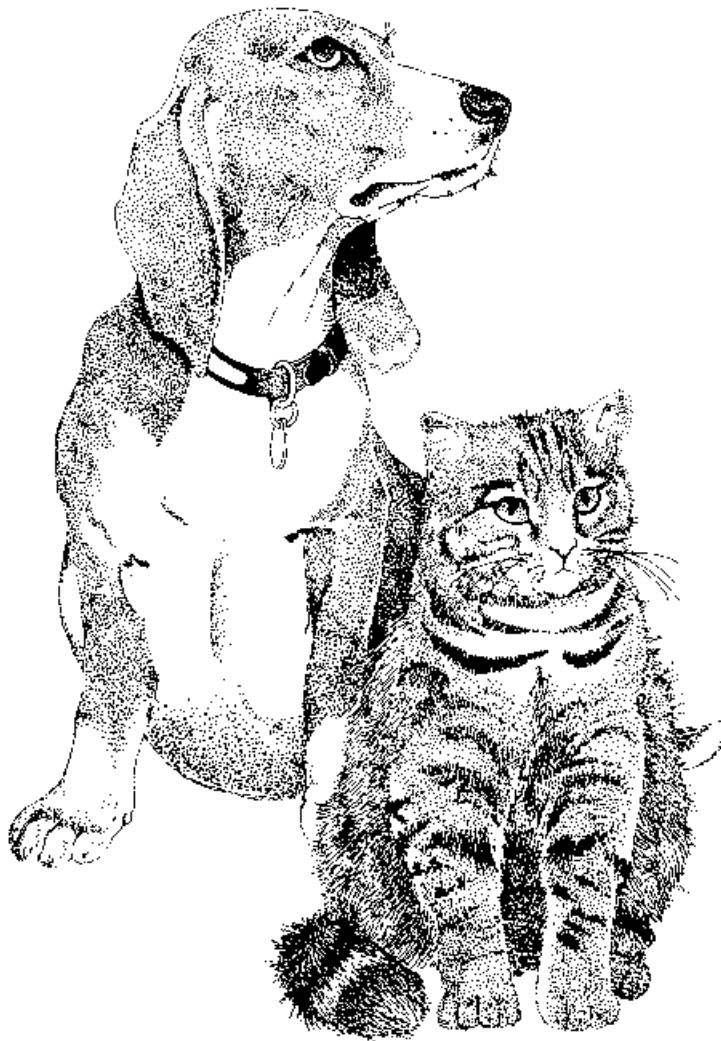


Iowa City/Coralville Animal Care and Adoption Center

Green Dog Volunteer Manual



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Dear Dog Volunteers,

We would like to take this opportunity to thank you for your interest and commitment to helping improve the quality of life for our dogs at the Center. It is through your work that the dogs in our care maintain a healthy relationship with people. Without your interactions, many of the dogs would decline in their socialization with people, causing a decrease in their adoptability. With your interactions, many of the dogs not only maintain their social abilities but also improve thus making them more adoptable. The Center staff understands the vital role volunteers play in the lives of the animals and the operation of the Center, and we would like to help you in any way to enhance your experience. If you have any questions, please feel free to ask us and we will answer them to the best of our abilities.

Thank you,
Iowa City/Coralville Animal Care and Adoption Center Staff

Misha Goodman, Director
Chris Whitmore, Senior Animal Control Officer
Stacy Dykema, Animal Care Technician
Jim Williams, Animal Control Officer
Gwen Williams, Animal Care Technician
Susan Lay, Animal Center Assistant



Orientation to the Animal Center

Mission

To promote the humane treatment of animals through the enforcement of local and state laws enacted to protect both animals and the public. It provides education and a network of animal-related resources, gives sanctuary to animals, and promotes spay/neuter programs, adoptions, and responsible care of all companion animals.

History

The Iowa City/Coralville Animal Care and Adoption Center was founded by the City of Iowa City in the 1950's. It is a non-profit municipal agency. The current facility was built in 1989 and sections were renovated in 1995. The Center is part of the Animal Services Division of the Iowa City Police Department

Funding

The Center is funded through the Iowa City and Coralville city budgets and private donations. The Center also receives funding from Friends of the Animal Center Foundation, a non-profit fundraising and support organization.

Facility

Our facility houses animals from the Johnson County area. We take in a variety of animal including various domestic animals, exotic animals, and wildlife. Our capacity is approximately 100 animals.

General Information

Days and hours of operation open to the public:

Monday-Friday 10:30-5:30

Saturday 10:30-3:00

Closed Sundays and major holidays

Center staff work seven days a week and may make arrangements for volunteers to come in during closed hours.

Programs

The Center operates Cold Noses Warm Hearts (a foster care program), the Center Dog Training Program (in conjunction with Spot & Company Obedience and Friends of the Animal Center Foundation), mobile adoption (future), outreach animal welfare education, and provides spay and neuter assistance through the Florence Unash program.

Events

The Center holds an annual Pet Adoptathon and Holiday With The Hounds. Both of these events encourage the adoption of animals, private donations, and help to give the public information regarding the Center's operations. The Friends of the Animal Center Foundation hosts the annual Paws in the Park Dog Walk-a-Thon.

Center Statistics for 2001

Animals Received

Dogs	650
Cats	848
Other Animals	356
Total	1,854

Animals Adopted

Dogs	248
Cats	466
Other Animals	31
Total	745

Animals Reunited with their Owners

Dogs	313
Cats	86
Other Animals	6
Total	405

90% of the adopted animals are spayed or neutered before adoption (the surgeries can be performed at two months of age and older)

Fees

The fees and adoption policies are found in the Center pamphlet entitled "Adopting a Pet...Have You Really Thought It Through". Please refer to this information to learn about these items.

Services of the Animal Care and Adoption Center

Adoption Program

The Center's adoption program includes counseling to help insure appropriate matches between animals and people to insure life long placements. Adoptions also include medical screening tests, medical treatments, flea bath, spay/neuter, vaccinations, free health examination, temperament evaluation, microchip and license identifications, and adoption informational packages.

Receiving of Lost and Unwanted Animals

The Center accepts lost, stray, or unwanted animals from the Johnson County area. All adoptable animals are placed up for general adoption.

Welfare Investigations

The Center's officers respond to complaints regarding cruelty, neglect, or abandonment of companion animals for the purposes of protecting the animals, to insure that pet owners comply with state and local laws, and to educate owners on how they may humanely care for their companion animals.

Licensing

The Center provides licenses and tags to animals over the age of six weeks for residents of Iowa City and Coralville. We also maintain a computer registry of owner information so animals can be reunited 24 hours a day 7 days a week.

Website

The Center maintains a website, which includes an event calendar, general information, adoptable animals, and links to other animal welfare agencies. The site is www.icanimalcenter.org.

Lending Library

The Center maintains a library of various animal magazines, animal care and breed books, and videos for loan to the general public.

Humane Education

The Center's free education program offers videos, lectures, printed materials, and guided tours to schools, youth organizations, and adult civic groups.

Mobile Adoption (future)

Center animals are made available for viewing and adoption at various locations in the city. This outreach program promotes responsible animal care and increases community awareness.

City Cable

The Center maintains photographs of adoptable animals on the Iowa City Cable channels.

Information and Referral Service

The public may call the Center for animal related information (i.e. training, behavior problems, and referrals).

Volunteer Opportunities

Dog Volunteer

As a dog volunteer you will be enhancing the lives of dogs in our facility. You will be working hands-on with the dogs. When you work with the dogs outside of their kennels, it helps reduce the stress level, teaches them manners, and helps the staff evaluate the dog's temperament. Dog volunteers are separated into two levels of service depending on ability and fulfillment of requirements. See attached information and requirements for levels green and yellow volunteers. All volunteers will start at the green level unless approved for advancement by the director.

Cat Volunteer

As a cat volunteer you will be enhancing the lives of cats in our facility. You will be working hands-on with the cats in our main cat adoption room. More advanced level volunteers may work with special needs cats, unweaned or sick cats, injured cats, and cats currently unavailable for adoption. Your work with the cats helps reduce stress and encourages animals to socialize and therefore makes adoption of these animals more likely. Cat volunteers are separated into two levels of service depending on ability and fulfillment of requirements. See attached information and requirements for green and yellow volunteers. All volunteers will start at the green level unless otherwise approved by the director.

