

**What Does it Take  
to Achieve a  
“No-Kill” Shelter  
(Community)?**

**Proposal &  
Workbook**

for  
Cherryland Humane Society

*Submitted by: Jennifer Isbell  
11-02-09*

*Dear Board Members,*

*You asked me to submit a specific no-kill plan for your shelter that you could implement. I took the invitation seriously and consulted with a number of animal groups in the state and in the country.*

*A lot of the things outlined in the following pages are general programs that all no-kill shelters utilize: foster homes, spay-neuter of all pets before adoption, low income spay-neuter programs for the community, feral cat management and more.*

*In every case, I tried to submit information that was as specific to Cherryland Humane Society as possible with the information that I have: discussions with you, Dept. of Agriculture reports, tours of your facility, tax forms, statements from members of your board, talking to previous volunteers, articles in the newspaper, etc. I wanted the proposal to be as factually accurate as I could. However, there are still numerous questions that I've asked of you that remain unanswered. That is why I called this a "workbook" as well as a proposal.*

*The blank lines included in these pages are for you to write down your own comments or ideas – maybe you will find that my information is inaccurate; maybe you'd like to expand on an idea or explain a position; maybe I've outlined something the shelter already does...that's what this workbook is for – to make the proposal better.*

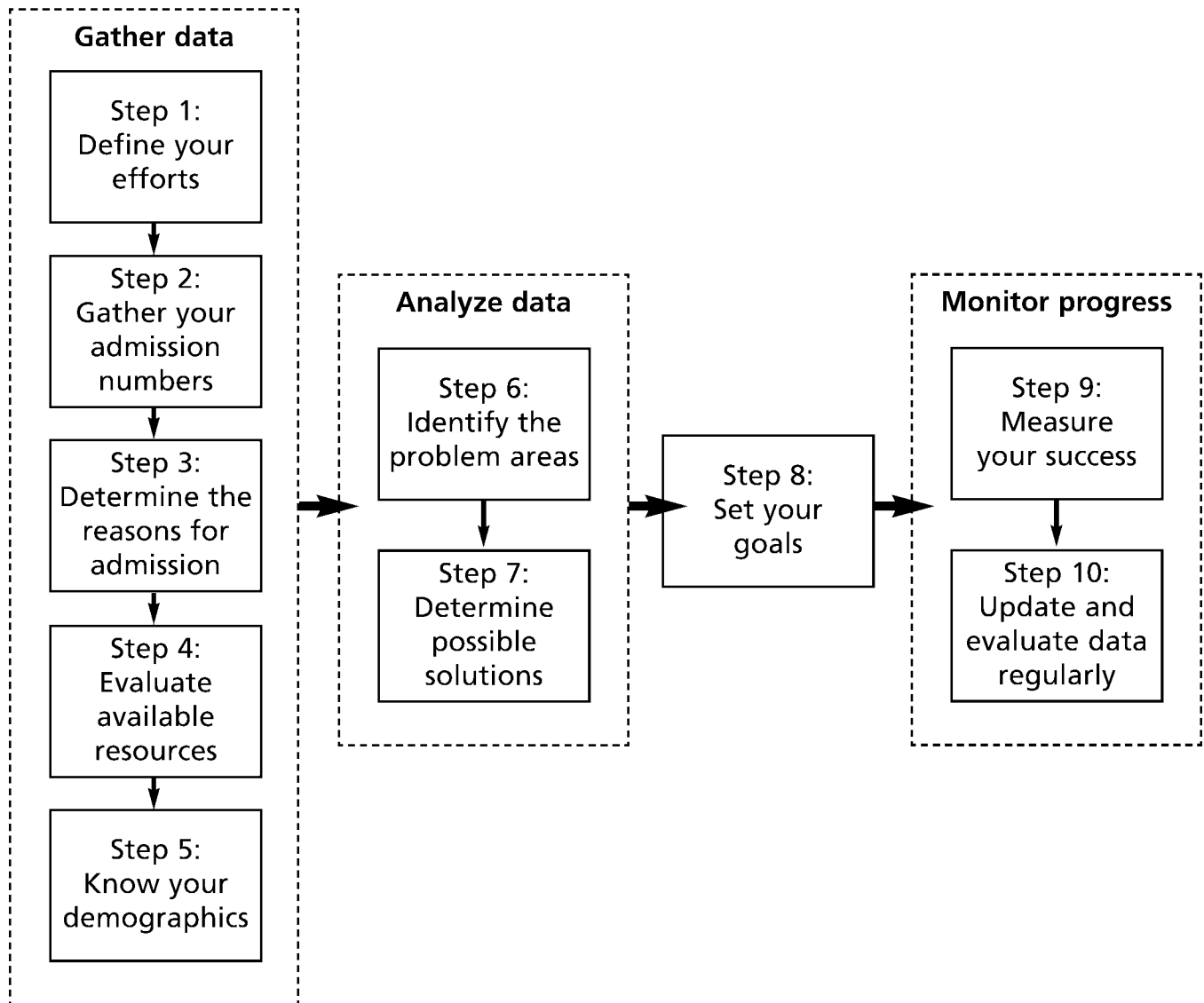
*This proposal can be used as a guide for your own strategic plan. Once you take inventory of your humane society, you can address the challenges in your shelter and the community. The following page provides a flowchart of steps you can take as you move forward with your plan. You can use it to help implement a timeline and measures for success. There are many additional resources that I can suggest to you, including the assistance of the Michigan Pet Fund Alliance (**See Appendix X**).*

*Although this plan is submitted by me, it will take you, the board, your staff, your volunteers, your members and the community to make it a reality.*

*Respectfully,*

*Jennifer Isbell*

# Step by Step: Community Assessment and Planning



## Overview

### *What does it take to achieve a “no – kill” community?*

Care needs to be taken that “in the box” thinking is no longer the way that problems are solved. It can be too easy to feel overwhelmed or constrained by budgets and manpower. Don’t despair; instead be creative. There is no one size fits all plan that instructs exactly what to do and how to do it. Each community has different resources and characteristics.

Evaluate each animal and treat each animal as an individual and stay flexible. Grand Traverse County residents place great value and care for their companion animals and those that are homeless – and believe that euthanasia is not the humane response to pet overpopulation.

When the discussion begins, the most common question asked is “how much will it cost?” And there will be costs associated with any change; however the reverse question should be asked and that is how much will it cost if we don’t change? Becoming a “no- kill” community requires work to achieve a balanced pet population. A health department would not just treat citizens becoming ill from a water source. They would get at the cause of the problem and stop it so they would not have to treat more and more people on a continuing basis. Nationally, pet overpopulation has been addressed by euthanizing, but that response never solves the root problem of overpopulation.

A no-kill plan at a shelter does not operate in a vacuum - it takes a whole community to solve the problems of pet overpopulation. This proposal outlines guiding principles and considerations necessary to achieve a no-kill shelter (community).

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## **Guiding Principles & Considerations**

In the following pages, you will read about some guiding principles that are necessary to achieving a “no-kill” community.

**A. Define What is Meant by “No-Kill” as Well as “Healthy” and “Manageable” and Getting Everyone on the Same Page**  
**Make the decision and commitment to be no-kill and stick with it**

### **Agreement and Commitment**

Everyone needs to be on the same page. Change is inevitable. Insanity is defined as doing the same thing and expecting different results. Results don’t change unless new ways of doing things are introduced and followed. The bylaws should be changed to reflect this new direction - it should be stated that the primary role of this humane society to save the lives by becoming a no-kill shelter and implementing new policies, procedures and practices.

### **Definitions**

CHS needs to start with an agreeable definition of what is meant by “no-kill.” Getting to a “no-kill” goal takes strong leadership. It takes people who are not just dedicated to doing good work but who are willing to set quantifiable, life saving goals and commit to reaching them.

“No-Kill”, by definition, should mean saving both healthy and treatable dogs and cats, with euthanasia reserved only for unhealthy and untreatable animals.

