterinary Procedures; Adoption Center;
Office Procedures; Field Operations; and Veterinary Service Policies. In addition, Citygate was provided a copy of an old version of the Field Operations SOP and numerous individual veterinary procedure SOPs.

The copy of the comprehensive SOP that was provided to Citygate seemed to still be in draft status, as there were comments in the margins and some areas were blank. While the SOPs covered most necessary areas, numerous items within the SOPs were not being performed as written, had been performed in the past but were no longer being performed, or had never been performed. Examples included:

- There were numerous references to color-coded stickers, which are no longer being used.
- There was a reference to using Accel mixed at 2 ounces per gallon in the Cat Adoption Room. In reality, no Accel was being used in the Cat Adoption Room and Accel was being used in the other cat rooms in spray bottles labeled at 8 ounces per gallon.
- Dog Kennel cleaning policies repeatedly referred to using scrub brushes to scrub kennels, but no scrub brushes were seen in use at the shelter. It also referred to using glass cleaner, which was not seen.
- SOPs for dog rooms stated that the trough rinse water should be run the entire time that the room is being cleaned. In practice, the trench drains were flushed at the end of the kennel cleaning time, which is more appropriate than wasting water by running it for hours during cleaning.
- SOPs referred to applying disinfectant to a green mat in the intake area, which was not seen.
- SOPs required that the outdoor dog kennels be disinfected between each use. This was not currently being done.
- SOPs stated that spray bottles filled with a bleach solution should be refilled when they are empty. Citygate did not see any spray bottles with bleach. Because bleach degrades quickly, it should be discarded and refilled every hour if exposed to light if kept in a clear or semi-opaque bottle or within 24 hours if diluted and kept in an opaque bottle.
- Intake procedures stated that the animals should receive Ident-A-Bands with identifying information and the blue or red tag should hang from it. No Ident-A-Bands were seen in use, and the tags were kept in the cage card holder.
◆ SOPs stated that all dogs weighing less than 35 pounds must be carried from the check-in room to their kennel. Citygate did not observe this being performed on a dog less than 35 pounds.

◆ SOPs stated that incoming animals should never be housed in the sick rooms unless they were sick. In practice, some healthy animals were housed in sick areas and some sick animals were housed in healthy animal areas.

◆ The Shelter section of the SOP stated to avoid giving intake vaccinations to pregnant animals. The Veterinary Procedures SOP stated to give intake vaccinations to pregnant animals. The ASV recommends giving intake vaccinations to pregnant animals to protect the mother animals from disease.

◆ SOPs stated that pathways should be done by the rounds team. There did not seem to be a pathway rounds team at ACC.

◆ SOPs allowed owners to use photographs of animals as proof of ownership. In practice, ACC was not allowing pet owners to use photographs as proof of ownership.

◆ SOPs stated to soak dishes in a bleach solution in a tub to disinfect the dishes. This is not currently being performed, though it should be.

◆ SOPs referred to job titles such as Kennel Specialist and Secretary, though neither job title exists at ACC.

◆ SOPs stated that music should be played in the dog kennels as enrichment. Instead only books on tape were played in the dog kennels the entire time that Citygate was on site.

◆ SOPs stated that medications will be primarily given by the veterinary staff. In practice, the Animal Caregivers are administering the medication twice per day.

◆ SOPs stated that animals can be put on a 24-hour hold only if someone was scheduled for a meet and greet. Citygate observed a dog being placed on hold because a potential adopter wanted time to think about adopting the dog.

◆ SOPs stated that potential adopters were to fill out an adoption questionnaire. In practice, Citygate observed that adoptions are being completed with no questionnaire ever being filled out. Additional portions of the adoptions section of the SOP were also out of date.

◆ SOPs stated that meet and greet rooms were to be cleaned with Accel after each animal in the room. This is not currently happening.
The veterinary section policy on parvo stated that animals with parvo will be accepted but not treated, which seemed to imply the animal would be left with no treatment. This needs to be clarified for accuracy.

It is unknown why the Veterinary Services Time and Attendance Guidelines are included in a separate section as they are Human Resources guidelines that it seems would apply to all staff.

**Recommendation(s) [Medium-Term]:**

**Recommendation #25:** Standard Operating Procedures need to be corrected and updated. SOPs also need to be enforced. The individual veterinary SOPs should be incorporated into the one comprehensive SOP. Additional specific SOP recommendations will be found in the related section of this document.

### 4.1.3 Hours of Operation

ACC is currently open for adoption, reclaim, animal turn-in, and other services Monday–Friday from 10:00 a.m. to 6:00 p.m. and on Saturday and Sunday from 10:00 a.m. to 4:00 p.m. Being open to the public seven days a week and until 6:00 p.m. on weekdays is very good in that it gives people who work business hours enough time to visit the shelter to reclaim lost pets during weekdays and to visit on the weekend to adopt pets.

As can be seen in the Animal Services Comparison Chart, many animal services shelters that Citygate surveyed open later than 10:00 a.m. Opening later provides more time for the staff members to clean kennels and provides staff more time to perform other tasks without interruption, such as shelter rounds and behavior evaluations. Staying open later than 6:00 p.m. at least once, or even twice a week, would also be good to give more adoption hours during the week for people who work business hours.

**Recommendation(s) [Medium-Term]:**

**Recommendation #26:** Change the public hours of operation to Monday, Wednesday, and Friday from 11:00 a.m. to 6:00 p.m., Tuesday and Thursday from 11:00 a.m. to 7:00 p.m., and from 11:00 a.m. to 5:00 p.m. on weekends. Another option would be to be open from 11:00 p.m. to 7:00 p.m. on all weekdays.

### 4.1.4 Phones and Computers

Citygate observed office representatives answering numerous phone calls and assisting numerous visitors. All phone calls were answered promptly, and no calls were allowed to go to voicemail, even when the staff members were assisting other customers. Calls that had to be placed on hold were not forgotten and were responded back to within a short period. All callers were handled in
a courteous and professional manner. ACC office staff was also observed providing a high level of customer service to all visitors at the shelter.

When people currently call ACC after hours (after 6:00 p.m. during the week, after 4:00 p.m. on weekends, and before 10:00 a.m.), a recording responds telling callers that the shelter is closed, to call police dispatch if it is an emergency, or to press “1” to leave a voice message. When pressed, a recording gives the hours of operation and address, but it does not allow the caller to leave a message.

Citygate went on a field ride-along with an ACO early one morning when there were no requests for field service. The ACO stated that field activity would increase at 10:00 a.m. because that was when the shelter office started taking phone calls. This meant that even though ACOs were out in the field on a regular morning shift, no one at ACC was answering phone calls for field service. Therefore, callers who find a stray animal or need some other non-emergency assistance in the field had to wait until after 10:00 a.m. when the office representatives started answering the phone. Most other shelters start answering phone calls for service in the field as soon as an office staff member arrives at work, which is usually at 8:00 a.m., not waiting until the shelter opens to the public.

The shelter had adequate computer workstations available in the office, veterinary, and kennel areas to function well. ACOs used to have laptops for use in their vehicles. This was discontinued because they were too cumbersome to use.

**Recommendation(s) [Short-Term]:**

**Recommendation #27:** For a more prompt field response, reconfigure the phone system’s auto-attendant to provide a new message starting at 9:00 a.m., or whenever the first office staff member is scheduled to arrive at the shelter (which should preferably be at 8:00 a.m.). The message should tell callers to call police dispatch or 9-1-1 if it is an emergency situation, to press 1 if the caller needs non-emergency assistance in the field, such as if they see a stray animal running loose, and for all other callers to either leave a message or call back when the shelter opens; this will also entail allowing callers to leave a message. Field services calls should be answered by office staff starting when they arrive so ACOs can promptly respond to early morning non-emergency field calls. The regular office hours auto-attendant message can then be utilized when the shelter opens to the public.

### 4.1.5 Kennel Inventory

Experts advise shelters to perform a daily kennel inventory to ensure that the animals physically in the kennel match the animals in the software system. This ensures that no animals have been
placed in the wrong cage or are missing. Serious mistakes can be made if a daily inventory is not performed, including euthanizing the wrong animal or sending the wrong animal for surgery.

An Animal Caregiver at ACC did perform a kennel inventory every morning, starting at approximately 5:00 a.m. Due to the fact that dogs are being moved all around the rooms during the cleaning process, Citygate thinks that it would be a better idea to perform kennel inventory after kennel cleaning is completed to ensure the animals have been placed in the right location. It also would not require the morning staff member to arrive as early in the morning. Kennel Inventory can even be performed after the shelter is open to the public, if necessary. Each Animal Caregiver can be given the Chameleon inventory sheet for the area they have cleaned so they can quickly perform inventory for their section. Discrepancies should be passed on to the Kennel Supervisor to reconcile and resolve.

**Recommendation(s) [Short-Term]:**

**Recommendation #28:** Perform kennel inventory after morning shelter cleaning is complete to ensure animals being moved around during cleaning are put back in the correct place. The manager should give inventory sheets to each Animal Caregiver for the section they cleaned. They should notify a manager of any discrepancies so they can be quickly reconciled.

### 4.1.6 Purchasing

ACC participates in the Purina free pet food program for animals shelters and obtains dog food, cat food, other animal food, and cat litter for free from Purina. This is an excellent program that provides thousands of dollars’ worth of pet food and pet litter for free.

ACC is purchasing most of its veterinary supplies and some of its kennel supplies from Patterson Veterinary. While Patterson Veterinary is providing wholesale prices, there are other places to purchase veterinary and kennel supplies that offer discounts to animal shelters at better prices than Patterson for some products.

Two of the most widely used shelter discounted sources for veterinary products and supplies for animal shelters are Henry Schein and MWI Animal Health (MWI). Many shelters also purchase discounted vaccines through the Zoetis for Shelters. To check prices and compare against what the shelter is currently paying, the shelter will need an open account with these companies to obtain a price quote. Citygate suggests checking the prices for all vaccines, frequently used medications, and expensive items.

For instance, Citygate spot-checked four items that another shelter purchases through MWI in comparison to ACC’s cost through Patterson. (Note that the price quote from MWI might be different for ACC due to bulk pricing and other reasons.) The other shelter pays MWI $5 less per bottle of Cephalexin 500mg, $5 less for each 25-dose tray of Nobivac Bordetella vaccine, $2.50
less for each order of Nobivac rabies vaccine, and $15 less for each 25-dose tray of Nobivac canine DAPPV vaccine. Since every animal requires vaccinations, this could represent a significant savings for ACC. MWI may require that the shelter is signed up for an animal shelter discount from a particular vaccine manufacturer before passing on the discount to the shelter.

ACC has been paying Patterson Veterinary $14.93 for an Avid-brand microchip that did not include owner registration. This means that if someone finds an animal with a chip and calls to find out the owner, the microchip database will not have any registered owner listed and instead will only have the name of the entity that originally purchased the batch of microchips, which in this case would be ACC. The finder must then call ACC during its hours of operation to try to obtain the name of the owner. Citygate informed ACC that it can purchase microchips and owner registrations directly from Avid for $9.95, which is $5 less than what it had been paying for the same chip without registration. Avid is already a shelter vendor, so the chips and registrations can be purchased immediately. There is also another organization called Found Animals Foundation that sells microchips picked up by all universal scanners and registration for $4.95.

Some vendors also have better prices than what ACC is currently paying even without shelter discounts. For instance, ACC has purchased six-foot leashes for $4.19 from a company named All Pets. The Campbell Pet Company sells a similar leash for $1.50. For a list of frequently used vendors at animal shelters and applications for some of the shelter discount programs, see Appendix E—Sample Vendor List. (Note: some of the shelter discount programs state they are only for non-profits, but most of the vendors consider governmental animal shelters to be non-profit).

Some companies either donate products to animal shelters or have donation programs so the public can donate products. These include:

◆ The Kuranda donation program allows supporters to donate Kuranda beds to shelters.
  ➢  https://shelterbeds.org/sheltersignup.php

◆ The Kong company donates some of their Kong toys to shelters and provides slightly imperfect Kong toys at a deep discount to 501 (c)(3) organizations.
  ➢  https://www.kongcompany.com/shelter-registration
  ➢  https://www.kongcompany.com/kong-cares

◆ The Kong company also donates Kong goodie baskets for special animal shelter events.
  ➢  https://www.kongcompany.com/event-donation
◆ Nylabone donates some of its bones to animal shelters.
  ➢ https://www.nylabone.com/about-us/nylabone-cares
◆ Jolly Pets donates some of its toys to animal shelters.
  ➢ http://www.jollypets.com/donations/
◆ 1-800-PetMed Cares provides free supplies and grants to animal shelters and Rescue Groups.
  ➢ https://www.petmeds.org/about/
◆ Idexx provides free snap tests to their shelter partners for special community shot clinic type events.

**Recommendation(s) [Medium/Long-Term]:**

**Recommendation #29:** Compare current prices for supplies and medication with other vendors, especially those that offer animal shelter discounts. (See Appendix E—Sample Vendor List for suggested vendors.)

**Recommendation #30:** Purchase microchips with registrations to ensure that all animals microchipped by ACC are registered to the owner at the time of reclaim or adoption. This costs $9.95 if purchased directly from Avid. (Adoption returns can also be re-registered to new owners at the time of the next adoption.) When using Avid chips, this means that the adopter or person reclaiming should fill out the Avid paper registration form while they are still at the shelter and ACC should mail the pre-stamped form with the microchip sticker on it in the next outgoing mail. (ACC was made aware of this recommendation during Citygate’s on-site evaluation.)

**Recommendation #31:** To save money, consider switching to Found Animals Foundation microchips, which cost $4.95 per microchip with online registration included. Since approximately 2,500 animals were adopted or reclaimed in 2018, this would result in a savings of $12,500 per year over Avid microchips with registration. ACC’s current scanners work on Found Animals Foundation microchips. See the following website:

  ➢ https://www.foundanimals.org/microchip-registry/lead-form/
4.1.7 Fees

To prevent overcrowding and euthanasia, many shelters waive or reduce redemption fees in situations where the pet owner cannot otherwise afford to reclaim their pets. This is especially important for difficult-to-adopt pets with few other options. Many shelters will even allow pet owners to reclaim their pets for free if the shelter is first allowed to spay or neuter the pet if it has not yet already been spayed or neutered. Many shelters also waive or reduce redemption fees in certain confiscate situations, such as when there was a house fire or an owner needed to go to a hospital.

As can be seen from the Animal Services Comparison Chart, many animal services operations surveyed charge a fee for owner-surrendered animals and Owner Requested Euthanasia. These fees are usually charged to help make up a portion of the actual cost of the medical supplies, veterinary care, and staff time that it takes to handle these animals. ACC currently provides both of those services for free.

A manager stated that other shelters and municipalities bring their deceased pets to ACC for disposal. These deceased pets are currently being disposed of in the ACC crematory at no charge. Some pet owners may be bringing their deceased pets for disposal as well. Since the fuel cost for running a crematory is often very expensive, some other animal services operations charge a fee for that service.

The Animal Services Comparison Chart also shows that many animal services shelters charge a higher adoption fee for pets in high demand, like puppies and kittens. Some shelters have a sliding scale adoption fee schedule. Adoption fees on a sliding scale allows the shelter to charge a standard fee for most dogs and cats, but a higher fee for pets in high demand, such as puppies and kittens, small breed dogs, and highly desirable purebred or mixed breed dogs. Scheduling fees in this manner does not affect the adoption rate since these types of animals are in high demand. Some shelters automatically charge the higher fees based on certain criteria, while others allow the animal services operation’s manager or director to make those decisions on a case-by-case basis, depending on the demand in the community for that particular type of pet. Some shelters offer discounts for senior animals over the age of seven and special needs animals.

Examples of animal services operations that adopt animals on a sliding scale are:

- https://www.maricopa.gov/214/Adopt-a-Pet
- https://multcopets.org/adoption-information
**Recommendation(s) [Immediate]:**

**Recommendation #32:** Unless the owner has shown signs of being neglectful or irresponsible, the Shelter Director should be authorized to waive or reduce redemption fees in certain confiscate situations and situations where the pet owner cannot otherwise afford to reclaim their pets. This is especially important for difficult-to-adopt pets. Many shelters will allow pet owners to reclaim their pets for free if the shelter is first allowed to spay or neuter the pet, if the pet has not already been spayed or neutered.

**Item(s) for Consideration:**

- ACC should consider implementing an owner-surrender fee, an Owner Requested Euthanasia fee, and a deceased animal disposal fee. Fees could be waived in hardship cases.
- ACC should consider implementing higher adoption fees on a sliding scale, starting at $40 and going up to $125 for young puppies/kittens, small dogs, and highly desirable adults. Since the adoption fee is currently set in the animal ordinance, it would need to be changed.

**4.2 Staff**

**4.2.1 Job Positions**

At the time of Citygate’s observations, the ACC senior management staff consisted of the Interim Program Director and the Operations Manager. A short time later, these two managers were assigned as Interim Program Co-Directors and the County began advertising for a new permanent Program Director.

The Animal Care team consists of a Kennel Supervisor and 17 Animal Caregivers. Many similarly sized animal services organizations have two kennel supervisors or managers overseeing the kennel to properly manage the animals seven days a week. Seventeen Animal Caregivers is a very high number compared to other animal services operations of the same size (using the metric of intake of 4,400 live dogs and cats). For instance, Citygate recently performed a study at a well-managed animal services shelter that takes in over 10,500 live dogs and cats and they also had seventeen Animal Caregivers. All of the animal services operations in the Staffing Comparison Chart also have far fewer Animal Caregivers even though all but one take in more animals. ACC seems to need the additional Animal Caregivers because of the inefficient method it is using to clean the kennels, because it is assigning two Animal Caregivers per dog room where most shelters would assign one Animal Caregiver and because of the long length of stay which means more
animals are kept in the shelter. In addition, ACC is scheduling some staff members with only three hours to clean the kennel, when four hours to clean is considered more standard.

Citygate was told that the County is advertising for a Population Manager. This is a fairly new and somewhat uncommon job position. Many similarly sized animal services operations have their Kennel Managers or Kennel Supervisors, along with support staff, perform the duties listed in the Population Manager’s job description. Citygate was told that the Population Manager would also supervise the kennel on the Kennel Supervisor’s days off; however, the Population Manager position was not shown not in the Animal Care Division as expected, but in the Placement and Outreach Division. The County should either hire an additional Kennel Supervisor or Manager or should change the Population Manager duties to be comparable to a Kennel Supervisor type of position.

Field Operations is overseen by an Animal Control Supervisor and an Animal Control Lead. One of those positions was vacant at the time of Citygate’s observation. There are 12 Animal Control Officers (ACOs), though three of those positions were also vacant at the time of Citygate’s observation. The ACOs were able to handle all of their calls during the week of observations, leaving no field activities pending at the end of the day, which meant that they were adequately staffed. Field calls tend to be busiest during the hotter months, with the highest number of calls in the summer. The Operations Manager indicated that when they are fully staffed with 12 ACOs that they are able to handle the volume of field calls in the summer with none pending. Therefore, when fully staffed, ACC has an optimal number of ACOs.

The veterinary team consists of two full-time Veterinarians and three Registered Veterinary Technicians (RVT). One of the RVT positions was vacant at the time of Citygate’s observation. The Veterinarians are both scheduled to work five days a week and overlap working three days a week. Currently, spay/neuters are only being performed on the three overlap days. A similarly sized animal services shelter that intakes 4,400 live dogs and cats annually would typically only require one Veterinarian per day to meet all of the shelter’s needs, with no overlap days. The Veterinarian who is scheduled five days a week would typically be assigned as the medical director, managing the rest of the veterinary staff, and spay/neuters would be performed seven days a week. However, to function properly with only one Veterinarian per day, one or two additional Animal Caregivers would need to be hired or allocated to serve as Veterinary Assistant(s). The Veterinary Assistant(s) could medicate animals twice a day and assist with other veterinary tasks. An RVT would perform morning medical rounds. The Veterinarian would perform spay/neuter surgeries every morning and would evaluate the sick and injured animals the RVT has determined need additional exams after surgery.

The office area consisted of one Office Services Coordinator (OSC) serving as the office manager, six full-time Office Service Representatives (OSR), and one part-time OSR. Three of the OSR positions were vacant at the time of our observations. Three of the OSRs are designated as
Adoption OSRs, which means they do not sit in the office but instead sit in the Adoptions lobby. There is also one additional OSC who performs a wide variety of tasks and reports to the Interim Director.

In addition, the shelter has a Volunteer Coordinator who reports to an Outreach Coordinator and a Rescue Coordinator who reports to the Population Manager. Both the Rescue Coordinator and Population Manager positions were vacant at the time of Citygate’s observations, though the Outreach Coordinator was handling the Rescue Coordinator duties. In a similarly sized animal services operation, either the Rescue Coordinator or Volunteer Coordinator would also be handling foster home coordination, or there may be a separate Foster Coordinator position if the foster program is large. In addition, in many animal services operations the Rescue Coordinator, Volunteer Coordinator, and Outreach Coordinator would either report directly to the Program Director or to one manager in charge of the placement and outreach areas.

Some animal services shelters also have specialized Adoption Counselors who only handle adoption counseling, coordination, and adoption transactions. These Adoption Counselors are often a part of the placement team rather than being part of the kennel or office. Animal services operations with a high number of staff members dedicated to placement and outreach (adoption, rescue, foster, volunteer, outreach) also often have the highest live release rate. For instance, Louisville Metro Animal Services has eight Adoption Coordinators who handle nothing but adoption counseling and coordination, along with an Education/Volunteer Coordinator, Rescue Coordinator, Foster Coordinator, and a Lost/Found Coordinator. Louisville also has a 95 percent LRR. In contrast, ACC has no staff members solely assigned as Adoption Coordinators. Instead, three office staff members handle adoption transactions, though none were seen performing any counseling, and the Animal Caregivers assigned to the rooms perform some limited adoption counseling and education.

ACC has a high-quality staff, and all staff members Citygate observed seemed intelligent, conscientious, and hardworking. All staff members whom Citygate observed or spoke to also seemed to genuinely care about animals. However, the vast majority of staff members whom Citygate spoke to during on-site observations had worked at the shelter for less than a year, and most had no previous animal sheltering experience. Not including the Veterinarians, there were a total of six managerial positions. Five of the six managers were fairly new to the position and had been provided with little training for their positions. For instance, the Volunteer Coordinator, who had never worked at an animal shelter prior to ACC, was reporting to the Outreach/Rescue Coordinator, who had been on the job for four months and had also previously never worked at an animal shelter, and she was reporting to the Interim Director, who also had only been on the job about four months and had also never previously worked in an animal shelter. Citygate was told that one of the main reasons for all of the new staff was that 16 staff members resigned en masse when the previous Program Director was in charge. Many of those former staff members were long-standing employees with much institutional knowledge. The result is that an unusually large
portion of current staff members, including management, have little depth of animal sheltering knowledge.

Some managerial decisions were being made that seem counterproductive to the organization. For instance, a short time after Citygate’s observation, the Field Supervisor, the Kennel Supervisor, and the Operations Manager were all given time off for vacation at the same time, leaving no one in charge of the kennel or field.

Communication also seemed to be a major problem at the shelter. The normal information and communication necessary to function properly in a shelter was not being shared between departments. At least one manager seemed reticent about training or sharing knowledge with the person who had taken over her previous position.

In addition, it was difficult at times to easily find and communicate with some staff members, especially the Animal Caregivers. While staff members could be called or paged over the main phone system, in many cases staff members had to go looking all over the shelter for another staff member. Many shelters find that giving staff walkie-talkies can be very helpful for easy communication. It also serves as a safety device so Animal Caregivers can call for help when necessary. The walkie-talkies can be clipped to the belt, and some of them even include an emergency alarm. Some also come with a recharging base and staff always knows to put them back at the end of their shift so they are less likely to be misplaced. Some examples of walkie-talkies include:

◆ [https://www.amazon.com/Retevis-RT22-License-Free-Rechargeable-Programming/dp/B00IMT678A](https://www.amazon.com/Retevis-RT22-License-Free-Rechargeable-Programming/dp/B00IMT678A)
◆ [https://www.amazon.com/dp/B00JEY6YV2/ref=psdc_912322_t1_B00IMT678A](https://www.amazon.com/dp/B00JEY6YV2/ref=psdc_912322_t1_B00IMT678A)

More specific recommendations regarding staff will be found in related sections of this document.

**Recommendation(s) [Short-Term]:**

**Recommendation #33:** Obtain walkie-talkies for shelter staff for communications and safety reasons.

**Recommendation(s) [Medium-Term]:**

**Recommendation #34:** Develop a formal training program plan for management and staff.

**Recommendation #35:** Hire a new Kennel Manager or Kennel Supervisor so two members of management oversee the kennel, or have the new Population Manager perform the duties of a Kennel Manager or Supervisor. (See Population Management Section.)
**Recommendation #36:** Hire or assign three staff members to be Adoption Counselors. (See Adoptions Section.)

**Item(s) for Consideration:**

- Have all members of the Placement and Outreach Team (rescue, volunteer, foster, adoptions, outreach, etc.) report to one placement and outreach type of manager.

### 4.2.2 Staffing Comparison Chart

The following table shows staffing comparisons with other similarly sized animal services operations. There are many similarities between animal services organizations, but also some significant differences, which can affect how many staff members are needed.

Differences in the number of Animal Caregiver-type staff can often be attributed to the numbers of animals kept in the shelter at any given time (length of stay), the type of cage the animal is housed in (double-sided cages are more efficient for cleaning), how many hours staff members are scheduled to clean, how many staff are scheduled to clean each room, and any additional duties that the Animal Caregivers may have. For instance, some shelters use Animal Caregivers to perform behavior assessments.

The number of Field Supervisors and ACOs needed can vary. For instance, some ACOs frequently write citations and must go to court for all of them, which is time-consuming. Some ACOs are located in urban areas that have extremely bad traffic, requiring more ACOs for adequate coverage. Some field departments have active trap/neuter/return departments and assign one or two ACOs strictly as trap/neuter/return ACOs. Some field departments cover a large low-income population, which often results in a very high number of field activities since animal control problems are often a function of poverty level. Additionally, some Field Supervisors and ACOs handle all of their own field dispatch themselves instead of using police or office dispatch.

The number of office staff can also vary widely. Most other operations do not have as efficient of a licensing setup as St. Louis County, where licenses are sold directly to Veterinarians, and instead they must sell all pet licenses directly to customers at the shelter, online, or via mail. This requires more office staff to process all of the licenses. Some animal services operations do not use police dispatch and instead have the office staff members handle all field dispatch. At many other operations, the office staff provide support for the field, including acting as a court clerk and keeping up with citations and court dates.

The number of placement and outreach-type staff can also vary widely. Some shelters do not have Animal Caregivers perform adoption counseling or office staff perform the adoption transactions and instead have adoption counselors perform all aspects of adoption as part of the outreach department. Some organizations have one person perform all volunteer and outreach duties and another person perform all rescue and foster duties. There are many different types and
combinations of duties found in placement and outreach departments; however, shelters with the highest live release rate often have a high number of staff members in these positions.

### Table 8—Animal Services Staffing Comparison

<table>
<thead>
<tr>
<th>Position</th>
<th>St. Louis County ACC</th>
<th>Nashville Metro ACC</th>
<th>Salt Lake County Animal Services</th>
<th>San Francisco ACC</th>
<th>Denver Animal Services</th>
<th>Louisville Metro Animal Services</th>
<th>St. Charles County Humane Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Field Area Square Miles</td>
<td>523</td>
<td>526</td>
<td>807</td>
<td>232</td>
<td>155</td>
<td>398</td>
<td>593</td>
</tr>
<tr>
<td>2018 Intake of Live Dogs and Cats</td>
<td>4,422</td>
<td>6,143</td>
<td>6,569</td>
<td>4,734</td>
<td>5,803</td>
<td>7,337</td>
<td>4,046</td>
</tr>
<tr>
<td>Director or Administrator</td>
<td>1 (Interim)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>2*</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Operations Manager/Supervisor or Assistant Director</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Kennel Manager/Supervisor</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>2</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Animal Caregivers</td>
<td>17</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>10</td>
<td>12</td>
<td>9 (7 FT, 2 PT)**</td>
</tr>
<tr>
<td>Behavior or Trainers</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Field Manager/Supervisor</td>
<td>2</td>
<td>2</td>
<td>8</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Animal Control Officers</td>
<td>12</td>
<td>8</td>
<td>13</td>
<td>13</td>
<td>13</td>
<td>17</td>
<td>5</td>
</tr>
<tr>
<td>Additional Field Support Staff</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Veterinarians</td>
<td>2</td>
<td>1.5</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>1***</td>
<td>0****</td>
</tr>
<tr>
<td>Veterinary Supervisor</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Veterinary Staff</td>
<td>3</td>
<td>2.5</td>
<td>5</td>
<td>2</td>
<td>4</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>Office Manager/Supervisor</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Office or Customer Service Staff</td>
<td>7</td>
<td>4</td>
<td>8</td>
<td>13</td>
<td>8</td>
<td>7</td>
<td>6 (4 FT, 2 PT)</td>
</tr>
<tr>
<td>Additional Office or Admin</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Population Manager</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Placement or Outreach Type Manager</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Rescue, Volunteer, Foster, Outreach, Social Media, Adoption, Development Coordinators</td>
<td>3</td>
<td>2</td>
<td>8</td>
<td>2</td>
<td>4</td>
<td>12</td>
<td>0</td>
</tr>
<tr>
<td>Custodian</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Finance</td>
<td>0</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Information Technology</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>52</td>
<td>37</td>
<td>76</td>
<td>59</td>
<td>54</td>
<td>61</td>
<td>26</td>
</tr>
</tbody>
</table>

*The Director is located in a different building.
**FT = full-time; PT = part-time.
***Three additional Veterinarians are on contract and report directly to the Assistant Director rather than being in the veterinary department chain of command.
****Veterinary services are contracted to a private veterinary clinic.

### 4.3 Animal Handling and Safety

All animals that Citygate observed were handled in a kind and gentle manner. However, several animals were not handled with a high level of expertise, simply because the staff members were fairly new and inexperienced. While catch poles were observed being used by ACOs when
bringing aggressive dogs into the shelter, Citygate did not see any Animal Caregivers use a catch pole during the entire on-site visit to the shelter, even though one of the dogs they interacted with was exhibiting signs that it might be aggressive.

Management said that bites were a frequent occurrence at the shelter and four dog bites had occurred to staff in a week-and-a-half period, including when Citygate was at the shelter. This is an extremely high number of dog bites in a short period. Citygate was not told the circumstances of the four bites; however, Citygate recommends that management look at the situations surrounding bites for at least the past six months and develop a safety plan in an attempt to prevent future bites. Emphasis should be placed on prevention through means such as hanging signs on the building’s outside doors so aggressive animals are not walked into the lobby or office area, putting locks on the cages of aggressive animals so no one misses the small caution signs, repairing cages so dogs cannot bust out, training staff in animal body language, and using safety equipment such as catch poles and muzzles during intake processing.

Animal Caregivers currently wear a small whistle for safety reasons, but additional equipment, such as walkie-talkies or air horns, should be provided to staff so they can alert someone if they need help or are being attacked. Additional equipment should also be nearby to break up dog attacks or fights, such as a break sticks and a water-filled fire extinguisher in rooms that do not have access to water hoses, such as the Intake Processing Room.

**Recommendation(s) [Medium-Term]:**

**Recommendation #37:** Develop a safety plan to prevent future dog bites. Obtain additional safety equipment such as catch poles and muzzles for use during intake processing.

### 4.4 CAPACITY FOR CARE

According to the Association for Shelter Veterinarians, “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.”

ACC needs to move its animals through the shelter much more expeditiously to reduce their length of stay. Reducing the length of stay will reduce the number of animals housed, which will dramatically reduce overcrowding and improve the capacity for care.

Calculating capacity of care has two major components: housing capacity and staffing capacity.

There are 180 individual cat cages in the shelter that can hold 180 individual cats. The 180 count does not include the two front display windows and the cat condo, so capacity is even higher. The intake of cats at ACC represents only 30 percent of the total intake of dogs and cats (1,312 cats out of a total of 4,422). During Citygate’s observations, there were between 39–48 cats in the shelter. The highest intake of cats in 2018 for one month was 175 felines, the lowest was 53, and the average was 109. Kittens can share a cage, so the number of cages needed is actually less than the cat intake number. Even with the highest intake month and the current length of stay, the shelter has enough cages to house the felines when using all single cages. This is good in that it means that double-sided cat cages with portals open can be used much of the time, especially once animals are moved through the shelter more expeditiously.

In 2018, ACC received 3,110 dogs out of 4,422 total dogs and cats, which represented 70 percent of the total. The highest monthly intake of 307 dogs occurred in October. There are only 104 single-sided dog kennels, or 51 double-sided kennels (two single cages have no guillotine door between them), in the entire shelter. In addition, there are 155 additional stainless steel cages that, based on state regulations, are only suitable for holding small breed dogs. Even the largest of the stainless steel cages in the 400s and 500s is under nine square feet. Based on state regulations, a 19-inch dog (measured from tip of nose to base of tail) requires 8.6 square feet of space and a 20-inch dog requires 9.36 square feet, and both of those sized dogs would typically be small breeds.

Citygate estimates that intake of small breed dogs is 10 percent or less of total dog intake. On 2/22/19, there were 11 (9 percent) small breed dogs in the kennel out of 124 dogs total, and on 3/2/19 there were 8 (6 percent) small breed dogs out of 126 dogs. This is fairly typical in urban area animal services shelters that primarily intake medium to large breed dogs, with most being bully breeds. Therefore, the ACC shelter has an overabundance of dog cages that are only suitable for smaller breed dogs and an inadequate number of double-sided dog cages, which are recommended for best practices to give the dogs more room to move around, to separate their eating and sleeping area from their elimination area, and for efficient dog kennel cleaning.

If an animal shelter had a length of stay of 20 days, as it was in this shelter in 2018, and if 300 dogs came in evenly throughout the month at a rate of 10 per day, then by day 13 of the month the shelter would start to be overcrowded, since there are only 104 single-sided kennels in the shelter and they would be housing 130 dogs, with 13 or fewer being small breeds and 117 being medium to large breeds. This assumes that the shelter is using all kennel space, including space that is supposed to be reserved for only sick animals. Each day the shelter would be forced further into crisis mode, since additional dogs would be entering but much fewer would be leaving since the length of stay is so long. On day 18, the shelter would be attempting to house 180 dogs, with 162 being medium to large breed dogs.

However, if the average length of stay was only 10 days, then the shelter would never enter crisis mode because it would never need to house more than 100 dogs at any given time. In addition, if
the average length of stay was reduced even further, then there is a chance that some dogs could be housed in double-sided cages, at least during months of lower intake. The lowest intake of dogs per month in 2018 was 206 dogs. If 186 (90 percent) of those were medium to large breeds and they came in at a rate of seven a day with an average length of stay of eight days, then there would be enough room to house all of the medium to large breed dogs in the entire shelter in double-sided cages or in the individual extra-large dog kennels since there would never be more than 56 dogs in the kennel. It would be extremely difficult to ever reduce length of stay to only eight days with the length of the current stray hold period; however, the length of stay can certainly be significantly reduced so that many of the dogs housed in the 500s and 600s can be housed in double-sided kennels.

In addition to always moving animals out of the shelter as expeditiously as possible, during times of overcrowded conditions, the shelter should diligently work to transfer as many animals to Rescue Groups as possible, hold adoption promotions, and also move animals into foster homes, even just temporarily, until there is room in the shelter to hold them. With the implementation of recommendations in other sections of this report, such as properly disinfecting, moving animals through the shelter much more quickly, increasing marketing for adoptions, etc., ACC can maximize capacity without compromising care and can reduce euthanasia due to lack of space.

National guideline estimations are for 15 minutes of caregiving time per animal. On 3/2/19, the shelter was holding 39 cats and 126 dogs for a total of 165 animals, or 41 hours of work time to clean and feed. Ten Animal Caregivers would be necessary to feed and clean the animals if provided four hours of time to clean, which is the typical time that most shelters provide staff. ACC is scheduling some Animal Caregivers with five hours to clean, but some with only three hours to clean, which is rarely adequate. There are 17 Animal Caregivers at the shelter, so the shelter has an abundance of staff if they are scheduled properly.

Citygate did not observe any animals housed in a group setting during the time of the on-site visit at the shelter. Dogs that have companionship tend to be happier and less stressed. For more efficient kennel cleaning and to reduce stress, Citygate recommends allowing two healthy dogs that come in from the same household to share one double-sided dog kennel if they get along and are either the same sex or are altered. Citygate also recommends allowing two compatible dogs of the same sex, or different sexes if both are altered, that are past the full stray hold period or, for surrenders, are at least five days after intake vaccinations to share one double-sided kennel. Monitor multi-dog kennels closely the first few hours to ensure they will get along. Ensure that both dogs can eat during feeding and, if necessary, feed and give high-value treats on separate sides of the kennel with the guillotine door down.

**Recommendation(s) [Short-Term]:**

**Recommendation #38:** Perform the steps necessary to reduce the number of animals impounded and to move sheltered animals out more expeditiously to
increase the capacity of care. During times of crisis due to overcrowding, the shelter should transfer as many animals as possible to Rescue Groups, hold adoptions promotions, place animals in foster homes, and implement additional recommendations found in this report to maximize capacity without compromising care.

**Recommendation #39:** Animal Caregivers should be scheduled to have four hours to clean and feed before opening to the public.

**Recommendation #40:** Allow compatible healthy dogs from the same household to share one double-sided dog kennel. Allow compatible healthy dogs past their stray holds or surrendered dogs at least five days after intake vaccinations to share a double-sided kennel if they are both altered or are the same sex. Monitor closely and feed on separate sides of the kennel, if necessary.

### 4.5 POPULATION MANAGEMENT

The movement of animals at ACC is currently a confusing, haphazard process, which includes no sense of urgency and a lack of communication between staff members.

Citygate observed a friendly, healthy dog that had been at the shelter for over a month, and no one could say why he had not been moved to adoptions; an obviously aggressive dog impounded for a bite that was over a week past his due-out date; a semi-feral cat that had been held for three weeks past his due-out date and no one could say what the plan was for him; and numerous animals that were well overdue for receiving a behavior assessment. On 2/14/19, while Citygate was on site, a dog surrendered for aggression (no bite) was transferred by another shelter to ACC because they said he was too aggressive to handle, but he was not euthanized until 2/27/19, almost two full weeks after intake. Another dog (no bite, unknown if stray or owned) that was transferred by another shelter to ACC on 2/13/19 because it was too aggressive for them to handle was also held for two weeks before euthanasia on 2/27/19, which would have been way past the hold period even if the dog was a stray. In the meantime, other bite quarantine and very aggressive dogs needed to be held in the stray intake room (500s) because there was no kennel space available in the Bite Quarantine Room.

To properly manage the animals in the kennel, the Kennel Supervisor should be performing a daily kennel round, which is different from the medical round performed by the veterinary team. It also is different from a population round. During the kennel round (or kennel walkthrough), kennel management walks through the entire kennel, visually inspecting every animal to ensure they have water, their cages are clean, nothing in the cage is in disrepair, the animals are not in distress, etc. They should also look to see if animals need to be moved to other rooms or if they notice any new
behavioral or health issues. Kennel Management should perform a daily kennel round seven days a week as part of their normal duties. Some shelters perform them twice a day. Citygate suggests printing out the kennel inventory and an action or to-do sheet to write notes on during rounds. Intake and due-out date should be printed on all kennel cards so the due-out date can be viewed at a glance. The following are the typical daily kennel round tasks that should be performed by Kennel Supervisor or their superior:

- Ensure that all animals have cage cards and are in their assigned cage. Note anything missing or that seems inaccurate in the kennel inventory or on the cage card.
- Ensure all animals have access to water.
- Note if a cage or kennel size is not adequate space for an animal and ensure it is moved to a correctly sized kennel.
- Note any cage that needs repair and request repair.
- Ensure rooms are clean and supplies are in order.
- Note if an animal needs to be in a different room, such as an adoptable animal that needs to be moved to the 300s or 400s because space has become available, a bite quarantine animal that needs to be moved from the 500s to the Bite Quarantine Room, or a sick animal in the 500s that needs to be moved to the 600s. Ensure the animal is moved.
- Note any health issues and request veterinary check if one has not already been performed.
- Identify any new behavioral issues that may need action, such as ensuring dogs that are starting to exhibit behavioral issues receive additional enrichment. Ensure dogs in the holding rooms that have been in the shelter over two weeks are receiving walks and/or outside kennel time.
- Note seriously aggressive dogs that are past their due-out date so they can be placed on the euthanasia list for the day.

An additional type of round that many animal services shelters perform is the daily population round. Population rounds go a step further beyond the daily kennel round and ask what needs to be done to move the animal out of the shelter. Some shelters consider kennel rounds and population rounds to be the same thing, calling them “daily shelter rounds,” and have their Kennel Supervisors and Managers or a team handle them both. The Koret Shelter Medicine Program at UC Davis (UC Koret) has a detailed guide for performing shelter rounds, which can be found at the following webpage:
According to the Shelter Medicine Program at the University of Wisconsin, “Performing daily rounds can have a dramatic impact on length of stay (LOS), which in turn can decrease shelter crowding, lower disease levels, and costs, and improve animal care and wellness as problems are identified and quickly addressed.”

Citygate recommends that ACC’s Kennel Supervisor and Operations Manager should immediately also start performing population rounds. Once a Population Manager is hired, the duties of a Kennel Supervisor can be divided up or performed together, as long as the items in both rounds are being performed every day. Population rounds include a physical walkthrough of the shelter plus looking through Chameleon, which is sometimes called digital rounds. Some of the duties typically performed during population rounds are listed below.

Daily population rounds (which should be performed by the Kennel Supervisor or their superior currently), can be handled/shared with the Population Manager once hired to ensure they are performed seven days a week:

- Ensure that all behavioral exams for dogs are being performed on the fifth day of the stray hold or the day after impound for surrenders, unless the animal needs an extra day or two to settle in.
- Ensure that all friendly, adoptable animals are placed on the spay/neuter schedule for the day after their holds are over unless they have been already tagged as being picked up by a Rescue Group.
- Note any animal that may need rescue and discuss with or email the Rescue Coordinator after rounds. Note any animal that was supposed to already be picked up by rescue and email or discuss with the Rescue Coordinator so she can follow-up.
- Note any animal that may benefit from foster care and discuss or email the Foster Coordinator after rounds.
- Ensure all feral cats have been promptly moved through the trap/neuter/release (TNR) process.
- Ensure all unfriendly cats that cannot be moved through the TNR process are placed into the Working Cat or Barn Cat Program.

16 [https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&search%5Bslug%5D=daily-shelter-rounds](https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&search%5Bslug%5D=daily-shelter-rounds)
Ensure all adoptable animals, both altered and not yet altered, are moved to the 300s and 400s so they can be seen for adoption.

Ensure numerous documented attempts to contact the owner of tagged and chipped animals have been made during the first days of the stray hold and, if it is a non-profit, that someone has contacted the original implant agency toward the end of the stray hold to see if they will take back the animal.

Ensure that any party that has expressed interest in adopting a stray animal is notified that the hold period is almost over and when they should plan to come in to adopt.

Note any additional concerns about the animal so action can be taken after rounds.

The person who performed rounds should follow-up on all of the tasks on the daily action task sheet. Much of this will require looking in Chameleon. Pathway planning discussions about animals with behavioral or medical needs should be made daily with an assigned pathway planning team or by a senior manager who is given the task.

To make the three-days-a-week spay/neuter schedule, an RVT currently reviews the handwritten paper records in the physical file box to see which animal is due out and then looks through Chameleon in an attempt to find available animals that do not have any negative behavior notes. The RVT then makes the spay/neuter list. This is an extremely cumbersome and time-consuming method that keeps the veterinary team members from being able to perform their important health-related duties. Instead, other ACC staff should create the spay/neuter schedule, which should be performed seven days a week.

There is an entire animal window in Chameleon dedicated to tracking spay/neuter surgeries. The window allows staff to input the spay/neuter due date and includes four extra fields that can be used for anything, such as the reason for spay/neuter (adoption, TNR, rescue, due-out, etc.). Once the information is input in Chameleon, a report can be run to see the spay/neuters due for animals in the kennel on any given day. The report can contain additional information about the animal, such as the sex, weight, and reason for spay/neuter.

It will need to be designated which staff can schedule the spay/neuter surgeries in Chameleon. One idea would be for the Intake Coordinator, during intake, to schedule all of the spay/neuter surgeries for the next day for feral cats, for the day they are due out for friendly/healthy cats, and for the day they are due out for obviously friendly dogs. The staff members performing behavior assessments on dogs could schedule the spay/neuters for all of the dogs that pass the behavior assessment for the day they are due out. The Adoptions Counselor can schedule any adopted, unaltered animal and can schedule future dates for animals with adoption interest if they are not reclaimed, if those animals are not yet scheduled. The staff member performing population rounds can schedule additional animals. The goal should always be to schedule the spay/neuter immediately after an
adoptable animal’s hold period has expired, unless a Rescue Group is already scheduled to pick up the animal. Once a Rescue Group tags an animal, then the Rescue Coordinator could take the animal off of the spay/neuter list.

Recommendation(s) [Short-Term – HIGH PRIORITY]:

Recommendation #41: The Kennel Supervisor or their superior (currently the Operations Manager) should always perform a daily kennel round (also known as a daily walkthrough) at least once per day, seven days a week, performing tasks in the list in this section.

Recommendation #42: The Kennel Supervisor, their superior, and/or a Population Manager, once hired, should perform a daily population round, seven days a week, performing tasks in the list in this section.

Recommendation #43: Pathway planning for animals with behavioral or medical needs should be made daily by either a pathway planning team or a senior manager assigned to the task.

Recommendation #44: Spay/neuter schedules should be created by non-veterinary staff members, preferably using Chameleon, so that adoptable animals are being altered the day they become available. The Chameleon surgical list can then be reviewed by the medical team to finalize the order of the list, maximize efficiency, and double-check appropriateness.

4.6 OPERATIONAL ISSUES

4.6.1 Stray Hold Times

Stray animals at ACC are held for the legally mandated six-day hold period, excluding Sundays, which is in effect usually a seven-day hold. However, stray animals found with tags or microchips are being held for 10 days. Citygate did not see anything in the local animal ordinance or State law that mandated this additional hold period. Citygate checked with the Missouri Department of Agriculture, which stated that there used to be a 10-day hold required for animals with identification found running-at-large, but that regulation was changed in 2013 and is no longer applicable.

The ACC SOP also states that stray declawed or partially declawed cats should be held for 10 days. Citygate is unsure why this policy is in effect other than the shelter is assuming that these cats must have previously been owned.
Most animals are reclaimed within the first few days at animal shelters. One recent study showed that only 1 percent of animals at one large shelter were reclaimed after five days. ACC’s stray hold period of six to seven days is already considered very long compared to many animal services operations in other states that hold all strays for only three or four days total, including for pets with identification. To move animals through the shelter expeditiously, the policy of holding tagged/chipped animals and declawed/partially declawed cats for additional days should be discontinued.

