Proposal
For
City of Billings
Animal Shelter Operations

MARCH 21, 2008

LKW03212008

Yellowstone County Animal Shelter, Inc.
539 Indian Trail
Billings, MT 59105
March 21, 2008

City of Billings  
P.O. Box 1178  
Billings, MT 59103

Dear Ms. Volek, Ms. Kampa-Weatherwax, and Members of the Selection Committee:

Yellowstone Valley Animal Shelter, Inc. is pleased to provide the enclosed response to your request for proposals (RFP) to provide operations of the Billings Animal Shelter and for placement of animals from the Shelter.

Our board brings a unique combination of extensive business experience and professional backgrounds, knowledge of leading edge animal care programs, and an uncompromising commitment to the success of this project.

The City of Billings has a long history of subcontracting with other groups to manage city owned facilities, such as the Exchange Club for Par 3 Golf Course, the Mustangs for Cobb Field, and soccer groups for certain parks. The Animal Shelter is a natural candidate for such a contract. We believe the Animal Shelter should be a community resource as well as a social service agency. The needs of the community in the area of animal sheltering are great.

As the largest city in the State of Montana, Billings should be leading the way with respect to animal care. We believe we are the group to make that happen.

We welcome an opportunity to discuss our qualifications and project approach with the city’s review committee.

Sincerely,

Joy Stevens  
President

Yellowstone Valley Animal Shelter, Inc.  
539 Indian Trail  
Billings, MT 59105
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Introduction and Background

On December 12, 2005, via Council initiative, Councilwoman Shirley McDermott moved to direct staff to investigate contracting the animal control program to the private sector, including a “no kill” program. Council unanimously approved the initiative. In February of 2006, Chief St. John requested a research project to determine the feasibility of privatizing the shelter. On June 30, 2006, the findings of that research project were issued in the *City of Billings Animal Shelter Report* (Report).

Before introducing the Report findings, it is important to clarify two issues. The first is to distinguish animal control from animal care. Animal control is a function of law enforcement and cannot be privatized. Animal care, on the other hand, is a social service. As a social service, greater efficiency and effectiveness can be achieved through privatization. Although Councilwoman McDermott’s initiative stated “animal control”, it is safe to assume she only meant “animal care”. The Report focused on animal care.

Second, the terms “no kill” and “euthanasia” must be defined. While “no kill” means different things to different people, as used in this proposal, it means no “adoptable” animal will be killed. “Euthanasia” is an act performed in the best interests of the animal. Euthanasia of animals with behavioral problems that cannot be corrected or hopelessly sick or injured animals will still be practiced, following a proper assessment. “Adoptable” will be used in a broad sense – to include as many animals under this definition as possible. The Report did not address this portion of the initiative.

According to the Report, the “Animal Shelter does a respectable job of providing the basic needs for the animals in the City of Billings and fulfilling a public service. However, providing these services has resulted in a long history of discord. Problems with management, operating practices, communication, and public perception are keys [sic] issues that need to be addressed. Finding solutions to these issues will be challenging but are both achievable and affordable in the short term. However, the challenge of providing the on-going needs of animals within the constraints of a limited budget is a complex issue with no simple solution. The operation of any Animal Shelter must be defined in terms of running a business or the cost of caring for the animals will exceed the available resources. From a logical stand point, operating a No Kill facility is not feasible. Operating as a Low Kill facility is both achievable and logical. Emotionally, this position is very difficult for many people to accept, hence the lack of collaboration between the Animal Shelter and the existing animal care groups. This conundrum puts the Animal Shelter in a difficult situation that has resulted in finger pointing and blame with very little chance for resolution under the current mode of operation.”

The report found the following strengths and weaknesses of the Animal Shelter:

**Strengths**
- New building designed to offer a variety of services.
- Experienced staff.
- Established volunteer program.
- Specifically equipped euthanasia and cremation rooms.
- Basic needs of animals are met.
- Newsletter and adoption website.
- Vet services available to spay and neuter adoptable animals.
Established Animal Control Board.

Weaknesses
- Inconsistent management both at the facility and from the Police Department.
- Lack of communication internally and externally.
- Poor community perception of the Animal Shelter along with negative public comments.
- A division between the City and the County, resulting in confusion for both customers and the staff.
- Limited hours of public operation.
- A lack of collaboration, cooperation, and communication between area animal care groups and the Animal Shelter which has led to a lack of trust.
- Unclear policies with respect to euthanizing animals (time in shelter, injury, aggressiveness, and adoptability) and confusion about No Kill verses Low Kill.
- Lack of a comprehensive strategic plan to guide the operation of the Shelter.

The Report identified three key areas to be addressed: management, hours of operation, and staffing. The study also stated the landscaping needed to be completed as soon as possible. The new Shelter facility opened in November 2003. Finally, the Report noted that there was not a local group capable of taking over animal care operations. Thus, a Co-op was proposed as a possible viable solution in order to bring all interested parties together to share ownership in caring for the animals in the community.

The Co-op model envisioned the Animal Shelter serving as the point of operation. All animals would originate at one location to be evaluated for health conditions, aggressiveness, adoptability, or the need for euthanasia. These decisions would be made by a committee of 3-5 people selected by a group of peers. Adoptable animals would be placed with care providers who are part of the Co-op. Policy and procedures would need to be established and Memorandums of Understanding (MOUs) agreed upon. “The success of this concept would greatly depend upon eventually identifying an organization/individual that is qualified and willing to take ownership of managing the Co-op. Appointing a Board of Directors that understands the complexity of animal care will also be imperative. Collaboration among the groups involved is also critical to bringing this concept to reality.”

At the October 2006 Animal Control Board Meeting, the Animal Care Leadership Team (ACLT) was formed. It must be noted the ACLT is not the Co-op mentioned in the Report. Rather, it is a group of seven, either elected or appointed to the team, charged with creating the Co-op. Team members are Dave Pauli (HSUS Regional Director), Helene Tiefenthaler (Kritter Kare), Sarah Grau (shelter volunteer), John Fleming (Yellowstone County Animal Control), Dr. Amy Lamm, Fred McCracken (Animal Shelter Manager), and Catherine Schaeffer (Last Chance Cat Sanctuary). Lisa Posada-Griffin, author of the Report and Police Department employee, serves as facilitator.

A review of the ACLT minutes shows that while the group had reasonable and achievable goals, by July 2007 attendance at the meetings had begun to fade, work on the MOUs had reached a stalemate, one team member had announced the inability to attend the Wednesday evening meetings, and members were asking, “Where do we go from here?” By September 2007, the facilitator was questioning if the ACLT should even continue. By October, only four team members were regularly attending the meetings.
If success is determined by measurable results, then the ACLT has made little progress in the sixteen months it has been in existence. Report recommendations have, for the most part, not been implemented. The landscaping was organized and completed by volunteers from the Planning Department staff without the involvement of the ACLT. The hours of operation have not been extended, staffing has not increased, and, most importantly, the Co-op has not been created. Many ideas are brought forth at ACLT meetings and much discussion takes place, but little progress follows. The lobby computer recommended in July, then ordered in September, to enable the public to search and/or enter lost or found animals on a local website was finally delivered in 2008 but is not connected to the Internet, so is unusable for its stated purpose. The number of volunteers is down to eight, one-third of its previous level, and the new volunteer program promised by July 2007 still has not materialized. In fact, as envisioned by staff and advertised on the Shelter’s website, volunteers are not allowed to handle animals.1 However, they are welcome to do yard work. The volunteer volunteer-coordinator introduced in July 2007 resigned before the end of the year. That should come as no surprise as at that same July meeting, the animal control supervisor shared that his employees were not sure they wanted volunteers in the Shelter. At the January 2008 ACLT meeting, this same supervisor stated he thought a volunteer program might best be handled by a separate organization.

The one success is the team’s work on Spay Day USA 2008. Fear of a team collapse in September lead to undertaking the Spay Day USA 2008 project. This project identified and emphasized the need for the Shelter to rebuild a relationship with area veterinarians. In doing so, the project used monies in the spay/neuter donation account to subsidize 100 spays and neuters in the community. However, even this project encountered resistance from at least one team member and has since been undermined by shelter staff who, without notifying the ACLT, ran a parallel spay/neuter program. The shelter’s program caused confusion for veterinarians participating in the ACLT event and embarrassment for the ACLT members who worked on the ACLT project.

Despite the best efforts of Lisa Posada-Griffin, the group’s facilitator, and the Spay Day USA 2008 success, prospective progress is not expected to be significant and it is doubtful the Co-op is possible at this time. Whether the ACLT will even continue is now in question. When asked by the Animal Control Board chair at the March 10, 2008 meeting, when or if there would be another ACLT meeting, the shelter staff and ACLT facilitator answered they did not know if there would be any more ACLT meetings.

Costs at the shelter have increased 14% in the past two years but the number of animals served has decreased 50%. Contracting for animal care will provide greater cost controls for the City of Billings and at the same time provide the opportunity for expanded sheltering services via private sector funding. In the end, both the animals and the taxpayers benefit. It is time to shift from a reactive and traditional animal shelter to a proactive and community based adoption and rescue agency.

The Yellowstone Valley Animal Shelter, Inc. (YVAS) was formed by a group of interested individuals committed to the Report goals, and out of recognition that the Report identified the need for an

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1From the Billings Animal Shelter website: “The Billings Animal Shelter is currently looking for volunteers willing to place pictures and information of stray and adoptable animals on our Web Site at the Animal Shelter. Saturday and Sunday coverage is needed. The Billings Animal Shelter is currently looking for interested people in landscaping and other duties not requiring animal handling. We are not currently looking for any positions that would require animal handling due to health and medical concerns.” [http://ci.billings.mt.us/Shelter/volunteer.php](http://ci.billings.mt.us/Shelter/volunteer.php) visited March 11, 2008.
individual or organization to emerge as a leader in animal care for this community. YVAS recognizes that nearly two years after the comprehensive study and Report recommendations, no leader has yet emerged or been identified. YVAS is positioned to be that leader. YVAS has a goal of working cooperatively and in a community fashion even broader than identified in the Report. As a social service agency, an animal shelter can integrate a myriad of services and support with many organizations in our community. YVAS is dedicated to achieving the success that the ACLT was unable to achieve.
List of Abbreviations Used in this Proposal

ACLT – Animal Care Leadership Team
ACO – Animal Control Officer
BAS – Billings Animal Shelter as it currently operates
BPD – Billings Police Department
HSUS – Humane Society of the United States
RFP – Request for Proposals
RSVP – Retired Senior Volunteer Program
YVAS – Yellowstone Valley Animal Shelter, Inc.
Commercial Requirements

Performance Bond
A $500,000 performance bond is problematic. The purpose of a performance bond is to put the City into the position it would have been but for the nonperformance of the contractor. In this case, YVAS is providing services only. The building is owned by the City. Damages to the City for nonperformance would consist of hiring and training staff (three FTEs), stocking the shelter with supplies, and providing computers, desks, and other office equipment. However, the City would no longer have the expense of this contract. Additionally, if the City chose to, the YVAS employees would be available for hire. Even under a worst-case scenario, the damages do not approach $500,000, but are more likely in the $75,000 range. This assumes quarterly contract payments and a worst-case scenario.

To prequalify for a performance bond, the bonding applicant must provide a history of the company, financial statements including a balance sheet of assets and liabilities, and a minimum of 10% of the contract in liquid assets. In the case of a $500,000 bond, the contractor would be required to have $50,000, at least, in the bank, unencumbered. Yearly premiums run approximately 3% of the bond value. Ultimately, the contractor would pass these costs on to the City, resulting in less money available for animal care.

A performance bond, especially one in this amount, would likely preclude privatization of the Animal Shelter.

YVAS understands the need for the City to protect itself. As an alternative, since the City will be receiving monthly budget reports and the actual damages to the City are closer to 15% of the $500,000 (i.e. $75,000), a lower performance bond reflective of the actual anticipated damages combined with contractual language requiring ninety (90) days notice of termination is proposed.

Technology, Service, Reporting Requirements

Technical Proposal
The officer responsible for administration of the contract is:

    Joy Stevens, President
    Yellowstone Valley Animal Shelter, Inc.
    539 Indian Trail
    Billings, MT 59105

YVAS plans to recruit and hire an Executive Director to manage the day-to-day operations of the Shelter. The Board shall set policy and supervise the Executive Director. A job description for the Executive Director position as well as those for other staff may be found in Appendix A.

YVAS was formed specifically to submit a proposal for this project. Thus, this would be our first contract as a group. However, most of our board members have extensive business experience and are familiar with contracts and operations of this size. Please refer to our Board of Director’s resumes to establish we have more than enough experience to manage this contract in an effective and professional manner.
The YVAS does not have history to provide its own references. Therefore, the following references are provided in support of the board members of YVAS and its goals with respect to this RFP.

Diana Kuehn, DVM  
Caring Hands  
533 S 24th St West  
Billings, MT 59102  
406-656-6320

Teresa Darnielle-Morse  
President  
Billings Community Foundation  
PO Box 1255  
Billings, MT 59103  
406-671-2214

Mary Gilluly  
Executive Director  
The Family Tree Center  
2520 5th Ave S  
Billings, MT 59101  
406-252-9799

We do not expect to engage the use of subcontractors other than veterinary services. YVAS will issue an RFP for veterinary services if it secures the shelter contract. To do so now is premature.

**Service**

**Applicable Laws and Guidelines**

YVAS will operate the shelter in accordance with local, state, and federal laws, and in accordance with the humane guidelines of The Humane Society of the United States. A summary of those laws are shown below.

**Federal Law**

The Animal Welfare Act is the only federal law in the United States that regulates the treatment of animals in research, exhibition, transport, commerce, and by dealers, providing minimum acceptable standards. *See Animal Welfare Act as Amended* (7 U.S.C. 2131-2156 (1994)).

Title 42 of the Code of Federal Regulations, governs the importation of dogs and cats, particularly in the area of rabies vaccination certificates and the requirements, restrictions and quarantine for dogs and cats being imported into the United States. *See 42 C.F.R. 71.51* (2005).

It is unlikely the Animal Welfare Act or federal regulations will impact the shelter.

Occupational Safety and Health Administration (OSHA) is the federal agency that regulates safety in the workplace. YVAS intends to comply with OSHA guidelines and regulations and will request an on-site evaluation of its facility.
**State Law**
Title 7 of the Montana Code Annotated (MCA) allows local governments to control dogs; to issue licenses; and to seize and impound dogs running at large. (7-23-101 to 7-23-105, MCA.)

7-23-2108 to 7-23-2110, MCA, allow counties to control dogs; and to regulate vicious dogs and barking dogs.

7-23-4101, MCA, allow cities to regulate domestic animals running at large; to issue licenses; and to prohibit cruelty to animals.

7-23-4201, MCA, specifies the information that must be provided by a humane society or animal shelter when making a cat or dog available for adoption; the length of time such information must be retained; and confidentiality requirements.

7-23-4202, MCA, sets forth the parameters for spaying and neutering a dog or cat that is offered for adoption, including penalties.

7-23-4203, MCA, allows a cooperative agreement among animal groups and with licensed veterinarians in carrying out spaying and neutering requirements.

Title 27 of the Montana Code Annotated provides for an animal welfare hearing in the district court in the county where a person is arrested for cruelty to animals. (See 27-1-434; 45-8-211, MCA.)

YVAS intends to fully comply with state law in providing and retaining the requisite information to be provided to those adopting dogs or cats, and in the spaying and neutering requirements for adoption.

State of Montana Department of Environmental Quality (DEQ) has provided YVAS with guidelines specifically for animal shelters and will conduct an on-site evaluation of the facility upon request.

**County Law**
Yellowstone County Resolution No. 05-36 is the amended dog control ordinance for Yellowstone County. It provides for license and kennel license fees, which are not currently collected by the county.

Yellowstone County Resolution No. 93-10 provides for current rabies vaccinations; allows impoundment of dogs at large in the county; and control of vicious and other dogs.

**Local Law**
Article 4 of the City of Billings Municipal Code pertains to the care and control of animals. Article 4-200 provides for the creation of the animal control board. Article 4-301 forbids the keeping of wild animals, swine, goats, rabbitry, and rats within the city limits; considers animal waste a nuisance; and provides for the impoundment of mistreated or neglected animals.

Article 4-400 through 4-453 sets forth the requirements for keepers of animals that are presumed to be dangerous; small animals at large; rabies vaccinations; registration of dogs within city limits; impoundment of small animals at large; disposition of unclaimed animals; small animal permits for any owner of four or more dogs and cats, with an exclusion and fee waiver for recognized tax-exempt animal groups; control of female small animals and noisy animals; and penalties and fees for impounded animals.
YVAS will operate the shelter in accordance with these local ordinances.

**Guidelines for Animal Shelter Policies of The Humane Society of the United States**
The Guidelines for Animal Shelter Policies of The Humane Society of the United States are premised on the ideal that shelter “staff should provide quality care for all stray and relinquished animals temporarily in its care, making every effort to provide a safe, comfortable, and stress-free environment. The shelter should also be accessible and welcoming to the community.” YVAS has incorporated this ideal in its proposal and will operate its shelter in accordance with these humane guidelines.

**Accepting Animals, Locating Owners, Rehoming**
YVAS will accept all animals originating within the City of Billings, whether brought in by Animal Control or the public. Additionally, YVAS will accept animals from other jurisdictions, including the City of Laurel and Yellowstone County, provided those jurisdictions participate under a contractual agreement. Animals from non-participatory locations will be taken in on an “as space is available” basis only.

Every reasonable effort will be made to locate the owner of all animals in the facility. Access to the information in the existing ARMS database would be required as this database contains historical pet ownership information for pets adopted or claimed out of the shelter. Data also includes ownership information for pets licensed with both city and county licenses.

YVAS was founded to save the lives of adoptable animals. “Adoptable” is defined in the broadest sense of the word. Our goal is to place every adoptable animal into a loving home while only practicing euthanasia on animals that have behavioral issues that cannot be corrected or injuries/illnesses that are not treatable. We recognize this goal is achievable only over time. Time will be needed to put the policies and infrastructure into place to achieve this goal. Realistically, most of this can be accomplished within one year.

**Animal Enclosures**
All animals will be kept in suitable enclosures with adequate space. Cages containing cats will contain a litter box for each cat. Volunteers will be used to exercise the animals, especially dogs. Currently, dogs are not exercised and only get out of their cages when cages are cleaned or if a potential adopter is interested in seeing the animal.

Adequate fencing will be maintained at all times to prevent the escape of an animal.

**Annual Inspection**
Dave Pauli, Regional Director of the Humane Society of the United States has agreed to provide an annual inspection of the Shelter, stating the type of checks and balance inspection needed in this facility could be done at no cost to the shelter.

**Reporting Requirements**

**Monthly Report**
YVAS plans to continue the use of the ARMS system. Research has shown this is the best system for tracking the information we need to track and want to track. We cannot measure progress against our goals without data. We cannot establish trends and determine areas of need requiring concentrated
efforts without data. All the information required by the City in monthly reports is the same data we need in order to track our successes and areas that require improvement.

ARMS uses Access compatible databases. Thus, it is easy to use the data in other software such as Word, Excel, Access, and Crystal Reports. In addition, although ARMS contains numerous built-in reports, we will be able to use Access or Crystal Reports to easily create our own printouts, giving us many options for creating custom reports. As we do not currently have access to ARMS software, we are unable to provide a sample report.

The question arises whether the City of Billings Police Department is the proper recipient of these reports. At a council work session in early 2008, Chief St. John noted that if he was no longer responsible for animal care that he did not necessarily need to see reports.

Annual Budget
No later than March 1st of each year, the YVAS will present to the City Council and any other participating jurisdiction, a proposed work plan and budget, including a list of fees.

Monthly Reports on Annual Budget
YVAS will prepare monthly reports on the annual budget of all operating costs and revenues associated with animal care and present same to the City.

Quarterly Reports on Annual Budget
YVAS will prepare quarterly reports (for the first two years, annually thereafter) on the actual operating costs and revenues associated with animal care and present same to the City Council and any other participating jurisdiction.