Kennel Assistant

Kennel Assistants are among the most necessary and important volunteers we have. Kennel volunteers work directly with Animal Care Technicians or independently in the cleaning and sanitizing of all animal cages and areas throughout the facility. Most cleaning takes place between the hours of 6:30am and 10:30am seven days a week. Additional cleaning is necessary in the afternoon between 3pm and 5:30pm. Kennel volunteers must generally reach the yellow level for dog and cat volunteers and be willing to work four hours a month. It is important that kennel volunteers show up at their scheduled time.

Humane Education

Humane Education is very important in our community. It sets the foundation for the humane treatment of animals. Humane Education volunteers will assist the staff or independently give tours of the Center facility while disseminating information regarding policies, procedures, and operations of the Center. Humane volunteers will also do presentations at the local schools and community events. Humane volunteers must be willing to work four hours a month and meet green level dog or cat volunteer requirements if animals are used in the presentation.

Community Events

The Center is involved with many different types of community events. Volunteers are always needed to assist with all aspects of planning and operating these events. Event volunteers need to be available for events only.

Animal House TV Program

Animal House is a weekly television program created, produced, and hosted by volunteers of the Iowa City/Coralville Animal Care and Adoption Center. The show is aired weekly on Public Access (Channel 18) on Saturdays at 1:00 p.m., and rerun on Tuesdays at 5:00 p.m. The main focus of the show is to promote adoption of animals at the Center as well as provide humane education.

Rescue Transport

Rescue transport volunteers will transport dogs, cats, or other animals to specific locations, usually within the state. Animals, usually purebred, are often placed in breed specific rescues for later placement into homes. This is a way to cut down on euthanasia and give some animals the additional time and care they may need to make a successful transition into new home. Rescue transport volunteers need to have a working vehicle, their own insurance, and be willing to transport animals when needed within a reasonable time period.

Facility Grounds/Building

These volunteers help beautify the area inside and outside the facility. They may be involved in gardening projects, painting, cleaning, or trash pick-up. Volunteers should be available as projects arise.

Foster Care (Cold Noses, Warm Hearts)

Foster care volunteers are always needed to care for unweaned, special needs, sick, and injured animals. Some animals need time for various reasons before they may be placed up for adoption. See the Center Director for details.

Volunteer Responsibilities and Rewards

As a volunteer, you will start at the Green level and will have the opportunity to move up to the Yellow level after meeting certain requirements. You can also choose to stay at the green level if you choose. The following is an explanation of the levels, the activities you can perform and the requirements for becoming a volunteer at each level.

GREEN LEVEL

Green Dogs: Adult dogs and puppies who can be handled by entry level volunteers. These dogs are well socialized with people but may present some mouthiness, jumping and leash pulling behaviors.

The following to classes must be taken before you begin volunteering with the animals

1. Green Volunteer Training-a course that explains the basics of walking dogs, including cleaning cages, how to put on a leash, and where to walk. It will provide a hands-on opportunity to get in and out of cages and will address some common problems encountered by new volunteers.

Green Volunteers will work only with green puppies and dogs. You may:

1. Socialize puppies and adult green dogs. Walk puppies over age 10-12 weeks and adult green dogs.
2. Play with puppies under 10 weeks old.
3. Brush green dogs.
4. Attend our dog training class taught by Spot & Co. trainers.
5. Use a Gentle Leader training collar after attending our dog training class.
6. Wash toys and bowls in feed room sink. Do laundry in garage basket.
7. Clean up after green dogs and puppies in the outside runs, inside kennels, and adoption room.
8. Answer basic public questions re: adoption procedure and policy, fees, euthanasia policy, spay/neuter, microchipping, and how to become a volunteer. Answers to these questions are in this manual.

Requirements of Green Volunteers:

1. Volunteer **4 hours per month**.

YELLOW LEVEL

Yellow Dogs: Dogs who require more advanced handling skills. These dogs may be shy, very strong, or have more excessive behaviors.

Requirements to become a yellow volunteer: If a green volunteer is interested in becoming a yellow volunteer, certain requirements must be fulfilled. These requirements are completed during the volunteer's time at the green level.

1. Volunteer **4 hours per month for 3 consecutive months** at the green level.
2. Take a **written and practical test**.
3. Complete the **Dog Training Class**.
4. Complete the **Yellow Dog Class**.

Yellow Volunteers will work with green and yellow dogs. You may:

1. Continue all tasks you performed at the Green Level.
2. Socialize both green and yellow puppies and adult dogs.
3. Walk green and yellow dogs.
4. Use a gentle leader with yellow dogs who have been assigned a gentle leader.
5. Brush green and yellow dogs.
6. Clean up after green and yellow dogs and puppies in the outside runs, inside kennels, & adoption room.
7. Use the fenced play yard located along the path to exercise the dogs after an introduction to the rules from a staff member or approved experienced volunteer.

Requirements of Yellow Volunteers

1. Volunteer **36 hours during each 6-month period.**

Recommended Reading List

There are numerous books that would help volunteers to develop a foundation of knowledge while volunteering at the shelter.

1. Lost and Found Dog by Elizabeth Hess
2. Good Little Dog Book by Ian Dunbar
3. Why does my dog...? by John Fisher
4. Teaching Your New Dog Old Tricks by Ian Dunbar
5. Culture Clash by Jean Donaldson
6. Don't Shoot the Dog by Karen Pryor
7. The Pet Surplus by Susan M. Seidman
8. Dogs are from Neptune by Jean Donaldson
9. Before and After You Get Your Puppy by Ian Dunbar.
10. The Power of Positive Dog Training by Pat Miller
11. The Other End of the Leash by Patricia McConnell

Green Level Dog Training Information

The following information is for you to use as a reference while volunteering at the Center. It will provide general dog behavior information, information on activities that you can do with the dogs, and information on the location of supplies and equipment needed to work with our dogs.

General Dog Information

Dogs at the Center are housed inside, in individual kennels or runs. There are two entrances/exits to each side of the kennel hallways. *In general*, dogs that are available for adoption are maintained on the west side (or left side as you enter the hallway from the lobby). *In general*, the dogs that are currently not available for adoption are maintained on the east side (right side as you enter the hallway from the lobby). Please note that housing arrangements may change when our facility becomes full. If you have any questions about whether or not a dog is available for adoption or is able to be handled, *please ask the staff prior to getting the dog out.*

The Center has a large enclosed pen behind the facility. There are several individual dog runs within the enclosure. All dogs are taken outside several times throughout the day for exercise, sunshine and potty time.

The inside kennels have heated floors to provide warmth during the cold weather. Most kennels have an automatic waterer as well. Dogs are fed in the morning by the staff and throughout the day as needed. Please note that the food bowls are removed at times; do not be concerned if you see a dog without a food dish.

Before taking out a dog, volunteers should check the communication logbook to see if anything has changed with the animal you are going to work with. Instructions on how to use the log are found later in this manual. Also make sure you have chosen a green level dog, as indicated on the back of the dog's kennel card. Once you have completed the above, it is time for the fun to begin! As listed in the Dog Levels handout, there are many tasks that you can perform during your visits. These tasks fall into three general categories: visitor interaction, dog interactions, and general dog maintenance. Listed below are some brief descriptions of these activities.

Visitor Interaction will involve volunteers answering some of the most common questions about our dogs and the Center. It will also involve keeping an eye out for potential problems and either talking to a person about the problem or contacting the staff about the problem. Some examples include: visitors attempting to enter the dog kennels, visitors putting their hands through the cages of outside pens, or visitors misinforming other visitors about the Center or the animals. We have provided in this manual a list of commonly asked questions and answers. Please become familiar with this information because it will allow you to feel more comfortable answering visitor questions re: adoption procedure and policy, fees, euthanasia policy, spay/neuter, microchipping, and how to become a volunteer.

Dog Interaction involves volunteers spending quality time with the Center dogs. Here are a few general tips to keep in mind when interacting with the dogs.



Dogs respond well to “high, happy” voices; avoid loud noises and slamming doors.



When playing with toys, encourage the dogs and puppies to play with toys rather than your arm, or clothing.



Dog body language is different than human! Some general behaviors that dogs may find uncomfortable are direct eye contact, petting over the head, and petting of the tail, feet or hind end. These are just general suggestions; green level dogs should be okay with most handling. In general, dogs perceive the following as non-threatening gestures: standing sideways or parallel to the dog, averted eye contact, bending down to their level, and open palmed hands approaching from under the dog's head level.



Please remember to follow the Center's policies and procedures for handling the dogs. We recognize that volunteers have varying levels of experience and/or that you may handle or train your own pets differently. However, for consistency in maintaining the social, emotional and physical health of Center animals, we ask that you follow the procedures outlined in this manual.

Please do not hesitate to ask if you have a question!