In addition, Citygate was told that owner-surrender animals were being entered into the Chameleon system with a one-day hold in case the owner changes their mind. In practice, some animals were put into Chameleon with a one-day hold, but most were not. While the County ordinance does require waiting 24 hours before euthanizing any animal unless it is a euthanasia request or has an emergency health issue, there should be no hold before rescuing or adopting a surrendered animal. There should also be no 24-hour hold before spay/neuter surgery if it is unaltered.

**Recommendation(s) [Immediate]:**

**Recommendation #45:** Discontinue holding tagged and chipped stray animals or declawed/partially declawed cats for 10 days and hold them instead only for the legally mandated six-day stray hold period. For pets with identification, make at least three documented attempts, at different times on more than one day, to contact the owner by phone on all listed phone numbers, including leaving messages. Always send an impound notification letter to the owner of pets with ID in the next outgoing mail from the time the animal is impounded. Make a Chameleon memo note (not a hold memo) of all owner information, the name of the implant agency/organization that purchased the microchip, and all attempts to notify the owner.

**Recommendation #46:** Hold surrendered animals for a 24-hour minimum period before euthanasia as per the County ordinance; however, make the surrendered animal immediately available for rescue, adoption (if altered, chipped, vet checked, etc.), and spay/neuter surgery.

### 4.6.2 Redemption of Lost Pets

Citygate observed two circumstances where pet owners were not allowed to redeem their lost pets that entered without any form of ID (no microchip or tag) because they did not have a veterinary receipt or other written proof of ownership. Instead, their pets were required stay in the shelter for

---

the full six-day stray hold period and both of the owners were asked to return after six days, when they were allowed to redeem their pets at a discounted cost. Staff said that this was a fairly common occurrence at ACC.

Citygate asked a manager why owners were not allowed to reclaim their animals immediately if they had photos of their animals as proof. The manager stated that they knew that other shelters allowed owners to reclaim if they had photos, but that anyone could take a photo of someone else’s pet and that both the ordinance and State law mandated written proof of ownership. The manager stated that other shelters may not follow State law, but ACC would. Citygate checked both local ordinances and State law, including checking directly with the Missouri Department of Agriculture, and there are no local ordinances or State laws that require written proof of ownership of pets. In addition, ACC’s own SOP lists photographs of animals as an acceptable method to show proof of ownership.

Holding animals longer than necessary is not good for the shelter or for the pets. Most shelters take more of a common sense approach to redemption of stray animals. For instance, they often have people first sign in with a driver’s license number, information about what kind of pet they lost, when they lost it, and where they lost it prior to looking for the pet in the shelter. When a pet owner finds their pet in the shelter and does not have written proof of ownership, most shelters will allow them to reclaim their pets if they have photos.

The person with photographs should not be allowed to reclaim the pet only in circumstances where there is a discrepancy in ownership (e.g., the dog is microchipped to someone else and the shelter cannot contact that person) or the staff member has a suspicion of a problem, such as if the pet owner stated they lost the pet on a certain day and the pet was picked up the week before or the pet is an extremely desirable breed and they suspect the person may not be the owner. Some shelters will then hold the animal for the entire stray hold period, then, if approved, allow the person to adopt the pet.

**Recommendation(s) [Immediate]:**

**Recommendation #47:** Allow pet owners to use photos if they do not have written proof of ownership unless the pet has identification that is registered to someone else whom the shelter cannot contact or unless there is some other discrepancy or concern. Check to ensure the pet matches the photo, the date of loss, and the general location of loss. Allow a manager to approve reclaims in some circumstances where the pet owner does not have written proof or photos.

**Recommendation(s) [Short-Term]:**

**Recommendation #48:** Have people looking for lost pets sign in on a log that includes the owner name, driver’s license or ID number, and information about what
kind of pet they lost, when they lost it, and where they lost it prior to allowing them to look through the shelter or redeem a pet.

4.6.3 Microchip Issues

While Citygate was on site, Stray Rescue of St. Louis, a non-profit shelter, called and asked ACC to pick up a stray dog at their shelter, which they said had just been found in the City of St. Louis and had been originally microchipped by ACC. The manager who answered the call told Stray Rescue that the ACOs were too busy to pick up the dog but that they could bring the dog to ACC, which Stray Rescue then did.

Citygate asked the manager why they told Stray Rescue to bring a stray dog just found in another jurisdiction outside the legal authority of ACC to the County shelter. The manager stated that it was because the dog was microchipped by them, so ACC was the owner and had to take it. Two other managers also thought that if an animal was originally microchipped by ACC that they were the owner and had to take the dog, though one manager said that in this particular case Stray Rescue should have first attempted to contact the owner to see if he would reclaim the dog before asking the County to take the dog. Managers also indicated that not all other shelters in the area will take back animals originally microchipped by their shelters, even though they were the owners and so should be taking them.

Being originally microchipped by an animal services shelter does not make a shelter the owner of an animal, nor does it make them have to take the animal back. It instead makes the shelter the microchip implant agency. If the implant agency was actually the owner then veterinary clinics would also be considered the owners if a stray pet was found that was originally microchipped by them and ACC would not need to hold stray animals originally chipped by them for a stray hold period since they would already be the owner. While ACC may have legal ownership of animals that are still at the shelter past their stray holds, once the animal leaves the shelter with the new adopter, the ownership transfers to them. Furthermore, as a proactive measure, ACC currently microchips all animals reclaimed by their owners, even though ACC never has ownership of those stray animals unless they happen to stay in the shelter for more than the six-day stray hold period.

As a courtesy, out of a sense of responsibility, and as a policy to ensure animals that they have adopted out will not get euthanized, many non-profit shelters and Rescue Groups will take back animals they have adopted out (after any stray hold has expired) if they ever end up in a government animal services shelter. Some non-profits, especially some Rescue Groups, will purposefully not register the new owners of the microchip so that the Rescue Group will always be notified if an animal they adopted out is ever impounded, or they will set up the microchip so that they are always notified along with the new owner. Some Rescue Groups even include clauses in adoption contracts that state that ownership of the animal reverts back to the Rescue Group if the owner does not meet certain requirements, such as keeping the animal from running loose and ending up in a government animal shelter. However, since government animal services shelters
are often overrun with animals that may be in danger of euthanasia, taking back an animal originally microchipped by their shelter or wanting to be notified if an animal they originally microchipped is picked up by another shelter is much more of a rarity, especially at animal services shelters that are still euthanizing many animals. Regardless, ACC is not the owner of any animal originally microchipped by them, and taking them back is not required by any regulation or law, as staff members seemed to believe.

The reason the Stray Rescue dog had a chip implanted by ACC in the first place was because the dog was previously found as a stray in the County and had been microchipped by ACC as a proactive measure when it was reclaimed by its owner, so the County never had ownership. In the most current situation, the owner lived in the City of St. Louis, said the dog had been stolen out of his yard, and wanted to know how his dog ended up all the way in the County shelter. He said that he wanted to reclaim his dog but since it was the second County impound and the reclaim was more expensive, he did not have the money and would have to wait until he got paid. Citygate does not know if the owner ever reclaimed his dog.

**Recommendation(s) [Immediate]:**

**Recommendation #49:** Discontinue picking up or taking in animals just because the animal has a microchip that was originally implanted by ACC.

**Recommendation #50:** Continue to contact other shelters and Rescue Groups for any impounded animal originally chipped by them once past any hold period to see if they will take the animals back.

### 4.6.4 Jurisdiction

Citygate spoke to a County executive who was under the impression that ACC is accepting all animals brought in to the shelter, including owned animals from people who reside outside of the County jurisdiction and from people who find strays outside of the County. Citygate spoke to managers and staff members who all stated that, with the exception of animals originally microchipped by ACC, they currently only accept owned animals from residents within County jurisdiction or stray pets found in County jurisdiction. All other people are told to take their animal to their local shelter.

Unlike non-profit shelters, most open admission governmental animal services shelters are only open admission for the residents of their jurisdiction. This is not only because the scope of many ordinances restricts the stray animals they can impound to those in the jurisdiction, but also because most local governments think that their citizens’ taxes and license fees should not be used to take care of owned animals that live outside the municipality.

The Association of Shelter Veterinarians defines open admission shelters this way: “Open Admission shelters are traditionally operated by municipalities or hold animal control contracts
for municipalities. Although the term ‘open’ may imply unrestricted intake policies, admissions are often restricted by criteria such as municipal borders or defined hours of animal intake. Additionally, open admission shelters may decline owner-surrendered animals if their role is strictly limited to stray animal control or certain species (e.g. cats), in accordance with their legal mandate.”

Many open admission animal services operations clearly describe on their website that they will only accept animals from their jurisdiction. For instance, Austin Animal Services states: “The center is an open-intake shelter serving only Austin and Travis County. We only accept animals from our jurisdiction [. . .] no matter whether it is a stray or an owned animal.” Regional Animal Services of King County states: “We accept dog and cat surrenders for owners who live within RASKC’s jurisdiction.” Chicago Animal Care and Control states: “CACC does not accept owner-surrendered pets from non-City of Chicago residents. If you live outside of the City of Chicago and are surrendering a pet, please contact your local animal control or humane society.”

Recommendation(s) [Immediate]:

Recommendation #51: ACC should continue to only accept stray animals that were found inside ACC’s jurisdiction and should only accept owned animals from residents who live in ACC’s jurisdiction.

4.6.5 Confiscate Hold Times

While most animals at shelters are reclaimed within a few days, Citygate noticed that kittens at ACC that were reclaimed in 2018 had an astronomically high average length of stay of 47 days. Citygate asked ACC if they knew why reclaimed kittens had such a long length of stay. ACC looked over records for cats and kittens that were reclaimed and some of the reasons included:

◆ 13 animals were there because their owners were hospitalized (several long-term)
◆ 2 animals were there for extended stay due to a condemned home
◆ 3 animals were there because the owners were arrested
◆ 1 animal was microchipped, but the owner was staying out of town and ACC had to wait for pick-up to be arranged.

The St. Louis County animal ordinance Section 611.090 (d) gives ACC the authority to impound animals when there is no reasonably ascertainable person responsible for the pet, such as when a pet owner is taken to a hospital or police arrest a pet owner, leaving pets unattended. The ordinance requires the normal six-day hold for these animals, after which they can be made available for adoption. ACC’s policy requires holding these types of confiscates for 10 days, which is

18 https://www.sheltervet.org/assets/PDFs/shelter%20terminology.pdf
reasonable since it may take a longer to track down an owner in jail or in the hospital and for the pet owner to make arrangements for the animal to be picked up. However, even though these animals are being entered into the Chameleon software system with a 10-day hold, the shelter is at times acting more like a boarding facility and is holding the animals indefinitely until the owner can leave the hospital, jail, etc.

Because most animal services shelters are crowded and do not have the space to hold animals indefinitely and because the longer an animal stays in a shelter the more likely it is to get sick, most animal services operations do not handle these kinds of hospital, arrest, or eviction confiscations that way. Instead, they tell the owners that they must make arrangements to pick up the animal within the 10-day confiscate hold or have a friend, family member, or even a Rescue Group pick up the animal for them. They usually will require a letter or email from the owner allowing the designated person to pick up the animal. Some operations will send an ACO to the jail to obtain a signature if the owner has been arrested. As a courtesy, many shelters also waive reclaim and other fees in these types of circumstances. While shelters may work with the owner to offer a short extension, they do not hold these types of animals indefinitely. Instead they tell owners that if the animal cannot be picked up within the designated hold period then it will be made available for adoption. A non-profit organization that specializes in fostering animals for owners in these types of situations is [https://pactforanimals.org](https://pactforanimals.org).

**Recommendation(s) [Immediate]:**

**Recommendation #52:** If an animal is confiscated due to the owner being arrested for a non-animal related matter (e.g., DWI with dog in the car), hospital stay, eviction, or a similar reason, then ACC should immediately attempt to track down the owner (in hospital, jail, etc.) using the owner information the ACOs should have obtained from the police, relatives, neighbors, etc. when they confiscate the animals. Inform the owner that either they will need to reclaim the animal within 10 days or a friend or family member will need to claim the animal within 10 days. Provide a short extension to the deadline if needed to make arrangements. Waive all reclaim fees, if necessary. If asked, provide the owner with referrals to boarding facilities that may be lower cost or non-profit rescues or shelters that might help. If the owner does not reclaim the animal within the designated hold period, the animal should be made available for adoption or rescue.

### 4.6.6 Lost and Found

Citygate observed several staff members answering phone calls regarding lost animals. In all of the phone calls except one, the caller was told to check the [www.stllostpets.org](http://www.stllostpets.org) website and no other advice was given. In one phone call, the owner of the lost pet asked if the shelter had picked
up a particular breed they had lost. The staff member checked the handwritten log of impounded animals and told the caller that the pet had not been picked up and to check www.stllostpets.org.

While it is fantastic that area shelters have created a joint website that lists stray impounded pets, that does not mean that callers should only be referred to it. There may be pets in the ACC shelter that are not pictured online because they are undergoing medical treatments, are due for behavior evaluations (which currently takes their photos off of the website), have been picked up because of a bite, or for other reasons. There may also be animals on the Animal Control vehicles that are not yet checked in to the shelter. Breeds may be misidentified, or someone may forget to write an animal on the handwritten log. Other shelters have been severely criticized when pet owners have been told their pets were not at the shelter, only to find out that the pet was actually there and was later euthanized or adopted to someone else. Because of these reasons, staff should never tell callers that their pet is not at the shelter.

Furthermore, the www.stllostpets.org website does not always work properly. The first time Citygate checked the website via a Mac, only three dogs from the ACC were showing up on the website. When a manager checked the website using a computer at the shelter, none of the dogs were showing up. The next time Citygate checked, there were 10 pages of animals, but the webpage showed up automatically set to the tenth (last) page, and it may not be readily apparent to some people that they need to search back starting with page one. Furthermore, the website failed to allow access to page two from page one, and page two showed up after clicking on page three while on page one.

In addition, people who found stray animals with license tags and called ACC to find the owner information were told the shelter could not provide that information due to HIPAA regulations. Instead, the office staff member had to try contacting the owner themselves. Many shelters simply provide a first name and phone numbers to the caller who finds the tagged animal, since that does not include the release of any protected medical information.

**Recommendation(s) [Short-Term]:**

**Recommendation #53:** To attempt to reunite more pets with their owners, update the ACC lost pet webpage to state something similar to: “If you have lost a pet in St. Louis County, please perform the steps listed below. If you see your pet at our shelter, come to the shelter immediately with your driver’s license or state ID and bring proof of ownership (e.g., veterinary records, adoption/purchase receipt, pictures of your pet, etc.):

1. Look at the photos of found pets at St. Louis County ACC to see if we may have your pet. [include link to only photos of St. Louis County ACC stray pets] If your pet has been lost for more than
six days, also look at the photos of adoptable pets. [include link to photos of St. Louis County ACC adoptable pets]

2. Look at the photos of lost pets found at other animal shelters in the area to see if another shelter may have your pet. [include link to http://www.stllostpets.org/]

3. If you live in or near Florissant, visit Florissant Animal Control to see if they have your pet. [include link to https://www.florissantmo.com/topic/index.php?topicid=106]

4. Not all pets may be pictured online at all times, so visit our shelter in person every few days to look for your lost pet.

5. [List additional tips for finding a pet, including hanging signs, posting on social media, etc. Example: https://missionreunite.org/missing-pet-resources#1039097b-27dc-4f01-96df-4b07fc902df4]

Examples of other shelters’ lost pets pages can be found at the following websites:

◆ http://www.co.contra-cost.ca.us/2451/Search-for-Your-Lost-Pet
◆ http://www.austintexas.gov/department/lost-found-pet
◆ https://www.sdhumane.org/services/lost-and-found/lost-pet-plan.html
◆ https://slco.org/animal-services/pet-lost-and-found/

**Recommendation #54:** Callers should never be told that their lost pets are not at the shelter. They should instead be told that because not all photos may be online and because their pet could currently be on an animal control truck, that the staff cannot provide that information and the pet owner needs to follow the directions on the ACC lost pets page to search for the pets online and to also come to the shelter themselves to look.

**Item(s) for Consideration:**

◆ Determine if providing an owner’s first name and phone numbers would be considered a HIPAA violation when someone finds a stray animal with a license tag.
4.6.7 Florissant Animal Control

The City of Florissant has its own Animal Control Officers who pick up stray and biting animals from within their City limits and impound them at the Florissant Animal Control (FAC) shelter. FAC also accepts some owner-surrendered animals, though Citygate noticed that many Florissant residents brought their own animals directly to ACC to surrender them. Stray animals are held for seven days at FAC, after which they become the property of the City of Florissant. Bites are held for a 10-day bite quarantine. FAC stated that they rarely allow home quarantine for bites and that most bites are quarantined at FAC.

The FAC shelter has 21 dog kennels and 18 small animal cages. FAC has no Veterinarian on staff, so animals that require veterinary treatment are taken to their off-site contracted Veterinarian. Animals that are adopted ($40 adoption fee) are also transferred to the off-site Veterinarian for a rabies shot, then are brought back to FAC and adopted with a contract that requires the new owner to spay or neuter the adopted pet within 30 days. FAC also transfers some animals to Rescue Groups.

FAC says that because they are small, when they are crowded they bring animals to ACC. FAC also told Citygate that they transfer all of their aggressive and bite animals that are not reclaimed to ACC because they do not have a Veterinarian on site to euthanize them. (It may also be because the County offers the service for free.) Florissant ACOs drive the animals to ACC once per week. Some weeks when intake is low, they may send over only two to three animals, but according to ACC, during times of high intake (spring and summer) they may send over up to 18 to 20 animals in one day. According to FAC, they impounded 692 animals in fiscal year 2018 (December 1 through November 30), and 351 were reclaimed, 75 were adopted or rescued, and 266 were transferred to ACC.

FAC does not provide their impounded animals with any vaccinations, such as canine parvo/distemper (DHPP or DA2PP) or feline panleukopenia/calicivirus (FVRCP) on intake or at any time they are housed at its shelter. The ASV and all animal shelter experts, including ASPCA, the Humane Society of the United States, Maddie’s Fund, UC Koret, etc., state that all animal shelters should give core vaccinations to dogs and cats upon intake. FAC told Citygate that they do not provide vaccinations because they are a pound and not a humane society and because they do not have a Veterinarian on site. Animal shelters that do not have a Veterinarian on site can still give DHPP and FVRCP vaccinations on intake, they just cannot give rabies vaccinations. Prescriptions and Veterinarians are also not required to order these vaccines from many online sources.

With the exception of Rescue disinfectant, which is used on rotation in the dog kennels one week out of every three weeks, none of the products that FAC currently uses to disinfect its shelter reliably kills unenveloped viruses such as parvovirus, calicivirus, or panleukopenia. The ASV, as
well as the numerous experts, do not recommend using quaternary ammonia products to disinfect against unenveloped viruses since they are not effective.\(^\text{19}\) Please see:

- [https://www.aspca.org/sites/default/files/shelterdisinfectantposter.pdf](https://www.aspca.org/sites/default/files/shelterdisinfectantposter.pdf)
- [https://www.sheltermedicine.com/library/guidebooks/?utf8=%E2%9C%93&search%5Bslug%5D=canine-parvovirus/chapters/disinfection-how-do-you-get-rid-of-it](https://www.sheltermedicine.com/library/guidebooks/?utf8=%E2%9C%93&search%5Bslug%5D=canine-parvovirus/chapters/disinfection-how-do-you-get-rid-of-it)

**Disinfecting Products Used at Florissant Animal Control**

Disinfecting products used at FAC include:

- **Dogs (kennels/floors)** – each product is used for one week, then rotated every three weeks:
  - Consume – quaternary ammonia product
  - Rescue – accelerated hydrogen peroxide product
  - Germa Kill – quaternary ammonia product

- **Cats (litter boxes, kennels):**
  - Lemocide – quaternary ammonia product

Citygate is very concerned that animals coming from FAC may be bringing diseases into the ACC shelter. Several serious illnesses, including parvo and panleukopenia, have an incubation period of 3–14 days, with most occurring on days 5–7, so an animal could pick up the disease at any time they are housed at FAC, then could be transferred to ACC while the animals are still symptomless and incubating the disease. They could then spread the diseases to other animals at the shelter.

Staff told Citygate that ACC has had four outbreaks of parvo within the past six months, including in adult dogs. It is unusual for adult dogs to come down with parvo if they receive vaccinations on intake. ACC’s Veterinarians should research their prior parvo cases to determine if any of the dogs that initially broke with parvo came from FAC and broke out with the disease shortly after impound. They should also look at other diseases that have occurred within the past year, such as cases of panleukopenia, calicivirus, etc., to determine if any of those animals were transferred from FAC and broke out with the disease shortly after impound at ACC.

There is nothing in any ordinance that requires FAC to bring the animals that they own to ACC, as they could take their aggressive and bite animals to their off-site Veterinarian for euthanasia and could take the rest of the animals to any open admission shelter, or they could obtain a bigger or additional facility to hold the animals while they are attempting to get them adopted or rescued.

\(^{19}\) [https://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf](https://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf)
Recommendation(s) [Immediate]:

**Recommendation #55:** Even though Florissant Animal Control (FAC) staff work seven days a week, they are driving animals to ACC only once a week. ACC should practice managed admission for animals from FAC and should accept no more than three animals or one litter of animals from FAC on any day. That way, if FAC has 20 individual animals that it needs to transfer to ACC in a week, it will need to bring over no more than three each day so that ACC is not overwhelmed with more animals than it has room for on any given day. Managed admission is a common practice that is used in the overwhelming majority of animal services shelters that Citygate surveyed in the Animal Services Comparison Chart. For more information about managed admission, see Owner-Surrenders Section.

**Recommendation #56:** ACC should require FAC to bring paperwork that documents its attempts to contact the owner of any tagged or microchipped animal so that ACC does not have to repeat the process. ACC should also require FAC to bring a copy of any bite reports to help in making pathway decisions about an animal.

Recommendation(s) [Short-Term]:

**Recommendation #57:** To protect the animals in ACC from contagious diseases, the County should give FAC a 60-day notice that ACC will stop accepting any animal from FAC until FAC starts to vaccinate all incoming animals with either a DHPP/DA2PP for dogs or an FVRCP for cats within a few hours of intake, as per the Association of Shelter Veterinarians guidelines and the recommendations of all animal shelter experts. ACC should also require that FAC bring proof of the vaccinations (vaccine peel-off bottle labels or vet clinic receipt) and proof that the vaccinations were performed on the intake date (not just prior to transfer) for each animal. As a condition of accepting the animals, ACC should also require that FAC always use a disinfectant in its shelter and in the holding compartments of its vehicles from the following chart that is effective and reliable against non-enveloped viruses such parvo at the required dilution rate and contact time:

◆ [https://www.aspcapro.org/sites/default/files/shelterdisinfectantposter.pdf](https://www.aspcapro.org/sites/default/files/shelterdisinfectantposter.pdf)
4.6.8 Other Animal Shelters

Citygate was told by management that other animals shelters, such as the Animal Protective Association (APA), the Humane Society of Missouri (HSMO), Stray Rescue of St. Louis, the City of St. Ann’s Animal Shelter, and possibly the City of Bridgeton Animal Shelter, also occasionally transfer animals from their shelters to ACC. Citygate was also told that Rescue Groups also have returned animals or have turned in animals obtained elsewhere that they said they could not adopt out. Management stated that a few of the animals being transferred over from APA or HSMO are bites. In other cases, APA and HSMO are quarantining their bite animal at their shelters. Animal shelters are also transferring over animals for other reasons.

In addition to bite quarantines, Citygate was told by ACC management that the APA has been sending over aggressive dogs that have not bitten. These are dogs that someone in the public has been able to handle and turn in to their shelter. For instance, during Citygate’s on-site observation there were two dogs in the shelter that had been transferred over from the APA for aggression, a Cane Corso (A124608) and a dog named Mr. Rabbit (A124712). Citygate also observed that these two dogs from APA were two of the 10 animals in total that were euthanized at ACC during Citygate’s six-day observation.

Citygate was told that Mr. Rabbit was surrendered by his owner to the APA for aggression. Management was unable to tell Citygate if the Cane Corso had been surrendered to the APA or had been brought in as a stray to the APA. Management told Citygate that the APA is transferring these animals to ACC because it said it is not set up to handle them. It seems to Citygate that the APA should be responsible for euthanizing the aggressive animals in its shelter rather than sending them to ACC for euthanasia. Surrendered aggressive animals only need to be held for 24 hours prior to euthanasia, and there are numerous methods that their Veterinarian can use to safely euthanize them, including adding a large dose of a sedation drug such as acepromazine in their food prior to euthanasia and then giving them an injection of xylazine/ketamine, as is standard in animal shelter euthanasia. Just like at any other shelter, if an aggressive animal must be held for a stray hold, the APA could place warning signs on their cage and a small lock on their cage door. It could also use a catch pole if it needed to move the dog out of the kennel.

**Recommendation(s) [Short-Term]:**

**Recommendation #58:** Ensure that all animal shelters that hold animals and then transfer them to ACC provide preventative vaccinations on intake and disinfect with a product that inactivates unenveloped viruses. ACC should request that all shelters and Rescue Groups that transfer animals to its shelter provide medical records for the transferred animals that show proof of vaccinations, treatments, and dates, and paperwork that documents all attempts to contact owners of stray pets with identification.
**Item(s) for Consideration:**

◆ Unless there is a special circumstance, discontinue having ACC pick up or accept aggressive animals from other shelters that have shelter Veterinarians on staff. These shelters should be responsible for euthanizing the aggressive animals in their shelters instead of sending them to ACC for euthanasia.

### 4.7 CLEANING AND DISINFECTION

#### 4.7.1 Cleaning and Disinfecting Products

There are two steps to sanitizing an animal shelter: 1) cleaning, which is the removal of debris and organic material, and 2) disinfection, which is the process of using chemicals to inactivate pathogens. Some of the diseases commonly seen in animal shelters, such as unenveloped viruses (parvovirus, calicivirus, panleukopenia) and ringworm, are very difficult to inactivate and only a few types of disinfectants will work. To be effective, it is important that disinfectants are properly diluted and remain on all surfaces for the required contact time to kill the pathogens.

Four cleaning and disinfecting products were seen at ACC: Rescue, bleach, dishwashing detergent, and Pine-o-lene.

**Rescue disinfectant**, formerly known as Accel, was the disinfecting product seen in use in all of the cat and dog cages and kennels. Rescue is an accelerated hydrogen peroxide product that is recommended for use in animal shelters because of its combination cleaning and disinfecting ability and its ability to kill pathogens, including unenveloped viruses and ringworm, when mixed at the proper strength and given the adequate contact time on surfaces (e.g., unenveloped viruses killed in 10 minutes if concentrated at four ounces per gallon; unenveloped viruses and ringworm killed in five minutes if concentrated at eight ounces per gallon). At ACC, the Rescue seen in use in the dog rooms was supposed to be diluted to four ounces per gallon, though the amount of water put into each bucket/container varied. The cat SOPs state the spray bottles should be diluted to two ounces per gallon, which would not kill unenveloped viruses, though all of the spray bottles seen in use were labeled as diluted to eight ounces per gallon.

**Bleach**, or sodium hypochlorite, kills unenveloped viruses and ringworm when mixed at the proper strength and given an adequate contact time on surfaces of 10 minutes. However, it is inactivated by organic material, can be irritating to the respiratory tract, and can be corrosive to surfaces. Additionally, bleach has a shelf life of approximately one year if stored at room temperature (approximately 70º F) and starts to degrade when exposed to light and heat.\(^{20}\) Bleach (a formulated solution of at least 5.25 percent sodium hypochlorite) is considered effective against unenveloped viruses at a 1:32 ratio (four ounces per gallon) or at a 1:10 ratio for ringworm. Bleach was not

observed in use at the shelter, and it is unknown what dilution rate is being used. The SOPs also did not state what dilution rate should be used. Citygate was told that bleach was used to disinfect cages that had known parvo or other diseases. A staff member also stated that they sometimes pour bleach directly into drains to deodorize them and also sometimes pour it directly onto the floor in the dog kennel rooms to clean them. A manager stated that they pour a little bleach into the soapy water used to clean dishes, but they did not measure the amount.

**Dishwashing detergent** (Envirotex Pride brand) was mixed with water and used to spot-clean cat cages. The dishwashing detergent was also used to mop floors in the stray cat room and cat adoption rooms. The dishwashing detergent was also seen in the dog holding rooms; however, Citygate did not observe it being used in those rooms.

**Pine-o-lene** was used to clean the garage floors, to occasionally scrub the floor in the 300s and 400s, to pour down the drain in the 300s and 400s to make it smell good, and to spray in the pebble dog play yard. Pine-o-lene is a pine oil product that contains phenols, which is highly toxic to dogs and cats. The Pine-o-lene could potentially seep into the cages when scrubbing the kennel hallway floors, especially in the 300s where the glass doors are raised. Dogs could also come into contact with the product in the pebble play yard or when the garage floor is cleaned. This product should not be used in an animal shelter and should be discarded or relocated to another County facility that does not house animals.

It is extremely important not to mix certain disinfectants, such as Rescue and bleach, because the results can produce a chemical reaction that can be toxic. One kennel staff member told Citygate that they learned that lesson the hard way, because they had not been told not to mix the disinfectants. That staff member had been at the shelter for less than a year and stated that newer staff members were now being warned not to mix disinfectants.

**Recommendation(s) [Immediate]:**

**Recommendation #59:** Discontinue using Pine-o-lene at ACC. Discard or relocate the drum of Pine-o-lene to another County building to ensure it is never used around animals. Ensure products purchased in the future are made specifically for use in animal shelters or are known to be safe for use at animal shelters. Many shelters use Dawn dishwashing detergent as a general degreaser and purchase kennel deodorizers made specifically for that purpose. (ACC was made aware of this recommendation prior to release of this report.)
Recommendation #60: Ensure the staff is trained and the Standard Operating Procedure states not to mix disinfectants and not to apply one disinfectant after another before first thoroughly rinsing and drying.

Recommendation(s) [Short-Term]:

Recommendation #61: Update the SOPs to list each disinfecting product, the ounces per gallon dilution that should be used, and the required contact time necessary to kill unenveloped viruses before rinsing or wiping dry.

Recommendation #62: Measure and draw fill lines with permanent marker on the outside of all containers and tubs used to dilute Rescue to ensure it is properly diluted.

Recommendation #63: Bleach should not be poured straight from the bottle directly on the kennel floor and instead should always be properly diluted before use.

4.7.2 Cat Cage Cleaning

For many years, the standard approach to cleaning cat cages was to perform a full cleaning each time: remove the cat from the cage, spray the cage with disinfectant, leave the disinfectant for the required amount of contact time to disinfect, and when done, return the cat to the cage. However, after research was performed on the causes of disease in shelter cats, the recommended strategy for cleaning cat cages in an animal shelter changed. Experts now say that the pathogens obtained when the cat is removed from the cage, the chemical smells, and the stress involved in the process can actually cause the spread of disease and can be detrimental to a cat’s health. Experts now recommend spot-cleaning on a daily basis and only performing a full cleaning when cages are very soiled or before a new cat is being moved into the cage.22 23 24

Spot-cleaning involves leaving the cat in the cage and tidying up around it rather than removing the cat from the cage and disinfecting the cage. Proper spot-cleaning minimizes the cats’ exposure to fomites, which are objects such as tools, the floor, or a staff member’s hand or clothing that may be contaminated by a pathogen and can contribute to the spread of disease.

Citygate observed cleaning of both the stainless steel cat cages in the 200s (Stray Cats) and the laminate-covered particle board cages in the 100s (Cat Adoption).

Each cat in the Cat Adoption Room was observed having portals open in four connecting cages so that the cat could move around freely through four cages. During the cleaning process, instead of

---

22 https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&search%5Bslug%5D=spot-cleaning-cat-cages
24 https://www.aspcapro.org/webinar/20110526/shelter-guidelines-sanitation
leaving the cat in one of the cage compartments and closing the portal, as per the ACC SOPs and best practices, the staff member coaxed the cat out of the cage and onto the floor so he could run freely around the room. Instead of shaking out the litter and debris on bedding over a trash can or over the newspaper in the cage, the bedding was shaken out over the floor and then was hung over the cage door, as shown in Figure 8.

This potentially spreads pathogens to the floor and exposes the door to any pathogens on the bedding, potentially making the door a fomite. This could spread pathogens to the next cat or next bedding hung over the door if the cage is not disinfected. Remaining litter in the cage was wiped into a dust pan, then the pan was temporarily placed on the shelf in a cage, potentially exposing the cage shelf to any pathogens on the dust pan. The cage was then wiped out with a dishwashing detergent solution.

**Figure 8—Cat Cages During Cleaning**

The staff member stated that when a cat was adopted and permanently left its cage, the cage was also wiped out with dishwashing detergent prior to placing a new cat in the cage. This means that the cages in the cat adoption room are never being disinfected, at least not when this particular
staff member is cleaning, which is against current SOPs and best practices. According to the staff member, after all cages were cleaned, the floor was swept and mopped with dishwashing detergent or occasionally pet shampoo, which means the floor is also never being disinfected even though all cats in the room were walking on it during the cleaning process.

The staff member did not mop or clean the cat Get Acquainted Room and did not know if anyone did, but said that volunteers might occasionally tidy up that room. The Get Acquainted Room, large cage in the center of the cat adoption room, and front window cages had carpeted cat trees in them. SOPs stated that the trees are supposed to be disinfected daily, but this was not occurring. Experts advise that carpeted items are not recommended for use in open-admission animal shelters because they cannot be fully disinfected and can harbor ringworm and other pathogens.

The staff member that was observed cleaning the stainless steel cages in the stray cat room first looked at all of the cats in the room to determine if any of them had any health issues. The staff member noticed that several of the cats had diarrhea, so they noted that in Chameleon and also obtained fecal samples for the veterinary staff. Several other cats in the stray room were already being treated for diarrhea or for an upper respiratory issue, even though this was not the sick cat room.

Once the health check had been completed, the staff member started cleaning the cages. The staff member started on one side of the room and worked down instead of cleaning the cages of healthy cats first as per Association of Shelter Veterinarians best practices. Portals had been installed in the stray cat room approximately one week before. The staff member coaxed the cat into one side of the cage and closed the portal. The staff member then shook the litter and debris on the bedding onto the floor, thus potentially putting pathogens from the sick cats on the floor, and wiped out the cage with a dishwashing solution. The bedding was returned, the litterbox was changed, and the water was refilled. The cat was then coaxed to the other side and the process was repeated. When both sides were completed, the portal was opened so the cat could move freely.

The staff member was also observed cleaning a cage that was vacated by a cat and was now empty so needed a full cleaning. The staff member did not wear gloves when cleaning the empty cage, but did wear gloves when cleaning the cages with cats. Rescue solution was sprayed on the empty cage, but it was wiped up almost immediately without proper contact time, which means the cage was not being properly disinfected. The staff member indicated that after cleaning was completed the litter and debris on the floor was swept and mopped with a dishwashing solution. This means that the floor potentially harboring pathogens is also never being disinfected.

Cat cages took longer to clean than at most shelters. During spot-cleaning, staff are only supposed to tidy up the cage. Many shelters place a thick layer of newspaper on the cage floor, slightly shake

the litter on bedding over the newspaper (or if heavily soiled, over a trash can), roll up the top layer of newspaper, throw it away, and then replace the litter and/or litterbox. Spot-cleaning usually does not involve spraying the occupied cage with anything unless is it very dirty.

A manager entered the stray cat room toward the end of the cleaning process. As the manager walked by the cat cages, the manager touched four cats directly on the nose/mouth area with the same ungloved finger in a manner of greeting, even though many of them were being treated for illness. The manager then sat down on top of all the dirty litter still all over the floor, opened a bottom cage door, and coaxed a cat out of the cage and onto the dirty floor, still covered with litter, which may have been harboring pathogens. The cat walked on the dirty floor, then the manager performed a quick behavior exam of the cat, which included flipping the cat on his back and inserting the same finger that had just touched the noses/mouth area of many cats into the cat’s mouth. This exposed the cat not only to the pathogens that might have been in the litter or on the floor but also to any pathogens on the manager’s finger. This also made the manager’s pants a potential fomite, which could spread disease to other areas where the manager might sit, for instance, in the cat Get Acquainted Room. This shows a lack of understanding of disease transmission and prevention.

Based on information Citygate heard from ACC managers, the rate of several cat diseases frequently seen in many open-admission animal shelters, such as ringworm, has been low. However, Citygate has observed large outbreaks of disease at open-admission animal shelters that were not properly disinfecting. It can take only one cat with the disease to cause a tremendous outbreak in those situations; therefore, Citygate recommends disinfecting to prevent the spread of these diseases.

**Recommendation(s) [Short-Term]:**

**Recommendation #64:** To prevent disease transmission, cat cage cleaning Standard Operating Procedures (SOPs) should be updated and enforced to properly clean and disinfect cages:

**64.1:** Cat cleaning SOPs should be divided into spot-cleaning and full cleaning. Spot-cleaning means that cats are either moved to another compartment or are left in their cages while the cage is cleaned. No disinfectant should be used inside the cage during spot-cleaning. Spot-cleaning should be performed on a daily basis, and full cleanings should be performed when the cage is very dirty or when a cat has permanently vacated a cage.

**64.2:** Staff members should always wear gloves when cleaning and should change gloves between each cage cleaning.
64.3: Cats should be contained in one compartment or in their cage and not allowed to run around the room during the spot-cleaning process. If a full cleaning is needed for an occupied single-sided cage, the cat should be removed and placed in a cardboard cat carrier with their Animal ID written on it or placed into an empty clean cage that is disinfected afterward.

64.4: All cat rooms should be cleaned in order of susceptibility to disease and risk of transmission, ending with the animals that carry the highest risk of transmitting disease. Therefore, the order of cage cleaning in all cat rooms should be: healthy kittens, healthy adult cats, sick kittens, sick adult cats, then felines with very contagious diseases.26

64.5: Bedding should never be shaken out over the floor and instead should be shaken out over the newspaper or over a trashcan, with care to not touch the bedding to the trashcan if the bedding is being returned to the cage.

64.6: Tools and items used during cleaning, such as dust pans or spray bottles, should not be placed down inside the cages. Items that will be returned back into the cage, such as water bowls or bedding, should not come into contact with the floor or any non-disinfected item/surface before being placed back into cages.

64.7: During full cleanings, Rescue should be diluted to kill unenveloped viruses and should be left on the surface for the proper contact time (five minutes for eight ounces per gallon of Rescue or 10 minutes for four ounces per gallon) prior to being wiped and dried.

64.8: After cage cleaning is completed, the floor in the cat rooms should be swept and mopped with Rescue diluted to kill unenveloped viruses.

64.9: The cat Get Acquainted Room should be cleaned as part of the daily cat adoption room cleaning process. All toys that cannot be disinfected should be removed and replaced with new toys or newly disinfected toys. Disinfectable toys should be sprayed with Rescue and left on for the appropriate amount of time before

drying. The floor should be swept and mopped with Rescue diluted to kill unenveloped viruses.

**Recommendation #65:** Because carpeted cat trees cannot be properly disinfected, many experts do not recommend using them in open admission animal shelters and instead recommend using only products that can be disinfected at least daily. One product designed specifically for use in open admission animal shelters is the Kuranda Cat Tower in Figure 9. If ACC decides that the risk of ringworm is low and they would like to continue to use carpeted cat trees, the trees should be frequently discarded and replaced, preferably with brand new cat trees.

**Figure 9—Kuranda Cat Tower**

**Recommendation #66:** Managers should frequently observe staff while they are cleaning and disinfecting to ensure that Standard Operating Procedures are being followed, rather than just relying on a checklist and checking the rooms afterward to see if they visually look clean.

**Recommendation #67:** Current Standard Operating Procedures state that feral cats should be removed with a net when their cages are too dirty. Best practices are to place a feral cat den in each feral cat cage and to close the den’s portal with a den hook or other tool during cleaning so the cat cannot escape. The den can also be closed and carried when a feral cat needs to be moved. The feral cat cages are currently too small to hold both a litterbox and a feral cat den, but the dens should be purchased and used
once portals are installed into the cages. Sources for feral cat dens includes:


**Recommendation #68:** Disposable litterboxes should be used and discarded daily in all cages that house sick cats. If the shelter can afford it, disposable litterboxes should be used in all cat cages except in the Cat Adoption Room. Many animal shelters use cardboard boxes as litterboxes, either purchased or obtained, while others use half-size disposable steam pans. Steam pans can occasionally be used for more than one day in healthy cat cages before they need to be discarded. There are many sources and different sizes available. The following examples cost between 20 and 25 cents each:

◆  https://www.samsclub.com/sams/half-steamtable-pan-36-ct/prod20994197.ip?xid=plp_product_1_1

**Figure 10—Disposable Litterbox Option**

**Recommendation #69:** Managers who oversee the cat and dog areas, and their managers, should be required to read and watch basic training information about disinfection and disease prevention. The managers should also train all staff who handle animals, including Animal Control Officers, in disinfection and disease prevention basics so that they understand the importance of following Standard Operating Procedures. Suggestions include the following links, though recent studies made after some of these were written have determined that Rescue disinfectant is effective
against ringworm, so it is currently the most widely recommended product for animal shelters. Additional training at the Humane Society of the United States Expo and other animal welfare classes and conferences are also recommended:

- [https://www.maddiesuniversity.org/](https://www.maddiesuniversity.org/)
- [https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&site=sheltermedicine&search%5Bslug%5D=sanitation-in-animal-shelters](https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&site=sheltermedicine&search%5Bslug%5D=sanitation-in-animal-shelters)
- [https://www.youtube.com/watch?v=PyR8gsKpEcI](https://www.youtube.com/watch?v=PyR8gsKpEcI)
- [https://www.aspcapro.org/webinar/20170711/shelter-sanitation-1](https://www.aspcapro.org/webinar/20170711/shelter-sanitation-1)
- [https://www.aspcapro.org/webinar/20170718/shelter-sanitation-2](https://www.aspcapro.org/webinar/20170718/shelter-sanitation-2)

### 4.7.3 Dog Kennel Cleaning

Dog kennel cleaning was observed being performed in the 300s (Dog Adoption), 400s (Dog Pre-Adoption), 500s (Dog Intake), and 700s (Dog Bite Quarantine).

Ideally, every dog in a shelter should have a double-sided dog run for more room to move around, so they can eat and rest on one side and eliminate on the other, and to facilitate the kennel cleaning process. When a dog has a double-sided run, the dog can be moved to one side, the guillotine door can be lowered, and the empty side can be thoroughly cleaned and disinfected before moving the dog to the clean side and repeating the process. Even though all the dog kennels were double-sided, due to the current number of dogs being housed, all dogs were housed in a single kennel with the guillotine doors always kept down during Citygate’s observation, with the exception of a few aggressive dogs in the 500s. This means that the kennel cleaning process is much more cumbersome.

Two Animal Caregivers were observed cleaning each dog room, and two ACOs were observed cleaning the Dog Quarantine Room. At most animal shelters, only one Animal Caregiver cleans each similarly sized room, though if one finishes their area they are often told to help out in the other rooms. At most shelters Animal Caregivers are given four hours to clean the shelter before...
opening. At ACC, some of the Animal Caregivers were given over four hours, but most were only given three hours.

To clean cages in the 300s and 400s, the dogs on the far side of the room were moved across the hall into the smaller, stainless steel cages. Feces was then removed from the original cage with a scooper, but large amounts of feces smeared on the floor were still left in some kennels. A dog bowl was then used to scoop up one bowlful of Rescue solution from either an old Accel bucket or Tidy cat tub, which was then splashed onto the far wall of the dog kennel. The Rescue solution splashed from the bowl covered, at most, 10 percent of the kennel wall and floor surfaces. After the kennels in the row were each splashed, the kennels were then immediately rinsed with the power wash system. This meant that the kennels were never being disinfected.

Figure 11—Bowl and Tub with Rescue Used to Splash Kennel

Once the first dog’s kennel had been cleaned (but not disinfected), the guillotine door was opened and the dog in the kennel on the other side of the run was moved into the just-cleaned, still very wet kennel. The second dog’s original kennel was then poop scooped, splashed with one dog bowlful of Rescue, and then rinsed with the power washer once the entire row was splashed. That kennel was then dried, the guillotine door was raised, and the second dog was moved back into their original kennel. The guillotine door was again closed. Since the second dog had been placed in the first dog’s kennel, the entire process was then repeated for the first kennel—it was again splashed, rinsed, and this time dried before the first dog was moved back. The now empty stainless steel cage was then splashed, rinsed, and dried. To dry the stainless steel cages, water was swept
out with a broom, which was also used to sweep the dirty floor in between sweeping out each of the stainless cages.

In the 500s, the process was similar, but even more complicated. Approximately five dogs that were known to be friendly were moved into the outside dog kennels. It was below freezing outside when Citygate observed the 500s being cleaned one morning, and an extremely emaciated dog that had been picked up the day before was placed in an outside run. When Citygate asked why he was placed outside since the dog was obviously emaciated and shivering, Citygate was told it was because he was one of the only friendly dogs that could be moved because the rest were aggressive and too difficult to handle.

At the time of observation, two or three of the dogs in the 500s had been given double-sided runs because they were either aggressive or were on bite quarantine and there was not any space in the Bite Quarantine Room. Those dogs were coaxed to one side of those kennels, and each side of those kennels were scooped, splashed, rinsed, and dried. The other dogs in the room were moved either to the other side of the kennel where a dog had formerly been before being moved outside or across the room to a stainless steel kennel. Empty cages in the room were splashed with one dog bowlful of Rescue and rinsed with the power wash system as previously described. Also, as previously described, the cages where dogs were temporarily moved to were splashed, rinsed, and dried a second time before the original dogs were moved back. The cement outside dog runs were never observed being disinfected, though a staff member said they are sometimes power washed.

The Dog Quarantine Room contained kennels with guillotine doors on the side so that they could be cleaned by moving each dog to a cage on one side of it. However, because all of the kennels were full, one aggressive dog needed to be moved out of its kennel and into a stainless cage across the room to empty a kennel so a dog could be moved down. Moving a dog out of its cage is not a recommended method for dogs that are being quarantined due to a bite; however, due to the design of the room it is currently the only method available. Staff members stated that it can sometimes be dangerous when all of the dogs in that room are very aggressive. The cages in the Dog Quarantine Room were all similarly cleaned with the scoop-splash-rinse method, and most of the kennels needed to be cleaned twice because another dog had been moved into them.

Staff members told Citygate that there have been four parvo outbreaks in the dog kennels in the past six months, including in adult dogs and in the Pre-Adoption Room. Parvo outbreaks would not be surprising since the current kennel cleaning procedures are not providing any disinfection. To disinfect, Rescue or any other disinfectant used must cover the surfaces that it is expected to disinfect, and it must remain on the surface for the required contact time to kill the pathogen. To kill unenveloped viruses such as parvo, Rescue must be applied to all surfaces and left on the surface for five minutes if diluted to eight ounces per gallon or for 10 minutes if diluted to four ounces per gallon, which is the current dilution rate for dog kennels. Because Rescue is only being applied to a fraction of the kennel surfaces and is not being left on the surfaces for the required
contact time before rinsing, none of the kennels were ever being disinfected. However, due to the very high pressure in the power wash system, some pathogens may be being manually rinsed away during the cleaning process.