Annual Report and Annual Audited Financial Statement
YVAS’s fiscal year does not coincide with the City’s fiscal year of July 1 – June 30. YVAS’s fiscal year is January 1 – December 31. However, an annual report and audited financial statement shall be prepared and presented to the City on or before August 31 of each year. The City or any other participating jurisdiction may, at their own cost, conduct an audit of the YVAS and may inspect and take copies of our books and records. Transparency is a cornerstone of YVAS.

Accounting Policies and Procedures

Software
Electronic accounting system software used is:

- For inventory management and sales receipts: ARMS is preferred due to its historical records. If not ARMS, then QuickBooks Point-Of-Sale.
- For general ledger accounting: QuickBooks Nonprofit Edition that, in addition to all other QuickBooks capabilities, allows for tracking of donors and contributions.
- For payroll management: QuickBooks Enhanced Payroll

Access to or data from the existing ARMS database would be required as this database contains historical pet ownership information for pets adopted or claimed out of the shelter. Data also includes ownership information for pets licensed with both the city and the county. However, since the county pulled out, they no longer issue licenses so only pre- September 2005 county licensing data would be available.
As the RFP states YVAS would be required to maintain licensing data, we expect revenue from licensing will go to YVAS.

**Overview of Control**

- Software utilizes passwords.
- Software is backed up daily.
- Firewall system to protect privacy and prevent hacking.
- Daily posting of receipts, daily printouts of sales and inventory changes.
- The Board of Directors plays an active role in accounting control.
  - Bank statements are mailed to a Board member other than the Treasurer.
  - Treasurer is responsible for oversight of bill paying and payroll.
  - The Treasurer prepares bank reconciliations and reports these to the Board.
  - The Treasurer posts and provides analysis of general ledger activity.

**Analysis of Activity to Accounting**

- YVAS will utilize a reconciliation process to compare activity for sales, claims, etc. from the inventory system to the general ledger system. Currently, no such system is in place at the Animal Shelter.
- On a periodic basis, costs of certain supplies will be analyzed to inventory volumes to test for reasonableness (e.g. cost of food to animal census figures, cost of surgical supplies to inventory treated surgically or medically, cost of euthanasia supplies to inventory euthanized).

**Payroll**

- The Executive Director is an exempt position as defined by federal and state labor laws.
- The other employees are hourly employees.
- Payroll is prepared biweekly.
- Payroll is prepared by the Executive Director.
- Treasurer has signing authority for payroll checks.
- Treasurer reports payroll activity to the Board on a monthly basis.
- Overtime is evaluated each pay period and must be approved by the Executive Director in advance.

**Accounts Payable**

- A numeric purchase order system is used.
- Delivery receipts are signed by an employee and indicate delivery quantities.
- Delivery receipts are matched to purchase orders and discrepancies are accounted for.
- Purchase orders and delivery receipts are attached to invoices to complete the “payable”.
- The Executive Director may prepare disbursement checks for payables. Payable and check are presented to Treasurer or President for signing and mailing. Submissions will be “mail-ready.” The Treasurer or President will mail the check, but return the payable to staff for filing.

**Accounts Receivable**

There should be little or no accounts receivable. Any charge account activity will be discussed and approved by the Board. YVAS primarily conducts business on a pay-as-you-go basis.
**Payment Processing**
- YVAS will establish a debit/credit card acceptance system. At present, Billings Animal Shelter customers ask if the shelter accepts either of these two payment methods and, unfortunately, the answer is no.
- YVAS will utilize a check guarantee service.

**Petty Cash**
Cash on hand will not exceed $500.

**Federal and State Payroll Reporting**
The Treasurer will prepare federal and state payroll reporting forms and present them for review to the Board of Directors. These will come directly out of QuickBooks.

**Audit and Form 990**
The Board of Directors will contract with an independent accounting firm to perform an annual audit and prepare federal form 990 (Return of Organization Exempt from Income Tax).

**Report Samples**
Please see Appendix F for Report Samples.

**Quality, Performance, and Satisfaction**

**Quality**
YVAS goals and objectives are shown below. Both our Articles of Incorporation and our By-laws specifically address these goals. The program is very simple: open up the shelter to the public and involve them in the adventure of saving lives, develop a comprehensive volunteer/foster program to help socialize and exercise dogs in the shelter and to provide temporary homes to deal with overcrowding or special needs pets, transfer pets to outside rescue organizations, initiate outreach programs bringing adoptable pets out into the community which encourages the public to adopt pets instead of purchasing them from back yard breeders, create an ambiance at the shelter that invites the public to come in and explore the diverse personalities of homeless pets, publicize successes, seek assistance for special need pets, and attract donations to save more lives.

**To provide humane treatment and care for unwanted, stray, abused, and impounded companion animals in the Yellowstone Valley.**
Animals will be housed appropriately in suitable enclosures with adequate space. YVAS operates with a model of continuous cleaning. Sanitizing with disinfectants will occur daily. When an animal dirties its cage during the day, the cage will be scooped, rinsed, or wiped as necessary.

Fresh water will be available at all times.

Cats will be free fed, which means that unless they have a weight problem, they will have dry food available at all times. Dogs will be fed twice daily instead of once daily as occurs now. A feeding program is based on the needs of the animal, not as a convenience for staff or the public as is described in the current policy: “Feeding of the dogs is to be done in the afternoon. Feeding in the morning will
result in more waste during hours that the Shelter is open to the public.\textsuperscript{2}

Yet YVAS views “humane care” as more than providing food, water, and necessary health care. Animals have additional needs, in particular, socialization. Socialization of animals increases their adoptability and reduces their stress. Whisking an animal in and out of a cage for cleaning does not constitute socialization or exercise. YVAS uses volunteers and counts on them for animal socialization and exercise. Additionally, YVAS has a near-term goal of fencing an outside play area for dogs. Volunteers will supervise and play with dogs in this fenced yard.

“Humane care” also means an ultimate goal of no adoptable animal losing its life while in our care. Success will be measured by a reduction in the number of adoptable animals that must be killed. The goal is to reduce this number to zero. This goal must be accomplished over time. According to the Billings Animal Shelter, in 2007, 20% of dogs and 70% of cats entering the facility were killed/euthanized. The Shelter does not distinguish between adoptable and non-adoptable when tracking this information and therefore does not distinguish between killing and euthanasia. YVAS will. Empirical evidence suggests we could eventually save 93% of all dogs and cats that enter the shelter. While doing this, “adoptable” will be defined broadly, excluding only those that are hopelessly sick or injured or who have uncorrectable behavioral problems. For those excluded, euthanasia will be necessary and those decisions will be made by veterinarians and/or trained animal care professionals. We have several in this community who have volunteered to help in any way they can.

Recently, it has come to our attention that the Animal Shelter is giving away cats to a private facility located in the county known to have current disease issues. This may be an attempt to reduce the killing rate at the Shelter. However, the Shelter does not pre-screen the rescue facilities who receive these animals and when the disease concern was raised at the most recent Animal Control Board meeting, staff responded by saying, “we do not have jurisdiction over county facilities.”

\textbf{To encourage and provide for the spaying and neutering of dogs and cats through high volume, low cost spay/neuter and feral cat Trap, Neuter, and Return programs.}

Spaying and neutering is the cornerstone to reducing the number of unwanted animals in our community.

\textbf{Spay/Neuter Clinics}

Studies show the primary reasons people do not sterilize their pets are the cost and a lack of access to spay/neuter services. High volume, low cost spaying and neutering quickly leads to fewer animals entering the shelter system, allowing more resources to be allocated to other programs. Discussions with local veterinarians have found people using the spay/neuter clinics are typically not clients. Those animals rarely, if ever, see a veterinarian. Thus, spay/neuter clinics do not compete with veterinarian practices. However, spay/neuter clinics are a way for area veterinarians to make contact with future clients through this initial contact with the animal and its owner. It is a win-win situation for both animals and the veterinarians. The animals are sterilized and the veterinarians are introduced to potentially new clients.

Unfortunately, there are several problems with the current low cost spay/neuter clinics in our community. One veterinarian has stopped participating because vaccination needles and surgical packs

\textsuperscript{2} \textit{Dog Areas Cleaning}, Billings Animal Shelter procedure manual.
are reused. An attorney has not reviewed the client waivers and there is a question as to their validity and effectiveness. There are concerns about insurance coverage as one group was rumored to have “borrowed” another group’s insurance for an event. While the people putting on these clinics are well intended and doing them for the right reasons, there is a lack of oversight with respect to liability. Billings Animal Shelter staff has been helpful in loaning equipment and cages for these events, but they have done so without investigating these other issues and potentially exposing the City to liability.

YVAS envisions the shelter as a community resource, a place where these and other issues can be addressed and taken care of prior to the event. To do anything less is to put those of lower incomes, along with their pets, at risk.

The Spay Day USA 2008 collaboration with area veterinarians was a first step in building relationships with area veterinarians and in building a high volume, low cost spay/neuter program. The veterinarians involved in Spay Day USA 2008 worked out of their own facilities so the problems identified above were not a concern. These veterinarians have stated they could do this program every week the need is so great. This is a good start towards meeting that need.

**Trap, Neuter/Spay, Release Programs**

Feral cat Trap, Neuter/Spay, and Return (TNR) programs are initially controversial to public. “Why on earth would you want to trap them and return them? Just trap them and kill them.”

TNR is the only method proven to be humane and effective at controlling feral cat population growth. Using this technique, all feral cats in a colony are trapped, neutered/spayed, rabies vaccinated, and then returned to their territory where caretakers provide them with regular food and shelter. Young kittens who can still be socialized, as well as friendly adults, are placed in foster care and eventually adopted out to good homes.

TNR has many advantages over killing. It immediately stabilizes the size of the colony by eliminating new litters. The nuisance behavior often associated with feral cats is dramatically reduced, including the yowling and fighting that come with mating activity and the odor of unneutered males spraying to mark their territory. The returned colony also guards its territory, preventing unneutered cats from moving in and beginning the cycle of overpopulation and problem behavior anew. Particularly in urban areas, the cats continue to provide natural rodent control. Of course, when practiced on a large scale, TNR lessens the number of kittens and cats flowing into the shelter, thus reducing the shelter killing rate and increasing the chance of a cat in the shelter finding a home.

Trap and kill, the traditional technique exercised by animal control, is simply ineffective. If all the cats are not caught, then the ones left behind over breed until the former population level is reached. Even if all the cats are removed, new unneutered cats tend to move in to take advantage of whatever food source there was, and the cycle starts again. This explains why more and more animal control agencies are willing to try TNR.
The Humane Society of the United States (HSUS) supports TNR programs. An email conversation with Nancy Peterson, RVT, HSUS’s Feral Cat Program Manager in Washington, DC, provided their book, "Implementing a Community Trap-Neuter-Return Program," and their 16-minute video explaining the failed traditional methods of "dealing" with feral cats and the potential for success with the strategy of TNR. Additionally, HSUS can bring a two-day TNR workshop to our community. HSUS has done several workshops to bring communities together (feral cat caretakers, wildlife advocates, veterinarians, animal shelters, municipal officials, and others) on this topic. Bryan Kortis, Executive Director of Neighborhood Cats, has taught these workshops.

In Foster City, California, Burlington County, New Jersey and Portland, Oregon, state and local Audubon societies are working with feral cat groups. Ms. Peterson and Mr. Kortis have worked closely with Eric Stiles, Vice President for Conservation and Stewardship of the New Jersey Audubon Society. Ms. Peterson felt certain Mr. Stiles would be happy to speak to his Audubon peers here in Billings about the work their coalition has done in the past two years as part of the New Jersey Feral Cat and Wildlife Coalition.

According to Dave Pauli, HSUS Regional Director stationed in Billings, there are already a few good examples of feral cat colonies with TNR programs in Billings. These were sponsored by private veterinarians. Unfortunately, there are also a few bad ones. With a proper framework and management, feral cat colonies can be a good tool.

Successful implementation of both programs will result in fewer animals entering the shelter. Animal control will see a decrease as well. We are all aware that neither the City nor the County have enough Animal Control officers. The hope would be to reduce the numbers of animals to the point where current staffing would be sufficient to meet the needs of the community.

**To engage the public in animal care through volunteer programs.**

Reestablishing the volunteer program at the Shelter is not only a priority, it is a necessity. Bridges between the shelter and the public will need to be reconstructed. Fortunately, YVAS has had contact with many people who want to volunteer and are looking forward to the day they can volunteer at the Shelter or on behalf of the animals in our community. Some examples are:

**Retired Senior Volunteer Program (RSVP)**

We have contacted Ramona Bruckner, the RSVP Director at the Yellowstone County Council on Aging. RSVP is the largest older adult volunteer program in the nation. When asked if she would be interested in providing volunteers at the Animal Shelter, she initially expressed reluctance, stating they no longer place volunteers at the Animal Shelter due to volunteers’ past experience there. When the privatization model was explained, she jumped on board, even suggesting ways housebound volunteers would be able to participate, such as making bandanas for the animals, sewing beds, making follow-up phone calls, and fostering animals. (More information on foster programs is provided later in this proposal.)
**Drug Court Participants**

Drug Court has placed their participants at the Animal Shelter in the past and has stated a willingness to do so in the future. With the many programs YVAS hopes to establish, this provides an opportunity for these volunteers to make a significant contribution to the Shelter while learning new skills.

**Community Volunteers**

YVAS has been encouraged by the number of individuals who have contacted us about volunteering. Some of the contacts include: a waitress who served us at one of our board meetings – she is interested in grooming and training dogs, a City Councilman’s wife who grooms dogs, experienced grant writers, dog behavior specialists, professionals in the community, as well as friends and family. The reestablishment of healthy relationships with the public, not only with the volunteers in the community, but those that use the Animal Shelter as a community resource, will be a tremendous benefit to the City.

**To educate the public about responsible companion animal ownership.**

**Education Programs**

Some volunteers have expressed a desire to go into the schools with responsible pet ownership programs. If we teach the children what it takes to be a responsible pet owner, they can influence their parents as well as grow into adults who have that sense of responsibility. This is a program that will pay dividends well into the future.

Resources for such a program are readily available from the Humane Society of the United States. One such program is the Humane Society Youth program. “Through Humane Society Youth’s Adopt-a-Classroom program, humane agencies can provide elementary school classes with KIND News, an award-winning monthly newspaper featuring articles, activities, and project ideas that teach children to treat animals responsibly and humanely. To make it easier than ever for nonprofit animal protection organizations to jumpstart or revitalize humane education in their communities, Humane Society Youth is now offering grants to match the number of new KIND News subscriptions numbering 51 or more for adopted classrooms for one year. Any registered 501(c) 3 animal protection organization can be considered for a grant.” This is another example of a resource available to a 501(c)(3) that is not available to a municipally run shelter.

For older students, there is Humane Teen. This program helps middle- and high-school students become involved in animal protection by providing step-by-step guidelines for starting an animal protection club, project ideas, and in-depth study and activity guides on animal cruelty, issues affecting pets, and other topics of concern to young activists.

**Newsletter**

YVAS will create and disseminate a newsletter. This can be done electronically via an email list, placed on the website, and also distributed in paper form. One group we wish to target with the newsletter is the Landlord’s Association. Often, landlords, if they allow a pet at all, will only allow a small animal. Unfortunately, one cranky cat can do more damage than a docile Newfoundland that sleeps all day. It is not about the size, the breed, or the species. It is about management.
To cooperate with appropriate animal rescue groups in the community.

There are many animal rescue groups in the community. All have their hearts in the right place, but differ philosophically on some issues. Until very recently, the Shelter has had no written policy on how it would deal with the rescue groups. A new Animal Shelter policy states they will only work with 501(c)(3) animal rescue groups, but it does not establish any standards beyond that.

As a social service agency, this is simply unacceptable. Animals do not choose where they end up. This policy ignores the fact there are many people willing to help animals in need but do not have the desire, the need, or the resources necessary to form a 501(c)(3).³

Furthermore, simply having 501(c)(3) status does not guarantee a healthy environment for the animals as has been demonstrated in our own community, both in the past and currently.

The new policy requires the group to spay or neuter any such animal prior to adopting it out, yet the shelter does nothing to verify this is indeed occurring. If the goal is to save lives, then the shelter should rarely, if ever⁴, release an unaltered animal. If it does, it should follow up and verify the animal is altered later.

YVAS proposes to establish a fair and objective method of working with all rescue groups. Memorandums of Understanding (MOUs) will be established clearly delineating the minimum standards the rescue must meet and establishing protocols. It is hoped the MOUs will provide a means to unite the local rescue groups despite their differences. The benefit to the shelter will be ensuring the health and safety of the animals in the rescues’ care as well as having these resources available in the community. In return, the rescues will be linked into our system and potential adopters will be directed to them.

Working with these groups is key to reducing the numbers of animals killed. An adoption or transfer to a rescue group frees scarce cage and kennel space, reduces expenses for feeding, cleaning, and killing, as well as improving a community’s rate of saving lives. Getting an animal out of a shelter and into an appropriate placement is important and rescue groups, as a general rule, can screen adopters as well as or better than the shelter.

Experience has shown programs oriented toward preserving life are actually cost effective and less expensive than ones oriented toward killing. For example, it is far less costly to neuter a feral cat than it is to impound, hold, kill, and dispose of a feral cat’s body. The savings is exponential (preventing future generations of feral cats from being born and potentially entering shelters). Moreover, while adoptions bring in revenues (and local citizen satisfaction with the job its animal shelter is doing), killing and disposal is both revenue negative and undermines popular support for local government.

³ To clarify, “nonprofit” is a state level term, “tax-exempt” is a federal level term. An organization can be recognized as a “nonprofit” by the state but not be considered “tax-exempt” by the IRS. Additionally, the IRS deems a “nonprofit” with gross receipts under $5000 “tax-exempt”. Applying for 501(c)(3) status with the IRS can cost as much as $750.

⁴ An animal too young or sick to undergo surgery would be a legitimate exception.
To create a foster care program.
Foster care programs are an ideal way to increase the number of lives a shelter can save while at the same time providing an opportunity for community members to volunteer. Not only does a foster care program maximize the number of animals rescued, it allows an organization to care for animals that would be difficult to care for in a shelter environment, such as orphaned or feral kittens, sick or injured animals, or dogs needing one-on-one behavior rehabilitation. For animals needing a break from the shelter environment, foster care provides a comfortable home setting that keep animals happy and healthy. One such foster program is the Senior Foster Program.

Senior Foster Programs
Medical profession research suggests senior citizens live longer and healthier when they care for a pet. The YVAS believes older dogs and cats also live longer in the care of senior citizens whose life styles can accommodate the mellower animals. Unfortunately, many senior citizens avoid obtaining an animal for fear of what will become of their beloved pet if they should have to give up their home or if they pass away. A senior citizen foster program is the answer. Older, and often more difficult to adopt, animals will be placed with senior citizens. The animals will have had a health checkup, be fully vaccinated, spayed/neutered, and heartworm free when placed. Volunteers will periodically check up on the status of the foster situation.

In discussions with RSVP Director Ramona Bruckner, it was learned one of the Yellowstone County Council on Aging’s missions is to keep seniors in their homes. Placing an animal in the home and giving the senior something to care for often prolongs their stay in their home. Additionally, visiting caregivers would be able to check on the status of the animal. A win-win situation for all.

To create a comprehensive adoption program to find new, loving homes for homeless animals in our community.
Adoptions are vital to an agency’s lifesaving mission. The quantity and quality of shelter adoptions is in the shelter management’s hands, making lifesaving a direct function of shelter policies and practice.

Nationally, studies show people get their dogs from shelter only 15% of the time and less than 10% of the time for cats. By better promoting their animals and having adoption programs responsive to the needs of the community, the shelter can increase the number of available homes and replace population control killing with adoptions.

Some ways to increase adoptions are:

- Expand weekend and evening hours – the times when the majority of adopters are not working and can view animals with the entire family. Currently the Shelter is only open 27 hours per week. YVAS proposes 50 hours per week.
- Provide for offsite events. Increasing adoptions requires the shelter to go to the people, not wait until the people come to the shelter. In the past, volunteers took adoptable animals to PetSmart Saturday mornings and also had a booth at the fair. These events, and more, need to be reestablished.
• Making the shelter a more inviting atmosphere. Improvements to customer service are a priority. The glass walls in the lobby convey a message of “this is a police facility, stay back.” It is not an inviting or friendly atmosphere. The lobby is sterile with little color on the walls. It is not a place people want to go, it is a place people have to go.

