



**1265 Bumble Bee Road
Accident, MD 21520**

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**Adoption Wing
Manual of
Standard Operating
Procedures**

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Cover Letter to the Staff

Standard Operating Procedures (SOPs) are a key tool for the operation and management of the HART Adoption Wing. They establish a baseline for how all staff and volunteers perform routine tasks in the Wing. The consistency and predictability that SOPs can provide help make life less stressful for the animals — and for people, too.

These SOPs were written with everyone's input, and everyone is accountable for following them. These SOPs enable us to be consistent about expectations for every employee, so be sure to read the entire document and then review the sections that relate to your job. Discuss any questions that you may have with your supervisor.

This is a 'living' document that will be updated as we identify better ways of doing our jobs and responding to the needs of the animals in our care and of the human community we serve. The formal procedure to suggest or make changes to SOPs is outlined below. The Adoption Supervisor will have the master and current copy of the SOPs.

We appreciate your suggestions. However, to avoid confusion and inconsistency, only the Adoption Manager or the Adoption Intake and Rescue Manager can make the actual written changes to the SOPs. Any staff member can suggest changes by submitting the recommendation to your supervisor.

This manual is the foundation for the continued excellent performance of our staff and the organization and will be used as a training document. We strongly encourage you to review the SOPs on a regular basis and fully understand those that apply to your specific role.

Thank you for all the hard work you do each day for the animals in our care.

Sincerely,

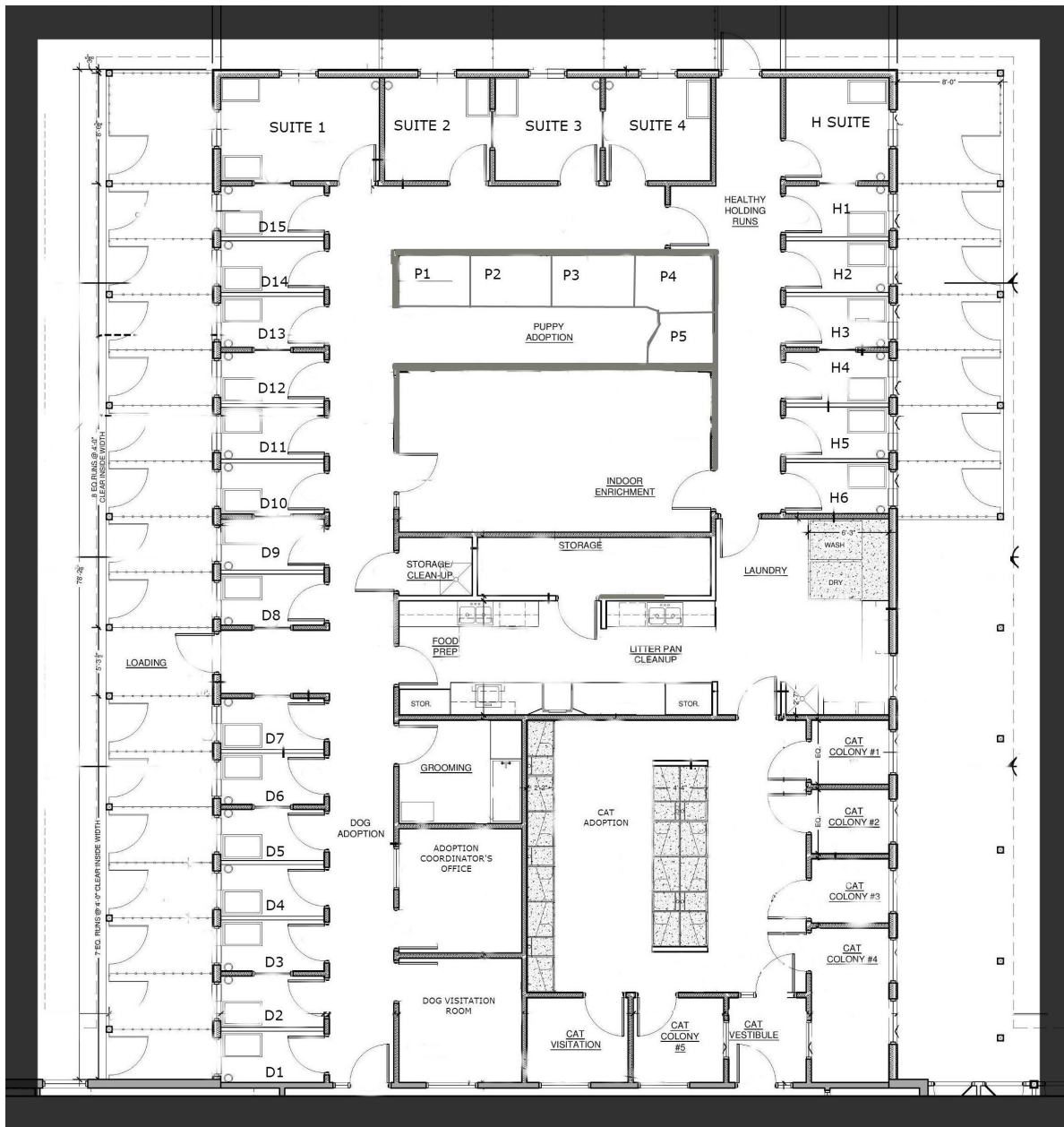
A handwritten signature in blue ink that reads "Paula Yudelevit". The signature is written in a cursive, flowing style.

Paula Yudelevit
Executive Director

Shelter Operations 100-01

[Effective Date: April 1, 2016]

HART ADOPTION WING FACILITY DIAGRAM



Shelter Operations 100-02

[Effective Date: April 1, 2016]

ANIMAL HOUSING DESCRIPTION

The above diagram shows the layout and numbering system for individual housing for the animals residing in the HART Adoption Wing.

Dog Dens and Suites: Regular-sized dog housing containments are called “Dog Dens” and are identified by using the letter “D” and a number. The larger dog housing containments are called “Suites,” and are identified by using the name “Suite” and a number.

Cat Condos and Colonies: Cats reside in “Cat Condos,” which are individual housing units, identified by the letter “C” and a number, 1-42. Multiple cats can also reside in the “Cat Colony Rooms.” They are identified by a number: Colony 1 – Colony 5.

Shelter Operations 100-03

[Effective Date: April 1, 2016]

HOURS OF OPERATION

General

The hours of operation are designed to ensure that all animals are properly and humanely cared for and that the public has adequate and ample opportunity to conduct business at the HART Adoption Wing.

Span of Employee Working Hours

- 6am-7pm every day

Cleaning Shifts

- 6am-10am
- 4pm-7pm Monday-Saturday
- 3pm-7pm Sunday

Adoption Hours

- 10am-5pm. Tuesday, Thursday, Friday, Saturday.
- 10am-7pm Wednesday.
- Closed Sunday
- Closed Monday

HART Adoption Wing Employees

- Animal Care Attendants
- Animal Care Supervisor
- Adoption Manager
- Adoption Intake and Rescue Manager
- Animal Care Attendant - Lead

HART Adoption Wing Employees Attire

- Scrub tops and pants supplied by HART for Animals
- Non-slip, closed-toed shoes
- No dangling jewelry

Shelter Operations 100-04

[Effective Date: April 1, 2016]

DISPOSITION OF ANIMALS

General

Animals housed at the HART Adoption Wing leave in one of the following ways: (1) they are adopted; (2) they are transferred to an approved animal rescue organization; or (3) (rarely) they are returned to the Garrett County Animal Shelter due to medical or behavioral reasons – though all efforts are made to try to keep animals from returning to the shelter.

Adoption

Adoptions are processed and approved by either the Adoption Manager or the Adoption Intake/Rescue Manager, with assistance from the kennel staff and/or volunteers. All adoptions must follow the specific process – with no exceptions, unless approved by Adoption Manager.