The term no-kill clearly and powerfully protests the status quo, that being the killing of savable companion animals in our shelters every year. At the same time, it describes a new approach to animal sheltering and a new commitment to saving lives within animal welfare organizations and communities.

There are two sheets provided in the appendix which contain the full definitions of healthy and treatable (***See Appendix I & II***). Using a licensed veterinarian is recommended in determining the health of the animal and what is needed to manage or address health issues. Often shelters do not have a behaviorist to determine if there are manageable behavior issues. It is very important that someone on the shelter staff become educated in assessing behavior. There is considerable recent research and findings which factor in shelter stress in determining behavior. Old testing protocols inaccurately classified animals with behavior problems.

As an example, an animal is treatable if surgery or medications correct or treat the problem – however it may not “cure” the problem. As an example treatable animals may have an upper respiratory infection, a broken limb, heartworm, Cushing’s disease. Treatment of these and many other conditions can provide a good quality of life for the animal and though some conditions may be considered “a special need” these animals can be a good companion animal for the adopter.

## **Spread the Word**

Once you decide on a no-kill approach to your shelter, get the word out – to the media, your members, your volunteers and the community. You will need the help of everyone to make it happen. Being committed to a no-kill philosophy will benefit your shelter in many ways - mentally for your staff, volunteers and animals; financially by receiving more support from the people in the community and also more volunteers who are willing to help you succeed.

## **Staffing**

It is important that staff working in the shelter like animals. That may sound like a silly statement, but problem employees can undermine any effort to move a program forward.

It is important that shelter employees have the skill sets required of the position and training should be considered.

Many shelters are understaffed so it is very important to supplement where possible. Volunteers are a great source for help. However, cleaning should not be a volunteer task since protocols need to be followed.

As an aside, going “no-kill” will boost staff morale. Killing healthy and treatable animals is debilitating and demoralizing for the people who not only have to do it but those that witness the process.

Finally there are many opportunities for training staff that are no-cost or low-cost. MPAWS offers regional training at affordable prices. Several agencies such as PetSmart and ASCPA offer free webinars courses.

## **Customer Service and Solving Problems**

Ideally, staff has had some professional training in customer service so that adopters feel valued and respected and get the advice and information they need to make a wise adoption decision.

Were visitors greeted with a smile and hello? Can visitors find out what your hours are when you are closed? Are you willing to allow potential adopters to “foster” the animal to determine compatibility?

Do you offer solutions to problems instead of taking in the animal immediately (i.e. help to find pet friendly rentals, offer discount training or give behavioral advice).

And finally, why did the potential adopter leave without a pet? Work to make their “no” a “yes.” Maybe another rescue group has what they want? Do you get calls from people looking for specific pets? Do you keep their info. on file and contact other groups?

## **Rehabilitation**

Saving *healthy* animals requires an infrastructure of programs to keep animals in their homes. Saving *treatable* animals requires entirely different types of programs. Since these animals are not yet adoptable, more homes will not necessarily help them. They need medicine, surgery, foster care or behavior rehabilitation before they are ready to be placed in new homes.



## **B. Taking Inventory of Your Shelter, Your Animals and the Problems in the Community**

To be able to solve your problems, you must know what your problems are. You must know what kind of animals are brought into your facility and why. You must know about what kinds of animal issues exist within your community.

Do you have a software program that is able to manage kennel records with database capabilities so reports can be generated and statistics obtained to both understand animal problems and to generate targeted programs? These reports should be generated monthly so that you see the challenges that are before you and make educated decisions about your solutions.

An inventory of CHS needs to be done so that you are aware of shelter problems, community problems and what kinds of animal issues you are faced with. This inventory can be done using internal forms and information as well as interviewing staff and volunteers.

- Cat intake information - what are the percentages of the cats that you take in are stray, feral and owner surrendered?
- Explanations of why cats were euthanized - injury, illness, space, etc? (all accounted for)
- Explanations of why dogs were euthanized (all accounted for)
- Top 5 reasons people turn in dogs and cats to you. To start an accounting of this information, there is a form in the back of this proposal (*See Appendix IX*).
- Top breeds/weights of dogs brought in
- Average stay of dogs and cats
- Main behavior problems of dogs brought in (chewing, peeing, growling, etc.)
- Main behavior problems of cats brought in (scratching, peeing, etc.)
- Is there a feral cat problem in the community?  
What steps can be taken to get the feral cats fixed?
- Return rate and why
- How many animals entering shelter are treatable?
- What types of injuries and illnesses are most common?
- Are you taking in animals from other areas when the Grand Traverse County should be your priority?
- Are you working with animal control to know their challenges? Is there a problem area that they consistently deal with? Do they know of feral cat colonies?

In addition to documenting this information, getting to a “no-kill” goal requires tracking homeless animals using more detailed information than is reported to the Michigan Department of Agricultural.

Shelters need to determine the condition of the animals they intake – are they healthy, are they treatable, are they animals that will never be healthy or treatable?

In the appendix, you will see a monthly reporting form which is a more accurate listing of the animals that you take in (*See Appendix III*).



### C. The Animals in Your Care are “Worth” Something and Should be Treated as Such

- There should be mandatory vet checks of EVERY pet. This includes a health check and getting the pet up-to-date on vaccinations. Consult with your veterinarian and other local rescue groups about which tests and vaccines are the best for the animals in our area.
- Cats should be combo tested for FIV/FeLV before they are sheltered with the general population.
- Are your animals receiving the minimum mental requirements? (*See Appendix VII*)
- There should be an intake FEE, not a donation. The previous owner needs to take on some responsibility. There needs to be an additional fee when turning in an unaltered pet to cover part of the cost to get that pet fixed.
- Are you full? Utilize a waiting list and try to solve the owner’s problem in the meantime.
- The cards on your cat and dog cages are very informative and make it easier for adopters to select the right animal. They are just a little hard to read and could be more attractive. As a graphic designer, I volunteer my services to design a new form.
- If your reason for euthanasia is space - taking in too many animals and not getting enough of them adopted out - there is a physical solution to that problem. I suggest a future goal of moving the cats (and the library) into the meeting room space.

The meeting room can move into the area where the cats are now. That leaves the meeting room and the library available for cat housing. Because you agree that separate ventilation is necessary, that would most likely mean additional costs to make the transfer possible. An estimate of that cost should be taken as well as any other considerations for this change. Maximum space needs to be allocated for animal care. That should be your first priority regarding space.

In addition, catteries should be looked into for the cats. Cats need space to climb, places to hide and quiet. Cats need space to be happy and show their personalities. Larger spaces - both horizontally and vertically should be built to allow cats to have space to play and to hide. Cats that get along can be put into the same areas. It’s often a good idea to put two compatible cats together in a larger area. People might adopt two cats if they know they get along.

Contractors should be contacted to find out the cost of adding this additional space for the cats. Possibly spread the work out so that each contractor will donate one or two catteries in exchange for their name plate on them for advertising/PR purposes.