Adoption fees are set by City Code. It will be necessary to adjust these fees in order to increase adoptions as explained further on page 36.

To establish pet retention programs that will keep people and their companion animals together.
While some of the reasons animals are surrendered to shelters are unavoidable, others can be prevented, but only if the shelter is willing to work with people to help them solve their problems. Saving animals requires a shelter to develop innovative strategies for keeping people and their companion animals together. The more a community sees its shelter as a place to turn to for advice and assistance, the easier this job will be.

Pet retention programs include free in-home dog behavior problem solving by volunteers, low-cost dog training, pet friendly rental programs, dog walker referrals, and pet behavior classes. Articles in local newspapers, radio, and television provide opportunities to feature topics like solving litter box avoidance and excessive barking.

YVAS also proposes to maintain “libraries” of pet care and behavior fact sheets, both in the shelter and on the website. In fact, the YVAS would like to take this one step further and establish a satellite branch of the Billings Parmly Library at the shelter.

Satellite Library and Reading Programs
We have approached the Parmly Billings Library about locating a small branch of the library in the facility. It would carry animal books – from factual books on animal species and breeds to Clifford the Big Red Dog, Black Beauty, and, of course, Harry the Dirty Dog.

Eventually we would love to have a “Tail Waggin’ Tutors” or a “Read with Rover” program. Working with volunteers and their properly screened dogs, children would have the opportunity to read to a dog. Studies have shown that children who might be hesitant, embarrassed, or shy about their reading abilities feel at ease around a dog that is just there to listen to the story and not there to judge how well the child reads. This program could be done at the Shelter, at the Library, local bookstores, or even in the schools.

To provide medical and behavior rehabilitation of companion animals.
The Shelter currently has a medical donation fund. YVAS will continue to have such a fund. Using these funds to treat animals and demonstrating to the public that their donations are used in this manner will bring in more donations. The website as well as bulletin boards in the shelter can be used to show how donations are being spent. Transparency is a cornerstone of the YVAS and we want the public to see how their donations are used.
To build public trust and community involvement in the shelter.
Rebuilding a relationship with the community starts with redefining the shelter as a “pet rescue” agency, not as a place animals go to die. The community must see improvements at the shelter and improvements in the welfare of the animals. Public contact with the shelter must include good customer service, more adoptions, and tangible commitments to give the shelter the tools it needs to do the job humanely.

However, public contact is not necessarily face-to-face contact. Reading about the shelter in the newspaper, seeing volunteers adopting animals at a local shopping mall, or hearing shelter leadership promoting spay/neuter on the radio are all public contacts. Good, consistent public relations are the key to getting more money, volunteers, adoptions, and community goodwill.

YVAS proposes to work with the marketing and public relations departments of the local colleges to establish intern relationships. If lifesaving is the destination, public relations is the vehicle that will get a shelter there.

To perform any other acts authorized by law in furtherance or related to the above stated purposes, but excluding any act which would violate Section 501(c)(3) of the Internal Revenue Code.
We believe the Animal Shelter should be a community resource. There are many exciting programs that could be put into place to attract the community to the Shelter and save animal lives, such as:

Montana Pets on the Net
Montana Pets on the Net (MPON) is a volunteer website dedicated to finding homes for adoptable animals. It is essentially one stop shopping for finding a new pet in the state of Montana. Participating shelters are able to post their adoptable animals on the website where Internet users can view what is available. For those looking for a new pet, one email to MPON will result in the criteria being forwarded to all the participating shelters in the state via a “waiting list”. Shelters having animals meeting the requestor’s criteria will then respond directly to the inquiry and hopefully a match will be made.

Although there is a link to the Billings Animal Shelter on the MPON website, the Animal Shelter does not participate in MPON. The problem is two-fold. First, the city’s email is so tightly locked down to prevent spam that MPON’s emails are generally bounced back so the information is unable to get to the Shelter. Second, membership in MPON requires a member to respond to inquiries within 24 hours. MPON has attempted on several occasions to contact the Shelter but has yet to receive a reply, indicating a lack of interest on behalf of the Shelter to work with MPON.5

Reptiles and Fresh Water Fish
In January 2008, Peppers Bar and Grill switched their fresh water aquarium to a salt water aquarium. They had several large fresh water fish they wanted to provide with new homes. In a conversation with Denis Pitman, owner of the Coral Connection, it was learned there is no place to go with fresh water fish, large or small, in this area. Local pet stores will not take them back so they are either flushed down

5 Personal email between Joy Stevens of Yellowstone Valley Animal Shelter, Inc. and Tina Gauthier with Montana Pets on the Net on February 1, 2008.
the toilet (if small) or placed in ice water until they die (if large). Thus, there is a need for fish rescue in our community. Similarly, Mr. Pitman indicated a need for reptile rescue also. Dave Pauli, the director of the Northern Rockies Regional Office of the Humane Society of the United States has assured us that when the time is right, acquiring tanks and cages will not be a problem.

**Distribution of Donated Items**
As a community resource, the Animal Shelter receives many donations. The donors intend for these items to go to animals in need. Often, animals are in need because their owners are in need.

In the past, the Animal Shelter has phoned the various rescue groups on a rotating basis, offering free food. There was no written policy concerning this activity, it was generally not available to the average citizen, and staff has been heard complaining “it is always the same people who come looking for free stuff”.

Recently, a new policy has been developed that states only 501(c)(3)s will receive free food. This is unfortunate for two reasons. First, needy animals do not always end up with at 501(c)(3) and second, it is difficult to determine if a donor intended to restrict the donation to such a group. Most likely, the donor intended to help the animals most in need. As any organization that accepts donations knows, donor intent is paramount.

YVAS recognizes that as a social service agency it has the responsibility to distribute to the public on a nondiscriminatory basis to anyone in need. We will develop an email list to notify rescues and agencies (such as the HUB) of the availability of free food and other items that we are unable to use and it will be offered on a first come, first served basis. Donated items will also be available in the lobby of the Animal Shelter, available to anyone who stops by.

**Website**
YVAS currently has a website for lost or found animals: [www.yvlostdpets.com](http://www.yvlostdpets.com). We propose to expand this site to show animals in the shelter, whether turned in or found. Unlike the city’s current website, it will be updated daily. Eventually, we hope to incorporate county animals on this site – those that are with the county’s animal care provider. With only a 48 hour window to find a lost pet in the county, updated and reliable information must be given to the public. Too often we hear of a pet being destroyed before its owner can find it. We would like for both the city and the county to provide a link to this website on their websites.

**Descriptions of Animals**
Presently, comments about an available animal are not permitted on the website. We propose to change that. Below is an example of the information the Animal Shelter currently provides and on the next page an example of how YVAS intends to list animals for adoption. Providing a story and engaging a prospective adopter in the animal’s history enables a potential adopter to determine if the animal would be a good fit in their home and is a wonderful way to start a bond between the animal and its new owner. This is a proven method of increasing adoptions.
Current Billings Animal Shelter Information:

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Email Listing to a Friend

(Click on picture for larger image)

<table>
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<tr>
<th>Name:</th>
<th>Comments:</th>
</tr>
</thead>
</table>

Yellowstone Valley Animal Shelter Information:

From his foster mom:
"Of all the fosters we have had at our house, Ben is the sweetest. He is so very loving and gets along with all the other dogs. He was the main baby sitter for a young lively female. Ben would give her discipline, but with a soft paw. From Ben's behavior about food, he may have been very hungry in the past. He will counter and table surf. He will, upon occasion try to raid the garbage. He is very motivated by treats and will sit for them. Ben is wonderful at the Vet's office and is easy to deal with. He will allow his nails to be trimmed and LOVES to be brushed."
He will flop down at your feet and rolls over, belly up for a rub. He is a bit of a couch potato, but loves to run after squirrels and birds. He will bark at intruders and deer. He has not been tested with cats."

The name a shelter gives an animal also has an impact on its adoptability. Current and common names decrease the length of stay in a shelter. Dogs named “Harry Potter” always will be adopted quicker than dogs named “Harry Truman”. Changing names changes the public perception.

One shelter conducted a naming experiment. Using identical litters, one litter received names like “Buddy” and “Molly” and the other litter received more unique names like “Karma” and “Sasha”. Buddy and Molly were always adopted first. They also tried to name more difficult to place animals with current names. Smokey, an old beat up gray cat who had been in the shelter for a long time was renamed Dumbledore, the wizard from Harry Potter. A family came in to adopt a kitten but ended up adopting Dumbledore because the son demanded the wizard cat.

For large dogs or breeds the public may perceive as more aggressive, soft names like “Daisy”, “Teddy Bear”, and “Sweet Pea” should be used. They should also receive regular exercise so they are not jumping or pulling hard when taken for walks by potential adopters. This helps the public put aside any preconceived ideas and see the dog for who he or she really is.

**Right of Redemption**

For owner turn-ins, there will be a 24 hour “cooling off” period. If an owner turns in an animal and later changes his/her mind, the animal will be returned to the owner, and a small boarding fee will be charged. Presently, owner surrendered animals are not available for 24 hours. However, if an owner changes his/her mind, he/she must pay the full adoption fee.

**Performance**

**Animal Care**

Humane care of the animals is priority number one. We have dedicated an entire section to animal care in section 4.0 of our Policies and Procedures, which can be found in Appendix B. We do not expect this section of our Policies and Procedures manual to remain static. It will change as new information and recommended practices become available. Below are the items not contained in Appendix B.

**Shelter Medicine**

The field of Shelter Medicine is a relatively new field. The UC Davis Koret Shelter Medicine Program has a website designed “as a resource of all those involved with homeless animal care.”? This website is chock full of information on shelter medicine and much more. Specifically, with reference to Shelter Medicine, they state:

> Although veterinarians have been working with shelters and homeless animals for many decades, it has only been relatively recently that the formal specialty of “Shelter Medicine” has been acknowledged as a defined area of teaching, research, and practice. Since the first shelter medicine class was offered at Cornell University in 1999, shelter medicine as an academic enterprise has expanded greatly. Formal student training in shelter medicine is now offered by at least half of the veterinary schools in the United

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States. A textbook on shelter medicine was published in 2004, and continuing education programs in shelter medicine are now offered at most major veterinary and shelter conferences in the United States. The Association of Shelter Veterinarians, a worldwide association of veterinarians with special interest in shelter practice, now numbers over 400 members. Scholarly research specifically targeted at improving the behavioral and physical health of shelter animals and reducing the impact of pet overpopulation has become increasingly common. This trend is not limited to the United States: a brief review of the literature revealed published studies regarding shelter animal care in many countries, including Australia, the United Kingdom, Brazil, Spain, Italy, Germany, and Switzerland.

Although the problem of animal homelessness can seem daunting, the reward for successful solutions is great. Millions of lives are at stake: when veterinarians step forward to provide a leadership role in solving this problem, our profession benefits through increased value placed on companion animals; society benefits from reduced economic and social costs of unwanted animals; and most importantly the animals themselves benefit with an improved chance of finding, or remaining in, a lifelong loving home.7

Thus, redeveloping relationships with the veterinary community is fundamental to providing care for the animals.

UC Davis concludes their welcome page by saying “please let us know how we can serve you better, so you can better serve the homeless animals we all care about.”

Microchipping
YVAS will require all animals to be microchipped prior to leaving the shelter.8

Spay/Neuter Program
YVAS will require all animals to be spayed/neutered prior to leaving the shelter unless medically unwarranted (i.e. age of animal, medical condition).9

Other
The Oregon Humane Society is another phenomenal resource for information.10 Their website is designed to disseminate information so that other groups can achieve the success they have achieved. In 2007, their adoption rates for dogs was 98%, for cats was 91%, and for small animals was 96%. They have achieved this success rate while accepting all animals.

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8 YVAS recognizes that it may not microchip and spay/neuter animals without owners’ permission. Current ordinances require an animal to be held a minimum of 48 but not more than 72 hours. This RFP requires an animal to be held 168 hours (7 days) prior to release for adoption. It is unclear if YVAS can require microchip or spay/neuter of an animal held more than 72 hours but less than 168 hours. This will have to be determined later.
9 Id.
10 http://www.oregonhumane.org/index.asp
The Oregon Humane Society, as well UC Davis, will be valuable assets to YVAS. It is only the tight time frame for the preparation of this RFP that has prevented us from more fully exploring these resources and incorporating information into this response.

Operations

Provision of Service Philosophy
As explained in more detail in other areas of this proposal, YVAS’s goal is to operate a “no kill” facility – meaning no adoptable animal will be killed. However, we recognize this will only happen over time and with successful implementation of our many programs. YVAS recognizes it will have to euthanize animals. Euthanasia protocols include care, precision, and dignity.

Organizational Structure and Staffing Levels
Please see Hours of Operations below as this information is included in that section.

Daily Operations
Details of daily operations can be found in the Policies and Procedures in Appendix B.

Although the RFP states Animal Control staff will conduct a daily walkthrough, YVAS believes it would be inappropriate to have to report to or answer to Animal Control staff. If the City is concerned about the physical condition of the shelter building, YVAS believes someone with facilities expertise would be a more appropriate choice of reviewer. As a facility open to the public, City staff is free to tour the facility during public hours. Viewing of the facility at other hours or areas not open to the public would need to be arranged with a 24-hour advance notice. A YVAS staff member would be required to accompany City staff in that instance.

If the City’s concern is for the health and welfare of the animals, the appropriate party to perform the daily walkthrough would be a veterinarian. This cost would be the responsibility of the City.

Complaint Resolution Process
The complaint resolution process can be found in the Communication Policy in Appendix H. In summary, all complaints, including anonymous complaints, will be investigated. The Executive Director shall make a written report to the Board of Directors on each complaint. Only the Board has the ability to close a complaint. Complaints about the Executive Director will be handled directly by the Board.

Personnel Policies

Employee performance evaluations will be handled separately from the Employee Manual. Upon advice of legal counsel, in order to prevent employee performance comments made in this proposal from potentially becoming binding on YVAS, details will not be included in this response. However, the Executive Director will be reviewed by the YVAS Board of Directors and staff employees by the Executive Director.

The Board will conduct an annual self-assessment similar to the self-assessment found in Appendix I.

Hours of Operation
YVAS proposes to be open to the public 50 hours per week, as compared to the 27 hours per week the shelter is currently open.
Additionally, YVAS recognizes holidays, those days when the public may have the day off from work, are some of the most important days a shelter should be open for business. Unlike the current system where holidays find the BAS is closed to the public, YVAS will be open for business. These are, after all, the days when people have the time to visit the shelter and are the days when volunteers have extra time to share.

“We’d love to see you. The animals are here every day and so are we!”

Minimum staffing levels and hours of operations are shown below:

<table>
<thead>
<tr>
<th>Executive Director (ED)</th>
<th>1 FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Staff (SS)</td>
<td>1 FTE</td>
</tr>
<tr>
<td>Junior Staff (JS1 and JS2)</td>
<td>2 FTE</td>
</tr>
<tr>
<td>Volunteers (Vol)</td>
<td>19 shifts per week, 3 hour shift period, need pool of 40</td>
</tr>
<tr>
<td>Community Service Workers</td>
<td>Varies</td>
</tr>
</tbody>
</table>

Hours:

<table>
<thead>
<tr>
<th>Day</th>
<th>Open to public</th>
<th>Public Hrs</th>
<th>Staff</th>
<th>Staff</th>
<th>Staff</th>
<th>Staff</th>
<th>Vol</th>
<th>Vol</th>
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<th>Vol</th>
<th>Opt Vol</th>
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</thead>
<tbody>
<tr>
<td>Monday</td>
<td>12-7</td>
<td>7</td>
<td>ED (9-6)</td>
<td>JS1 (7-4)</td>
<td>JS2 (10-7)</td>
<td>12-3</td>
<td>4-7</td>
<td>7-9a</td>
<td></td>
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<td>Tuesday</td>
<td>12-7</td>
<td>7</td>
<td>ED (9-6)</td>
<td>SS (10-7)</td>
<td>JS1 (7-4)</td>
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<td>Thursday</td>
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<td>ED (9-6)</td>
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<td>SS (9-6)</td>
<td>JS1 (7-4)</td>
<td>JS2 (10-7)</td>
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<td>Saturday</td>
<td>10-6</td>
<td>9</td>
<td>SS (9-6)</td>
<td>JS2 (7-4)</td>
<td>9-12</td>
<td>12-3</td>
<td>12-3</td>
<td>3-6</td>
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<tr>
<td>Sunday</td>
<td>12-6</td>
<td>6</td>
<td>ED (9-6)</td>
<td>JS2 (7-4)</td>
<td>9-12</td>
<td>12-3</td>
<td>12-3</td>
<td>3-6</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
**Services Provided**

Most of the services YVAS plans to provide are shown in the Quality section above. The Executive Director, or designee, will be available after hours for emergencies. The availability of the afterhours kennels will need to be determined at a later date.

**Personnel**

Personnel shifts are shown under Hours above and their job descriptions are shown in Appendix A.

**Volunteer Program**

Establishing a volunteer program is vital to the overall success of our goals for the shelter and is necessary for the citizens in the community. Citizens want an animal shelter volunteer program.

YVAS is adopting what we call the “MasterLube” approach to volunteers, as well as employees. In a January 8, 2008 Gazette article, Bill Simmons, founder of MasterLube, explained his philosophy: That everyone, down deep, has a dream. By encouraging workers to dream, to think about where they wanted to go in life, and how he could help them get there, amazing things started to happen. It made them better workers because they felt they were going somewhere and were happy to be part of a team that encouraged them to achieve their goals. Helping both volunteers and employees build their skill set will help them achieve their dreams. One potential YVAS volunteer, upon hearing of this approach, wrote, “I like the mentoring idea...there are skills that I certainly would like to pick up on myself.”

More information on some of the volunteer positions we will have available can be found in Appendix B – Policies and Procedures, section 4.12, and in the Volunteer Manual in Appendix J.

**Working with Community Groups**

We have always heard that kids and animals go well together. We are now finding that adults and animals go together just as well. The possibilities are endless. Four groups have already reached out to the Yellowstone Valley Animal Shelter:

** Suicide Prevention Coalition of Yellowstone Valley**

The Suicide Prevention Coalition of Yellowstone Valley is interested in working with the YVAS in using animals to help prevent suicide. Although this idea has not been fully fleshed out at this time, animals have been used in institutional settings for years to comfort lonely and depressed patients, alleviate boredom, and help make facilities more "homelike." The use of animals, especially dogs, by hospitals in actual treatment sessions to assist patient’s work toward achievement of goals related to speech, movement, and socialization is a more recent development.

**Billings Community Foundation**

In January 2008, the Billings Community Foundation requested the YVAS submit a grant application. We consider that quite an honor. Rarely are groups approached and asked to submit an application and rarely still to be approached when the group is still forming. That kind of support from the community is, in a word, humbling.

**Girl Scouts**

A local Girl Scout troop approached YVAS about doing a Bronze Award project with the Animal Shelter. The Bronze Award is the highest award a Junior Girl Scout (ages 5-11) can earn. It shows that a girl has made a promise to help others, improve her community and
world, and become the best she can be. Through the project, she learns leadership and planning skills necessary to see the project to completion while making a positive impact on her community. As a girl must spend a minimum of 15 hours on the project, she chooses a project based upon her interests.

This particular group of girls would like to embark on a project to adopt animals into local elderly facilities and to place to them with veterans. It will be modeled after a program in New York state. The scout leader estimates this project to take up to a year to complete. While several projects were suggested, this was the only one the girls were excited to undertake.

**Kiwanis**

A local Key Club, a high school service club administered by the Kiwanis Club, is interested in doing “something” with us. The scope will be determined at a later date.

**Breed Rescues**

YVAS plans to develop a list of local and regional breed rescues. If a particular breed comes into the shelter and is not adopted in a reasonable amount of time, the breed rescue will be called or emailed about the availability of the animal. For breed rescues located out of the area, YVAS will work with the rescue group and the state transportation coordinator to arrange transportation to the rescuing agency. Several YVAS board members already have experience in this area.

**Bark Busters**

YVAS has met with Tony Barone, the local Bark Busters representative. His goal is to modify dog behavior thus enabling more dogs to stay in their homes and become welcomed members of the family. This matches with our Pet Retention and Behavioral Modifications goals exactly. Mr. Barone is currently working with the Animal Shelter to assist with animals needing additional training. We would pick up wherever that program leaves off.