Dog Maintenance includes performing basic tasks to help keep the kennels, supplies, toys and other items clean. Doing these tasks is just as important as direct interactions with the dogs because they a) help minimize the transmission of disease and b) aid in providing a comfortable environment for the dogs. Maintenance tasks that green level dog volunteers can perform include:

1. Wash toys and bowls in feed room sink
2. Do laundry in garage basket.
3. Clean up after green dogs and puppies in the outside runs, inside kennels and adoption room.

Answer Sheet for Common Questions from Visitors

How do I go about adopting an animal?

There are several steps that an interested party must go through in order to adopt an animal from our Center.

1. They choose a specific animal that they want to adopt.
2. They go to the front desk and fill out an application for adoption. They need to know the animal's name in order to apply.
3. After filling out the application there is an overnight waiting policy. The applicant must call the Center the next morning by 10:00 am and leave a message saying they are still interested in adopting their chosen animal. This activates their application and the staff evaluates the potential home. During this time, we check with landlords or check property ownership to make sure they are allowed to have the animal.
4. All members that live in the household must come visit and approve of the animal before it can go home.
5. If the applicant is adopting a dog, all current dogs in the household must come to the shelter to do an introduction with the Center dog.
6. The Center maintains the right to decline any applicant.

How much does it cost to adopt a dog and what is included in the price?

The adoption cost for a dog is \$35.00. Included in this fee is the cost of the first canine vaccine, a general dewormer, bathing, a heartworm antigen test, a nail trim and a microchip. All dogs have tested negative for heartworms and, depending on the duration of their stay, they may receive a booster vaccine and second deworming. Dogs that are not altered prior to arrival will be spayed or neutered at the Center before going home. The cost of the surgery is passed on to the adopter. These fees are listed on the dog's green card and usually include a spay/neuter fee and a rabies vaccine fee.

How much does it cost to adopt a cat and what is included in the price?

The adoption cost for a cat is \$25.00. Included in this fee is the cost of the first feline vaccine, a general dewormer, treatment of earmites (if necessary), bathing, a blood feline leukemia test, nail trim, and a microchip. All cats have tested negative for feline leukemia and, depending on the duration of their stay, they may receive a booster vaccine and second deworming. Cats that are not altered prior to arrival will be spayed or neutered at the Center before going home. The cost of the surgery is passed on to the adopter. These fees are listed on the cat's cage card and usually include a spay/neuter fee and a rabies vaccine fee.

I don't want to adopt an animal that is spayed or neutered. Why are all of the animals altered before I can adopt them?

As an animal center, we deal with pet overpopulation on a daily basis. It goes against our purpose to allow an animal to go home that may reproduce and contribute to this problem. Even if someone can find a home for the litter their pet produced, they are taking away potential homes for existing homeless animals. Also, we want the adopted animals to have long healthy lives. By spaying or neutering the animal, we are decreasing the potential for reproductive cancers, inappropriate aggression, and straying from home. It is also a state law that all animals adopted from animal shelters must be spayed or neutered. Please direct visitors to talk to a staff member if they have further questions about this issue.

At what age do you spay or neuter animals?

The Center uses vets that will perform juvenile spay and neuter. This surgery can be performed when the animal is over 8 weeks old and weighs two pounds. If for some reason we do not feel it is in the best interest of a kitten or puppy to be altered, we may allow it to go home without the surgery. The adopter will be required to pay for the spay/neuter at the time of adoption and sign a contract to bring the animal back to the Center on a specific day for the surgery.

Why are some of the cats' sides shaved?

Some vets prefer to spay females on the right side. The surgery procedure involves less muscle tissue and the recovery time is shorter.

What is a microchip and does the animal I am adopting have to be given one?

A microchip is a permanent ID. It is the size of a grain of rice and is injected in between the shoulder blades. The chip is encoded with a specific number that can be read with a scanner and traced back to its owner. It is a city ordinance that all animals adopted from the center must be given a microchip. A city ordinance also requires any animal that comes to the shelter without ID and is reclaimed receives a microchip.

Does this shelter euthanize animals?

Yes, this Center does euthanize animals. The Center euthanizes on a case-by-case bases. Temperament, health, and space availability are all taken into consideration. We have no set time we hold an animal; instead we look at other factors first. The Center takes an active role in decreasing the need of euthanizing animals by conducting educational programs, providing permanent identification in the form of a microchip to all animals adopted from the Center or reclaimed to the owner if the animal did not have identification, placing animals in foster homes so they have the opportunity to heal if injured or have human contact, and placing animals into rescues. If the visitor has any further questions please direct them to talk to a staff member.

How do I become a volunteer?

Explain the process you went through and direct them to the front desk for more information.

Rules Concerning Visitors and Volunteer Behavior

- Be friendly, courteous and safe. The information above can help you to answer visitor questions. For other information, refer the visitor to the front desk.
- If you are concerned about anyone's behavior with the dogs let staff know immediately.
- If visitor wants to see dog inside or outside, tell the visitor you will return the dog to the kennel and get a staff member to help them.
- Never allow the dog you are handling to approach a visitor's child or dog.
- Visitors are NOT allowed in the dog kennel areas.
- Visitors are also NOT allowed to open the outside dog kennel doors.

If any doubt about a question or what a visitor or volunteer is doing, GET A STAFF MEMBER immediately.

Supplies

Cleaning

- **Mops:** A mop is located in each of the dog hallways. They are to be used to mop up messes in any of the public areas and minor messes in the dog runs (a little urine or a little feces stuck to the floor).
- **Scoopers** are located in each dog hallway and outside in the dog yard. These can be used to clean up messes in the runs. Scoop up the feces or any other solid mess and put in the trashcan in the outside dog yard. Mopping or hosing may be required after scooping. Replace scoopers in their buckets when finished. Solid materials should never be put in the scoop buckets.
- **Hoses:** There are two hoses in the west dog hallway and one in the east hallway. Runs should be hosed and then 'squeegeed' if a simple mopping is not sufficient to clean the run. Many times it is easier to hose than to mop. Solid material should never be hosed into the drain area; it should be removed first with a scoop.
- **Disinfectant Maxima** can be found under the sink in the feedroom. The dilution is one squirt to one gallon. If you are doing dishes or washing dirty plastic toys/brushes, each line in the sink represents one gallon. All mop buckets contain disinfectant. It is recommended that you wear rubber gloves when using Maxima.

- **Gloves:** Rubber gloves can be found in the Rubbermaid cabinet in the hallway.
- **Paper Towels** are found in numerous places. Each restroom has them. The first locker in the front restroom has “portable” paper towels. Extra paper towels are located in the garage in the metal cabinet near the washer and dryer.
- **Handcleaner/Sink:** There is a sink and hand cleaner in the feedroom and in each bathroom. Hand sanitizer can also be found on the door next to the pegboard.
- **Washer/Dryer/Detergent** are located in the garage. The dirty laundry basket and detergent are located to the left of the machines. Instructions for use are posted on the wall directly behind the washer and dryer.
- **Food Dishes:** Empty food dishes in the kennels go in the sink in the Feed Room. If there are more than 8-10 dishes in the sink, these can be washed using Maxima (the dilution is one squirt to one gallon). It is recommended that you use rubber gloves when using Maxima.
- **NOTE:** Specifics on cleaning and a step by step description for completely cleaning a kennel can be found on p. 23 in this manual.

Treats/Toys/Walking Supplies

- **Treats/Treat Bags:** Treats are stored on the shelves to the left toward the back of the feedroom. Treat bags are stored on the pegboard in the hallway. There are several types of treats available to give to the dogs. Try to limit the number of “soft” treats and treats in general. The two metal canisters contain milkbone type treats. Do not open a new bag of treats; use those that are available first. Do not give the dogs rawhides or pig ears. Do not use treats marked as training treats unless you are training the dog.
- **Toys** are located in the feedroom under the countertop. Exercise caution and restraint in giving toys. Many of the dogs cannot have stuffed toys or toys with weak plastic. If a dog has a dirty toy, remove the toy and replace with a similar toy. If a dog does not have any toys, find an Animal Care Technician and ask if there are specific toys that the dog can have. If the dirty toy is a stuffed toy or tennis ball, take it back to the laundry basket in garage. If it is plastic, put it in the sink in the feedroom. Puppies should not be given toys that are easy to tear apart or toys with small parts that may break or tear off.
- **Collars:** Collars are located on the pegboard by the feedroom. All adult dogs should be walked on a choke collar, preferably a nylon choke if it fits the dog. If a dog already has a buckle collar on, DO NOT use it; instead, add a choke collar. Buckle collars ONLY should be used with puppies. Use one of the buckle collars on the pegboard and fit it so that you can put two fingers in between the collar and neck.
- **Leashes:** Leashes are located on the pegboard. Use any length that you are comfortable with. Leashes may be organized by size (length and width) so please return the leash to the same peg where you found it.