- What are your medical treatment protocols? At what point do the animals go to the vet? Is there a ceiling of care (\$\$) that prohibits CHS from helping or saving a pet in distress?
- Are there on site testing capabilities - to immediately identify typical medical problems and begin immediate treatment?
- What criteria is used in evaluating dog behavior and assessing them?
- Are the dogs able to go in and out of their cages “at will” during the day when there is good weather?
- Do the dogs have toys, bones and blankets to comfort them during the day?
- Are the dogs needs being met? Dogs should have compatible dog companions for play when possible, room to run/exercise, security from being stared at by strange dogs, outdoor air and light, interaction with people
- Are the cats needs being met? Space to climb, a place to hide and quiet.
- Clinic - A shelter needs a clinic area that has an examining table, good lighting, a secured location for basic medications and vaccinations. Preferably the clinic area also has surgical equipment to perform spay/neuter procedures (surgical table, lighting, anesthesia machine, surgical instruments and an autoclave machine). Ideally, quarantine areas for medical treatment should be close to the clinic but not in such a way that healthy animals pass through it for medical examinations or attention.
- Cleaning protocols - Cleaning in the shelter is very important in keeping animals healthy and disease free. In addition to cleaning and sanitizing crates and pens, all walls should be sanitized daily. A sneeze from a crate filters through the air to the walls, floor and ceiling – which can be touched by an attendant and spread. Good cleaning protocols will substantially reduce the spread of disease and keep animals healthy. Additionally, cleaning the living areas of pets should not cause them any illness or discomfort.
- Hand sanitizing stations in each section of the shelter with signage to use upon entering will help stop the spread of germs. Additionally, cleaning the living areas of pets should not cause them any illness or discomfort.
- Grooming - No one wants to adopt a scruffy, stinky pet. Beauty makeovers for shelter animals can be accomplished either with volunteer assistance or by a mutually beneficial arrangement with a local groomer (e.g. in exchange for grooming service, the shelter provides advertising in adoption packages or gives the groomer a rent-free space in the shelter to groom the animals of private clients).













## **I. More Visibility - More Adoptions**

CHS does not seem to be visible at local events. Animals should be out in the public as much as possible with “adopt me” vests on the dogs.

Suggested local opportunities for visibility and promotions:

- Pet therapy
- Cherry Festival - adoptions
- Grand Openings
- Craft Shows
- Pet Adopt-a-Thons Petsmart
- Beach Bums promotion
- Meet Your Best Friend at the Zoo (Detroit) in May & Sept.
- Shelter Events - Take advantage of holidays, adopt-a-pet month, etc. to host events at the Humane Society to raise money and to encourage people to visit the shelter.
- Friday Night Live
- Cherry Festival - work booths for \$\$
- Booth in front of Wal-Mart
- Borders Xmas Wrapping for \$\$
- Bark at the Park
- Work with new football team
- Fairs/festivals in area
- Northport Dog Parade
- Pet-a-Palooza at the Palace
- Group Events with other Rescue Groups
- Do you own enough land to think about a dog park in the future to help financially support the shelter?

### ***Shelter Environment –***

The shelter should be a place people want to visit. A homey lobby with cozy settings for the animals is a great way to do it. It’s also important that the shelter be clean and fresh smelling. Many shelters look like prisons so it is not always easy to make it an appealing place to visit. Low cost improvements may be colorful paint, large character graphics on the walls, good lighting, a welcome mat, flowers and plants, or maybe a decorative window treatment. Be creative- think about how can you make people want to visit – and ultimately adopt. Large pet graphics & kid’s furniture would also help the make the shelter more welcoming.

### ***Adoption Packages***

Freebies offered with adoptions are always good motivators. In addition to spay/neuter surgery and vaccinations, other items might include leashes, collars, ID tags and a first free medical exam. When overcrowded with cats, offer a two-for-one sale for adult cats. Training discounts are a great idea and will reduce your return rates.

### ***Adoption Incentives***

Special incentives may be needed for animals that have been in the shelter the longest. These can include a cat cozy, free pet food, dog training classes, free dog grooming, or free routine medical care for three months, underwritten by local businesses.

### ***Hours:***

Is it convenient for people to adopt? Facilities should be open all day on Saturday and Sunday if possible and some week day evenings. Current CHS hours open to the public are M-F 11 am to 5 pm and Saturdays 11 am to 3 pm.



## J. Working With Feral Cats

A “no-kill” program traditionally focuses on companion animals – dogs and cats. Feral cats should also be considered in any no-kill program. Feral cats are not pets. Consideration should be given to the development and support of programs which control and address the problems and issues of feral cats. Cat colonies can be controlled and sometimes naturally diminished if 75% of the colony is successfully spayed/neutered. Alley Cat Allies [www.alleycat.org](http://www.alleycat.org) has instructional videos and information for setting up Trap, Neuter, Return programs. All animal groups in the community need to educate themselves as to all issues concerning feral cats. Often feral cats are considered a nuisance to a neighborhood and the Humane Society needs to be prepared and have policies in place to address concerns and issues raised by residents that don’t want feral cats in their neighborhood.

I have estimated that there are approximately 8,510 feral cats in the Grand Traverse County. This figure is based on a formula from the AVMA US Pet Ownership & Demographics Sourcebook from 2002. It is based on a human population of 86,071 in the Grand Traverse Area.

While feral and abandoned cats may face hardships, death is not better than a less than perfect life. Feral cats are not “non-rehabilitative” simply because they are feral. Strategies for saving feral cats (and their offspring, who can make up the bulk of the kitten population in shelters) cannot rely solely on aggressive adoption programs or strategies appropriate for adoptable and treatable pets.

The answer for feral cats lies in community-based programs that allow them to live out their lives side-by-side with the rest of us, while we devise other programs to humanely control their numbers.

These programs include but are not limited to:

- Buying traps and lending them out to the community (*See Appendix VIII*).
- TNR programs
- Advocate and educate the community about feral cats and have them contact you about colonies that they know about.
- Support local feral cat caregivers

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## **K. Funding**

During the initial phase of your plan, I would suggest using a portion of the \$433,000+ that you have in investment income as reported in your balance sheet as of 12/31/08 (**See Appendix VI**).

During the first year, you should have aggressive fundraising and grant writing while you monitor the additional costs of vet checks, foster homes, spay/neuter and other programs you wish to implement.

There are many funding sources that can assist in moving a community to a “no-kill” program. The following is a sample list:

**Maddie’s Fund** – Maddie’s is a foundation that specifically supports community efforts to achieve a “no-kill” status. [www.maddies.org](http://www.maddies.org) (need a grant writer)

**PetSmart Charities** – Will help to fund the first year of spay/neuter for shelters implementing a program prior to adoption. [www.petsmartcharities.org](http://www.petsmartcharities.org)

**ASPCA** – Offers shelter’s grants for making various improvements [www.aspc.org](http://www.aspc.org)

**Elinor Patterson Baker Trust Fund** - Offers grants for a wide variety of shelter needs, including prevention of cruelty, spay/neuter, shelter improvement and innovative new programs.

**Bernice Barbour Foundation** - Awards grants for hands-on animal care projects. Funds ONLY shelters with a mandatory spay/neuter policy before adoption.

**Meacham Foundation Memorial Grant** - Awards grants of up to \$4,000 for construction, capital improvements, repairs, or equipment that directly affects the welfare of the animals in the shelter.

**Second Chance Fund/American Humane Association** - Awards of up to \$500 for `rehabilitation of animals who are the victims of criminal acts of violence.

**Fundraising** – There are countless fundraising programs. Such events can be anything from a bowl-a-thon, to a Pet-Lovers event - to working with area businesses to sponsor special dinners or shopping events that benefit the shelter.

**Local Options** – Rotary or United Way Grant (low income and senior spay/neuters); Business Sponsorships of CHS for a month (give them a CHS magnet for their business vehicle with big paw that says they are month supporter)



## Appendix I - Definitions

<sup>i</sup> The term "**healthy**" means and includes all dogs and cats eight weeks of age or older that, at or subsequent to the time the animal is taken into possession, have manifested no signs of a behavioral or temperamental characteristic that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet, and have manifested no sign of disease, injury, a congenital or hereditary condition that adversely affects the health of the animal, or that is likely to adversely affect the animal's health in the future.

<sup>ii</sup> The term "**treatable**" means and includes all dogs and cats that are "rehabilitatable" and all dogs and cats that are "manageable."

- **Rehabilitatable:** The term "rehabilitatable" means and includes all dogs and cats who are not "healthy," but who are likely to become "healthy," if given medical, foster, behavioral, or other care equivalent to the care typically provided to pets by reasonable and caring pet owners/guardians in the community.
- **Manageable:** The term "manageable" means and includes all dogs and cats who are not "healthy" and who are not likely to become "healthy," regardless of the care provided; but who would likely maintain a satisfactory quality of life, if given medical, foster, behavioral, or other care, including long-term care, equivalent to the care typically provided to pets by reasonable and caring owners/guardians in the community; provided, however, that the term "manageable" does not include any dog or cat who is determined to pose a significant risk to human health or safety or to the health or safety of other animals.