**Specialized Equipment**

Please see Appendix C - Supplies

**Training for Staff and Volunteers**

YVAS will provide training for volunteers through a combination of video, DVD, manuals, and instructor-led classes.

One training series we are looking at is through the Animal Care Technologies. Much of the training can be done on-line. Their training includes, but is not limited to, the following:

**Receptionist Training**

**Telephone Triage**

- Helpful Telephone Skills
- Communicating a Positive Attitude
- Handling Client Questions

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11 For more information, see [www.4act.com](http://www.4act.com).
• The Potential Client or Price Shopper
• Professional Telephone Solicitors
• The Upset Client

The Complete Receptionist
• Customer Service Skills
• People Skills
• First Impressions
• Taking Personal Interest in the Client and their Pets
• Final Impressions
• Exceeding Client Expectations

Handling Difficult Clients
• Unmet Client Expectations
• Acknowledge Feelings
• Exceeding Client Expectations
• Move to Private Area
• Identify the Problem
• Establish Common Ground
• Attempt to Resolve Conflict
• Difficult Telephone Situations

Medical Terminology
• Directional Terms
• Dissecting and Comprehending
• Complex Medical Terms
• Suffixes
• Root Words
• Prefixes

Marketing and Communication
• Marketing Functions
• The Client as a Customer
• Client Education
• Appearance
• Quality and Value
• Communication Skills
• The Uniqueness of Your Practice

Marketing Opportunities
• External Marketing
• Internal Marketing
• Recalls
• Newsletters
• Yellow Page Advertising
• Websites and Emails
• Articles and Seminars
• Open Houses and Pet Fairs

Animal Shelter Training

People and Kennel Care
• Canine Reproduction
• Newborn and Orphaned Pups
• The First Year
• Deciduous Teeth and Aging
• General Dog Care
• Bathing and Grooming
• General Cat Care
• Veterinarian’s Examination

Animal Handling and Safety
• Lifting and Exam Restraint
• Good Observation Skills
• Aggressive Dogs
• Muzzles
• Cat Restraint
• Safety Issues in the Workplace

Animal Identification
• Toy Dogs
• Terriers
• Hounds
• Sporting Dogs
• Working Dogs
• Pets
• Cat Breeds

Dog and Cat Basics
• Newborns
• The First Year
• General Dog Care
• Exercise and Grooming
• General Care Care
• Toys, Carriers, and Grooming

Vaccinations and Preventative Health
• Understanding Vaccinations
• Dog Vaccinations
• Cat Vaccinations
• Vaccine Schedules
• Heartworm Prevention
Fleas, Ticks and Other Parasites
- Fleas and Ticks
- Flea Control on the Pet
- Environmental Flea Control
- Intro to Flea Products
- Internal Parasites
- Parasite Prevention

Canine Behavior
- Canine Body Postures
- Evaluating Behavioral Health
- Dog Bite Prevention

Other Training
In addition, Dave Pauli, Regional Director of the Humane Society of the United States has offered to put on an “Animal Shelter Operations Boot Camp” for the Board, staff, and volunteers of the Yellowstone Valley Animal Shelter. This two-day training will introduce volunteers and employees to animal care and sheltering. We expect the HSUS will be an ongoing resource for YVAS and look forward to their input on policies and procedures. “Interpreting Animal Behavior for Safe Handling” is an online course designed by HSUS for use in shelters that we will provide as well to those needing this training.

YVAS employees will go through the training listed above and in addition will be trained in OSHA approved general industry classes on a minimum of the following:
- Injury and wellness recordkeeping
- Emergency action plan for the facility
- Fire prevention
- Occupational noise exposure
- Personal protective equipment
- Blood borne pathogens
- General hazard communications
- Accident response
- Hazard and job safety analysis
- MSDS policy and procedures

Euthanasia Protocols
Please see Appendix B, sections 5.9 and 5.8.

Animal Disposal
YVAS proposes to continue the protocols of the present system. Animals euthanized by the shelter, or presented as dead, are bagged and frozen until cremated. This issue will need to be further defined in the contract as it is unknown at this time whether YVAS or Animal Control will have responsibility for the freezer and crematorium.

Security, Maintenance and Repair of the Building
With respect to security, YVAS proposes to use a security company such as Kenco. This will permit us to monitor who is coming and going afterhours.
YVAS will budget for daily maintenance items like custodial care, light bulbs, and other expendable items for the area under our control. The City of Billings will be responsible for the building, fixtures, and major system components. YVAS agrees to inform the City in a timely manner of any problems or developing problems within the facility in order to minimize damages and costs of repair.

**Fees**
Presently, shelter fees are set by ordinance. Should YVAS obtain this contract, we will ask the City Council to allow us to set our own fee schedule in order to maximize the number of animals adopted and also maximize revenue.

A fixed fee schedule is not good for the animals or for the shelter. For example, YVAS would prefer to charge a premium for high demand animals. A premium on these animals helps to subsidize longer stays in the shelter for the less popular animals. A flexible fee schedule would provide for “Senior Days”, when senior citizens can adopt senior animals for a reduced or waived fee and other “specials” when space is needed in the shelter. If the shelter is full, we may need to adopt out animals to area rescue groups and would like the ability to adjust pricing as necessary. Of course, adherence to the budget is necessary and will be a consideration in making fee adjustments.

**Software/Website**
YVAS has already received donations of several desktop computers. We plan to use a Microsoft operating system and Microsoft applications. Other software includes QuickBooks for accounting and ARMS for inventory management.

YVAS already has [www.yvlostpets.com](http://www.yvlostpets.com), a lost and found animal registry, up and running. This is an open access registry (although entries are moderated) available from any computer. A computer will be available in the lobby for the public to check for or add lost or found animals.

YVAS will have a website and already has an experienced volunteer lined up to create the website when the time comes.

**Veterinary Services**
YVAS Articles of Incorporation require a Montana licensed veterinarian to serve on the Board of Directors. Thus, veterinarian oversight is found throughout this proposal and will be found in the shelter.

For on-site veterinarian service, YVAS will contract with a licensed veterinarian to provide scheduled and emergency services. This includes spay/neutering, rabies vaccinations, and any other procedures required to be performed by a licensed vet.

**Enhancing Visibility of the Shelter**
There are many ways of enhancing the visibility of the shelter, from updating the curb appeal, to booths at local fairs, to celebrating animal days, to providing exceptional customer service, to public service announcements.
Basic landscaping was installed by volunteers tired of viewing dirt, rocks, and weeds in front of the new shelter. Additional landscaping could be installed including flower beds and additional trees. The Master Gardener program here in town often supports nonprofit projects and even has an optional volunteer component in obtaining certification. We have spoken with the Yellowstone County Extension Office about a project involving the animal shelter and we will make a formal request to the group if and when we are successful with this RFP. Consent of the City will be required.

Taking animals to local street fairs and even the county fair is another method of enhancing visibility of the shelter and its animals. In fact, this was once done many years ago.

Animal holidays the shelter could celebrate include:13

<table>
<thead>
<tr>
<th>MONTH</th>
<th>DAY(S)</th>
<th>BREEF</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>JANUARY</td>
<td>22</td>
<td>CAT</td>
<td>NATIONAL ANSWER YOUR CATS QUESTION DAY</td>
</tr>
<tr>
<td>JANUARY</td>
<td>14</td>
<td>BIRD</td>
<td>ADOPT A RESCUED BIRD MONTH</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>23</td>
<td>DOG</td>
<td>INTERNATIONAL DOG BISCUIT APPRECIATION DAY</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>ALL</td>
<td>CAT</td>
<td>NATIONAL CAT HEALTH MONTH</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>1</td>
<td></td>
<td>SERPENT DAY</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td>ALL</td>
<td>BIRD</td>
<td>NATIONAL WILD BIRD FEEDING MONTH</td>
</tr>
<tr>
<td>FEBRUARY</td>
<td></td>
<td></td>
<td>RESPONSIBLE PET OWNERS MONTH</td>
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<tr>
<td>FEBRUARY</td>
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<td></td>
<td>PET DENTAL HEALTH MONTH</td>
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<tr>
<td>FEBRUARY</td>
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<td></td>
<td>ADOPT A RESCUED RABBIT MONTH</td>
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<tr>
<td>FEBRUARY</td>
<td>LAST</td>
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<td>SPAY DAY USA</td>
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<td>TUES</td>
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<tr>
<td>MARCH</td>
<td>23</td>
<td>DOG</td>
<td>NATIONAL PUPPY DAY</td>
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<tr>
<td>MARCH</td>
<td></td>
<td></td>
<td>ADOPT A RESCUED GUINEA PIG MONTH</td>
</tr>
<tr>
<td>MARCH</td>
<td>6-12</td>
<td></td>
<td>NATIONAL PROFESSIONAL PET SITTERS WEEK</td>
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<tr>
<td>MARCH</td>
<td>20-26</td>
<td></td>
<td>NATIONAL POISON PREVENTION WEEK</td>
</tr>
<tr>
<td>MARCH</td>
<td>1</td>
<td></td>
<td>NATIONAL HORSE PROTECTION DAY</td>
</tr>
<tr>
<td>APRIL</td>
<td>2</td>
<td></td>
<td>NATIONAL FERRET DAY</td>
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<tr>
<td>APRIL</td>
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<td>PREVENTION OF ANIMAL CRUELTY MONTH</td>
</tr>
<tr>
<td>APRIL</td>
<td>17-23</td>
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<td>ANIMAL CRUELTY/HUMAN VIOLENCE AWARENESS WEEK</td>
</tr>
<tr>
<td>APRIL</td>
<td>18-24</td>
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<td>NATIONAL PET ID WEEK</td>
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<tr>
<td>MAY</td>
<td>15-21</td>
<td>DOG</td>
<td>NATIONAL DOG BITE PREVENTION WEEK</td>
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<tr>
<td>MAY</td>
<td>19</td>
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<td>FROG JUMPING JUBILEE DAY</td>
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<tr>
<td>MAY</td>
<td>1-7</td>
<td></td>
<td>BE KIND TO ANIMALS WEEK</td>
</tr>
<tr>
<td>JUNE</td>
<td>21</td>
<td>DOG</td>
<td>TAKE YOUR DOG TO WORK DAY</td>
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<tr>
<td>JUNE</td>
<td>ALL</td>
<td>CAT</td>
<td>ADOPT A SHELTER CAT</td>
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<tr>
<td>JUNE</td>
<td>ALL</td>
<td>CAT</td>
<td>ADOPT A CAT MONTH</td>
</tr>
<tr>
<td>JUNE</td>
<td>9</td>
<td></td>
<td>DONALD DUCK DAY</td>
</tr>
</tbody>
</table>

12City code requires private businesses to install landscaping or provide a financial guarantee for the landscaping prior to issuance of an occupancy permit, yet this City owned facility went three years without landscaping until Planning Department employees organized a volunteer landscaping day.

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUNE</td>
<td>21</td>
<td>CUCKOO WARNING DAY</td>
</tr>
<tr>
<td>JUNE</td>
<td>20-26</td>
<td>CARPENTER ANT AWARENESS WEEK</td>
</tr>
<tr>
<td>JUNE</td>
<td>8-15</td>
<td>PET APPRECIATION WEEK</td>
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<tr>
<td>JUNE</td>
<td>12</td>
<td>DISASTER PREPAREDNESS MONTH</td>
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<tr>
<td>AUGUST</td>
<td>26</td>
<td>WORLD PET MEMORIAL DAY</td>
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<tr>
<td>AUGUST</td>
<td>20</td>
<td>NATIONAL HOMELESS ANIMALS DAY</td>
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<tr>
<td>SEPTEMBER</td>
<td>23-30</td>
<td>NATIONAL DOG WEEK</td>
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<tr>
<td>SEPTEMBER</td>
<td>11</td>
<td>PET MEMORIAL DAY</td>
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<td>SEPTEMBER</td>
<td>18-24</td>
<td>NATIONAL FARM ANIMALS AWARENESS WEEK</td>
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<tr>
<td>SEPTEMBER</td>
<td>4</td>
<td>NATIONAL WILDLIFE DAY</td>
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<tr>
<td>OCTOBER</td>
<td>ALL</td>
<td>ADOPT A DOG MONTH</td>
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<tr>
<td>OCTOBER</td>
<td>ALL</td>
<td>ADOPT A SHELTER DOG</td>
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<tr>
<td>OCTOBER</td>
<td>29</td>
<td>NATIONAL CAT DAY</td>
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<tr>
<td>OCTOBER</td>
<td>16-22</td>
<td>NATIONAL VETERINARY TECHNICIAN WEEK</td>
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<tr>
<td>NOVEMBER</td>
<td>1-7</td>
<td>NATIONAL CAT WEEK</td>
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<tr>
<td>NOVEMBER</td>
<td>ANY</td>
<td>ADOPT A SENIOR PET MONTH</td>
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<tr>
<td>NOVEMBER</td>
<td>ANY</td>
<td>NATIONAL ANIMAL SHELTER APPRECIATION WEEK</td>
</tr>
<tr>
<td>DECEMBER</td>
<td>2</td>
<td>NATIONAL MUTT DAY</td>
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<tr>
<td>DECEMBER</td>
<td>15</td>
<td>CAT HERDING DAY</td>
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And last but certainly not least, Elvis’s birthday – Hound Dog Day of course!

Exceptional customer service results in return customers and positive recommendations.

Public service announcements concerning timely animal care tips get the shelter’s name out into the public. Radio stations often need to fill dead time and have minimum requirements to meet concerning public service announcements. Providing “canned” public service announcements to the radio stations that can be played at anytime would help both the shelter and the radio stations.

**Fundraising**

Fundraising ideas are endless. Without advertising, YVAS has already received several thousand dollars in donations, has been asked to participate in fundraising programs, and has been asked to apply for grants.

Other ideas include, but are not limited to:

- Soliciting donations via website and other means.
  Specialized donation accounts include:
  - Spay/Neuter
  - Medical Rehabilitation
- Behavioral Rehabilitation
- Capital Building (multiple locations as the community grows)
- General

- A yearly fundraiser such as a “Hairball” or a “Furball” will be held.
- The shelter would be able to issue its own branded credit card through an existing bank. The shelter would receive $30 for each new account 0.3% of each purchase. For more information, see http://www.cardpartner.com/overview.asp.
- Subscribing to www.goodsearch.com would earn the shelter $0.01 for each search and 3% for each sale.
- A fun run with the local runners group called the "prey run". The goal would be to have fun, raise money for both groups, show off shelter dogs if runners do not have their own, and get the message out that unless you are in a dog park, please leash your dogs around runners.
- Putting on “Chip-a-Pet” fundraisers and similar events.
- Working with local art groups, we could have art shows and sales at the shelter.
- Requesting a donation whenever someone adopts a pet or releases an animal.

Disaster Plan
Employees of the YVAS will be expected to read and sign that they understand the rules of the Yellowstone Valley Animal Shelter (YVAS) in the event of an emergency.

Emergencies are categorized into two distinct responses, the first being an event that would require an evacuation of the facility. The second event would be that which would affect the health and well-being of the animals or the caretakers of the facility.

Evacuation of the YVAS will require that all employees and volunteers become familiar with the evacuation routes posted at all signed exits. The evacuation routes will be clearly posted with directions of travel and suggested areas of safe haven for occupants.

Evacuation
If an emergency that requires evacuation occurs such as fire, natural disaster (tornado, earthquake, or flood) employees are required to evacuate themselves to an area of safety. The animals are of secondary concern to human life. Remember their safety depends upon employees being safe as well.

Upon exiting all electrical utilities should be in the shut off position and doors and windows locked. An attempt should be made to notify the YVAS manager that the facility is being evacuated and what precautions have been taken.

The person of authority should take a printed copy of all the animals currently housed at the shelter with them, and turn that copy over to the YVAS Executive Director or an Animal Control Officer (ACO).

Health Emergency
In the event an emergency should occur that affects the health of shelter employees or the animals, employees should immediately notify the Executive Director and an ACO. Examples of health emergencies include: exposure to hazardous chemicals, natural gas, unknown substances, or medical emergencies such as rabies or communicable diseases.
Attempts should be made to isolate the emergency or the animals safely. If this is not possible an attempt should be made to isolate the area safely such as sheltering the animal in place, or identifying the source of the emergency. This could be a gas leak, the source of the chemical (spill, or exposure) or the facility itself.

In the event there is no safe way to mitigate the incident, the employee should follow the rules of evacuation as stated previously.

**Other Information**

**Shelter Music**
Music soothes the savage beast, or so the saying goes. No doubt about it, the sounds of music influence our mood. The same is true for animals, and a variety of sources talk about the kinds of music to play in an animal shelter or boarding kennel. For example, classical and new age, at low volume, work well to calm the environment. In fact, several veterinarians in town play soothing music in their kennel areas. The sound of running water (fountains) also has a calming effect on animals.

In the past, shelter staff has played rock or country music in the kennel area. This choice of music is purely for the staff’s enjoyment, not for the comfort of the animals.

YVAS plans to make a tape of appropriate, animal friendly songs that perhaps have a subliminal message for potential adopters. A few selections include:

*I Never Knew Love Like this Before*  
*To Make You Feel My Love*  
*Keeper of the Stars*  
*You’re the One I’m Living For*  
*If You Leave Me Now*  
*When You Say Nothing At All*  
*Love Me Tender*

**Inviting Atmosphere**
To keep people coming in, a shelter must be inviting. That means friendly and knowledgeable staff, cleanliness, and opportunities for people to see and play with the animals. Too often shelter directors overplay the risks of people playing with the animals and underplay the benefits. We will let people walk the dogs, play with them in their kennels, throw a ball in a fenced yard, and even let them splash in a kiddy pool. Experience shows the more people can interact with the animals, the more they come, the longer they stay, and the more adoptions that occur.

**Acknowledging Donations**
Written substantiation is required by law for any donation of $250 or more. (see form on next page) YVAS would like to do even better than that. We anticipate using volunteers to create thank you cards for all donations in excess of a yet to be determined amount.
Thank you for your donation of __________________________ received on _______________. No goods or services were provided in exchange for your donation.

[List accomplishments in last year here.]

[List 5 year plans here]

539 Indian Trail ♦ Billings MT ♦ 59105
Federal ID# 26-1389957 ♦ Tax-exempt Status: Applied For
Satisfaction

YVAS recognizes the need for client surveys and we will conduct our own. Client surveys serve two useful functions: 1) with respect to problem areas, it is far better to identify and correct a problem before it becomes a formal complaint, and 2) positive feedback is good for the moral of both staff and volunteers. As transparency is a cornerstone of YVAS, we will share the results of our surveys with the City, other participating jurisdictions, and the public.

As for participation in public forums or hearings for the purpose of discussing services, YVAS would welcome the opportunity. Raising awareness of what we are doing and why will lead to more adoptions, more money raised, and more lives saved.

For those that have no home, the journey is endless.
Appendix A – Position Descriptions

Executive Director

POSITION SUMMARY

The Executive Director of The Yellowstone Valley Animal Shelter (YVAS) is responsible for overseeing the organization's consistent achievement of its vision, mission and financial objectives. The Executive Director is responsible for planning, organizing, managing, and supervising all aspects of the operations and directing the development of a strategic plan for the promotion of animal care and reduction of euthanasia rates of animals in the City of Billings, Montana.

BACKGROUND

YVAS serves two equally important functions:

1. Providing a shelter for homeless, abandoned, and abused animals; and,
2. facilitating partnerships with the City of Billings, rescue organizations, and other entities in order to serve our mission.

YVAS is seeking a dedicated and compassionate Executive Director to transition the agency into a national model of animal care.

YVAS is committed to ending the killing of adoptable and treatable animals in the City of Billings.

RESPONSIBILITIES

Essential duties and job responsibilities include, but are not limited to, the following:

Humane Care and Shelter for Animals in Need

- Oversee the care provided for the animals that come under the protection of YVAS and ensure their humane treatment.
- Implement short and long-term strategies to address pet overpopulation in Billings that responsibly reduce intakes, increase adoptions, improve animal care, provide behavior and medical rehabilitation, encourage spaying and neutering, and help pets stay with their responsible caretakers.
- Ensure responsible pet care through enforcement of public compliance with animal care and control regulations, including nuisance, animal licensing, public safety, and animal cruelty laws.