- **Earphones:** Earphones are located on the pegboard. They should be used whenever you enter the dog hallways to protect your hearing.
- **Poop Bags:** Poop bags are located on the pegboard. You should always have a bag with you when you take a dog out so that you can ALWAYS pick up any messes. The used bags can be thrown away in the outside trashcan in the dog yard. If the supply of poop bags on the pegboard runs out, you will find extras in the Rubbermaid cabinet in the hallway.
- **Grooming materials:** Brushes, combs are stored in the Rubbermaid cabinet in the hallway. They must be cleaned and disinfected after every use.
- **Trashcans:** There is a trashcan in the feedroom for any trash that DOES NOT SMELL. Anything else should be put in the trashcan outside.
- **Out Walking Signs/Clothespins** are located on the pegboard. A clothespin on a kennel door shows that dog has been walked. If there is a dog on your level or below who hasn't been walked, start with that dog. If all dogs on your level or below have been walked, start with any dog on your level. Add an additional clothespin to the kennel door so the next walker will know how many times the dog has been out. Also use your clothespin to hang up the Out Walking sign on the kennel when you take out a dog. This sign lets the staff know the dog is out with a volunteer. Clothespins and Out Walking signs should be secured on the highest cross bar on the kennel door. Some of the dogs jump high and this will prevent them from being able to reach it.
- **Walkie-Talkies** are located in the front office behind the desk. Walkie-Talkies allow staff to be able to reach you if, for example, a visitor is interested in meeting the dog you are walking. They also allow you to call for help while outside the building. **You MUST carry one with you at all times. This is NOW MANDATORY.** Note: Please continue to walk no further than the Hwy 6 underpass.

****Walkie Talkies (WT) (blue color)**

- WTs are located behind the counter (to the left when facing the front counter, right in front of the Director's office). There should be 4 of them.
- Turn the knob on the top of the WT all the way to the left to turn the WT on and to turn the volume to the highest setting.
- Be sure to turn on and leave a WT in the WT holder so the staff has a way to hear your call.
- Check the screen to make sure the WT is set to channel 5. If not, ask a staff member to help you reset it.
- Check the battery charge level (a little rectangle in the upper left hand portion of the screen. Little squares should fill the rectangle to show that the WT is fully charged. If not, pick a WT that is charged. Also, plug in the WT holder to recharge the low battery. Leaving the holder plugged in all the time will wear down the battery so if batteries are charged, you can unplug the holder.
- To talk, push in the side button. Release to listen.
- When done with your shift, turn off your WT and the WT you turned on for the staff in the office as long as no other WTs are being used (there are 4) – i.e. there are no other volunteers.

- You may hear other voice traffic on the WTs. The best way to avoid confusion is to identify yourself as a Center volunteer calling either another Center volunteer or a Center staff member.
- **Intercoms** are situation throughout the building and are used for emergency purposes. Intercom locations: front office, front hall outside adoption room, in the northeast dog run to the right of the door, in the northwest dog run to the left of the door, in the outside kennel area on the right hand side of the door, in the back hall on the right wall near the exit door, in the cat hallway on the left wall. To talk, press the button; take your finger off the button to listen. You do not need to press again to talk; once the button is pressed, the line remains open for conversation.
- **Temperament Evaluations:** All incoming dogs are temperament tested prior to being placed up for adoption. The temperament evaluation checks an incoming dog's tolerance and sociability threshold. The dog is placed into different situations to evaluate tolerance around food, treats, bones, and children and to determine the level of the dog's desire to bond with humans. The temperament evaluation is a humane test developed by Sue Sternberg, a nationally recognized trainer and long time animal shelter professional. If you have any questions about the temperament evaluation, please ask a staff person. You should read a dog's temperament evaluation results before you walk him for the first time to have a better understanding of the dog. The temperament evaluation front page, which contains a summary of the results, is located in the folder in the Rubbermaid cabinet in the hallway. Do not remove this folder please. Note: Although these evaluations help to evaluate the dogs, they do not guarantee that the dogs will not have future problems or problems in different situations. If you encounter any aggressive behaviors, be sure to report this to a staff member immediately after returning the dog to the kennel.
- **Communications Log Book:** The Communications Log Book will be kept in the Rubbermaid cabinet in the hallway. The Book will include an entry for each dog with the front page of their temperament test, a Communications Log page (for communications between staff and volunteers (see below)) and a Volunteer Log page (for communications between volunteers (see below)).

COMMUNICATION LOG INSTRUCTIONS

Dear Volunteers,

We are asking you to help staff to monitor the health of the Center animals through a communications log. *Before you begin working with any animal, you are required to check the Communications Log to see if the animal is having any problems.* Each animal will have his or her own Communications Log page. If you are working with an animal and a problem arises, you should enter it into the log so that a staff member can be aware of the problem. There are two categories of issues we want you to help us with:

1. **Immediate problems:** these should be told to a staff member *immediately* and then noted in the log.
2. **General problems:** these should be noted in the log.

The following list will help you decide which category problems will fall in. The list does not cover everything you may see, so please use your best judgment in deciding whether or not you should tell a staff member. (Note: Please use the Volunteer Log to record information that would be helpful to other volunteers; this log is ONLY for information that needs to be conveyed to staff)

Immediate

Current bleeding

Vomiting (please note what the vomit looks like-whole food, digested food, blood, pills, etc)

Excessive drooling

Liquid diarrhea

Limping (unless otherwise noted on back of greed card or communication log)

Injury that occurred in your presence

Bite to human or another animal

General

Coughing

Eye and nose discharge

Bloody or loose stools

Dried blood in the cage

Straining to urinate or defecate

Strings or unusual items in feces

Puppies-being either overly aggressive or submissive when playing with you or other puppies.

Example of log:

Volunteer/Staff Communication Log for: Shadow

Date	Explanation of Problem	Reported to staff	Vol Name	Staff initials
3/15/02	Blood in a soft stool	No	Tom Smith	gw
3/28/02	Front right foot bleeding	Yes-Chris*	Jane Jones	sd

*Please note the name of staff member; if you don't know the staff member's name, please ask.

VOLUNTEER LOG INSTRUCTIONS

1. These forms are to be filled in by volunteers for the use of other volunteers.
2. These forms are **not** to be used as a means of communication with the Center staff; use the Communications Log (also in this folder) for **non-emergency** communication with staff. See the Communications Log page for specific information to be reported to staff.
3. The “Volunteer Log” is not to be a record of everything you do during each interaction with the dog, but rather a record of obvious likes/dislikes, preferences, sensitivities, helpful hints about a particular animal, and special types of attention that would benefit an animal. The purpose of this form is for volunteers to share helpful information about the animal with other volunteers, such as:
 - a) Behavioral responses of dogs toward other dogs, such as cage fighting, barking or lunging.
 - b) Behavioral responses of dogs toward people.
 - c) Odd changes in behavior responses of animals toward other animals or people.
 - d) Preferred types of toys, treats and play.
 - e) Petting preferences and sensitivities.
 - f) Brushing preferences and sensitivities (brushing requires additional training).
 - g) Any other sensitivities, fears, likes, dislikes (loud noise, chasing birds, pulling, etc)
 - h) Level of attentiveness to you (i.e. eye contact, responsiveness to hearing his/her name called, coming to you).
 - i) Training abilities or difficulties for dogs (if appropriate for your level and training)
 - j) Walking on lead skills or difficulties (pulls, grabs leash) for dogs.
 - k) Specific needs (if a dog needs more attention, exercise, socialization, etc.).
 - l) Anything that another volunteer might find helpful while interacting with the animal.

Thanks for your input!

Remember to work only with animals appropriate to your level. And have fun!

Example of log:

VOLUNTEER LOG FOR INFORMATIONAL PURPOSES ONLY

ANIMAL NAME SPOT

DATE COMMENTS

VOLUNTEER

1/24/2002	Spot responds well to a happy, higher voice and whistling.	B. Brown
2/4/2002	Spot tries to chase after bikers so be careful with him on the bike path.	S. Smith

Signs

Pay close attention to the signs on the kennels and windows and what they mean. Remember that you should only be working with the dogs on your level. As a beginning ‘green’ volunteer, you will be working only with green dogs and puppies.