<sup>iii</sup> The term "**unhealthy and untreatable**" means and includes all dogs and cats who, at or subsequent to the time they are taken into possession,

1. have a behavioral or temperamental characteristic that poses a health or safety risk or otherwise makes the animal unsuitable for placement as a pet, and are not likely to become "healthy" or "treatable" even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
2. are suffering from a disease, injury, or congenital or hereditary condition that adversely affects the animal's health or is likely to adversely affect the animal's health in the future, and are not likely to become "healthy" or "treatable" even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
3. are under the age of eight weeks and are not likely to become "healthy" or "treatable," even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community.

<sup>iv</sup> One commonly used method for testing food aggression in shelter dogs has a shelter worker take a rubber hand on a stick, approach a dog while he is eating and then push his face away from the food dish. Dogs that freeze, growl or attack the hand are often considered unsuitable for placement and euthanized. The Wisconsin Study developed new shelter protocols and after shelter staff implemented the protocols, forty-eight of the fifty dogs had no observable food aggression in the shelter or in their adoptive homes. Since then, several other shelters throughout the country have implemented the simple in-shelter and in-home behavior modification plan and all report success rates of over 90%.

## The Framework

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### Definitions

We categorize animals because we believe it is a necessary prerequisite to creating strategies and allocating resources to save lives—different problems have different solutions, and you can't know what the solutions are unless you know exactly what the problems are. We also believe that if definitions and categories are applied fairly and accurately, a community can better judge whether its shelter is doing a good job.

**No-kill:** No-kill does not mean that no animals die in the shelter. In our view, a no-kill community is one where all healthy and treatable animals, including feral cats, are saved. We don't use the term "euthanasia" because euphemisms make the task of killing easier.

**Healthy:** Weaned dogs and cats who at, or subsequent to, the time they are impounded or otherwise taken into possession, have manifested no sign of a behavioral or temperamental defect that could pose a health or safety risk or otherwise make the animal suitable for placement as a pet, and have manifested no sign of disease, injury, congenital or hereditary condition that adversely affects the health of the animal, or that is likely to adversely affect the animal's health in the future.

**Treatable:** Any animal who is not healthy but who could become healthy with reasonable effort. Whether an animal is "treatable" is determined by balancing four primary factors: 1. diagnosis, 2. prognosis, 3. painful rehabilitation or otherwise suffering, and 4. length of rehabilitation.

We do not believe cost plays any role in the determination of whether an animal is treatable or not—regardless of whether the surgery costs \$100 or \$1,000 dollars or more. A community or a shelter might not have prioritized the resources to pay for the surgery and the animal may be killed, but cost, resources, or holding periods do not

determine whether an animal is *categorized* as treatable.

**Non-Rehabilitatable:** Any animal with a condition or behavior with poor prognosis or a condition that is not curable even if the animal has a fair quality of life but requires lifetime maintenance or care.

*A no-kill community is one where all healthy and treatable animals, including feral cats, are saved.*

We acknowledge that vicious dogs cannot be placed in the community and these dogs are killed. From a behavior standpoint, we believe that they are properly classified as non-rehabilitatable. However, the TC SPCA has developed a rigorous protocol to ensure that no scared, shy, frightened, or treatable undersocialized dogs are killed, while ensuring that vicious ones are not placed in the community.

**Irremediably Suffering:** A non-rehabilitatable animal in severe pain.

**Feral Cat:** A cat under-socialized or not socialized to people.

We do not call feral cats "non-rehabilitatable" when there is nothing non-rehabilitatable about them. They occupy their own category since they require an altogether different kind of intervention by the shelter to save their lives.

**Public Policy:** Any animal ordered destroyed by a court of law or other government agency other than the Department of Animal Control. ■





**YOUR  
GROUP'S  
NAME  
HERE**

## LOW-COST SPAY/NEUTER PROGRAM APPLICATION

[Your Group Name] works with a network of veterinarians who have reduced their regular prices for those who cannot otherwise afford to have their pets or strays spayed or neutered. This Program has been created for pet owners and caretakers with genuine financial need. You must supply all of the information requested on this form to receive a spay/neuter discount certificate.

Our participating veterinarians rely on us to pre-qualify applicants, and their trust in us and the applicants' truthfulness is vital to this Program. When the pet owner's need is great, [Your Group Name] may pay the veterinarian all or some of the cost on behalf of the pet owner. *The donations used to make these payments are obtained by the constant hard work of our non-paid volunteers. Please return our generosity to you and your pets by volunteering or by donating money when your financial situation changes.*

**Instructions:** Start with appropriate section below. When you have completed the application, please mail it to [Your Group Name] at [Your Address] \_\_\_\_\_. **Include a self-addressed, stamped envelope.** If you are able to afford the low-cost spay/neuter prices, a response will be mailed to you within five business days after we receive your application. The price is paid directly by you to the veterinarian. If you require financial assistance, **your request will be processed as funds are available.** You are responsible for the cost of any vaccination, tests, or other procedures you request from the vet. Cats may not be declawed in conjunction with this Program.

How did you hear about [Your Group Name]? \_\_\_\_\_

### PART 1 – THE ANIMAL(S)

*Please fill out **DOG** or **CAT** (for pets or single strays) or **STRAY CAT COLONY** section.*

DOG	CAT
Breed: _____	Sex: • Male • Female • Unknown
Sex: • Male • Female • Unknown	Age of Animal: _____ <i>(specify years or months)</i>
Approximate Weight: _____ <i>(must provide)</i>	If female, has she had a litter? • Yes • No • <span style="border: 1px solid black; padding: 2px;">Don't Know</span>
Age of Animal: _____ <i>(specify years or months)</i>	<i>Note: Cats MUST be brought to vet in a carrier.</i>

Source of Animal: • Bought, Price \$ \_\_\_\_\_ • Found • Adopted • Inherited  
*(check one)*

From: • Pet Shop • Shelter • Relative • Breeder  
*(check one)* • Acquaintance • Stray • Other \_\_\_\_\_

Condition of Animal: • Appears Healthy • Wound/Injury *(Describe)* \_\_\_\_\_  
*(check all that apply)* • Runny Eyes/Nose • In Heat • Pregnant • Fleas  
• Friendly • Bites/Scratches • Feral (wild)  
• Other Health Problems? \_\_\_\_\_

### STRAY CAT COLONY

Describe the situation: \_\_\_\_\_  
\_\_\_\_\_

Geographic location of colony: \_\_\_\_\_

Number of unspayed females *(specify ages, if known)*: \_\_\_\_\_

Do you regularly feed these cats? • Yes • No      If Yes, how often? \_\_\_\_\_

The cats are: • Friendly • Semi-Wild • Wild      Can they be petted? • Yes • No

Do you have a cat carrier? • Yes • No *Please borrow one!*      Do you have a humane trap? • Yes • No

Do you know how to use a humane trap? • Yes • No      Do you need one? • Yes • No

*Please fill out additional information on the reverse side.*

**YOUR  
GROUP'S  
Logo  
HERE**

**YOUR  
GROUP'S  
NAME  
HERE**

*A non-profit,  
all-volunteer  
organization  
providing  
a low-cost  
dog and cat  
spay/neuter  
program.*

**LOW-COST SPAY/NEUTER CERTIFICATE**

Valid only for services listed below through [Your Group Name] and participating veterinarians • VOID IF PHOTOCOPIED

Issue Date _____	Certificate # _____	Expiration Date _____	Authorization Signature _____
<b>Pet Owner</b> _____	<b>Veterinarian</b> _____		_____
Address _____	_____	Clinic _____	_____
_____	_____	Address _____	_____
Phone _____	_____	Phone _____	_____
_____	_____	_____	_____

**Pet Owner:** Specify you have a certificate when making vet appointment and bring certificate with you. **Pay indicated amount directly to the vet at time of surgery.** Indicated amount is for basic spay/neuter and rabies services only and may not reflect total vet service charges. Neither this Program nor the vet is liable for any possible health complications arising from the surgery due to pre-existing health problems of the pet. **This certificate is void if the bearer requests declawing for a cat.** Cats must be transported in a carrier.