Most shelters apply Rescue using a low-pressure hose-end applicator, which foams and dispenses the correct ounces per gallon of disinfectant. The hose-end foaming applicator most often used by animal shelters with power wash systems similar to ACC’s is the Lafferty Model 20 SS Compact Airless Foamer (Model #969621-B). This product can be attached to the power wash system with a quarter-inch quick connect valve. The product comes with metering tips that deliver the correct amount of Rescue disinfectant based on the pressure as measured in pounds per square inch (PSI) and gallons per minute (GPM). Citygate was told by shelter management that the current power wash system is set to 1000 PSI and 2.75 GPM. At that pressure, Citygate recommends using a yellow-green metering tip to deliver a 31:1 ratio, or 4.1 ounces of Rescue foam per gallon. If the PSI or GPM is changed, then another metering tip must be used based on calculations that can be obtained from Lafferty. The hose end system costs $250 if purchased from Lafferty. For more information, contact Lafferty directly at 1-800-999-2820, or email paul@laffertyequipment.com.

Another option would be to purchase hand-held pump-up foamers. Lafferty’s 1.5-gallon foamer costs $123, and its three-gallon foamer costs $147. The manufacturer of Rescue recommends using Lafferty foamers, but hand-held pump-up foamer models can also be purchased from a wide variety of other sources, the following of which are only a few options:

- [https://www.viroxanimalhealth.com/sprayers-foamers-bottles](https://www.viroxanimalhealth.com/sprayers-foamers-bottles)
- [https://www.laffertyequipment.com/products/925004/](https://www.laffertyequipment.com/products/925004/)
- [https://www.laffertyequipment.com/products/925005/](https://www.laffertyequipment.com/products/925005/)

The squeegees seen being used in the dog kennel areas had a hard, somewhat brittle surface that did not dry the area well. Citygate recommends using a foam-type squeegee instead. Examples can be purchased from many vendors, including:

- [https://www.uline.com/Product/Detail/H-2849/Mops-Squeegees-and-Carts/Foam-Industrial-Floor-Squeegee-30?pricode=WA9167&gadtype=pla&id=H-2849&gclid=EAIaIQobChMI3NePwuGC4QlVtGCh1xugRCEAQYBSABeJcMvD_BwE&gclsrc=aw.ds](https://www.uline.com/Product/Detail/H-2849/Mops-Squeegees-and-Carts/Foam-Industrial-Floor-Squeegee-30?pricode=WA9167&gadtype=pla&id=H-2849&gclid=EAIaIQobChMI3NePwuGC4QlVtGCh1xugRCEAQYBSABeJcMvD_BwE&gclsrc=aw.ds)
- [https://www.amazon.com/Carlisle-36633000-Flo-Pac-Squeegee-Reinforced/dp/B00B03RE3W/ref=sr_1_9?keywords=squeegee+foam&qid=1552605367&s=gateway&sr=8-9](https://www.amazon.com/Carlisle-36633000-Flo-Pac-Squeegee-Reinforced/dp/B00B03RE3W/ref=sr_1_9?keywords=squeegee+foam&qid=1552605367&s=gateway&sr=8-9)

While feces in the dog kennels seemed to be spot-cleaned fairly frequently throughout the day, Citygate observed several dogs that were left for some time in messy cages. Animal Caregivers should check all kennels in the shelter at least every 15 minutes and spot-clean as necessary. Volunteers should be trained to assist with spot-cleaning in the dog public access rooms.

Once ACC is moving animals out expeditiously and fewer dogs are being housed at any given time, then, whenever possible, it is recommended that each dog in the 500s and 600s be each given their own double-sided dog kennel. Whenever possible, the dogs in the Dog Quarantine Room should also be given double-sided cages by opening every other side guillotine. This will cut the current cleaning process time in half and will also give the dogs more room. During times of high intake, the guillotine door could be closed and both sides of the kennel could be used.

Until dogs can be housed in double-sided kennels, it is recommended that some kennel cleaning procedures be changed to save time and save the amount of disinfectant used. Citygate suggests that all friendly dogs housed in individual kennels in the 300s and 400s be moved into the stainless steel cages on the far side of the room when cleaning their kennels instead of moving them across into the kennels on the other side of their guillotine. The stainless cages are much smaller than the kennels, so applying the disinfectant will take less time, the amount of disinfectant used will be much less, and the drying process will take less time. This should also be done for animals housed in single-sided kennels in the 500s and 600s if they are friendly enough to handle.

One Animal Caregiver should be able to handle cleaning and disinfecting each dog room. The steps in the 300s and 400s would be:

1. Move dogs in the far row kennels to the stainless steel cages across from them.
2. Scoop feces in kennels. Clean kennel so there is no visible organic material.
3. Apply Rescue foam to all surfaces of the kennel, including the walls, door, and floor. Let sit.
4. Go to the opposite far row of the room. Move dogs in those far row kennels to the stainless steel cages across from them.
5. Scoop feces in kennels. Clean kennel so there is no visible organic material.
6. Apply Rescue foam to all surfaces of the kennel, including the wall, door, and floor. Let sit.
7. Return to the first row of kennels since the foam has been sitting longer than 10 minutes. Rinse and dry all kennels. Ensure water bowls have fresh water. Replace dogs in their original kennels.
8. Spray Rescue foam in the stainless steel cages just used. Let sit.
9. Return to the second row of kennels since it has been longer than 10 minutes. Rinse and dry all kennels. Ensure water bowls have fresh water. Replace dogs in their original kennels.

10. Spray Rescue foam in the stainless steel cages just used. Let sit.

11. Rinse and dry stainless cages in the first bank since it has been more than 10 minutes.

12. Rinse and dry stainless cages in the second bank since it has been more than 10 minutes.

13. Repeat the previous steps for the two middle rows.

Compare that process to the one that would be taken if animals are housed in a double-sided kennel:

1. Call dogs to one side of the kennel and close the guillotine doors. Go to the empty side and scoop feces in kennels. Clean kennel so there is no visible organic material.

2. Apply Rescue foam to all surfaces of the kennel, including the walls, door, and floor. Let sit for 10 minutes.

3. Rinse and dry the kennels. Open the guillotine door and call the dogs over to the now dry side of the kennel. Close the guillotine door.

4. Scoop the feces on the empty side of the kennel. Clean the kennel so there is no visible organic material.

5. Apply Rescue foam to all surfaces of the kennel, including the walls, door, and floor. Let sit for 10 minutes.

6. Rinse and dry the kennels. Fill the dog bowl with fresh water. Open the guillotine door.

**Recommendation(s) [Short-Term]:**

**Recommendation #70:** To prevent disease transmission, dog kennel and cage cleaning Standard Operating Procedures should be updated and enforced to properly clean and disinfect:

70.1: All visible feces left on the floor of the dog kennels should be removed prior to applying disinfectant.

70.2: Apply the Rescue disinfectant to all surfaces in the kennel using either a power wash hose-end foamer using the correct metering...
70.3: The disinfectant should be left on the surfaces for the proper contact time to kill parvo (10 minutes for Rescue if diluted at four ounces a gallon, five minutes for Rescue if diluted at eight ounces a gallon, and 10 minutes if using a half cup of bleach per gallon). The disinfectant should then be rinsed and the kennel dried.

70.4: To save time and the amount of disinfectant used, until dogs can be housed in double-sided kennels, it is recommended that kennel cleaning procedures be changed to move all friendly dogs housed in individual kennels in the 300s and 400s into the stainless steel cages on the far side of the room when cleaning their kennels instead of moving them into the cages on the other side of their guillotine. The stainless cages are much smaller than the kennels, so applying the disinfectant will take less time, the amount of disinfectant used will be much less, and the drying process will take less time. This should also be done in the 500s and 600s for animals friendly enough to handle. One Animal Caregiver should be able to handle each room instead of pairing up in twos.

70.5: Managers should frequently observe staff while staff is cleaning and disinfecting to ensure that SOPs are being followed, rather than just relying on a checklist and checking the rooms afterward to ensure they visually look clean.

70.6: Sick or emaciated dogs should not be placed in the outside kennels during very cold weather. Outside kennels should be disinfected between uses.

70.7: Animal Caregivers should check for messes every 15 minutes and spot-clean as necessary. Volunteers should also be trained to spot-clean dog kennels in public access areas.

4.7.4 Other Area Cleaning

Animal truck compartments were not being disinfected between each new animal and instead were only disinfected if they became visibly soiled. This is not considered a best practice. All animal holding compartments should be disinfected and bedding changed between uses by different animals. The Intake Processing Room floor should be disinfected daily, and areas that animals contact during intake should be disinfected between animals.

Food and water bowls are currently being washed and then run through a commercial dishwasher.
The dishwasher does not have a sanitizing cycle and seems to be just rinsing the bowls. The food and water bowls should be disinfected before being placed in the dishwasher, as is required in the SOPs. All dog and cat toys should be cleaned and disinfected between uses by another animal.

**Recommendation(s) [Short Term]:**

**Recommendation #71:** All cages, carriers, crates, feral cat traps, and vehicle animal holding compartments should be disinfected to kill unenveloped viruses between uses by different animals.

**Recommendation #72:** All tools, tables, and other items that either come into contact with a new animal or are used in an animal’s cage should also be thoroughly disinfected to kill unenveloped viruses between each new animal. Catch poles should also be disinfected daily.

**Recommendation #73:** The Dog Processing Room floor and other floors/hallways where newly arriving dogs are walked should be disinfected daily with an amount of disinfectant required to kill unenveloped viruses. Specific areas of floors should also be disinfected to kill unenveloped viruses when they are visibly soiled with organic material and immediately after being walked on by an animal with a known contagious disease like parvo.

** Recommendation #74:** As per the current Standard Operating Procedures, after washing, dishes should be soaked in a bleach or Rescue solution diluted to kill unenveloped viruses prior to pacing them in the dishwasher.

**Recommendation #75:** Dog and cat toys should be disinfected between uses by different animals.

**Recommendation #76:** All animal holding compartments on animal control vehicles should be disinfected to kill unenveloped viruses between each animal.

### 4.8 Feeding

Cats were observed being fed during the cleaning process, and all cats were fed an appropriate amount of food. The dogs were fed twice a day, prior to cleaning in the morning and in the afternoon. Feeding dogs twice a day is considered ideal in an animal shelter. The SOPs have the following feeding guidelines for dogs:

- Up to 25 pounds = 1 cup twice a day
- 25–50 pounds = 1.5 cups twice a day
◆ 50–75 pounds = 2.5 cups twice a day
◆ Over 75 pounds = 4 cups twice a day

However, a sign that was hung on the wall in the dog kennels had a slightly different feeding guideline. The sign also did not specify if the amount was to be fed to dogs once or twice a day.

Each dog was fed using a measured scoop that held two cups of food. One Animal Caregiver was observed feeding all of the medium-sized dogs two scoops (four cups) per feeding, while another Animal Caregiver was observed feeding all of the same-sized dogs one scoop (two cups) per feeding. Citygate also saw records for two thin, medium-sized dogs whose records indicated they were only being fed one cup of food in the morning and half a cup of canned food in the afternoon for several weeks at a time, which is not enough food.

The Koret Shelter Medicine Program at UC Davis (UC Koret) recommends that for most dogs it is acceptable to initially feed the maximum amount on the dog food bag for the animal’s size and then tailor the amount of food based on their body size and adjust as needed when the animals have been in the shelter for more than two weeks.\(^{28}\) Therefore, a thin, highly active dog would be fed more than the same-sized older, heavier dog.

Some animal shelters feed their dogs even more than the recommendation on the bag because dogs in an animal shelter that are very well fed tend to be more content and less stressed.

**Recommendation(s) [Short Term]:**

**Recommendation #77:** Ensure staff members are initially feeding dogs the amount of food that the Veterinarians are recommending per feeding, then allow the staff to tailor the amount of food based on the animal’s age, activity level, weight, and condition (e.g., a young, very active dog may need more than recommended, while a sedate, overweight senior citizen dog of the same size may need less). Veterinarians should specify how much each underweight dog should be fed at each feeding and for how many days they should be fed that amount before the amount is adjusted. Update the Standard Operating Procedures to reflect any changes in feeding policies.

---

\(^{28}\) [https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&search%5Bslug%5D=nutritional-recommendations-for-shelter-animals#Quantity](https://www.sheltermedicine.com/library/resources/?utf8=%E2%9C%93&search%5Bslug%5D=nutritional-recommendations-for-shelter-animals#Quantity)
4.9 **Intake Processing**

The steps performed during the intake process can affect whether the animal becomes sick or makes other animals sick, whether the animal is returned to its owner, and how long an animal stays in the shelter. At ACC, problems and errors observed during intake processing are causing intake categories to be incorrectly categorized, incorrect hold periods, breed misidentification, animals to be aged improperly, and numerous other errors and problems.

Animal intake processing is occurring in two different rooms, and different portions of intake are being handled by numerous members of the office, kennel, and field staff. Including so many different staff members, many of whom are inexperienced, in the intake process is causing most of the problems observed during intake. Animals that are brought directly to the shelter are initially entered into the Chameleon system by office staff. Further processing is handled by the Animal Caregivers in a room used for intake in the shelter. That particular Intake Processing Room has only half-walls and no doors. The Chameleon intake and the intake processing of animals brought in from the field is handled by each of the ACOs and takes place in the garage.

Citygate observed intake processing in both areas of the shelter. Problems observed included:

- Neither intake room in use is properly designed or laid out. An intake room should be completely enclosed, both to reduce distractions for nervous animals and to ensure animals cannot escape. A few stainless steel cages should be placed in the intake area to hold animals if more than one animal enters at a time. While the garage area contained a few cages across the room, the shelter intake area did not. Intake rooms should contain a stainless steel table where small animals can be examined. The shelter intake room did not contain a table, and the stainless table in the garage intake area was dirty and used to hold equipment rather than animals. There was also no area in either room set up specifically to photograph the dogs.

- There is no way to safely perform intake processing on a cat in either room, so staff members said they placed each incoming cat in its assigned cage and then performed the intake processing there.

- Many of the staff members performing animal intake processing were fairly new employees and were not very experienced in handling animals, aging animals, determining breeds, etc. Some were also not very experienced in Chameleon. This was causing errors to be recorded during intake, including intake categories, hold times, age of animal, etc. Animal intake processing is an extremely important

---

component of sheltering that must always be performed with accuracy and expertise.

◆ While the ACOs and Animal Caregivers observed administered all of the necessary vaccinations and a dewormer, none of the staff observed handled the animals properly while administering them. One ACO performed intake on a small, playful, very easy-to-handle, five-to-six-month old puppy that was leashed to the side of the wall. The puppy was jumping around at the end of a leash while the ACO sat in his chair and administered the distemper/parvo vaccination at a long arm length, which barely went into him. The puppy should have been placed on an exam table and gently restrained while administering the vaccine. The Bordetella vaccine was squirted in the puppy’s nose and the dewormer squirted in his mouth also while the puppy was running around tethered on the leash. The ACO administered those while seeming to maintain the greatest distance possible from the puppy, almost as if the ACO was afraid of the vaccine or dewormer contacting their uniform. Because of this, a large portion of the Bordetella nasal vaccine and dewormer ended up on the floor.

◆ Animal Caregivers were also observed performing intake on a few dogs. The dewormer and nasal vaccine given to two friendly dogs also resulted in much of the medication ending up on the floor. Another dog observed was frightened and nervous. Intake paperwork indicated that the dog was an owner-surrender that was friendly. Instead of taking a moment to attempt to calm the dog down by patting him and speaking soothingly or by having one staff member try to distract him while the other attempted to administer the vaccines, the staff members immediately tried to administer all the vaccines while remaining as far away as possible. This again resulted in much of the nasal vaccine and dewormer ending up on the floor.

◆ None of the important information from the owner-surrender forms, such as whether the dog was friendly, good with children, housebroken, etc., was entered into Chameleon so that it can be easily accessed when making pathway planning decisions.

◆ None of the animals observed received any kind of brief health exam, including examining their skin and ears. One dog had obvious hair loss at the tip of his tail, and this was not noted. None of the animals were observed being examined for fleas or given flea medication. Best practices require that all animals should receive an initial brief health exam on admission, which can be given by Animal Caregivers
or Intake Coordinators.\textsuperscript{30, 31} Best practices also requires that all animals should be treated for external parasites, such as fleas, on admission if they are present.\textsuperscript{32, 33}

◆ After intake processing, the Animal Caregivers and ACOs performing intake are currently expected to search for an empty cage in which to place the animal. Chameleon has a Visual Kennel function that allows this information to be accessed directly from the software system. On one day, all of the dog cages in the 500s were full during Citygate’s observation, which meant an ACO was unable to place a dog where it should have gone. The ACO asked a manager where to place the dog. The manager suggested that the ACO check with a couple of Animal Caregivers to see if they could move some dogs to the 400s. Twenty-five minutes later, that ACO said no one had moved any animals and he was still trying to determine where to place the dog. This means that the ACO was not able to perform his primary function, which is to provide field services.

\textit{Recommendation(s) [Medium-Term]:}

\textbf{Recommendation #78:} One room at the shelter should be utilized as the intake room so that the intake process is unified and systematic. Discontinue using the garage for Animal Control Officers performing intake processing. All intake processing should occur either in the current shelter Intake Processing Room or, if desired, in another room that is remodeled and used. If using the current intake room, it should be reconfigured to make it more conducive to intake processing:

◆ In one of the entryways, construct a door that can be closed. The other entrance area and all of the half walls should be converted to full, solid walls. This will not involve any structural changes, so it may even be possible to find someone experienced in construction willing to perform the labor as a pro bono volunteer.

◆ Bring a stainless steel table into the room to examine cats and small dogs.

◆ Remove the full-sized fridge since only four trays of vaccine are kept in there at a time. Replace with a smaller fridge stored under the desk or under the stainless steel table.

\textsuperscript{30} \url{https://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf}
\textsuperscript{31} \url{https://www.maddiesfund.org/designing-shelter-intake-protocols-to-optimize-animal-health.htm}
\textsuperscript{32} \url{https://www.aspca.org/sites/default/files/aspca_intaketables_parasitecontrol.pdf}
\textsuperscript{33} \url{https://www.sheltervet.org/assets/docs/shelter-standards-oct2011-wforward.pdf}
Remove one of the two desks to free up space, placing the computer on that desk on a wall-mount next to the current desk to use as a backup computer.

Set up a corner or wall area as a dog photograph area, with a hook in the wall to hold a leash.

Move the step-on scale and small scale into the room.

Hang shelves in the room to hold supplies.

Move a bank of four cages either in the room or right outside the room to use to temporarily hold an animal while another animal is being processed.

Recommendation(s) [Short-Term – HIGH PRIORITY]:

Recommendation #79: To prevent intake errors, two Animal Caregivers should be permanently assigned to serve as the Intake Coordinators. These staff members should preferably have several years of animal handling experience at ACC, at a veterinary clinic, or at another shelter. They should be knowledgeable in how to properly handle and restrain animals, animal breeds, aging animals, etc., and also be experienced in Chameleon or be assigned to be fully trained by someone who is trained in all of those areas. The Intake Coordinators should either each be scheduled five days a week, overlapping so that one staff member arrives early and one stays late on the busiest days, or they could each be scheduled for four 10-hour days, with one day overlapping on busiest day of the week. During overlap time, the Intake Coordinators can be performing other animal shelter duties. Managers should act as a back-up to the Intake Coordinators when needed, or one Animal Caregiver can be trained to serve as a back-up when an Intake Coordinator is out sick or on vacation.

79.1 All animals brought in by Animal Control Officers (ACOs) from the field or brought by people to the shelter should be taken to the Intake Coordinator in the enclosed intake room, along with all paperwork, with the exception of Owner Requested Euthanasia, which should go directly to the euthanasia room. (See Euthanasia Section.) Office staff should continue to initially input information into Chameleon for animals turned into the shelter.
79.2 The intake room door should be closed during intake processing. For accuracy, the Intake Coordinator assigned for the day should perform all intake processing, including vaccinations, health exams, and Chameleon data entry. Experts advise that the full intake process should take approximately 15 minutes per animal. ACC is taking in an average of 12 animals a day, though sometimes they arrive in groups or are spread apart. Intake Coordinators should be able to handle 12 animals in approximately three hours, so they should have sufficient time for intake processing. ACOs should continue to administer an FVRCP or distemper/parvo vaccination to animals brought in after hours, and unless they are aggressive, those animals can be temporarily housed for a few hours in the intake cages until the Intake Coordinators arrive in the morning to perform the rest of intake processing. Animals can also be housed in the intake cages if the Intake Coordinator is on a lunch break.

79.3 If the animal is very easy to handle, then the Intake Coordinator can perform intake processing alone. Otherwise, an Animal Caregiver should assist for safety reasons. If the dog is aggressive, the ACO or Animal Caregiver should hold it on a catch pole while as much of intake that can be performed safely occurs. If necessary, the fence in the garage can be used for administering the distemper/parvo shot for those animals. Feral cats that will not be immediately trapped/neutered/release and instead will be housed in the shelter should be vaccinated, either using a small squeeze cage or by vaccinating the cat in the feral cat cage room since they have built-in squeeze cages.

79.4 The assigned Intake Coordinator should perform complete intake processing on every animal. Intake processing should include the following steps:

◆ The animal record should be created in Chameleon, if not already created by the office staff. If the animal was picked up in the field, the animal record should be associated to that field activity in Chameleon. The handwritten intake form (stray, owner-surrender, etc.) should be read and any pertinent information from the intake form, especially regarding behavior or health, should be recorded in Chameleon. Intake categories and
subcategories and any hold periods that have already been assigned should be checked for accuracy and corrected, if needed. The Animal ID should be written on the handwritten intake form, and it should be placed in a file cabinet.

◆ Animals should be weighed.

◆ Puppies, small dogs, and cats should be placed on the stainless steel table. Dogs can be hooked to the dog photograph wall.

◆ The Intake Coordinator should note gender. Feral and semi-feral cats or aggressive animals that are unable to be sexed should be labeled as “U” for unsexed. This can be updated at the time of spay/neuter surgery.

◆ The Intake Coordinator should note breed. This should be based on what the animal most looks like rather than just what an owner says.

◆ The Intake Coordinator should determine the age of the animal. This is usually accomplished both by looking at the animal’s teeth and by looking at the animal’s appearance, especially if it is a young puppy or kitten.

◆ The animal should be scanned for microchips. If an ID tag or chip is found, a hold/notify should be placed into Chameleon, along with the tag or chip number.

◆ A photograph of the animal should be taken for identification purposes.

◆ The Intake Coordinator should perform a brief health examination, looking at the animal’s ears, skin, teeth, and overall condition. The Intake Coordinator should request a Chameleon veterinary check for any health issues noticed. The Intake Coordinator should alert the shelter Veterinarian immediately about any seriously sick or injured animals.

◆ The animal should be vaccinated and dewormed per protocol and should receive flea treatment if fleas are observed. All treatments should be noted in Chameleon.
◆ The Intake Coordinator should use Chameleon to automatically create reminders for the veterinary staff per protocol for when any additional vaccinations and dewormings are due. If the animal was unable to be vaccinated due to temperament, a Chameleon reminder should be created for the veterinary staff to try again the next day.

◆ Any additional diagnostic tests required by the shelter upon admission should be performed.

◆ In many shelters, the Intake Coordinators perform a brief dog behavior exam (handling the animal all over its body) or use the behavior observed during intake as a screening behavior exam and note the information in Chameleon. Very friendly dogs can then be immediately fast-tracked instead of needing to wait for a formal behavior exam.

◆ The Intake Coordinator should input all of the information about the animal into Chameleon, along with the photograph.

◆ The Intake Coordinator should look in the Chameleon Visual Kennel screen to see what cages and kennels are available. They should assign the animal to an empty cage in the proper room (if healthy, then the room for healthy animals; if sick, then the room for sick animals, etc.) and print out the cage card. They should then either walk the animal to the cage or ask an Animal Caregiver to place the animal in the cage.

◆ The Intake Coordinator should trace any tag or microchip and make the first attempt to contact owners, or someone else should be assigned to immediately make the first attempt. The notification letter should be printed and placed in outgoing mail. If time allows, some shelters also have the Intake Coordinator make all subsequent attempts to contact owners as well. The Intake Coordinator should also attempt to locate the owners of any animals confiscated due to hospitalization, arrest, etc., or someone else should be immediately assigned to locate them.
Recommendation #80: The Intake Coordinators should communicate any pertinent information about the incoming animal to the proper staff member. For example, they should email or text the Veterinary team and Kennel Supervisor to inform them about a heavily pregnant animal that might begin labor soon, or email the Rescue Coordinator if an animal enters that might be able to be quickly transferred to a Rescue Group.

Recommendation #81: The Intake Coordinator should clean and disinfect all exam surfaces and cages in the Intake Processing Room between each animal to kill unenveloped viruses. At least daily, the Intake Coordinator should clean and disinfect the floor and everything in the room to kill unenveloped viruses.

Recommendation #82: Additional information about intake room design and intake processing can be found at the following websites:


Recommendation(s) [Short-Term]:

Recommendation #83: As per best practice, the Standard Operating Procedures should be updated to include a written intake procedure with details for the steps described in the previous recommendation.34

### 4.10 Owner-Surrenders

The vast majority of animal ordinances do not require animal services shelters to accept owner-surrendered animals, though they allow them to be accepted. Because of this, the method by which animal service operations handle owner-surrenders can vary widely. Some animal services operations accept all owner-surrenders. Other operations will accept owner-surrender on an appointment-only basis, often after owner-surrender counseling. This is called managed admission. Managed admission is not the same thing as limited admission.35 36 The overwhelming majority of animal services shelters in the Animal Services Comparison Chart practiced managed admissions for owner-surrenders. Still other operations, especially those with very high intake,

---

34 https://www.aspca.org/webinar/20170808/shelter-intake-1
35 https://www.millioncatchallenge.org/resources/managed-admission
36 https://www.sheltervet.org/assets/PDFs/shelter%20terminology.pdf
more animals than their facility can handle, or nearby non-profit shelters willing to accept surrenders, will not accept any owner-surrenders or will only accept them on a very limited basis when they have room. ACC currently accepts all surrenders of animals from St. Louis County residents.

One method by which many animal services operations, including open admission shelters, save staff time, resources, and taxpayer money and increase the live release rate is by reducing the number of owner-surrendered animals. Alternative solutions can often be found for a significant portion of the animals surrendered. However, to find a viable alternative, someone knowledgeable must provide counseling to the owner. Some owners may need education about topics such as housebreaking, flea prevention, litterbox problems, or separating dogs during feeding or when giving special treats. Others may need a referral to a source for lower cost veterinary care, a referral to a pet food bank, a referral to a Rescue Group or non-profit shelter, or a referral to a non-profit that might assist them with their particular issue, or they may simply need to be informed that the Rescue Group or shelter where they adopted their pet will take them back.

Some animal services shelters collect donated crates and other supplies to provide to pet owners as an alternative to turning in their pets, or they refer pet owners to local non-profits that collect and provide donated supplies. Some animal services shelters will fundraise to help pay for the veterinary care of pets of low-income pet owners who cannot afford it. Many animal services shelters provide links to other websites, such as https://rehome.adoptapet.com/, that allow private pet owners to advertise their pets for adoption (e.g., https://www.sanantonio.gov/Animal-Care/What-We-Do-Services/Owner-Surrender).

None of the pet owners observed turning in their pets received any kind of owner-surrender counseling, even though alternative solutions likely could have been found for most of them. Instead, staff at ACC seemed to try to convince the pet owners to turn the animals in to ACC. (This is not meant as a criticism of the staff, who most likely were trained that way.) However, most local government animal shelters take a different approach. They inform people who want to surrender their animals that the shelter does euthanize animals and that leaving the animal at their shelter should be their last resort. They also provide the pet owner with a plethora of resources and options to find a solution that will keep the pet out of the shelter.

For instance, one pet owner observed at ACC turned in her dog because she said she wanted a smaller dog. That pet owner seemed to care about the dog and wanted assurances that the dog would not be euthanized. The staff member told her that while they were not a no-kill shelter, they only euthanized sick and aggressive animals and the dog would probably be fine. The staff member could have instead informed the owner that they do euthanize due to overcrowding and that the shelter was currently very crowded, so turning in the dog to ACC should only be a last resort. In this situation, the pet owner indicated that the dog was sweet and did not misbehave, but that he sometimes jumped up and accidentally knocked over her small children and that scared them. A
referral to a dog trainer that taught the dog not to jump up, especially one who provided the first
lesson free, might have been all it took to keep the dog in his current home.

In another situation, an owner was observed turning in her dog because he was destructive in the
house. In that circumstance, counseling about using a crate when the pet owner was not home and
offering a donated crate may have been all that it took to keep the dog out of the shelter and in the
home. Another pet owner called the shelter because she said her dog was escaping the fenced area.
She asked for a referral to a no-kill shelter. The staff member provided no owner-surrender
counseling, stated over the phone that she did not know any no-kill shelters, and told the pet owner
she could bring the dog to the shelter. The staff member later told Citygate that she could not be
expected to perform the research for the pet owner. The staff member could have instead provided
surrender counseling, including asking what kind of dog it was and how the dog was escaping the
fenced area. If the fence needed minor repairs, the staff member could have referred the pet owner
to a non-profit that might have been willing to help repair the fence. The staff member should have
also provided the pet owner a list of no-kill shelters as the pet owner had requested.

The Association of Shelter Veterinarians defines managed admission shelters as those shelters in
which “owner surrender of animals is scheduled by appointment in order to match the flow of
animals coming into the facility to the available space and resources. Shelters may differ in the
services or alternatives they offer during the waiting period until intake can be accomplished.”

Managed admission, also known as admission by appointment, allows animal services operations
to spread out intake of owner-surrendered animals more evenly and when they have space, though
emergency situations can still be taken in right away, such as when an owner must go to a nursing
home or is threatening to abandon the pet. Overcrowding in the shelter creates stress, leads to
illness, leads to housing animals in single-sided cages, and can lead to euthanasia. To maintain the
health and safety of the animals and increase the live release rate, it is important to manage the
number of animals entering the shelter system. By going to an appointment-based system, ACC
could increase the health and safety of the animals in its shelter and could place more animals in
homes.

**Recommendation(s) [Short-Term]:**

**Recommendation #84:** In an attempt to find an alternative solution, provide owner-surrender
counseling over the phone and in person for all pet owners wanting to surrender their pet. Most shelters train one or two knowledgeable staff
members to specialize in providing the surrender counseling service, which they attempt to perform over the phone prior to the owner
bringing the pet to the shelter. Create and provide resource handouts.

---

37 [https://www.sheltervet.org/assets/PDFs/shelter%20terminology.pdf](https://www.sheltervet.org/assets/PDFs/shelter%20terminology.pdf)
**Recommendation #85:** Update the ACC website to provide resources and alternatives to turning in pets to the ACC shelter. Examples include:

- [http://www.acctphilly.org/programs/considering-surrendering-your-pet/resources-for-struggling-owners/](http://www.acctphilly.org/programs/considering-surrendering-your-pet/resources-for-struggling-owners/)
- [https://multcopets.org/rehoming-information](https://multcopets.org/rehoming-information)
- [https://louisvilleky.gov/government/animal-services/pet-resources](https://louisvilleky.gov/government/animal-services/pet-resources)
- [https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Animal-Surrender.aspx](https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Animal-Surrender.aspx)

**Recommendation #86:** Implement a managed admission process (admission by appointment) for owner-surrendered animals. The managed admission process can be waived for urgent situations. ACC should attempt to schedule no more than three surrenders per day, and they should be scheduled two weeks out to encourage owners to try to find other solutions. Examples of managed admission animal services shelters can be found in the links in the previous recommendation. An example of a Standard Operating Procedure from another animal services shelter can be found in Appendix F—Sample Managed Admission SOP.

More information about managed admission can also be found at the following websites:

- [https://www.maddiesfund.org/managed-admission-learning-track.htm](https://www.maddiesfund.org/managed-admission-learning-track.htm)
4.11 **Enrichment**

The Five Freedoms of Animal Welfare define the minimum level of care that experts advise for any animal kept in confinement. They are:

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

The Shelter Medicine Program at the University of Wisconsin states, “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.”

In effect, reducing the time animals spend in the shelter is the most effective way ACC can reduce the animals’ stress and improve their mental health and well-being. That is because the longer the time an animal is kept sheltered, the more likely it is to develop a behavioral issue.

Enrichment should also be provided to relieve stress. There were several enrichment items and programs observed at ACC. All dogs observed had a dog bed, and most had a durable chew toy, except those in the quarantine and isolation rooms. Volunteers stuffed chew toys with treats, which were then frozen and given to the dogs. Dogs were seen playing in the pebble play yard. Volunteers walked the dogs that were housed in the adoption rooms. Cats were given many play toys.

---

Books on tape were played continuously for the dogs in the Dog Adoption Room. Experts say that sound should only be played for a few hours a day. Soothing music has also been shown to calm dogs in animal shelters. ACC can receive free music developed specifically for use in animal shelters from these organizations:

- [https://caninelullabies.com/](https://caninelullabies.com/)

Other additional enrichment ideas can be found at the following websites:

- [http://www.stretchandscratch.com/](http://www.stretchandscratch.com/)

**Recommendation(s) [Short-Term]:**

**Recommendation #87:** Move animals through the shelter expeditiously to reduce stress and prevent behavioral problems from occurring.

**Recommendation #88:** Obtain music to play in the shelter. Do not play music or books on tape all day.

**Recommendation #89:** Ensure all dogs have a durable chew toy, including those in quarantine and medical isolation rooms. Also ensure the toys are disinfected between uses by different animals.

### 4.12 Behavior

ACC currently requires all dogs and cats to receive a behavior assessment test. Two managers are currently authorized to perform the assessments. Many animal services shelters train Animal Caregivers to perform behavior assessments instead of requiring managers to perform them. For four of the six days Citygate was on site, one of the managers authorized to perform behavior exams was on vacation. During that time, Citygate was told the other manager did not perform any behavior assessments. About a month after Citygate’s on-site visit, both of the managers who perform behavior assessments were scheduled off for vacation at the same time, so no behavior assessments would have taken place then either.

---

40 [https://www.aspcapro.org/blog/2017/05/04/turning-page-music-shelters](https://www.aspcapro.org/blog/2017/05/04/turning-page-music-shelters).
Behavior evaluations are currently taking place after the full stray hold is over, though in many records that Citygate examined the behavior evaluation was not being performed until a week or two later. For instance, one cat that Citygate saw was taken in as a surrender on 2/5/19 and did not receive a behavior evaluation until 2/21/19. A dog that was taken in as a stray on 1/29/19 and was due out on 2/4/19 did not receive his evaluation until 2/13/19.

Citygate was told that when an animal is due for a behavior evaluation, its status in Chameleon is set to “evaluation,” which takes its photo off of the website. Rather than placing responsibility of tracking animals due for assessment on the managers in charge of the behavior assessments, another manager was emailing a report of animals due for assessment to one of the managers in charge of behavior exams. Citygate did not see surrendered animals on the report, and several of the animals on the list had already been reclaimed and were no longer at the shelter.

Citygate observed the behavior assessments for several dogs. The test used was a modified and shortened version of a more formal assessment test and consisted of handling the animal all over its body, using a fake hand to move a bowl of canned food away from the dog while he was eating, and performing a dog-to-dog introduction. The dog behavior assessments witnessed were performed well. One cat behavior assessment was also observed. The cat was first handled over its body and then flipped over on its back and a finger was stuck in its mouth. Very few shelters perform cat behavioral assessments.41 42 It is likely that many friendly cats would not tolerate this kind of behavior assessment in a stressful animal shelter environment.

Citygate is unsure what happens to animals that fail a portion of the test and who makes that decision. Many shelters allow dogs that do not perform well on the dog-to-dog portion of the assessment but that are fine with people to be adopted into homes that either plan to have only one dog or that first will bring in their dog for a meet-and-greet to see if the dogs play nicely. Citygate saw a record of one dog that failed the dog food bowl portion of the test and was marked as “rescue only.”

There seemed to be some concern with dogs that were barrier aggressive (barking aggressively at people while in their cage). While any observed aggression should be factored in when making pathway decisions, the main determining factor when deciding a dog’s pathway should be their behavior observed when out of the cage. Citygate also noticed that some young dogs were being made “rescue only” just because they bit their leash and acted nippy or rambunctious when being walked. That behavior generally just means that the dog needs training, so it could be either rescued or adopted by someone willing to train the dog. Citygate was also unable to determine who actually made the pathway decisions; different managers gave different answers to the simple question of

41 https://pdfs.semanticscholar.org/dce9/c874cde24261e80b6bd8b510ce27f868f53.pdf
who made the decision to move an animal to the adoption floor, each saying that the other person did.

Many animal services shelters allow the Intake Coordinators to perform a brief behavior assessment upon intake or allow the behavior exhibited during the intake exam to serve as the only behavior assessment necessary for obviously friendly dogs and puppies.

Citygate noticed comments in Chameleon on some dogs that indicated that they developed a behavior problem after four or more weeks of being housed in the shelter. This is another important reason why animals need to be moved out of the shelter as expeditiously as possible. Dogs that are housed in the non-public rooms of the shelter for more than two weeks should be prioritized for double-sided cages and more walks and/or should be placed in the outside pens more frequently by Animal Caregivers to prevent behavior problems from developing.

Citygate also noticed what seems to be concern about dogs barking at each other (referred to as “being reactive”) when another dog walked past them in the shelter. Some dogs will frantically bark at every dog that walks by their cage. Barking at other dogs walking past their cage is more common in certain breeds than others, is not necessarily a sign of aggression, and is a common behavior in a shelter, especially in animal shelters that are not designed to minimize the number of dogs that are walked past cages.

Recent scientific research about behavior evaluations is causing many shelters to reevaluate their programs, especially regarding food bowl tests and resource guarding, which is currently a part of ACC’s behavior evaluation. Even Emily Weiss, an ASPCA researcher whose behavior assessment is one of the most widely used, has stepped away from food bowl tests. Research published in the Journal of Veterinary Medicine in 2016 showed that behavioral evaluations that omit the food bowl tests do not experience an increase in dog bites.

Many experts now state that the assessment of an animal’s behavior should be based not just on how they acted during their formal behavior assessment if they are given one but also on their behavior during intake and their behavior toward staff, volunteers, when being socialized, when being walked, etc. The experts also say that the information obtained from their original owner or person who found them should also be factored in to the decision. The ASPCA states, “A mathematical analysis by Patronek & Bradley (2016) revealed that behavior assessments are likely to result in a disproportionate number of false positives—dogs that are aggressive during an assessment but not in a home. For these reasons, the ASPCA recommends that, unless aggressive behavior during an assessment is egregious, shelters should consider it valid only if corroborated in another environment.”

ACC should review the latest data on behavior assessments and the advice from experts to ensure that dogs that do not display serious aggression issues are not being negatively assessed and either made rescue-only or euthanized due to the stress caused at the shelter or the unreliability of some aspects of the behavior assessment tests.

ACC should read the following information about behavior assessment tests:

- [https://www.animalsheltering.org/blog/testing-our-limits](https://www.animalsheltering.org/blog/testing-our-limits)
- [https://thebark.com/content/testing-behavior-tests](https://thebark.com/content/testing-behavior-tests)

**Recommendation(s) [Short-Term]:**

**Recommendation #90:** Perform any needed behavior assessment test on day five of the stray hold period for all stray dogs and on day two for surrendered dogs, unless they need an additional day or two to settle down. Do not change the status of the animal from “stray” to “evaluation” in Chameleon so their photos are removed the website and instead utilize another method to track which animals need an evaluation. For instance, some shelters place a behavior hold in Chameleon on all animals that are not obviously friendly during intake processing and remove the holds as soon as the behavior assessment is completed, while others simply stamp the cage cards with “behavior assessment completed” for those that passed their intake behavior assessment so it is easy to tell which animals still need one. Others just write on the cards or make notes in Chameleon.

**Recommendation #91:** Discontinue performing formal behavior assessments on cats and instead make pathway decisions based on their observed behavior during intake and their observed behavior on a daily basis with staff.

**Recommendation #92:** Ensure ACC’s behavior assessments and decisions reflect the latest scientific research and expert recommendations. Update ACC’s behavior evaluation program and Standard Operating Procedures, as needed.
Recommendation #93: Allow Intake Coordinators to fast-track obviously friendly puppies and dogs instead of requiring a formal behavior assessment.

Recommendation #94: Managers should train select Animal Caregivers to perform dog behavior assessment tests. Managers can reevaluate any dogs that fail any portion of the test or if Animal Caregivers are unsure or want second opinions.
This page was intentionally left blank
SECTION 5—ANIMAL PLACEMENT AND VOLUNTEER PROGRAMS

5.1 ADOPTIONS

Potential adopters are currently allowed to interact with animals that have been spayed and neutered and are past their stray hold period. Citygate was initially told that potential adopters must fill out an adoption questionnaire prior to looking at the animals, then was told that adopters usually filled out the questionnaire after they select an animal. In practice, the adoptions questionnaire was never filled out for the adoptions that Citygate observed.

Many animal services shelters allow customers to adopt animals that are past the stray hold but are not yet altered. The pets are then altered before they go to their home. ACC should implement this method and keep adoptable animals that are past any stray holds but are not yet altered in both the Adoption and Pre-Adoption Room. Their status in Chameleon should be changed to “available” so they show up on the website. Potential adopters should be able to go through the normal pet application and approval process for these unaltered animals. To easily differentiate altered from the unaltered animals in these rooms, some shelters stamp altered animals as “I’m Ready to Go Home,” though Chameleon should always be checked for verification. Once the Veterinarians are performing spays/neuters seven days a week and animals are moving more expeditiously, most animals will be altered the day after they are due out, so this will not be an issue.

A shelter’s process for managing the adoption process for an unaltered pet can vary, but Citygate recommends that the adopter sign an adoption contract and pay the adoption fee at the time of adoption, which would be prior to pick-up. Some shelters update their digital contracts to say that transfer of ownership of unaltered animals does not revert to the new owner until after the animal is picked up and that all adopted animals must be picked up within 24 hours of the surgery. They then outcome the animals in Chameleon as an “adoption” but do not store a date for the adoption so it is not outcome d in Chameleon until the animal is picked up. During the time between when the animal is adopted until it has surgery and is picked up, many shelters stamp the card with something like “I’ve been adopted” to inform visitors. The new pet owner should also be provided an additional form which congratulates them on their adoption and informs them when they can pick up their newly altered animal. The animal should be placed on a surgery schedule at the time of adoption, which preferably should be the next morning.

Many shelters also allow the public to interact with friendly animals that are still under their stray hold periods and be added to a waiting list to adopt them. This is often called “open selection.” This method works well if, after they are approved for adoption, the potential adopter receives a congratulatory form for applying to adopt the pet and informs them either that the shelter will call them on a certain date (which should be filled in) to let them know when they can formalize the adoption or that the animal was reclaimed. Adoption counselors can file the adoption applications by days of the week, which should always include the Animal ID of the pet, then they can check
the animal’s status and make the phone calls the evening before the animal is due out. Some shelters write “Adoption Pending” on the cage card and next to the animal’s name in Chameleon.


ACC uses an open adoption method of screening pets for adoption. This method provides guidance to adopters about the pet they are interested in adopting and reduces barriers to adoption. With open adoptions, an exchange of information occurs, but there is no need for landlord checks, veterinary references, etc. The potential adopter is expected to complete a questionnaire to start a conversation about adoption and encourage open communication, though no questionnaires were seen in use during Citygate’s observation of adoptions. The open adoption method works best when designated adoption counselors have a private area where they can sit down with the adopter, provide counseling, and discuss the adoption.

While it is important that ACC continue to use an open adoption method that facilitates matches rather than utilizing overly strict screening policies or requiring landlord checks, it is also important to have criteria in place to ensure that the pets are adopted into homes where they will receive proper care. At ACC, the Animal Caregivers performed the adoptions counseling but did not ask many questions or discuss important educational information. In addition, many animal service operations have a policy to search through the Chameleon database to ensure the potential pet owner has not had previous cruelty/neglect convictions or serious animal control violations prior to adopting to them. However, in the adoptions that Citygate observed, no one checked field activities to see if the pet owner’s home address had been previously reported as having any animal control violations. In addition, only about half of the field activities are currently being recorded in Chameleon, so the record would not be complete.

One person who entered the shelter to adopt a dog was a mother with two young children who appeared to be about the ages of two and four. She selected a young, highly active bully breed dog that weighed about 45 pounds. During the meet-and-greet in the Get Acquainted Room, the Animal Caregiver kept the dog on the leash the entire time to keep the dog from jumping on the children. There was no discussion about heartworm or flea prevention or about training the dog to not jump on the children. If all important issues had been discussed with the adopter and she had a plan in place to handle dog training and exercise, and if she knew about crate training, then the odds of a successful adoption would have been fairly high. However, in this situation Citygate felt that the odds that the dog would be returned would be fairly high.

As another example, Citygate observed a young woman interact with a seven-month old bully breed puppy in the Get Acquainted Room. The Animal Caregiver did not ask the type of questions typical for adoptions counseling and offered no educational information about care, housebreaking, heartworm prevention, etc., except to tell the woman that she may not be able to
obtain renters insurance if she adopted a pit bull. This piece of information seemed to throw the adopter off track. The woman asked the front desk staff if she could place a hold on the dog to have time to think about it. The front desk staff member placed a 24-hour hold on the dog even though the Adoption SOP states that holds could only be made if a potential adopter was coming back with their dog for a meet-and-greet.

The Adoptions SOP provides four reasons an Animal Caregiver can turn down a potential adopter: (1) too many animals currently living in the home; (2) excessive animal turnover or adoption returns; (3) adopter appears to be under the influence of alcohol or drugs; and (4) other circumstances that concern the Adoption Counselor. A more formal adoption policy SOP should be developed to help guide adoption counselors. For an example, see Appendix G—Sample Animal Services Adoption Policies.

Open Adoptions usually work best when they are performed by highly trained employees whose full-time jobs are as Adoption Counselors. Animal Caregivers and volunteers often still assist with visitation and provide some educational information, but once someone is ready to adopt they are directed to Adoption Counselors. The Adoption Counselors usually have their own desk in an Adoption Counseling office or area where the counselor and adopter can both sit down and speak privately. The Adoption Counselors review the adoptions questionnaire and usually have a list of questions and educational information that they discuss with the pet owner. This conversation can be fairly brief once they are assured that the potential pet owner is set up for success. Rather than reject a potential adopter who is not suitable for a particular pet, they attempt to use educational information to sway the potential adopter to consider the best match for their particular situation.

The Adoption Counselors also often facilitate the entire adoption process from screening, to processing the adoption, and taking the payment. Adoption Counselors also often return phone calls about animals for adoption, answer emails about adoption, take photos of pets for adoption, and make phone calls to tell pet owners when to pick up their pets if they have adopted an unaltered pet. Occasionally Adoption Counselors also make the social media posts about pets for adoption and post descriptions in Chameleon about the pets so they appear on the website. It is usually recommended to set up one generic email address, such as adoption@stlouisco.com for all queries about pets for adoption so all the Adoption Counselors have access to it.