On Kennels

- The **WHITE CARD** is the impound card and records the details of the impound (see sample white card below).
- The **NOT AVAILABLE** sign is used to designate animals that for various reasons have not yet been placed into adoption status. Do **NOT** take these dogs out of the kennel.
- **SURGERY:** This sign indicates that the dog is going to have surgery today or has had surgery in the past couple of days. If you see a surgery sign on a cage door, you should **NOT** take the dog for a walk because it may have just been sedated or it may be very sore. The staff will remove the sign when they feel the dog is ready for volunteer interactions again.
- **OBS:** This sign means the dog is under observation for aggression and is a potential bite hazard. Do **NOT** take this dog out of the kennel.
- **Walked by Shelter Personnel Only:** Do **NOT** take this dog out of the kennel.
- **I’ve Been Adopted:** Ask staff for permission first before taking this dog out.
- **CAUTION:** Do **NOT** take this dog out of the kennel.
- **Out Walking:** This sign lets staff know that the dog is out walking with a volunteer.
- *If there **are any other signs** on the kennels of the animals, please consult a staff member before spending time with these animals, even if the animal is on your level. If there is **NO sign** on a kennel door or on the window, do **NOT** take this dog out.*

On Windows

- **Green Card:** The green card profiles the animal’s personality (see Green Card sample below). Read this card, as well as dog’s temperament evaluation, before taking a dog out for the first time. You should also direct visitors to the green card for information about a particular dog. On the back of the card you will find the dog’s name and volunteer level, either green or yellow, as well as other important and helpful information about this dog. **Be sure to read the back of the green card EACH TIME you visit in case the dog’s level has changed.**

On Dogs

- **Dog Tags:** You may sometimes notice a name/phone tag on a dog’s collar. Please be assured that the staff will already have tried **EVERY** means to contact an owner upon the dog’s arrival. Do **NOT** attempt to contact a number or name on a dog’s tag on your own, even if you know the dog. In some cases, the dog has been taken in due to a domestic situation, arrest, abuse, neglect or other such situation. Please ask a staff member if you have any questions.

Samples
White Card/Impound Card Sample

A. →

B. ↓

IMPOUND NO. A002608	Record I.D. No.	Imp. Date 4/19/02	Imp. Time AM <input type="checkbox"/> PM <input checked="" type="checkbox"/>	Impound CR
Type DOG	Breed AMESK	Color 1 Wht	Color 2	Color 3
Age: <input checked="" type="checkbox"/> Over 6 Mos. <input type="checkbox"/> Under	Date of Birth 2 1/2-3yr	Sex M <input type="checkbox"/> F <input checked="" type="checkbox"/> Unk <input type="checkbox"/>	Altered <input type="checkbox"/> Yes <input type="checkbox"/> No	Available 8:00 AM Date:
<input type="checkbox"/> Disposition Authorized By: _____ Date _____ Time _____ <input type="checkbox"/> AM <input type="checkbox"/> PM		Traceable I.D.	Owner Req. Dest. <input type="checkbox"/>	
<input type="checkbox"/> Sold	<input type="checkbox"/> Destroyed	<input type="checkbox"/> Escaped	Prohibited from Sale <input type="checkbox"/>	
<input type="checkbox"/> Redeemed	<input type="checkbox"/> Stolen	<input type="checkbox"/> Exchanged	By _____	
<input type="checkbox"/> Released	<input type="checkbox"/> Transferred	<input type="checkbox"/> Died	Date _____ Time _____ <input type="checkbox"/> AM <input type="checkbox"/> PM	
IMPOUND RECORD:		Date _____ Time _____ <input type="checkbox"/> AM <input type="checkbox"/> PM		
<input type="checkbox"/> Brought In	<input checked="" type="checkbox"/> Owned	<input type="checkbox"/> Sick	VACC. RECORD	
<input type="checkbox"/> Pickup	<input type="checkbox"/> D.O.A.	<input type="checkbox"/> Injured	Dept. Employee _____ Badge No. 72	
<input type="checkbox"/> Caught	<input type="checkbox"/> Dead Animal	<input type="checkbox"/> Stray	PERSONAL PROPERTY	
Remarks/Special Characteristics – Maximum 40 Characters "Sissy"				


C. →


D. ↑

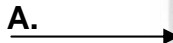
ANIMAL REGULATION
Impound Record Card
06-30 (Rev. 5-85)

- A. This is the Impound number assigned to the dog. It is the same as the Animal Center ID number on the green card.
- B. This is the date the dog was brought into the Center.
- C. The impound record shows how the dog arrived at the Center.
- D. The dog's name is written here. This may be helpful when returning a dog to its kennel.

Green Card Sample

B. 

C. Behind card 

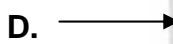
A.  DATE ARRIVED ____ - ____ - ____ AC# _____

NAME _____

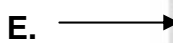
BREED _____ DESCRIPTION _____

APPROXIMATE AGE _____ ESTIMATED ADULT WEIGHT _____

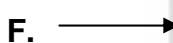
SEX _____ NEUTERED ____ YES ____ NO

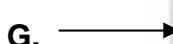
D.  HOUSE BROKEN ____ YES ____ NO KENNEL TRAINED ____ YES ____ NO

COMPATIBLE WITH: CATS _____

E.  DOGS _____

CHILDREN _____

F.  PERSONALITY _____

G.  FEES _____

animals\characrd.doc

- A. This is the date the dog was brought into the Center.
- B. This is the Animal Center ID number assigned to the dog.
- C. On the back of the card you will find the dog's name and volunteer level (you should be working only with dogs who correspond to your level) as well as other important and helpful information about this dog. Be sure to read the back of the green card EVERY TIME before taking out a dog.
- D. Housebroken is only marked yes if the owner relinquished the dog and the owner confirms the dog is housebroken. Kennel trained means that the dog is waiting for us to get him out rather than relieve himself in his run. This is a good indication that the dog is housebroken or will be easier to housetrain.
- E. The 'compatible with' dogs, cats, kids information is helpful to potential adopters who may have children or who may already have pets. The decision is made based on the dog's temperament evaluation.
- F. The personality entry is helpful to potential adopters who may be looking for a certain type of dog (playful, quiet, energetic) and help to determine the kind of owner, home and lifestyle for which the dog is best suited.
- G. Fees (in addition to the regular adoption fees) are charged to an adopter if 1) the dog was spayed or neutered at the Center and 2) if a rabies vaccine is given to the dog at the Center. The fees are very low for these procedures since the Center receives a discount from Dr. Jennifer Doll, D.V.M. of Animals All About.

Time for a Walk

The FIVE Most Important Preventative Rules When Handling the Dogs

1. Close all doors behind you throughout the Center!
2. Keep dogs separated by 15 feet or fences at all time. Only one dog per adult handler.
3. Never grab a dog by the collar.
4. Be sensitive to the dogs' behavior at all times.
5. Pay attention to what is going on around you both inside and outside the Center and keep an eye out for visitors and other volunteers and dogs.

Getting Ready

- Don't wear jewelry that is breakable or loose, strong perfumes, scarves, or dark glasses.
- Make sure you have read the dog's temperament evaluation before taking the dog out for the first time.
- Make sure that you check the dog's level on the back of the green card and the Communication Logs EVERY TIME before you take out a dog.
- Wash hands before entering the kennels and between interacting with different dogs.
- Choose a collar and leash that are appropriate for the dog. Remember to use a buckle collar only for puppies under 6 months of age. You should only walk puppies who are marked for walking. Information on walking puppies will be provided in the Puppy Development and Socialization information). Check leash for any rips or holes; please do not tie knots in the leashes.
- Put a handful of treats and a poop bag in your pocket (or use a treat apron) and get your earphones.
- Grab a clothespin and Out Walking sign to put on the kennel door.
- Before you get the dog, look out into the dog yard in back or adoption room for loose dogs and other volunteers and make sure the outside gate is unlocked. If the gate is locked, go up to front desk for the key. Place the Loose Dogs sign so that it is visible. Do all of this BEFORE you get the dog.
- When you go into the dog hallway, check 1) the back of the green cards to see which dogs correspond to your level or below; 2) check for clothespins on the kennels to see who hasn't been out yet. If there is a dog on your level or below who hasn't been walked, start with that dog. If all dogs on your level or below have been walked, start with any dog on your level; 3) check the kennels for any other signs/information (see Signs section above).