<b>ANIMAL</b> (one per certificate)	<b>VETERINARY SERVICES</b>	<b>Pet owner pays \$</b>	
<b>TYPE:</b> <input type="checkbox"/> Dog <input type="checkbox"/> Cat	<input type="checkbox"/> Spay <input type="checkbox"/> Neuter \$	<input type="checkbox"/> Rabies \$	<b>Total \$</b>
<b>GENDER:</b> <input type="checkbox"/> F <input type="checkbox"/> M <input type="checkbox"/> Unknown	We thank our network of veterinarians who lower their prices to make our program possible.		
<b>Special Instructions:</b> _____			
_____			

**Veterinarian's Signature:** \_\_\_\_\_ **Surgery Date:** \_\_\_\_\_  
 This signature confirms that the surgery was performed on the above date. (Vet's office: Please call if there are any questions regarding this certificate or the validity of the authorization signature listed above. After surgery, please return the completed certificate to [Your Group Name].)

**ALTERED PETS WILL LIKELY BE HAPPIER, HEALTHIER & WILL NOT CONTRIBUTE TO PET OVERPOPULATION!**

Your Group Name • Your Street Address • Your City, State, Zip Code • Your Phone Number



**2001:  
No More  
Homeless  
Pets**

**2001: No More Homeless Pets** is a program of Best Friends Animal Sanctuary, the nation's largest sanctuary for abused and abandoned animals.

Working together with other shelters, sanctuaries, and animal welfare groups, Best Friends is helping to bring about a time when there are no more homeless animals, and when every dog or cat who's ever born can be guaranteed a good home with a loving family.

Best Friends is supported primarily by donations. Contributions are tax-deductible. Thank you for caring.

**Best Friends Animal Sanctuary  
Kanab, Utah 84741-5001**

phone: (435) 644-2001 fax: (435) 644-2078  
 e-mail: info@bestfriends.org website: www.bestfriends.org

## PART II – PERSONAL AND FINANCIAL INFORMATION

*The information requested in this section will help us evaluate your request for low-cost services to our participating veterinarians. Please print clearly.*

Name \_\_\_\_\_ Phone Number ( ) \_\_\_\_\_ day  
 Address \_\_\_\_\_ ( ) \_\_\_\_\_ evening  
 City/ST \_\_\_\_\_ Zip \_\_\_\_\_ County \_\_\_\_\_

What is the name of your current veterinarian? \_\_\_\_\_

Have you checked with your vet for a price quote on this surgery?  Yes, Price \$ \_\_\_\_\_  No

Can you afford the low-cost prices?  Yes  No

If *Yes*, skip the box below. If *No*, please answer the questions in the box below. If this animal hasn't had a rabies shot, please figure an additional \$5-12 into your total expense.

LOW-COST PRICE RANGE		
	<u>Female Spay</u>	<u>Male Neuter</u>
Cat	\$35-50	\$25-\$40
Dog	\$50-110	\$40-\$100
<i>(Dog prices are often based on weight.)</i>		

Many people are able to afford the full low-cost price if they can pay part of the cost at the time of surgery and have a payment plan for the rest of the amount.

Can you afford a plan like this?  Yes  No

*(for each animal)*

How much can you afford to pay at the time of surgery? \$ \_\_\_\_\_

How much per month? \$ \_\_\_\_\_

No How much can you afford to pay on the day of surgery? \$ \_\_\_\_\_

How much in the future? \$ \_\_\_\_\_ When? \_\_\_\_\_

Please describe your financial situation, checking all applicable boxes:

- |   |   |  |  |
|---|---|--|--|
| <input type="checkbox"/> Own home                     | <input type="checkbox"/> Rent   | <input type="checkbox"/> Single income | <input type="checkbox"/> Double income     |
| <input type="checkbox"/> Retired                      | <input type="checkbox"/> Food stamps                                    | <input type="checkbox"/> Medicaid      | <input type="checkbox"/> Public assistance |
| <input type="checkbox"/> Unemployment compensation    | <input type="checkbox"/> Aid to families with dependent children        |  |  |
| <input type="checkbox"/> Supplemental security income | <input type="checkbox"/> Pharmaceutical assistance to aged and disabled |  |  |

Describe your situation: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

I hereby certify that the foregoing information is true and correct and that I have not omitted anything which would make my application false or misleading.

Your Signature \_\_\_\_\_ Date \_\_\_\_\_

From the enclosed list, please identify the vets most convenient to you (*Please note: some vets are "CATS ONLY"*):

Vet Preference: 1 \_\_\_\_\_ 2 \_\_\_\_\_ 3 \_\_\_\_\_

**It is the law that animals be inoculated against rabies.** Does the animal need a rabies shot?  Yes  No

**PLEASE REMEMBER TO INCLUDE A SELF-ADDRESSED, STAMPED BUSINESS ENVELOPE.**

Volunteer Comments: \_\_\_\_\_

Call Returned?  Yes  No  Not applicable



**OAKLAND PET ADOPTION CENTER**

1700 Brown Road  
Auburn Hills, MI 48326  
(248) 391-4101  
(248) 391-9266 – Fax

**VOLUNTEER FOSTER  
CARE PROGRAM  
MANUAL**



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## **INTRODUCTION**

**The mission of the Oakland Pet Adoption Center is:**

- **To provide the highest quality service and compassion,**
- **To the animals entrusted to our care,**
- **To measurably reduce companion animal over-population,**
- **To take a leadership role in promoting humane values for the benefit of all animals, and**
- **To collaborate with the Oakland Pet Fund goal of becoming an Oakland County no-kill shelter.**

**This mission is accomplished through sheltering, public education, rescue, cruelty investigation and inexpensive veterinary care. The Oakland Pet Adoption Center sees approximately 10,000 homeless, injured and needy animals through its shelter and clinic annually.**

**The Oakland Pet Adoption Center sometimes receives animals that, for various reasons, cannot be placed up for adoption immediately. The goal of the foster program is to provide opportunities for a larger number of these animals to find permanent and loving homes. As a foster volunteer, you will be providing an essential service to animals in need and will have a direct affect on the number of animals who get a second chance at life.**

**In an effort to move forward with our mission, the Oakland Pet Adoption Center has set forth the goal of finding homes for 100% of all adoptable animals by the year 2010. Therefore, the foster program will play an integral role in obtaining this goal as we strive to place as many animals as possible. By becoming a foster parent, you can measurably increase the amount of animals adopted and help achieve our goal. Any suggestions you have are greatly appreciated. Comments can be addressed to either the shelter manager or the volunteer department.**

**Before you begin fostering animals you will need to meet with qualified Oakland Pet Adoption Center staff for a general orientation.**

## **WORDS FROM VOLUNTEERS**

**Talk about going above and beyond the call of duty! That's what happens when you volunteer to foster. You and your family's comfort zones are definitely affected. This is not for everyone. That said, let me tell you now of the pure love and joy you experience in volunteering this way.**

**An animal is in need of care: too young, injured, sick, stressed, the shelter in overload. Whatever the reason, they need help. Once in your care, their thanks to you is the healing, growing bigger and fatter, becoming a happy dog or cat – never mind all of those hugs and kisses. There is nothing more rewarding than looking into a dog's eyes and seeing the fear gone or having a cat very slowly come out of hiding and come over to you to say hello.**