Return to Owners

All animals coming into the HART Adoption Wing are legally owned by HART for Animals, Inc., after having become legally owned by the Garrett County Animal Shelter, (once holding periods are up), and having ownership transferred to HART for Animals, Inc.

Owners claiming to have previously owned an adoption animal must apply to adopt the animal through the HART process. If the previous owner brings proof of former ownership (photos, medical records, etc.) then the previous owner will be given priority if possible.

Euthanasia

The HART Animal Adoption Wing is a no-kill shelter. This means that we do not euthanize any animal due to time or space constraints or insufficient resources. When an animal is suffering, either mentally or physically, or is considered dangerous to themselves, other animals or humans, it will be sedated and humanely euthanized in accordance with the Guidelines for Standards of Care in Animal Shelters, published in 2010 by the Association of Shelter Veterinarians.

HART is committed to preserving the lives of animals and to using approved methods of euthanasia, when appropriate, in accordance with medical standards and a reasonable interpretation of the purpose behind euthanasia. Factors that would contribute to the decision to euthanize an animal include quality of life, and risk to the health and safety of other animals and human beings.

The decision to euthanize an animal at the HART Animal Adoption Wing is a process that is initiated by the Adoption Manager, who completes and signs the Request for Euthanasia form. The completed form must also be approved and signed by the Rescue and Intake Manager, the Executive Director and the veterinarian, to certify that the euthanasia was performed in compliance with HART's internal regulations and the Guidelines for Standards of Care in Animal Shelters.

The completed forms must be kept in electronic form on the HART server and archived in paper form by the HART Administrator.

The euthanasia will be performed at HART's Bredel Veterinary Clinic by the staff veterinarian.

Rehabilitation

Animals with emotional issues, such as fearfulness or shyness, may enter our Adoption Program if found to be otherwise safe and non-aggressive. The staff will work with the animals to overcome issues and try to stabilize them, emotionally, through a process established by the HART Behaviorist.

Transfer

Animals residing at the HART Adoption Wing may be released to any one of our approved rescue partners, if there is a need for space, due to over-crowding at the Garrett County Animal Shelter. Animals residing at the Garrett County Animal Shelter, that legally belong to the Garrett County Animal Shelter, maybe transferred to an approved rescue organization directly, by HART for Animals, Inc., after legal ownership is transferred to HART for Animals, Inc.

Shelter Operations 100-05**[Effective date: April 1, 2016]****ANIMAL INTAKE PROCEDURE**

The HART Adoption Wing is a private no-kill shelter, which intakes animals from the Garrett County Animal Shelter (GCAS), located at 152 Oakland Sang Run Rd, Oakland, MD 21550. HART for Animals, Inc. was established to assist the Garrett County Animal Shelter with the overflow of animals to stop adoptable animals from being euthanized due to the lack of space, and we continue this mission with the HART Adoption Wing. Taking in animals residing at the Garrett County Animal Shelter allows us to:

- Help the homeless animals that need immediate attention.
- Evaluate the behavior of individual animals, allowing us to bring safe, stable animals into our adoption program.
- Regulate the animal intake, which allows animals time to be seen and adopted (or transferred), with no urgency involving limited space.
- Allows us to serve animals in our own community (county) thereby helping control our own community's homeless pet population.

Animal Intake Process

The Intake/Rescue Manager continuously monitors the Garrett County Animal Shelter for overcrowding. She/he monitors all the unclaimed or relinquished dogs and cats, checks them for safety and adoptability, and notes their date of arrival.

Upon arrival the Intake/Rescue Supervisor checks each individual animal for injury or medical issues, scans for microchip, and administers the following:

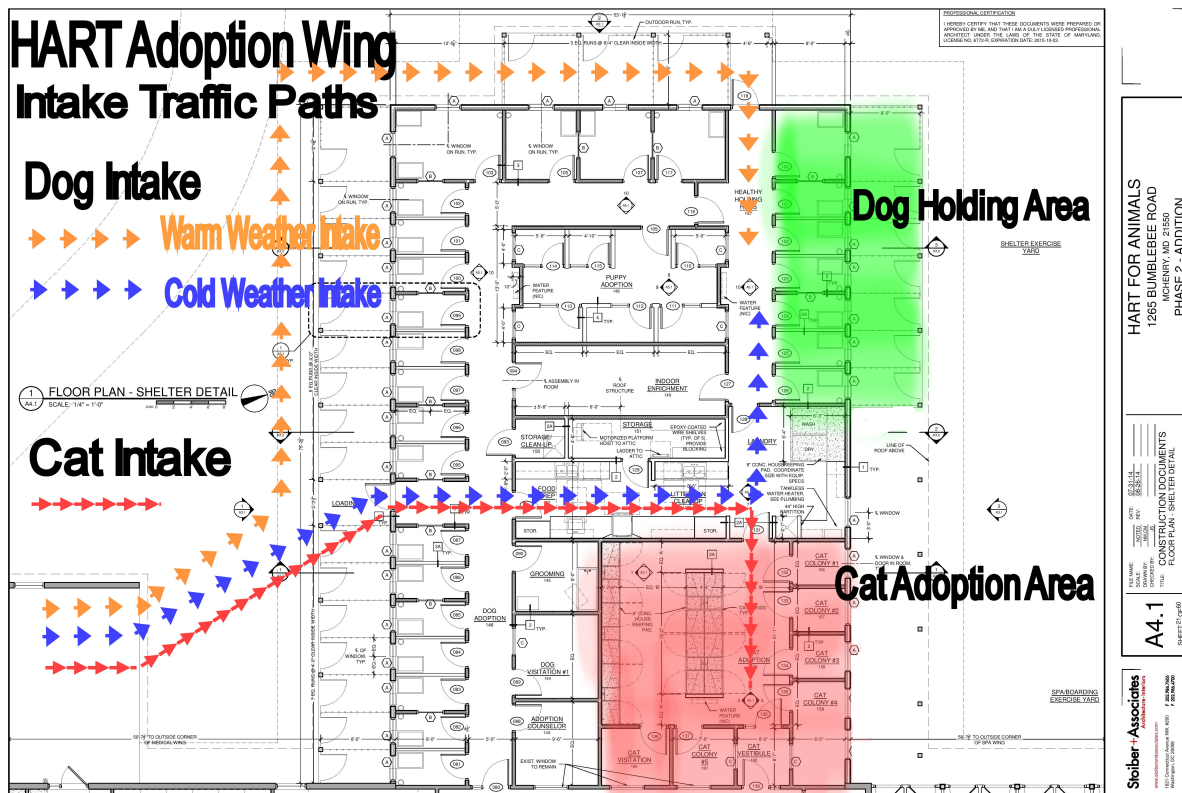
- Distemper vaccination (DA2PP or FVRCP)
- 1st dose of Pyrantel de-wormer
- Capstar

Animals approved by the Intake/Rescue Manager are then further evaluated by the Adoption Manager and/or the Behaviorist as a secondary and thorough means of further establishing the safety of animals being admitted to the HART Adoption Program.

- **Dogs/Puppies**

Once dogs/puppies have been approved, they are given a Bordetella vaccine and a topical flea and tick treatment, and continue to be held at the GCAS for a total of 7 days or more to allow for a health holding period, in case of infectious disease. They are then transferred by the HART transport vehicle to the HART Adoption Wing canine holding area, on the Wednesday of each week.

When bringing newly transferred canines into the HART Adoption Wing, it is important to follow the exact established pathway to the holding area, to help stop the spread of any diseases.