Getting a dog out of the kennels

- Put on your earphones. Close the door to the dog hallway behind you.
- Meet the dog from the outside of the kennel first. Let him sniff your hand and speak in a soft, soothing, happy tone using his name. If there is even slightest hint of aggression, do not enter the kennel but inform a staff member immediately. Offer a treat but doesn't give it until the dog is quiet and not jumping.
- Attach the Out Walking sign to the kennel door with a clothespin.
- Look quickly at kennel for any problem signs such as diarrhea, vomit, ripped up toys or dirty toys, or lack of water. If there are any signs that require immediate staff attention let staff know (see the "What to Report Immediately" section below).
- To get a dog out of his kennel: attach the leash to the choke collar before you enter the kennel. Walk into the kennel, opening the door wide enough to let yourself in. Hold the door firmly and keep it as close to yourself as possible to prevent the dog from escaping. Shut the door firmly

behind you. With the dog in front of you, make the collar look like the letter 'P' and slip it over the dog's head. NOTE: If a dog is wearing a choke collar, NEVER leave him unsupervised. You should ALWAYS remove a choke collar when putting the dog in an outside or inside kennel.

- Open the kennel door from the inside and head out. Use praise whenever the dog is not jumping.
- Don't panic if you get stuck in a kennel. Try sticking your hand through the first and second openings and try at different spots up and down the kennel door. If you are unable to get out, use your walkie-talkie to summon help.
- Allow a minimum of 15 feet of space between dogs (as well as visitors). This is to prevent dogfights and the transmission of diseases. Be alert and be safe and watch out for other dogs and volunteers and visitor traffic.
- Take note of where the kennel is located so that you remember where it is when returning the dog.
- Work as quickly as you can in the dog hallway, as they get very excited when anyone is in there. You should always walk on the window side of the dog hallways. Do not get in between the dog you are walking and the dogs in the kennels, especially if they are cage fighting.
- When you have a dog on a leash and you are moving through the doors in the Center, keep the leash short and the dog close to you. You won't always be able to see what is on the other side of a door so it is best to be prepared. Try to look out in hallway before heading out.

Walking the dog

- To hold the leash properly, put your hand through the wrist loop at the end of the leash and grab hold of the leash itself. Do not simply hold on to the loop.
- Center dogs can be walked on Center property and along the side of the bike path that runs between the Center and the Water Treatment Plant. This is a multiple-use path and it is very important that we do not interfere with anyone else's activities so that we can continue to use this path. **You can walk as far as the overpass/underpass at Hwy 6.**
- **BIKE PATH RULES:** Walk to the side of the path, pick up all dog poop, go only as far as the highway. If people on the path want information about or want to spend time with a dog ask them to go to the Center and ask at the front desk. Be careful when bikers or joggers go by in case the dog likes to chase. Remember that the path is asphalt and gets very hot in the summer, so walking at the side of the path helps to protect the dog's paws.
- **REMEMBER:** Keep a distance of 15 feet between dogs. Visitor and visitor dogs should not be interacting with your dog. If anyone is interested in petting or meeting the dog, let them know 1) a staff member is required to supervise the encounter, 2) you would be happy to return the dog to the shelter and meet the person(s) in the front lobby where you can let a staff member know that he/she is interested in meeting the dog. While all the dogs you will be walking are adoptable, please remember that a staff member needs to approve and supervise a meeting with another person or dog. Be polite about this but firm.
- Avoid dog excrement or other waste or garbage on the walk (some dogs will eat anything!). Avoid the front desk and lobby area and the main hallway on your walks and be careful in and near the parking lot.
- You are welcome to take dogs into the adoption room or dog yard areas as long as they are not being used. Many dogs would enjoy and often prefer a good game of fetch or frisbee.

- Locked fenced area:** *USE OF FENCED AREA CURRENTLY BY APPROVAL ONLY.* The gate to this run is located near the manhole on the path, approximately $\frac{3}{4}$ of the way down the path to the right. In the fenced area, a dog can be taken off-leash for a variety of activities. The following rules *must* be followed for use of the fenced area:

 - Fenced** area must remain locked at all times. You should lock yourself in when you are using it.
 - If there are other volunteers approved to use the fenced area present, please work together to share time in the fenced run.
 - You must** carry a walkie-talkie with you when outside of the building.
 - If you** take toys (or anything else) to the run, be sure to bring them back and put them in the laundry or sink as appropriate.
 - One dog** at a time is allowed in the run. Do not leave dog unattended at any time.
 - Always clean** up after your dog.
 - Small dogs** should not be taken to the fenced run at this time as there are gaps underneath the fence through which they could escape. If you are not sure which dogs can go to the fenced area, ask a staff member.
 - Once in** the fenced area, remove the leash and choke collar from the dog but keep them handy in case you need them.
 - There is** a groundhog hole toward the middle right of the yard. Keep dog's interest away from this hole. If the dog starts to dig, leash the dog and move to another part of the fenced area. If the dog persists in a digging behavior, put the dog back on leash and move him away from the area of interest. You can then let the dog go again. If this is a consistent behavior, leave the fenced area, lock the gate and return to regular walking.
 - Recalls:** a good training exercise to work on in the fenced area is the recall. Have a treat ready and get the dog's attention by calling his name/whistling, etc. Then call the dog to you (Fido, come!). Use an enthusiastic voice, squat down, clap your hands. When the dog starts running toward you, praise him and egg him on to you. If the dog ignores you, try running the other way, sitting down on the ground, or squeaking a toy. Do not use the 'Come' command over and over. This will cause the dog to tune out this very important command. You can also bring an extra volunteer with you (but only 1 dog!) and take turns calling the dog back and forth. If you are not having any luck with the recall, start walking around the area and praise the dog when he catches up to you and follows you. Fetch with a ball or frisbee is also a good game to play in the run.
 - Do not** allow the dog to bark at people or other dogs outside of the fenced area. Put the dog back on leash and move him away from the fence. You can then let the dog go again. If this is a consistent behavior, leave the fenced area, lock the gate and return to regular walking.
 - Do not** allow the dog to play with sticks. It's very easy for a dog to be injured when running or playing with or chewing on a stick. Try to hide them up in the evergreen trees.
- Cleaning up after the dogs both inside and outside is a must! Clean kennels if necessary before putting a dog away--you should NEVER put a dog back in a dirty run. Note the condition of the run when you take a dog out. Either take the dog out and put him in an outside run and then clean the kennel before going on a walk or, when you return from the walk, put the dog in the

outside run and clean inside. If all of the outside runs are occupied, check the adoption room, see if there is an extra unused inside run, or ask for assistance.

- A dirty run means one of the following:
 - feces/vomit (scoop and then mop (if firm and no residue) or hose (see complete cleaning below)
 - urine in a puddle (mop; wet toys to sink, bedding to laundry. Can replace with like items)
 - damp area that is urine (mop; wet toys to sink, bedding to laundry. Can replace with like items)
 - stuffing from toys (throw away, note this in communication log for staff)
 - toy and bone fragments (throw away, note this in communication log for staff)
 - spilled food (sweep if dry food; scoop and then mop if wet). Do not put the food back into the dish. If you pick up a cup or more of food, please tell an Animal Care Technician or staff member so that the food can be replaced.

If mopping would cause feces or vomit to cling to the mop even after scooping, you should do a complete cleaning.

Step by Step for a Complete Cleaning:

1. Put your dog in an outside run (remove choke collar and leash).
 2. Remove all clean items from kennel (including food and water bucket if clean).
 3. Take dirty items to sink if toys (scrape feces off first with scooper), to laundry basket if bedding, to outside garbage if soiled rawhides or spilled food. You can replace any toys or bedding with like items only. Do not replace food or rawhides/bones.
 4. Scoop feces/vomit/food. Put in outside garbage. The scooper is usually in a white bucket in the middle bay of the dog hallway. Return scooper to bucket.
 5. Turn on hose. Rinse the kennel (floor, walls when applicable).
 6. Hook up disinfectant sprayer bottle (usually in middle bay of dog hallway in a small blue crate). **Be VERY careful to point the bottle into the kennel you are cleaning so you do not accidentally spray neighboring dogs or kennels with chemicals!!!**
 7. Spray disinfectant on contaminated areas, again being careful to contain spray to the kennel you are cleaning.
 8. Unhook the spray disinfectant bottle from the hose (again pointing into kennel) and return to the blue crate in middle bay.
 9. Rinse the kennel well. Turn off the hose and spray excess water into the kennel. Replace the hose neatly.
 10. Empty the auto-water pan (attached to wall). Reattach. The auto-water pan should fill up on its own. If it doesn't, ask a staff member to help you.
 11. Turn on the back pipe faucet (handle is located to the left of the door to each bay in the dog hallway. The water from this pipe will help flush the suds to the drain in the back of the kennels.
 12. Squeegee the kennel.
 13. Turn off the back pipe faucet.
 14. Return clean items to kennel. Return your dog to the kennel.
- To put a dog back in its kennel, walk in with the dog and shut the door behind you. Remove the dog's leash and collar. Open the door from the inside and slide out, again keeping a firm hold on the door and holding it close to you. Double check that the door is securely latched shut by pulling hard on the door and by making sure the latches are down. If the latches don't look like