All potential adopters should complete the questionnaire, and it should be reviewed by the Adoption Counselor prior to adoption. An example adoptions questionnaire can be found in Appendix H—Sample Animal Services Adoption Questionnaire.

After a pet is adopted, dog adopters are currently being given handouts about Kong toys, local veterinary facilities, pet insurance, and pet waste, which also includes a list of websites that include adoption resources and a heartworm treatment protocol sheet meant specifically for heartworm positive dogs, which states what types of injections and medications the dogs are given and when. Cat adopters are currently being given a rabies fact sheet, information about a Petsafe water bowl,
a list of websites for cat resources, and information about a cat tree, pet insurance, local vet facilities, and Kong toys. Most animal shelters provide educational handouts that cover information about the need for heartworm prevention, housebreaking, crate training, dog training, and other problems/solutions that the pet owner may encounter during the first few weeks. Many shelters also provide coupons to local area dog trainers, some of which will provide the first training for free for newly adopted pets. Many shelters also provide a list of Veterinarians in the area that will offer a free veterinary visit for any pet adopted from the shelter. Sample educational handouts can be viewed at: https://www.sfanimalcare.org/adoptable-animals/how-to-adopt/.

To facilitate more adoptions, ACC should begin participating in more off-site adoption events, staffed by volunteers. For more information about implementing more off-site adoption events, see the Volunteer Program. It is usually best to go to the same off-site locations so people will be aware that it is a source for pet adoption; however, it may take several attempts at different locations to find one steady location where dogs are successfully adopted. Petco and PetSmart animal supply stores often make the best off-site adoption locations, especially since State regulations allow the animals to be adopted and go directly home from those locations.

To create additional space for adoptable animals, some animal services operations open and operate small, permanent off-site adoption centers in retail locations. Many operations keep cats in 24-hour PetSmart adoption centers. This is something that ACC may also want to consider in the future. Some examples include:

◆ https://www.cabq.gov/pets/shelters-rescue-groups/animal-shelters-services/lucky-paws

**Recommendation(s) [Short-Term]:**

**Recommendation #95:** Allow all dogs in the Dog Adoption Room (300s) and Dog Pre-Adoption Room (400s) to be seen for potential adoption. Always leave the door between those two rooms propped open. The dogs in both of those rooms should all be friendly, healthy, and adoptable. When there is space available, the 300s and 400s should include friendly, healthy, and adoptable dogs that are past their holds but not yet altered. Also allow cats that are past their stray holds but not yet altered to be placed in the Cat Adoption Room (100s) as well. All of these animals should have their status set to available in Chameleon so they appear on the website.

**Recommendation #96:** Potential adopters should be allowed to interact with and sign up to adopt any of the animals in the Adoption and Pre-Adoption Rooms. If
the animals are not yet altered, they should proceed with a regular adoption, collect the adoption fee, and place the animal on the surgery schedule. The adopter should be given paperwork informing them when to pick up the animal after it is altered.

Recommendation #97: Potential adopters should always fill out the adoption questionnaire and receive adoption counseling prior to adopting an animal. Adoption Counselors should continue to use the open adoptions method of screening, which does not require landlord checks or veterinary references, but written adoption policies should also be established and used during screening.

Recommendation #98: Educational handouts should be developed and included in the information being provided to adopters.

Recommendation(s) [Medium-Term]:

Recommendation #99: Hire three new, permanent Adoption Counselor positions. These Adoption Counselors should be very knowledgeable about pet care, breeds, heartworm prevention, and other animal-related issues. They should be given a desk and an indoor location where they can sit down privately with customers, screen adoption applications per the Adoption Policy Standard Operating Procedure, and counsel the customers about the adoption. They should also be allowed to process the adoption, accept adoption fees, respond to emails and calls about animals for adoption, and take photos. When the Adoption Counselors are busy with customers, Animal Caregivers should continue to handle the visitation with pet owners and provide educational information, but should pass the potential adopter on to the Adoption Counselor to perform adoption counseling and approve and finalize the adoption.

Recommendation #100: Dogs should be taken to off-site adoption events.

Item(s) for Consideration:

◆ If there is additional space available in the 300s or 400s, move friendly, adoptable dogs that are still under their stray holds into those rooms and allow people to sign up to adopt the dogs after their stray holds are up. Most shelters only allow the first qualified adopter to sign up. More information about Open Selection and how to implement it can be found at the following websites:
Remodel the current Small Dog Adoption Room to make a private adoption counseling room. Divide the current Small Dog Room into two rooms with separate entrances, with the side closest to the Get Acquainted Room being 12-foot-six by 12 feet and the room closest to the front entrance being 12-foot-six by 9 feet. Keep the room on the right the Small Dog Adoption Room, with one small bank of cages and access to the Dog Adoption room. Make the room on the left the Adoption Office where the Adoption Counselors are stationed. Install two desks with computers and chairs for the adopters to sit.

5.2 Rescue Groups

Rescue Groups and Transfer Partners (hereafter referred to as Rescue Groups) are 501(c)(3) non-profit animal shelter and foster home groups that take animals from government animal services shelters. In 2018, ACC transferred 15 percent of animals in its care to Rescue Groups. Many animal services operations transfer much more. For instance, Memphis Animal Services transferred 36 percent of its animals to Rescue Groups in 2018, and Animal Care and Control Team of Philadelphia transferred 34 percent. Transferring animals to Rescue Groups can help decrease overcrowding and increase the live release rate.

Rescue Groups will often accept sick or injured animals that need veterinary care or animals that have behavioral issues. At ACC, the use of Rescue Groups seemed mainly to be focused on animals with behavioral problems. Citygate was provided with a new veterinary policy which indicated that animals with zoonotic diseases, such as ringworm or sarcoptic mange, were not available for Rescue Groups until the animal is treated and cleared of the disease at the shelter. All animal services shelters that Citygate is aware of allow all treatable, sick animals, including those with zoonotic diseases, to be transferred to a reputable, in-state Rescue Group since it is a much better option than holding them in a shelter where the disease can spread. Whether Rescue Groups can be found that are willing to take in these kinds of animals can vary from area to area.

ACC should develop a Transfer Agreement, and all transfers to Rescue Groups should be categorized as Transfers in Chameleon. The transfer paperwork should acknowledge that the Rescue Group is aware of any known illness, waive shelter liability for all health and behavior, and have the Rescue Group agree to provide any necessary veterinary treatment. The transfer
agreement should list any special conditions and should also indicate if the animal is going to be kept in-State or out-of-State. If the animal is moved out-of-State, there are restrictions as to which animals can be transferred since the animal will require a health certificate for interstate travel. SOPs should be updated to include the new transfer agreement and should include all of the steps necessary when an animal is transferred to a Rescue Group. For an example of a transfer agreement, see Appendix I—Sample Transfer Agreement.

In addition, Citygate was told that current policy was for a Veterinarian to examine every animal within 24 hours before it is transferred to rescue. While the Rescue Coordinator may need to communicate with the Veterinarians to receive medical information about any animals under veterinary care so that they can communicate it to the Rescue Groups, Citygate is unaware of other animal services shelters that require an additional veterinary exam for all animals before they are transferred to rescue. Most animal services shelters only require animals that are being transferred to out-of-State rescues be examined within 24 hours since they require a health certificate for interstate travel.

Citygate was told that ACC was no longer performing heartworm tests for Rescue Groups or just performing them occasionally. This policy needs to be remedied. A heartworm test should be performed immediately for any Rescue Group that is willing to take a dog on the same day. If the group cannot take the dog that day but is willing to take the dog later if it is heartworm negative, then the test should be performed by the next day. If the veterinary staff is too busy, the current Kennel Supervisor (who already knows how to perform the test) should perform the heartworm test any time she is asked by the Rescue Coordinator. If there are additional Animal Caregivers who know how to draw blood, they should also be trained to perform the tests, which are very simple to administer. Not all cat Rescue Groups require FIV/FELV tests, but if a group requires them before it will rescue a cat, they should be performed as well.

To free up space, many animal services shelters that are limited on kennel space will allow Rescue Groups to rescue any animal at any time past their hold dates, while others have a short time frame or other criteria. However, during Citygate’s observation, the only animals that were allowed to be considered for rescue at ACC were the animals that were put on ACC’s official “rescue list.” In contrast, Charlotte-Mecklenburg Animal Services and Gwinnett County Animal Services allows Rescue Groups to rescue all animals in their shelter at any time past their hold periods, while Memphis Animal Services requires adoptable animals to be available for adoption for two hours prior to becoming available to Rescue Groups. Animal Care and Control of Philadelphia allows Rescue Groups to rescue all cats and all dogs that weigh over 40 pounds at any time. To view Animal Care and Control of Philadelphia’s rescue policy, please see Appendix J—Sample Rescue Policies.

There also seems to be confusion as to what animals should be entered on the “rescue list” that is emailed out to Rescue Groups. At most animal services shelters, this is the list of animals that have
a behavioral problem, medical problem, or other problem that makes them unsuitable for adoption and at risk of euthanasia, along with more difficult-to-adopt animals that may be euthanized due to space constraints. Most animal services shelters refer to what ACC calls the rescue list as the “urgent list” or “in-danger list” to differentiate the animals on the list from all of the other animals that are also available for rescue at the shelter. Some shelters also include a rescue-by-date for animals on the urgent list, after which the animal may be euthanized. The email that is sent out about these animals should state that the animals are at risk or in danger of euthanasia and so are in need of urgent rescue. Just because an animal is on the urgent list does not mean the animal must be put on the euthanasia list even if a date for euthanasia is given, so long as there is room in the shelter to still hold them. This urgent list should not include animals that are seriously aggressive or have untreated medical conditions since those animals should be euthanized, though in some areas there are hospice-type Rescue Groups that will occasionally take certain, untreated medical cases.

However, just because an animal is not named on the rescue/urgent list should not mean it is not available for rescue. Because ACC is currently housing animals in small, single-sided cages and is frequently overcrowded, Citygate strongly recommends that all animals past their holding period should be available for immediate rescue, except those that are very aggressive or have an untreatable disease or injury. The Rescue Coordinator should emphasize trying to find rescue for dogs over 25 pounds (medium-large breed dogs) since providing space for those dogs is extremely challenging. If, in the future, ACC’s population becomes more manageable or additional adoption space is obtained and all of ACC’s animals are being housed in double-sized kennels and cages, then additional restrictions can be placed on which animals are available to rescue, such as only allowing rescue after an adoptable animal has been on the adoption floor for 48 hours. Until then, Citygate strongly recommends that all adoptable animals past their legal holds be available for rescue at any time on a first-come, first-serve basis for both Rescue Group and adopters.

Citygate was told that at times the Veterinarians were restricting animals for rescue to only animals they considered unadoptable. Veterinarians and other members of the Veterinarian team should provide medical care for the animals and offer the agency medical and observed behavioral information to assist in decisions. However, Veterinarians and members of the Veterinary team should not act as gatekeepers in non-medical decisions. Transferring as many animals as possible to a Rescue Group is good, and any animal transferred from ACC to a reputable Rescue Group is one less that the Animal Caregivers need to care for, one less that may become sick, one less that may be returned after adoption, and in the case of a medium-large dog breed, one less taking up extremely limited kennel space.

Besides the urgent list group email that is sent, the Rescue Coordinator should also call, text, and email individual Rescue Groups directly about any animal they may take in order to move as many animals as possible out of ACC. A good photo should accompany the text or email. Rescue Groups often need a few days to make arrangements for a foster, so alerting them about a potential animal
of interest in on the day the animal arrives is always a good idea so they can pull the animal as soon as their stray hold is over. For instance, if a German Shepherd arrives as a stray and the Rescue Coordinator knows a German Shepherd group that may take him, the Rescue Coordinator should email or call the group on the day it arrives to alert them and see if they are interested. The Rescue Group may then be able to pick up the Shepherd on the morning that it is due out, freeing up kennel space, or they may be able to refer a potential adopter to ACC. While some shelters will spay or neuter urgent list animals or large breed dogs as an incentive for Rescue Groups to pull them, some will not alter highly adoptable animals specifically for the Rescue Groups, though they will allow them to take the animal if it has already been altered.

Whenever working on rescue for any animal, the Rescue Coordinator should make a note in Chameleon. Rescue Groups should be notified that a rescue hold (called a “tag” at ACC) will not be placed on the animal until they can commit to a firm pickup date within 48 hours, so the animal could still be adopted or rescued on a first-come, first-serve basis by an adopter or Rescue Group. Once the firm hold is on the animal, something should be stamped or written on the card like “I’ve Been Adopted/Rescued!” to inform staff and potential adopters that the animal is no longer available and will be picked up. Many shelters also change the animal’s status in Chameleon to unavailable so that it no longer shows up on the website. Someone at ACC should be actively performing rescue seven days a week, so on the Rescue Coordinator’s day off the Rescue Coordinator’s manager or another designee should be actively handling rescue and assisting Rescue Groups.

Non-profit or advocacy groups will occasionally fundraise for urgent animals in danger of euthanasia that may need additional behavioral or veterinary care. In addition, to lift the burden from the shelter Veterinarian, some animal services shelters will also fundraise to provide money for veterinary care at a private veterinary clinic for Rescue Groups if they will rescue sick or injured animals from their shelter, including those with zoonotic diseases. Examples include:

- [http://www.orangecountyanimalservicesfl.net/Portals/22/Library/docs/Rescues/Rescue%20Grant%20Application.pdf](http://www.orangecountyanimalservicesfl.net/Portals/22/Library/docs/Rescues/Rescue%20Grant%20Application.pdf)

Communication seems to be an issue between departments regarding rescue. Staff was not informing the Rescue Coordinator that an animal had been designated as “rescue only” and instead was just changing a field in Chameleon so it would show up on her report. Shelter management in charge of pathway decisions should always communicate with the Rescue Coordinator in person and/or via email about any at-risk animal so the Rescue Coordinator will be alerted and knowledgeable about the situation and can immediately begin contacting Rescue Groups for that animal.

If not already performed, the Rescue Coordinator should make a list of all Rescue Groups and non-
profit shelters in the local and out-of-State area, including those up to two or more hours away since volunteers can frequently be found who will drive animals to rescues, if necessary. The Rescue Coordinator should then proactively email and call all of those groups and ask them if they would be willing to rescue animals from ACC, including animals with special needs and more adoptable animals. The Rescue Groups or shelters that are willing to take animals should then be screened to ensure they are reputable. Many animal shelters have an application that potential Rescue Groups must fill out and check references. They also have a webpage encouraging new rescue partners to apply. Some examples include:

- [http://www.broward.org/Animal/Rescues/Pages/BecomeaRescuePartner.aspx](http://www.broward.org/Animal/Rescues/Pages/BecomeaRescuePartner.aspx)
- [https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Certified-MACC-Partner.aspx](https://www.nashville.gov/Health-Department/Animal-Care-and-Control/Certified-MACC-Partner.aspx)
- [http://www.pinellascounty.org/animalservices/rescue-partners.htm](http://www.pinellascounty.org/animalservices/rescue-partners.htm)
- [http://www.orangecountyanimalservicesfl.net/ProgramsServices/Rescues.aspx](http://www.orangecountyanimalservicesfl.net/ProgramsServices/Rescues.aspx)
- [http://www.austintexas.gov/department/rescue-partners](http://www.austintexas.gov/department/rescue-partners)

Emails to Rescue Groups should also be written in a compelling manner. For instance, if an ACC staff member emails an FIV+ cat Rescue Group to ask if it will rescue an FIV+ cat at ACC, they may just say they are full. But if an ACC staff member emails the group more information about the cat—that he is one of the sweetest cats they have ever seen, that everyone in the shelter loves him, that he is a non-stop purr machine, that you would be more than happy to make arrangements for a volunteer to deliver him to their shelter—and if a cute photo of a staff member kissing the cat is included as well, the Rescue Group may be more compelled to make room for the cat. This also applies to the urgent list—the email should state that the animal is in danger of euthanasia and provide a euthanasia date if there is one, but also be phrased to encourage Rescue Groups to take the animal. For instance, if a staff member sends an email just asking for a group to take an unsocialized dog, that may not receive a response. But if a staff member elaborates on the dog’s background—he was left alone in a muddy pen with hardly any food for his entire life and though he is not social, he has never shown any aggression—and if the staff member includes a photo that shows him scared and asks for a Rescue Group to show him the love he has never seen before it is too late, that would probably receive a bigger response.

It is also recommended to have a County cell phone and a generic email address set up, such as rescue@stlouisco.com for all rescue communication so there is no loss of information when new employees are hired to handle rescue.

Especially in southern shelters where puppies are still plentiful, some shelters implement transfer programs to drive animals from their shelter to out-of-State shelters, sometimes located 12 hours away or more. ACC does not currently have a transfer program. Since ACC mainly has bully-type
breeds and it is difficult to find out-of-State transfer partners that will take bully breeds, finding out-of-State transfer partners may not be easy or worthwhile. It also requires drivers, a transport vehicle, holding animals until the scheduled transfer, health certificates, etc. If interested in starting a transport program, the Rescue Coordinator should look for non-profit receiving shelters with high live release rates and transfer programs that are within driving distance for two drivers. The receiving shelter will usually provide the criteria of the types of animals it will take. For more information about best practices in transfer programs, see: https://www.animalsheltering.org/sites/default/files/content/NFHS-companion-animal-transport- programs-best-practices.pdf.

**Recommendation(s) [Immediate – HIGH PRIORITY]:**

**Recommendation #101:** Heartworm tests should be performed immediately for any approved Rescue Group that requests them if it is willing to take a dog on that same day, or by the next day for Rescue Groups unable to take the animal right away. The Kennel Supervisor or a trained Animal Caregiver should perform the test if no one in the veterinary program is available.

**Recommendation #102:** All treatable sick or injured animals past any hold should be available for immediate transfer to an approved in-State licensed Rescue Group.

**Recommendation #103:** All animals should be available for immediate rescue once past any legal hold periods unless they are seriously aggressive or have an untreatable medical problem. This does not mean they should all go on the urgent list, though some may need to go on there during times of high intake when there is no space. While finding rescue for the urgent list and animals that need special care (young puppies or kittens, sick or injured animals) should be highest priority, the Rescue Coordinator should also try to find rescue for all of the other animals at ACC, especially medium- and large-breed dogs since kennel space for them is the most scarce.

**Recommendation(s) [Short-Term]:**

**Recommendation #104:** ACC should develop a Rescue Group [Transfer Agreement](#) that is signed by the Rescue Group every time an animal is transferred to rescue. A cage card and medical records for each animal should be stapled to the transfer agreement. All animals transferred to a Rescue Group or another physical animal shelter should be logged into Chameleon as a “Transfer” with the Rescue Group’s Person ID
attached. Standard Operating Procedures should be updated to reflect all of the steps necessary to transfer an animal to a Rescue Group.

**Recommendation #105:** ACC should develop a Rescue Group application for any new group that would like to apply to rescue animals. Examples of applications are:

- [http://fultonanimalservices.com/images/articles/FCAS%20Rescue%20Form.pdf](http://fultonanimalservices.com/images/articles/FCAS%20Rescue%20Form.pdf)
- [http://support.sdhumane.org/site/Survey?ACTION_REQUIRED=URI_ACTION_USER_REQUESTS&SURVEY_ID=22707](http://support.sdhumane.org/site/Survey?ACTION_REQUIRED=URI_ACTION_USER_REQUESTS&SURVEY_ID=22707)

**Recommendation #106:** ACC should have a webpage encouraging Rescue Groups to become partners. The webpage should include a link to ACC’s Rescue Group application.

### 5.3 Volunteer Program

Animal services shelters are not required to have a volunteer program; however, volunteers can be one of an animal services shelter’s best assets and a well-managed and well-structured volunteer program can help the shelter operate more effectively and efficiently.

#### 5.3.1 Software System

ACC uses the Volgistics volunteer software system to manage the volunteer program. The software system has an optional sign-in module that the shelter is currently not using which allows volunteers to sign-in via iPad or touch screen computer when they arrive at the shelter, rather than signing in on a handwritten sheet that must later be input into Volgistics. This online sign-in feature costs an additional $10 a month.

A Volgistics volunteer application is used on ACC’s website. While the application does covers the basics, it does not allow potential volunteers to state their skills and areas of expertise such as graphics, videography, fundraising, veterinary, event planning, etc. It is important that this type of information is gathered so that these volunteers can be best utilized. Examples of other shelters that ask for this type of information in their online volunteer application are:
The Volunteer Coordinator stated that many people were signing up to volunteer before ever visiting the shelter. Once they arrived at the shelter for orientation, a large portion of these people were either finding the shelter too overwhelming or were disappointed that the shelter was not filled with puppies and kittens for them to play with. To match expectations to reality and not waste the Volunteer Coordinator’s time, both the website volunteer page and the Volgistics application should be updated to state that people interested in volunteering should first visit the shelter and look at the dogs and cats for adoption prior to applying to volunteer.

**Recommendation(s) [Medium-Term]:**

**Recommendation #107:** Update the volunteer webpage to tell people to visit the shelter to visit prior to applying to volunteer. Update the Volgistics online volunteer application to find out potential volunteers’ special skills and areas of expertise and to also suggest they visit the shelter prior to applying to volunteer.

**Item(s) for Consideration:**

- Purchase the Volgistics sign-in kiosk module for an additional $10 a month. Place an iPad in an anti-theft security stand on the front desk so volunteers can use the new kiosk module to sign-in and out.

### 5.3.2 Dress Code

It is imperative that all animal services volunteers wear clothing or a badge that designates them as a volunteer so that potential adopters do not think they are talking to a staff member. However, at ACC, neither the aprons, t-shirts, or the badges that volunteers currently wear say the word “volunteer.” This needs to be remedied as soon as possible to prevent misunderstandings.
Many animal shelters require volunteers to pay a fee to cover the cost of a volunteer t-shirt and require them to wear the t-shirts whenever volunteering at the shelter or at off-site events. Other shelters provide one t-shirt for free and let volunteers purchase additional shirts at cost. The t-shirts are usually a unique bright color that does not change with the word “volunteer” on the front and back so visitors can easily identify volunteers from staff, as shown in Figure 13.

**Recommendation(s) [Short-Term]:**

**Recommendation #108:** Order volunteer t-shirts that have the shelter name on the front and “volunteer” in large lettering on both the front and back. Require all volunteers to wear a t-shirt whenever they are volunteering at the
shelter or at off-site events. If the budget allows it, provide one free t-shirt to all current active volunteers, defined as people who currently volunteer at least once a month. Provide volunteer t-shirts at cost to all other current and future volunteers, unless there is enough money in the budget to provide one for free to all volunteers. Allow volunteers to purchase additional t-shirts at cost. If volunteers also continue to wear name badges and aprons, ensure they both display the word “Volunteer” in large lettering.

5.3.3 Job Duties

At ACC, volunteers mainly seem to be used as helpers in the laundry and dishwashing areas, office assistants, animal socializers, animal enrichment providers, animal photographers, and dog walkers. There are many additional duties that can be performed by volunteers at the shelter. They include, but are not limited to:

◆ Kennel cleaner—spot-clean the dog kennels.
◆ Veterinary clinic assistance (may require previous veterinary clinic experience, though inexperienced volunteers could be trained to handle recovery and pack preparation).
◆ Occasionally taking a few long-term resident dogs with “adopt me” vests during lunchtime to areas where people congregate.
◆ Bathing and grooming dogs.
◆ Creating videos of pets for the shelter to post on social media.
◆ Acting as shelter greeters.
◆ Assisting potential adopters to find pets and providing educational information about those pets.
◆ Helping to write succinct descriptions of the pets on Petharbor.
◆ Handing out marketing material in the community about adoption or free or low cost spay/neuter programs.
◆ Marketing animals for adoptions.
◆ Transporting pets to Rescue Groups.
◆ Networking to obtain donations.
◆ Assisting with maintenance, painting, cleanup, and carpentry projects.
Helping to manage the crowd at low cost vaccination and microchip clinics.

Dog training.

Special events assistance.

Supervising dog playgroups of two dogs.

Promoting and sharing pets for adoption on their personal social media.

Some shelters allow a few highly trained volunteers to deliver and setup unfriendly cats adopted to businesses, farms, etc. in their “working cat” or “barn cat” program.

To increase reclaims, volunteers at some shelters post every stray pet on Nextdoor, a neighborhood social media platform, in the specific Nextdoor neighborhood where the dog or cat was found. This is only usually helpful if Nextdoor is highly utilized in the area.

Some specially trained, trustworthy volunteers could also be set up to utilize the “AdoptMeApp” to upload photos and information about pets they interact with directly to the animal’s entry on Chameleon’s Petharbor webpage. More information about the AdoptMeApp is provided at http://adoptmeapp.org/.

A video about the AdoptMeApp is available at:

➢ https://player.vimeo.com/video/142199071

The shelter should also try to utilize volunteers with special skills such as in graphics (to create promotion flyers), videography, fundraising, etc.

Citygate recommends implementing a tiered volunteer system at ACC, which allows people who have satisfactorily volunteered for a certain length of time and have proven to be reliable, helpful, and not to have broken rules to promote to another tier and receive additional duties.

The volunteer tiers can be set up to meet the shelter’s needs. For example, “Tier 1” could be non-direct animal volunteering such as laundry, dishwashing, and office assistance. After a short time of volunteering in those duties, some volunteers could then be trained to handle “Tier 2” duties. These duties could be as a kennel assistant (cleaning feces and other messes in the dog kennels), shelter greeter, dog walker, dog bather, and dog and cat socialization. “Tier 3” duties could be as adoption counselor assistant and assistance at off-site adoption events. “Tier 4” duties would be reserved for longstanding, experienced, and trustworthy volunteers and may include allowing dogs known to get along to play together in a play group or walking some of the dogs that are designated as “staff only.” Volunteers should only be promoted to the next tier if they have proven to be an asset in the prior position. Examples of different volunteer tier levels at other animal services shelters can be found at the following websites:
St. Louis County Animal Care and Control Evaluation

◆ https://www.sddac.com/content/sdc/das/donate-volunteer/volunteer.html

Recommendation(s) [Medium-Term]:

Recommendation #109: Develop additional volunteer duties including kennel cleaner, shelter greeter, and adoption counselor assistant and implement them on a tiered level basis based on the needs of the shelter after the volunteer has successfully completed the previous tier without issue.

5.3.4 Interview, Forms, and SOPs

Many local governments require animal services operations to conduct background checks and fingerprinting prior to allowing someone to volunteer. Many animal services operations also interview candidates prior to allowing them to volunteer. This establishes the potential volunteer’s interests and ensures that the person will be a good fit for the organization. Some very well intentioned people simply do not consider the stress of working in an open-admission animal services shelter and may become overly emotional or have a difficult time handling the issues they encounter. Determining that in advance can benefit both the animal services shelter and the person, who might be better suited volunteering at a non-profit shelter or rescue. This should also be very openly discussed during volunteer orientation. Since it can be time consuming to interview every potential volunteer, some organizations interview based on the tier level. For instance, the Volunteer Coordinator may interview everyone prior to promoting them to Tier 2 duties. However, many other animal services shelters interview every potential volunteer to ensure they will be a good fit before allowing them to volunteer.

Many animal services shelters also mention the realities of working in their shelter in their volunteer SOP. For instance, the City of Houston’s volunteer SOP states:

“As a volunteer for BARC, you may be exposed to animals facing euthanasia, even though you will never have to witness it. BARC uses a humane sodium pentobarbital solution injected intravenously. Whether or not you personally agree with the practice, this is a day-to-day reality at the shelter. Our staff has to deal with its administration and its after-effects on a daily basis. If you are not comfortable in this atmosphere, supporting BARC as it strives to make Houston a more humane community, this may not be a positive volunteer experience for you. You may be better suited to volunteering at another worthy animal shelter or agency in the area.”
The forms that are necessary in animal services volunteer programs are usually a Volunteer Application, Volunteer Agreement, Volunteer Liability Waiver, and the Volunteer Policy Handbook (Volunteer SOP). Some animal services operations also have rules and an additional liability release form for volunteers who use their own vehicles to transport animals from the shelter to non-profit shelters and Rescue Groups that are willing to rescue those animals. Examples are provided at the following links:


Citygate did not see a volunteer liability release form in any of the documents that were provided to us. All the animal services programs that Citygate is aware of have a volunteer waiver, so ACC should work with the County attorney department to develop one. Some animal services programs include a waiver of liability in their volunteer applications, others in their volunteer agreements, and others have a totally separate volunteer liability waiver. Examples of animal services volunteer liability waivers can be found at the following websites:

- [https://www.mpcity.net/DocumentCenter/View/400/animal-shelter-waiver?bidId=](https://www.mpcity.net/DocumentCenter/View/400/animal-shelter-waiver?bidId=)
- [https://www.rcdas.org/rcdas37/images/DOWNLOADS/VOLUNTEERING/Vol_Application.pdf](https://www.rcdas.org/rcdas37/images/DOWNLOADS/VOLUNTEERING/Vol_Application.pdf)
Citygate was provided with two Volunteer SOPs, one labeled as being from August 2016 and another from July 2019. Comments in the following sections are about the newest version of the Volunteer SOP:

- The SOP stated that volunteers should not enter areas that are not available to the public unless asked by a staff member. The section seems to mainly be discussing the off-limits areas where pets are being held. It should be updated to also state that all of the other employee-only areas of the shelter, including the administrative office areas, are off-limits to the volunteers unless they are asked by the Volunteer Coordinator to perform a special duty or are scheduled to work in laundry or dishwashing.

- The SOP stated that volunteers should inform a front desk staff member if they see an animal with a health condition. This should be updated to state that unless it is an emergency, they should either tell the Volunteer Coordinator about the animal’s health issue or should fill out a vet check form and place it in a particular notebook or location that the Volunteer Coordinator frequently checks, rather than inform a front desk staff member.

- Remove the sentence that says: “Do not be too worried about picking up anything from the sheltered pets or about bringing something home to your pets.” Zoonotic diseases such as ringworm are always a concern when volunteering at an animal shelter, especially for cat volunteers.

- There are two pages of weather-related information regarding dog walking. Most shelters, even those in the northern climates, only include one to two sentences about weather, if they include anything at all. Those usually just state that when the weather is very hot or very cold the walks should be limited to short bathroom breaks and that dogs should not be walked during storms and extreme weather conditions. They also mention the volunteers should not walk dogs on hot or salted pavements and that volunteer should always consult with the Volunteer Coordinator to determine if the weather is extreme.

- The Volunteer SOP did not include any of the usual information found in most animal services volunteer manuals about chain of command, volunteer rules, and volunteer discipline.

**Recommendation(s) [Short-Term]:**

**Recommendation #110:** Implement a volunteer liability waiver.

**Recommendation #111:** Update the Volunteer Standard Operating Procedure to remove information that is no longer accurate (such as referring to color-coded
dots unless they are re-implemented) and to add additional necessary information and sections covering chain-of-command and discipline.

**Recommendation #112:** Ensure the realities of working in an open admission animal shelter are openly discussed in the volunteer orientation and in the Volunteer Standard Operating Procedure. Consider interviewing all volunteers prior to accepting them into the volunteer program or prior to promoting them to a Tier 2 job.

### 5.3.5 Volunteer Coordinator Location

Citygate was told that occasionally volunteers oppose rules (e.g., by asking to walk dogs designated as being walked by staff only); break rules; complain to staff members about supplies not being available; and also give staff members what they perceive to be orders, directives, and criticisms about cage cleaning, walking animals, the health of an animal, etc. Currently, it appears the volunteers are supposed to report to staff members or the Kennel Supervisor with concerns, instead of reporting to the Volunteer Coordinator who should be supervising them. To avoid this, it is very important that the volunteers are able to easily access the Volunteer Coordinator, so they can go directly to them if they have a concern, rather than going to another staff member. Because of this, animal services operations frequently have the Volunteer Coordinator’s office physically located in the area where the volunteers mainly work, which is usually near adoptions. However, the Volunteer Coordinator at ACC is located in the Vector Control office, an employee-only area that is as far away as possible from the volunteers.

**Recommendation(s) [Short-Term]:**

**Recommendation #113:** Move the Volunteer Coordinator’s office into the current cat Get Acquainted Room. Remove the built-in bench in the room and provide a computer hook-up. Ensure ventilation is adequate. Remove the cat, cat tree, and litterboxes from the very large cat condo in the center of the cat adoption room (which was only holding one cat during Citygate’s observation). Place a chair in that cage and use it for a cat Get Acquainted Room so potential adopters can visit with a cat they may want to adopt.

**Recommendation #114:** The Volunteer Coordinator should supervise all volunteers, handle their concerns or complaints, handle any required vet checks, and ensure they have necessary supplies so they do not have to go to other staff members or managers. The Volunteer Coordinator should also counsel and discipline volunteers, when appropriate.
**Item(s) for Consideration:**

- If an additional cat Get Acquainted Room is desired, move the two banks of cages from the corner of the Cat Adoption room to the other side of the room and cut a new door into the adjacent front window display. Remodel the front window display area for use as an additional cat Get Acquainted Room.

### 5.3.6 Volunteer Rules and Chain of Command

Volunteers serve as an unpaid workforce in an animal shelter. Just as a paid workforce in an animal shelter cannot function properly without rules, regulations, discipline, or chain of command, neither can an unpaid workforce. One of the most noticeable omissions in the 2019 Volunteer SOP was the absence of any sections on volunteer rules, regulations, and discipline. In addition, there was nothing in the Volunteer SOP that informed the volunteers that they reported to the Volunteer Coordinator and that they needed to follow their chain of command.

Most animal services volunteer policy manuals cover rules and discipline in their Volunteer SOP. For instance, Montgomery County Animal Services volunteer manual states:

> “Volunteering at the ASD is a privilege, not a right. Volunteers who commit minor violations of policies and procedures will be verbally counseled in an effort to achieve acceptable corrective behavior leading to compliance. Continued violations could result in additional counseling or dismissal. Serious violations will result in termination.”

Citygate observed one teenage volunteer who would not stop talking to the front desk staff, bothering them, and preventing them from performing their jobs. (This situation was different from brief, friendly conversations that volunteers and staff members should be encouraged to have.) Staff said that this was a frequent occurrence with this one particular volunteer. In a well-structured volunteer program, the employees should have told the Volunteer Coordinator that this particular volunteer had been causing a problem. The Volunteer Coordinator should have then counseled the volunteer to perform volunteer duties without bothering the staff, and should have told the volunteer that continuing to bother the staff would result in re-assignment to non-direct animal handling duties such as dishwashing or laundry where interaction with the staff is not possible. A note should have been put into the volunteer’s file to document the counseling session. If the problem persisted after the counseling session, additional discipline should have been provided up to and including termination from the volunteer program.

While Citygate was on-site, one volunteer entered the off-limits administrative office area to ask the Interim Director if it was okay to walk a particular dog that was designated as only to be walked by staff. Citygate checked with the Volunteer Coordinator to find out if the volunteer asked her first. The Volunteer Coordinator said the volunteer did not, knowing the answer would have been no. In a well-structured volunteer program, the Volunteer Coordinator should have been
immediately notified of the situation so she could have a counseling session with that volunteer, reminding the volunteer to report to the Volunteer Coordinator and to bring concerns directly to her, and to remind the volunteer that the employee-only administrative office area is off limits to volunteers unless they are asked to perform a duty in that area and that animals labelled as “staff-only” cannot be walked by volunteers. If the volunteer continued to enter employee-only areas or to break or constantly oppose rules after the counseling session, additional discipline should have been provided up to and including termination from the volunteer program.

Citygate noticed that volunteers frequently emailed the Interim Director about minor issues, such as what door they could exit when walking dogs. Volunteers should be told they must follow their chain of command and bring their concerns directly to the attention of their supervisor, which is the Volunteer Coordinator, and not to other managers. The Volunteer Coordinator should handle the concern, correcting the problem herself or speaking with a staff member’s manager about an issue to ensure it is handled or corrected, or she should explain to the volunteer why a particular policy is in place and that it is not going to be changed.

Volunteers should be able to easily access the Volunteer Coordinator when they have concerns or complaints. Because the Volunteer Coordinator is physically located so far away, the volunteers do not currently have easy access to them, so are instead having to go to staff members or other managers.

Houston Animal Services volunteer manual states:

“Your point of contact regarding volunteering or shelter activities is the Volunteer Coordinator. Bring your concerns and questions to him first. If you have a complaint regarding a staff member or an issue with BARC policy, immediately bring it to the attention of the Volunteer Coordinator so it can be resolved.”

Chicago Animal Services volunteer manual states:

“Your point of contact regarding volunteering or shelter activities is the Animal Placement Coordinator. Bring your concerns and questions to that person first. If you have a complaint regarding a staff member or an issue with a CACC policy, immediately bring it to the attention of the APC so it can be resolved. Do not forget to use the Volunteer Suggestion Box located by the Volunteer Lockers for any non-urgent suggestions.”

At most animal services shelters, the need to terminate a volunteer is a very rare occurrence and problems are usually resolved after the first counseling session. While the preceding observed issues were fairly minor, staff members also told Citygate that volunteers have purposefully snuck into off limits areas to find out the whereabouts of animals or to take their photographs, even in dangerous dog cases and bite quarantine cases located in the Bite Quarantine Room. It is unknown
what discipline, if any, was administered in that circumstance but many animal services programs would have immediately terminated their volunteer service.

Examples of volunteer SOPs with rules, regulations, and discipline sections are provided at the following links:


Reasons for volunteer discipline seen at other animal services shelters include:

◆ Failing to adhere to rules of conduct and program guidelines
◆ Failing to follow instructions when asked
◆ Failing to satisfactorily perform assigned duties
◆ Failing to adhere to policies and procedures
◆ Disclosing confidential information
◆ Sharing non-public information on social media
◆ Violating confidentiality regarding personal information about clients and the outcome of individual animal situations
◆ Posting comments or photos directly related to their position on personal and social networking websites (e.g., Facebook, Instagram, Twitter, NextDoor), if the post could bring discredit or embarrassment to the shelter
◆ Failing to maintain a professional relationship with staff and other volunteers
◆ Providing false, inaccurate, or misleading information about the shelter, its staff, or other volunteers to the public or the media
◆ Taking any deliberate action that is detrimental to the shelter
◆ Spreading malicious gossip or rumors, engaging in behavior designed to create discord, or interfering with another volunteer or shelter staff member in the completion of their duties
◆ Giving out medical information or advice
◆ Entering restricted areas of the facility unless accompanied by a manager
◆ Deviating from sanitation/disease prevention guidelines
◆ Interacting with animals not approved for socialization
◆ Showing discourtesy/rudeness to another volunteer, staff member, or citizen.

Recommendation(s) [Short-Term]:

Recommendation #115: It is extremely important to structure and manage the volunteer program so that it can function properly. Update the Volunteer SOP to state that volunteers report to the Volunteer Coordinator and must follow their chain-of-command. Add volunteer rules, regulations, and a disciplinary section. The Volunteer Coordinator should actively enforce the chain of command, rules, regulations, and discipline policy.

5.3.7 Other Volunteer Issues

Many animal services operations schedule their volunteers in shifts. This ensures that volunteers are spread out evenly and there are not too many volunteers at any given time. Many animal services operations also require a minimum number of volunteer hours per month to be met to remain a volunteer. ACC may want to consider these suggestions in the future.

Management informed Citygate that new volunteer programs and ideas have been implemented without management knowledge or approval. One example was the new informative sign on the dog kennels. While these signs are a fantastic idea and many shelters have similar signs, the sign and its format should have been approved by upper management prior to implementation. Citygate also noticed a large handwritten sign in the lobby which stated that treatment for some heartworm positive dogs may be provided. Citygate asked management for details about that heartworm treatment program and they said they had no idea because it was a new volunteer program.

Volunteers often have very helpful ideas for the animal shelter. When they have a new idea, they should propose it to the Volunteer Coordinator. If the Volunteer Coordinator agrees it is a beneficial idea, she should mention it to her manager. If they both agree that it is a good idea, it should be communicated with all of their managers for approval prior to implementation. For large programs, an SOP may need to be updated for the new idea or program. Once the idea is approved by upper management and prior to implementation, the new program or idea should be discussed
with the staff members who will be affected by the change so they will be knowledgeable about it.

Citygate was told by the Volunteer Coordinator that the handwritten heartworm sign in the lobby was because a non-profit group called St. Louis County SAVE was willing to pay $400 of the $500 cost of the heartworm treatment at a private Veterinarian for certain heartworm positive dogs after they were adopted. This is a fantastic offer and would provide a great incentive to help heartworm positive dogs either become adopted, or rescued if the offer is extended to Rescue Groups. However, the offer should have been communicated to upper management for approval prior to writing it on the board. Upper management may have desired more detail about how someone qualifies for the program or may have wanted the group to create a flyer that could be handed out to potential adopters. Management may have also wanted the shelter to create a form informing adopters that the heartworm treatment is being sponsored by a private group and that the shelter assumes no responsibilities or liability.

Citygate asked the Volunteer Coordinator why they do not have more frequent off-site adoptions, since that is a volunteer-assisted program that can help to increase adoptions. The Volunteer Coordinator stated that it was hard to solicit participation from that many volunteers to attend an off-site adoption event since she had to schedule one or two people per dog to hold each dog on a leash. Holding dogs on a leash is not how animal shelters typically hold off-site dog adoption days. They instead obtain large, foldable crates and the dogs stay in the crates during the event. When informed, the Volunteer Coordinator was concerned that the dogs would not receive enough exercise or be walked enough and might break out of the crates. Pet adoption events are held to try to get animals adopted, not to provide them with exercise. Citygate recommends initially only bringing four or five dogs to each event. The events usually only last about four hours and the dogs are monitored by a staff member and volunteers so there is no chance they will break out of a crate. Dogs are taken out of the crate every hour or two for a bathroom break.
Dog adoption events can occur at pet supply stores, special events, at strip shopping centers, etc. If they are outside, the crates are usually placed under a pop-up tent or under the venue’s roof overhang for shade. It is important that the events occur in desirable areas where potential adopters may live. It is best to go to the same regular locations so people will know that it is a source for adoption; however, it can sometimes take numerous attempts to find a regular location where many adoptions will occur.

Dogs and cats can be adopted and taken home directly from off-site adoption events at places that are licensed by the Missouri Department of Agriculture as pet shops, such as PetSmart and Petco. Pet Adoption Questionnaires on clipboards, Adoption Contracts, and adoption packets with free dog food should be brought to these adoption events, along with plans on how to accept payment. At other locations, adoption questionnaires can be filled out and adoption counseling can occur but the adopter must come back to the shelter to pay the adoption fee and complete the adoption transaction.

There seemed to be significant concern about which door the volunteers should use to exit the building when walking dogs. Citygate was told that the dogs in the 300s are supposed to go out the front door, but the dogs in the 400s should exit through the employee-only area near the 500s and out the back door which leads directly through the pebble play yard. It seems to Citygate that volunteers should walk all dogs in the 300s and 400s out of the front door. This not only keeps
volunteers from walking through employee-only areas and potentially having to walk through the play yard while other dogs are in there, but it also gives potential adopters who may be in the lobby the chance to see and interact with the dogs. It can also give the front desk personnel a chance to take photos of the dogs, if they do not already have a good photo. Dogs at animal shelters sometimes bark at each other when they see another dog walk by, but that should not be a major concern.

One issue that differentiated ACC’s volunteer program from a typical animal services volunteer program was the volunteers’ extreme concern about dog walks. Many volunteers felt that every dog in the shelter needed to have three 30-minute walks a day and some expressed anger if they did not. Most animal services shelters rely on volunteers to perform dog walks for the adoptable dogs. Many of those animal services shelter try to get the volunteers to take the adoptable dogs out of their kennel at least once a day for 15 minutes. Other animal services shelters, even those highly regarded with excellent reputations, do not emphasize dog walking. They instead emphasize training and socialization that might help the dogs get adopted.

For instance, a volunteer document from the dog behaviorist at a highly regarded animal services shelter states this:

“Please keep in mind that QUALITY in more important than Quantity. Not every dog has to be walked; in fact, human contact is the most enriching part of a shelter dog’s life – that’s why in-kennel human contact is so important. Keep in mind that if getting out becomes the most enriching part of the day – this means the dog is much more likely to jump and get over aroused when someone comes to his kennel door...not the best way for him to market himself to potential adopters.”

Not only are some volunteers angry if the dogs in the dog adoption areas are not walked three times a day, but they are angry that the dogs in the off-limit intake and other holding rooms are not also walked by staff three times a day, preferably for 30 minutes on each walk. The reality is that unless they are small, most animal services shelters do not walk these dogs three times a day. Many do not walk those dogs at all or just take them out for a quick morning bathroom break during cleaning. In addition, some of these dogs cannot be walked because they are under bite quarantine, are too aggressive, or if they are sick because they may spread disease. Even if an animal services shelter only holds 40 dogs in the non-public rooms and takes the dogs out for three 15-minute walks a day, it would take 30 hours of staff time every single day to perform the walks. The expectation of walking all dogs three times a day is simply unrealistic at many animal services shelters, especially medium- to large-sized shelters.

As previously discussed, ACC should strive to house the dogs in the 500s and 600s in double-sided kennels and to perform the steps necessary to move them out of the shelter in an expeditious manner. Limiting the time of their stay and providing them with more room will keep dogs from developing behavior problems. In the meantime, Animal Caregivers should walk dogs in the intake
areas as time allows and/or should place the dogs into the larger outdoor pens used during cleaning for exercise and fresh air throughout the day, disinfecting the pens between each dog. Staff should prioritize the walks and outside visits for the dogs in the holding rooms that have been in the shelter for more than two weeks.

Volunteers should continue to walk the dogs in the 300s and 400s up to three times a day, though there is no need for anger or panic if dogs are occasionally only walked once or twice a day or if walks are skipped for a day because of severe weather conditions. The Volunteer Coordinator may want to create an online dog walking schedule so that volunteers can easily see when dog walkers are needed so they can sign up for empty slots. Both the staff and authorized volunteer kennel cleaners should also work to quickly clean up any feces in the dog kennels. During busy adoption days when volunteer kennel cleaners are not available, staff assigned to other rooms may need to assist with spot-cleaning in the adoption rooms. Spot-cleaning should be performed at least every 15 minutes.

**Recommendation(s) [Short-Term]:**

**Recommendation #116:** Ensure new volunteer programs and ideas are approved by senior management prior to implementation.

**Recommendation #117:** Obtain foldable metal crates. Schedule off-site pet adoptions events at the same regular locations in an attempt to get more pets adopted, especially long-term residents. Preference should be given to PetSmart and Petco locations, if possible, so that the animals can go home with the new owner.

**Recommendation #118:** Animal Caregivers should walk “staff only” dogs and dogs in the non-public rooms as time allows and/or should put the dogs in the outdoor pens, disinfecting the pens between uses and prioritizing dogs that have been in the shelter for more than two weeks.

**Recommendation #119:** Animal Caregivers assigned to other rooms may need to assist during busy times in the dog adoption rooms to ensure spot-cleaning is being performed at least every 15 minutes. Volunteers should also assist with spot-cleaning.