Program Development and Administration

14 It is our hope that by working with Animal Control, we can support their mission and efforts and help strengthen their programs. With an attorney on our Board and easy access to the legal community, legislation is one area that YVAS can work with Animal Control to improve the welfare of animals in our community.
• Plan, organize, coordinate, review, evaluate, and direct the implementation of programs providing animal care to the general public and other animal welfare agencies.
• Direct through subordinate supervisors and volunteers, the administration of such programs including, but not limited to, shelter management, adoptions, veterinary services, and animal welfare education.
• Develop, interpret, and implement policies and procedures relating to animal care programs; plan means of service delivery; develop multi-year plan for the direction of overall animal care for the City of Billings.
• Assure the organization has a long-range strategy that achieves its mission and makes consistent and timely progress.
• Maintain a working knowledge of significant developments and trends in the animal welfare field.

Communications

• Work with representatives of other animal welfare organizations, non-profit organizations, businesses, and community groups to develop and implement collaborative programs and services, and to raise alternative sources of funding to aid in overall YVAS goals.
• Provide direction and technical advice and assistance to City agencies, community and volunteer groups, animal welfare organizations, and the general public.
• Oversee marketing and publicity for the organization’s activities, programs, and goals.
• Define animal care role in a variety of health, education and public safety initiatives, as well as improving overall quality of life in the City of Billings.

Staff Management and Development

• Be responsible for overseeing the recruitment, employment, direction, management and release of all personnel, both paid staff and volunteers.
• Ensure that job descriptions are developed, that regular performance evaluations are conducted, that motivation systems are utilized and that sound human resource practices are in place that abide by local, state and federal law.
• Analyze organizational structure, staff responsibilities and staff response to demands for animal care services.
• Revise existing programs and services and develop new programs and services to meet changing demands.
• Develop and implement initiatives intended to change and improve employees’ provision of service to, and interaction with the public.
• Communicate agency policy and philosophy concerning provision of service and relationship with the public to agency employees.
• Participate in, and lead interagency teams formed to develop programs, policies and solutions to specific problems.
• Maintain a climate which attracts, retains, and motivates a diverse staff of top quality people by encouraging career development, continuing education, and professional growth for staff administrators, shelter employees, and others who support and promote the mission and goals of the agency.
Budget and Finance

- Be responsible for developing and maintaining sound financial practices.
- Prepare financial reports, budgets, and summaries, submit budgets for approval, and monitor compliance of expenditures within approved budgetary constraints.
- Determine staffing needed to provide adequate service delivery.

Compliance with Laws, Regulations, Policies, and Guidelines

- Understand and implement operational compliance with current federal, state, county, and local laws, regulations, and guidelines that affect operations.
- Oversee record keeping practices for legally compliant adoptions, staff personnel files, budgetary accountability, and all other functions.
- Maintain official records and documents.

Perform related work as required.

QUALIFICATIONS

YVAS is looking for an innovative and dynamic individual who brings skills, enthusiasm, and accountability to animal care. It is not essential that the successful candidate have senior management experience of an animal shelter. YVAS is looking for someone with specific and transferable skills (working in a team environment, leadership, financial control, management, bottom line results) that can be transferred to the shelter environment, such is found in other professions (business, law, veterinary medicine, public administration, public relations, etc.).

Education

A minimum of BS or BA is required in a field such as Business, Public Relations, Communications, Public Administration, Public Health, Veterinary or Animal Sciences, Law, or a closely related field.

Experience

A minimum of five years experience in a supervisory position with transferable skills such as business, law, veterinary medicine, communications, public administration or other related field.

Physical Requirements

Allergic conditions which would be aggravated when handling or working with animals that cannot be reasonably accommodated may be a disqualification.

Compassion

Affection for animals, concern for their welfare and a willingness to accommodate animals in the work place.
Senior Staff Worker

POSITION SUMMARY

Yellowstone Valley Animal Shelter is seeking a dedicated and compassionate Senior Staff Worker to assist the Executive Director to transition YVAS into a national model of animal care. Responsibilities include onsite animal care, supervision of volunteers, database and website maintenance, light cleaning, cage card descriptions, and communication with rescue organizations. Candidate must have great customer service and interpersonal skills, knowledge of safe working practices, and a strong desire to work with animals and a motivated animal care team.

BACKGROUND

YVAS serves two equally important functions:

1. Providing a shelter for homeless, abandoned, and abused animals; and,
2. facilitating partnerships with the City of Billings, rescue organizations, and other entities in order to serve our mission.

YVAS is committed to ending the euthanasia of adoptable and treatable animals in the City of Billings.

ESSENTIAL FUNCTIONS

Onsite Animal Care

Oversee the care provided for the animals that come under the protection of YVAS and ensure their humane treatment.

Responsibility in the leadership and supervision of the following duties:

- Prepares food and feeds dogs, cats, fowl and other animals at the shelter
- Observes animals to detect indications of illness or disease
- Exercises, provides basic training and grooms animals
- Cleans, disinfects, and maintains kennels
- Sweeps, mops, waxes, and buffs floors
- Empties waste baskets
- Washes windows
- Cleans heating vents and changes filters
- Sweeps sidewalks and maintains grounds around the facilities
- Receives animals from Animal Control Officers and members of the public
- Separates for observation animals showing signs of injury or disease
- Supervises volunteers or others engaged in animal care or maintenance activities
- Locates impounded animals for owners
- Assists in the treatment of injured or sick animals
- Measure, administer and record use of drugs used in treatment of sick or injured animals
- Keeps supervisor informed of supplies and inventory
- Handles animal carcasses
- Dispense pesticides for insect control
- Direct and supervise junior staff, volunteers in proper kennel and cage cleaning methods, and grounds maintenance
- Assist in opening and closing the shelter
- Responsible for cage card description
- Maintain accurate records of work performed.

**Volunteer Program**

Essential Functions include, but are not limited to, the following:

- Plans and coordinates all volunteer programs under direction of Executive Director
- Is responsible for the recruiting, interviewing, training and supervising of volunteers and providing tours of the facility for prospective volunteers
- Speaks to groups regarding volunteer recruitment
- Evaluates and updates volunteer service on an ongoing basis
- Maintains required records and reports on volunteer services
- Coordinates volunteers and special event needs
- Assists with maintaining and overseeing quality of Resident Services programs for residents.

**QUALIFICATIONS**

YVAS is looking for an innovative and dynamic individual who brings skills, enthusiasm, and accountability to animal care. It is not essential that the successful candidate have animal shelter experience. YVAS is looking for someone with specific and transferable skills (working in a team environment, leadership, customer service skills, computer skills) that can be transferred to the shelter environment, such is found in other professions (business, customer service, public relations, etc.).

The requirements listed below are representative of the knowledge, skill, and/or ability required.

- Good knowledge of volunteer service principles and practices.
- Ability to supervise and train others.
- Ability to maintain accurate and concise records and reports.
- Ability to communicate effectively orally and in writing.
- Ability to prepare written reports, correspondence and maintain accurate records.
- Ability to effectively present information and respond to questions from supervisors, customers, and the general public.

**Database and Website Maintenance**

The Senior Staff Worker must possess computer skills necessary to input and maintain databases and maintain the YVAS website. Including but not limited to:

- Webpage and design
- Mini sites
- Blogs
- Links to rescue websites
• Content loading and formatting
• Document formatting

Successful candidate will possess excellent html skills, be "Web Savvy" and have a basic understanding of Internet technologies.

Education

Any combination of education and work experience which would provide an opportunity to acquire the knowledge and abilities listed is qualifying, unless otherwise specified. A typical way to obtain the knowledge and abilities would be one year of experience in the care and feeding of animals, and the equivalent of a high school diploma or satisfactory completion of GED, or other related job training or apprentice program.

Physical Qualifications

• Ability to lift fifty pounds.
• Allergic conditions which would be aggravated when handling or working with animals may be a disqualification.

Compassion

Affection for animals, concern for their welfare and a willingness to accommodate animals in the work place.
Junior Staff Worker

POSITION SUMMARY

Yellowstone Valley Animal Shelter is seeking a dedicated and compassionate Junior Staff Worker to be a part of a dynamic animal care team. Responsibilities include onsite animal care including exercising, feeding, socializing, bathing, grooming animals, light cleaning, helping customers with visits, answering customer questions, facilitating sale paperwork. Candidate must have great customer service and interpersonal skills, knowledge of safe working practices, and a strong desire to work with animals and a motivated animal care team.

BACKGROUND

YVAS serves two equally important functions:

1. Providing a shelter for homeless, abandoned, and abused animals; and,
2. facilitating partnerships with the City of Billings, rescue organizations, and other entities in order to serve our mission.

YVAS is committed to ending the euthanasia of adoptable and treatable animals in the City of Billings.

ESSENTIAL FUNCTIONS

Onsite Animal Care and Customer Service

Administer care and provide for the animals that come under the protection of YVAS and ensure their humane treatment.

Junior Staff Worker duties include but are not limited to:

- Prepares food and feeds dogs, cats, fowl and other animals at the shelter
- Observes animals to detect indications of illness or disease
- Exercises, provides basic training and grooms animals
- Cleans, disinfects, and maintains kennels
- Sweeps, mops, waxes, and buffs floors
- Empties waste baskets; washes windows
- Cleans heating vents and changes filters
- Sweeps sidewalks and maintains grounds around the facilities
- Receives animals from Animal Control Officers and members of the public
- Separates for observation animals showing signs of injury or disease
- Locates impounded animals for owners
- Assists in the treatment of injured or sick animals
- Knowledge of proper kennel and cage cleaning methods, and grounds maintenance
- Maintains accurate records of work performed
- Helps in the facilitation of sales and customer visits.
YVAS is looking for a dynamic individual who brings skills, enthusiasm, and accountability to animal care. It is not essential that the successful candidate have animal shelter experience. YVAS is looking for someone with specific and transferable skills (working in a team environment, customer service skills, knowledge of general care of animals, knowledge of cleaning methods, procedures, materials and equipment) that can be transferred to the shelter environment.

Education

Any combination of education and work experience which would provide an opportunity to acquire the knowledge and abilities listed is qualifying, unless otherwise specified. A typical way to obtain the knowledge and abilities would be one year of experience in the care and feeding of animals, and the equivalent of a high school diploma or satisfactory completion of GED, or other related job training or apprentice program.

Physical Requirements

- Ability to lift fifty pounds.
- Allergic conditions which would be aggravated when handling or working with animals may be a disqualification.

Compassion

Affection for animals, concern for their welfare and a willingness to accommodate animals in the work place.
Appendix B - Policies and Procedures

1.0 Introduction
The success of the Yellowstone Valley Animal Shelter, Inc. (YVAS) depends on focusing on a proactive strategy of implementing a series of programs and services designed to lower birthrates, keep pets with their responsible caretakers, and increase adoptions. Failure to implement these practices, and the policies and procedures that go with them, will result in delays or failure to meet our goals.

These programs include:

- High-volume, low and no-cost spay/neuter services.
- A foster care network for under aged, traumatized, sick, injured, or other animals.
- Comprehensive adoption programs that operate during weekend and evening hours and include offsite adoption venues.
- Medical and behavioral rehabilitation programs.
- Pet retention programs to solve medical, environmental, or behavioral problems and keep animals with their caring and responsible caregivers.
- Trap-Neuter-Return (TNR) programs.
- Rescue group access to shelter animals.
- Volunteer programs to socialize animals, promote adoptions, and help in the operations of the shelter.

2.0 General Shelter Operations

2.1 Hours of Operations
The shelter shall be open to the public for adoption from 12 pm to 7 pm Monday through Friday, 10 am to 6 pm Saturday, and 12 pm to 6 pm Sunday. The shelter shall be open for surrenders during the times it is open to the public or on an appointment basis. Adoptions shall occur during the entirety of open hours until closing.

2.2 Visitors
Community support is the cornerstone of shelter operations. Every person who has a positive association with the YVAS helps to further the success of the agency by increasing word-of-mouth community satisfaction with the job we are doing. Satisfied community members who adopt, volunteer, foster, or keep their pet because of helpful advice will often:

- Donate or otherwise support the YVAS.
- Open up scarce kennel space.
- Provide revenue to the shelter.
- Encourage friends and family to adopt.
- Can be solicited for private support in the future.
- Provide living ambassadors for the YVAS.

All these will ensure success for years to come.

Because of this, YVAS shall welcome visitors to all public areas of the shelter, where both adoptable animals and stray animals are housed, during normal business hours. Employees and volunteers should
especially welcome the public to interact with the animals even for the sole purpose of "window shopping." These individuals not only provide needed socialization for the animals, they also represent an opportunity to gain potential future adoptions, word of mouth publicity of available animals, volunteers, and donors.

Formal training of both employees and volunteers shall be required for both the safety of the public and the consistent care of the animals. Moreover, a parent or legal guardian should accompany all children under the age of 18 or at all times while in the shelter, including while walking dogs.

In order to maintain staff safety, and to protect the health and safety of the animals, non-public areas should remain "off limits." However, nothing in this policy precludes the shelter from allowing pre-scheduled, formalized tours that includes the above-mentioned areas. Nor does this policy preclude the shelter manager from making exceptions from time-to-time for qualified volunteers, public officials, or others as deemed appropriate.

2.3 Parking
YVAS shall seek to be responsive to public needs and to promote a welcoming environment. Since customers mean adoptions, and adoptions save lives, the front parking lot shall be left open for visitors in order to make getting in and out of the shelter as easy as possible. Staff, and volunteers when space is available, shall park in the rear. This does not include handicapped access, which is open to all drivers with the appropriate placard. Nor shall it include staff and volunteers working when the shelter is closed to the public.

2.4 Animal Records
A uniform and complete animal record is crucial for YVAS to provide the best care, make the best adoption matches, determine the best course of action for a particular animal, and meet its goal of “No Kill”. To do that, staff must make all decisions by carefully weighing all the evidence and information at their disposal.

As a result, all care and treatment, except routine feeding and cleaning, shall be entered into the shelter management database at or around the time such care and treatment has been administered. Staff shall not take shortcuts or skip field entry into the database. Every morning, the manager on duty shall print a kennel inventory report to conduct a daily morning census. This shall be a physical inventory done by checking each animal and ensuring each animal is in the correct enclosure. The kennel inventory must include all relevant event dates such as:

- The date the animal should be moved out of non-available holding areas (e.g., quarantine, holding, clinic, etc.).
- The date the animal is to be evaluated for temperament.
- Other information as deemed necessary.

This helps ensure that animals move through the system expeditiously in order to save the maximum number of lives.

2.5 Shelter Statistics
YVAS’s success depends on a host of factors including lifesaving, the quality of care, and the level of community involvement and community perception. Indeed, a survey of more than 200 animal control agencies, conducted by a graduate student at the University Of Pennsylvania College Of Veterinary
Medicine, found that "community engagement" was one of the key factors in those agencies who have managed to reduce killing and increase lifesaving. One agency noted that "Public buy-in is crucial for long-term improvements" placing primary importance on "the need to view community outreach and public engagement as integral to the agency's overall purpose and programs rather than simply as an add-on accomplished with a few public service announcements..." The following information, therefore, will be made public based on reasonable request:

- Statistics showing the numbers of animals impounded, adopted, redeemed, transferred, on hand, fostered, and/or killed.
- Disposition data for individual animals subject to the limitations noted below.

Moreover, to keep the shelter accountable to the public it serves, the following information will be made public periodically with a comparison for the same time period in the previous fiscal or calendar year, as well as year-to-date totals and comparisons:

- Number of dogs impounded.
- Number of cats impounded.
- Number of miscellaneous domestic animals impounded.
- Number of dogs adopted.
- Number of cats adopted.
- Number of miscellaneous domestic animals adopted.
- Number of dogs redeemed by owners.
- Number of cats redeemed by owners.
- Number of miscellaneous domestic animals redeemed by owners.
- Number of dogs transferred to rescue groups.
- Number of cats transferred to rescue groups.
- Number of miscellaneous domestic animals transferred to rescue groups.
- Number of dogs killed according to the following: total, healthy, sick/injured but treatable, sick/injured nonrehabilitatable, irremediably suffering, court order, feral, behavior, rabies, vicious.
- Number of cats killed according to the following: total, healthy, sick/injured but treatable, sick/injured nonrehabilitatable, irremediably suffering, court order, feral, behavior, vicious.
- Number of miscellaneous domestic animals killed according to the following: total, healthy, sick/injured but treatable, sick/injured nonrehabilitatable, irremediably suffering, court order, feral, behavior, vicious.
- Number of active volunteers.
- Number of volunteer hours.
- Number of active foster homes.
- Number of dogs in foster care.
- Number of cats in foster care.
- Number of miscellaneous domestic animals in foster care.

Notwithstanding the above, the shelter offers services to individuals who have privacy rights. In order to maintain the integrity of those processes, YVAS must maintain some information as confidential. The following information shall not be provided to the public without review by YVAS’s' attorney and a validly issued court order:
• Name, contact information, and other identifying information about who surrendered, redeemed or adopted specific animals.
• Name, contact information, and other identifying information about volunteers without their consent.
• Information gathered in the course of an ongoing investigation.
• Information required by law or policy to be kept confidential.

2.6 Holding Periods
There is no arbitrarily set policy requiring animals to be killed based on how long they are at YVAS. Before an animal that is not vicious, irremediably suffering, or nonrehabilitatable is killed, all of the following conditions must be met:

• There are no empty cages, kennels, or other living environments in the shelter.
• The animal cannot share a cage or kennel with another animal.
• A foster home is not available.
• An appeal has been made to rescue groups who are not willing to accept the animal.
• The animal is not a feral cat subject to sterilization and release.
• The Executive Director of YVAS certifies he or she has no other alternative.

3.0 Intake Procedures

3.1 Intake Identification
Accept animals on an appointment basis whenever possible. Place all impounded animals in the receiving area, photograph digitally\(^\text{15}\), and enter their information into the shelter management software to create an impoundment sheet ("cage card"). Owner or finder shall sign over the animal. Ask owners to fill out a pet history form to help in assessing and placing the animal with a new owner, including whether the animal has bitten anyone in the last fourteen days. Keep the cage card on the animal’s cage. This cage card follows the animal throughout his/her shelter stay. Place the pet history form in a file for review by potential adopters and for help in assessing the animal by animal handlers and trained technical staff. All animals will be given their own cage cards. Litters of kittens or puppies shall not share intake numbers or cage cards.

Enter the following information into the computer at time of intake:

• Owner’s name, address, zip code and telephone number.
• Species of animal.
• Name of animal.
• Age of animal.
• Sex of the animal, including spay/neuter status.
• General physical description.
• Length of the animal’s coat (short, medium or long).
• Physical markings.
• Special care requirements.
• If the owner reports the animal to be housetrained.
• Reason for surrender.

\(^{15}\) In cases of suspected abuse or neglect, nondigital photos will also be required.
• Whether the animal is friendly.
• Whether the animal has bitten anyone in the last fourteen days.
• The owner's signature of surrender.
• A request for a donation is to be made.

After completing all of the required data entry, processing of the animal, and accepting any donations, the office support staff will print out a "cage card" and ask an animal caretaker to place the animal and accompanying cage card in the intake cages/kennels.

Impounding an animal requires multiple tasks that include making an impound card, putting a band (identification collar) with the impound number on it around the animal's neck, giving the animal a physical exam, vaccinating and testing, putting the animal in the appropriate kennel area, and giving the animal fresh water and food. Impounding staff is responsible for the following:

• Creating an impound card for each animal brought into the shelter.
• Physical observation of the animal before making out the impound card to ensure the information on the impound card is accurate.
• Looking carefully for any identification on the animal, such as a tag, tattoo, information written on the collar or in a barrel attached to the collar, or band.
• Placing the impound card on the animal's holding cage/run.
• Placing the correct color band with the correct impound number written on it around the animal's neck or, if the animal is too aggressive, feral, or fearful to be banded or has a neck injury, hanging the band on the holding cage/run with the impound card.
• Maintaining the impounding desk and immediate area clean and neat, and cleaning the intake and carport holding cages/runs/areas as needed before placing an animal in it.
• Updating the computer to show the animal's location in the kennels.
• Scanning for a microchip.
• Giving the animal fresh food and water.
• Immediately notifying appropriate personnel for special needs (e.g., the trained technical staff) if the animal appears sick or injured.