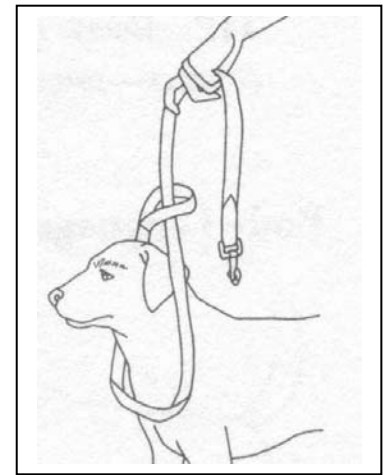
they are down, take hold of one of the crossbars and pull up. This should secure the latches. Make going back into kennel as happy as possible. Use lots of praise. Make sure you always remove the choke collar when the dog is in the indoor and outdoor kennels as the collar can choke a dog if caught on something. Once the kennel door is closed, praise the dog and offer a treat. Do not offer treats while putting the dog into the kennel in case the dog has issues with food. If you are not able to get the dog into the kennel, use an intercom or walkie-talkie to call a staff member for help.

Problem Situations and What to Do

SAFETY ALWAYS COMES FIRST!

Cage fighting

Some dogs are territorial about their kennel and the space in front of it; others may be aggressive towards other dogs or simply frustrated by watching dogs go outside while they remain inside. These dogs will often cage fight – throw themselves or jump against the kennel doors, growl, or bark aggressively when you and another dog go by their kennel. To avoid being in the middle of two cage-fighting dogs, make sure that you always walk on the window side when in the dog hallway, with the dog you are walking in between you and the kennels. Lead the dog quickly and firmly down the hall. It is also very important to check to make sure the gate to the kennel is shut securely after you put a dog back in his kennel (double-check by pulling hard on the kennel door to see if it opens and make sure the latches are down. If the latches don't look like they are down, take hold of one of the crossbars and pull up. This should secure the latches). If a dog is loose and cage fighting, **DO NOT** try to grab the dog. The majority of dog bites happen when a person tries to grab a dog's collar. Make an emergency leash loop by threading the hook/clasp end of the leash through the wrist loop, making a sort of noose collar (see picture). Keep the noose end wide. Slip the noose end over the dog's head and tighten, making a makeshift collar to secure the loose dog. If you need help, get a staff member.



Emergency Leash Noose

Dog on the loose in dog hallways

First, make sure you always close doors behind you. Try not to let the dog sneak out of the kennel door as you close it. If, however, the dog does escape, do not try to catch the dog by the collar. Instead, using the emergency leash loop described above, slip the noose end over the dog's head and tighten, making a makeshift collar. Return the dog to his kennel. Double check that the kennel door is latched tight. If the latches don't look like they are down, take hold of one of the crossbars and pull up. This should secure the latches.

Dog on the loose outside

Do not run after the dog. Running after the dog may cause the dog to think you are initiating a game of chase. Try turning and running the other way or sitting on the ground, shouting happily and waving treats in the air. Or use your walkie-talkie to get a staff member; be sure to continue following the dog after you contact the staff so that you know where it is headed. And maintain radio contact with the staff as you follow the dog.

Loose owned dog runs up to you while you are walking a dog

Stay calm. Using a calm, steady voice, reassure both dogs and praise them if they are getting along while you wait for the volunteer or owner to retrieve the dog.

Loose stray dog approaches you while you are walking a dog:

*You should be carrying a walkie-talkie (this is mandatory!) so that you can call in for help and to report the stray dog.

*This sort of encounter is very rare.

Situation 1: You see a stray dog in the distance.

- Turn and walk calmly but quickly back to the Center.
- Radio to the staff on your way back to the Center.

Situation 2: A stray dog approaches you but does not attack.

- Step to the side of the Center dog and say loudly and firmly "No", "get away" or "go away"; have hand outstretched with palm facing outward. Do not step in front of the Center dog. If a fight breaks out, you want to avoid being between the dogs.
- Stay calm; do not pull on the Center dog's leash, which may create tension.
- Once the stray begins to move away, turn and walk calmly but quickly back to the Center. Report to staff.
- If the stray does not move away, use the walkie-talkie and call for help.

Situation 3: A stray dog approaches and despite preventative measures, attacks Center dog.

- Use your walkie-talkie and call immediately for help.
- Do NOT attempt to step in between the dogs or use your hands to draw them apart.
- Shout "Hey" "No" "Get/go away"; do not scream or run.
- Throw treats at the dogs.
- Using the end of the Center dog's leash, hit the attacking dog on the nose with the leash.
- Do not let go of Center dog's leash. Help should arrive soon.

Situation 4: A stray dog approaches and attacks you

- Save yourself. Use whatever means you can to get away and that do not seem threatening.
- Lying down, curling up in a ball to protect your face and neck, playing dead may work.
- Climb the sewer plant fence.
- Let the Center dog distract the other dog. Better a dogfight than a person attacked.
- Call for help on your walkie-talkie as soon as you are safe and able to call.

Dog fights

If a dogfight occurs, get yourself and everyone else on the other side of a door as quickly as possible and call a staff member (use an intercom first but if you are not near an intercom, use your walkie-talkie). If you are unable to leave, stand as far away from the dogs as possible. Try to distract the dogs by shouting. If water is nearby, throw from a bucket or use spray hose (there is a hose in the outside kennel and water buckets in the kennels. Do not use a mop bucket as it contains chemicals. Send the nearest person in for help. If distracting doesn't help or if no one is around, yell for help. If the dogs stop fighting, contain one or both of them if possible and get staff as quickly as possible. Never use your hands to break up a fight. Keep a distance as the aggression that the dogs are feeling could be redirected to you if you are in close proximity. Always immediately report a dog fight to staff member so that the dogs can be examined for injuries. If you are outside and the dogs are leashed, pull the dogs apart by the leashes (and then keep them separate). Again, don't use your hands.

Dog bites

If a dog bites you, make sure the dog is contained and report the incident to staff immediately. If the dog is loose in an area, let staff know so that they can take care of putting the dog away. The staff member will take a bite report from you and will instruct you in cleaning the wound.

Inappropriate actions by volunteers or visitors

Let a staff member know immediately.

Puppy Development and Socialization

1. Puppy Development Handout (below in this manual)

2. Walking puppies

You should only walk puppies old enough to be walked on leash. This should be marked on the puppy's green card; consult a staff member if you are unsure. You can play and socialize with all green puppies in the outside dog kennel area or in the adoption room.

Keep in mind that most puppies are new to walking on leash. To start walking a puppy, happily call the puppy's name and use the word "come" to get him to come to you while on leash. When the puppy comes to you, give lots of praise and a small treat. Do this several times. Then, walk a short ways, calling to the puppy, saying 'let's go', whistling, and slapping your leg in order to encourage the puppy to walk alongside you. Praise the puppy for coming with you. If the puppy is not coming with you, try a little more enthusiasm and a squeaky toy, and go back to working on calling the puppy to you.

If the puppy has started pulling while on leash, play the red light, green light game. When the puppy pulls, stop immediately. Stand still and wait. As soon as the puppy stops pulling or turns around to look at you, proceed with the walk. Praise the puppy when he stops pulling or looks at you.

Give lots of praise and an occasional small treat when the puppy walks on a loose leash, stops pulling, does not jump, looks at you, and comes when called.

3. How to pick up a puppy

The best way to pick up a puppy is to lift with one hand on the puppy's chest and with the other supporting the hind end. This will give you a firm grip and allow the puppy to feel secure when being carried. To place the puppy back on the ground, keep a firm grip while moving into a squatting position, then gently place the puppy on the floor. Use lots of praise when the releasing the puppy. If the puppy squirms, keep a firm grip and in a reassuring tone, tell the puppy to settle. You should only pick up a puppy when necessary. Many Center puppies have been hurt by being dropped. If you want to cuddle with a puppy, please sit on the floor and hold the puppy in your lap.