### 5.4 Foster Homes

Foster home caregivers are volunteers who agree to provide care for a shelter animal in their own home. A robust foster home program can increase lifesaving efforts, but it requires oversight to function properly. A formal foster home program should be immediately developed by ACC with rules, regulations, and guidelines that the foster homes agree in writing to follow. A foster home
can be particularly helpful when managing underage animals, dogs that need behavior modification, and animals that may need veterinary treatment or recovery from injury, as well as when the shelter is overcrowded. Some animal services shelters also use trustworthy, longstanding foster homes to hold friendly court case animals until the case is resolved. The foster home must be aware that the court may return the animal back to the original owner in some circumstances.

ACC will need to develop certain documents and policies for its foster home program. Most programs have a minimum of a foster home application, foster home agreement, foster home manual/guide/handbook, and a foster home transfer sheet. ACC will also need to decide how to track foster animals in Chameleon. There are two main methods. The first is to simply input the animal in the kennel named “Foster” or something similar and to leave the animal in Chameleon inventory. The advantages to that method are that it is easy to see which animals are in the foster kennel at any time and also that when the foster animal is set to “available” status, it will be available for viewing on the shelter’s website. The disadvantage is that the foster animal will be counted in length of stay statistics. The other method is to outcome the animal out to foster in Chameleon, so that it no longer shows up in inventory or in length of stay statistics. The animal is then intaken as coming in from foster in Chameleon when it is brought back to the shelter and/or adopted. However, unless the kennel intake and outcome statistical reports are modified, every foster animal will be counted twice in intake and outcome statistics when using this method, which should not happen. Chameleon should be contacted to discuss pros and cons of each method. Chameleon can also update statistical reports to ensure that foster animals are not counted twice if using the second method.

Policies also need to be developed to address the process of how the animals will be eventually adopted or transferred to rescue. Per Missouri Department of Agriculture regulations, the actual adoption transaction must occur either at the shelter or at a location licensed as a pet shop. Depending on preferences, the foster pets could be advertised for adoption on the shelter website and the foster homes could make plans to meet potential adopters at the shelter, the foster homes could market their pets any number of additional ways and bring them back to the shelter to meet potential adopters, the foster homes could bring their foster pets to off-site adoption events, or the foster homes could bring their foster pets permanently back to the shelter when the animal is old enough or when veterinary treatment or behavior modification is completed. For safety reasons, it is very important that foster homes never allow anyone they do not know to come to their home to meet a foster pet.

Besides taking care of the pets in their homes, when the pets become adoptable the foster homes could also be set up to utilize the AdoptMeApp to upload photos and information about their foster pet directly to Chameleon’s Petharbor website.

It is always better to transfer animals to a Rescue Group rather than to a foster home whenever possible so that the burden for their care and eventual adoption is lifted from the shelter and so that
the burden of managing so many foster homes is lifted from the foster home coordinator. Therefore, animals should only be placed in foster homes if Rescue Groups cannot be found. Another option is to place an animal in a foster home temporarily (e.g., one or two days for neonatal kittens), while the Rescue Coordinator is attempting to find rescue and then transfer the animal from foster to rescue. Some shelters also place sick animals in foster homes and once the animal is healthy, they transfer them to Rescue Groups, unless a Rescue Group can be found to take the sick animals directly.

**Recommendation(s) [Short-Term]:**

**Recommendation #120:** Develop a formal foster home program. Develop the necessary forms and policies. When rescue cannot be found, seek foster homes for underage animals, animals with treatable diseases, animals that need behavioral modification, etc. Consider also allowing longstanding foster homes to foster friendly court case animals. Additional information about foster home programs can be found at the following websites:

- [https://www.maddiesfund.org/topic-foster-programs.htm](https://www.maddiesfund.org/topic-foster-programs.htm)
- [https://www.aspcapro.org/adoption-placement/foster-care](https://www.aspcapro.org/adoption-placement/foster-care)
- [https://www.aspcapro.org/resource/how-use-online-orientation-more-foster-parents-less-staff-burden](https://www.aspcapro.org/resource/how-use-online-orientation-more-foster-parents-less-staff-burden)

### 5.5 FERAL CATS

#### 5.5.1 Trap/Neuter/Return

Trap/neuter/return (TNR) is a process where healthy feral cats are trapped, spayed/neutered, vaccinated, ear tipped, and then returned to their original location. TNR was often formerly referred to as trap/neuter/release. The feral cats can be trapped and returned by animal services staff, volunteers, or non-profit organizations. TNR is endorsed by all leading animal welfare programs including the Humane Society of the United States, ASPCA, UC Koret, Best Friends Animal Society, PetSmart Charities, Alley Cat Allies, the Association of Shelter Veterinarians, and the Million Cat Challenge.44 45 Some feral cats that undergo the TNR process are cared for by

45 [https://www.humanesociety.org/resources/our-position-cats](https://www.humanesociety.org/resources/our-position-cats)
community caretakers, while others are able to thrive without human intervention and live in neighborhoods, shopping centers, commercial properties, near dumpsters, etc.

ACC currently performs limited TNR. The feral cats are spayed or neutered by the shelter Veterinarians and the ACOs return the feral cats to their original location after their surgery. Citygate went on a field ride-along in the evening when a feral cat was being returned by an ACO. It was dark outside before the feral cat was returned. Temperatures were expected to be in the 20s that night and were expected to be in the single digits the following night.

Citygate was told that at least one non-profit organization in St. Louis County is also providing large scale feral cat TNR. This is a valuable service for the community. While the shelter Veterinarians currently do not have the capacity to perform additional spay/neuter surgeries for any other groups, the County should still support the other group’s TNR efforts. Citygate recommends that the County should provide a portion (e.g., up to 20 percent) of the spay/neuter voucher money towards surgeries of feral cats picked up in the jurisdiction. The money should be designated to be used only at certain pre-negotiated low cost spay/neuter clinics that provide deep discounts for the feral cat spay/neuters. A method will also need to be set up to ensure the voucher money is only used for cats that are located within ACC’s jurisdiction.

**Recommendation(s) [Immediate]:**

**Recommendation #121:** Do not return trapped/neutered/returned feral cats to their location during extreme weather conditions.

**Recommendation(s) [Long-Term]:**

**Recommendation #122:** Provide a portion of the County spay/neuter money to fund feral cat TNR surgeries for feral cats located in the jurisdiction. See [Spay and Neuter Voucher Section](#).

### 5.5.2 Young Kittens

Newborn and very young unweaned orphaned kittens tend to have a low survival rate at animal shelters, even in those with foster programs designed specifically to care for them. In addition, the mother cat of the neonatal kittens is almost always nearby when the kittens are found, often in the process of searching for a new place to keep the kittens because their current location has become unsuitable. Once they find a new place, they return to the kittens and move them one at a time to the new location. Because of this, experts advise people who find newborn kittens to leave them alone and not bring them to the shelter unless they are already weaned. Many animal services programs also include a page on their website with instructions for people who find young kittens. They advise people who bring young kittens in to the shelter to place them back where they found them and wait to see if the mother cat returns. Unless they are sick, injured, or in imminent danger (e.g., located in the middle of a street), many field operations will not dispatch ACOs to pick up
neonatal kittens unless the instructions on the website are first followed and/or also will not pick up a litter of neonatal kittens without first attempting to trap the mother.

**Recommendation(s) [Short-Term]:**

**Recommendation #123:** Create a webpage to provide instructions to people who find neonatal kittens. Examples are found at the found at the following websites:

- [https://multcopets.org/if-you-find-kittens](https://multcopets.org/if-you-find-kittens)
- [https://www.cityofsacramento.org/Community-Development/Animal-Care/Feral-Cats](https://www.cityofsacramento.org/Community-Development/Animal-Care/Feral-Cats)
- [https://dallascityhall.com/departments/dallas-animal-services/Pages/orphaned_kittens.aspx](https://dallascityhall.com/departments/dallas-animal-services/Pages/orphaned_kittens.aspx)
- [https://www.fairfaxcounty.gov/animalshelter/catintake](https://www.fairfaxcounty.gov/animalshelter/catintake)

**Recommendation #124:** Because the mother cats of neonatal kittens are almost always around and because their survival rate is not high without their mother, people who enter the shelter with litters of neonatal kittens or who call an ACO to pick up litters of very young kittens should be told to instead follow “found a kitten outside” instructions on the shelter’s website and to place the kittens back and wait a few hours to see if the mother returns. They should be told that if the mother cat does not return after several hours then to take care of the kittens themselves, find a Rescue Group that will care for them, or as a last resort, bring the kittens back to the shelter.

**Recommendation #125:** Hang the Alley Cat Allies poster near the intake desk for reference. An example is provided at the following website:

SECTION 6—PROACTIVE AND MARKETING PROGRAMS

6.1 PROACTIVE PROGRAMS

Proactive programs are implemented at animal services shelters to reduce intake, increase reclaims, increase adoptions, and solve pet-related problems in the community, all of which can improve the live release rate. Citygate is aware of two proactive programs that are in effect at the ACC:

1. Reduced cost spay/neuter vouchers
2. Free microchips for all reclaimed pets

6.1.1 Reduced Cost Spay/Neuter Vouchers

Currently, any resident of St. Louis County can come to the shelter to pick up a reduced cost spay/neuter voucher. The pet owner is required to already have the spay/neuter appointment set up prior to receiving the voucher. The vouchers provide $50 off cat neuters, $60 off cat spays, $70 off dog neuters, and $80 off dog spays and can be redeemed at any area Veterinarian willing to accept them. (Some Veterinarians charge $200 or more for spays and neuters.) A portion of the County pet license fees collected funds this spay/neuter voucher program.

While the idea of discounted spay/neuters for residents is commendable, in practice experts say that this type of voucher does very little to reduce shelter intake or pet overpopulation. This is because people use it like a coupon—they often already plan for the pet to be altered but would prefer to do it as inexpensively as possible. For instance, Citygate observed two pet owners who had taken their pets to a clinic for altering that morning and were told about the County vouchers after they dropped the pets off. They then came in to the shelter to obtain the vouchers. Since they had already planned to have the pets altered, they could afford to pay for the surgery and were just using the voucher as a coupon. The ASPCA says:

"While every spay and neuter is important,’ says Dr. Emily Weiss ‘not every spay and neuter is created equal.’ In their webinar, ‘Truly Targeted Spay and Neuter,’ the ASPCA’s Dr. Weiss and Dr. Kathy Makolinski discuss how focusing exclusively on non-targeted, high-volume spay/neuter may not give us the results we are looking for—decreased animal intake in shelters.”

Instead, experts recommend implementing a targeted spay/neuter program. Targeted programs are usually free or very low cost (e.g., $10) and target the problems, for instance, the pets most likely to enter the animal services shelter and the pets most likely euthanized. These programs can target

46 https://www.aspcapro.org/blog/2014/02/18/5-steps-truly-targeted-spayneuter
the geographical areas of highest impound rate, the breeds that are most likely to be impounded, and low income pet owners who cannot afford spay/neuters even with a coupon. The Association of Shelter Veterinarians states:

“An integral component to reducing pet overpopulation is the advancement of targeted spay-neuter.”

The St. Louis County animal ordinance Section 611.100 provides the Director with the authority to implement a reduced cost spay/neuter program. Citygate suggests that instead of providing a coupon type program available at all veterinarians, that St. Louis County implement a free targeted spay/neuter program available only at select low-cost spay/neuter providers. The program could target all pit bulls and pit bull mixes, any animals owned in select targeted zip codes of high intake, cats and dogs weighing over 30 pounds that belong to low-income pet owners with proof of participation in a low-income assistance program (e.g., food stamps, disability, Section 8 housing, etc.), and a portion for the TNR of feral cats located in the jurisdiction.

The County will need to reach out to low cost spay/neuter providers in the area to see if they will participate in the free spay/neuter voucher program that the County will fund and see if they will provide any additional discounts or additional services (e.g., free vaccines with surgeries) with each spay/neuter. For instance, Carol House Quick Fix currently charges $20 per feral cat, so the County could potentially fund numerous feral cats being spayed/neutered there. New voucher applications and the actual free spay/neuter vouchers would have to be developed which lists the participating low cost vet clinic(s) where the vouchers can be utilized. Some low cost spay/neuter clinics to call to see if they will participate may include:

◆ [http://stlspayneuter.org/](http://stlspayneuter.org/)
◆ [http://amcma.org/services/spay-neuter](http://amcma.org/services/spay-neuter)
◆ [http://hsmo.org/](http://hsmo.org/)

Some examples of targeted spay/neuter programs are:

◆ [https://www.baltimorecountymd.gov/Agencies/animalservices/spay-neuter.html](https://www.baltimorecountymd.gov/Agencies/animalservices/spay-neuter.html)
◆ [https://www.lacityvet.com/onlinevoucher/](https://www.lacityvet.com/onlinevoucher/)
◆ [https://www.brookhavenny.gov/165/Free-Pit-Spay-Neuter](https://www.brookhavenny.gov/165/Free-Pit-Spay-Neuter)
◆ [http://saccitypets.blogspot.com/](http://saccitypets.blogspot.com/)
◆ [http://discover.pbcgov.org/publicsafety/animalcare/Pages/Spay.aspx](http://discover.pbcgov.org/publicsafety/animalcare/Pages/Spay.aspx)

---

More information about implementing a targeted spay/neuter program can be found here:

◆ https://www.aspcapro.org/blog/2014/02/18/5-steps-truly-targeted-spayneuter

Recommendation(s) [Medium/Long-Term]:

Recommendation #126: Discontinue the current spay/neuter coupon voucher program and instead implement a targeted spay/neuter voucher program to provide free spay/neuters available at low-cost spay/neuter clinics (or Veterinarians that would meet their prices for the program). The targeted program may include all bully breeds, animals from targeted zip codes, and cats and dogs over 30 pounds from low-income pet owners that participate in an assistance program. Also provide a portion (e.g., up to 20 percent) of the annual funding for TNR, only for the feral and community cats found and returned in the jurisdiction. Create an online application and a paper application so pet owners do not have to visit the shelter in person to apply or receive a voucher. Discontinue requiring an appointment to be made first. Distribute flyers about the program and/or applications in the field and at locations that provide services to low-income pet owners.

6.1.2 Free Microchips

Currently, all animals at ACC are microchipped when they are reclaimed. This is an excellent program which can help facilitate a quick reclaim if the pet is ever impounded a second time.
Item(s) for Consideration:

◆ In addition to a free microchip, ACC may want to consider automatically qualifying and offering all reclaimed unaltered pets a free spay/neuter voucher, since pets that are unaltered tend to roam more and since roaming pets will often reproduce.

6.1.3 Other Proactive Programs

There are numerous other proactive programs that ACC may want to implement to improve the live release rate by decreasing intakes, increasing returns to owner, or by increasing adoptions. Grants can often be obtained for the programs. A few program ideas include:

◆ Barn, Mouser, or Working Cat Program – Provide free spay/neutered cats that have temperaments unsuitable for adoption, but for some reason cannot undergo the TNR process (e.g., unsocialized cats impounded due to a hoarding situation). Examples are found at the following websites:
  ➢ https://www.baltimorecountymd.gov/Agencies/animalservices/working-cat-program.html

◆ Vaccination and microchip clinics – These clinics should be held in low-income areas and the price of the vaccinations and microchips should be at cost or free for low-income pet owners. Information about free and low-cost spay/neuters should also be provided. One of the ACC Veterinarians should be on-site to facilitate the rabies vaccination. Grants are sometimes available so that the vaccinations and chips can be provided for free.

◆ Microchip Monday – Offer microchips at cost to pet owners (currently $10 with registration, $5 with registration if ACC uses Found Animal microchips) at specific times, such as on Mondays from 11 a.m. to 1 p.m. Once operations at the shelter are running more smoothly, the shelter may want to offer microchips at cost to the public during all hours open to the public. Animal Caregivers could implant the microchip and the microchips should be registered before the pet owner leaves the shelter. If the shelter obtains a grant, ACC may be able to provide the microchips for free.

◆ Dog Walks for Adoption – Have volunteers walk a few long-term resident dogs wearing “adopt me” vests during lunchtime in places where people congregate, accompanied by the Volunteer or Outreach Coordinator. Have information about the dogs ready to hand out to anyone interested in adopting.
Return to Owner in the Field – Every pet picked up in the field should be scanned and returned to its owner the first time without penalty if microchipped or tagged. In addition, if ACOs start using laptops in their vehicles again, they could also look in Chameleon lost and found records and look at the [www.STLlostpets.org](http://www.STLlostpets.org) lost pet reports to see if a pet has been reported as missing so they could return it in the field with a warning the first time it is found running loose, even if it is not chipped or tagged.

Free Spay/Neuter for Low Income Reclaims – Many shelters will allow low-income pet owners that cannot afford reclaim fees to reclaim their difficult-to-adopt pets for free, if the shelter is first allowed to spay or neuter the pet. Once the veterinary program is modified so that it is altering pets seven days a week instead of only three days a week, this could be an option. Pet owners would need to sign a spay/neuter authorization form.

Nextdoor – To increase reclaims, volunteers could post stray pets on Nextdoor, a neighborhood social media platform, in the Nextdoor neighborhood where the dog or cat was found. This may help increase the return-to-owner rate if Nextdoor is widely used in the community, but may not be worthwhile if it is not.

Foster Home Program – Implement a foster home program. For more information, see Foster Homes Section.

Pet Food Pantry – Some shelters offer donated food to low-income pet owners and pet owners in dire financial circumstances so that their pet can remain in their home.

**Recommendation(s) [Medium-Term]:**

**Recommendation #127:** Implement additional proactive programs with a priority on those that will directly impact the live release rate.

### 6.2 Social Media, Marketing, and Website

#### 6.2.1 Social Media

Social media is an animal services shelter’s strongest and most important marketing tool to promote pets for adoption. Currently, ACC has a weak social media program and social media posts are made infrequently. Only 12,000 people like or follow the shelter’s Facebook page and the shelter does not currently have a Twitter or Instagram page.

The vast majority of the current Facebook postings are about pets that have already been adopted or rescued, along with posts about volunteer groups or people who have made donations. While these types of posts, if made occasionally, can help public relations, they will not improve pet adoption. Staff should discontinue taking a photo of every adopted pet and only photograph and
post occasional special adoption situations such as the adoption of the pet that has been there the longest, adoption of a staff or volunteer favorite, adoption of a pet that entered emaciated and is now a healthy weight, adoption of a tiny kitten that is being adopted by a very big man, etc. The staff should also discontinue sharing other organization’s posts or making posts that have nothing to do with the shelter. The staff should instead focus on taking photos of the dogs and cats that need to be adopted, or use photos that volunteers have taken, and should make more posts about the animals available for adoption on Facebook.

To promote pets for adoption, the shelter should make at least three Facebook posts per day of individual pets for adoption. These should be individual posts and not a batch posting of multiple photos in one album that are occasionally added to or deleted from or the forwarding of another organization’s post about the animal. The individual postings can be a mix of some pets that have been at the shelter for a long time and some pets that are new and may be adopted quickly. There is no need to mention how long an animal has been on the adoption floor in most postings. Each Facebook posting should include a brief marketing description that highlights the individual pet’s best or most unique qualities so people want to adopt them. Pets that have been there the longest should have weekly or bi-weekly posts using different photos or videos or a different marketing description. The St. Louis County SAVE group writes high quality marketing descriptions of the animals and those can be used for examples.

Information taken from the original owner-surrender form or stray intake form can often be utilized to write effective social media posts, as well as compelling emails to Rescue Groups. For instance, when asked what form of discipline a pet owner used for the pet they were surrendering during Citygate’s observation, the owner wrote “nothing, she never misbehaves.” This information could have been used to write a very compelling social media post or email to a Rescue Group.

The adoptions posts should also include a generic email address, such as adoption@stlouisco.com, where people can email to obtain more information about the pet. This generic email should be checked frequently by the Adoption Counselors. Many animal services shelters later revise their posts to write “Adopted!” at the top of the post if an animal is adopted shortly after the Facebook post is made.

Occasional videos of individual pets for adoption should be posted as well. These can often be filmed by volunteers. The videos that garner the most interest are often filmed indoors and help people envision how the pet would act in their home. For instance, showing the pet snuggling on a person’s shoulder, crawling into their lap, giving a “high five” paw to a person, or just acting affectionate and adorable. However, videos taken outside can also be very effective.

The end of each post should ask people to “share” the post to find the pet a new home. The adoptions posts should be spread out through the day and even in the evening and can be scheduled in advance, though someone needs to be in charge of deleting them from the schedule if an animal is adopted or rescued.
It is often effective to “boost” Facebook posts for pets that have been at the shelter for a long time. This costs as little as $5, and the post can be boosted to target certain demographics, such as people who are interested in dogs, who live within a 20-mile radius of the shelter, and who are between the ages of 25-55. Ads to promote the Facebook page itself can also be created so more people “Like” the page for very little money as well.

Staff member(s) who are very proficient at making high quality social media posts without grammatical or punctuation errors should be formally assigned to the job. At some shelters, specific Adoption Counselors make the pets for adoption posts as part of their job duties if the shelter does not have someone specifically assigned to manage social media. In addition to the regular posts promoting animals for adoptions, and occasional public relations posts highlighting adopted animals and related information, the shelter should also promote special adoption events and make occasional educational posts, such as urging people to microchip and license their pets. Many shelters also occasionally make posts asking for specific donations or for their Amazon wish list. For instance, a post could be made asking for donations of foldable extra-large crates for use at off-site adoptions with an Amazon link to the crates.

The shelter should also create a Twitter and Instagram account, since many younger people do not use Facebook. Software such as Hootsuite can be used to easily make the same post on all social media accounts in one step. Some shelters also find it very helpful to set up shelter Facebook pages strictly for Rescue Groups and post animals that need urgent rescue on that page.

**Recommendation(s) [Short Term – HIGH PRIORITY]:**

**Recommendation #128:** The social media duty should be assigned to specific staff that are very proficient in writing high quality posts. Some shelters have one designated person make all social media posts and others split the duties into having an Adoptions Counselor(s) make posts about pets for adoption and another staff member make the less frequent educational and public relations posts.

**Recommendation #129:** Discontinue photographing all adopted pets and just post several times a week about special pets that have been adopted, along with a few other public relations posts such as those about donations, special events, and volunteer groups. Instead, photograph pets for adoption if there is not already a high quality photograph. Post individual dogs and cats for adoption on Facebook at least three times per day. We recommend a ratio of at least three posts of individual dogs or cats for adoption to every one post about a pet that has been adopted or an educational or public relations post. Ensure the adoptable animal photos are high quality and that the accompanying text highlights the animal’s unique attributes and markets the pet for adoption. Also
include the pet’s name, the name and address of the shelter, and an email address people can email for more information about the pet.

**Recommendation(s) [Medium-Term]:**

**Recommendation #130:** Create Twitter and Instagram accounts for the shelter and make similar posts there as well. Consider setting up a shelter rescue Facebook page.

### 6.2.2 Marketing

When Citygate was on-site, a dog named “Trouble” was in the shelter. Staff indicated that it is shelter policy to always keep the animal’s original name when it is known. While that is usually recommended, it is not good for marketing purposes if the name is unpleasant or is not a typical sounding name. Dogs quickly adjust to a new name and all of the stray animals at the shelter always have to adjust to a new name. Therefore, animals with names that have negative connotations should be assigned a new name. When possible, a similar sounding name should be used such as “Bubbles” instead “Trouble” or “Leo” instead of “Kilo”; however, that is not always necessary and it is perfectly fine to completely change a dog or cat’s name, such as from “Fathead” to “Gary” or from “Big Mama” to “Maria.”

It is important that the St. Louis County animal shelter be widely promoted to increase awareness about the pets for adoption at the shelter. The average person needs to see or hear about a service numerous times before they will remember it, so the goal should be to promote pet adoptions from the shelter very frequently and in as many ways as possible.

It is also very important that the County help promote the shelter’s pets for adoption on County social media, County emails, newsletters, on the County website homepage, etc. The County could also put simple one-third-page flyers encouraging pet adoption from the shelter in utility bills. The County Executive and County Council members should also be encouraged to frequently promote adoptions at the animal shelter in their emails and newsletters as well.

There are numerous other marketing ideas that can help promote adoption including writing articles for online and print media; flyers and posters promoting adoption events; spay/neuter programs hung at grocery stores, pet supply stores, vet clinics, churches, and health centers, etc.; billboards to promote adoption (many billboard companies will donate free space); television commercials promoting adoption to run on cable channels and local channels (some will donate); and small advertisements in local newspapers and magazines (some will allow it free of charge), etc.

Many animal shelters run adoption special promotions to increase adoption rates, especially during times of overcrowding. Promotion ideas include “Black Friday” (half-price black dogs and cats), “The 12 Strays of Christmas” (discounted rates for the holidays), “Senior Moments” (discounts for animals over the age of 7), “Saint Catrick’s Day” (discounts for cats on St. Patrick’s Day), etc.
Additional ideas for promotions can be found all over the internet. Free adoption events may also be effective when extremely overcrowded. It is usually recommended to create a graphical flyer about the promotion event that can be used on social media. Volunteers skilled in graphics can often be found to create the flyer. Press releases should be sent out to local media about shelter promotions and should be heavily promoted on social media.

Animal services shelters often find that the media can be very helpful to find new homes for pets in the shelter when the shelter is overcrowded. The shelter should develop a good relationship with local media and utilize them to save more pets.

**Recommendation(s) [Short-Term]:**

**Recommendation #131:** Both ACC and St. Louis County should implement marketing methods specifically to promote pet adoptions from the shelter.

**Recommendation #132:** Change unpleasant or non-typical animal names instead of keeping the original name.

### 6.2.3 Website

An animal services website is often the first place a citizen who wants to adopt a pet, wants to turn in a pet, or is searching for their lost pet looks for information. Therefore, it is very important that the ACC’s website contains the information that citizens need.

**Recommendation(s) [Short-Term]:**

**Recommendation #133:** Citygate recommends the following modifications to the ACC website:

◆ **Pets for Adoption** – Open Adoptions do not require a meet and greet so remove that recommendation. Update the sentence that says the pet costs $40 to include that the cost includes the spay/neuter, vaccinations, microchip, and heartworm or feline leukemia test. Remove the “Pet Adoption Center Provides” section which lists what the $40 covers so that the search of pets is moved up. Since Chameleon search strings are static, replace the search boxes with two graphical searches—one graphic that says “See the Dogs for Adoption” and one graphic that says “See the Cats for Adoption.” Allow more pets to be displayed per page in the graphical search string. Update the search display to remove the date when the pet first arrived at the shelter.
◆ **Description of Pets for Adoption** – Adoption Counselors should write a marketing description in Chameleon (Petharbor) for all long-term residents to try to attract adopters.

◆ **Owner-Surrender Page** – Add a page to provide numerous alternatives to surrendering a pet to the shelter. For more details, see all of the examples listed in the Owner-Surrender Section.

◆ **Lost & Found Pets** – Update this page as recommended in the Redemption of Lost Pets Section.

◆ **Rescue Group Page** – Add a page to encourage Rescue Groups to apply to rescue animals from the shelter and include an online application. For more details, see all of the examples listed in the Rescue Group Section.

◆ **Special Events** – Add a page to list dates of vaccination and microchip clinics, off-site adoption events, and other special events. This page should be created so that someone from the shelter can easily update the calendar of events, as needed.

◆ **Feral Cats and Kittens** – Add a page to refer people who see feral cats to call one of the local feral cat trap/neuter/return groups and to provide instructions about what to do if they find newborn or young kittens. For examples of other kitten website pages, see the Young Kitten Section.

◆ **Foster Home Program** – Once a foster home program is implemented, add a page to promote the program and attract foster homes.

◆ **Pet of the Week** – Very few people check a website to find the pet of the week, and maintaining the pets of the week on the website can be cumbersome. Most people see a pet of the week on television and then either call or come to the shelter to see it, rather than looking at the website. This page can be eliminated, unless there is a compelling reason to keep it.

## 6.3 Grants

There are numerous animal welfare grants available to help animal services shelters. Animal welfare grants are usually easy to apply for and do not require any previous grant writing
experience or knowledge. The grants usually run on an annual cycle with deadlines for application. Some of the most common grants are listed below:

Petco gives millions of dollars in grant awards every year. Sign up to be a Petco partner and apply for grants here:

◆  [https://www.petcofoundation.org/for-partners/investment-opportunities/]

Maddies Funds provide millions of dollars in grant awards every year:

◆  [https://www.maddiesfund.org/grant-giving.htm]

PetSmart Foundation provides numerous animal shelter grants:

◆  [https://petsmartcharities.org/pro/grants]

Purina provides grants to organizations in the St. Louis area to support growth in the areas of capacity building, capital improvements, programs, and spay/neuter funding:

◆  [https://www.purina.com/our-giving-programs/#/hero-image]

Bissell provides grants to organizations working to reduce the homeless pet population:

◆  [https://www.bissellpetfoundation.org/shelters-rescues/apply-for-a-grant/]

Banfield Foundation provides grants to non-profit organizations that fund veterinary care for low-income pet owners. ACC could partner with a non-profit organization which would apply for the grant and then refer low-income pet owners to the non-profit.

◆  [https://www.banfield.com/banfield-foundation/programs]

ASPCA grants can be found at:

◆  [https://www.aspcapro.org/grants/grant-opportunities]

The Michaelson Found Animal Foundation has recently announced they will be providing Fund the Shelters Challenge Grants. Information should be posted soon at:

◆  [https://www.foundanimals.org]

Petfinder grants can be found at:

◆  [https://petfinderfoundation.com/for-shelters/apply-for-a-grant/]

Additional grant listings can be found at:

◆  [https://www.animalsheltering.org/grant-listings]
**Recommendation(s) [Medium/Long-Term]:**

**Recommendation #134:** ACC should research the various animal shelter grant opportunities and senior management should apply for grants whenever they may be helpful to improve operations and increase the live release rate.
SECTION 7—EUTHANASIA

The Euthanasia SOP provided to Citygate (last revised 2/7/2019) is an individual document that is not part of the comprehensive SOP. Current policy states that the Office Manager should develop the euthanasia list based solely on behavior and medical comments that they read in Chameleon. This is a highly unusual method as normally a member of kennel management, the Operations Manager, or someone directly knowledgeable about the animals in the shelter would develop the euthanasia list, rather than a member of the office staff that has no interaction with the animals. Kennel management should already be very knowledgeable about each of the animal’s health and behavior while in the shelter, whether the rescue coordinator is working on rescue, the need for space in the kennel, etc.

In addition, the Euthanasia SOP allows the Office Manager to add animals to the euthanasia list for medical reasons. The Euthanasia SOP then states that the Veterinarians can then notify the Office Manager if they think the animal on the euthanasia list for medical reasons should instead be transferred to rescue or should be placed on the adoption floor. Communication about the health status of an animal should occur with kennel management and the Rescue Coordinator long before the animal is in danger of being put on any euthanasia list.

Citygate observed that one Registered Veterinary Technician (RVT) commented in many animal records that certain animals should be euthanized due to behavior or should not be put up for adoption. While it is recommended for Animal Caregivers, RVTs, and Veterinarians to make comments about observed behavior to provide as much information as possible about an animal, those comments should just be observations (e.g., “dog tried to snap when I examined his ears, use caution”) and should not include opinions about the animal’s pathway since those are non-medical decisions. Citygate saw two records of animals that were transferred to rescue where the RVT’s comments had to first be redacted because they said the animal should be euthanized. In another record examined, a Veterinarian wrote the comment, “Head whipped around when examining the animal. Not suitable for adoption.” Animal services operations often have the Veterinarians make medical decisions and provide information that is helpful to management, but do not have them make behavioral decisions.

A kennel card with all of the Chameleon memos is currently being printed out by the Office Manager to make the euthanasia list and is hand delivered to the Operations Manager for review and approval. The SOP then states that the euthanasia list is to be delivered to the Program Director, who must remove any animals they think are necessary and then approve the list. Then the list is supposed to be hand delivered back to the Office Manager for reprinting of the final list. Then the final list is supposed to be routed back again to the Operations Manager for signature, Veterinarians for signature, and Program Director for signature. Most animal services shelters that we are aware of do not require their Veterinarians to sign off on the final euthanasia list.
Citygate noticed that the euthanasia list remained on one manager’s desk for three days before that manager passed it on. Euthanasia lists should receive immediate attention and, unless there are special circumstances, should not remain on anyone’s desk for more than an hour or two.

For safety reasons and because the Bite Quarantine Room is often so full that quarantine animals are being held in the 500s, euthanasia for animals to be euthanized for severe aggression should be performed on the day they are due out. In practice, during our on-site observations Citygate saw highly aggressive dogs that were not being evaluated for adoption or rescue which were held for no reason for two weeks past their due-out dates prior to euthanasia.

Citygate observed staff conducting the euthanasia procedure. It was stated by staff that euthanasia occurred only one or two times a week, but that all emergencies requiring immediate attention or possible immediate euthanasia were handled by the medical staff or sent out to the emergency clinic. The ORE (Owner Requested Euthanasia) did not always seem to meet the required immediate attention criteria. This delay in ORE euthanasia caused excessive stay thus clogging the exit pathway and contributing to over capacity of the shelter. The ORE category is discussed elsewhere in the report.

The euthanasia event was observed as being handled professionally and with detail for accuracy of the candidate. All necessary verification that the correct candidate was selected and verification of all committee signatures was completed. Pre-sedation was not mandatory but optional and reserved for candidates showing aggression. It is can be very advantageous to pre-sedate all candidates so that surprise anxiety or aggression cannot be exhibited. Also, even a non-aggressive candidate can be difficult for the operator because the animal may have difficulty sitting still. Many euthanasia technicians state that they have a hard time with these cases because of the emotional toll.

The deceased animals were not removed from visual site of the new live animals arriving to the room. There is no Missouri law requirement for this provision, but it is considered best practice by the Association of Shelter Veterinarians and other national animal welfare groups to not allow live animals to have visual sight of deceased animals. In some states this provision of separation is a requirement by law. The Association of Shelter Veterinarians also recommends that death of the animal be verified by multiple methods prior to disposing of an animal’s body, but multiple verification was not covered in the ACC SOPs.

Missouri state law requires a licensed Veterinarian or a licensed veterinary technician under direct supervision of a Veterinarian to perform euthanasia at animal shelters. That provision provides potentially a small pool of candidates in which to choose from. In most states a state-certified

---

program for euthanasia technicians expands the pool of operators for such a difficult job task. Perhaps the matter could be referred to the state legislators for consideration.

**Recommendation(s) [Immediate]:**

**Recommendation #135:** Deceased animals should be removed from the euthanasia room prior to bringing a live animal into the room. The Euthanasia Standard Operating Procedure should be updated to ensure this is performed.

*The following recommendation is repeated here for relevancy (originally from Section 2):*

**Recommendation #7:** All Owner Requested Euthanasia (ORE) animals should have same-day euthanasia unless a manager or Veterinarian determines it has a treatable condition or if the animal is turned in at the very end of the day. If turned in at the end of the day, the euthanasia should take place the next morning, unless it is an emergency situation. The animal should be scanned for a microchip by office staff and any chip should be traced. (If there is a discrepancy in the microchip registration, some shelters will not accept the animal for euthanasia until the owner resolves it.) If no discrepancy in ownership exists, a Chameleon Animal ID should be created, and a photo should be taken/uploaded by the office staff. A kennel card with photo should be printed and stapled to the ORE form. The paperwork and animal should then be taken by an Animal Caregiver directly to the euthanasia room. The Veterinarian should then be handed the ORE paperwork so that she can perform the euthanasia. Since the animal is being euthanized as a request of the owner due to serious health, old age issues, or behavioral issues, many shelters do not require any additional managerial signatures. However, if ACC decides another signature is necessary, it should require only one additional managerial signature that should be able to be obtained during intake. On the occasion that the Veterinarian or manager determines that the animal being euthanized may be treatable, instead of euthanizing the animal they should discuss the situation with the proper members of shelter management to determine how to best handle the process for the animal.

**Recommendation(s) [Short-Term]:**

**Recommendation #136:** The Euthanasia Standard Operating Procedure should be updated to list the multiple methods necessary to verify death prior to disposing of a body.
**Recommendation #137:** Discontinue having a member of the office staff create the euthanasia list. The Kennel Supervisor, Operations Manager, or another position that directly supervises the animals in the kennel should create the euthanasia list. The list should be created on a daily basis if there are any severely aggressive or medically untreatable animals due out. The Kennel Supervisor or person creating the list should start by adding seriously aggressive animals that are past their hold periods with no owner plans to reclaim to the list. The Kennel Supervisor should communicate with the Veterinarians to determine if any animals need to be added to the euthanasia list for medical reasons. The Veterinarians should also always add a memo in Chameleon if they think an animal should be placed on the euthanasia list for medical reasons. Additional animals that the Kennel Supervisor has determined need to be added should also be added. The Kennel Supervisor should then look in Chameleon to ensure that all animals added to the euthanasia list are past any due-out dates, that Chameleon records are checked for holds and that multiple, documented attempts in Chameleon have been made to contact any owners of animals with ID or that are confiscate holds and that owners have not indicated they plan to reclaim. The preliminary euthanasia list should then always be passed to the Rescue Coordinator before it is passed to anyone else, who should remove any animal (unless it has a serious aggression issue) that they think may be eligible for rescue or for which they are already in the process of being rescued, unless a reasonable time has passed with no rescue. If the Rescue Coordinator is off duty for the day, then their manager should be responsible. Once the Rescue Coordinator has viewed the list and removed any animals, the Kennel Supervisor or person creating the list should then create a final euthanasia list and sign off on each animal on the list. The list should then be passed on for one additional managerial signature and the Shelter Director’s signature or it can be provided directly to the Shelter Director for approval and signature for each animal, removing any animal that they do not approve. Many shelters require a total of only two managerial signatures for approval of an animal on the euthanasia list.

**Recommendation #138:** Behavior comments made by staff, including veterinary staff, in the animal’s record should be strictly regarding observed behavior, not the staff’s opinion of pathway planning, unless the staff member is a member of management who is responsible for pathway planning.
Recommendation #139: Update the Euthanasia SOP to simplify it and to reflect that a member of management who oversees the animals should create the euthanasia list. In addition, the SOP should include that a checklist for each animal should be checked off prior to euthanasia which should include: (a) all memos have been read in Chameleon and there are no holds or pending rescue or adopters; (b) numerous documented attempts in Chameleon have been made to contact owners of chipped or tagged animals, confiscated animals, and any implant agency; (c) the animal has been held for any required hold period; (d) all of the required managerial signatures have been obtained; (e) the animal was removed from the correct cage and matches the photograph on the cage card; and (f) the animal has been rescanned for microchips in the euthanasia room.

Recommendation #140: The Euthanasia SOP should be updated and integrated into the one comprehensive SOP.

Recommendation #141: A professional therapist should be available through County insurance for staff members needing stress relief due to compassion fatigue.
This page was intentionally left blank
SECTION 8—MEDICAL PROGRAM

8.1 MEDICAL HEALTH AND PHYSICAL WELL-BEING SERVICES

At the time of Citygate’s on-site visit, there were two full-time Veterinarians and two full-time licensed Registered Veterinary Technicians (RVTs), with a third RVT position vacant. The medical program was operational seven days per week with a Veterinarian and RVT working daily, providing three days of overlap with both Veterinarians present. The medical staff is well trained, hardworking, and knowledgeable about shelter medicine; however, the overall grade of the program would be low due to multiple areas of poor program design, staff interdepartmental communication issues, and the presence of infectious disease within the shelter that has proven difficult to eradicate.

Disease levels are high due to overcapacity hindering the implementation of adequate measures to gain control of disease outbreaks. There are several operational breakdowns from intake and animal placement within the shelter preventing necessary isolation cohorts to be used to control disease outbreaks. At a maximum capacity of 4,400 intakes, the volume of the shelter is considered relatively small to medium. In most shelter veterinary programs of this size, two full-time Veterinarians and three full-time RVTs would be sufficient, but it appeared that ACC lacked the necessary staff due to flawed program design, interdepartmental communication breakdowns, poor infectious disease control, and problems with capacity for care slowing the pathways out of the shelter.

Not all shelter programs are the same, and some will differ in the number of programs that are externally provided to the local community, such as public spay and neuter clinics, wellness clinics, vaccine clinics, etc. Yet the internal basics of the shelter program largely remain the same regarding intake, legal holding periods, and the goal of successful live release outcomes for as many animals as possible. The ability to maintain herd health begins with sound preventative intake procedures, the successful treatment of injuries, and the ability to recognize disease and how to prevent it from spreading. At ACC, the medical program chased the disease rather than proactively working to preventing it, especially canine infectious respiratory disease (CIRD). Dogs with CIRD were being appropriately treated on an individual basis, but without isolation and effective disinfection and cleaning protocols, there was little anyone could accomplish to prevent it, or any other infectious disease, from spreading. The SOPs for cleaning and disinfection need to be revised and enforced for any infectious disease control program to be effective.

Recommendation(s) [Short-Term]:

Recommendation #142: ACC management should revise and enforce the Standard Operating Procedures to provide proper cleaning and disinfection and ensure sick animals are separated from healthy animals. Animals should receive a
brief intake exam that assesses overall condition, skin, ears, etc., which can be performed by Animal Caregivers during the intake process.

**Recommendation #143:** The Medical Team should develop Standing Veterinary Orders (SVOs) directed at the common infectious diseases encountered at animal shelters. These SVOs should include canine distemper, parvovirus, panleukopenia, ringworm, and canine infectious respiratory disease. The SVOs should include steps to accurately diagnose, an action plan for isolation, and a plan to eradicate the disease. The SVOs would be directed primarily for the Registered Veterinary Technicians to initiate treatment but would also include guidelines for veterinary assistants and other staff. (Sample SVOs are included in Appendix K—Sample Standing Veterinary Orders.)

**Recommendation #144:** One or two Animal Caregivers should be assigned as Veterinary Assistants to help with surgical pack preparation, recovery monitoring, assistance during rounds, medicating animals, etc. Morning medication of animals should occur later than 5:00 a.m., which is the current time.

### 8.2 Spay/Neuter Practices and Protocols

Citygate observed and discussed the spay and neuter surgical protocols and procedures with the surgical team. A team of one Veterinarian and one RVT were solely responsible for spay/neuter surgeries, which were being performed three days a week. All equipment and surgical room accessories were adequate and well maintained. Both the Veterinarian and the RVT were proficient and knowledgeable about the procedures.

It was stated by staff that one major slowdown was in creating an accurate surgical schedule because the method currently used allowed for many errors and required a substantial amount of time to create in the morning. The RVT assigned to the surgical doctor spent a significant amount of time determining which animals should be on the list.

The processes involved with surgery need to be critically evaluated to improve efficiency. There were 1,313 animals adopted (though some may have already been altered) and 133 trap/neuter/return (TNR) surgeries in 2018, for a total of 1,446 potential surgeries. The veterinary team also performed some spay/neuter surgeries for Rescue Groups. Even if 1,650 animals needed surgery, this would be a need of only four to five surgeries per day, seven days a week, which should be easy for the current veterinary team to handle even when only one Veterinarian is staffed. Because kennel space is at such a premium and it is important to move animals out expeditiously, it is much more advantageous to spay/neuter four to five animals a day throughout the week so
they can be adopted and leave the shelter rather than spay/neuter many more animals per day but only three days a week.

The Veterinarians stated that they could only spay/neuter three days a week because those were the only days when two Veterinarians are staffed and that one Veterinarian always needed to perform medical rounds every morning. At most shelters, the Veterinarian performs spay/neuter surgery in the morning and an RVT performs the morning rounds, administering basic medical exams. After surgery is finished for the day, the Veterinarian then examines the animals in the kennel that the RVT has designated as needing a more thorough exam. As more and more demand for medical rehabilitation is required, medical programs by necessity become robust. In turn, a medical staff grows with the need through the use of non-licensed veterinary assistants, volunteers, or even student externs performing duties that allow the Veterinarian and the RVT to concentrate on specific medical duties.

In a typical, high-volume, high-quality spay/neuter clinic, there is a ratio of one Veterinarian for every three assistants, with one of the three being an RVT for anesthetic induction. Though, at this time, the daily surgical needs at ACC are relatively low in absolute numbers, if there eventually becomes a need to increase daily surgical numbers so that it becomes high volume, then there would be a need to increase available staffing. The Association of Shelter Veterinarians has published veterinary medical care guidelines for spay/neuter programs, as well as anesthetic and analgesia guidelines, that would be helpful in expanding ACC’s surgical program.

**Recommendation(s) [Short-Term – HIGH PRIORITY]:**

_The following recommendation is repeated here for relevancy (originally from Section 4):_

**Recommendation #44:** Spay/neuter schedules should be created by non-veterinary staff members, preferably using Chameleon, so that adoptable animals are being altered the day they become available. The Chameleon surgical list can then be reviewed by the medical team to finalize the order of the list, maximize efficiency, and double-check appropriateness.

**Recommendation(s) [Short-Term]:**

**Recommendation #145:** If any animals need to be altered, spay/neuters should be performed seven days a week or whenever a Veterinarian is staffed. RVTs should perform morning medical rounds when there is only one Veterinarian present.

**Recommendation #146:** The medical program design and job task designations need to be reevaluated to improve efficiency.
8.3 EVALUATION OF PUBLIC HEALTH SERVICES

Citygate was asked in the RFP to evaluate public health services, including the monitoring and containing of zoonotic diseases, animal-related injuries, and emerging diseases. The opportunity or need to respond to a newly defined zoonotic disease or an emerging pandemic would be a rare event to an animal control program, but if one of those disasters were to occur, the animal control program would be involved as a first responder, especially if the event involved domestic species. Included in the appendices are reference material that could be used for eventual preparedness. (See Appendix L—Model Infectious Control Plan for Veterinary Practices, Appendix M—Compendium of Veterinary Standard Precautions for Zoonotic Disease Prevention in Veterinary Personnel, and Appendix N—Reference List of Disease from Select Zoonotic Agents.)
Section 9—Field Operations

9.1 Dispatch and Database

St. Louis County has a very unusual bifurcated field dispatch system. Many typical medium-sized animal services operations perform all of their own dispatch at their shelter using either a radio dispatch system on a separate radio frequency designated for animal services, using a cell phone system, or by dispatching directly through Chameleon if the ACOs have laptops with Chameleon in their vehicles. In that setup, if 9-1-1 dispatch receives a non-emergency call, they tell the callers to call the animal services shelter directly so they can dispatch the call. If the 9-1-1 dispatch receives a true emergency call, they dispatch their police officers and then either call the animal shelter on the phone or switch over to the animal services radio dispatch channel to communicate with the shelter dispatcher. In that scenario, overnight emergency calls are often dispatched to the on-call ACO by 9-1-1. Some other animal services operations are always dispatched via an emergency services dispatch system (e.g., 3-1-1 or 9-1-1). Some of those systems dispatch using Chameleon’s dispatch system, so field activities are always recorded in Chameleon.

At ACC, both shelter and police dispatch is performed simultaneously. People who call in to police emergency services, and even those that call about non-emergency situations such as stray animals confined or running loose, are dispatched by the police over the main police radio frequency. In addition, people who call into ACC for field services are being dispatched by shelter staff via a cell phone call to the ACO. However, the shelter staff members are not using Chameleon’s dispatch screen or dispatch capabilities, nor are they recording ACOs’ response times.