While being held in the holding area, dogs/puppies are medically treated by the Bredel Veterinary Clinic for all standard pre-adoption veterinary protocol (spay/neuter, vaccinations, microchip, fecal, de-worm), and are further observed for infectious disease or other medical conditions, as well as any behavioral indications. Dogs/puppies residing in the Healthy Holding areas are not to be handled by volunteers and are not to be seen by the public. No one should enter the Healthy Holding Area except employees.

- **Cats/Kittens**

Once cats/kittens have been approved for transfer to the HART Adoption Wing, they are tested for Feline Leukemia (Feluk) and Feline Immunodeficiency Virus (FIV), through a blood test, and given a topical flea treatment, and will be moved when space becomes available. They do not

require a holding period, but new cats or kittens will be kept in a separate holding space for a week, as designated by a supervisor.

Completing the Intake Process upon entering the HART Adoption Wing:

When an animal first arrives at the HART Adoption Wing, it is given a record in the Cornerstone software program, under the ownership of HART for Animals, Inc. - Adoption. A photo of the animal is taken and downloaded in the software record. A cage card is printed and the Daily Activity Sheet is printed out and placed on the clipboard associated with the kennel where the animal is placed. A PetDetect™ identification collar is printed, which is printed with the name of the animal, owner, and pet ID number.

The animal will be taken to the vet clinic by a Veterinary Technician, a Veterinary Assistant or by an Animal Care Attendant (if requested by the veterinary clinic) for the complete physical exam and preventive treatments, such as parasite treatments and vaccinations. The spay/neuter surgeries are usually performed on Tuesdays.

Dogs/puppies - after a period of 7 days and after the dogs have been spayed/neutered (if age appropriate), they are removed from the holding area and housed in the regular adoption area, and placed for adoption to the public. The Supervisory staff must also determine that they show no signs of disease or behavioral issues, before being moved.

Cats/kittens - the Supervisory staff will assign cat condos or holding rooms to house cats/kittens, and individual animals should remain housed in those assigned condos until adopted.

Shelter Operations 100-08**[Effective Date: April 1, 2016]****LIMITING TRANSMISSION OF DISEASE**

Animals come to the Garrett County Animal Shelter from many different levels of care; some known, and some unknown – but mostly unknown. Most shelter animals have not received prior benefit of routine preventive health care. The stress of entering a shelter, the shelter environment itself, and several other factors contribute to an increased risk for developing illness.

Animals are vaccinated upon entry to the Garrett County Animal Shelter in order to limit widespread disease in the population and protect each individual animal as much as possible, but vaccines are not a guarantee against infection. In order to guard against bringing disease into the HART Adoption Wing, dogs are held at the GCAS for 7 days.

When animals arrive at the HART Adoption Wing from the Garrett County Animal Shelter, they are evaluated medically with a physical examination and treated according to the pre-adoption protocol. The animals are kept in the Healthy Holding Area to further watch for the outbreak of disease, before introducing them into the current adoption population.

Felines are difficult to isolate for potential disease because the longer a feline is held, the more stress they develop and the chances are greater of their developing a disease, such as upper respiratory illness (URI). Felines can be carriers of various diseases but may not exhibit symptoms until their immune systems are stressed, and the diseases are then spread to other cats.

Disease can be transmitted in several ways. We must work diligently to prevent disease transmission as much as possible.

The 5 main modes of disease transmission are:

Direct contact transmission	One animal to another, such as nose to nose
Fomite (indirect) transmission	Germ transmission on an inanimate object, such as a mop, hand or shirt.
Aerosol transmission	In the air, such as via a fan
Droplet transmission	Sneezing, coughing taking place less than one meter distance
Vector transmission	Via a flea, mouse or tick

Common diseases seen in shelter environments include: feline upper respiratory infection (URI) and canine infectious upper respiratory disease (kennel cough). These are spread mainly through aerosol, droplet transmission and through fomite transmission, such as via the hands, feet, and even on the clothing of staff and volunteers.

For this reason, please wash your hands (or use hand sanitizer) between handling each animal and wear disposable gloves. Sanitizer bottles and dispensers are located throughout the kennel area. You do not have to sanitize your hands between the mother and puppies or kittens in a litter, but you must do so before you interact with another dog or cat.

Other diseases, such as parvovirus in dogs and panleukopenia (the cat form of parvo virus), are spread mainly through fomite transmission of bodily secretions, such as vomit and feces. These viruses are very environmentally resistant. They can be difficult to eradicate from the shelter environment if proper sanitation procedures are not in place.

Staff or volunteers who observe animals exhibiting any signs of illness (such as diarrhea, vomiting, sneezing, coughing, nasal discharge etc.) should immediately notify a supervisor or vet clinic staff.

Every-day Practices that Help Prevent Spread of Disease

- Report any animal that appears sick to the kennel supervisor or the vet clinic immediately.
- Wash your hands between animals.
- Do not let animals housed apart interact or touch noses.
- Immediately pick up all feces once a dog has defecated on the grounds.
- After picking up feces wash and then disinfect any cement or solid surface.
- Any time you disinfect, rinse or wipe the area thoroughly.
- Wash the laundry and dishes according to the written protocol.
- Don't keep dirty dishes lying around – take them to the dirty dish bin quickly.
- Change trash liners on a regular basis; don't let the trash receptacles overflow.
- Sanitize equipment such as pooper scoopers between uses.
- **If we all follow the same procedures, the risk of having a disease problem is greatly minimized.**

Limiting Travel Within the HART Center

Because of the risk of spreading disease, the management of the HART Animal Center requests that all personnel of each area of the HART Adoption Center limit their movement between different animal areas as much as possible, especially to limit exposure between adoption animals and privately owned animals in the care of HART for Animals, Inc. Limiting risk to our clients' pets is an important responsibility and HART Management expects everyone to take the responsibility seriously.

Shelter Operations 100-09

[Effective Date: April 1, 2016]

KENNEL DUTIES**Morning Duties****6:00AM-10:00AM**

Animal Care Staff scheduled to work the morning shift are responsible for the primary kennel duties, performed in this order and schedule:

1	6:00 - 6:30	The initial canine walk (quick "potty" walks)
2	6:30 - 8:30	Kennel/condo/colony cleaning - Adoptions
3	8:30 - 9:30	Feeding the animals
4	9:00	Walk dogs
5	9:30 - 10:00	Sweeping and mopping floors
6	9:30	Laundry started
7	9:30	Dishes started
8	7 – 10:00	Diffuse any empty dog dens

*Animal Care Supervisor gives special meals/medications necessary

Late Morning/Afternoon Duties**10:00AM-3:00PM**

- Exercise dogs (outside fenced areas, inside exercise room, walks)

- The Animal Care Supervisor will walk through the kennels, check daily logs on each animal, check each animal's status and condition, and will take action as to any concerns.
- Assist the public within the HART Adoption Wing with viewing animals, or assist with adoption procedures.
- Assist/supervise volunteers

On-going Duties

- Spot clean kennels/cat condos or colony areas
- Re-stock supplies
- Assist with intake of incoming animals (on Wednesdays)
- Clean toys from exercise yard
- Maintain daily logs of each animal
- Bathe and groom animals as needed
- Socialize/behavior modification of those animals that are frightened or scared (as per Behaviorist)
- Laundry
- Dishes
- Other duties as assigned
- Enrichment

Closing Duties**5:00PM-7:00PM**

- Diffuse any empty dog dens
- Feed Dogs evening meal (5:00PM)

- Clean feeding dishes
- Spot check dogs and cats one last time
- Scoop kennels/litter pans
- Check water bowls
- Walk all dogs (“potty walk”) (5:30PM)
- Clean kitchen area
- Tidy laundry area
- Put away supplies in the appropriate place
- Close all guillotine doors in kennels
- Express any animal concerns to night guard, in form of a note, and leave at front desk.