Picking up a puppy

4. Handling

Puppyhood is the time to get puppies used to having their paws, ears, tail, and mouth handled and collar touched. Each time you pet a green puppy, do the following:

- touch the collar; give a small piece of treat or praise
- touch the puppy's ear and pretend to look in the ear; give a small piece of treat or praise
- touch the puppy's paw and if the puppy is accepting of the touch, pick up the paw; give a small piece of treat or praise
- run your hand down the puppy's tail and lightly hold; give a small piece of treat or praise
- gently lift the mouth flap and touch the puppy's teeth; give a small piece of treat or praise (do not attempt to open the mouth)

Be sure to keep do the handling gently and in short intervals, let the puppy know what you are doing (let's see your ears!), and give the puppy lots of praise and small treats when he accepts the handling. Do not force the puppy to accept the handling! If you encounter sensitive areas or resistance, stop and notify staff in the Communication Log.

5. Puppy-Puppy Interaction

Puppy play is the time puppies start learning what's okay and what's not okay when interacting with other dogs. What puppies learn in puppyhood will help them to grow into well-socialized adult dogs.

Here are some puppy behaviors you might see during play:

- sniffing each other
- licking each other
- chewing(ears,tails, toys)
- mouthing
- tail wagging
- toy tug-o-war
- jumping
- rolling over on back
- play-bowing
- mounting (both sexes)
- barking
- play-growling
- wrestling
- toy stealing
- chasing each other
- play-growling

Puppies play hard and often rough – and in general this is okay. Puppies are good at telling each other what's okay and what's not, especially within the same litter. Inappropriate behaviors result in the loss of a playmate who will go off in search of a less obnoxious playmate. If, however, puppies are from different litters and you see one puppy being singled out, being picked on or overpowered, or if a puppy yelps or is continually running away with his tail between his legs, step in. Say 'play nicely' and redirect play with a chew toy. Be sure to praise the puppies when they are playing well together.

6. Puppy-People Interaction

Many behaviors seen in puppy-puppy interaction are not okay in puppy-people interactions. When you interact with puppies at the Center, you are helping them to form good people skills, which will carry over into their adult life. There are behaviors you will want to encourage and other behaviors you will be redirecting into more acceptable behaviors.

Behaviors to encourage with praise (use a high, happy voice), warm eye contact and petting:

- licking and nuzzling
- eye contact
- rolling over on back
- bringing or retrieving toys
- playing with appropriate toys
- not jumping
- responding to your voice
- allowing petting of ears/tail/paws or while chewing toy
- play-bowing
- tail wagging
- responding to name

Behaviors to redirect:

- chewing
- mouthing/nipping
- jumping up
- mounting

How to redirect behaviors (be sure to reward with lots of praise and petting when the puppy shows the behaviors you are looking for):

Chewing: Puppies will chew on everything from shoelaces to fingers. It's a natural behavior in the dog world and understandable especially in the teething stage. It's important, however, that puppies learn to chew on objects that are safe and appropriate for chewing. It's your job to make sure that safe and appropriate chew toys are readily available and to direct puppies to them. Toys such as kongs, sterilized bones, and nylabones are appropriate chew toys. If there are no chew toys available, there are toys in

the feedroom under the counter. If you are not certain if a toy is safe, ask a staff member. Soft plastic toys or toys with small pieces or bells are not safe for puppies. If a puppy is chewing on your shoe or other inappropriate object, find a safe chew toy and get the puppy interested in it. Give lots of praise when the puppy takes the chew toy. Also encourage a puppy with enthusiastic praise when he picks up an appropriate chew toy on his own. Encourage visitors to use chew toys when playing with puppies and demonstrate, if necessary, how to redirect the pup's attention away from shoelaces to the toy.

Mouthing/Nipping: Mouthing and nipping in puppyhood help to teach a puppy how to use his mouth softly in puppy play. In puppy-people interaction, however, the puppy must learn that mouthing is simply not okay. To learn this, however, the puppy must be able to have the experience in the first place. When a puppy mouths you, say OUCH in an offended, high-pitched voice (for some puppies, a loud OUCH may be required; for other more sensitive pups, a more normal tone will work fine). If the puppy stops mouthing, give lots of praise and petting and resume play. If the puppy doesn't stop mouthing, say OUCH again and this time walk away for a minute. The pup is learning that using his mouth on you means an end to playtime and the loss of a playmate. After a minute, resume play, offering a chew toy or ball as an appropriate substitution for your hand, using lots of praise when the puppy chews on and plays with the toy. While offering the chew toy, alternate hands to pet the puppy. This will create a positive association with hands. (Please do not use your hand to play with a puppy's face, as this will encourage grabbing at hands with his mouth.) Continue using lots of praise when the puppy plays nicely. Encourage visitors to use chew toys when playing with puppies to help discourage mouthing.

Jumping up: Jumping up is a form of greeting. While the intention is good, the way in which the greeting is carried out leaves something to be desired, especially when the cute little puppy grows into an 80-lb. dog! The best way to stop jumping is to give the puppy another way to greet you such as a 'four on the floor' greeting. Whenever a puppy approaches you and keeps all four feet on the floor, give him lots of praise (use quiet praise to keep the excitement level down) and petting. If the puppy jumps, say 'ah-ah' or and turn away. As soon as you see the four on the floor, use lots of praise and petting. Puppies will learn fast the best way to get and keep your attention is to keep all feet on the floor.

Mounting: When a puppy mounts your or someone else's leg, gently disengage the pup from the leg. Redirect his attention to a chew toy or ball and resume play. Be sure to give the puppy lots of feedback in the form of praise when he is playing nicely with four feet on the floor and not mounting.

Remember, behavior that gets reinforced and rewarded gets repeated!

Resources:

After You Get Your Puppy, Ian Dunbar

Chewing Behavior Booklet, Ian Dunbar

Culture Clash, Jean Donaldson

The American Animal Hospital Association Encyclopedia of Dog Health and Care

Developmental Stages Of Puppy Behavior

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Although feeding time is important, it's also vital to include petting, talking and playing, in order to help your puppy build good "people-skills." Well-socialized mothers are more likely to have well-socialized puppies. Puppies "feed" off of their mothers' calm or fearful attitude toward people. Puppies are usually weaned at six or seven weeks, but are still learning important skills as their mother gradually leaves them more and more. Ideally, puppies should stay with their littermates (or other role-model dogs) for at least 12 weeks. Puppies separated from their littermates too early often don't develop appropriate "social skills," such as learning how to send and receive signals, what an "inhibited bite" means, how far to go in play wrestling and so forth. Play is important to help puppies increase their physical coordination, social skills and learning limits. Interacting with their mother and littermates helps them learn "how to be a dog" and is also a way to explore ranking ("who's in charge"). Skills not acquired during the first eight weeks may be lost forever. While these stages are important and fairly consistent, a dog's mind remains receptive to new experiences and lessons well beyond puppy-hood. Most dogs are still puppies, in mind and body, through the first two years.

The following chart provides general guidelines for the stages of development.

0 - 2 weeks = Neonatal

- Most influenced by their mother.
- Touch and taste present at birth.

2 - 4 weeks = Transitional

- Most influenced by their mother and littermates.
- Eyes open, teeth erupt, hearing and smell developing.
- Beginning to stand, walk a little, wag, bark.
- By four or five weeks, sight is well-developed.

3 - 12 weeks = Socialization

- During this period, puppies need opportunities to meet other dogs and people.
- By three to five weeks they're becoming aware of their surroundings, companions (dogs and people) and relationships, including play.
- By four to six weeks they're most influenced by their littermates and are learning about being a dog.
- From four to 12 weeks they're most influenced by their littermates and people. They're also learning to play, including social skills, inhibited bite, social structure/ranking and physical coordination.
- By five to seven weeks they're developing curiosity and exploring new experiences. They need positive "people" experiences during this time.
- By seven to nine weeks they're refining they're physical skills/coordination (including housetraining) and full use of senses.
- By eight to ten weeks they experience real fear -- when puppies can be alarmed by normal objects and experiences and need positive training.
- By nine to 12 weeks they're refining reactions, social skills (appropriate interactions) with littermates and are exploring the environment, spaces and objects. Beginning to focus on people. This is a good time to begin training.

3 - 6 months = Ranking

- Most influenced by "littermates" (playmates now include those of other species).
- Beginning to see and use ranking (dominant and submissive) within the pack, including humans.
- Teething (and associated chewing).
- At four months they experience another fear stage.

6 - 18 months = Adolescence

- Most influenced by human and dog "pack" members.
- At seven to nine months they go through a second chewing phase -- part of exploring territory.
- Heightened exploration of dominance, including challenging humans.

If not spayed or neutered, beginnings of sexual behavior.