**The foster program has made and will continue to make a difference. With your help, it will. Thank you to everyone who gives their time and talents to make this program work.**

**Sue Pudlo, Foster Volunteer**

**Some volunteers hesitate to become fosters because they are afraid of becoming too attached. The first few fosters you will have are so very hard to part with because you get so attached to them. Trust me though it does get easier – especially when you see how delighted the new families are with their new pets. Some of these families have been waiting a long time for their perfect pet and, frankly, fostered animals come “pre-socialized”. I attempt to keep in touch with them by making myself available for any questions since I've had the animal longer than they have. I give the family pictures and they have sent me pictures of these pets as they grow – how wonderful it is to see how they look after they've been in the new family's home for awhile. There will also be an instance (or instances as in my case) when you just can't let them go. I've adopted several cats and a dog who were fosters but they “just fit” into our family, and we love them dearly.**

**Please take some time to think over this truly rewarding experience and see if you can devote some of your time to these animals. The people currently fostering are a great bunch, and there is always someone willing and able to answer any questions you may have.**

**Lin Gardiner, Volunteer**

## **PROCEDURES FOR FOSTERING**

### **Criteria for fostering:**

**Unfortunately not every animal can be fostered. Animals eligible for foster care are only those who qualify for general adoption or special adoption upon completion of fostering. Reasons for fostering include weight gain, socialization, young age, wound healing, minor injuries, cruelty cases, URI (upper respiratory infection), or other illnesses/injuries at the shelter's discretion. The shelter manager retains discretionary authority for selecting animals for foster care. In addition, the manager ultimately determines the eligibility of any animal who is a potential candidate for this program.**

**Animals will not be considered for foster care if any of the following apply:**

- **Represent a threat to public health**
- **Have medical or behavioral problems where the condition, prognosis or the clinical course is unclear**
- **Have conditions (medical or behavioral) requiring an unreasonable investment of time and expense by the Oakland Pet Adoption Center, the foster home or a potential adopter**
- **Have a prognosis of poor quality of life or chronic pain or suffering**

**The following guidelines will also be adhered to:**

- **All animals fostered will be at the shelter's discretion**
- **The length of fostering for any animals should not exceed three months. This may be overturned by a manager on a case-by-case basis.**
- **Any animal that shows signs of illness at the time of surrender is not eligible. This may be overturned by a manager on a case-by-case basis.**
- **If a state of overload is identified by the shelter manager (i.e., the number of animals in the shelter exceeds available case space), animals that are allowed to be fostered must stay in foster until the overload status is removed. We highly recommend that these fosters be placed up for adoption through the Petfinder foster program. This moratorium may be limited to the summer months and/or be applied only to one group of animals (cats/kittens). The shelter manager will be evaluating overload status on a continual basis.**

## **GENERAL PROCEDURES**

**Once you have decided to become a foster volunteer, you will be placed on the foster contact list. When an animal is in need of fostering, either a shelter manager or a volunteer foster chairperson will contact you. Time limits vary, but in many cases you will only have a short period of time to decide if you can accommodate the animal. Animals need to be moved out of the shelter environment within twenty-four hours.**

**Supplies will be distributed at the time of pick-up, if necessary.**

**If you are unable to continue to care for the animal you are fostering, there is no guarantee that another foster can be found to assume the fostering for the remaining period. If you are in a situation where you cannot foster the animal any longer, you must contact the shelter manager to discuss the situation and see if the animal can be located into another foster home.**

**If you believe that your foster has completed the foster period, contact the shelter manager. In conjunction with the manager, you can determine the best time to return the animal(s) to the shelter.**

## **FOSTER RECHECKS**

**If you are bringing your foster animal in for vaccinations, to check the age, or to determine if the animal is ready for adoption, please call the shelter manager/shelter coordinator listed below. PLEASE NOTE THAT THIS WILL BE BY APPOINTMENT ONLY.**

**If your foster animal needs to be seen by clinic personnel (for wound checks, bandage changes, etc.), please call the shelter manager/shelter coordinator. They will set an appointment with the clinic. Please keep in mind that when being seen by the clinic, there may be a bit of a wait. We apologize in advance for any inconvenience this may cause, however, we do our best to get fosters in and out of their appointments as quickly as possible. Please call the shelter at least 2 days in advance of the recheck date to schedule an appointment.**

**Once approved for adoption, a foster may be pre-sterilized on the clinic's ability to schedule the surgeries. Please contact the shelter to schedule this procedure.**

**Contact Information during business hours:**

**248-391-4101 (Shelly). If she is not available, please leave a message and she will return your call.**

# **URI AND CONTAGIOUS DISEASES**

## **Introduction**

**Upper respiratory infections (URI) is a broad term that covers various infections which attack the upper airway of dogs and cats. Parainfluenza/bordetella infections in dogs and rhinotracheitis in cats are just two examples of well-known upper respiratory infections. Fostering of animals with URI is not for everyone. It can be time consuming and labor intensive. In some cases, animals need to be fostered up to eight weeks. All URI animals usually require at least one trip back to see an Oakland Pet Adoption Center veterinarian during the foster period – please make an appointment for this visit. The majority are sent into your home with a prescription medication. You may be giving your foster animal(s) medication twice, even three times daily. Understanding policies regarding URI can also be difficult. Please read over the following protocol carefully before you decide to foster an animal with URI.**

## **Risks associated with fostering animals with URI:**

- **There is always the risk that your own animal(s), even if vaccinated, can contact URI or any other contagious disease that the foster may be carrying. Opinions vary on the likelihood of this event, but please keep in mind that all veterinarians agree that it is a possibility. Confining the foster animal(s) and your own pet(s) to different areas may decrease your pet's exposure but still does not insure complete protection from infection. The Oakland Pet Adoption Center cannot cover the cost of treating your own animals if they become ill.**
- **An animal that was initially fostered for URI may have a more serious disease than was originally known. In cats a condition that originally appeared as URI may actually turn out to be far more serious with feline leukemia (FeLV), feline infectious peritonitis (FIP), or feline immunodeficiency virus (FIV) ultimately being diagnosed. Cats/kittens of age will be tested for FeLV/FIV before leaving the shelter.**
- **Upon a new diagnosis, certain animals may no longer be candidates for adoption. All volunteer fosters must realize and accept that fostering does not guarantee that the Oakland Pet Adoption Center can adopt out the animal.**

## **PARAMETERS FOR FOSTERING ANIMALS WITH URI**

- **If an animal is fostered for URI, the foster must hold the animal in his/her home until resolution of clinical signs. This will help insure the animal is no longer shedding the infectious agent that could infect other susceptible animals in the shelter. If the foster volunteer must return the animal prior to the animal reaching the end of the shedding period and the Oakland Pet Adoption Center cannot locate another foster home within one working day, the animal may be euthanized.**

## **PLACING THE ANIMAL DIRECTLY FROM THE FOSTER HOME**

- **Once the foster animal(s) are asymptomatic (not exhibiting signs of illness) and have been re-examined by a veterinarian, volunteers have the option of adopting the animal out of the foster home before they are eligible to return to the shelter. This “out-of-home” adoption allows the animal to forego the waiting period while the animal is still shedding. The exact length of the shedding period depends on the illness and the species in question.**
- **Petfinder is a highly successful means of adopting your animals out of the home and gives animals much greater visibility. The foster can supply photos and information on their particular foster animal(s) to be sent via e-mail to: Angie Schumacher, phone # 586-286-7118, [OCACpets@comcast.net](mailto:OCACpets@comcast.net), who will then place this information on the internet. She may ask several questions in order to best represent your animal(s) in the write-up. Digital pictures should also be included in your e-mail. If you have any questions, she is more than willing to help.**
- **Processing of all paperwork must be done at the Oakland Pet Adoption Center. The qualification of the potential adopter signing the adoption contract can be submitted by the foster volunteer. Please see the volunteer department if you are a volunteer and would like to learn adoptions.**
- **The shelter is always available to support fosters in the placement of their animal(s). The goal of the foster program is placement. It is required that volunteers contact the shelter when questions arise. Shelter management will be the final arbitrator.**
- **Should you be interested in adopting your foster(s), you will have first choice to adopt at a discounted fee.**