Shelter Operations 100-10

[Effective Date: April 1, 2016]

FEEDING

- Feeding for cats: 6-6:30am and 5pm
- Feeding for dogs 6:30-7am and 5pm
- Load the food container and clean bowls on cart
- Read feeding instructions on activity sheet and feed each pet with specific amount and kind of food
- Staff members will be giving medication
- At 8am and 6pm, collect food bowls unless the pet has not consumed most of the food, note it and tell a supervisor
- Give cats new water bowls in the PM
- If dogs have water bowls on Floor, change in the AM

Shelter Operations 100-11

[Effective Date: April 1, 2016]

DOG MORNING DUTIES

Number of Employees Needed

The ratio of number of employees to dogs, for morning walking and cleaning, is 1:6. We need 1 person per 6 dogs, in order to walk them and to clean quickly and efficiently.

The ratio of number of employees to cats, for morning feeding and cleaning is 1:15

Cleaning Adoption Area Dog Dens

The dog morning cleaning begins right after the dogs are all walked. The morning scrub for all animals must be complete by 10:00AM each day. Two to four (2-4) people will be cleaning dog kennels, depending on the amount of dogs being held in the Adoption Wing. Always start with the dogs available for adoption, and always do the dogs in the holding area last.

Cleaning Process – Warm weather (50°F or above)

Call all the dogs to the same side of the den. Close the guillotine door behind them. **DO NOT LET IT DROP.** Clean all dens at one time, on same side.

- 5-gallon bucket lined with a trash bag and secured with a bungee cord
- 5-gallon bucket of KennelSol/water mixture
- Pooper scooper
- Foamer with disinfectant [enter type used]
- Long handled scrub brush
- Squeegee

Daily Cleaning Process—Warm weather (50°F or above)

Call all the dogs to the same side of the den. Close the guillotine door behind them.

DO NOT LET IT DROP. Clean all dens at one time, on same side.

Daily Cleaning Process—Cold weather (below 50°F)

For colder weather, when dogs cannot stay in the outside part of their dens for very long, we will keep two runs clean and empty and put two dogs at a time into the clean runs and clean the dirty runs as described above, using the newly cleaned runs to move the next two dogs into, and then cleaning the empty dirty runs. Continue until all are clean.

Daily Clean—Occupied Dens**Equipment needed:**

- Broom
- Mop and bucket with KennelSol™ Solution (3 ounces per gallon)
- Poop bags or pooper scooper
- Paper towels
- KennelSol™ spray bottle (1 tablespoon per full bottle of water)
- Ziploc bag
- Protective gloves

1. Remove animals, bedding and toys from each den, and place in hallway unless soiled, then place in Laundry.
2. Using protective gloves, use paper towels to soak up any urine in den.
3. Scoop up all the solid fecal material with the scooper or using protective gloves, collect with poop bags.
4. Spray KennelSol™ on surface area where feces, urine or other material was deposited, and wipe with paper towels.
5. Sweep entire inside run to remove any hair or other material.
6. Turn off water to water bowl, empty and wipe out with paper towel. Put back together and turn waterer on.
7. Cover waterer with Ziploc bag to prevent any cleaning agents from contaminating water source.
8. Use KennelSol™ that is mixed in spray bottle to spray walls and doors.
9. Mop floors.
10. Clean windows.
11. Allow den to completely dry before returning animals to den.
12. Replace beds and supply new bedding, if needed.
13. Move all the dogs back to the clean side, close the guillotine door after them.
14. On the outside of the dog dens, spot clean any urine or fecal matter with scooper or poop bags, and paper towels and KennelSol™ solution, making sure to wear protective gloves.

15. When finished, open guillotine door and let the dogs have access to both sides.
16. Empty the poop pail into the dumpster.
17. Soak the scoopers in a disinfectant-filled bucket.
18. Sweep and mop hallways.
19. Once done mopping, remove mop head, put I laundry and replace mop head.

Prepping a Den

Equipment needed:

- Broom/dust pan
 - Bucket of diluted KennelSol™ Solution (3 ounces per gallon)
 - Wash rag
 - Ziploc bag
1. Remove all accessories: bedding, toys and dishes.
 2. Sweep up all debris
 3. With bucket of KennelSol™ and wash rag, wipe ledges, Kuranda bed, doggie door flaps, metal frames (inside the doggie door) and guillotine door.
 4. Use handheld scrub brush to scrub down any dirt on walls, where the wall and floor meet and metal door plate.
 5. Take water bowl apart and put in dishwasher.
 6. Put guillotine in doggie door.
 7. Cover waterer with Ziploc bag.

8. Mark that the den needs to be diffused.

Defusing Process

If a dog has been adopted or otherwise is no longer residing in its once occupied dog den, or a dog den is marked as needing to be defused, use the following equipment and steps:

Equipment needed:

- Sprayer with KennelSol™
 - Hose
 - Long-handled scrub brush
 - Hand-held scrub brush
 - Squeegee
 - Windex
1. Make sure the den has been prepared, swept out, doggie door done (wipe completely down with KennelSol™), and waterer cleaned out (wipe out with rag with KennelSol™). If den was not prepared, refer back to “prepping a den” sheet.
 2. Spray den walls and floor with water hose.
 3. Connect the hose to the sprayer with the KennelSol™ and spray down the walls and floor.
 4. Use the long-handled scrub brush to scrub down all the walls and floor.
 5. Let the KennelSol™ sit for 20 minutes.
 6. While, waiting, use the outside hose to do the same to the outside patio.

7. After 20 minutes, squeegee the floors (inside and out) and remove hair from the drain.
8. Clean all windows.
9. After the floor has dried, set the den back up.

Water Bowl Cleaning Instructions

Shut off the water valve (which is found inside each den about 4 feet off the floor), and release the latch holding the bowl. Dump the water out of the bowl down the den drain or into a bucket, and place the bowl into the 5-gallon bucket of KennelSol™/water mixture, allowing bowl to soak and disinfect while cleaning the den. Spray remaining bowl fixture with foamer, to disinfect remaining parts. After cleaning the den and allowing the KennelSol™ mixture to sit for 10 minutes, and before squeegeeing, spray the remaining water bowl parts on the wall with clear water, rinsing as much KennelSol™ off the parts as possible, and remove the bowl from the 5-gallon bucket and rinse with clear water and install back on the wall fixture.



Empty Dens

- Dog dens not being used should be clean and readied with bed and bedding.
- If a dog is adopted and vacates their dog den, it should be marked as needing defused by placing a "Defusing card" on the front of the den.
- Dog dens needing defused should be defused in the evening, or when the public doesn't have access to the Adoption Wing. Do not defuse during adoption hours.

Shelter Operations 100-12
[Effective Date: April 1, 2016]

CAT MORNING CLEANING

Tuesday-Sunday: Spot Cleaning Only

To reduce stress in cats, we only spot clean cat condos and cat rooms (6 days a week) to avoid causing stress in the cats/kittens, unless a housing area requires in depth cleaning due to large fecal/urine elimination. Spot cleaning means sweeping out areas, straightening up and shaking out bedding and wiping up small messes with mild detergent/water mixtures.

- At the beginning of cleaning, kennel staff will check each animal and its environment to determine if it needs immediate attention or if spot cleaning will not be enough for an especially soiled area. If so, clean those areas first with disinfectant solution.
- Then spot clean the rest of the housings, always working in order of age and susceptibility when cleaning, youngest felines first.
- Always wear a set of new disposable gloves for each cat.
- Cat remains in housing area if possible. Minimize handling, so as not to spread germs between felines.

Equipment needed:

- Disposable gloves
- Bucket of Dawn dishwashing soap or mild detergent (ask what to use)
- Washcloth – one per condo. Do not use same washcloth for another condo.