This dual dispatch system means that an ACO may receive both police radio dispatch calls and shelter cell phone calls at the exact same time. It also means that animal services field data is being kept in two completely separate databases. Field activities that are dispatched by ACC via phone are being entered into the Chameleon database; however, field activities that are dispatched by the police department are not. This means that there are no Chameleon field activity records for approximately half of the field activity calls to which ACOs are currently dispatched. This defeats one of the main purposes of having an animal services software system, which is to create a comprehensive, searchable database of all field activities.

In the future, all field activity calls should be entered into Chameleon regardless of who dispatches it. That allows ACOs and staff to determine how many times they have been out to the same address and for what reason(s). In addition, if someone enters the shelter to adopt a pet, the field activity database can be checked to see if there have been complaints of neglect or other animal ordinance violations at their home address. It is also important to have one database so that comprehensive field activity reports can be generated, including reports that ensure each ACO is meeting response time requirements for each priority of call.
This comprehensive database could be accomplished a number of ways. In Citygate’s opinion, the best method would be for ACC to handle all of their own field dispatch at the shelter, except for overnight emergency calls which would be handled by 9-1-1 dispatch. That allows field calls to be dispatched by someone knowledgeable about animal control and the dispatcher can ensure that the ACOs receive complete information that they need to handle the call. However, this would mean that additional shelter dispatchers would have to be hired and trained, including in use of the Chameleon dispatch system. Another method would be for police to dispatch and record all field activities using the Chameleon dispatch system, so all field activities and response times are recorded in Chameleon. If neither one of those methods are desired, the field activities could be input in Chameleon by a shelter staff member listening to police dispatch radio, including inputting the response times when the ACO arrives or departs from a scene. A final alternative would be having the ACO input all Chameleon field activities for all field calls they went out on for that day. This would have to be performed at the end of the day after the ACO returns to the shelter since they currently do not have laptops in their vehicles.

Citygate noticed that the shelter dispatchers did not ask the callers for their name or phone number, even when people called in about abuse, neglect, or abandonment situations. At many animal services operations this information is always requested and there is a field set aside in Chameleon specifically for caller information. The reason the caller information is important is that there are many times when an ACO needs more information to locate an animal or in the case of cruelty, neglect, or abandonment, they may need to obtain a witness statement. Shelter dispatchers were also not being informed of response times, such as when an ACO arrived or left a scene. The response time data being recorded is currently not accurate and there are even negative field response times being recorded.

At some animal services operations, the ACOs contact dispatch to give a brief description of every animal they pick up. The dispatcher then records the information in Chameleon, ensures the Animal ID is attached to the field activity number, enters the animal in the Chameleon “receiving” kennel, and provides the ACO the animal ID that they write on their paperwork. The Intake Coordinator can then always look in the “receiving” kennel to see what animals are on the trucks returning from the field, to prepare for them. It also shortens the length of time it takes to intake the animal since the Animal ID record is already created and is already tied in to the Chameleon activity, so the record just will need to be double-checked for breed, sex, age, etc.

**Recommendation(s) [Short-Term]:**

**Recommendation #147:** Request caller name, address, and phone number on field activity calls. If the caller asks why the information is needed, explain it is in case the ACO needs more detailed information to find the pet, to let them know they were unable to locate the pet so they should call back if they see it or if they need to ask more questions about the situation. If the caller
does not want to provide the information, then record the caller as an anonymous caller in Chameleon.

**Recommendation(s) [Long-Term]:**

**Recommendation #148:** Record all field activities in the Chameleon software system, whether dispatched by the shelter using Chameleon’s dispatch screen or by an emergency police dispatch system. Also ensure all memos and notes about the field activity are recorded in Chameleon as well.

### 9.2 VEHICLES

ACC utilizes pickup trucks that have an animal holding compartment insert that sits in the truck bed. While many of the pickup trucks were fairly new, the same cannot be said about the inserts. All of the inserts observed looked old, rusted and were a kind that are no longer recommend since they allow all of the animals to see one another and since animal feces and waste in any compartment can travel through all of the compartments. The ACOs said that they did place cats in crates or traps which they covered with towels so that they would not see any dogs.
The truck compartments also had no air conditioning, heat, or fan systems. The ACOs indicated that during the hot summer months they brought animals in to the shelter as soon as they picked them up to try to keep them from overheating. However, if an ACO picked an animal far away from the shelter and encountered traffic, the animal had to sit in the very hot compartment the entire time. The truck beds also had no drainage and it was not possible to use a squeegee to dry them out, though an ACO said that after cleaning the water usually fell out when they drove downhill or uphill.
Modern animal control vehicles have animal holding compartments with solid walls and floors. Most also permanently install the animal holding compartments, rather than use an insert that sits in a truck bed. In areas that have hot summer months, the compartments are usually air conditioned.

ACC should make a long-range plan to replace the old animal holding compartment inserts. Most animal services organizations ship/drive their pickup trucks to companies that reconfigure them as animal control vehicles with installed HVAC systems. Some animal services organizations purchase vans and configure them with cages that can only be accessed from the inside, though many organizations prefer vehicles with exterior cage door access. Usually only very small animal control operations use a pickup truck with an insert that sits on the truck bed.

The following video shows a very commonly used animal control truck model:

- [https://www.youtube.com/watch?v=JA4z0Mu81bE](https://www.youtube.com/watch?v=JA4z0Mu81bE)

Some of the most commonly used vendors for animal control vehicles are:

- [https://www.swabwagon.com/animal-transport/](https://www.swabwagon.com/animal-transport/)
- [https://deerskinanimalcontrol.com/chassis-mounts-1](https://deerskinanimalcontrol.com/chassis-mounts-1)
- [https://trivan.com/animal-control-truck-bodies/](https://trivan.com/animal-control-truck-bodies/)
One ACO is scheduled on rotation to handle emergency calls overnight. However, Citygate was told that County policy will not let them take home an animal control truck for overnight use because if they take home a vehicle and do not use it, then they have to pay for use of the vehicle. Therefore, when an ACO has an overnight emergency that requires urgent action, they must travel all the way to the shelter to pick up a vehicle even if the field activity is near their home. This can greatly increase the response time of ACOs responding to emergency calls.

**Recommendation(s) [Long-Term]:**

**Recommendation #149:** Make a plan to replace the current animal holding inserts in the trucks, preferably by installing permanent animal holding compartments with heating and air conditioning in either the current trucks or in new trucks.

**Item(s) for Consideration:**

- Determine a method for ACOs on the overnight shift to take home a vehicle without being charged for it if it is not used.

### 9.3 Safety and Equipment

ACOs told Citygate they are offered no safety equipment in the field other than their catch poles. Most experts advise that ACOs have additional equipment. The National Animal Care Association (NACA) recommends that all ACOs should be offered ballistic protective vests as part of their standard equipment. This is especially important in St. Louis County where there are dangerous, high-crime parts of the County. Many other organizations provide their ACOs with other defensive non-lethal tools for use when dealing with aggressive animals such as bite sticks, pepper spray, and citronella spray. ACOs should be provided proper training before they are allowed to carry a bite stick and other safety equipment. Examples of equipment typically used as aggression deterrents or ACO protection are listed at:


One ACO stated that he would like to have a lightweight plastic shield for protection against aggressive dogs. He kept a trash can lid for use as a shield in his vehicle. Citygate observed one call in the field where the ACO was dealing with a potentially aggressive dog where the trash can lid was effective as a barrier between him and the dog. A trash can lid or a lightweight plastic shield is not standard equipment at many animal control organizations; however, Citygate agrees

---

that they would be helpful to have. Snappy snares are also helpful to have on each vehicle to help capture non-aggressive, frightened animals.

NACA also recommends that agencies should provide their personnel that handle wildlife with a pre-exposure rabies immunization.

The animal control vehicles each had a plastic ramp to use when loading large dogs into the truck compartments, which are situated several feet from the ground. However, the current ramps were mostly unusable because they were extremely flimsy, buckled easily, and would not stay in place. Citygate contacted two animal control vehicle manufacturers to see what ramp they recommend and both recommended the PetStep ramp. Citygate suggests that ACC first obtain one of the PetStep ramps to ensure its effectiveness before purchasing any others. The ramps can be found at the following websites:


Additional ramps to consider if the PetStep ramp is unsuitable are found at the following websites:

- [https://www.amazon.com/Pet-Loader-Ultra-Platform-4-Step/dp/B00MFXD10Q](https://www.amazon.com/Pet-Loader-Ultra-Platform-4-Step/dp/B00MFXD10Q)
- [https://www.amazon.com/Rage-Powersports-DR-06XW-Lightweight-Aluminum/dp/B002MQ1OKU](https://www.amazon.com/Rage-Powersports-DR-06XW-Lightweight-Aluminum/dp/B002MQ1OKU)
- [https://www.amazon.com/Goplus-Portable-Aluminum-Folding-Capacity/dp/B01MSMCRIC](https://www.amazon.com/Goplus-Portable-Aluminum-Folding-Capacity/dp/B01MSMCRIC)

**Recommendation(s) [Medium-Term]:**

**Recommendation #150:** Provide ACOs with bullet-proof vests and other equipment, along with training for their use. Replace the flimsy vehicle ramps with a more durable option.

### 9.4 Training

Citygate was told that when new ACOs are hired, they complete an in-house training program, the length of which varies depending on the experience and progress of the ACO being trained. In addition, Citygate was told that three of the ACOs were Missouri Animal Control Association (MACA) certified, which meant that they attended a two-day class that covered the basics of field operations provided by MACA and passed a test on what they had learned. Citygate was told that an additional six ACOs were certified in tranquilizer gun use.
Citygate recommends that all of the ACOs be provided with MACA certification or NACA certification, which is a five-day class given in cities all over the country. MACA also offers one-day mini-classes that cover safe animal handling practices. The annual NACA Training Conference also offers training classes in subjects suitable for ACOs. The Humane Society of the United States offers state training classes and an annual Pet Expo that offers training classes suitable for field managers and ACOs. The ASPCA also offers free online field training courses, though they are mainly designed for large-scale field operations and cruelty investigations. There are also additional training classes that can be found online and through other organizations. Examples are provided at the following websites:

- [https://www.nacanet.org/nacho-training-academy/](https://www.nacanet.org/nacho-training-academy/)
- [https://nacaconference.org/](https://nacaconference.org/)
- [https://nacatraining.org/](https://nacatraining.org/)
- [https://www.animalsheltering.org/expo](https://www.animalsheltering.org/expo)
- [https://www.aspcapro.org/training/online-courses](https://www.aspcapro.org/training/online-courses)
- [http://www.aco-acts.com](http://www.aco-acts.com)

**Recommendation(s) [Long-Term]:**

**Recommendation #151:** Provide field management and Animal Control Officers with additional training opportunities.

### 9.5 OPERATIONS

The ACOs observed in the field handled their calls appropriately and two ACOs even went above and beyond on one call to attempt to locate a dog that that had been reported as being neglected. The ACOs also performed well handling the volume of calls for field service and there were no pending calls left over to handle the next day. The ACOs were also observed as being able to respond to all of their bite calls in a timely manner. Managers indicated that when they are fully staffed that they are able to respond to all of their calls even during the busiest summer months. Many field services departments are not able to keep up with their volume of calls, so this is all very good.

One unusual aspect about field services was that approximately nine of the cities in ACC’s jurisdiction employed their own ACOs who responded to calls within their own city; however, St. Louis County ACOs covered for some of those ACOs whenever they were on vacation or did not have anyone scheduled to work.

The ACOs previously used a laptop in their vehicles but are no longer using them. It can be extremely advantageous to have Chameleon access in the vehicles for a number of reasons,
including having access to the address of the field activity, the ability to look up the history of the field address to see if there have been previous problems or complaints, to see field activity memos for background information, to have access to the caller’s phone number in case more information is needed, to have the ability to look up lost and found records for stray animals that are picked up in the field so that they might be able to also be returned in the field, and to have the ability to look up microchip numbers when an ACO finds a chipped animal and being able to immediately type up notes directly into Chameleon about an activity instead of having to write them up at the end of the day. The ACOs currently do not have a form to handwrite their notes, so are writing them on scraps of paper or on small notebooks if they happened to bring one.

The ACOs indicated that they did usually receive a good signal in the field and were able to access Chameleon, but that they were no longer using the laptops because of the extremely cumbersome three-step sign-on process that took about 5-10 minutes every time they had to login. In addition, the ACOs indicated that they were frequently kicked off the laptop and so had to re-login using the cumbersome three-step process constantly throughout the day.

One ACO was observed picking up a stray puppy from a resident; however, the puppy was not scanned for a microchip while in the field (though the ACO did have a microchip scanner in his vehicle). It is very important that non-aggressive dogs and cats be scanned in the field so that, whenever possible, they can be returned to their owners in the field. Citygate was told that, at times, the ACOs do return animals in the field; however, Citygate was told that these animals are not being logged into Chameleon as return-to-owners and instead an Animal ID was just later being created for the animal. Domestic animals picked up by ACOs are considered impounded and if they are returned to their owners in the field it should always be logged into Chameleon with their correct intake (e.g., Stray/Field) and outcome (e.g., Return to Owner/Field).

Several important aspects of Chameleon’s field operations module were not being utilized, including bite records. A bite record should be generated in Chameleon for every bite. When an animal is associated with a bite record, a bite icon is generated that automatically stays with the record. There are buttons on the activity window and if there is a bite record, that button turns green. This allows the shelter to quickly and easily know if an animal being surrendered has bitten someone in the past. In addition, generating bite records will allow Chameleon reports to be generated which can show the number of bites each year, the zip codes where the most bites are occurring, and other important data. Citygate was told that some Chameleon citation records are being entered into Chameleon, although sporadically. Citations should always be recorded for historical purposes so that citations icons are displayed on the Person IDs.

The ACOs did not carry any educational information to hand out to refer pet owners to places to receive low-cost spay/neuters, low-cost vaccinations, or microchips. It is important that educational flyers be developed so the ACOs can hand them out.
Finally, Citygate was told that animals that have bitten and are up-to-date on their license are allowed to be home quarantined, unless they were found running loose. If the animal was loose, then they always required a shelter quarantine. Citygate recommends that home quarantine should be based on the date of the rabies vaccination, not on whether the animal has a license. Some animal services operations allow animals to have home quarantines for up to three years (or more) after their rabies vaccination, since one- and three-year vaccinations are the same vaccine, just with different labels. Some other operations also allow home quarantine in certain circumstances where an animal is running loose but it appears to be a one-time occurrence, such as a child visiting a home letting the dog out, or a lawn care professional accidentally letting a dog out of its gate and the owner being willing to keep a lock on the gate.

Citygate did not observe the ACOs cleaning out their vehicles; however, there were no proper applicators to apply disinfectant. Since proper disinfecting was not occurring in other areas of the shelter, it is likely the animal holding compartments are not being properly disinfected as well. Citygate was also told that the compartments were not being cleaned between each animal and instead, only when there was a visible mess. All compartments that hold animals should be cleaned of organic material and then a spray applicator should be used to apply the Rescue disinfectant, including any adjacent compartments where organic material has traveled. The disinfectant should remain on the surfaces long enough to kill unenveloped viruses, then rinsed and dried.

**Recommendation(s) [Immediate]:**

**Recommendation #152:** Scan all friendly animals for microchips in the field and return the animal in the field, whenever possible. Ensure all animals returned in the field are logged into Chameleon with intakes (stray) and outcomes (returned in the field).

**Recommendation(s) [Short-Term]:**

**Recommendation #153:** Disinfect truck animal holding compartments between each animal to kill unenveloped viruses using spray foam applicators. Replace bedding used in the trucks after each use.

**Recommendation #154:** Create bite records for all bites in Chameleon. Record all citations in Chameleon.

**Recommendation(s) [Medium-Term]:**

**Recommendation #155:** Since the ability to use Chameleon in the vehicles is so beneficial, the County should attempt to identify a better/quicker method for ACOs to login on laptops and to also ensure they stay logged into Chameleon until they log out. When that is corrected, laptops with Chameleon access should be utilized in the animal control vehicles again.
for the laptops would also be helpful, even if it is just a Velcro strip on the laptop and center console.

**Item(s) for Consideration:**

- Review quarantine procedures to determine if more animals can be home quarantined.

### 9.6 Animal Ordinance Review

Citygate performed a review of the St. Louis County Ordinance, Chapter 611 – The Animal Control Code and suggests the following revisions:

- 611.040 (1) – Many ordinances specify that the appropriate shelter must have four solid sides, a floor, and a roof, or be an igloo type structure and also list structures that do not qualify as adequate shelter such as plastic crates, abandoned vehicles, and under porches.

- 611.040 – Many other animal ordinances also include a definition for community cats and specify that release of community cats after spay or neuter, vaccinating, and ear tipping of the cats is not considered abandonment.

- 611.050 – Many ordinances do not include established fees for licenses in their animal ordinance and instead state that fees are to be set by the County Executive or County Council. This allows fees to be changed more easily.

- 611.090 (3) – This section allows an owner to request a hearing regarding the impoundment of a dog found running at large, found without a license tag, and for all other reasons listed for impoundment. This is currently not being performed. Most animal ordinances only allow hearings in dangerous dog cases and not for every reason that an animal can be impounded. This section should be modified to remove the hearing in most situations.

- 611.090 (4) – This section specifies that the stray hold is six days not including Sundays and County holidays. We recommend that this section be changed to a stray hold of five days not including any day the shelter is closed for business or is closed for more than four hours in a day.

- 611.090 (5)(a) – This section specifies a $40 adoption fee. Many ordinances do not specify fees and instead state that the fees shall be set by County Executive or County Council. Many other ordinances also state that reclaim fees can be waived in certain circumstances. For examples, see Baltimore County Ordinance 12-1-105 – Fees and Denver Ordinance Chapter 8, Section 8-9 – Fees.
◆ 611.090 (5)(b) – This section specifies that if an off-site Veterinarian spays or neuters an animal for the shelter that the adopter must pay the Veterinarian directly. This should be modified or removed because there may be times when the shelter may need to subcontract spay/neuters to a private Veterinarian.

◆ 611.090 (5)(c) – This section specifies that all animals transferred to a Rescue Group must be microchipped or the Rescue Group must report the microchip number that they implant to the shelter. This is not currently being performed, nor is it typically found in other animal ordinances, so should be removed.

◆ 611.090 (6)(b)(i) – This section requires that pets reclaimed by their owner must be vaccinated for rabies within 72 hours. ACOs are also issuing pet owners written warnings for their pets to be vaccinated for rabies and licensed within 72 hours. Because so many people work during the week and may not be able to take time off within three days for a rabies vaccination, many animal control operations allow pet owners longer to comply with a rabies vaccination, such as allowing the pet owner ten days to comply.

◆ 611.090 (7) – This states that no animal may be euthanized until 24 hours after impound has expired, not including Sundays and County holidays, with the exception of diseased animals and Owner Requested Euthanasia. This should be modified to say no animal may be euthanized until 24 hours after impound has expired, not including any day the shelter is closed to the public or is closed for more than four hours in a given day, with the exception of diseased animals and Owner Requested Euthanasia.

◆ 611.180 (i–m) – These sections allow dogs to be tethered if the tethers are 15 feet long and the dog is not tethered for more than 8 hours a day. Many animal ordinances do not allow any tethering, but do allow a trolley system. More information is provided at the following website:

➢ http://www.humanesociety.org/sites/default/files/archive/assets/pdfs/pets/Passing-a-Tethering-Ordinance.pdf

◆ 611.240 – This section specifies fines must be paid if an owner is in violation of certain sections of this ordinance. Some animal ordinances also allow additional punishments including jail time for certain sections of the ordinance. For examples, see Prince George’s Island Maryland Ordinance Division 4 Sec. 3–116.01 Criminal penalties; violations and Fulton County Georgia Ordinances Article VI. Rabies and Animal Control Sec. 34-19. – Penalties for violation of article.

◆ 611.250 – This section establishes the Advisory Board. Suggested changes to the Advisory Board are listed in the following section.
10.1 *Advisory Board*

Citygate met with several members of the St. Louis County Animal Advisory Board prior to observations at the ACC. Some members expressed concerns that they may not be receiving valid euthanasia numbers. They also expressed frustration at the lack of animal sheltering knowledge and expertise shown by management of the shelter. The members also described the staff and management’s lack of knowledge about the individual animals in the kennel. They gave examples of animals that sat in the back rooms for months without having a behavior assessment. They expressed concerns about animals which had been misdiagnosed with cancer by the shelter Veterinarians. They also expressed frustration with the extreme length time it was taking all the animals to progress through the shelter and frustration with the lack of marketing for those animals once they reach the adoption floor.

The Advisory Board also felt frustration about their attempts to offer help. As an example, they said that one Advisory Board member offered to pay for the spay/neuters at a private vet during the spay/neuter crisis when no spay/neuters were able to be performed at the shelter. The Board member said she told the County to just take the animals to the vet and bill her, but the ACC did not take her up on the offer. They also provided examples of a public relations / marketing company that was willing to provide services at a deep discount, but ACC did not take them up on the offer.

While Citygate has not directly observed the conversations between shelter management and the Advisory Board, one of the main issues seems to be communication. For instance, the offer to pay to spay/neuter the animals in the shelter was very generous; however, most government entities cannot just take animals to a Veterinarian for services that they have not budgeted and contracted for and then turn around and bill a private individual for those services. However, something else may have been able to be arranged. For instance, if the Advisory Board member had pre-paid a certain amount of money at the private Veterinarian, the shelter may have then been able to take animals to that Veterinarian for free surgeries. When Citygate mentioned the possible solution, the Advisory Board member said she would have been willing to pre-pay the Veterinarian, but no one had mentioned it.

The St. Louis County Animal Advisory Board’s purpose, mandated by Section 622.250, is specifically to advise the County Executive and appropriate County Departments. The Advisory Board has no authority or mandate to implement any shelter policies, programs, etc. Unless help in a certain area is specifically requested by shelter management, the Advisory Board should follow its mandate. If help is requested by shelter management, the most beneficial areas of focus may be marketing and promoting pets for adoption, helping with obtaining donations, and helping with public relations, since very few people in the County seem to even know the shelter exists.
However, it is not usually helpful for the Advisory Board to offer help that will cost the shelter money, even at a discount. Government animal services shelters have very tight budgets with little to no flexibility. Therefore, the Advisory Board will need to either fundraise, find people willing to donate goods or provide services pro bono; or the shelter will need to obtain grant money for any new program. Often, the Board members’ expertise and connections can be utilized. For instance, someone on the Board may know someone who works for Facebook. Facebook employees are often able to donate a certain number of free Facebook boosts to certain organizations and in that way, the Advisory Board member may be able help the shelter promote adoptions.

The majority of animal advisory boards are usually set up to advise the County Council members and most consist of members also appointed by each County Council member. However, in St. Louis County, the Advisory Board is set up to advise only the County Executive and all of the board members are appointed by the County Executive. The Board consists of:

“a department director designated by the County Executive and the Program Manager of Operations—Animal and Vector Control, each ex officio, and not more than fifteen (15) other members who shall be appointed by the County Executive and confirmed by the County Council. The Board shall contain at least one (1) Missouri licensed veterinarian in good standing, one (1) law enforcement officer, one (1) animal behavior/training specialist, three (3) representatives who are employed in non-profit animal welfare agencies, one (1) representative from a spay/neuter advocacy agency in St. Louis County, one (1) representative from a public sector animal shelter, one (1) representative from an animal Rescue Group, and other members of the St. Louis County community who are known to advocate for animal rights, care and treatment.”

With the exception of a veterinarian and a law enforcement officer, the remainder of the fifteen members on the Advisory Board must either be animal rights advocates, work for specific types of animal-related non-profits (animal welfare agencies, spay/neuter agency, animal Rescue Groups), work for a public animal shelter, or be an animal behaviorist. This is a very high number of specific requirements for appointees compared to many other boards. In addition, Citygate is unfamiliar with other boards that have animal behaviorists on their board since they are not usually plentiful in most communities and there would be a very narrow field to choose from. Citygate is also unfamiliar with other boards that have a requirement of a representative from another governmental animal shelter out of the county jurisdiction. Many advisory boards do not place so many restrictions as to exactly who may be appointed and do not require so many people to work for or with an animal related organization.

The Advisory Board contains 15 Board members, which is high number compared to most animal advisory boards. It may be difficult to operate with a board this large. Some animal advisory boards
also set term limits on their members, staggered so that the entire board is not replaced at any given

time.

**Recommendation(s) [Immediate]:**

**Recommendation #156:** Discontinue providing the current MS-Excel spreadsheet of statistics to
the Advisory Board and instead provide a new Advisory Board report. The new report should contain the intake data for live canines and felines with percentages in a chart similar to the one seen in the **Animal Intakes Section** and an outcome report for those live canine and feline intakes with percentages similar to the one provided in the **Animal Outcomes Section**. Discontinue providing a “Euthanasia Rate Shelter Decision” and “Overall Live Release Rate” and only report the Asilomar live release rate [Live Outcomes divided by (All Outcomes minus unhealthy/untreatable Owner Requested Euthanasia)] in the report once Owner Requested Euthanasias are being properly recorded. The Chameleon Kennel Statistics report that supports all of the data and provides more detail should be stapled to the new report so the Advisory Board can see the detailed data. In addition, the report should contain additional information that the Advisory Board may want to review, such as calendar year-to-date live intakes and outcomes, the number of spay/neuter vouchers issued for the month, a list of all animals transferred in from other shelters by agency and reason, number of animals being held due to court cases, number of animals in foster homes and a beginning and end-of-month count of animals (instead of detailed information about the number of animals in each room which is currently being reported).

**Item(s) for Consideration:**

- To have more balanced cross-section of people on the Board and to reduce the specificity of appointments, Citygate suggests that the composition of the Board be changed to one veterinarian, one law enforcement officer, up to three representatives of non-profit animal welfare organizations (which would include animal shelters, spay/neuter groups or Rescue Groups) nominated by that organization, and the remainder being community or business leaders with a concern for the welfare of domestic animals. Member’s appointments should be staggered, with each member allowed to serve one three-year term with at least a three-year break before being allowed to serve another term.

- The County may want to update the ordinance to include allowing the Advisory Board to also advise the County Council members. The County may also want to
consider reducing the number of Advisory Board members to ten. If the County Council is also being advised, then three of the Board members could be appointed by the County Executive and the remaining seven appointed by each member of the County Council.

10.2 STRATEGIC PLAN

Citygate was asked to comment on the 2015–2019 Strategic Plan, including progress and results. The plan consisted of four major priorities which were Community Education and Outreach; Recruit, Develop, and Retain a High-Quality Volunteer and Staff Workforce; Implement Effective Public Policy and Ordinances; and Animal Care. The following comments about the progress of the plan are strictly based on Citygate’s observations at the shelter.

1. Community Education and Outreach – This priority was to include having at least one grant-funded vaccination clinic in a targeted zip code and to also provide information on low-cost spay/neuter. As far as Citygate is aware, this priority has not been accomplished. However, the other priority of updating the website and of having animals available for viewing on the website has been accomplished.

2. Recruit, Develop, and Retain a High-Quality Volunteer and Staff Workforce – This priority mainly consists of expanding the volunteer pool and increasing staff training and educational opportunities. While volunteers do currently walk dogs, many of the other volunteer priorities listed in this category have not been accomplished. Staff are now being better trained when they are hired; however, the training is not comprehensive enough and the managers also need significant training. As previously mentioned, it is important to better structure and manage the volunteer program and implement rules and regulations prior to increasing the volunteer pool.

3. Implement Effective Public Policy and Ordinances – An ordinance review was supposed to be completed in 2019. As far as Citygate is aware, this was not accomplished, or if it was, Citygate was not provided with the review.

4. Animal Care – This section included evaluating intake protocols, increasing enrichment, and socialization. This section was supposed to help increase the efficiency of moving animals quickly through the shelter, which was not accomplished. Citygate does not advise following through with two of the suggested objectives in this category: quarantining all animals for the first 24 hours and testing for heartworm earlier in the intake process. The shelter also did not hire a behaviorist. The objective to improve enrichment has been accomplished.
10.3 Other Models of Operation

Citygate was asked to provide a brief section in this report addressing service delivery models. This section provides a general overview of models that are often utilized to provide animal care and control services.

1. **All Animal Services Operations Provided by Local Government** – This is the model that is most commonly seen in animal services operations and is the current model at ACC, which is the County providing all animal services operations, including shelter and field services.

2. **All Animal Services Operations Provided by Local Government; Special Services from Non-Profit** – This model is very similar to the first model; however, there is an understanding with a non-profit who has agreed to provide some specific service to benefit the animal services operation, often at no cost to the County. In this model, for example, the non-profit may agree to transfer a large percentage of the animal services’ animals into its private shelter or adoption center every year, or they may agree to accept all owner-surrenders in the community, or they may agree to provide another service to benefit the animal services shelter, such as handling all neonatal kittens. These types of agreements can be informal or there can be a written Memorandum of Understanding.

3. **All Shelter and Field Operations Provided by a Non-Profit** – In this model, a county or city outsources the entire animal services operation to a non-profit organization. The non-profit handles all of the shelter operations and also handles all field services, including Animal Control Officers, writing citations, and court cases. The entire operation can be operated out of a government animal shelter building or it can be operated out of a private animal shelter building owned by the non-profit. If the non-profit operates out of a government building or the non-profit was formed specifically for the purpose of managing the program, then the non-profit sometimes operates using a municipal name (e.g., Animal Care and Control of Philadelphia, New York City Animal Care and Control). Outsourcing to a non-profit usually requires a county to issue a Request for Proposals (RFP) and the non-profit is paid for its services.

4. **All Field Operations Provided by Local Government; All Shelter Operations Provided by Non-Profit** – In this model, a county retains the field operations, including providing Animal Control Officers, but outsources the operation of the shelter to a non-profit. The non-profit can operate out of a government animal shelter building or the ACOs can bring animals picked up in the field to a private animal shelter that is owned by the non-profit. If the non-profit operates out of a
government shelter, then it sometimes operates the shelter using the municipal name (e.g., Buncombe County Animal Shelter). Outsourcing to a non-profit usually requires a county to issue an RFP and the non-profit is usually paid for their services.

5. **All Field and Limited Shelter Operations Provided by Local Government; All Adoptions Handled by Non-Profit** – In this model, the animal services shelter handles all of the field services and also handles the intake and holds of all stray and confiscated animals. All adoptable animals are then transferred to the non-profit, which is often located in an immediately adjacent building or in a building fairly close by. The non-profit then handles all adoptions for the animal services operation. The adoption center building may be owned by the county or by the non-profit. If and how the non-profit is paid for the service depends on the operation.

6. **Joint Powers Authority** – A Joint Powers Authority (JPA) is created by the formation of a new entity that operates both shelter and/or field services for two or more municipal governments that desire the service. Governance is usually provided by a commission made up of representatives from each municipality. Each of the local government municipalities may contribute a portion of the cost of the JPA’s operation. The JPA usually operates out of an animal shelter building either owned by one member of the JPA or owned jointly by all members.
APPENDIX A—SUMMARY OF RECOMMENDATIONS
This page was intentionally left blank
SUMMARY OF RECOMMENDATIONS

This appendix summarizes recommendations by report section, organized by timeframe for implementation, as follows: immediate (within two weeks); short-term (within four months); medium-term (within nine months); and long-term (nine months or more). Highest priority recommendations in the immediate and short-term categories are also denoted with HIGH PRIORITY.

A breakdown of the number of recommendations by timeframe is provided in the following table:

<table>
<thead>
<tr>
<th>Timeframe</th>
<th>Report Section and Recommendation Number(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immediate – HIGH PRIORITY</td>
<td>• Shelter Statistics (6)</td>
</tr>
<tr>
<td></td>
<td>• Animal Placement and Volunteer Programs (101–103)</td>
</tr>
<tr>
<td>Immediate</td>
<td>• Shelter Statistics (7–9)</td>
</tr>
<tr>
<td></td>
<td>• Shelter Operations (19, 32, 45–47, 49–52, 55, 56, 59, 60)</td>
</tr>
<tr>
<td></td>
<td>• Animal Placement and Volunteer Programs (121)</td>
</tr>
<tr>
<td></td>
<td>• Euthanasia (135)</td>
</tr>
<tr>
<td></td>
<td>• Field Operations (152)</td>
</tr>
<tr>
<td></td>
<td>• Planning and Direction (156)</td>
</tr>
<tr>
<td>Short-Term – HIGH PRIORITY</td>
<td>• Shelter Operations (41–44, 79–82)</td>
</tr>
<tr>
<td></td>
<td>• Proactive and Marketing Programs (128-129)</td>
</tr>
<tr>
<td>Short-Term</td>
<td>• Shelter Statistics (1–5)</td>
</tr>
<tr>
<td></td>
<td>• Shelter Facility (12–15, 17–18)</td>
</tr>
<tr>
<td></td>
<td>• Animal Placement and Volunteer Programs (95–98, 104–106, 108, 110–120, 123–125)</td>
</tr>
<tr>
<td></td>
<td>• Proactive and Marketing Programs (131–133, 136–141)</td>
</tr>
<tr>
<td></td>
<td>• Medical Program (142–146)</td>
</tr>
<tr>
<td></td>
<td>• Field Operations (147, 153–154)</td>
</tr>
<tr>
<td>Short/Medium-Term</td>
<td>• Shelter Operations (20–23)</td>
</tr>
<tr>
<td>Medium Term</td>
<td>• Shelter Facility (16)</td>
</tr>
<tr>
<td></td>
<td>• Shelter Operations (25–26, 34–37, 78)</td>
</tr>
<tr>
<td></td>
<td>• Animal Placement and Volunteer Programs (99–100, 107, 109)</td>
</tr>
<tr>
<td></td>
<td>• Proactive and Marketing Programs (127, 130)</td>
</tr>
<tr>
<td></td>
<td>• Field Operations (150, 155)</td>
</tr>
<tr>
<td>Medium/Long-Term</td>
<td>• Shelter Facility (10–11)</td>
</tr>
<tr>
<td></td>
<td>• Shelter Operations (29–31)</td>
</tr>
<tr>
<td></td>
<td>• Proactive and Marketing Programs (126, 134)</td>
</tr>
<tr>
<td>Long-Term</td>
<td>• Shelter Operations (24)</td>
</tr>
<tr>
<td></td>
<td>• Animal Placement and Volunteer Programs (122)</td>
</tr>
<tr>
<td></td>
<td>• Field Operations (148–149, 151)</td>
</tr>
</tbody>
</table>
This page was intentionally left blank
APPENDIX B—BASIC DATA MATRIX FORM
This page was intentionally left blank
<table>
<thead>
<tr>
<th>Species</th>
<th>Canine</th>
<th>Feline</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td></td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**LIVE INTAKE**

<table>
<thead>
<tr>
<th></th>
<th>Adult</th>
<th>Up to 5 months</th>
<th>Adult</th>
<th>Up to 5 months</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>C</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>D</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>E</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>G.1</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>G.2</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**OUTCOMES**

<table>
<thead>
<tr>
<th></th>
<th>Adult</th>
<th>Up to 5 months</th>
<th>Adult</th>
<th>Up to 5 months</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>H</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>I</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>J</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>K</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>L</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>M.1</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>M.2</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>N</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>O</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>P</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Q</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>R.1</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>R.2</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>S.1</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>S.2</td>
<td>0</td>
<td></td>
<td>0</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

**Ending Animal Count**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>0</th>
</tr>
</thead>
</table>

**Note:** To check your statistics and calculations - A + G.2 should equal S.2 + T

Total Column for Rows A + G.2 = 0
Total Column for Rows S.2 + T = 0
APPENDIX C—SAMPLE REQUEST FOR EUTHANASIA FOR OWNED ANIMAL FORM
This page was intentionally left blank
Sample Animal Services Surrender and Request for Euthanasia of Owned Animal

ANIMAL ID (To be filled out by staff): _______________

***Owner, please be aware that you are surrendering and giving up all rights to your animal. If we determine that your animal has a treatable condition, it may not be euthanized and may instead be adopted to a new owner or transferred to another shelter. We are also unable to allow you to be present with your pet during the euthanasia process, nor are we able to provide you with ashes after cremation. If you do not agree to these stipulations, please contact a veterinarian or another animal shelter organization to provide the euthanasia service.

Owner Information:
Name ____________________________________ Cell phone: ______________________________
Address __________________________________ Home/Work phone: _______________________________
City _____________________________ State ___ Zip Code ______________________
County residence: ___________________
Driver’s license number ___________________________ State of Issue _________

Animal Information:
Name of animal: _________________________
Age of animal: ________________
Type of animal: Dog ____ Cat _____ Rabbit _____ Bird ____ Other ____________
Sex: Male ____ Female _____ Breed: _________________________
Color of animal: _________________________ Unusual markings: ________________________
Is this animal microchipped? ________ Is the microchip registered to you? _____________
Has this animal bitten anyone within the last ten days? ____________

Reason for the euthanasia request:
Poor health ______  Old age ________ Aggression ________ Other_________________
Please explain in detail why you are requesting euthanasia for this animal:
__________________________________________________________________________________
__________________________________________________________________________________
__________________________________________________________________________________

Veterinarian’s name and clinic name: _____________________________

I certify that I am the legal owner for the above described animal, that this is my correct address and that all of the information above is true and accurate. I hereby transfer, assign and convey all rights of ownership of the above described animal to Sample Animal Services. Initial __________

I understand that if Sample Animal Services determines that the animal has a treatable condition, the animal may not be euthanized and instead may be treated, adopted to a new owner or transferred to another animal shelter or rescue group. I understand that I will not be given any information as to the disposition of the animal after I surrender it.
Initial_________

Owner Signature: _____________________________________________ Date: ______________

--------------------------------------------------------------------------------------------------------------------------------------------

To be filled out by Staff ONLY:

Does animal have a microchip or tag? __________
If yes, has chip or tag been traced and does it go back to owner listed on this form? ____________

If no, refuse owner request for euthanasia and tell the owner that he/she must fix the discrepancy before euthanasia can be completed.
Staple Chameleon cage card with photo to this form.
Managerial approval for ORE: _____________________________
This page was intentionally left blank
APPENDIX D—SAMPLE STRAY ANIMAL INTAKE FORM
This page was intentionally left blank
Sample Stray Drop off Form

ANIMAL ID (To be filled out by staff): ______________

Please turn in this filled-out form to the front desk, along with your driver’s license.

FINDER INFORMATION (fill out all lines):
Name: _____________________________________________________________________
Address: ___________________________________________________________________
City/State/Zip: _______________________________________________________________
Day Phone: ________________________ Cell Phone: ______________________________
Driver’s License Number: ______________________ State of Issue: ______
How long have you had the animal in your possession or on your property? ________________________
Location/street where the animal was found: ________________________________________________
Do you know who the owner, guardian or caretaker is? Yes ____ No ____
If yes, owner’s name________________________________
Do you know the owner’s address? : _______________________________________________________
Has the animal bitten anyone in the past ten (10) days? _______________

ANIMAL INFORMATION (fill out as much information as you know):
Type of Animal:  Dog ____ Cat _____ Livestock _____ Bird ____ Other ______
Sex: Male ____ Female _____ Breed: _________________________
Color of animal: ___________________________ Unusual markings: ________________________
Condition of animal: Good Health _____ Sick/health problem _________ Pregnant/nursing ______
Has this animal been vomiting, have diarrhea or not been eating well? __________________________
If it is sick or injured, please describe the health problem observed: _____________________________________________
Please describe the pet’s observed temperament: Friendly ____ Aggressive ____ Shy ____ Other ______
Does the pet seem good with children? _________ With dogs? _________ With cats? _________
If it is a dog, does it seem housebroken? ________ Has the pet acted aggressive while you have had it? ___
Describe how the animal acted while in your possession: _________________________________________
_____________________________________________________________________________________
If you are turning in a litter, please fill out the following:
Number of animals in litter being turned in: _________ Is the mother animal being turned in?: _________
Do you know where the mother is if she isn’t being turned in? __________________
Would you like information about getting the mother spayed? ________________

I hereby affirm and swear that I have found this animal(s) at the location above. I also affirm and swear that I do not own this animal and do not know who owns this animal unless otherwise noted on this form. I understand that I will not be given any information as to the disposition of this animal after turning it in.
Please be advised that giving false information to this department is punishable by law. My signature is my acknowledgement that I have read and understand the above information and that the information provided on this form is true and accurate.

Signature: _____________________________________________ Date: ______________
This page was intentionally left blank
APPENDIX E—SAMPLE VENDOR LIST
This page was intentionally left blank
Sample Vendor List

The following are a few commonly used vendors for products used at animal shelters. Be sure to ask if there are any discounts for animal shelters. *Check these first for lower prices and ask for any shelter discounts.

- C Specialties* – [http://www.cspecialties.com](http://www.cspecialties.com) (cat carriers, bowls, leashes, equipment)
- Health Technology Products – [http://www.htproducts.net](http://www.htproducts.net) (cleaning equipment)
- Henry Schein* – [https://www.henryscheinvet.com/practice-type/animal-welfare](https://www.henryscheinvet.com/practice-type/animal-welfare) (Discounts on vaccines, medication, Rescue disinfectant and more)
- Mavron – [http://www.mavron.com](http://www.mavron.com) (animal control trucks and vans, compartments)
- MWI* – [http://www.mwijah.com](http://www.mwijah.com) (vaccines, ask for shelter discounts and bulk pricing, also other medications, veterinary supplies, other supplies, usually has excellent prices. Please note that in order to receive the lowest price on vaccines and a few other products, you may first need to be set up to receive those discounts directly from the manufacturer. You then tell MWI, who passes on the discount to you. Ask MWI for more information.)
- Roadrunner Pharmacy – [http://www.roaddrunnerpharmacy.com/](http://www.roaddrunnerpharmacy.com/) (1-877-518-4589, source for melarsomine (immitticide) and bulk fipronel flea/tick medication which is the ingredient in Frontline; ask for “Shelter Spray”)
- Sam’s Club and Costco – source for disposable plaid paper food tray which can be used to give canned food to cats
- Wysiwash – [http://store.wysiwash.com/](http://store.wysiwash.com/) (disinfectant often used to disinfect outdoor areas, need low pressure hose system)
This page was intentionally left blank
This page was intentionally left blank
MAS will have a dedicated phone line for Owner surrenders. A MAS employee will be responsible for checking any messages. MAS will return all calls within 24 hours. All calls will be logged in. MAS will give the owner a PID number that will be associated with the animal. This number will be used for all future references until the animal officially becomes MAS property. MAS will also utilize an online surrender option. This will also be checked and responses will be made within 24 hours. Employees will follow the same protocol as listed above for phone messages.

A minimum of 2 weeks out should always be considered. Staff should always be aware of MAS inventory. During our busy months or if at capacity, management will decide and adjust appointments so that animals do not have to be euthanized just to take an owner surrendered pet.

- **Exceptions** can be made if the animal is highly adoptable/fast tracker. This would allow MAS to take it immediately and move it to Animal house or rescue.
- If MAS has too many of certain breeds in inventory, adjustments will have to be made to scheduling.
- No owner surrendered pet will ever be taken in (exceptions for injured, sick or aggressive) if it means a current animal will have to be euthanized.
- **All non- cat/dog domestic**; Any citizen wishing to surrender an animal other than a feline or canine will be given an appropriate MAS Surrender Agreement to fill out. This agreement is also available for download on our website. Once the agreement has been received, MAS Staff will attempt to find a home for the animal or assist in making resources available for the citizen. After exhausting all options, a Staff Supervisor or their designee may give the citizen an appointment to drop the animal off at the shelter with the approval of the Deputy Director or designee.

### 5.6.7 KENNEL/CAGE SPACE

At the beginning of each shift, MAS personnel should always prepare to have kennels or cages available for the days incoming scheduled owner surrendered pets. We should never be surprised.
5.6.8 NO SHOWS FOR APPOINTMENTS

Employees will document the no show and reason if one is known. If the scheduled appointee is late, it will be case by case bases if the animal can be surrendered at the time of arrival. This will be based on staffing levels and if other customers are being dealt with. The customer may have to reschedule.

5.6.9 WALK IN SURRENDERS

If a customer comes in to surrender their pet they will be advised they must schedule an appointment. At this time they will need to fill out the pet surrender form. Once the form is completed they will be given an appointment date and time. You may be able to take in highly adoptable/rescuable animals with supervisory approval. Aggressive, sick or injured animals can be taken in immediately.

From time to time there is the chance a person may be deceptive in stating the animal is a stray. If a person initially states the animal is owned, then changes it is stray....please seek assistance from the Director or designee.

If during any exchange of information during the discussion an owner states they will abandon or harm the pet please seek out a supervisor for assistance, this could include an ACO. The person should be advised that this could result in criminal or local ordinance violations or charges. You can also remind the person that they are under video surveillance.

If surrendering multiple pets, more time should be allowed for the surrender.

There is a $45 fee for each dog surrendered, a $35 fee for each cat surrendered and fee determined by the kennel supervisor or above for other species......should there be more than two pets surrendered, the director or designee should be consulted to possibly reduce fee’s.

If the pet owner states they cannot pay the fee, they will fill out a “surrender assistance” form. This form will be given to the Director or designee for review. The pet will stay with the owner until approved.
If an owner requests euthanasia, and it is the humane thing to do, they will be required to pay the $25 impoundment fee.

If someone is returning an adoption and it is outside of the return policy (30 days), this is considered an owner surrender and the fee will apply.

MAS only accepts surrendered animals from Jefferson County.

5.6.10 ALTERNATIVES TO SURRENDER

MAS offers many different resources to try and keep pets in their homes, rather than be surrendered into the shelter. This will be based on the availability of community resources. A list of these resources is available on our web page and given out in “surrender” packets.

5.6.11 WHAT TO BRING TO THE APPOINTMENT

- Driver’s license/state I.D.
- Pet profile printed from our website (or they can arrive 15 mins early to their appointment and fill it out then)
- Impoundment fee
- Vet records
- Pet needs to be confined (collar/leash, carrier)
- Pet’s personal items (bed, toys, food, etc)
- If the customer mentions bringing their children, advise children to stay home due to the sensitive nature of a surrender appointment

5.6.12 NON-DOG OR CAT DOMESTIC ANIMALS OWNER SURRENDER

When a MAS employee is contacted by a citizen who wishes to surrender ownership of their animal that is not a Cat or Dog the following procedures should be followed:
Standard Operating Procedures

Chapter: Animal Care
Subject: Managed Intake

- Give the citizen a Pet Profile form to complete and return to MAS.
- Give the citizen any related alternative sources for re-homing material we have concerning the animal they wish to surrender.
- Counsel citizen concerning pet retention materials MAS could provide them, so that they may keep the animal.

Upon reviewing the completed surrender form MAS will look at all placement resources available for the type of animal being surrendered. Based on our available pen space, rehoming, and rescue recourses available the employee will contact the owner of the animal and within two business work days give them a date and time that they may surrender the animal to MAS. Generally no sooner than 10-14 days from completion of the surrender form.

Employees should coordinate rehoming and/or rescue to be available on the same day we receive the animal at the shelter. Every effort to keep the animal from being housed at our shelter would be in the best interest of the animal.