## **WHAT TO EXPECT**

**While the personality of every foster animal is unique, there are things you can expect from certain animals. Kittens, for example, are highly active, may play rough with littermates, and may even run after you and bite your pant leg. All of these behaviors are normal. No matter what type or age of animal you are fostering, your endeavor will require substantial time, patience and work.**

## **HOW TO DEAL WITH COMMON PROBLEMS**

### **Adult cats**

**Adult animals are often easier to accommodate in your home than litters of kittens. However, there are several facts that are important to realize. Introducing a foster cat to your own animals can also be a challenge. Experience with your pets may already tell you how they will react when fosters are brought into our home. A baby gate that separates your pets from the foster(s) can be very helpful. However, it is important to introduce them slowly. If you need more information about this process, please ask shelter staff before you pick up your foster(s). They will be able to help you determine the best way for you and your pets.**

### **Kittens (with or without the mother cat)**

**Kittens have a very curious nature and will explore all areas of your home if left to roam freely. They can climb to high places and crawl into spots you might not expect. This is normal behavior for kittens. It is quite helpful to confine them to a room of their own with their litter box, food, water and toys when you are not home and/or at bedtime. Many fosters feel that kittens are easier to foster than puppies because they are litter box trained and do not require scheduled feedings. Regular cleaning of the litter box will help prevent them from choosing another spot in your home for that function.**

**In addition to the above general guidelines, material has been created that contains information on a variety of common behavioral problems experienced with pets and general care information. Please take the time to read over all of this information. These flyers may answer some of your questions, but please consult with a shelter manager if you are having a serious problem with your foster animal(s) behavior or temperament.**

## **QUESTIONS AND EMERGENCIES**

**Questions, especially those concerning policy or procedures, should be directed to the shelter manager at 248-391-4100, ext. 224.**

**Foster coordinators can also help you with many general care questions or concerns you have regarding your foster(s). Please do not hesitate to call if you need support. One of our foster coordinators is Maureen and she can be reached at 248-391-7917**

**Shelly (veterinary technician) can also be reached at 248-391-4100, ext. 277.**

**Sue Pudlo our volunteer coordinator can be reached on her cell phone at (248) 310-5808 or you may e-mail her at [susan.pudlo@fte.de](mailto:susan.pudlo@fte.de).**

**VOLUNTEER/FOSTER APPLICATION  
OAKLAND COUNTY ANIMAL CARE CENTER  
1700 BROWN ROAD  
AUBURN HILLS, MI 48326**

DATE: \_\_\_\_\_

ARE YOU 18 YEARS OR OLDER?(Circle One) Yes No\*

\*If you answered no, shelter policy requires any volunteer under 18 to be accompanied by a parent or guardian

NAME: \_\_\_\_\_ DRIVER LICENSE NO: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

HOME PHONE: \_\_\_\_\_ WORK PHONE: \_\_\_\_\_

CELL PHONE: \_\_\_\_\_ E-MAIL ADDRESS \_\_\_\_\_

DAYS AVAILABLE: \_\_\_\_\_ HOURS AVAILABLE: \_\_\_\_\_

COMMENTS: \_\_\_\_\_

**ADDITIONAL INFORMATION FOR FOSTERING VOLUNTEERS:**

HOW MANY PETS DO YOU OWN AT THE PRESENT?

#DOGS \_\_\_\_\_  MALE  FEMALE STERILIZED? \_\_\_ YES \_\_\_ NO  
#CATS \_\_\_\_\_  MALE  FEMALE STERILIZED? \_\_\_ YES \_\_\_ NO  
Other pets \_\_\_\_\_ Describe \_\_\_\_\_

Veterinarian \_\_\_\_\_

Have you ever cared for:  Young puppies  Young kittens  Injured dog  Injured cat

Do you have an area in your house to confine foster animals? \_\_\_\_\_ If so, where? \_\_\_\_\_

Do You:  Rent an apartment  Rent a house  Own a house  Live with parents  
If you rent, what is your landlord's name? \_\_\_\_\_ Phone? \_\_\_\_\_

Who will be the primary caretaker of the foster animal? \_\_\_\_\_

What hours will the caretaker be home? \_\_\_\_\_

Do you have children? \_\_\_\_\_ What ages? \_\_\_\_\_

Are there any other factors that may limit your foster work? \_\_\_\_\_

Please indicate below what you would be willing to foster:

- Sick/injured cat-indeterminate amount of foster care (from one week – three months)
- Young kittens (from two – four weeks)
- Mother cat and kittens (from six – eight weeks)
- Foster on overload condition?
- Sick/injured dog – indeterminate amount of foster care (from one week – three months)

Additional Comments: \_\_\_\_\_

NOTE: We cannot guarantee immediate placement for your foster animal(s), although we will exhaust all efforts. If we determine that due to lack of room or illness the foster animal cannot remain in the shelter any longer, do you want to be notified? \_\_\_\_\_ Yes \_\_\_\_\_ No

Oakland County Corporation Counsel

**County of Oakland  
Oakland County Department of Public Services  
Animal Care Center  
Waiver and Release of Liability Form**

**Date:** \_\_\_\_\_

**Name:** \_\_\_\_\_

**Address:** \_\_\_\_\_  
\_\_\_\_\_

**Telephone:** \_\_\_\_\_

1. In consideration of participating as a volunteer, I hereby waive and release for any actions, claims, demands or suits against Oakland County, the Oakland County Department of Public Services, Oakland County Animal Care Center, its agents, servants, employees or anyone connected with Oakland County and/or Oakland County Department of Public Services, Oakland County Animal Care Center for any injuries or damages to property while engaged in activity on behalf of Oakland County and/or Oakland County Department of Public Services, Oakland County Animal Care Center.
2. That I further acknowledge and understand there may be risks associated while engaged in activity on behalf of Oakland County and/or Oakland County Department of Public Services, Oakland County Animal Care Center and therefore assume all risks of injury incurred or suffered while on and/or upon the premises of Oakland County and/or Oakland County Department of Public Services, Oakland County Animal Care Center.
3. That I further acknowledge and understand that no compensation or benefits will be received. That no credit will be earned in the Oakland County merit system should I become employed by Oakland County in any capacity.
4. That I further acknowledge and understand that transportation to and from the Oakland County Animal Care Center is not the responsibility of Oakland County and/or Oakland County Department of Public Services, Oakland County Animal Care Center.
5. That I acknowledge that I have read the terms of this Waiver and Release of Liability Form, and understand and agree to the terms.