Steps:

1. Initially use paper towel if any feces or urine is found of out litterbox.
2. Wipe down condo walls and/or floors with a washcloth and animal-safe mild detergent (to remove any small amount of organic material, if present.)
3. Brush out any dirt or litter on the floors.
4. Shake bedding out to remove litter and food, and return to cage if not soiled Provide clean bedding if needed.
5. Soiled litter should be disposed of and fresh litter replaced. Replace litter pan if especially soiled.
6. Empty water bowls and refill with fresh water.
7. Provide fresh food based on kitten or adult.
8. Lastly, sweep and mop floor

Monday: Disinfecting Cleaning with Disinfectant

- Clean cat housing as outlined above, adding the steps of wiping all area surfaces with disinfectant, removing and replacing water bowls and food bowls, and litter pans.
- Toys can remain if not soiled.

Empty Cage Disinfecting (after cat leaves permanently)

- If cat leaves permanently, cat condo or room must be completely disinfected before a new cat can occupy that housing.

Equipment needed:

- Accel spray bottle (1 Tablespoon per bottle)
- Paper towels
- Disposable gloves

1. Remove litter box and bedding from condo and dispose in designated area.
2. Spray Accel onto the inside walls, floors, underneath each shelf, thoroughly wetting all surfaces.
3. Let sit for 10 minutes.
4. After 10 minutes, starting at the top, wipe every surface dry with paper towels, including window, vented screen, door hinges and latches.
5. Let air dry. Once condo is dried, set up for the next guest.

Shelter Operations 100-13

[Effective Date: April 1, 2016]

EMPTY CAGE DISINFECTING (AFTER ANIMAL LEAVES)

Cages that require disinfecting should have a red “Dirty Cage” sign hanging on the cage. The person removing the animal from the cage (for Return to Owner (RTO), Adoption, Euthanasia, or Transfer) is responsible for hanging the card.

- Empty the entire cage, and take dishes, any blanket or toy to the washing area.
- Scoop out any organic material
- Spray detergent [enter type used] on every surface of the run.
- Scrub all the areas with a stiff brush, removing the organic material.
- Rinse run/cage.
- Apply disinfectant or bleach solution to all surfaces of run/cage including the top, sides and gate.
- Let it sit for 10 minutes, rinse, and wipe or let dry.

Disinfected dog run set up:

- Hang a clean water pail on the outside of the run, which provides the visual cue that this is a clean run.
- Remove the “Dirty Cage” sign and put back in the sign area.

Disinfected cat cage set up:

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

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

Shelter Operations 100-20

[Effective Date: April 1, 2016]

ADOPTIONS

Adoption Policies

Adoption hours are Tuesday, Thursday, Friday and Saturday from 10:00am to 5:00pm; Wednesdays from 11:00am to 7:00pm.

Pre-Adoption Requirements:

1. HART for Animals, Inc. will not adopt an animal to a household where a person with a history of animal abuse or neglect (as determined by asking the adopter and/or by calling to verify with the Garrett County Animal Control Department) resides.
2. Adopters must have photo ID with current address on the identification.
3. The potential adopter must accept the animal as is and assume all risk of ownership of the animal, including liability and all post-adoption financial obligations.
4. Adopters are required to bring their new pet to a veterinarian within 10 days of the adoption, in order to verify health and to establish a relationship between the animal and veterinarian.
5. All adults in a potential adopter's household must agree to the adoption, and come to the Center to visit the animal and the Adoption Counselor.
6. For adopters who rent, verification that they are permitted to have a dog or cat (and information on any size/breed restrictions or pet fees) is required prior to adoption.
7. Adopters do not have to reside in Garrett County or Maryland.

8. HART for Animals, Inc. employees and volunteers are subject to the same adoption requirements as the general public, and no discounts apply.
9. Animals under the age of 5 months will not be spayed or neutered before being adopted and a separate "Spay/Neuter Agreement" must be completed in addition to the Adoption Agreement, and an appointment must be made for the spay or neuter before leaving with the animal.

Post-Adoption Requirements

1. If an adopter is no longer able to care for the animal, it must be returned to HART for Animals, Inc., which is written in the Adoption Agreement.
2. If the adopter chooses to return the dog within 10 days, we will refund the adoption fee. If the adopter wants to return the animal at any time, we will always take the animal. We do not do exchanges.

Guidelines for adoption procedures and the handling of adoption applications ensures that potential adopters are given an equal opportunity to adopt. Front Office staff are responsible for adhering to all adoption procedures along with the Adoption Wing staff. In addition, the Adoption Wing staff and volunteers are responsible for reviewing applications. Only the Adoption Wing staff is responsible for approving or declining adoption applications and for handling adoption contracts. The Front Office staff will collect monies for the adoption fee and any equipment purchased.

Adoption Procedures

The following procedures are designed to help plan an animal in a suitable home.

- Application. Potential pet adopters must be 21 years or older. If the applicant is living with their parents, the parents must give permission and come in for a visitation if

possible. If the applicant rents, we must receive landlord permission before the adoption is finalized.

- Interview. Once the application is completed, it will be reviewed with the applicant by an Adoption Counselor. Once this is done, they will be able to meet the animals available for adoption outside their kennel or cage.
- Family/household members. Because the decision to adopt a lifelong companion is a big step in one's life, it is recommended that family and household members participate in the selection of a pet.
 - If possible, children under the age of 12 years should be observed, by the Adoption Wing staff, when interacting with the proposed animal.
 - Adult members of the household must be a part of the selection. This can be completed with a phone call when one of the adults cannot come to the Adoption Wing.
- Consultation. Once an animal is selected, their medical and behavioral information will be reviewed with the potential pet adopters. They will also be informed if there is an adoption pending or further medical treatment is needed.
 - If there is an adoption pending, encourage the applicant to complete the process and be a back-up for adoption.
 - Adoption Wing staff will engage in a dialog with the applicant to determine if the animal they have chosen is a suitable match.
- Spay/Neuter. Most of the animals available for adoption have been spayed or neutered. This should be verified by the staff as well as all the required medical procedures performed before adoption. Animals not altered before adoption, will require the completion of a Spay/Neuter Contract and have a surgery appointment set up at the time of adoption.

Processing an Adoption Application.

The adoption process is designed to give Shelter staff more information about the adopter's household, expectations, and experience with animals and to generally assist in making a good match between the animal and the home.

- First applicants. Adoption of animals from the Adoption Wing is on a first-come, first-served basis. An individual or family, who has selected an animal, must fill out an application in order to become “first in line.”
 - Any time there is an application on a specific animal that is not finalized by an adoption that same day, the animal’s status must be changed to “Adoption Pending.” This places a hold for that person on that animal for 48 hours to allow the Adoption Wing Staff time to process the application and for the applicant to adhere to any other application requirements, such as introducing all dogs currently residing in the home to the chosen animal or bringing in additional family members.

- Back-up applicants. We will accept up to three (3) back up applications on animals with pending adoptions, in case the preceding applicant does not complete the adoption process or is not approved for this animal. These back-up applications will be held by the Adoption Coordinator.

- Adoption References. Applicants are required to provide names and phone numbers of two non-family personal references and one veterinary clinic reference. On occasion, the application may continue to be pending because we have not been able to speak with these references. If this occurs:
 - Applicants will be called to let them know we have been unable to reach their reference and they may substitute with another reference if they wish.

 - The staff person reviewing the application should communicate to the applicant that if we cannot speak with a reference within the 48-hour time frame, we will go to the next application.

 - A 48-hour hold can ONLY be extended if there is no other applicant as a back-up on that animal.

- Declining an applicant. Staff should carefully review each application. In the event an individual appears unstable or intoxicated or does not agree to abide by reasonable adoption conditions, the application may be declined. Justification should be given to the individual and, if handled tactfully, can be an excellent opportunity to educate.