3.2 Lost & Found
Lost/Found searches should be conducted upon intake by the impounding staff member. Every effort will be made to correctly identify the breed. The general public has poor capabilities when it comes to the proper identification of a found dog or cat by breed or even by color. Staff should not place reliance on such information to match lost reports with found reports or against impounded animals. The initial cross check should be general, (e.g., species) and then proceed through multiple searches to more specific criteria. If the initial crosscheck produces possible matches, other factors should be used such as:

• Gender.
• Color.
• Markings.
• Collars or other identifying information.
• Breed.
3.3 Owner Relinquishments

YVAS must accept all animals that come from the City. From time to time, we may as a courtesy accept owned animals from out of the City if space allows. However, our primary obligation is to provide a lifesaving environment for the residents and animals of Billings. If an owner wishes to surrender an animal, staff must verify through picture identification that they do, in fact, reside in the City. Anyone surrendering their pet will be required to sign that the animal is indeed their own.

Regardless of whether they telephone or appear at the shelter with their animal, they will first be asked why they wish to surrender their animal. Depending on the response, owners will be asked if the shelter can assist in preventing the surrender through its pet retention programs. For example, owners may be referred to apartments that allow pets, or to low cost dog training classes in the area. Animal handlers may recommend protocols or provide fact sheets such as "resolving litterbox problems" or other information as appropriate.

When space is at a premium or if the animal is a breed rescue candidate, the owner may be offered the opportunity to find their pet a home themselves through breed rescue groups, or asked if they would consider holding the animal until space opens up at the shelter.

The relinquishing owner must sign a statement that she/he is aware that the animal they surrender may be killed as the shelter does not guarantee adoption as to any individual animal. The shelter will waive identification requirements if the animal is suffering or reasonably likely to otherwise suffer.

If an owner relinquishes an animal, every effort will be made to obtain as much information about the animal as possible. The more information we have about an animal, the more likely we will be able to find a suitable new home. Typical surrender forms are found in Appendix G illustrating the type of information to be obtained.

Often, surrendering an animal is an emotional process. For that reason, owners should be taken to a private room to discuss options, fill in the appropriate paperwork, and say goodbye to their animal.

3.4 Pet Retention

In order to reduce the numbers of domestic animals entering the shelter, staff shall first attempt to assist owners who are seeking to relinquish their animals by providing advice and support to help them overcome medical, behavioral, or environmental conditions that are the perceived cause of their decision. This is accomplished in a variety of ways, and will grow over time as the YVAS puts information and programs in place such as:

- A listing of pet-friendly rental units in the City.
- Behavior and training advice.
- Spay/neuter assistance.
- Information on finding the animal a new home or how to contact rescue groups directly.
- Asking the person to voluntarily hold onto the animals until space exists or, in the case of underaged animals, until they are old enough to be adopted.

It shall also be the job of office support staff to make sure the literature display in the lobby containing information on these and other services is full and organized at all times.
3.5 Medical Evaluation

After the animal has been placed in the intake area, trained technical staff will perform a physical examination, collar animals, vaccinate animals (rabies vaccinations must be administered by a licensed veterinarian), apply a flea/tick preventative as needed, scan for a microchip, photograph animals for the shelter management database and online adoption networks, correct erroneous information on the cage card including breed, spay/neuter status and other information, and then move the animal into holding areas as appropriate (e.g. sick animals will be placed in the infirmary). If necessary, foster families will be sought.

If staff suspects abuse, cruelty, or neglect, multiple photographs of all aspects of the animal will be taken with a 35 mm film camera prior to and as part of the overall intake examination. (Digital photographs will not be acceptable as these may not be allowed as evidence should a case be filed and proceed to court.)

The physical exam will include:

- General information including species, breed, age, weight, gender, spay/neuter status, and any behavior concerns.
- Coat, skin, and lymph nodes including check for external parasites.
- Eyes.
- Ears.
- Gums and teeth.
- Musculoskeletal system.
- Heart.
- Respiratory system.
- Abdomen and digestive tract.
- Urogenital system.
- Nervous system.
- If necessary, animals are to be groomed by the animal handlers at this time.
- Results of the physical examination, microchip scan, vaccinations administered, flea/tick preventative, etc. are to be logged into the shelter management software database at the time they are given.

A date for temperament evaluation for dogs shall be logged for the third day (not including the day of impoundment) for attention by the dog handlers. A date for boosters shall also be logged into the shelter management software database, if necessary. Irremediably suffering animals may be euthanized. However, motherless neonatal kittens and puppies shall be bottle fed in the shelter, placed into foster care for supportive care, or placed with a lactating mother in the shelter before destruction is considered.

3.6 Vaccination

Vaccinations are an important prong in the strategy to keep animals from getting sick and thus reducing deaths in the kennel or the "need" to resort to lethal injection due to illness. The University of California at Davis shelter medicine program recommends that in almost all cases, shelter animals should be vaccinated immediately upon intake. A delay of even a day or two will significantly compromise the vaccine's ability to provide protection. In some cases, the chance of the vaccine preventing disease may
be 90% or better if given the day before exposure, but will drop to less than 1% if given the day after exposure.

Vaccinations should be administered as follows:

**Kittens 2 - 4 weeks of age:** None. Kittens at this age should have maternal immunity. A vaccination will only deplete it.

**Kittens and cats 4 - 8 weeks of age:** Vaccinate with an intranasal product for calicivirus, herpes virus, and panleukopenia if there is a serious problem with upper respiratory disease in the shelter. Note: intranasal products are modified live vaccines. Use your judgment about splitting the vaccine for the small kittens. If most of it runs down their face, then it is probably acceptable to split the vaccine between two kittens. By the time they are 6-8 weeks they should be getting the full dose. A note of caution: Kittens vaccinated with an intranasal product may produce a few clinical signs, such as sneezing and nasal discharge. The discharge is clear in color. It is important that staff be trained not to confuse this with an actual upper respiratory infection, and that "euthanasia" authority not be given to any staff member who cannot make the distinction. In the case of kittens, requiring the staff veterinarian to give a physical before "signing off" on lethal injection would provide protection.

**Cats over 8 weeks of age:** Vaccinate with an injectable modified live vaccine for calicivirus, herpes virus and panleukopenia (and rabies). Booster in one month.

**Puppies 6 - 12 weeks of age:** Vaccination with DHPP and Bordatella. DHPP booster after 4 weeks. Parvo vaccination 2 weeks after the first DHPP. (We do not recommend Leptospirosis vaccination because it can suppress the immune system in already stressed animals.)

**Dogs over 12 weeks of age:** Vaccinate against DHPP and Bordatella (and rabies).

Exceptions to the vaccination requirement are as follows:

- Dogs or cats that are under quarantine and should not be legally vaccinated.
- Dogs or cats that are traumatized or feral and may pose a hazard to staff attempting to vaccinate.
- Pregnant dogs or cats.
- Nursing puppies or kittens.
- Dogs or cats irremediably suffering.
- Already vaccinated dogs or cats, if known.
- A veterinarian has instructed the dog or cat not to be vaccinated.

Dogs will not be tested for Parvovirus unless the animal is actively showing indications (vomiting/diarrhea and very lethargic) of the virus. Testing of healthy animals is not warranted medically and thus a needless expense. A healthy puppy could test negative one day and break out with parvovirus two days later. Dogs that recover from parvovirus will shed the virus in their stools for up to six months. If they test positive but are not sick, it would mean nothing.
4.0 Animal Care

4.1 General Policies
The Executive Director shall prepare detailed kennel duties for each shift.

Each and every day:

- The Executive Director shall inspect the entire kennel area at the beginning of his/her shift, prior to the kennel area being opened to the public, and prior to the end of their shift.
- A kennel inventory shall be printed and the Executive Director, in coordination with animal handlers, trained technical staff, and other staff, shall review animals in the shelter and assure they are moving through the system as expeditiously as possible to ensure the maximum possible save rate.
- Proper cleaning and disinfecting of each kennel building and cage is the very basis of providing a healthful environment for the animals housed at the shelter. Therefore, each kennel, cage, or area shall be thoroughly cleaned using the current approved methods.
- Prior to opening the kennels to the public, lobbies and hallways shall be swept and damp mopped using diluted bleach or other approved disinfectant.
- Whenever bleach is used, it shall be diluted to a strength that does not present a hazard to employees or animals (a mix of 32 parts of water to one part of bleach).
- All water hoses shall be returned to the hose rack after use for safety purposes.
- During the day, the kennels should be spot cleaned as needed to maintain a clean and sanitary environment.
- Under no circumstances are animals to be wet down or left in a wet cage or kennel.
- Cages shall be cleaned as often as necessary, but no less than once per day.
- The tops of the cages shall be cleaned and free of newspapers, gloves, rags, or any other litter.
- The surgical area and surrounding rooms shall be cleaned and disinfected daily, including metal cabinets, sinks, tables, floors, all trash disposed of, and the room placed in order. The floor shall be cleaned daily.
- All animals in the shelter shall have fresh, clean drinkable water available at all times.
- The outside exercise yards shall be maintained in a sanitary manner. All droppings shall be picked up regularly.
- Wild/exotic animal housing areas shall be maintained in a clean sanitary manner. All food and water containers shall be cleaned and disinfected as often as necessary, but no less than once a day.
- Carry cages shall be kept clean and repaired.
- All lights that are not needed shall be turned off.
- The heating/cooling system shall be checked to see that it is functioning properly.
- Brooms, mops, squeegees, and all other cleaning equipment shall be properly stored when not being used.
- Any repairs or maintenance needed shall be reported to the Executive Director as soon as they are detected. The Executive Director shall report the same to the City as applicable.
- Employees shall approach and assist the public at any time the public is in the area regardless of their assigned duties, except in cases of emergency.
4.2 Cleaning

Saving lives requires a shelter to keep animals healthy and happy, make the shelter more inviting for the public, and for animals to move through the system as quickly as possible. Animals that become sick reduce a community’s ability to save lives. While it is impossible to completely eliminate disease-causing pathogens in a shelter environment, a thorough cleaning and disinfecting protocol can vastly reduce their impact.

To begin with, cleaning and disinfecting are not the same thing. Cleaning is accomplished with a detergent that removes dirt and debris so they do not interfere with the disinfecting process. Disinfecting is accomplished with a chemical solution that destroys microorganisms. Some commercial disinfectants used by shelters are compromised in their effectiveness by organic material such as feces and hair, which is why it is important to thoroughly clean before they are applied. Adequate and thorough cleaning is necessary to maintain a healthy shelter population. Combined with good ventilation (and a comprehensive vaccination protocol), they can dramatically reduce illness.

All kennels, cages, and runs must be cleaned daily with water and a broad-spectrum disinfectant proven to be effective against various bacteria and viruses common in a shelter environment. Each enclosure should be cleaned, scrubbed, and disinfected before a new animal enters. A combination of chlorine bleach mixed with water (in a 1:32 dilution) works well. That translates into ½ cup of bleach for each 1 gallon of water.

It is important that only one or two people do the measuring so there is consistency. Higher concentrations of bleach can cause respiratory irritation that is uncomfortable for the animals and contributes to disease. It is vital that it is mixed up fresh daily and covered in an opaque container as light reduces its effectiveness over time. This concentration works to kill parvovirus and calicivirus, the two most difficult to kill viruses in a shelter environment. However, the efficacy of the disinfectant is compromised unless all fecal/organic matter is removed and the area cleaned with a detergent beforehand.

Animals should not be exposed to water or disinfectant. During cleaning, all animals should be placed in separate holding areas or in carriers; animals should never be left in the cage or kennel. Make sure enclosures are completely dry before animals are returned to them.

All animal areas will be cleaned daily as follows:

- Remove the animal from the run or cage and place him in a separate holding area or carrier, then remove bedding, toys, and all food and water containers.
  - Exception: Cats
    - Recent recommendations for cat sheltering dictate against removing cats from their cages for cleaning. Stress from moving cats from cage to cage is sufficient to activate latent herpes virus infection and cause URI in a significant percentage of cats. It also requires handling, which fosters the spread of disease and requires more manpower hours than in cage cleaning.
    - In cage cleaning for cats:
      - “Spot cleaning” done correctly saves times, reduces disinfection cost and chemical use, lowers potential for staff injury, is less stressful for

\footnote{From \url{http://www.sheltermedicine.com/documents/just%20sanitation%20for%20web.doc} visited March 2, 2008.}
cats, and reduces fomite transmission from handling during cleaning or transfer to incompletely disinfected cages. This is appropriate for healthy cats, and may also be used for sick cats, except those infected with pathogens of significant concern for environmental contamination (e.g. ringworm, panleuk).

- Procedure:
  - Have a carrier or hiding box in cage where possible (even donut boxes, paper bags, colanders, and dish pans have been used in shelters for this purpose).
  - Clean gently around cat.
  - Wipe walls (important to remove snot marks from day to day to permit monitoring); no need to rinse if disinfectant or mild detergent used at correct dilution.
  - Hard core disinfection not needed.
  - Do not spray around cat.
  - Brush out spilled litter.
  - Replace litter pan (prepare fresh litter and dump soiled litter away from cats if possible).
  - Leave bedding with cat unless heavily soiled or cat has serious infection (ok to leave URI cats with bedding, but avoid with ringworm, panleukopenia, coccidia, Giardia).

  - Deep clean only between cats or when cage is heavily soiled.
  - Have a few carriers available for litters of kittens or cats that need to be removed to clean heavily soiled cages.
  - Clean carriers between uses.
  - Two useful tools to adapt existing housing for reduced cat stress and easier in-cage cleaning:
    - ACES “feral cat box”
      - www.animal-care.com, look under “Products”, “Animal handling and capture” category
    - BC SCPA Hide Perch n’ Go box
      - www.spca.bc.ca/hideperchgo
  - Remove all solid waste such as feces and hair. Do not hose solid waste into the drainage system; rinse away only urine.
  - Wash enclosures using detergent and a high-pressure sprayer, steam cleaning machine, or long-handled, stiff-bristled scrub brush.
  - Using a scrub brush and a solution of detergent/disinfectant, scrub all surfaces within the enclosure including the floor, sides, resting board, top, and gate, according to specific manufacturer instructions:
    - For cats, a daily bleach (1:32 ratio of bleach to water) solution or HDQ\(^\text{17}\) is to be used.
    - For dogs, an alternating system is to be used as follows:

\(^{17}\) Diluted, HDQ is virucidal, including parvo, and does not have as much odor as bleach. Cost will be a determining factor in which to use.
Monday, Wednesday, Friday, and Sunday: a bleach (1:32 ratio of bleach to water) or HDQ and detergent (any household detergent);

Tuesday, Thursday, Saturday: Parvocide and detergent. (This reduces the corrosive effects of the bleach.) However, if there is parvovirus in a kennel or in the shelter, use only the bleach solution until it is eliminated (and only after thoroughly cleaning the areas with a detergent).

- Allow the solution to stand for at least five to ten minutes (or the length of time recommended by the manufacturer).
- Thoroughly rinse all surfaces with a steady stream of water (preferably hot).
- Flush the drains.
- Dry the run or cage as completely as possible using a squeegee or rag.
- Ventilate the area prior to returning animals to it.
- Clean and disinfect beds, toys, food dishes, and water bowls.
- Clean and disinfect cat litter boxes or use disposable litter trays.
- Clean and disinfect the holding area or carrier after each animal has been removed.
- Do a physical inventory of all animals.
- Perform the following duties throughout the day:
  - Re-fill water bowls as needed.
  - Re-feed as needed.
  - Spot clean inside and outside kennel runs as needed.

A good cleaning protocol reduces workload over time by allowing animals to remain healthy and therefore move quickly through the shelter system. In addition, saving lives is the shelter’s primary mission. This can only be accomplished if animals can be kept healthy. All shelter animals deserve cleanliness and proper care – even if they are scheduled to be killed. As germs are tracked by human and animal traffic throughout the shelter — by hands on doorknobs, clothing, carriers, examination tables, vehicles, and so on—the following areas must be cleaned every day:

- Main lobbies and hallways.
- Dog runs, including central walkways, walls, gates, etc.
- Cat rooms, including floors, doorknobs, etc. as well as cages.
- Infirmary areas.
- Intake areas.
- Medical areas.
- Other indoor animal areas including grooming and visiting (get acquainted) room.
- Exercise yards.
- Carriers and transport cages.
- Bedding.
- Dishes.
- Toys.
- Tools such as poop scoops, etc.
- Storage facilities.

Once a week, the following areas will also be cleaned:

- Offices.
- Employee break areas.
Cleaning Order:
- Available kittens/puppies.
- Available adult animals.
- Public areas.
- Not available animals.
- Intake.
- Infirmary.

All kennel attendants are responsible for keeping the laundry going all day, as well as ensuring dishes get clean and carts are restocked at the end of the day.

Kennel staff must use cautionary (e.g., "wet floor") signs as needed at all times.

4.3 Feeding
YVAS believes that establishing a system of proper feeding is extremely important, and staff should be trained to monitor the diets of the animals. As a result, only the approved brand of food shall be used to give shelter animals a consistent diet made up of high quality, nutritionally appropriate food.

All animals housed at the shelter, except those with special needs, are fed nutritionally adequate dry fresh food. Those with special needs have supplemental feeding arrangements prepared for them by trained technical staff. All food is to be rotated so the food is not poured over older food in bins when it gets low. In addition, all food bins are to remain securely covered so that the food is fresh.

Intake:
- All animals are to be fed a small meal (dry kibble for adults, canned food for young animals and nursing mothers) upon intake.

Adult Dogs:
- Dogs are to be fed dry food, two times per day, once in the morning before cleaning and again at the end of the day. The same bowl used to feed in the p.m. is to be used to feed in the a.m. Food is to be left in bowls at the end of the day. Feed dogs according to the recommendations of the pet food manufacturer.
- Adult dogs should not be fed canned food unless medically warranted.
- Check for special feeding requirements for old, sick, or emaciated dogs.
- Unless contra-indicated by veterinary staff, the staff, animal handlers, volunteers, and public can feed treats (preferably bits of canned food) throughout the day.

Puppies:
- Puppies are to be fed dry food three times per day, once in the morning before cleaning, once in the afternoon, and once at the end of the day. Food is to be left in bowls at the end of the day. Feed dogs according to the recommendations of the pet food manufacturer.
- Puppies should not be fed canned food unless warranted.
- Check for special feeding requirements for young, sick, or emaciated puppies.
• Unless contra-indicated by veterinary staff, the staff, animal handlers, volunteers, and public can feed treats (preferably bits of canned food) throughout the day.

Adult Cats:

• Adult cats are to be free fed dry food.
• Food is to be left in bowls at the end of the day.
• Adult cats shall be fed canned food when medically warranted and may be fed canned food if canned supplies are sufficient, otherwise feed dry food.
• Check for special feeding requirements for old, sick, or emaciated cats.
• Unless contra-indicated by veterinary staff, the staff, animal handlers, volunteers, and public can feed treats (preferably bits of canned food) throughout the day.

Kittens and Nursing Mothers:

• Kittens and nursing mothers are to be free fed dry food. Food is to be left in bowls at the end of the day.
• In addition, kittens and nursing mothers are to be fed canned food two times per day, once in the morning before cleaning and once in the evening.
• Check for special feeding requirements for young or emaciated kittens and nursing mothers.

Occasionally, YVAS receives a wide variety of species. It is incumbent upon all kennel staff to provide these animals with proper care and feed. A feed chart shall be developed, listing creatures by species and should grow as veterinary staff updates and distributes it whenever the agency receives an animal not listed.

4.4 Animal Movement

In order to save more lives, staff must ensure animals move through the system as quickly, humanely, and efficiently as possible. Animals that are held in non-adoption areas, or who are not adopted out when available to the first approved application not only tie up scarce kennel resources, but they risk missing a home.

For this reason, YVAS does not "hold" animals for adoption. In other words, an animal will be adopted to the first approved application regardless of who else has expressed interest in the animal. A pending application without landlord approval will not hold up an adoption of an approved application regardless of who first expressed interest in that animal. The only exceptions to the hold policies are legal holds such as quarantines, and animals who will be placed through rescue but would not otherwise be placed through the shelter.