**Oakland County and/or Oakland County  
Department of Public Services,  
Animal Care Center**

\_\_\_\_\_  
**Signature                      Date**

1:04 PM

08/13/09

Accrual Basis

**Cherryland Humane Society**  
**Balance Sheet**  
 As of December 31, 2008

	Dec 31, 08
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
14000 · Petty Cash	25.00
14200 · Cash In Register	75.00
15000 · Wachovia Checking	15,071.70
15600 · Cash MCU Savings	1,124.46
16000 · Wachovia Investment	242,279.89
16100 · NWB Investment.	90,900.00
16200 · NWB Checking	6,585.40
16300 · NWB Investment #2	100,000.00
<b>Total Checking/Savings</b>	456,061.45
<b>Other Current Assets</b>	
16700 · Pre Paid Insurance	4,513.46
<b>Total Other Current Assets</b>	4,513.46
<b>Total Current Assets</b>	460,574.91
<b>Fixed Assets</b>	
17800 · Building-001	1,672,644.55
17900 · Accum. Depr.-Building	-209,080.55
18000 · Equipment	44,544.70
18100 · Accm Depr - Equipment	-38,342.90
18200 · Furniture And Fixtures	20,029.78
18300 · Accm Depr - F And F	-13,337.20
18500 · Computers	26,242.56
18600 · Accm Depr - Computers	-22,968.92
18700 · Building Improvements	9,273.72
18800 · Accm Depr - Bldg Improv	-1,342.36
18900 · Land	301,682.00
<b>Total Fixed Assets</b>	1,789,345.38
<b>TOTAL ASSETS</b>	<b>2,249,920.29</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
20600 · Sales Tax Payable-002	73.91
23800 · Other Withholdings	-2,192.22
24000 · S/N Deposits	21,279.35
<b>Total Other Current Liabilities</b>	19,161.04
<b>Total Current Liabilities</b>	19,161.04
<b>Long Term Liabilities</b>	
24500 · Northwestern Bank Bldg. Loan	1,343,684.20
<b>Total Long Term Liabilities</b>	1,343,684.20
<b>Total Liabilities</b>	1,362,845.24
<b>Equity</b>	
25000 · Retained Earnings	888,988.70
Net Income	-1,913.65
<b>Total Equity</b>	887,075.05
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>2,249,920.29</b>

## Appendix VII.

### Minimal Mental Health Requirements for Dogs

1. A comfortable bed or den.
2. At least three daily opportunities to use a dog toilet area (outside of their kennel) and be rewarded for using it.
3. Sufficient entertainment (environmental enrichment, or occupational therapy) and stuffed chew toys such as Kongs or Big Kahunas.
4. Hand feeding, with remainder of food stuffed in chew toys: in other words, no feeding from bowls.
5. Interaction with at least 20 people, including at least five unfamiliar people, each day.
6. Daily education (basic manners training) and mental stimulation (walks).
7. Quiet kennel "down time" each day, allowing for a scheduled break from the public.
8. At least 20 minutes out of their kennel run each day, used either for training, socialization, playtime, exercise or "down time" in somebody's office.
9. Canine companionship--either housing with other dogs, or daily 20 minute play/training sessions.

### Minimal Mental Health Requirements for Cats

1. A warm clean environment with comfortable hiding place.
2. A separate litter box area.
3. A litter box that is cleaned regularly (feces removed immediately when noticed).
4. A convenient scratching post with suspended toys.
5. Interaction with at least 20 people, including at least five unfamiliar people, daily.
6. Daily handling, gentling and grooming by at least three people.
7. Feline companionship for social cats (group housing).

**MMHRs for puppies:** Puppies under four months must be housed together in a self-training, long-term confinement area, with constant access to a puppy toilet area, and fed only by hand (during conditioning and training) or from stuffed chew toys, (i.e., no feeding from bowls). Puppies require daily handling, grooming, and manners training by at least five unfamiliar people. Puppies should be fostered whenever possible.

**MMHRs for kittens:** Kittens under four months should be housed together in a self-training, long-term confinement area, with constant access to a scratching surface with suspended toys and to a separate litter box area. Kittens require daily handling, gentling and grooming by at least five unfamiliar people.

# Trap/Carrier Loan Agreement



Neponset Valley Humane Society, Inc.

P.O. Box 609 Canton, MA. 02021

(617) 341 - 2675

*A non-profit organization dedicated to helping animals.*

## Trap/Carrier Loan Agreement

The Neponset Valley Humane Society (NVHS) hereby agrees to lend the trap/carrier specified below to the person whose name and signature appears below. By signing this agreement, I, the borrower of the trap, agree that:

1. The trap/carrier will not to be left outside unattended at any time.
2. The trap/carrier will be stored in a safe, secure place.
3. The trap will not to be allowed to get wet, as moisture in the form of rain snow or other water will rust and damage the trap.
4. The trap/carrier will not be loaned or given to any third party, other than temporarily to the veterinarian treating the animal.
5. The trap will be returned in the condition which it was received, reasonable wear and tear excepted.
6. I will pay NVHS the replacement value of this trap if it is lost, stolen or damaged while in my possession.
7. I will return the trap to NVHS by\_\_\_\_\_

Date\_\_\_\_\_ Signature\_\_\_\_\_

Name (printed)\_\_\_\_\_ Address\_\_\_\_\_

Town\_\_\_\_\_ Phone#days (\_\_\_\_)\_\_\_\_\_ eves (\_\_\_\_)\_\_\_\_\_

Auto registration # \_\_\_\_\_ OR other ID \_\_\_\_\_

Item(s) borrowed;

- Medium trap (value \$68)     Large trap (value \$82)  
 Small carrier (value \$ 20)     Medium carrier (value \$35)  
 Large carrier (value \$50)  
 Other \_\_\_\_\_ value \$ \_\_\_\_\_  
 Other \_\_\_\_\_ value \$ \_\_\_\_\_

Deposit received:\_\_\_\_\_ Date\_\_\_\_\_ (refunded upon the return of above listed item(s))

Authorized NVHS representative's signature\_\_\_\_\_

Items returned date_____ condition_____
Receiving signature of NVHS representative_____
Deposit returned date_____ check # _____

Appendix IX.

**Monthly Tracking Sheet: Reasons for Animal Admission**

	Dogs	Puppies	Cats	Kittens	Misc.	TOTAL
<b>Reason that the animal was surrendered by the owner:</b>						
Moving: landlord denied						
Temperament, aggression, biting						
Not housebroken, litter box problems						
Allergies						
Doesn't get along with other pets						
Cannot afford						
Too much animal, too much work						
Too many animals						
Sick						
Death of owner						
New baby						
Divorce						
Other						
TOTAL Surrendered by owner						
<b>Reasons that the adopted animal was returned:</b>						
Moving/landlord denial						
Temperament, aggression, biting						
Not housebroken, litter box problems						
Allergies						
Doesn't get along with other pets						
Not enough time for pet						
Cannot afford						
Too much animal, too much work						
Too many animals						
Sick						

	Dogs	Puppies	Cats	Kittens	Misc.	TOTAL
Death of owner						
New baby						
Divorce						
Other						
TOTAL Adoption return						
<b>Reason that the animal was euthanized:</b>						
Sick: URI, HW+, FeLV+, FIV+, all others						
Aggressive: biting, aggression toward people or animals, questionable or unsafe temperament						
Behavior problems: not house-broken or not using litter box, separation anxiety, unsocialized, etc.						
Age: too young or too old						
Feral						
Space/overcrowding						
Owner request						
Vicious dog classification						
Cruelty case						
Injured						
Died under treatment						
Other						
TOTAL Euthanized						
TOTAL Stray admissions						
TOTAL Cruelty admissions						
TOTAL Incoming animals						

## **Appendix X.**

### **What is the Michigan Pet Fund Alliance?**

The Michigan Pet Fund Alliance is an all volunteer not for profit (501 (c) (3)) tax exempt charitable organization. The Pet Fund was formed to stop the archaic practice of euthanizing healthy and treatable companion animals in Michigan shelters as a means to control overpopulation and to bring more humane practices to homeless companion animals in Michigan.

To achieve our goals the Pet Fund:

- \* Conducts monthly Spay/Neuter Cat Clinics for Low-income families and is working to establish low-cost spay/neuter clinics throughout Michigan
- \* Provides technical assistance to Shelters & Rescue organizations
- \* Provides educational workshops
- \* Publishes Best Practices for Shelters and Rescue Organizations
- \* Produces adoption events
- \* Publishes monthly educational newsletters
- \* Provides training DVD's to those that adopt companion animals from our partners
- \* Provides small grants for medical assistance to help owners treat their companion animal to avoid euthanasia
- \* Provides coordination of a Meals On Wheels program to help feed companion animals of seniors that are homebound

**Michigan Pet Fund Alliance**  
2210 Lancaster  
Bloomfield Hills, MI 48302

1-877-FUR-PALS  
1-877-387-7257

[info@michiganpetfund.org](mailto:info@michiganpetfund.org)

Contact: Debbie Schutt