- The staff should write the reason for denial on the application. The application should then be submitted to the Adoption Supervisor.

Finalizing an adoption. The final adoption process is done through two different staff members; an Adoption Wing staff member and a cashier at the front desk.

The adoption staff member will:

- Give the adopter a laminated copy of the contract to read and answer any questions the adopter may have.
- Review with the adopter the pet folder which contains various information and medical records.
- Explain any further medical treatment needed.
- Give the adopter a microchip contact form and instruct them how to fill it out and later register the microchip with their information.

The cashier will:

- Complete the Adoption Contract by obtaining the adopter's electronic signature and printing out a copy for the adopter.
- Receive payment of the adoption fee and any retail items and provide a receipt.
- Adoption contract. Adopters are required to carefully read the adoption contract and affix their signatures to this document indicating agreement to its terms, conditions and health exam requirements. A staff member will witness and date the contract.
- Medical information. All medical information is kept current in the animal's record. This information is given to the adopter to share with their veterinarian.

- When the previous owner's animal medical history is released to the adopter, staff will eliminate any reference to the previous owner's name, address and phone number.
- They are reminded to take the pet folder to their veterinarian to provide the animal's record of treatment.
- Documentation. The animal's record is updated to record the date of adoption and name, address, and telephone number of the adopter. Any pending applicants will be notified that the animal has been placed in a new home.
- Refunds. No matter how careful the Adoption Center is in attempting to match the right pet with the right family, there will be occasions where animals will be returned to the Adoption Center. The adoption fee will be refunded if the pet is returned within 10 days of the adoption date.

Shelter Operations 100-21

[Effective Date: April 1, 2016]

ISSUES OF CONCERNS FOR OUR ADOPTIONS

Issue	Agency Policy
Commitment of family and/or other adult household members	Need to speak with all adults in household, and meet children.
Landlords/Renting	Need to contact landlord
Outside-only Dog	Not allowed
Guard Dog	Do not adopt for this purpose
Pit Bulls	No specific policy
Fences and Dog Houses	Only part-time outside
Chaining	Only on clothes line/run line
Yard Checks	Reserve the right to require check
Inside/Outside Cat	Allow, if non busy neighborhood
Outside Cat only	Not allowed, unless cat is used to it
Declawing	Give surgical information to adopter

Shelter Operations 100-22

[Effective Date: April 1, 2016]

FOSTER PROGRAM [In development]

We want every animal brought to us to have a chance for a long and happy life. Because of our limited resources and personnel, we are not able to care for the many “special needs” (sick, injured, very young and unsocialized), but otherwise adoptable animals as we would like to. Foster care will allow some of the young ones to grow, the sick and injured to heal and the fearful ones to become socialized.

The Foster Care Program brings caring individuals and needy animals together, providing special care in a home setting until the animals are ready for adoption.

HART for Animals will be responsible for all expenses and medical care.

Animals eligible for foster care:

- Very young kittens and puppies that are approved by the veterinarian and the Intake/Rescue Supervisor or Adoption Supervisor.
- Animals with a treatable illness, with reasonable intervention
- Animals with a treatable injury, with reasonable time and treatment
- Others as approved by the veterinarian AND Intake/Rescue Manager or Adoption Manager.

Animals usually not eligible for foster care:

- Animals with serious medical problems and a poor prognosis for recovery or rehabilitation
- Animals with serious behavior problems, such as serious aggression issues that put humans or other animals at risk of harm
- Sickly, young animals

Staff fostering:

- Staff requesting to foster must get the approval of the veterinarian and Intake/Rescue Supervisor or Adoption Supervisor.
- Dogs considered for behavioral foster only must be approved by the Intake/Rescue Manager and Adoption Manager.
- Staff fostering the animals needs to understand that ongoing decisions about care will remain in the hands of the HART Adoption Wing and are dependent on financial resources and prognosis for recovery.
- Any animal that leaves the shelter in foster care must be recorded as such. The hard copy of the animals record is filed in the "Animals in Foster" file, with the name and contact person who is the foster provider and a note in the computer record about where the animal is and the date the animal went into foster.
- When the animal is returned to the Adoption Center, the file hard copy is retrieved and placed with the animal and the computer record is updated showing the animal has been returned.

Volunteer fostering:

- When an animal is a candidate for foster, we use trained and supervised volunteers who are approved for foster.

- The approval for the animal to be fostered must first be obtained by Intake/Rescue Manager and Adoption Manager.
- Volunteers who are approved to foster are organized by Intake/Rescue Supervisor and Adoption Supervisor.
- Volunteers fostering the animals need to understand that ongoing decisions about care will remain in the hands of the Adoption Center and are dependent on financial resources and prognosis for recovery.
- Volunteers also need to be aware that the Adoption Center makes all medical/surgical decisions about foster animals. The Adoption Center provides a contact for medical emergencies. Volunteers will not be reimbursed if they take an animal to another veterinarian for exam, diagnostic testing, treatment, etc.
- Any animal that leaves the shelter in foster care must be recorded as such. The hard copy of the animal's record is updated with the name and contact information of the person who is the foster provider and a note in the computer record about where the animal is and the date the animal went into foster and the date that the next examination/recheck is due.
- When the animal is returned to the Adoption Center, the file hard copy is retrieved and placed with the animal and the computer record is updated showing the animal has been returned.

Shelter Operations 100-23

[Effective Date: April 1, 2016]

DOG WALKING

When removing a dog from the cage or run for a walk or exercise, always use a correctly sized Martingale collar and leash. Each dog will have a correctly sized collar, picked by the staff, on the front of each occupied kennel.

Leave an “I am being walked” notice on each kennel dog’s cage to indicate that the dog will be back in the kennels shortly.

As you walk outside, keep the dog on a short leash and do not allow the dog to interact, sniff, touch noses, etc. with any other dog or person.

Only staff and approved volunteers are allowed to walk animals from the Holding Area.

Trained volunteers can walk dogs any dogs from the adoption area. Approved volunteers can walk dogs from Healthy Hold. Any dog in the Healthy Hold area with a sign that says “do not walk” should be walked only by staff.

If a dog gets away from a staff person or volunteer, never chase the dog. Instead, alert the staff and encourage the dog to come back to you with soft voices and treats.

When a dog has been walked, please indicate the time on the animal care sheet on the kennel.

Use poop bags and deposit the feces in the trash can.

Walk dogs in the designated area. Follow the protocols posted on the gate of the dog exercise area.

Shelter Operations 100-24

[Effective Date: April 1, 2016]

WORKING IN THE KITCHEN AREA

GENERAL

- Please keep this area clean and neat.
- If supplies of food and biscuits run low, re-stock the area from main inventory supplies.
- Keep the stock of canned dog food on the shelves complete, re-stocking as needed.
- Immediately take all dirty dishes to the dish washing station for disinfection.
- Please do not leave open bags of dog food lying around. All food should be in the rolling bin either labeled “dog food” or “puppy food.”
- Use a bleach spray to keep the table clean; be sure to mix the bleach fresh each day.
- Keep the tops tight on the food holders for adult and puppy food.
- When these food holding containers are empty, roll them over to the supply corner and re-fill with appropriate food type.
- Sweep up any spilled dog food after each feeding.

Filling Water Pails

- If a dog needs water in addition to the automatic water system in their den, they can have a full stainless steel water pail, placed next to the automatic water bowl.
- When putting water in cages of puppies, place the bowls to the back of the den – they are less likely to be tipped over.