Animal handlers evaluating dogs for adoption must do so on the first available date and as space permits. Trained technical staff who do intake examinations must do so at the first available opportunity.

The number of cats in the free roaming cat rooms will be limited by performance standards with the size of the space being only one element. So long as the cats are free of stress, in good health, more cats may be introduced.
To prevent disease, cats will be housed separately from kittens, and puppies will be housed separately from adult dogs. However, kittens and puppies will be group housed whenever possible. Adult dogs and cats will also be pair housed when doing so would improve their disposition and reduce stress. Nursing mothers will be housed with their litters in the kitten or puppy wards.

All group housed animals must either be of the same gender or spayed/neutered, and checked for compatibility. Animal handlers should use caution before housing two unrelated, non-bonded unneutered male dogs together. Animals should not be group housed overnight. Animals should be placed in portable kennels overnight.

4.5 Animal Handling

YVAS believes that an animal handler’s most important tool cannot be found in any catalog. By far, the greatest asset to animal handling staff is knowledge. Personnel trained in animal behavior and humane handling can ensure that they are handling animals, and employing equipment, in the safest, most humane manner possible.

Because of this, all staff receives formal training in handling, restraint, and transport of animals, including "fractious", feral, and aggressive animals, and recognition between them. Once taught, staff will be held accountable to those standards. This allows staff to better assess the temperament of the animals and apply the most appropriate type of restraint as necessary for each situation.

In addition, the agency has purchased humane feral cat restraint systems, capture gloves, crates, transport cages, nets, leashes, muzzles, stretchers, and push carts, as well as towels and blankets for transport and handling.

Control poles are designed as a defensive or protective safety tool for guiding "fractious" animals. They are not intended, and should not be used, as a matter of routine, convenience, speed, and for employees who "fear" the animals with no objective basis for doing so. The repeated use of control poles cannot be a substitute for professional animal handling, restraint, and transport skills. Although staff safety is a priority, so is the humane handling of animals, neither of which is exclusive of the other. Finally, animals shall not be dragged under any circumstances, and control poles should never be used on cats.

4.6 Veterinary & Health Issues

The responsibility of caring for the City’s abandoned animals is a serious one and carries the responsibility to individually assess the health status of each and every animal, and to provide care for those needs throughout the animal's stay at the shelter – even for those animals scheduled to be killed. This includes:

- Proper training of staff.
- Vaccination and health evaluation on intake.
- Staff observation which includes notifying trained technical staff or the Executive Director if any of the following symptoms are observed in non-infirmary animals:
  - eyes are watery, appear swollen, or show discharge
  - ears appear red or inflamed, show discharge, or have a foul odor
  - nose shows discharge (mucous, blood, or pus), or is crusty, congested, or blocked
  - gums are swollen or inflamed, teeth are loose or brown, or mouth has a foul odor
  - animal is sneezing, coughing, or wheezing
As shelter capacity grows, YVAS will create a fund dedicated solely to medical and behavioral rehabilitation. Such a fund lets the public direct their donations and allows a shelter to demonstrate what they are doing to help treatable animals. In addition, the shelter can establish relationships to have local veterinarians come to the shelter and do rotations. These veterinarians help diagnose animal illnesses, give vaccinations, and administer medication and treatment.

A foster situation should be considered for those animals recovering from medical treatment.

Every animal undergoing observation, treatment, or rehabilitation shall have such recorded in the shelter management software system on a daily basis including diagnosis, symptoms, types, and frequency of medication, and observations.

4.7 Socialization
Implementing a simple in-house behavior program will quickly allow an animal shelter to save more lives. Socializing dogs and cats will improve disposition, calm frightened animals, and improve their adoptability. By contrast, animals who sit in their kennels and cages for extended periods tend to develop anti-social barrier behaviors. Following are some simple techniques for providing socialization and improving shelter animal behavior:

- Give dogs a daily walk on a leash, daily play in a fenced area, and daily socialization including brushing, petting, and "people" time.
- Cats should be allowed to roam free in a room for some period of time every day.
- They should also receive daily brushing, petting, and "people" time.
- As volunteers and staff work with dogs, have them record observations in a computer or handwritten log. Note things like activity level, ability to follow simple commands, favorite games or toys, interaction with other dogs, and any progress made or problems noticed. This information comes in handy for the next socializer, and is particularly helpful when matching the dog with a new adopter.
- Use mealtime to stimulate mental and physical activity. Some dogs can benefit from having some of their food delivered via a Kong toy. This helps them focus on something besides their kennel situation, and provides a mental challenge.
- Foster homes can give a dog or cat a break from the shelter. (Note: they will still be promoted as available for adoption on the website, adoption referral websites such as Petfinder.com, and offsite adoption venues.)
- Shy or fearful dogs and cats can also benefit from time in a foster home where they can get comfortable with different people or situations. Shelters can also help shy and fearful dogs and cats in the shelter. The most common types of fears are social shyness, situational fears, and fears of certain noises. Generally, the best way to handle these cases is to begin with a very mild exposure combined with a fun or positive association. Over time, the exposure can be increased until the animal is comfortable.
- Prevent conflicts over behavior issues through good matchmaking techniques. Match potential adopters with dogs by focusing on lifestyle. With information gathered from the daily
socialization logs, introduce active-lifestyle adopters with active pets, people in quiet households to sedate pets, etc.

- Practice basic dog obedience or rehabilitation, including clicker training.

**Minimal Mental Health Requirements for Shelter Dogs**

- A comfortable bed or den.
- At least three daily opportunities to use a dog toilet area (outside of their kennel) and being rewarded for using it.
- Sufficient entertainment (environmental enrichment) and stuffed chew toys such as Kong toys.
- Some hand feeding.
- Interaction with new people each day.
- Daily education (basic manners training) and mental stimulation (walks).
- Quiet kennel "down time" each day, allowing for a scheduled break from the public.
- 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.
- Canine companionship – either housing with other dogs or daily 20 minute play/training sessions.
- Puppies under four months must be housed together in a self-training, long-term confinement area, with constant access to a puppy toilet area. Puppies require daily handling, grooming, and manners training by multiple people. Puppies should be fostered whenever possible.

**Minimal Mental Health Requirements for Shelter Cats**

- A warm clean environment with access to a comfortable hiding place.
- A separate litter box area.
- A litter box that is cleaned regularly (feces removed immediately when noticed).
- A convenient scratching post with suspended toys.
- Interaction with unfamiliar people daily.
- Daily handling and grooming.
- Feline companionship for social cats (group housing).
- 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 and grooming by multiple people.

**4.8 Feral Cats**

YVAS believes feral cats are (protected) healthy wildlife and should not enter shelters in the first place. We also believe shelters should not lend traps or assistance to people who want to trap feral cats for purposes of removing them from their habitat and subsequent destruction. This philosophy is part of a growing consensus in the humane community.

Because feral cats are unsocialized to people, they are not adoption candidates. As such, unwanted feral cats are routinely killed in many shelters throughout the nation. Since feral cats are accepted by YVAS, we must create educational and non-lethal sterilization programs that utilize citizen support and volunteers. A TNR program is the solution to reaching the goal of greatly reducing citizen calls and complaints about outdoor cats, as well as reducing unnecessary feral cat intake and subsequent death rates in municipal shelters.
Unfortunately, not everyone is tolerant of feral cats. Both the cats and animal control get caught in the middle. That does not mean YVAS will be powerless to put in place programs to change the life and death calculus for feral cats while maintaining its role ensuring neighborhood tranquility.

Many animal control agencies in communities throughout the United States are embracing TNR to improve animal welfare, reduce the death rate, and meet obligations to public welfare as well as neighborhood tranquility demanded by governments. According to the nation’s leading TNR advocacy organization, TNR "is a full management plan in which stray and feral cats already living outdoors in cities, towns, and rural areas are humanely trapped, then rabies vaccinated, and sterilized by veterinarians. Kittens and tame cats are adopted into good homes. Adult cats too wild to be adopted are returned to their habitats."

In community surveys throughout the United States, it was found the majority of callers to animal control regarding feral cats did not want them killed. Those same studies also found that public health departments, together with animal control agencies, are seeking effective and cost effective long-term solutions that respond to the public's increasing desire to see feral cats treated with humane, non-lethal methods. TNR proved to be the most effective solution to reducing complaints, improving public health and safety, lowering costs, and increasing lifesaving.

In order to reduce the number of feral cats who enter the shelter and, once there, killed, YVAS will provide information about humane care of feral cats such as providing TNR information on its website, over the telephone, in the shelter, and through public relations opportunities. An important aspect of the program is to educate citizens to view feral cats in the same vein as urban wildlife. In addition, staff who have contact with the public must do the following when someone calls about feral cats or when City residents attempt to bring in feral cats:

- Staff will be trained to respond to public calls about outdoor cats by informing them about the benefits of TNR including sterilization services.
- Staff must explain that the cat will be killed if left at the shelter. The public is not to be presented with anything less than an honest assessment of what is likely to happen or be provided a false hope or assurance that the cat will be relocated or rehomed.
- Staff must explain YVAS's feral cat program which includes spay/neuter assistance. Information on TNR is to be made available to the person at this time. Staff is then to politely encourage the person to use the TNR program as an alternative.
- If the person agrees, an appointment is made to bring in the cat for surgery, or alternatively a voucher is sent to the person, or if the cat is already in the trap, the person is to bring in the cat and surgery is done as soon as possible. The person signs the TNR form and is told when to return for the cat.
- All feral cats entering the TNR program are to be spayed or neutered and given a rabies vaccination. They are also to have their right ear tipped for visual identification by staff and field officers as having participated in the program.
- Microchipping may be offered for a nominal fee if the caretaker elects to do this.
- YVAS will collect and process data in order for areas of feral cats to be pinpointed and mapped.
- Staff will utilize existing tools (e.g., door-hangers, how-to fact sheets, and educational videos) to organize and educate citizens in order for TNR to be a proactive component of our No Kill initiative.
• If a citizen brings a cat into the shelter, information is to be recorded with the exact address where trapped, the person who relinquished it, and why trapping was done. YVAS will initiate communication with the neighbors from this location to return the cat if it is a lost/stolen pet. The cat may be held and evaluated. If the cat is not feral, the cat can be placed into the adoption program. If the cat exhibits behavior consistent with being feral, the cat may immediately become a part of the feral cat program after caregivers are identified and join the program.
• As an alternative, the animal handler will contact local feral cat groups, seek an alternative release site for the cat, and contact rescue groups if the cat does not enter the feral cat program and is not returned to colony site.

YVAS acknowledges the killing of healthy feral cats is a profound failure at all levels – the public's irresponsibility and intolerance toward feral cats, the law’s failure to distinguish between feral cats and stray pet cats, and society's view of the disposable nature of animals. The shelter has no choice but to share in that culpability. YVAS cannot and will not abdicate its responsibility and will work to implement and encourage alternatives to killing such as TNR.

Finally, to provide them a sense of security and therefore reduce their stress, all feral cats are to be provided with hiding boxes in their kennels and are to be handled only as necessary with a humane feral cat restraint system. The use of control poles is not allowed.

4.9 Died in Kennel
Staff must immediately report all animals who die in the kennel to the trained technical staff, the Executive Director, or their immediate supervisor. The trained technical staff, in consult with a veterinarian as needed, will determine the likely cause of death and recommend cleaning and handling procedures to prevent contagion.

At all times, the body is to be handled with respect and care. Moreover, if the shelter is open to the public, the dead animal is covered with a towel or blanket before the body is moved.

4.10 Unwanted Owned Animals
YVAS does not pick up owned pets from residents who want to relinquish custody unless extraordinary circumstances warrant it. Extraordinary circumstances may include:

• An elderly or home bound citizen.
• A person who threatens to abandon the animal.
• A landlord whose tenant has abandoned the animal.

Otherwise, citizens will be advised to bring the animal to the shelter during normal business hours.

4.11 Rabies Quarantines
The Montana State Veterinarian issues rabies quarantines in the state of Montana. Generally, an area (usually a county) is placed under a quarantine order for a period of not less than 60 days from the date of the last known case of rabies. However, any animal under quarantine that has been properly immunized against rabies under official supervision may be released from quarantine after a period of 14 days from the date of vaccination.
Animals (especially those who had received a rabies vaccination prior to the alleged exposure) may still be viewed by the public for adoption, and adopted, during the observation period. However, the animal will not go into the new home until after the observation period. Every morning at the beginning of his/her shift, the on-duty trained technical staff or veterinarian will check all quarantined animals to ensure that they are not exhibiting behavior or symptoms consistent with rabies. Every evening, prior to the end of his/her shift, the trained technical staff or veterinarian will recheck if any quarantined animal is exhibiting behavior or symptoms consistent with rabies. A checklist of defined behaviors and symptoms will be developed by a veterinarian.

Nothing in this section should be interpreted to mean that agency protocol will contravene state law or regulations, local laws or ordinances, or otherwise expose the public to the threat of rabies. All human victims of bites should be instructed to:

- Wash and clean the wound with soap and warm water.
- Contact their physician or go to an urgent care clinic immediately for treatment of the wound and for advice concerning rabies.
- Contact animal control to report the incident.

City of Billings quarantine ordinance shall be followed when required:

Sec. 4-405.1. Quarantine—Rabies.
(a) Any animal not currently vaccinated for rabies which bites a person shall be isolated in strict confinement at the animal shelter or a licensed veterinarian clinic to be observed for at least ten (10) days from the day of infliction of the bite. The owner will be responsible and must pay the confinement fees. If the owner fails to pay such fees, the animal control officer shall dispose of the animal.
(b) Upon the discretion and advice of the animal control or law enforcement officer any animal currently vaccinated for rabies which bites a person may be isolated in strict confinement at the owner's home provided the following conditions are available and met:
(1) Animal must be kept away from all animals and people except the immediate household.
(2) Animal must be kept inside an enclosed structure such as a house, garage or if outside, the animal must be in a covered pen from which it cannot escape or come into contact with another animal or person. If confinement is authorized under this condition, the person responsible for the animal shall further assure that the animal shall only be allowed outside the above-described pen or other suitable place approved by the animal control or law enforcement officer if the animal is on a leash which is held by a person that is capable of and in fact controlling the animal in question.
(3) Animal cannot be sold, given away, destroyed or moved from the premises until notified by an animal control or law enforcement officer that the quarantine period is over.
(4) Animal under quarantine is not to receive any vaccinations without the authorization of a veterinarian and the animal control officer.
(5) If the animal becomes lost, sick, acts strangely in any way, or dies during quarantine it must be reported immediately to the Billings animal shelter.
(6) Animal control and/or law enforcement officers must be allowed reasonable access to the place of quarantine between the hours of 7:00 a.m.—10:00 p.m. for inspections.
(7) The owner will be responsible and must pay all confinement fees. If the owner fails to pay such fees, the animal control officer shall dispose of the animal.
(c) Any animal owner who fails to cooperate with the animal control officer in satisfactory quarantine of his dog or cat (or any other warm-blooded animal, if pertinent) who has bitten a person is guilty of a misdemeanor.
(d) A dog or cat (or other warm-blooded animal) manifesting characteristics of rabies (hydrophobia) may be put to death at the discretion of the animal control or law enforcement officer so that the head may be examined to make a confirmatory search for Negri bodies. All animals definitely known to have been bitten by the infected animal should be destroyed. If, however, the animal is only suspected of having the disease he should not be put to death but quarantined for observation, for a negative laboratory examination at this time would only leave the diagnosis in doubt.

(e) Quarantine procedures do not apply to animals used in military or law enforcement work and service animals for the disabled. These animals will be required to be under current veterinarian care and subject to inspections by an animal control or law enforcement officer.

(Ord. No. 05-5351, § 5, 12-12-05)

4.12 Volunteer Program

Volunteers are the lifeblood of YVAS. There will never be enough staff, never enough dollars to hire more staff, and always more needs than paid human resources. That is where volunteers come in and make the difference between success and failure and, for the animals, life and death.

As the program develops and expands, volunteer services will be needed for many important shelter tasks broken down into two types: "in shelter" and "out of shelter." (In shelter volunteering requires a specific shift and time commitment.)

All volunteers must participate in Volunteer Orientation and Animal Handling Training prior to assignment.

In-shelter Volunteering

These volunteer positions support day-to-day operations. These positions mainly have contact with the animals and with visitors. Options for volunteering in the shelter include, but are not limited to, the following positions:

Greeter

These volunteers are responsible for assisting the administrative staff during open shelter hours. Volunteer greeters will help staff administer "Meet Your Match" surveys, answer customers' questions, and assist with the adoption application process. This position requires some job specific training from the administrative division.

Administrative Volunteer

These volunteers will be responsible for upkeep of many aspects of our administrative division. Volunteers will write thank-you letters to donors and individuals who adopt animals, follow up with adopters, follow up with citizens who have filed lost or found reports, enter dog license data into computers, check for potential matches, pre-write adoption contracts for individuals finalizing adoptions, stuff envelopes, prepare adoption packages, and do miscellaneous filing and copying. Experience necessary for this position includes customer service experience and participation in a Volunteer Orientation. Some of these activities may be performed off-site provided volunteer has access to a computer and the Internet.

Adoption Desk Support

Volunteers provide clerical support for the staff at the front desk. This includes answering the telephones, completing adoption paperwork, and providing general animal care information to the public. Computer knowledge is helpful and good customer service skills are a must.
Web Site Volunteer
Web photographers are responsible for taking digital pictures of dogs, cats, and other adoptable animals for our website. The website is a good resource for the Yellowstone Valley Animal Shelter to promote its available pets. These individuals will also be able to update the pictures and descriptions of the animals. Patience is a must for this volunteer position as it can be challenging to get a suitable picture of any animal. Web photographers are responsible for removing the animal from its cage or kennel, maintaining control over the animal, and putting the animal back in its cage or kennel after the photo session. Experience necessary for this position includes good writing skills. All other training will be provided including how to use a digital camera, and website design and updating.

Small Animal Friend
These volunteers will cuddle, pet, play with, and give attention to the shelter's adoptable small animals (i.e. gerbils, hamsters, rabbits, rats, guinea pigs). Such activities will comfort the small animals as they wait for a new home. The volunteers are responsible for removing the animal from its cage, maintaining control over the animal, and putting the animal back in its cage.

Cat Cuddler
Volunteer cat cuddlers are responsible for improving the quality of life of the adoptable cats at the Yellowstone Valley Animal Shelter. They can cuddle, play with, groom, and give attention and affection to cats during their stay, making them more comfortable on the adoption floor. Cat cuddlers are responsible for removing the cat from its kennel, safe handling of the cat, and putting the cat back in its kennel.

Dog Groomer
Groomer volunteers are responsible for washing and grooming adoptable dogs to improve their chances for a new home. These individuals will use the tub room facility at the shelter for bathing. Groomers are responsible for removing the animal from its kennel, maintaining control over the animal during bathing and grooming, and putting the animal back in its kennel upon completion. Volunteers for this position must be able to lift heavy animals. Experience necessary for this position includes previous grooming experience.

Dog Walker
Volunteer dog walkers will take adoptable dogs for walks. These outings serve to exercise, socialize, and keep dogs in good mental health during their stay at the shelter. Walkers will be trained in acceptable methods of basic command training (sit, stay, down, etc.). Walkers are responsible for leashing the dog, removing the dog from its kennel, maintaining control over the dog for the entire walk, and putting the dog back in its kennel.

Run with Fido
Are you a college student that wants to run with a dog? Are you unable to have a dog because of your living situation but would like to run with Fido? Then this may be the program for you. The shelter often has dogs that need extra exercise. If you like the idea of taking a dog out for a run, please consider this program.

Behavior Modification
From time to time animals enter the shelter in need of an extra bit of attention to become the great animal they are capable of being but for someone spending extra time with them. Volunteers may teach a dog to walk nicely on lead, teach a dog not to bark, or teach a cat to use
the litter box. Some of these animals may require a volunteer to invite the animal to live with them for a short period of time.

Kennel Cleaner
Primarily responsible for helping the staff clean and feed the animals in the morning and helping to keep the animals clean and comfortable throughout the day. Yellowstone Valley Animal Shelter maintains a continuous cleaning regime. This makes the shelter more inviting for the public by reducing the smell and sight of animal waste and provides a healthy environment for the animals.