If the animal is highly adoptable make arrangements with Vet Staff and Animal House Staff to set a date of surrender at MAS Manslick Rd location. The animal may then be fast tracked for adoption through Animal House or Manslick Road Shelter.
APPENDIX G—SAMPLE ANIMAL SERVICES ADOPTION POLICIES
This page was intentionally left blank
Sample Animal Services Adoption Policies

1. Adopters must be at least 18 years of age and show a driver’s license or state picture ID.

2. A person adopting an animal must not show signs of intoxication or being under the influence of drugs.

3. Animals will not be adopted to any individual with a known history of animal cruelty or neglect or who has previous violations of animal control laws that indicate irresponsible pet ownership. The person and the person’s home address should be checked for complaints and violations in the shelter’s software system prior to adoption.

4. Adoptions will not be made to anyone who is suspected of using the animal for food purposes, dog fighting, vivisection or experimentation. Dogs will not be adopted to serve solely as a guard or attack dog.

5. Adoption applications should be reviewed and questions asked about whether a dog will be leash walked, kept in a fenced yard, tethered or put on a trolley system. Dogs will not be adopted into homes where they will be allowed to run off-leash in the neighborhood. Occasional use of a trolley system for medium-large breed dogs is acceptable only if the pet is kept inside the home most of the time.

6. A friendly cat will not be adopted to be housed exclusively as an outside cat; however, indoor/outdoor cats are acceptable. Feral, semi-feral cats and cats with serious behavioral issues can be adopted as outside cats or as mousers or barn cats.

7. Counseling will be provided and questions should be asked about the cost of pet food and the need to provide annual vaccinations and veterinary care if the animal gets sick or injured. If the potential adopter states that they will be unable to afford pet food or veterinary services, they should be turned down for adoption. Counseling should also be provided about flea prevention, heartworm prevention, housebreaking and general pet care.

8. The shelter’s software system should be checked to determine if the person has previously relinquished any of their own pets to the shelter. People who have previously relinquished their own animal(s) can be permitted to adopt a pet if the reason the pet was relinquished has been remedied or would not be a problem with the new pet being adopted.

9. Pets will not be adopted into a home in which a pet has recently been lost and the owners have made no attempt to find the animal. Pet owners should instead be encouraged to look first for their lost pets. Adoption counselors should review the adoption application and ask questions about any recently lost pets.

10. Pets will not be adopted to people who are trying to adopt an animal for another individual who has already been refused.

11. Adoptions will not be made to residents of apartments or dwellings where regulations prohibit pet ownership or to people who are homeless. Potential adopters can be asked if their dwelling allows pets; however, a phone call to the landlord is not required.
12. Pets will not be adopted to anyone who has a history of: losing multiple animals; having accidents happen to multiple animals or not providing adequate veterinary care for previously owned sick or injured animals. Exceptions can be made by a manager.

13. Dogs will only be adopted into homes where they will be kept as outside dogs if the yard is fenced, if the dog is a hardy enough breed to withstand the elements, if the dog will have adequate shelter and if the owners agree to bring the dog inside during extreme weather conditions. Toy and small breeds will not be adopted as outside dogs. During cold weather months, puppies under 6 months of age will not be adopted into outside-only homes.

14. Potential adopters will not be allowed to adopt more than 3 dogs and 3 cats per year per household and will not be allowed to adopt more pets than allowed by animal ordinances.

15. Employees adoptions will be limited to a maximum of two per year.
APPENDIX H—SAMPLE ANIMAL SERVICES ADOPTION QUESTIONNAIRE
This page was intentionally left blank
Sample Animal Services Adoption Questionnaire

Staff fill out:
FOR ANIMAL ID: __________
DUE OUT: _____________
ALTERED (Y/N): _______

Adopter, please fill out the following information:
Name __________________ Cell phone ____________________________
Address __________________ Home/Work phone ______________________
City ___________________________ State ___ Zip Code _________________
Driver’s license number ___________________________
Email address ____________________________

1. Are you adopting an animal for: Self____ Children____ Gift ____ Other, please explain:
   __________________________________________________________________________

2. Do you live in a: House____ Apartment ____ Condo ____ Mobile Home ___ Town home ___ Other ____
3. Do you own your home? Yes____ No____
   If you are renting your home, does your landlord allow pets? Yes ___ No ___
4. Number of people in the home: Adult ____ Children ______
5. Are you looking for an: Indoor ____ Outdoor ____ Inside/outside pet? ______________
   Outside on chain/tether ___________ Outside in fence/pen ___ Outside on property ___
6. Where will the pet stay during the day? Inside house ___ Garage ___ Basement ___
   Outside on chain/tether ___ Outside in fence/pen ___ Outside on property ___
7. Where will the pet sleep at night? Inside house ___ Garage ___ Basement ___
   Outside on chain/tether ___ Outside in fence/pen ___
8. If adopting a dog, do you have a fenced yard? Yes____ No____
   If yes, how high and what kind of a fence?
   If you do not have a fence, how will the dog get exercise and use the bathroom?

9. Are you familiar with heartworm prevention? ______________
10. How many companion animals have you owned in the past five years? (Include those you currently own)
    Cats _____ Dogs _____ Other_____
    If you no longer have some of these animals what happened to them?

   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

I certify that the above information is true. I understand and agree that this adoption placement is conducted solely for the purpose of providing long-term care for the adopted animal(s).

___________________________________
Signature

----------------------------------------------------------------------------------------------------------------------------------------
ADOPTION COUNSELOR ONLY:
Notes:
_____________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________
_____________________________________________________________________________________________
Result: ______________________
Adoption Counselor signature: __________________________ Date: ________________________
This page was intentionally left blank
APPENDIX I—SAMPLE TRANSFER AGREEMENT
This page was intentionally left blank
Sample Animal Services Transfer Agreement

Date ____/____/____

Animal ID number(s): ______________________________________________________________________
________________________________________________________________________________________

Rescue, Humane Society or Shelter Name: _____________________________________________________

Authorized Agent name: _________________________________________________________

Number of:   Dog _____   Cat _____   Puppy _____   Kitten _____   Other _____

Total Number of Animals transferred: ______

Will the transferred animal(s) be housed in-state (Y/N): _____________ If not in-state, a health certificate must be obtained and any other state requirements must be met prior to transferring the animal.

As an authorized agent of the above referenced approved rescue organization, I understand that this document serves as a transfer of ownership of the animal(s) listed above from Sample Animal Services to the above named shelter or rescue organization. Furthermore, the organization and agent understand and agree that:

• Sample Animal Services has provided the vaccinations and veterinary treatments in the medical records attached to this form. The rescue group or shelter listed above must have the animal vaccinated against rabies and spayed/neutered prior to adoption into any home.

• The shelter or rescue organization listed above agrees to provide the animal with any additional necessary veterinary necessary treatment required, including but not limited to medical issues in the attached records and/or listed below.

Animal ID and known Medical Issues: _________________________________________________________
________________________________________________________________________________________

• The shelter or rescue organization must provide the animal with food, water, shelter and humane care and must comply with all animal regulations for the county and/or city in which the animal is to be maintained.

• The organization and agent understands that failure to maintain the requirements and conditions will result in the removal of the organization from consideration for future rescues.

Additional Conditions: _________________________________________________________________

I understand that Sample Animal Services makes no claims or guarantees as to the temperament, health or background of the animal referenced above. I release Sample Animal Services of any and all claims of liability that may arise in connection with said animal.

Shelter or Rescue agent: ________________________________ Date: ______________________
APPENDIX J—SAMPLE RESCUE POLICIES
This page was intentionally left blank
LOVE LOCAL PARTNER PROGRAM

POLICY AND PROCEDURES - FINAL 4/5/18

ABOUT

The Animal Care and Control Team of Philadelphia (ACCT Philly) performs both animal care and control for the City of Philadelphia, and partners with other organization to improve our community’s capacity to save the lives of sheltered animals. Through the Love Local Program, animals at risk of euthanasia are voluntarily accepted into the foster, adoption, rehabilitation, or hospice programs of partnering organizations. Love Local Partners (Partners) pass through an approval process and subsequently assume ownership and all responsibility for care and placement of the animals they select and transfer. ACCT Philly expects all Love Local Partners to make a lifetime commitment to the wellbeing and placement of animals transferred into their programs.

ELIGIBLE ANIMALS

ACCT Philly prioritizes which animals are in need of resources beyond the scope and capacity of the shelter, based on medical prognosis, behavior, housing needs, and risk of humane euthanasia. ACCT Philly staff operates in good faith as to the best outcome available to any individual animal.

URGENT ANIMALS

- Urgent animals refer to those selected for imminent euthanasia.
- Euthanasia reasons may include medical or behavioral conditions which cannot be treated or managed appropriately in the shelter environment.
- These animals may have a scheduled rescue-by and euthanasia date and time.
- Urgent animals are available immediately upon completion of any mandatory hold period, unless otherwise released by authorization of ACCT Philly staff veterinarians.
- Animals whose prognosis for recovery is poor, but whose decline and pain can be managed through appropriate housing and veterinary care, are available for transfer to organizations who have established hospice programs.
At-Risk animals refer to those who may be selected for humane euthanasia based on various factors, including lack of housing space, declining medical condition, or declining behavioral condition.

- These animals do not have a scheduled rescue-by or euthanasia date and time, but could become urgent or placed for humane euthanasia at any time, given the changing daily conditions at the shelter.
- At-Risk animals are available immediately upon completion of any mandatory hold period.

Adoption Program Animals - Main Shelter General Population

- Dogs over 40 pounds, cats, and all other animals are available to Partners on the same day they become available to the public.
- These animals may become At Risk or Urgent at any time in the future as their length of stay increases, but are not currently at risk for euthanasia (barring unforeseen circumstances or developments).

Adoption Program Animals—Onsite, Offsite, and Event

- Social and friendly small breed dogs or puppies who weigh under 39 pounds and with no known behavioral or medical condition are selected for Onsite, Offsite, and Event Adoptions Programs, and not available through the Love Local Programs.
- These animals may become available through the Love Local Partnership Program, pending changing circumstances in the shelter.

Ineligible Animals

- ACCT Philly will not knowingly place an animal who is believed to be a threat to the community or whose quality of life and prognosis for recovery is poor. Animals who cannot be managed in the shelter environment or placed responsibly back into the community, due to extreme behavior, critical medical condition, and/or highly concerning history, will not be made available through the Love Local Program.
- Animals who have a known history of harming or displaying dangerous behavior towards the public, who are displaying extreme and concerning reactive behavior in the shelter environment, or who are actively and repeatedly placing the safety of staff at risk, are not available through the Love Local Programs.
- Animals who are actively dying, who are rapidly declining and have a poor prognosis for recovery, or who are in extreme and unmanageable pain are not available through the Love Local Programs.
- Pregnant animals are not immediately available through the Love Local Programs. These animals will be assessed medically, and will either be spayed onsite or released for medical care. Pregnant animals may be selected for offsite and event placement, post operation.
● Community Cats who are cleared to be returned to the field are enrolled in the Community Cat Program, and are not available through the Love Local Program. These animals may become available through the Love Local Program, pending changing circumstances in the shelter.

ELIGIBLE PARTNERS

Organizations eligible to become Love Local Partners may include nonprofit animal sheltering, humane, or SPCA organizations, as well as nonprofit animal rescue and adoption organizations.

NONPROFIT STATUS

ACCT Philly Love Local Partners must be nonprofit organizations or private foundations with tax exempt status granted by the IRS. If an organization is accepting donations from the public, the organization must be a 501c3 or in the process of obtaining 501c3 status and obtain that status within one calendar year from your Partner approval date, in order to partner with ACCT Philly. Documentation of nonprofit status must be in the Love Local Partner organization’s name, and Partners are not permitted to act as a subsidiary of another organization. A determination letter (approved) or Form 1023 (in process) should accompany the Partner application. If the organization is a private foundation, a copy of the most recent 990-PF should accompany the Partner application.

VETERINARIAN OF RECORD & PRE-ADOPTION STERILIZATION POLICY

All Partners must have a veterinarian of record, or relationship with a veterinarian who acts as the primary medical provider for the animals in the organization’s care. Furthermore, ACCT Philly Love Local Partners must provide pre-adoption sterilization of all dogs, cats, and rabbits, including pediatric surgeries for dogs and cats. All Partners must provide spay/neuter surgery for all animals, prior to adoption. Exceptions are allowed only when specifically recommended by a veterinarian for the health of an individual animal. A veterinary opinion in opposition to pediatric surgery may not be used to exempt pediatric animals from sterilization.

COMPLETED AND APPROVED PARTNER APPLICATION

Organizations wishing to become Partners must submit an application package for approval. All application packages must be completed, per the application guidelines. It is the sole responsibility of the applicant to ensure that their application package adheres to the application standards and guidelines.
All applicants must submit an application package consisting of:

- Completed Love Local Partner Application
- Evidence of nonprofit status (IRS determination letter or completed Form 1023)
- One letter of recommendation from the primary veterinarian providing care for your organization’s animals
- Two letters of recommendation from shelter/rescue from which your organization currently admits animals
- Your organization’s pre-adoptive spay/neuter contract or statement
- Your organization’s foster/adoption applications and foster/adoption contracts
- Kennel License (if applicable)
- Signed Love Local Partner Manual Acknowledgement and Code of Conduct Form

✓ please submit one form for every authorized representative listed (max 3)

Completed application and supporting documents should be sent using one of the following methods:

- Emailed to lifesaving@acctphilly.org
- Mailed to ACCT Philly, Attn: Lifesaving. 111 W. Hunting Park Ave. Philadelphia, PA 19140

Application packages that do not adhere to the application standards and guidelines will not be reviewed or processed for approval.

**AUTHORIZED REPRESENTATIVES AND PRIMARY VETERINARIAN**

ACCT Philly requires Love Local Partners to provide the Lifesaving department with their organization’s updated contact information, including the contact information of all authorized representatives, and of primary veterinarian providing care for transferred animals.

Authorized Representatives refer to individuals who are authorized to act and speak on behalf of the partnering organization. Authorized representatives will receive communication of transfer eligible animals, and are authorized to make transfer decision and enter transfer agreements with ACCT Philly on behalf of the partnering organization. Love Local Partners may have up to three authorized representatives active at any given time.

The President/Director of the partnering organization organization must contact ACCT Philly’s Lifesaving Manager immediately with any requests to have individuals added or removed as an Authorized Representative of their organization or any changes made to the Partner’s primary veterinarian. It is solely the responsibility of the Love Local Partner to communicate all updated contact information to the Lifesaving Department Lifesaving Manager in a timely fashion.
**SELECTION OF ANIMALS**

The Lifesaving department at ACCT Philly communicates on a regular basis with Love Local Partners, sharing information of animals in need of transfer. If your organization is able to accommodate an eligible animal, please communicate with Lifesaving staff directly, via email or phone call, to confirm a definite transfer and pick-up of the animal.

Upon receiving transfer confirmation from your organization, Lifesaving staff will place a "Love Local Hold" on the animal in the Love Local Partner’s name. The Partner will have 24 hours to accommodate a physical exit from the shelter, once the hold has been placed. If physical exit cannot be accommodated within 24 hours of confirmation, the hold will be removed, and the animal will become available for immediate transfer to other Partners. If a Partner’s decision to accommodate an animal is dependent upon further information, such as an evaluation, a memo indicating interest will be entered under the animal’s profile, but the animal will remain available for immediate transfer to other Partners until a final confirmation has been received.

As an organization that is an Agent of the City of Philadelphia by contract and serves the residents of the city, members of the public who wish to reclaim or adopt (such as the finder of a stray animal, a potential adopter, or a family member claiming a surrendered animal) have the first right of refusal. ACCT Philly makes every effort to adhere to a first-come/first-serve practice in instances where multiple Partners are confirming for the same animal. Should there be any dispute between Love Local Partners over the selection of an animal, the decision of the Lifesaving Manager shall be final.

**In all instances, ACCT Philly retains the right of first refusal for all animals.**

**PROTOCOLS WHEN SELECTING ANIMALS AT THE SHELTER**

- Love Local Partners may only arrive at shelter during designated Lifesaving hours to select animals, unless an appointment has been made with and confirmed by Lifesaving Management.
- Upon arrival, Love Local Partners must sign in at the Lifesaving department, and obtain a Love Local lanyard. Upon departure, Love Local Partners must sign out at the Lifesaving department, and return the Love Local lanyard.
- Authorized Representatives of the Love Local Partner are the only individuals permitted to evaluate and select animals for transfer.
• Authorized Representatives of the Love Local Partner must communicate directly with Lifesaving staff when confirming to accommodate an animal. Communication with ACCT volunteers does not substitute for communication with Lifesaving staff.

• Authorized Representatives of the Love Local Partner must accommodate and supervise their foster parents and volunteers when visiting ACCT Philly to evaluate, select, and transport animals.

• Authorized Representatives of the Love Local Partner must receive approval from Lifesaving Manager, prior to removing any animal who has not been transferred from the shelter grounds.

• Love Local Partners are not permitted to handle unvaccinated animals, animals being held for a court case (designated by a “HOLD - COURT CASE” sign), or animals on rabies quarantine (indicated with “Bite Case” stamp on kennel card).

• Love Local Partner must receive approval from Lifesaving Management to handle any animal previously on quarantine or marked as “staff only”.

• Love Local Partner will not remove any paperwork from an animal’s kennel unless directed to by Lifesaving staff.

• Love Local Partner will only perform dogs meets upon receiving confirmation from Lifesaving staff. In all other instances, all dogs must be kept 4 feet apart while being walked through the shelter or on the ground.

• No choke, prong, or shock collars are allowed to be placed on dogs in ACCT Philly’s care.

TRANSFER SERVICES

To accommodate an informed transfer decision, ACCT Philly offers a selection of services for Love Local Partners. It is the responsibility of the Love Local Partner to communicate any request of services to the Lifesaving department. Lifesaving staff is happy to perform requested services, and update Love Local Partners with results. ACCT Philly may implement and adjust a fee structure for these services at any point, and will provide this information to partners in a timely fashion, and at all times will confirm with an authorized representative prior to incurring a charge for any services.

ACCT Philly is able to provide the following services for Love Local Partners:

• Dog meets for canines
• Food tests for canines
• Evaluation for canines
• Feline spay/neuter surgery
• Large dog (40+ lbs) spay/neuter surgery
• FeLV/FIV Combo test (fee waived per litter)
• Heartworm test ($15 fee)
• 4DX test ($25 fee)
• Microchip implant ($10 fee)
• Transport Assistance (as resources allow)

*Services and fees may be subject to adjustment, pending changing circumstances in the shelter or with the program.*
APPENDIX K—SAMPLE STANDING VETERINARY ORDERS
This page was intentionally left blank
A Confirmed Case of Panleukopenia Identified in Shelter Population or Foster Home

**Perform Analysis**
A time line is established by the first date of the positive cat diagnosis along with the date of intake into the shelter. Incubation of the disease is less than 14 days and is generally 5-9 days post-exposure. Shedding of virus can precede clinical signs 2-3 days. The at-risk population and degree of exposure is determined from the analysis. All cats in ward need to be evaluated with individual time line of duration and placement into the ward that resulted in an exposure.

**Establish Quarantine Isolation Procedures**
- Give foot baths
- Setup isolation ward
- Provide protective clothing
- Establish disinfectant protocol
- Restrict traffic flow

**Quarantine group for 14 days depending on risk exposure.** Cats selected for quarantine should have high adoptability.

**Selective euthanasia of sick or high risk individuals**

**Close Down Ward; No Movement of Cats In or Out of Ward or Foster Home**

**DIAGNOSIS:**
- DIC (DEAD IN CAGE), most common insidious presenting sign. Death is sudden, unexpected, simply found dead in cage (especially suspicious in adolescent to adult cats with or without concurrent Upper Respiratory Infection)
- Vomiting
- Diarrhea
- Dehydration

**DIAGNOSIS:**
- Symptoms and exposure history. Positive results on a Parvo test (A weak positive test may occur 5-9 days post MLV vaccine, although this may be debatable)
- Low white blood cell count on CBC or blood smear
- Segmental enteritis observed on necropsy
(A confirmed diagnosis should include all 3 findings)

**SIGN:**
- DIC (DEAD IN CAGE), most common insidious presenting sign. Death is sudden, unexpected, simply found dead in cage (especially suspicious in adolescent to adult cats with or without concurrent Upper Respiratory Infection)
- Vomiting
- Diarrhea
- Dehydration

**DIAGNOSIS:**
- Symptoms and exposure history. Positive results on a Parvo test (A weak positive test may occur 5-9 days post MLV vaccine, although this may be debatable)
- Low white blood cell count on CBC or blood smear
- Segmental enteritis observed on necropsy
(A confirmed diagnosis should include all 3 findings)

**STANDING VETERINARY ORDER – PANLEUKOPENIA**

*DIAGNOSIS:*
- Symptoms and exposure history. Positive results on a Parvo test (A weak positive test may occur 5-9 days post MLV vaccine, although this may be debatable)
- Low white blood cell count on CBC or blood smear
- Segmental enteritis observed on necropsy
(A confirmed diagnosis should include all 3 findings)

**DIAGNOSIS:**
- Symptoms and exposure history. Positive results on a Parvo test (A weak positive test may occur 5-9 days post MLV vaccine, although this may be debatable)
- Low white blood cell count on CBC or blood smear
- Segmental enteritis observed on necropsy
(A confirmed diagnosis should include all 3 findings)

**STANDING VETERINARY ORDER – PANLEUKOPENIA**

*DIAGNOSIS:*
- Symptoms and exposure history. Positive results on a Parvo test (A weak positive test may occur 5-9 days post MLV vaccine, although this may be debatable)
- Low white blood cell count on CBC or blood smear
- Segmental enteritis observed on necropsy
(A confirmed diagnosis should include all 3 findings)
ASSUMPTIONS:
1) Dogs have been isolated into quarantine / sick bay
2) Medical staff assessment completed or to be scheduled

Bright, Alert and Responsive (BAR)
Febrile
No Nasal Discharge
No Ocular Discharge
Cough-Non-Disabling
Eating/Drinking (E/D)

Not BAR
Not E/D
In Poor Condition
+/- Febrile
Cloudy Nasal, Ocular Discharge
Cough

Cough Disabling
1) Cough RX
Butorphanol 1mg/kg PO BID
Hycodan 1tab/20lbs PO BID

Cough Disabling
E/D, BAR

Non-Cough Disabling

Call the on-call doctor for further direction

1) Cough RX
Butorphanol 1mg/kg PO BID
Hycodan 1tab/20lbs PO BID
2) Oral Antibiotic RX
Doxycycline 10mg/kg SID PO

2) Oral Antibiotic RX
Doxycycline 10mg/kg SID PO

No Treatment

Eating/Drinking (E/D)
Febrile
Nasal Cloudy Discharge-Unilateral/Bilateral
No Cough
Additional Vet Examination

2) Oral Antibiotic RX
Doxycycline 10mg/kg SID PO

Vet signature_______________________                   Date _______
Appendix L—Model Infectious Control Plan for Veterinary Practices
This page was intentionally left blank
APPENDIX D

Model Infection Control Plan for Veterinary Practices, 2006

National Association of State Public Health Veterinarians (NASPHV)
Veterinary Infection Control Committee (VICC)

This model plan should be adapted to your practice in keeping with local, state and federal regulations. A modifiable electronic version is available on the website of the National Association of State Public Health Veterinarians at www.nasphv.org. Please refer to the corresponding sections in the full Compendium of Veterinary Standard Precautions for complete information and guidance (also available at www.nasphv.org).

Clinic: ________________________________

Date of Plan Adoption: ____________________________

Date of Next Review: ____________________________

Infection Control Officer: ____________________________

This plan will be followed as part of our clinic's routine practices. The plan will be reviewed at least annually and as part of new employee training.

PERSONAL PROTECTIVE ACTIONS AND EQUIPMENT

Hand Hygiene: Wash hands before and after each patient encounter and after contact with blood, body fluids, secretions, excretions or articles contaminated by these fluids. Wash hands before eating, drinking or smoking; after using the toilet; after cleaning animal cages or animal care areas; and whenever hands are visibly soiled. Alcohol-based gels may be used if hands are not visibly soiled, but handwashing with soap and running water is preferred. Keep fingernails short. Keep handwashing supplies stocked at all times. Staff responsible ____________________________.

Correct handwashing procedure:
- Wet hands with running water
- Place soap in palms
- Rub hands together to make a lather
- Scrub hands vigorously for 20 seconds
- Dry hands with a disposable towel
- Turn off faucet handle using the disposable towel

Use of Gloves and Sleeves: Wear gloves or sleeves when touching blood, body fluids, secretions, excretions, mucous membranes, and non-intact skin. Wear gloves for dentistry, resuscitations, necropsies, and obstetrical procedures; when cleaning cages and contaminated environmental surfaces and equipment; when handling dirty laundry; when
handling diagnostic specimens (e.g., urine, feces, aspirates, swabs); and when handling an animal with a suspected infectious disease. Change gloves between examination of individual animals or animal groups (e.g., a litter of puppies) and between dirty and clean procedures on the same patient. Gloves should be removed promptly and disposed of after use. Disposable gloves should not be washed and reused. Hands should be washed immediately after glove removal.

Note: Gloves are not necessary when examining or handling normal, healthy animals.

**Facial Protection:** Wear facial protection whenever exposure to splashes or sprays is likely to occur. Facial protection should include a mask worn with either goggles or a face shield. Wear facial protection for the following procedures: dentistry, resuscitation, nebulization, suctioning, bronchoscopy, wound irrigation, obstetrical procedures, and necropsies. Use a surgical mask when cleaning with high-pressure sprayers.

**Respiratory Protection:** Wear a disposable N-95 respirator or other particulate respirator when investigating abortions in small ruminants or significant poultry mortality, when handling ill psittacine birds, and in any other circumstance where there is concern about aerosol transmission.

**Protective Outerwear:** Wear a protective outer garment such as a lab coat, smock, non-sterile gown, or coveralls when attending animals and when conducting cleaning chores. These should be changed whenever soiled, after handling an animal with a known or suspected infectious disease, after working in the isolation room, and after performing a necropsy or other high-risk procedure. Shoes or boots should have thick soles and closed toes, and be water resistant and easily cleanable. Disposable shoe covers should be worn when heavy quantities of infectious materials are present or expected. Impermeable outerwear should be worn during obstetrical procedures and necropsies and whenever substantial splashes or large quantities of body fluids may be encountered. Keep clean outer garments available at all times. Staff responsible ________________________________.

**Bite and Other Animal-Related Injury Prevention:** Take precautions to prevent bites and other injuries. Use physical restraints, muzzles, bite-resistant gloves, and sedation or anesthesia as needed. Plan an escape route when handling large animals. Do not rely on owners or untrained staff for animal restraint. Notify __________________________ if there concern for personal safety. When bites or scratches occur, wash the site with soap and water immediately. Report all bites and other injuries to __________________________ (Infection Control Officer) who will also maintain the incident report log. Consult a physician whenever the skin is broken. An evaluation of the need for medical attention, tetanus immunization, antibiotics, and rabies post-exposure prophylaxis will be made by a physician. Bite incidents will be reported to ________________________________ (public health agency) as required by law. Telephone number: ________________________________.
PROTECTIVE ACTIONS DURING VETERINARY PROCEDURES

Intake: Avoid bringing aggressive or potentially infectious animals in through the reception area. If they must come through the main entrance, carry the animal or place it on a gurney so that it can be taken directly into an exam room.

Examination of Animals: Wear appropriate protective outwear and wash hands before and after examination of individual animals or animal groups (e.g., a litter of puppies). Potentially infectious animals will be examined in a dedicated exam room and remain there until diagnostic procedures and treatments have been performed.

Injections, Venipuncture, and Aspirations: Wear gloves while performing venipuncture on animals suspected of having an infectious disease and when performing soft tissue aspirations. Currently, there is no data indicating that venipuncture on healthy animals carries a significant risk of infection.

Needlestick Injury Prevention: Do not recap needles except in rare instances when required as part of a medical procedure or protocol. Dispose of all sharps in designated puncture-proof sharps containers. Dispose of the used syringe with attached needle in the sharps container when injecting live vaccines or aspirating body fluids. For most other veterinary procedures, use the needle removal device on the sharps container and dispose of the syringe in the regular trash. Sharps containers are located in every area of the clinic where sharps are used. Do not transfer sharps from one container to another.

Dental Procedures: Wear protective outerwear, gloves, mask, and a face shield or goggles when performing dental procedures or working nearby (such as when monitoring anesthesia).

Resuscitation: Wear gloves, mask, and a face shield or goggles.

Obstetrics: Wear gloves and/or shoulder-length sleeves, mask or respirator, face shield or goggles, and impermeable outerwear.

Necropsy: Wear cut-resistant gloves, mask, face shield or goggles, and impermeable outerwear. Only necessary personnel are allowed in the vicinity of the procedure. Wear a respirator when using a band saw or other power equipment. If an animal is suspected of having a notifiable infectious or a foreign animal disease, consult with the State Veterinarian before proceeding with a necropsy. Contact information for State Veterinarian’s office ____________________________.

Diagnostic Specimen Handling: Wear protective outerwear and gloves. Discard gloves and wash hands before touching clean items (e.g., microscope, telephone). Eating and drinking are not allowed in the laboratory.
ENVIRONMENTAL INFECTION CONTROL

Isolation of Infectious Animals: Animals with a contagious or zoonotic disease will be housed in isolation as soon as possible. Clearly mark the room or cage to indicate the patient’s status and describe additional precautions. Only equipment needed for the care and treatment of the patient should be kept in the isolation room, and there should also be dedicated cleaning supplies. Disassemble and thoroughly clean and disinfect any equipment that must be taken out of the room. Discard gloves after use. Leave other personal protective equipment (e.g., gown, mask) in the isolation room for reuse. Clean and disinfect protective equipment between patients and whenever contaminated by body fluids. Bag potentially contaminated materials before removal from the isolation room. Use disinfectant footbath before entering and leaving the room. Access to the isolation room is limited. Keep a sign-in log of all people (including owners or other non-employees) having contact with a patient in isolation. Monitor air pressure daily while the room is in use.

Cleaning and Disinfection of Equipment and Environmental Surfaces: Clean surfaces and equipment first to remove organic matter, and then use an EPA-registered hospital disinfectant, applied according to manufacturer’s instructions. Minimize dust and aerosols when cleaning. Clean and disinfect animal cages, toys, and food and water bowls between animals and whenever visibly soiled. Clean litter boxes once a day. Wear gloves when cleaning, and wash hands afterwards. There is a written checklist for each area of the facility (e.g., waiting room, exam rooms, treatment area, kennels) specifying the frequency of cleaning, disinfection procedures, products to be used, and staff responsible.

Handling Laundry: Wear gloves when handling soiled laundry. Wash animal bedding and other laundry with standard laundry detergent and machine dry. Use separate storage and transport bins for clean and dirty laundry.

Decontamination and Spill Response: Immediately spray a spill or splash of blood or body fluids with disinfectant and contain it with absorbent material (e.g., paper towels, sawdust, cat litter). Don gloves, mask, and protective clothing (including shoe covers if the spill is on the floor and may be stepped in) before beginning the clean-up. Pick up the material then seal in leak-proof plastic bags. Clean the area, and disinfect according to manufacturer’s instructions. Keep clients, patients and employees away from the spill area until disinfection is completed.

Veterinary Medical Waste: Insert here your local and state ordinances regulating disposal of animal waste, pathology waste, animal carcasses, bedding, sharps and biologics.

Rodent and Vector Control: Keep the facility free of wild rodents and mosquitoes and other arthropods by sealing entry portals, eliminating clutter and sources of standing water, keeping animal food in closed metal or thick plastic containers, and disposing of food waste properly.
**Other Environmental Controls:** There are designated areas for eating, drinking, smoking, applying make-up and similar activities. These activities should never be done in animal care areas or in the laboratory area. Human food or drink should not be kept in the same refrigerator as animal food, biologics, or laboratory specimens. Dishes for human use should be cleaned and stored away from animal care and animal food preparation areas.

**EMPLOYEE HEALTH**

The following personnel are responsible for developing and maintaining the practice’s infection control policies, keeping records, and managing workplace exposure and injury incidents.
Staff Responsible:

---

**Employee Immunization Policies and Record Keeping:**

**Record Keeping:** Current emergency contact information will be maintained for each employee. Records will be maintained on immunizations, rabies titers, and exposure and injury incidents. Report and record changes in health status (e.g. pregnancy) that may affect work duties.

**Rabies Preexposure Vaccination:** All staff with animal contact must be vaccinated against rabies, followed by periodic titer checks and rabies boosters, in accordance with the recommendations of the Advisory Committee on Immunization Practices (CDC, 1999).

**Tetanus Vaccination:** Tetanus immunizations must be up to date. Report and record puncture wounds and other possible exposures to tetanus. Consult a health care provider regarding the need for a tetanus booster.

**Seasonal Influenza Vaccination:** Unless contraindicated, veterinary personnel are encouraged to receive the current seasonal influenza vaccine. *Check with CDC for updated recommendations at www.cdc.gov.*

**Staff Training and Education:** Infection control training and education will be documented in the employee health record.

**Documenting and Reporting Exposure Incidents:** Report incidents that result in injury or potential exposure to an infectious agent to ___________________________.

The following information will be collected for each exposure incident: date, time, location, person(s) injured or exposed, other persons present, description of the incident, the status of any animals involved (e.g., vaccination history, clinical condition, diagnostic
information), and plans for follow-up. If consultation with a health care provider is necessary, be sure to inform them of the exposure to the animal(s).

**Pregnant and Immunocompromised Personnel:** Pregnant and immunocompromised employees are at increased risk from zoonotic diseases. Inform ____________ if you are concerned about your work responsibilities, so that accommodations may be made. Consultation between the supervising veterinarian and a health care provider may be needed.

**The following information is attached to the Infection Control Plan:**

- List of reportable/notifiable veterinary diseases and where to report
- State and local public health contacts for consultation on zoonotic diseases
- Public Health Laboratory services and contact information
  - Emergency services telephone numbers – fire, police, sheriff, animal control, poison control, etc
- List of EPA-registered disinfectants
- OSHA regulations
- State Department of Agriculture or Board of Animal Health contact information and regulations
- Local animal waste disposal and biohazard regulations
- Local rabies regulations
- Local animal control and exotic animal regulations
- Useful resources
APPENDIX M—COMPENDIUM OF VETERINARY STANDARD PRECAUTIONS FOR ZOONOTIC DISEASE PREVENTION IN VETERINARY PERSONNEL
This page was intentionally left blank
Appendices

1—Zoonotic diseases of importance in the United States, 2010 .............. 1418
2—Selected disinfectants used in veterinary practice ..................... 1420
3—Model infection control plan for veterinary practices, 2010 .......... 1421

The NASPHV VICC

Joni M. Schefelt, DVM, MPH, DACVP, (Co-Chair), State Public Health Veterinarian, Minnesota Department of Health, Saint Paul, MN 55155.

Brigid L. Elchos, RN, DVM, DACVP, (Co-Chair), State Public Health Veterinarian, Mississippi Board of Animal Health, Jackson, MS 39207.

Bryan Cherry, VMD, PhD, State Public Health Veterinarian, New York State Department of Health, Albany, NY 12237.

Emilio E. DelRe, DVM, MPVM, State Public Health Veterinarian, Oregon Department of Human Services, Portland, OR 97232.

Sharon G. Hopkins, DVM, MPH, Public Health Veterinarian, Public Health—Seattle & King County, Seattle, WA 98104.

Joy E Levine, DVM, MPH, Department of Population Health and Pathobiology, College of Veterinary Medicine, North Carolina State University, Raleigh, NC 27606.

Carl J. Williams, DVM, DACVP, State Public Health Veterinarian, North Carolina Department of Health and Human Services, Raleigh, NC 27699.

Consultants to the Committee

Michael R. Bell, MD, Centers for Disease Control and Prevention (CDC), Atlanta, GA 30333.

Glenda D. Drvorak, DVM, MPH, DACVP, Center for Food Security and Public Health, Iowa State University, Ames, IA 50011.

Renee H. Funk, DVM, MPH & TM, DACVP, National Institute for Occupational Safety and Health (NIOSH), Atlanta, GA 30333.

Steven D. Just, DVM, MS, DACVP, United States Department of Agriculture, Animal and Plant Health Inspection Service, Veterinary Services (USDA APHIS VS), Saint Paul, MN 55107.

Oreta M. Samples, CVT, MPH, DHSc, National Association of Veterinary Technicians in America (NAVTA), Alexandria, VA 22304.

Elysia C. Schafer, DVM, MS, DACVS, American Veterinary Medical Association (AVMA), Schaumburg, IL 60173.

Christine A. Silva, MLT (ASCP), American Animal Hospital Association (AAHA), Lakewood, CO 80228

This article has not undergone peer review; opinions expressed are not necessarily those of the American Veterinary Medical Association.

Address correspondence to Dr. Schefelt, NASPHV VICC, Acute Disease Investigation and Control Section, Minnesota Department of Health, 625 N Robert St, Saint Paul, MN 55155.
Preface

The VSP outlined in this Compendium are routine infection control practices designed to minimize transmission of zoonotic pathogens from animal patients to veterinary personnel in private practice. The Compendium was first published in 2008 in response to a growing recognition of the occupational risks inherent in veterinary practice and the need for infection control guidance for veterinarians. The 2010 document includes an updated model infection control plan that can be adapted to individual practices and updated guidance on the use of personal protective equipment. Although the Compendium focuses largely on personal protective equipment and actions, a multifaceted approach to workplace safety that incorporates environmental engineering control measures, appropriate administrative policies, and personal protective actions is recommended.

I. INTRODUCTION
A. OBJECTIVES:

The objectives of the Compendium are to raise awareness of the scope of zoonotic disease risk in veterinary medicine; address infection control issues specific to veterinary practice; provide practical, science-based veterinary infection control guidance; and provide a model infection control plan for use in individual veterinary facilities.

B. BACKGROUND:

In the 2003 African monkeypox infection outbreak in the United States, 18 of 71 (25.4%) infected individuals were veterinary personnel. This incident highlighted the risk of exposure to exotic zoonotic pathogens and the need for infection control precautions in veterinary medicine. However, zoonotic diseases are occupational hazards faced by veterinary personnel on a daily basis. Approximately 868 of 1,415 (61%) known human pathogens are zoonotic, and approximately 132 of 175 (75%) emerging diseases that affect humans are zoonotic. There are more than 50 zoonotic diseases of importance in the United States (Appendix 1). Documented zoonotic infections in veterinary personnel include the following: salmonellosis, 

cryptosporidiosis, plague, sporotrichosis, methicillin-resistant Staphylococcus aureus, psittacosis, leptospirosis, and Q fever.

Veterinary Standard Precautions are guidelines for commonsense infection control practices. They are intended to be used consistently by veterinary personnel—regardless of the clinical presentation or the presumed diagnosis of animals in their care—whenever personnel may be exposed to potentially infectious materials including feces, body fluids, vomitus, exudates, and nonintact skin.

Veterinary Standard Precautions are based on human standard precautions, which are the cornerstone of infection control in human health-care settings. However, the VSP also include strategies to reduce the potential for animal bites and other trauma that may result in exposure to zoonotic pathogens. During their careers, approximately two-thirds of veterinarians report a major animal-related injury resulting in lost work time or hospitalization. Dog and cat bites, scratches from cats, kicks, and crush injuries account for most occupational injuries among veterinary personnel. Approximately 3% to 18% of dog bites and 28% to 80% of cat bites become infected, depending on the location of the bite and other factors. Many infected dog- and cat-bite wounds contain mixed aerobic and anaerobic bacteria. The most commonly isolated aerobes are Pasteurella multocida (from cat bites), Pasteurella canis (from dog bites), streptococci, staphylococci, Moraxella spp, and Neisseria weaveri; the most commonly isolated anaerobes are various species of Fusobacterium, Bacteroides, Porphyromonas, and Prevotella. Rarely, bite and scratch wounds may result in serious systemic infections caused by invasive pathogens such as Capnocytophaga canimorsus, Beryghella zoohelcum, CDC group NO-1, and Bartonella spp.

Needlestick injuries are among the most frequent accidents in the veterinary workplace. In a 1995 survey of 701 veterinarians, accidental self-injection of rabies virus vaccine was reported by 27% of respondents; among large-animal practice respondents, 23% had accidentally self-injected vaccines containing live Brucella organisms. Inadvertent self-injection of vaccines, antimicrobials, and anesthetic agents by veterinary personnel may result in adverse events that range from local irritation to serious systemic reactions. Additionally, needle punctures sustained during procedures such as fine-needle aspiration are potential sources of zoonotic pathogens.

C. CONSIDERATIONS:

Elimination of all risks associated with zoonotic pathogens in veterinary practice is clearly not possible. This Compendium provides reasonable guidance for minimizing disease and injury among veterinary personnel in clinical settings. Although the VSP are intended to be adaptable to individual practice needs and circumstances, any modifications should adhere to basic principles of infection control and comply with federal, state, and local regulations.

**ABBREVIATIONS**

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACIP</td>
<td>Advisory Committee on Immunization Practices</td>
</tr>
<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
</tr>
<tr>
<td>NASPHV</td>
<td>National Association of State Public Health Veterinarians</td>
</tr>
<tr>
<td>NIOSH</td>
<td>National Institute of Occupational Safety and Health</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>VSP</td>
<td>Veterinary Standard Precautions</td>
</tr>
</tbody>
</table>
The VSP focus on personal protective equipment and actions; however, comprehensive infection control planning should also include consideration of work-environment control measures such as exposure avoidance (e.g., refusal to provide care for species for which a practice is not equipped); engineering controls (e.g., convenient placement of sharps containers or providing an employee break room), and administrative controls (e.g., employee training). Employers should demonstrate and promote safe work habits. The cost of implementing these guidelines compares favorably with the potential financial consequences of inadequate infection control, including sick leave or hospitalization of personnel, loss of credibility, and litigation. Training is an essential part of VSP implementation and it is most effective if each employee is made aware of the relevance of infection control policies to their own health and the health of others.

Veterinarians are accessible, expert sources of information regarding zoonotic diseases and should be prepared to inform clients of risks specific to their community. Client education about issues such as the importance of rabies vaccination for animals, internal and external parasite control, and bite prevention will also help protect veterinary staff from exposure to zoonotic diseases.

II. ZOONOTIC DISEASE TRANSMISSION

Transmission of pathogens requires 3 elements: a source of the organism, a susceptible host, and a means of transmission between them. Infection control involves eliminating or isolating the source, reducing host susceptibility, or interrupting transmission of the agent. This is accomplished through the application of engineering and administrative control measures in the work environment and also the use of personal protective equipment.

A. SOURCE:

Animal sources of infection include animals that are clinically ill, those that are subclinically infected, and animals that harbor endogenous microflora that are pathogenic to humans. Environmental sources of infection include contaminated walls, floors, examination tables, scales, cages, bedding, equipment, supplies, feed, soil, and water.

B. HOST SUSCEPTIBILITY:

Human susceptibility to infection varies greatly. Humans may be immune or able to resist colonization by an infectious agent, become transient or persistent asymptomatic carriers, or develop illness. Susceptibility can be affected by various factors, including vaccination status, age, underlying diseases, immunosuppression, pregnancy, and deficiencies or disruptions in the body's primary defense mechanisms.

C. ROUTES OF TRANSMISSION:

Pathogens are transmitted via 3 main routes: contact, aerosol, and vector-borne transmission. Some agents may be transmitted by multiple routes.

1. CONTACT TRANSMISSION

Contact transmission occurs when pathogens from animals or their environments enter a human host through ingestion or through cutaneous, percutaneous, or mucous membrane exposure. Contact transmission may be direct or indirect. Direct transmission may occur during examination, bathing, and general handling of animals or during administration of treatments. Indirect transmission involves contact with a contaminated intermediate—objects such as cages, equipment, and soiled laundry. Direct and indirect transmission most often occur through hand-to-mouth contact.

2. AEROSOL TRANSMISSION

Aerosol transmission occurs when pathogens travel through the air to enter a host. Aerosols may be large droplets that are deposited on the mucous membranes or smaller particles that are inhaled. For most pathogens transmitted by this route, specific data defining risk of infection are limited; in general, risk of aerosol transmission increases with proximity to the source and duration of exposure. Aerosols can contain environmentally persistent pathogens that serve as a source for indirect contact transmission.

Large droplets are created by coughing, sneezing, and vocalization and by procedures such as lancing abscesses and dentistry. Particles that can be inhaled may be generated through procedures such as suction, bronchoscopy, sweeping, vacuuming, and high-pressure spraying. Certain aerosolized pathogens may remain infective over long distances depending on particle size, the nature of the pathogen, and environmental factors. Two zoonotic pathogens known to be transmitted over long distances are Coxiella burnetii and Mycobacterium bovis.

3. VECTOR-BORNE TRANSMISSION

Vector-borne transmission occurs when vectors such as mosquitoes, fleas, and ticks transmit pathogens. Animals may bring flea and tick vectors into contact with veterinary personnel. Working in outdoor settings may increase risk of exposure to arthropods.

III. VETERINARY STANDARD PRECAUTIONS

A. PERSONAL PROTECTIVE ACTIONS AND EQUIPMENT:

1. HAND HYGIENE

Consistent, thorough hand hygiene is the single most important measure veterinary personnel can take to reduce the risk of disease transmission. Hand hygiene includes hand washing with soap and water and the use of alcohol-based hand rubs. Hand washing with soap and running water mechanically removes organic material and reduces the number of transient organisms on the skin. Use of antimicrobial soap kills or inhibits growth of transient and resi-
dent flora. Either plain soap or antimicrobial products are appropriate for routine use. To reduce the opportunity for cross-contamination, liquid or foam soap should be selected rather than bar soaps. To prevent creation of a bacterial reservoir, additional soap should not be added to liquid soap dispensers before they are empty (ie, no topping off); once completely empty, refillable dispensers should be first cleaned and dried and then refilled. Moisturizing soaps and lotions can preserve skin integrity and encourage compliance with hand hygiene protocols among veterinary staff. Dry, cracked skin is painful and indicates skin barrier disruption. When hand lotions are required, use of personal containers is recommended over use of shared dispensers to prevent cross-contamination. Staff members who have animal contact should not wear artificial nails and should keep fingernails short.\(^\text{95,97}\) Wearing rings reduces the effectiveness of hand hygiene.\(^\text{93}\)

Alcohol-based hand rubs decontaminate hands by denaturing microbial proteins.\(^\text{90}\) Used properly, they are highly effective against bacteria and enveloped viruses\(^\text{99-101}\), however, they are less effective against some nonenveloped viruses (eg, calcivirus, feline panleukopenia virus, and canine parvovirus), bacterial spores (eg, Bacillus anthracis and Clostridium difficile), or protozoal parasites (eg, cryptosporidia).\(^\text{93,102,103}\) The FDA has approved and CDC recommends hand rubs containing 60% to 95% ethyl or isopropyl alcohol for use in health-care settings.\(^\text{93}\) Hand antisepsis products containing other disinfectants may be susceptible to bacterial overgrowth and have been associated with nosocomial infections.\(^\text{104-107}\)

Although alcohol-based hand rubs are convenient and more likely to be used, they are not effective when organic material is present or hands are visibly soiled. For this reason, hand washing is preferred over the use of hand rubs in veterinary practice whenever running water is available. Hands should be washed between examinations of individual animals or animal groups (eg, litters of puppies or kittens, groups of cattle) and after contact with feces, body fluids, vomitus, exudates, or articles contaminated by these substances.