Shelter Operations 100-25

[Effective Date: April 1, 2016]

WASHING THE DISHES

Disinfecting Dishes using Dishwasher:

- Clean any food particles from the dishes by wiping them out into the trash.
- Place dishes in the detergent solution filled sink and scrub completely with a green scrubbie (no sponges) inside and place the bowl into the dishwasher.
- Fill soap dispenser in dishwasher, use sanitize setting, and start.
- When dishwasher is done, take dishes back to the proper area: clean dish area for dogs and cats or the food prep area. Do this by the end of the day so there are clean dishes for the next day.

Disinfecting Dishes by hand:

- Clean any food particles from the dishes by wiping them out into the trash.
- Place dishes in the detergent solution filled sink and scrub completely with a green scrubbie (no sponges) inside, and rinse soap residue.
- Place dishes in the bleach solution and leave for a minimum of 10 minutes.
- Place dishes in the rinse water and thoroughly rinsed under running water until there is no bleach residue.
- Stack dishes upside down so they can drain on the racks next to the dish area.
- When dishes are dry, take them back to the proper area: clean dish area for dogs and cats or the food prep area. Do this by the end of the day so there are clean dishes for the next day.

Shelter Operations 100-26**[Effective Date: April 1, 2016]****FELINE ENVIRONMENTAL ENRICHMENT****Benefits of Enrichment for Cats and Kittens:**

While kenneled in Healthy Hold (an average of two to five days), Isolation, or in Quarantine, cats and kittens have limited handling contact, but they do have some interaction with people as staff and patrons walk through the area-- usually responding to the animals by talking to them. Many of these animals are high-energy and need outlets for mental and physical energy. Cats and kittens are usually more inclined than dogs and puppies to invent play with "found toys," even without a playmate.

Examples of Active Toys:

- hard, round plastic shower curtain rings, linked in pairs and attached to gate bars (high enough to encourage jumping and reaching)
- small rolling balls (with or without bells inside) to move around the cage floor and to hide under a towel -- a single shower curtain ring can also serve this purpose

Here are some basic health and safety requirements for cat toys:

- Toys must be able to be easily and thoroughly disinfected, or be disposable after a single use. Disinfect toys before giving them to another animal. Use the procedure used to disinfect dishes.
- Rolling toys must be too large to fit between cage bars.
- Any toys for kittens or cats must be safe; that is, of sturdy construction and made from appropriate materials so that cats cannot ingest toy parts or injure themselves with the toy or its components.

Providing a Secure Area:

Provide as needed a hiding area for cats, specifically for cats or kittens who appear frightened. Consider hanging a towel over the front of the cage to allow the cat to relax.

Shelter Operations 100-27

[Effective Date: April 1, 2016]

CANINE ENVIRONMENTAL ENRICHMENT

Benefits of Canine Enrichment:

Enrichment helps dogs and puppies maintain their mental, physical, and emotional health so that they remain good adoption candidates and don't become behaviorally at risk.

Examples of Enrichment for Dogs and Puppies:

- Very hard rubber chewable toys. Kong toys, if the appropriate size is given to each dog, and are too rigid to be chewed into pieces.
- In addition, volunteers should be encouraged to use "dog walk time" to its greatest advantage and as much more than simply the chance to eliminate.
- Individual exercise opportunities should average 15-20 minutes, including leash time, talking, petting, and interactive play. Active "people time" allows an outlet for mental AND physical energy through focused, interactive play.
- By focusing on a specific task (repeatedly returning a ball, Kong, or Frisbee; playing "hide-and-seek" with treats or toys, etc.), dogs are able to expel much more pent-up mental and physical energy in a limited amount of time and space. Therefore, they greatly reduce stress due to confinement, isolation, and boredom.

Here are some basic health and safety requirements for dog and puppy toys:

- Toys must be easily and thoroughly able to be disinfected, or be disposable after single use. Disinfect toys before giving to another animal using the procedure used to disinfect dishes.
- Toys must be of sturdy construction and appropriate materials so that they pose no danger if ingested or damaged.

Shelter Operations 100-31**[Effective Date: April 1, 2016]****SAFETY RULES/PERSONAL SAFETY**

Following these common sense rules will help prevent many accidents.

- **Report all injuries**, no matter how slight, to your supervisor.
- All Operations personnel and administrative persons working with animals are required to purchase and wear **skid- or slip- resistant shoes**.
- Do not attempt to lift/push objects or animals that are too heavy--ask for help. Bend at the knees and hips and lift with your legs. Adjustable tables should be lowered to the floor for animals weighing over 75 lbs., or for any employee unable to lift an animal onto a table.
- Identify and remember the location of fire extinguishers, fire alarm pull-boxes, and emergency exits. NEVER block these areas with materials or equipment. Keep floors and aisles free of debris at all times.
- Use personal protective equipment as described below:
 - Goggles, safety glasses, gloves must be worn when working with chemicals (quaternary ammonia, degreaser, etc.) or while performing or holding for euthanasia.
 - Safety glasses are also to be worn when preparing rabies specimens.
 - Maintenance staff will wear customary safety equipment when performing applicable tasks.
 - Ear protection is provided and should be worn when working in Dog Holding, Kennels, or any other high noise area.
- Horseplay is prohibited.
- Seat belts are to be worn at all times when driving on business, whether in agency vehicles or personal automobiles.

- When restraining animals over 60 lbs. seek assistance if necessary. (See the Animal Handling SOP for detailed instructions.)
- Any person known or observed to be under the apparent influence of drugs or alcohol will not be allowed to work, and will be subject to discipline, up to and including termination.
- Any person willfully violating safety procedures and/or endangering the safety of other employees will be subject to discipline, up to and including termination.

HOUSEKEEPING AND CLEANING

- All employees are responsible for maintaining the general orderliness and cleanliness of their work areas. Keep floors and aisles free of debris at all times. Housekeeping is an important part of maintaining a safe work environment. It reduces the spread of disease harbored by clutter or waste and eliminates tripping and falling hazards.
- Do not eat, drink, smoke, apply cosmetics, or store food in areas where animals are handled. These practices encourage the spread of disease.
- ALWAYS wash your hands in between handling animals to minimize the transmission of disease, and after handling chemicals to avoid potential allergic reactions.
- Non-hazardous spills are to be cleaned up promptly, and a “**Wet Floor/Caution**” sign placed in the area until the floor is dry. Aisles should be kept clear at all times.

HAZARDS AND HAZARDOUS SUBSTANCES

- Report all hazards to a supervisor immediately.
- Only properly trained employees are to undertake any repair work involving electrical equipment.
- Do not overload outlets.
- Know the safety precautions for each chemical BEFORE you use it. The Material Safety Data Sheets (MSDS) sheets can be found in the Adoption Supervisor’s office.
- Refer to the Hazard Communication Program SOP for more specific policies for dealing with workplace hazards.

Shelter Operations 100-32
[Effective Date: April 1, 2016]

ANIMAL HANDLING SAFETY

This information is a general overview of safe animal handling practices. **It is not intended to replace actual safe animal handling training conducted by the behavior department.**

When handling animals, be sure to:

- take your time,
- don't over stimulate the animal, and
- remember that the animal may *perceive* a threat, even though you do not intend to threaten.

If you do not feel comfortable handling an animal, DON'T!!

Get a supervisor to help you--don't risk getting dragged, scratched, or bitten!

CATS

- When removing a cat from a kennel, be sure to get the cat's attention before opening the gate.
- Allow the cat to check out your fingers before you pick it up. The cat should come to you, not the other way around. Talk to the cat calmly and softly to avoid over-stimulating the cat.
- When handling a cat, control the head and neck at all times. Hold the cat firmly—left hand controlling the head and neck, right elbow supporting/gripping the hindquarters, right hand controlling the front paws. Take a moment to readjust your grip if you need to. Keep the cat's face away from other cats. (You can reverse this procedure if you are left-handed.)
- Always use a carrier to transport the cat more than a few feet.