The recommended technique for hand washing is as follows:

- Wet hands with running water.
- Place soap in palms.
- Rub hands together to make a lather.
- Scrub hands thoroughly for 20 seconds.
- Rinse soap off hands.
- Dry hands with a disposable towel.
- Turn off faucet using the disposable towel as a contact barrier.

The recommended technique for use of hand rubs is as follows:

- Place alcohol-based hand rub in palms.
- Apply to all surfaces of hands.
- Rub hands together until dry.

When running water is not available, the mechanical action of a moist wipe may enhance the effectiveness of an alcohol-based hand rub, especially when hands are visibly soiled. Use of moist wipes alone is not as effective as use of alcohol-based hand rubs or washing hands with soap and running water.\(^\text{95}\)

2. USE OF GLOVES AND SLEEVES

Gloves reduce the risk of pathogen transmission by providing barrier protection.\(^\text{108,109}\) Wearing gloves is not necessary when examining or handling most healthy animals; however, they should be worn when handling exotic species or animals with a suspected infectious disease. Gloves or sleeves should be worn routinely when contact with feces, body fluids, vomitus, exudates, and nonintact skin is likely. They should be worn when performing dental or obstetrical procedures, resuscitations, and necropsies and when handling diagnostic specimens (eg, urine, feces, aspirates, or swabs). Gloves should also be used when cleaning cages, litter boxes, and contaminated equipment and environmental surfaces and when handling dirty laundry.

Gloves should be changed between examinations of individual animals or animal groups, between dirty and clean procedures performed on a single patient, and whenever torn. Gloves should be removed promptly after use, with care to avoid skin contact with the outer glove surface. Disposable gloves should not be washed and reused.\(^\text{100,111}\)

Wearing gloves (including sleeves) is not a substitute for hand washing. Hands should be washed immediately after glove removal because gloves may have undetected microperforations or hands may be contaminated unknowingly during glove removal.\(^\text{112,113}\) Gloves are available in a variety of materials. Choice of gloves depends on their intended use. If allergic reactions to latex are a concern, acceptable alternatives include nitrile or vinyl gloves. Further information regarding prevention of allergic reactions to natural rubber latex in the workplace is provided by the NIOSH.\(^\text{114}\)

3. FACIAL PROTECTION

Facial protection prevents exposure of mucous membranes of the eyes, nose, and mouth to infectious materials. Facial protection should be used whenever exposures to splashes or sprays are likely to occur (eg, when lancing abscesses, flushing wounds, or suctioning and when performing dentistry, obstetrical procedures, or necropsies).\(^\text{80,82,115}\).
A face shield or goggles worn with a surgical mask provide adequate facial protection during most veterinary procedures that generate potentially infectious sprays and splashes.

4. RESPIRATORY TRACT PROTECTION

Respiratory tract protection is designed to protect the airways of the wearer from infectious agents that are transmitted via inhalation of small particles. Although the need for this type of protection is limited in veterinary medicine, it is appropriate in some situations, such as during investigations of ill psittacine (avian chlamydioses), abortion storms in small ruminants (Q fever), unusually high mortality rates among poultry (avian influenza), or respiratory tract disease in M. bovis-positive herds (bovine tuberculosis).

Disposable particulate respirators often resemble surgical or dust masks, but fit closely to the face and are designed to filter smaller particles (surgical masks are not designed to prevent inhalation of small particles). A variety of inexpensive respirators, such as the commonly used NIOSH-certified N95 respirator that is designed to filter at least 95% of airborne particles, are readily available. When respirators are used, voluntary compliance with the OSHA Respiratory Protection Standard (29 CFR 1910.134) is recommended. This includes a medical evaluation of the user, annual fit testing of the respirator on the user, and training in proper use. Additional information about respirators and fit testing is provided by the NIOSH and OSHA.

5. PROTECTIVE OUTERWEAR

a. Laboratory coats, smocks, aprons, and coveralls

Laboratory coats, smocks, aprons, and coveralls are designed to protect street clothes or scrubs from contamination. They are usually not fluid resistant, so they should not be used in situations where splashing or soaking with potentially infectious liquids is anticipated. Garments should be changed promptly whenever they become visibly soiled or contaminated. Generally, outerwear should be changed and laundered daily. These garments should not be worn outside of the work environment.

b. Nonsterile gowns

Gowns provide better barrier protection than laboratory coats. Permeable gowns can be used for general care of animals in isolation. Impermeable gowns should be used when exposures to splashes or large quantities of body fluids are anticipated. Disposable gowns should not be reused. Washable fabric gowns may be used repeatedly to care for the same animal in isolation, but should be laundered between contacts with different patients or whenever soiled. Whenever gowns are worn, gloves should also be used; the outer (contaminated) surface of a gown should only be touched with gloved hands. Gowns and gloves should be removed and placed in the laundry or refuse bin before leaving the animal's environment. Hands should be washed immediately afterwards.

To avoid cross-contamination, gowns should be removed as follows:

- After unfastening ties, peel the gown from from the shoulders and arms by pulling on the chest surface with gloved hands.
- Remove the gown, avoiding contact between its outer surface and clean surfaces.
- Wrap the gown into a ball while keeping the contaminated surface on the inside; place in a designated receptacle.
- Remove gloves and wash hands.
- If body fluids have soaked through the gown, promptly remove contaminated clothing and wash the skin.

c. Footwear

Footwear should be suitable for the specific working conditions (e.g., rubber boots for farm work) and should protect personnel from both trauma and exposure to infectious material. Recommendations include shoes or boots with thick soles and closed-toe construction that are impermeable to liquid and easy to clean. Footwear should be cleaned to prevent transfer of infectious material from one environment to another, such as between farm visits and before returning from a visit to a veterinary facility or home. Disposable shoe covers or booties add an extra level of protection when heavy quantities of infectious materials are present. Promptly remove and dispose of shoe covers and booties when leaving contaminated work areas.

d. Head covers

Disposable head covers provide a barrier when gross contamination of the hair and scalp may occur. Disposable head covers should not be reused.

6. ANIMAL-RELATED INJURY PREVENTION

Veterinary personnel should take all necessary precautions to prevent animal-related injuries. Preventive measures include reliance on experienced veterinary personnel rather than owners to restrain animals and the use of physical restraints, bite-resistant gloves, muzzles, and sedation or anesthesia as necessary. Aggressive tendencies and bite history should be recorded in the patient's record, communicated to personnel, and indicated with signage on cages and enclosures. Veterinary personnel should be trained to remain alert for changes in their patients' behavior, and those working with large animals should have an escape route in mind at all times.
B. PROTECTIVE ACTIONS DURING VETERINARY PROCEDURES:

1. PATIENT INTAKE
   Waiting rooms should be a safe environment for clients, animals, and veterinary personnel. Aggressive animals and those that have a potentially communicable disease should be placed directly into an examination or isolation room. Animals with respiratory or gastrointestinal signs or with a history of exposure to a known infectious agent should be brought in through an entrance other than the main entrance.

2. EXAMINATION OF ANIMALS
   Animals with potentially infectious diseases should be examined in a dedicated examination or isolation room and should remain there until initial diagnostic procedures and treatments have been performed. Thereafter, the examination room should remain out of service until properly cleaned and disinfected. Every examination room should have a source of running water, a soap dispenser, and paper towels. Alcohol-based hand rubs may be provided for use when hands are not visibly soiled, but should not be relied upon exclusively.
   All veterinary personnel should wash their hands between examinations of individual animals or animal groups (e.g., litters of puppies or kittens, groups of cattle). Contact with animals suspected of having an infectious disease should be limited to essential personnel. Veterinary personnel should wear protective outerwear and use gloves and other protective equipment appropriate for the situation.
   When there is a high index of suspicion of influenza A infection in an animal, veterinary personnel should, at a minimum, wear facial protection during examination. Understanding of zoonotic transmission of influenza A virus is rapidly changing, and the risk for veterinary personnel is undefined. Readers are referred to the NIOSH, CDC, USDA, and AVMA for guidance on recommended protection measures in specific occupational settings.

3. INJECTIONS, VENIPUNCTURE, AND ASPIRATION PROCEDURES
   a. Needlestick Injury Prevention
      Needlesticks can cause serious injury, especially to fingers. They may result in the inoculation of live vaccines or infective materials and can serve as a portal of entry for pathogens.\textsuperscript{73}
      An approved sharps container (puncture- and leak-proof container designed for the safe collection of sharp medical articles for disposal) should be located in every area in which animal care occurs.\textsuperscript{112-113} A used syringe with the needle attached should be placed in a sharps container after aspiration of body fluids or injections of vaccines containing live organisms. Following most other veterinary procedures, the needle and syringe may be separated and the needle alone placed in the sharps container. It is safest to use the needle removal device on the sharps container, which allows the needle to drop directly into the container. Alternatively, a forceps may be used to remove an uncapped needle from a syringe; uncapped needles should never be removed from the syringe by hand. Sharps containers should not be overfilled, and sharps should not be transferred from one container to another. Devices that cut needles prior to disposal should not be used because they increase the potential for injury and aerosolization of infectious material.\textsuperscript{114}
      Needle caps should never be removed by mouth. Veterinary staff should not bend needles, pass an uncapped needle to another person, or walk around with uncapped needles. Animal restraint by trained personnel should be employed to minimize needlestick injuries due to animal movement.
      Needle recapping should be avoided. However, when it is absolutely necessary to recap a needle as part of a medical procedure or protocol, forceps can be used to replace the cap on the needle or a 1-handed scoop technique may be employed as follows:
      - Place the cap on a horizontal surface.
      - Hold the syringe with attached needle in 1 hand.
      - Use the needle to scoop up the cap without use of the other hand.
      - Secure the cap by pushing it against a hard surface.

   b. Barrier Protection
      Gloves should be worn during venipuncture of animals suspected of having an infectious disease and when performing soft tissue aspiration procedures. Currently, there are no data indicating that venipuncture of healthy animals constitutes an important risk of exposure to pathogens, and contact with animal blood (except primate blood) has not been reported as a source of occupationally acquired infection. Nevertheless, percutaneous, cutaneous, or mucous membrane exposure to blood and blood products should be avoided.

4. DENTISTRY, BRONCHOSCOPY, AND TRANSTRACHEAL WASHES
   Dental procedures, bronchoscopy, and transtracheal washes can generate splashes or sprays that are potentially infectious. Veterinary personnel performing these procedures and anyone in range of direct splashes or sprays should wear protective outerwear, gloves, and facial protection.\textsuperscript{114} In 1 study\textsuperscript{113} in humans, irrigation of the oral cavity with a 0.12\% chlorhexidine solution significantly decreased bacterial aerosolization during dental procedures. This benefit may be applicable to veterinary medicine settings\textsuperscript{116}; however, chlorhexidine solution can cause ototoxicity in cats.\textsuperscript{127}
5. RESUSCITATION

The urgent nature of resuscitation increases the likelihood that breaches in infection control will occur. Barrier precautions, such as use of gloves and facial protection, should be implemented to prevent exposure to zoonotic infectious agents that may be present. Never blow into the nose or mouth of an animal or into an endotracheal tube; instead, intubate the animal and use a manual resuscitator, anesthesia machine, or ventilator.

6. OBSTETRICS

Common zoonotic agents, including Brucella spp, C. burnetti, and Listeria monocytogenes, may be found in high concentrations in the birthing fluids of aborting or parturient animals and in stillborn fuses. Gloves, sleeves, facial protection, and impermeable protective outerwear should be used as needed to prevent exposures to potentially infective materials. Never attempt to resuscitate a nonrespiring neonate by blowing directly into its nose or mouth.

7. NECROPSY

Necropsy is a high-risk procedure because of potential contact with infectious agents in body fluids and aerosols and on contaminated sharps. Nonessential persons should not be present during necropsy procedures. Veterinary personnel should routinely wear gloves, facial protection, and impermeable protective outerwear. In addition, cut-proof gloves should be used to prevent sharps-associated injuries. Respiratory tract protection (eg, use of an N95 respirator) should be employed when band saws or other power equipment is used.

8. DIAGNOSTIC SPECIMEN HANDLING

Eating and drinking must not be allowed in the laboratory. Feces, urine, vomitus, aspirates, and swabs should be handled as though they contain infectious organisms. Protective outerwear and disposable gloves should be worn when handling these specimens. Discard gloves and wash hands before touching clean items (eg, medical records or telephones). Specimens to be shipped for diagnostic testing must be packaged and labeled according to International Air Transport Association regulations.

9. WOUND CARE

Wound infections and abscesses can be caused by many zoonotic pathogens. Veterinary personnel should wear protective outerwear and gloves for debridement, treatment, and harvesting of wounds; facial protection should be worn when lancing abscesses and lavaging wounds. Hands should be washed thoroughly after gloves are discarded. Used bandage materials and equipment such as bandage scissors should be considered infectious and handled accordingly.

C. ENVIRONMENTAL INFECTION CONTROL:
1. CLEANING AND DISINFECTION OF EQUIPMENT AND SURFACES

Routine cleaning and disinfection are important for environmental control of pathogens. Equipment and surfaces must be cleaned with water and detergent before they are disinfected because adherent organic material decreases the effectiveness of most disinfectants. An EPA-registered disinfectant should be used according to label instructions, with attention to proper dilution and contact time. Quaternary ammonium compounds have been the most common type of disinfectant used on environmental surfaces in veterinary practice; now there are also hydrogen peroxide-based oxidizing agents available that are effective against a wide range of veterinary microbes (Appendix 2). Personnel engaged in cleaning and disinfection should be trained in safe practices and provided with necessary safety equipment according to the products' material safety data sheets, which should be easily accessible.

Equipment and surfaces should be cleaned and disinfected between uses or whenever visibly soiled. Special attention should be paid to surface areas with high contact rates (eg, door knobs, cage latches, faucet handles, and sinks). Surfaces in areas where animals are housed, examined, or treated should be made of nonporous, easily cleaned materials. Generation of dust that may contain pathogens can be minimized by use of central vacuum units, wet mopping, dust mopping, or electrostatic sweeping. Surfaces may be lightly sprayed with water prior to mopping or sweeping. Use of facial protection and control of splatter can minimize exposure to aerosols generated by brushing during cleaning activities. Use of high-pressure sprayers and similar devices that can disperse infectious particles should be avoided.

Routine dishwashing of food and water bowls is sufficient for most hospitalized patients. The use of disposable dishes should be considered for animals in isolation. Toys, litter boxes, and other miscellaneous items should be discarded or cleaned and disinfected between patient uses. Litter boxes should be cleaned or disposed of at least daily by a nonpregnant staff member. Clean items should be kept separate from dirty items.

A written checklist, which specifies the frequency of cleaning, disinfection procedures, products to be used, and the staff responsible, should be developed for each area of the facility (eg, waiting room, examination rooms, treatment area, surgery, and kennels).

2. ISOLATION OF ANIMALS WITH INFECTION DISEASES

Animals with potentially communicable diseases should be examined, cared for, and housed in designated isolation rooms (small animals) or areas (large animals) to protect other patients and veterinary personnel. Isolation procedures should be prominently posted. Isolation rooms or areas should be identified with signage, access should be limited, and a sign-in sheet should be used.
Only the equipment and materials needed for the care and treatment of the patient should be kept in the isolation room or area, and isolation supplies should not be removed for use elsewhere. Whenever possible, use of disposable articles such as bowls, litter pans, and gowns is recommended. Equipment that must be removed from the isolation area should be disassembled, cleaned, and disinfected prior to removal. Potentially contaminated materials should be bagged before transport within the practice and disinfected or disposed of according to their level of hazard.  

Limited data are available regarding the effectiveness of shoe covers, footbaths, and foot mats for infection control in private veterinary practice. Because footbaths and foot mats are difficult to use properly, especially in small animal settings, disposable shoe or boot coverings should be considered for use in isolation rooms. When disposable footwear coverings are used, personnel should be trained to use, remove, and dispose of them properly. Footbaths and foot mats may be more practical and effective in large animal settings. It is important to remove organic material from shoes or boots prior to using a foot bath or mat (because most disinfectants are inactivated in the presence of organic material) and to allow adequate contact time, as recommended on the disinfectant label. Footbaths and foot mats should be placed at the exit of an isolation room or large animal area and should be changed daily or when visibly dirty.

3. HANDLING OF LAUNDRY
   Although soiled laundry may be contaminated with pathogens, the risk of disease transmission is negligible if soiled items are handled correctly. Personnel should check for sharps before items are laundered. Gloves and protective outerwear should be worn when handling soiled laundry. Bedding and other laundry should be machine washed with standard laundry detergent and machine dried at the highest temperature suitable for the material. Laundry should not be considered clean until it is completely machine dried. To prevent cross-contamination, separate storage and transport bins should be used for clean and dirty laundry. If soiled clothing is laundered at home, it should be transported in a sealed plastic bag and put directly into a washing machine.

4. DECONTAMINATION AND SPILL RESPONSE
   Spills and splashes of vomitus, body fluids, or potentially infective substances should be immediately contained with absorbent material (eg, paper towels, sawdust, or cat litter). Personnel should wear gloves and appropriate protective equipment before beginning the cleanup. The spilled fluids and absorbent material should be picked up and sealed in a leak-proof plastic bag, and the area should be cleaned and sprayed with disinfectant. An EPA-registered disinfectant should be used according to label instructions, with attention to proper dilution and contact time. Animals and people who are not involved in the cleanup should be kept away from the area until disinfection is completed.

5. VETERINARY MEDICAL WASTE
   Medical waste is defined and regulated at the state level by multiple agencies. Veterinary medical waste may include sharps, tissues, contaminated materials, and dead animals. Medical waste should be handled with care and should be packaged so that it does not spill or leak. Sharps must be placed in rigid puncture- and leak-resistant containers that can be permanently sealed. Regulated medical waste that has not been decontaminated prior to disposal should be labeled with the universal biohazard symbol. The AVMA recommends voluntary compliance with the OSHA Bloodborne Pathogen Standard (29 CFR 1910.130) regarding medical waste, although the standard generally applies only to occupational exposures to human blood (unless the animal blood is used for research and is known to be infected with HIV or hepatitis B virus). Further guidance, consult local or state health departments, state environmental protection agencies, and municipal governments. Additional information regarding state regulations is available from the EPA.

6. RODENT AND VECTOR CONTROL
   Many important zoonotic pathogens are transmitted by arthropod vectors. Field veterinarians have the greatest risk for exposure to vectors and should use repellents and protective clothing. Integrated pest management is the recommended approach to control rodents and vectors in veterinary medical buildings. Integrated pest management is a comprehensive approach to pest control that is based on an understanding of the life cycle and ecology of the pest. Pest populations are controlled largely by creating inhospitable environments; by removing the air, moisture, food, or shelter that pests need to survive; or by blocking access to buildings. Pesticides and rodent traps may be used as part of a comprehensive plan that includes environmental control measures as follows:
   - Sealing of potential entry and exit points into buildings with caulk, steel wool, or metal lath.
   - Storage of food and garbage in metal or thick-plastic containers with tight lids.
   - Disposal of food waste promptly.
   - Elimination of potential rodent nesting sites (eg, clutter).
   - Remove sources of standing water (eg, empty buckets, tires, and clogged gutters) to reduce potential mosquito breeding sites.
   - Installation and maintenance of window screens to prevent entry of insects and rodents.
Additional measures may be warranted for control of specific pests. For example, bats should be excluded from hospital barns and veterinary medical facilities. Facility managers may wish to contact a pest control company for additional guidance.

7. OTHER ENVIRONMENTAL CONTROLS

It is important to provide a staff break room or area for eating and drinking. Such activities should be prohibited in the laboratory, treatment room, and other patient care and housing areas. Separate, appropriately labeled refrigerators should be used for human food, animal food, and biologics. Dishware for human use should be washed and stored away from animal-care areas.

IV. EMPLOYEE HEALTH

A. GENERAL:

Veterinary practice managers should promote infection control as part of a comprehensive employee health program. Senior management support is essential for staff compliance with policies and procedures. In addition to maintaining up-to-date emergency contact information, veterinary practices should maintain staff records including vaccinations and rabies antibody titers, a log of work-related injuries and illnesses, and reports of exposures to infectious organisms. These records should be collected on a voluntary basis and confidentially maintained. Employees should inform their supervisor of changes in health status, such as pregnancy, that may affect work assignments. Veterinary personnel should be aware that if they become ill, they should inform their health-care provider that their work duties involve animal contact.

1. EMPLOYEE VACCINATION POLICIES AND RECORD KEEPING

a. Rabies

Veterinary personnel who have contact with animals should receive preexposure rabies vaccination and antibody titer checks in accordance with ACIP recommendations. Preexposure vaccination against rabies does not eliminate the need for appropriate treatment following a known rabies virus exposure. It does, however, simplify the rabies postexposure treatment, and it may provide protection in cases of unrecognized rabies exposure or when postexposure treatment is delayed. The rabies preexposure prophylaxis and titer testing recommendations and rabies postexposure prophylaxis guidance for veterinary personnel in rabies enzootic areas are as follows:

- Preexposure rabies prophylaxis—rabies vaccinations are given IM on days 0, 7, and either 21 or 28.
- Serologic testing—Rabies titers should be assessed every 2 years by use of a rapid fluorescent foci inhibition test.
- Rabies booster vaccination—A single booster rabies vaccination is given when the rabies titer is less than 1:5 as determined via the rapid fluorescent foci inhibition test method.
- Postexposure rabies prophylaxis for preexposure-vaccinated personnel—Following rabies exposure, 2 rabies vaccinations are given on days 0 and 3; no human rabies immune globulin is given, and no serum titer test is performed.

b. Tetanus

Veterinary personnel should receive a routine tetanus vaccination every 10 years in accordance with ACIP recommendations. Additionally, if a person has a wound that is contaminated with dirt, feces, or saliva; a puncture wound; an avulsion; or wounds resulting from missiles, crushing, burns, or frostbite and if it has been > 5 years since that individual last received a tetanus booster vaccination, a single dose of Tdap (tetanus, diphtheria, and pertussis) or Td (tetanus and diphtheria) should be administered.

c. Influenza

Veterinary personnel, especially those working with poultry or swine, are encouraged to receive the currently recommended influenza vaccine or vaccines. Current guidance is available from the ACIP. This is to prevent human-to-animal transmission of human influenza viruses and to minimize the potential for dual infection of an animal (or a person) with a human and a zoonotic influenza virus that could result in a new strain of influenza.

2. MANAGEMENT AND DOCUMENTATION OF EXPOSURE INCIDENTS

Practice managers should encourage reporting, investigation, and documentation of bites, injuries, and potential zoonotic pathogen exposures. Information about mandatory reporting of incidents is available at local and state health departments. Incidents should be recorded on forms such as OSHA form 300 or 300A. Practice managers should consult with the US Department of Labor to determine which forms are most appropriate for their practices. In general, the information collected should include details as follows:

- Date, time, and location of the incident.
- Name of person injured or exposed.
- Vaccination status of injured employee.
- Names of other persons present.
- Description of the incident.
- Whether or not a health-care provider was consulted.
- Status of the animal involved (vaccination status, clinical condition, and any diagnostic test results).
• Documentation of any report to public health authorities.
• Plans for follow-up.

First aid should be readily available, and personnel should be trained to recognize and respond to emergency situations. Incident response procedures should be displayed prominently.

3. STAFF TRAINING AND EDUCATION

Staff training and education are essential components of an effective employee health program. Training should have defined objectives, and there should be some means of measuring the effectiveness of the training. Staff training at the beginning of employment should emphasize infection control practices, the potential for zoonotic disease exposure, hazards associated with work duties, and injury prevention. It should also include instruction in animal handling, restraint, and behavioral cue recognition. Additional in-service training should be provided at least annually and as recommendations or policies change. Staff participation in training should be documented.

B. IMMUNOCOMPROMISED PERSONNEL:

Personnel with a weakened immune system due to disease or medication and pregnant women are more susceptible to infection with zoonotic agents and more likely to develop serious complications from zoonotic infections. Occupational activities associated with a higher risk of exposure to zoonotic pathogens include processing of laboratory samples and care of certain high-risk animals. High-risk animals include those that are young, parturient, unvaccinated, stray or feral, fed raw meat diets, or housed in crowded conditions (e.g., shelters); animals with internal or external parasites; wildlife; reptiles and amphibians; and exotic or non-native species.

Although data regarding the risks of zoonotic infection for HIV-infected persons employed in veterinary settings are limited, there are none that justify their exclusion from the veterinary workplace. Risk of exposure to zoonotic pathogens in the workplace can be mitigated with appropriate infection control measures.

During pregnancy, physiologic suppression of cell-mediated immunity occurs and increases a woman’s susceptibility to certain infectious diseases, such as toxoplasmosis, lymphocytic choriomeningitis, brucellosis, listeriosis, and psittacosis. Vertical transmission of certain zoonotic agents may result in miscarriage, stillbirth, premature birth, or congenital anomalies.

Employees with immune dysfunction should discuss their health status with the practice manager so appropriate workplace accommodations can be made. It may be advisable to consult the employee’s health-care provider or an infection control, public health, or occupational health specialist. Confidential information must not be disclosed to others or be accessible to others. Employers must abide by state and federal laws that protect pregnant women and persons with disabilities.

V. CREATING A WRITTEN INFECTION CONTROL PLAN

Veterinary practices should have a written infection control plan. Effective infection control plans should be specific to the facility and practice type, be flexible so that new issues can be addressed easily, and new knowledge incorporated, provide explicit and well-organized guidance, clearly describe the infection control responsibilities of staff members, and provide contact information, resources, and references (e.g., reportable disease list, public health contacts, local rabies codes and environmental health regulations, OSHA requirements, and client education materials). A model infection control plan that can be tailored to individual practice needs is available in electronic format from the NASPHV (Appendix 3).

A. INFECTION CONTROL PERSONNEL:

Staff members should be designated for development and implementation of infection control policies, monitoring compliance, maintenance of records, and management of workplace exposures and injury incidents. All veterinary personnel are responsible for supporting and carrying out the activities outlined in the plan.

B. COMMUNICATING AND UPDATING THE INFECTION CONTROL PLAN:

1. LEADERSHIP

Senior and managerial personnel should set the standard for infection control practices and emphasize the importance of infection control in daily activities.

2. NEW STAFF

New staff members should be given a copy of the infection control plan. Detailed training on the practice’s infection control policies and procedures, employee vaccination recommendations, and incident reporting should be provided. Receipt of the plan and training should be documented for each employee.

3. REVIEW AND REVISION

A designated staff member should update the infection control plan when new information becomes available or when clinical practices change. Revisions should be communicated to all staff members. The infection control plan should be reviewed at least annually at staff meetings.

4. COMPLIANCE

Supervisors should ensure that infection control policies and protocols are carried out consistently and correctly and that corrective measures and employee retraining are instituted when deficiencies are identified.

5. AVAILABILITY

Copies of the infection control plan and resource documents should be kept at locations that are readily accessible to all staff, including reception, administration, animal care, and housekeeping personnel.
This page was intentionally left blank
APPENDIX N—REFERENCE LIST OF DISEASE FROM SELECT ZOONOTIC AGENTS
# Disease from Select Zoonotic Agents

<table>
<thead>
<tr>
<th>Human Disease</th>
<th>Person-to-Person</th>
<th>Vector Transmitted</th>
<th>= Potential System Affected</th>
<th>Incubation Period</th>
<th>Prominent Clinical Signs and Symptoms</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BACTERIA</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campylobacteriosis</td>
<td></td>
<td></td>
<td></td>
<td>1-10 days</td>
<td>Diarrhea with or without blood; fever; nausea; vomiting; abdominal pain; headache; muscle pain</td>
</tr>
<tr>
<td><em>Campylobacter jejuni</em>, <em>C. fetus</em>, <em>C. coli</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cat Scratch Fever</td>
<td></td>
<td></td>
<td></td>
<td>3-20 days</td>
<td>Self-limiting; mild to severe skin rash at site of inoculation; lymphadenopathy; fever; malaise; fatigue; complications and atypical presentation in 5-16% of patients</td>
</tr>
<tr>
<td><em>Bartonella henselae</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chlamydiosis (mammals)</td>
<td></td>
<td></td>
<td></td>
<td>unknown</td>
<td>Headache; fever; vomiting; abortion; pelvic inflammatory disease; septicemia; hepatitis; kidney dysfunction; disseminated intravascular coagulation</td>
</tr>
<tr>
<td><em>Chlamydia phila abortus C. levis</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ehrlichiosis</td>
<td></td>
<td></td>
<td></td>
<td>7-10 days</td>
<td>Headache; fever; chills; myalgia; vomiting; diarrhea; conjunctivitis; cough; confusion; children may develop a rash; severe symptoms in immunosuppressed patients</td>
</tr>
<tr>
<td><em>Ehrlichia</em>, <em>Neorickettsia</em>, <em>Anaplasma</em></td>
<td>ticks</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leptospirosis</td>
<td></td>
<td></td>
<td></td>
<td>7-12 days</td>
<td>Biphasic illness; fever; headache; chills; severe leg myalgia; conjunctival injection; jaundice; aseptic meningitis; cough; dyspnea; acute renal failure; abortion</td>
</tr>
<tr>
<td><em>Leptospira species</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listeriosis</td>
<td></td>
<td></td>
<td></td>
<td>3-70 days</td>
<td>In-utero death, premature births; newborns may develop meningitis, septicemia, respiratory disease; adults may develop rash, papules after handling infected newborns, or placenta; fever; nausea; diarrhea</td>
</tr>
<tr>
<td><em>Listeria monocytogenes</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lyme Disease</td>
<td></td>
<td>ticks</td>
<td></td>
<td>7-14 days</td>
<td>&quot;Bulls-eye&quot; rash with central clearing; malaise; fatigue; fever; headache; stiff neck; myalgia; arthralgia; lymphadenopathy; chronic recurring arthritis</td>
</tr>
<tr>
<td>Borelia burgdorferi</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rocky Mountain Spotted Fever</td>
<td></td>
<td>ticks</td>
<td></td>
<td>2-14 days</td>
<td>Fever; chills; malaise; headache; myalgia; vomiting; diarrhea; edema of the face or extremities; conjunctivitis; non-pruritic macular rash, may involve palms of hands or soles of feet; coma</td>
</tr>
<tr>
<td><em>Rickettsia rickettsii</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salmonellosis (reptiles)</td>
<td></td>
<td></td>
<td></td>
<td>12 hours to 18 days</td>
<td>Acute enterocolitis; headache; abdominal pain; diarrhea; nausea; fever; septicemia; meningitis. Disease may be severe in the very young, elderly, or immunosuppressed patients</td>
</tr>
<tr>
<td><em>Salmonella species</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streptococcosis</td>
<td></td>
<td></td>
<td></td>
<td>hours to 3 days</td>
<td>Pharyngitis; pyodermia; abscesses; cellulitis; endocarditis; polymyositis; pneumonia; septicemia; streptococcal toxic shock syndrome</td>
</tr>
<tr>
<td><em>Streptococcus canis, S. equi subsp. zooepidemicus, S. iniae, S. suis</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuberculosis (bovine)</td>
<td></td>
<td></td>
<td></td>
<td>variable</td>
<td>May be asymptomatic; clinical signs depend upon route of infection; cervical adenitis; genitourinary infection; lesions in bones and joints; meningitis; pneumonia; may be severe in immunosuppressed patients</td>
</tr>
<tr>
<td><em>Mycobacterium bovis</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FUNGUS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cryptococcosis</td>
<td></td>
<td></td>
<td></td>
<td>unknown</td>
<td>Most asymptomatic; fever; malaise; coughing; chest pain; dyspnea; headache; weight loss; may cause meningoenephritis in immunosuppressed patients; death</td>
</tr>
<tr>
<td><em>Cryptococcus neoformans</em></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dermatophytosis</td>
<td></td>
<td></td>
<td></td>
<td>7-14 days</td>
<td>&quot;Ringworm&quot;, raised, inflamed, pruritic, circular lesion with central clearing; alopecia; thick, discolored nails; may disseminate in immunosuppressed patients</td>
</tr>
<tr>
<td>Microsporum species, Trichophyton species</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note**: The information provided in this chart is intended to alert the public and medical professionals to the presence of potential zoonotic diseases. The information should not be used to rule out a diagnosis, and should not take the place of advice provided by a physician or veterinarian. Additional zoonotic diseases can be found on the CFSPH Bioterrorism/High Consequence Livestock Pathogens Wallchart. Technical information is available at [http://www.cfsph.iastate.edu/DiseaseInfographic](http://www.cfsph.iastate.edu/DiseaseInfographic).

Chart created by: Ingrid Trevino, DVM, MPH  References available at [www.cfsph.iastate.edu/ChartReferences/](http://www.cfsph.iastate.edu/ChartReferences/)  Word Version created 12/15/2005
# Disease from Select Zoonotic Agents

## Human

### Routes of Transmission
- **Person-to-Person**
- **Vector Transmitted**

### Potential System Affected
- **Septicemia**
- **Respiratory**
- **Intestinal**
- **Cutaneous**
- **Ocular**
- **Neurological**

### Incubation Period
- 1-4 days
- 7-30 days
- 10 days to years
- Months to years
- 1-25 days
- 7-14 days
- Weeks to months
- 7 days to years
- 3 hours to 18 days
- 10 days to years
- 5-23 days
- Variable
- 3-7 days
- 1-4 days
- 1-3 months

### Prominent Clinical Signs and Symptoms
- Severe pruritis on arms, chest, abdomen, thighs; macules, papules, pustules; possible severe painful dermatitis with allergic reactions and chronic lesions
- Symptoms vary with number and location of larvae: fever, nausea, lethargy; hepatomegaly; pneumonia; neurological signs; brain damage; blindness; death
- Symptoms vary with number and location of larvae: chronic headaches, seizures more common; stroke; focal neurological signs; blurred vision; death
- Asymptomatic; signs associated with mass lesion; liver and lungs most common; abdominal pain; vomiting; jaundice; liver failure; cough; chest pain; blindness; seizures
- Sudden onset of diarrhea with foul-smelling stools; abdominal cramps; bloating; flatulence; nausea; fatigue; dehydration; chronic infections may occur
- Pruritis; winding threadlike cutaneous lesion with erythema and swelling
- Severe in young children; fever; cough; hepatomegaly; pneumonia; ocular invasion; vomiting; weakness; anorexia; arthralgia; myalgia; lymphadenopathy
- Cutaneous: papule; ulcer; may be chronic; Visceral: prolonged undulant fever; splenomegaly; hepatomegaly; fatal if untreated
- Asymptomatic to chronic; painful myositis; erythema; muscle weakness; intestinal form usually self-limiting; fever; diarrhea; vomiting
- Flu-like signs; fatal death; congenital abnormalities, (hydrocephaly, microcephaly); severe in immunocompromised patients; encephalitis
- Often asymptomatic; may develop chronic diarrhea; abdominal pain; nausea; vomiting; flatulence; headache; weight loss; anemia; children may develop rectal prolapse
- Small, firm papule at site of inoculation progressing to a weeping nodule that develops a thick crust; low-grade fever; mild lymphadenopathy
- Fever; chills; anorexia; headache; myalgia; weakness; sneezing; rhinitis; sore throat; non-productive cough; pneumonia; nausea, vomiting, otitis media in children; death
- Headache; fever; malaise; abnormal behavior; paresis or paralysis; difficulty swallowing; delirium; convulsions; death

---

**Note** The information provided in this chart is intended to alert the public and medical professionals to the presence of potential zoonotic diseases. The information should not be used to rule out a diagnosis, and should not take the place of advice provided by a physician or veterinarian. Additional zoonotic diseases can be found on the CFSPH Bioterrorism/High Consequence Livestock Pathogens Wallchart. Technical information is available at [http://www.cfsph.iastate.edu/DiseaseInfod/](http://www.cfsph.iastate.edu/DiseaseInfod/).

**Chart created by:** Ingrid Trevino, DVM, MPH

**References available at:** [www.cfsph.iastate.edu/WallChartReferences/](http://www.cfsph.iastate.edu/WallChartReferences/)

**Word Version created:** 12/18/2005
## Disease From Select Zoonotic Agents

<table>
<thead>
<tr>
<th>Animal</th>
<th>Severity of disease in potentially affected species</th>
<th>Incubation Period</th>
<th>Prominent Clinical Signs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BACTERIA</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campylobacteriosis</td>
<td>ferrets, hamsters, mink, non-human primates</td>
<td>3-25 days</td>
<td>Mucoed, watery, or blood-flecked diarrhea in many species; Cattle, Goats, Sheep: abortion; Hamsters: &quot;wet tail&quot;; may be fatal in newly hatched chicks; asymptomatic carriers common</td>
</tr>
<tr>
<td>Campylobacter jejuni, C. fetus, C. coli</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cat Scratch Fever</td>
<td>bobcats, cheetahs, coyotes, Florida panthers</td>
<td>2-16 days</td>
<td>No natural occurring disease reported; research studies have produced fever; lethargy; anorexia; myelgiasis; lymphadenopathy; transient behavioral and neurological dysfunction</td>
</tr>
<tr>
<td>Bartonella henselae</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chlamydia (mammals)</td>
<td>deer, llamas</td>
<td>3-10 days in cats; others vary</td>
<td>Goats, Sheep: late term abortion; stillbirths; low birth weight or premature offspring; Cats: fever; conjunctivitis; ocular discharge; corneal ulcers; anorexia; Cattle: sporadic abortions</td>
</tr>
<tr>
<td>Chlamyphila abortus, C. felis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ehrlichiosis</td>
<td>coyotes, llamas, non-human primates, red foxes, rodents, wild canid</td>
<td>1-20 days</td>
<td>Dogs: Fever; lethargy; anorexia; petechiae; lameness; edema in hind legs; Dogs: may develop bleeding disorders; Cattle, Sheep: abortions</td>
</tr>
<tr>
<td>Ehrlichia, Neorickettsia, Anaplasm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leptospirosis</td>
<td>rodents, sea lions, seals</td>
<td>4-12 days</td>
<td>Cattle, Goats, Pigs: Sheep: abortions; decreased fertility; Calves, Piglets: fever; diarrhea; meningitis; Goats: variable; hemorrhagic syndromes; kidney disease; Horses: ocular lesions</td>
</tr>
<tr>
<td>Leptospira species</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Listeriosis</td>
<td>guinea pigs, rabbits</td>
<td>10 days to 3 weeks</td>
<td>Depression; anorexia; facial paralysis with profuse salivation; torticolis; strabismus; circling; incoordination; head pressing; abortions; death</td>
</tr>
<tr>
<td>Listeria monocytogenes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lyme Disease</td>
<td>deer, opossums, isoceous, rodents</td>
<td>2-5 months</td>
<td>Dogs: lameness; arthritis; Horses: lameness; arthritis; encephalitis; uveitis; dermatitis; edema of the limbs; abortion</td>
</tr>
<tr>
<td>Borrelia burgdorferi</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rocky Mountain Spotted Fever</td>
<td>opossums, rabbits, rodents</td>
<td>2-14 days</td>
<td>Fever; anorexia; depression; lymphadenopathy; dyspnea; diarrhea; vomiting; joint or muscle pain; edema of the face or extremities; petechiae of oral or ocular membranes; ataxia; paraparesis; seizures; renal failure; coma</td>
</tr>
<tr>
<td>Rickettsia rickettsii</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salmonellosis (reptiles)</td>
<td>lizards, snakes, tortoises, turtles</td>
<td>variable</td>
<td>Clinical disease uncommon; can develop septicemia; anorexia; listlessness; osteomyelitis; osteoarthritus; subcutaneous abscesses; death</td>
</tr>
<tr>
<td>Salmonella species</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Streptococcus</td>
<td>bison, ferrets, fish, oxes, guinea pigs, non-human primates</td>
<td>varies with form</td>
<td>Mastitis; metritis; placentitis; abortion; septicemia; wound infection; polyarthritis; pleuritis; endocarditis; abscesses; pneumonia; meningitis; pyodermia; toxic shock; death; Guinea Pigs: cervical lymphadenitis</td>
</tr>
<tr>
<td>Streptococcus canis, S. equi subsp. zooepidemicus, S. iniae, S. suis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuberculosis (bovine)</td>
<td>badgers, cervids, non-human primates, zoo animals</td>
<td>variable</td>
<td>Chronic condition; may be asymptomatic; weakness; anorexia; weight loss; lymphadenopathy; bronchopneumonia; dyspnea; Calves: ingestion of infected milk may cause retropharyngeal lymphadenopathy</td>
</tr>
<tr>
<td>Mycobacterium bovis</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>FUNGI</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cryptococcosis</td>
<td>ferrets, foxes, guinea pigs, llamas, mink, non-human primates</td>
<td>unknown</td>
<td>Cats: chronic rhinitis; sinusitis; lymphadenopathy; non-pruritic nodules on face; CNS disease; ocular lesions; osteomyelitis; Cattle, Goats, Sheep: mastitis; Dogs: neurologic disease; Horses: obstructive growths in the nasal cavity</td>
</tr>
<tr>
<td>Cryptococcus neoformans</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dermatophytosis</td>
<td>rabbits, rodents</td>
<td>2-4 weeks</td>
<td>Young animals most susceptible; adults may be asymptomatic; small circular areas of alopecia; flaky skin; most species non-pruritic; Pigs: wrinkled lesion with thin brown, easily removed scab</td>
</tr>
<tr>
<td>Microsporum species, Trichophyton species</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note**: The information provided in this chart is intended to alert the public and medical professionals to the presence of potential zoonotic diseases. The information should not be used to rule out a diagnosis, and should not take the place of advice provided by a physician or veterinarian. Additional zoonotic diseases can be found on the CFSPH Bioterrorism/High Consequence Livestock Pathogens Wallchart. Technical Information is available at [http://www.cfsph.iastate.edu/DiseaseInfo/](http://www.cfsph.iastate.edu/DiseaseInfo/).
# Disease From Select Zoonotic Agents

<table>
<thead>
<tr>
<th>Animal</th>
<th>Severity of disease in potentially affected species</th>
<th>Incubation Period</th>
<th>Prominent Clinical Signs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PARASITES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acariasis (Mange) Numerous species of mites</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10-60 days</td>
<td>Pruritic; secondary pyoderma; depression; anorexia; chronic infection may lead to hyperkeratotic lesions; fatal infestations may be seen in wild animals</td>
</tr>
<tr>
<td>Baylascariasis Baylascaris procyonis</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10-20 days</td>
<td>Dogs, Raccoons: usually asymptomatic; Rodents, Rabbits: neurological signs; circling; torticollis; ataxia; head tremors; progressive weakness; dysphagia; death</td>
</tr>
<tr>
<td>Cysticercosis Taenia species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10 days to 6 months</td>
<td>Severity of clinical signs depend upon number and location of larvae; Goats, Sheep: fever; head tilt; circling; meningoencephalitis; ataxia; blindness; paralysis; convulsions; death; Cattle, Pigs: fever; muscle weakness; Dogs, Cats: neurological signs</td>
</tr>
<tr>
<td>Echinococcosis (hydatid disease) Echinococcus granulosus, E. multilocularis</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>unknown</td>
<td>Carnivores: asymptomatic; incidental finding of cysts at necropsy; Herbivores: may affect liver, abdominal cavity; ascites; hepatomegaly; dyspnea; diarrhea; vomiting; weight loss; Rodents: fatal within weeks</td>
</tr>
<tr>
<td>Giardia Giardia intestinalis</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>5-14 days</td>
<td>Adults: may be asymptomatic; Young animals: diarrhea or soft stools; poor hair coat; flatulence; weight loss or failure to gain weight</td>
</tr>
<tr>
<td>Hookworms Ancylostoma species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>7-20 days</td>
<td>Disease varies with parasite burden and age of the animal; severe in puppies; diarrhea; anorexia; emaciation; weakness; poor hair coat; anemia; interdigital dermatitis, death</td>
</tr>
<tr>
<td>Roundworms Toxocara species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>30 days</td>
<td>Severe in puppies and kittens; lack of growth; loss of condition; “potbellied” appearance; parasites in vomit and feces; pneumonia; diarrhea</td>
</tr>
<tr>
<td>Leishmania Leishmania species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>3 months to years</td>
<td>Cats, Horses: cutaneous form; non-pruritic exfoliative dermatitis around eyes, ears; Dogs: Foxhounds most commonly affected; cutaneous lesions; fever; anemia; lymphadenopathy; weight loss; anemia; ocular lesions; splenomegaly</td>
</tr>
<tr>
<td>Sarcocystosis Sarcocystis species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10 days to years</td>
<td>May be asymptomatic; fever; anorexia; diarrhea; muscle spasms; weakness; hyperexcitability; pneumonia; hemorrhages; anemia; icterus; prostration; hind limb paralysis; ataxia; death</td>
</tr>
<tr>
<td>Taenia Taenia species</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>5-12 weeks</td>
<td>Visible passage of proglottids from anus; other signs are rare but may include unthriftiness; malaise; irritability; decreased appetite; mild diarrhea or colic</td>
</tr>
<tr>
<td>Toxoplasmosis Toxoplasma gondii</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>unknown</td>
<td>Most infections asymptomatic. Goats, Sheep, Pigs: abortions, stillbirth; Lambs: weak, high mortality rate; Cats: lethargy, persistent fever, anorexia, incoordination, paralysis, retinal detachment; death; Dogs: most asymptomatic</td>
</tr>
<tr>
<td>Trichuriasis Trichuris suis, T. trichiura, T. vulpis</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10-12 days</td>
<td>Most cases asymptomatic; mucoid or hemorrhagic diarrhea; weight loss; unthriftiness; anemia; death may occur in pigs</td>
</tr>
<tr>
<td><strong>VIRUSES</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contagious Ecthyma (Orf) Parapoxvirus</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>2-3 days</td>
<td>Papules, pustules, vesicles develop into thick crusts on lips, nose, ears, eyelids, occasionally feet, perineal region, inside mouth; ewes nursing infected lambs may develop lesions on teats and udder</td>
</tr>
<tr>
<td>Influenza* Influenzavirus</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>1-7 days</td>
<td>Horses, Pigs: fever; anorexia; dry cough; labored breathing; Pigs: may develop nasal discharge; Poultry: mild to severe; coughing; sneezing; decreased egg production; death</td>
</tr>
<tr>
<td>Rabies Lyssavirus</td>
<td>□ □ □ □ □ □ □ □ □ □ □</td>
<td>10 days to 6 months</td>
<td>Restlessness; anorexia or increased appetite; vomiting; fever; ataxia; incoordination; ascending paralysis; increased aggression; death</td>
</tr>
</tbody>
</table>

*Disease may not be transmissible to humans from all animal species.

Note: The information provided in this chart is intended to alert the public and medical professionals to the presence of potential zoonotic diseases. The information should not be used to rule out a diagnosis, and should not take the place of advice provided by a physician or veterinarian. Additional zoonotic diseases can be found on the CFSPH Bioterrorism/High Consequence Livestock Pathogens Wallchart. Technical information is available at [http://www.cfsph.iastate.edu/DiseasesInfo/](http://www.cfsph.iastate.edu/DiseasesInfo/)

Chart created by: Ingrid Trevino, DVM, MPH. References available at [www.cfsph.iastate.edu/WallChartReferences/](http://www.cfsph.iastate.edu/WallChartReferences/)

Word Version created 12/18/2005