- Watch for signs of stress/fear--enlarged pupils, thrashing tail, growling, hissing, and attempting to hide or escape. If these signs appear, carefully remove the cat from the source of stress--out of the visiting room or into a less stressful kennel.
- If a cat is fearful, do not make direct eye contact. Do not reach over the cat's head. Move slowly because rushing the cat only adds more stress, leading to unpredictable behavior and increasing the likelihood of injury.

DOGS

- When removing a dog from a kennel, distract the dog, and enter the kennel with your leash ready.
- Attempting to "noose" a dog through the gap in the gate can lead to an escape by the dog.
- Approach the dog from the side. Do not attempt to "noose" it over the top of its head, as this will only intimidate the dog. If the dog has a kennel mate, remove the kennel mate from the kennel if he or she is making it difficult to get the dog you need. Talk calmly to the dog to avoid over-stimulating him or her.
- When moving the dog, keep the dog away from other kennels, and break his or her line of vision. Use proper leash techniques, looping the handle of the leash over your thumb and across your palm (like a joystick). Keep the leash short, bend your arms and knees and use both hands for better control.
- Only small dogs and puppies should be carried, and then only as you carry a cat. Carrying a dog like a baby is not permitted. If the dog won't move on the leash, coax the dog by moving in front and down low. Dragging a dog is never permitted.
- Watch for signs of stress/fear:
 - ears back,
 - hackles raised, tail down,
 - dilated pupils,
 - lifted lip,
 - submissive posture,
 - growling, snarling, barking, or lunging.

If these signs appear, remove the dog from the source of the stress--out of the visiting room, away from other animals, or into a less stressful kennel.

- If a dog is fearful, do not make direct eye contact. Never put your face close to the dog's mouth. Do not reach over the dog's head. Move slowly because rushing the dog only adds more stress, leading to unpredictable behavior and increasing the likelihood of injury.

WITH ANY ANIMAL

- Inform a supervisor immediately if an animal is displaying signs of aggression and/or if it may be a threat to other animals or people.
- **If you have questions, ask a supervisor. If you feel uncomfortable handling an animal - DON'T!**

Shelter Operations 100-33

[Effective Date: April 1, 2016]

RESTRAINT OF ANIMALS

It is the goal of HART for Animals to treat all animals as humanely as possible. We expect everyone to use the least amount of restraint necessary to both secure the animal and protect the staff and volunteers, if restraint is necessary. The following policies for restraint, from least to most restraint, are the only ones that are appropriate to use:

- Slip leads should be placed on hooks, many various places around the dog adoption and dog holding areas, to allow for quick retrieval.
- Pick up and carry or place the animal in an appropriate sized carrier. No dragging, ever.
- If necessary, use a leash muzzle wrap when picking up an animal.
- Frightened dogs or cats that try to bite or are fearful can be safely and humanely moved by wrapping the animal in a heavy blanket or towel and carrying the animal to the run or cage.
- When lifting animals, work in teams of two. Both people lift the animal: one supports the animal's weight and the other controls the animal's head.
- Transport all cats in transfer cages covered by a towel to minimize stress. Never hold cats in your arms to transport out of the cat adoption area.

Shelter Operations 100-34

[Effective Date: April 1, 2016]

APPROACHING FEARFUL KENNELED ANIMALS

When approaching a fearful animal, you should make every effort to be as non-threatening as possible. Remember that a caged animal may not show you signs of fear until it feels cornered (that is, when you close off the only visible exit path).

Consider your purpose: Are you evaluating the animal, attempting socialization, or trying to catch the animal to move and/or treat it? Only approach as close as absolutely necessary.

- **Remember that the animal may PERCEIVE a threat**, even though you do not intend to threaten.
- **Move slowly and deliberately.** Quick, sudden, or tentative movements may produce more fearful reactions. Be sure that the animal sees you.
- **Do not make direct eye contact.** While you obviously need to watch where you are going and what you are doing, direct eye contact is very intimidating and threatening to the animal. Look to the side, above the head, or toward the floor.
- **Approach at the animal's level.** Even if you are not a very large person, you are taller than the animal and may seem to loom over it. Crouch down (bending at the knees) or kneel or sit on the floor; you should be stable in whatever position you choose. (When working with higher cages, try to bring your hand in from the bottom, rather than the top, of the cage.)
- **Always protect your face!** Never allow the animal to come close to your face.
- **Do not reach over the animal's head.** Reach out and touch under the chest or chin, or behind and under the ears, rather than over the head. Allow the animal to sniff your fingers first if he wants to investigate you. (Cats will generally "tell" you where they prefer your finger to touch them; the jawbone is often selected.)

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

Shelter Operations 100-35

[Effective Date: April 1, 2016]

SECURITY OF CONTROLLED SUBSTANCES

The Adoption Wing will neither dispense nor use Controlled Substances. All record-keeping and usage will be under the responsibility of Dr. Barnard at the HART Adoption Wing. Controlled substances are the direct responsibility of the Bredel Veterinary Clinic manager, Stacey Whitehair.

Shelter Operations 100-38

[Effective Date: April 1, 2016]

HAZARD COMMUNICATION PROGRAM

Material Safety Data Sheets (MSDS)

The HART Adoption Wing does not expect its employees to use a chemical that does not have a MSDS to explain the hazards and safety precautions that should be used with the chemical.

The Animal Care Supervisor will be responsible for obtaining an MSDS for each new chemical used at the facility, and maintain an MSDS folder, in a central location, accessible to all HART Adoption Wing employees, at all times.

Container Labeling

The Animal Care Supervisor is responsible for checking arriving containers to verify that they are appropriately labeled. If a container is not labeled, the Animal Care Supervisor will obtain a label from the Intake/Rescue Supervisor for the chemical immediately.

Any container with a worn or missing label must be brought to the Animal Care Supervisor who will then label the container before it goes back into use. The Animal Care Supervisor is also responsible for ensuring that “in-facility” containers are labeled.

Hazards in Unlabeled Pipes

All pipes that are accessible to the public or employees will be labeled with their contents.

Non-Routine Tasks

Before any employee engages in a non-routine task the employee shall consult the SOP for that particular task.

Information Exchange with Other Employees

The HART Adoption Wing will verbally give the information on where our MSDS are located to each employee.

Employee Training and Information

Hazard Communication Training for employees will be given at the time of initial assignment, twice a year, and whenever a new hazard is introduced. Training will include the following:

- The nature of hazards posed by chemicals in the workplace.
- Right to Know
- Measures that employees can take to protect themselves from these hazards.
- Instructions on work practices, personal protection equipment, and any special procedures to be followed in an emergency.
- An explanation of the hazard communication program, including information on labeling and MSDS.

Shelter Operation 100-39

[Effective Date: April 1, 2016]

TELEPHONE INTERACTION

Telephone etiquette is important for establishing good community relations. In addition, the information line voice-mail system provides important information to individuals needing assistance with animal-related problems.

Answering Calls

All incoming calls will be answered with the following greeting: Hello, HART for Animals, this is {say your name}, how may I help you?

If You Must Place a Caller on Hold

Answer as follows: "HART for Animals, this is {say your name} do you have an animal emergency?" Wait for a response, in case the caller has an animal emergency, and then ask "may I place you on hold?"

Don't let callers linger on hold. Offer to take a message, or suggest a time to call back when they are more likely to reach the person they need or when staff will be available to assist them.

Shelter Operations 0100-40

[Effective Date: April 1, 2016]

MEDIA CONTACTS

If you are contacted by a reporter or representative of any TV, radio, newspaper, or magazine, or by other media representatives, you need to direct him/her to the Executive Director.

You must receive permission from the Executive Director to post anything on the Internet/Facebook/social media websites.