Out of Shelter Volunteering
Out-of-shelter volunteering opportunities do not necessarily require a shift or time commitment. Options for volunteering outside the shelter include the following positions:

Foster Care Program
Be a hero. Save a life! Fostering can be an excellent family project. It is an intense, short-term commitment. If your lifestyle does not permit you to have an animal full time, here is a rewarding opportunity for you. YVAS needs families or individuals who are willing to offer their home on a temporary basis to animals in need. Foster care is most frequently needed for animals that are too young to be adopted.

Public Relations
Help us reach out to donors, veterinarian partners, and interested pet owners with press releases, newsletters, flyers, and promotional materials for special events. This is a great opportunity for college marketing or public relations students.

Grant Writing
Grant writers are a vital part of any nonprofit agency. Our grant writers will seek out and apply for grants to support and help expand our programs. Experienced grant writers are needed. If you are interested in this volunteer position but lack experience, we may be able to team you up with a mentor who is an experienced grant writer.

Off-Site Adoptions
Periodically, shelter and foster animals are taken to various locations around the City where they are made available for adoption. These events are organized and staffed by volunteers who help setup/take down the tables and cages and assist potential adopters.

Adoption Follow-up Calls
Volunteers help call past adopters and inquire how the adopted animal is adjusting to his or her new home and about their adoption experience at the shelter. These telephone calls can be made during shelter hours, but are most useful evenings and weekends.

Special Event Committee Volunteer
Help out with our special events and fundraisers! Raising the many thousands of dollars necessary to continue operations every year is a massive undertaking requiring dedicated volunteers. Attend and brainstorm at meetings, help with invitations/publicity/exposure, and manage/coordinate specific functions. Volunteers need to be able to get along with others and work in a team environment with firm deadlines and responsibilities. You must be responsible and reliable!
Public Education Team (P.E.T.)

P.E.T. volunteers will participate in various special events in which the Yellowstone Valley Animal Shelter is involved. These events are unique ways that the shelter can educate the public about animal welfare and promote its adoptable animals. The P.E.T. volunteers will perform a variety of tasks, including, but not limited to: customer service, animal handling, setting up booths, running booths, and helping shelter staff.

Qualifications for a Volunteer Position

All volunteers must be at least 16 years of age, although not all positions may be available to those under 18. Reliable transportation to the shelter is a must. The agency requires a minimum of 1 to 3 hours per week, depending upon the volunteer position. There is some flexibility in scheduling, but volunteers should plan on at least 10 hours per month, at a minimum, for three months.

All volunteers are expected to support and promote the goals of YVAS and abide by all volunteer rules and regulations.

A special note for foster program volunteers: A volunteer foster program can be an ideal low cost way to greatly increase the number of lives a shelter can save while at the same time providing an opportunity for community members to volunteer. Not only does a foster program maximize the number of animals rescued, it allows an organization to care for animals that would be difficult to care for in a shelter environment-orphaned or feral kittens, sick or injured animals, or dogs needing one-on-one behavior rehabilitation. For animals that may need a break from the shelter environment, foster care provides a comfortable home setting that keeps animals happy and healthy. Foster parents will be required to attend an orientation, sign a waiver, and abide by staff requests for follow-up visits, and date for return of the animal. Home visits may also be required.

5.0 Disposition

5.1 Return to Owners

When a person claims ownership of an impounded animal, the person must show proof of identification with picture (driver license, government issued picture identification card, or passport) and some evidence of ownership (veterinary records, picture, or other proof).

No dog or cat shall be released without a current license and rabies vaccination. The owner is obligated to provide proof in the form of a license tag, rabies vaccination certificate, and/or veterinary contact that confirms vaccination status.

There are certain circumstances in which it is advantageous for the agency to relinquish possession of an animal to its rightful owner or responsible party for care and custody before or after a normal workday. Therefore, animal(s) may be reclaimed after hours under certain circumstances. After-hours reclaims are allowed in the following situations:

- An animal is sick, injured, or old. An animal is on medication prescribed by a veterinarian that is necessary to treat a sickness or injury or to maintain his/her good health, such as antibiotics, steroids, insulin, thyroid hormone, arthritis medication, etc.
- An animal belongs to a person who is traveling through the area or who is leaving town for business or vacation purposes before the shelter opens.
• An animal whose general well being depends on returning to his/her home environment, such as a fearful or nervous animal that will not eat during confinement in the shelter.

Requests by the public for after-hours reclams that do not fall within the above guidelines will be considered on a case-by-case basis by the shelter manager.

5.2 Animal Returns
Unfortunately, despite the best efforts and screening of a shelter, not all homes will be permanent. In addition, with animal behavior, personality and health, there can be no guarantees. Any animal returned to the shelter within ten days of adoption will be entitled to a refund of certain fees and/or, in the director’s discretion, an exchange.

5.3 Adoption Process & Policies
The best adoption programs are designed to ensure each animal is placed with a responsible person, one prepared to make a lifelong commitment, and to avoid the kinds of problems that may have caused the animal to be brought to the shelter. An important part of the process is to match the life-style and needs of the adopter with the individual dog or cat.

At the same time, YVAS believes that quantity and quality of adoption can go hand-in-hand. The agency wants its animals to go into responsible and loving homes, which can be accomplished with thoughtful, but not overly bureaucratic, screening. Most adoptions can occur in about 20 minutes, but some will take longer depending on the circumstances. Staff responsible for adoptions should use the answers on an adoption application as the starting point for dialog, not as “black and white” rules that lead to failed adoptions. However, if at any time, staff is uncomfortable with an adoption, they should seek the Executive Director or, if unavailable, can delay the adoption of an animal for 24 hours or more.

The notion that one needs to reduce quality of homes in order to increase quantity is contrary to good business practice. In fact, some of the most successful industries in the United States have excelled in a consumer market demanding high volume coupled with increasing consumer awareness, information, and requirement for quality. These agencies are able to meet demand for both quality and quantity. Quality and quantity are not, and have never been, mutually exclusive.

From time-to-time and especially during peak periods, the shelter may also offer animals for adoption at a discounted rate. Older animals or animals with special impediments to adoptions may find it more difficult to find a home, especially during "kitten" or "puppy" seasons. The shelter may also offer two-for-one adult cats or kittens, or a special on dogs. At the discretion of management, fees may be waived or reduced.

General adoption policies are as follows:

• Potential adopters must interact with the animals in the facility prior to adoption. In the case of dogs, out of kennel interaction is mandatory.
• YVAS does not limit homes based on arbitrarily defined criteria (e.g., no puppies or kittens or energetic dogs in homes with young children).
• If a potential adopter wants to take a dog for a walk outside of the facility, he or she must leave their driver’s license or other valuable item.
• Adoption applications must be accompanied by a government issued picture identification such as a driver’s license, state identification card, or passport.
• Adopters must be at least 18 years of age.
• Adopters must have a permanent address and telephone number.
• Adopters must demonstrate income sufficient to care for an animal such as identifying a place of employment. If adopters indicate "unemployed" or "none," further discussion is warranted.
• Adopters must not have surrendered an animal to this or other shelter within the past year.
• It is strongly encouraged that all dogs be allowed in the house. Dogs are not to be adopted out if they will be continuously chained outside, without a fenced yard. A secure and protected environment must be provided.
• All cats must be allowed in the house (unless the cat is feral or semi-social).
• Animals should only be adopted as family pets, not as "guard" dogs or "mousers" (unless the cat is feral or semi-social).
• Renters must have permission from the property owner.
• Animals already residing in the home must be altered unless they are elderly, infirm, or "show" dogs.
• Applicants must not be on a "do not adopt" list.
• Staff may delay an adoption for 24 hours or more until they can discuss with the Executive Director, if for any reason they do not feel initially comfortable with the adoption.
• The agency does not put animals on "hold" for people, no matter what the circumstances, but may keep the animal for 24 hours after adoption (including payment of all fees) for the household to get set up, to the extent that there is space available (staff must not recommend or suggest this, it must be requested by the adopter and only as space exists).
• Exceptions will be made on a case-by-case basis by the Executive Director.

Consistent with YVAS policy, dogs and cats are only adopted out after they have been sterilized, have received a rabies vaccination, and are microchipped. Once the application is complete and fees are paid, if the animal is not already altered, a spay/neuter appointment is made.

As part of the adoption process, all adopters are asked if they would like to make a $5 voluntary donation to the agency’s spay/neuter fund and an additional $5 voluntary donation to the agency’s medical care fund for sick or injured shelter animals needing potentially lifesaving care.

In order to verify whether a potential adopter has landlord permission, staff will call owners for permission on behalf of the tenant or the tenant can bring a copy of the lease or rental agreement or a letter from the landlord.

5.4 Selection Criteria
Temperament testing is a series of exercises designed to evaluate whether an animal is aggressive. Because dog behavior is highly specific to context, it is unfortunately not enough to say that a dog is friendly and of reasonably good temperament if she comes into a shelter with her tail wagging. The flip side is also true. Because the shelter is a highly stressful, unnatural, and frightening environment for a dog that has just been abandoned by a family, the fact that a dog is scared and growls at staff on intake is not enough to make a determination that the dog is unfriendly and vicious. It is not only fair, but a good idea, for shelters to evaluate dogs to make sure they can safely be placed into new homes.

In order to be fair, a temperament test must do two things:

• Screen out aggression.
• Ensure friendly, scared, shy, sick, or injured dogs do not get wrongly executed.

The decision to end an animal's life is an extremely serious one and should always be treated as such. No matter how many animals a shelter kills, each and every one is an individual and deserves individual consideration. A strict and fair policy helps ensure that the decision is reached correctly. A dog may appear aggressive, but in reality he may simply be frightened by his new surroundings and by being away from the only family he has ever known. Being able to determine whether a dog is truly aggressive or merely frightened can mean the difference between life and death, as well as the difference between a happy adoption and a disappointment.

The process of evaluating a dog for aggression is as follows:

• Allow the dog to acclimate to the shelter environment. Only animal handlers and staff are to interact with these dogs. They are to be treated kindly, given treats, and taken for short leash walks. Time in the fenced backyard before public hours is also encouraged.
• After three days, the dog is put through a standardized protocol. Dogs that fail the protocol are to be given a full medical work-up to rule out a medical origin for the behavior.
• The animal handlers, together with an animal care professional or other expert, will re-evaluate the dog to determine:
  o whether the dog is aggressive
  o what the prognosis is for rehabilitation;
  o development of a desensitization protocol if appropriate, or destruction where the prognosis is poor
  o review the assessment with the Executive Director who will determine the ultimate disposition

5.5 Post Adoption Follow-up
There are many reasons for a post-adoption follow-up protocol. First, many animals who enter a home experience "adjustment" issues. These can be resolved with good, thoughtful advice. Without this, animals are at heightened risk for return, and for easily fixable and relatively minor behaviors to escalate to bigger problems. Dogs, for example, can quickly establish patterns and if these are not addressed early, may become harder to remedy later, leading to abandonment or relinquishment. It is vital that YVAS contact all adopters within the first two weeks of adoption in order to make sure things are going smoothly. It is equally important that adopters have the ability to reach someone for good advice and/or referral to local resources.

The post-adoption follow-up need not be a comprehensive process. Two questions need only be asked:

1. How are things going?
2. Can we help you with anything?

When applicable, remind the adopter that spay/neuter must be done by a certain date, using the opportunity to set the appointment or reminding them of a previously set appointment.

A post-adoption program assesses the quality of the adopter. If they no longer have the pet or information is elicited to show the match was not good or problems exist (e.g., the dog is relegated to
the backyard, etc.), the concern can be relayed to the ACOs for follow-up and the person placed on a barred-list.

This program allows the agency to show it cares and is responsive, which will be important for a second follow-up call in six months. After the six-month follow-up, all adopters who still have their pet and report good results should be solicited for a donation and asked to refer friends and family to YVAS if looking for a companion. As one agency has noted, "Successfully adopted animals are like alumni and their adopters can become part of a strong support and donor base."

The responsibility for follow-up calls is the job of office support staff, with support of volunteers, as well as the trained technical staff for medical follow-up and animal handlers for behavior advice as warranted.

5.6 Rescue Groups
An adoption or transfer to a rescue group frees up scarce cage and kennel space, reduces expenses for feeding, cleaning, killing, and disposal, and improves a community's rate of lifesaving. Getting an animal out of the shelter into an appropriate placement is important and rescue groups, as a general rule, can screen adopters better than many shelters. In an environment of approximately 5,000 impounded animals annually, there will rarely be a shortage of adoptable animals and if a rescue group is willing to take custody and care of the animal, rare is the circumstance in which they should be denied.

YVAS policy dictates that rescue groups are not to be charged a fee. It is the responsibility of animal handlers to flag animals who may be candidates for rescue and notify the appropriate rescue groups. This will be accomplished on a case-by-case basis initially, until such time as YVAS can establish a daily e-mail list alert of available animals for rescue groups.

5.7 Foster Care
It is the policy of YVAS to place animals in foster care that would otherwise face killing, such as because of their age, health, or other conditions, including lack of space. Periodically, the shelter will receive animals that, due to various reasons, cannot immediately be made available for adoption. Instead of killing animals with special needs, a foster program can provide daily care until the opportunity for adoption becomes available.

The procedure for fostering animals is as follows:

- When an animal is brought into the shelter and immediate adoptability is in question (e.g., kittens or puppies who are too young to be adopted out), intaking staff should notify the Executive Director.
- The Executive Director, animal handler or trained technical staff reviews the animal(s) and decides if the animal(s) can be kept in the shelter or should be placed in a foster home.
- YVAS will then attempt to find the foster home.
- When a foster home is found, the responsible person reviews and signs the foster agreement and is given a date for a follow-up examination, vaccination booster, spay/neuter date or date to return the animal.
- The animal(s) are taken home.
- The foster parent tracks all hours that are donated to the animal(s) welfare and reports this to YVAS.
• A fostering party may form a bond with the animal. Therefore, foster parents will be afforded the first opportunity to adopt an animal once the fostering period ends. They must complete the formal adoption process and must be a qualified adopter.

5.8 Selection for “Euthanasia”
Because killing an animal is the ultimate and most serious act, animals will be selected only by a few individuals trained in behavior, adoptability, and with knowledge of the animals. Time spent in shelter is not the most relevant criteria. The Executive Director must authorize all shelter killing. If, however, an animal is irremediably suffering and the Director is not available, the decision to end an animal’s life will be made by the YVAS staff in consultation with a veterinarian and reviewed with the Director at the earliest possible time after the animal has been killed.

The following sub-outcomes are to be used when an animal is killed and logged into the shelter management database:

• Healthy.
• Medical—Treatable.
• Medical—Nonrehabilitatable.
• Irremediably Suffering.
• Neonatal.
• Court Order.
• Feral.
• Behavior.
• Vicious.
• Rabies.

Healthy animals are those who are not aggressive, sick or injured.

Medical—Treatable animals are those who are sick or injured, but whose prognosis for rehabilitation is excellent, good, fair or guarded.

Medical—Nonrehabilitatable animals are those who are sick or injured with a poor or grave prognosis.

Irremediably Suffering animals are Nonrehabilitatable animals in severe pain.

Neonatal animals are motherless animals (ages one day to approximately 3 weeks) who require bottle feeding because they are unable to eat on their own and are unable to survive without supplemental bottle feeding.

Court Order are animals determined to be vicious by a hearing officer or court of law after a dangerous animal hearing.

Feral animals are those dogs and cats totally unsocialized to people.

Behavior animals are those animals that manifest a behavior condition such as resource guarding in dogs but who either do not pose the type of direct and immediate public safety risk that a truly vicious dog does, or whose prognosis for rehabilitation is guarded or better.
Vicious animals are those who are aggressive with a prognosis for rehabilitation that is poor and who pose a direct and immediate public safety risk.

Rabies animals are those required to be killed under state or local rabies prevention regulations. A dog or cat is not a "rabies" outcome if a holding period is a legally acceptable alternative. If such an animal is killed, they should be logged under the other relevant criteria, including Healthy.

Preference for Lifesaving

It is the policy of YVAS that savable animals not be killed. That commitment requires the agency to expend all legal and reasonable alternatives before an animal is scheduled to be killed. To meet that obligation, killing of an animal will not occur unless and until the Executive Director has certified all efforts to save the animal have been considered, including:

- Medical and behavioral rehabilitation.
- Foster care.
- Rescue groups.
- Neuter and release.
- Adoption.

Furthermore, the director shall determine that such effort will either:

- Not alter a poor or grave prognosis.
- The dog is vicious and poses a direct and immediate threat to public safety.
- The cat is feral and all steps in the Feral Cat section have been exhausted.
- The likelihood of success in any of the steps appear poor in the reasonably foreseeable future such that continued holding of the animal would not alter this prognosis.
- The animal has been determined to be vicious and ordered destroyed by a court or hearing officer under law, and all appeals have been exhausted.

5.9 Method of "Euthanasia"

Webster's dictionary defines euthanasia as "the act or practice of killing or permitting the death of hopelessly sick or injured individuals in a relatively painless way for reasons of mercy." Unfortunately, in most shelter environments, animals are not solely being killed because they are hopelessly sick or injured, but rather as "population control." In this environment, shelter killing, particularly of healthy and treatable animals, raises a host of ethical questions and dilemmas, many of which are being raised by the public in communities across the country, including Billings, Montana.

In an arena of population control killing, it is crucial, at a minimum, that the agency meet the second prong of the analysis, which requires killing to be done in "a relatively painless way." The euthanasia process must result in a painless, rapid unconsciousness followed by respiratory arrest, cardiac arrest and ultimate death. The animal must be as free from stress and anxiety as possible.

Unfortunately, the use of sodium pentobarbital, even if properly administered, does not in and of itself ensure a "humane" death. While technique is one of the most important factors, nonetheless simply requiring lethal injection does not guarantee that the process is either humane or compassionate. Shelters that kill are obligated to ensure employees are technically proficient, competent, skilled, compassionate, properly trained, and doing everything in their power to make sure the animals are as
free from stress and anxiety as possible. A "relatively painless" death can only occur in an environment where sensitivity, compassion, skill and environment all combine with efforts to "minimize distress and anxiety," as required by the American Veterinary Medical Association's (2000) Panel on Euthanasia.

Killing may only be performed by those who have been trained and are technically proficient. Animals must also never be dragged or struggled with. All animals shall be given a sedative prior to proceeding.

Killing should only occur in the room dedicated for that purpose unless doing so is not in the best interest of the animal or would put the staff in a direct and immediate threat of being bitten or injured. However, under no circumstances should killing be done in view of the public or other animals.

It is important to give the animals a calm and quiet area, free from the smell of death, in order to reduce their stress as well as provide the staff with a safe working area. The "euthanasia" room should be the quietest, least interrupted, and most relaxed room in an animal shelter. If music is allowed, only low volume classical music should be played.

All animals shall be killed only when necessary and consistent with the requirements of this policy:

1. Intraperitoneal injections may be used only under the direction of a licensed veterinarian, and only when intravenous injection is not possible for infant animals, companion animals other than cats and dogs, feral cats, or in comatose animals with depressed vascular function.
2. Intracardiac injections may be used only when intravenous injection is not possible for animals who are completely unconscious or comatose, and then only under the direction of a veterinarian.
3. No animal shall be allowed to witness any other animal being killed or being tranquilized/sedated for the purpose of being killed.
4. Animals shall be sedated/tranquilized to minimize their stress or discomfort, or in the case of vicious animals, to ensure staff safety, except neuromuscular blocking agents shall not be used.
5. Following their injection, animals shall be lowered to the surface on which they are being held and shall not be permitted to drop or otherwise collapse without support.
6. An animal may not be left unattended between the time procedures to kill the animal are commenced and the time death occurs, nor may the body be disposed of until death is verified.
7. Verification of death shall be confirmed for each animal in ALL of the following ways:
   • by lack of heartbeat, verified by a stethoscope;
   • by lack of respiration, verified by observation;
   • by pale, bluish gums and tongue, verified by observation; and
   • by lack of eye response, verified if lid does not blink when eye is touched and pupil remains dilated when a light is shined on it.
8. The room in which animals are killed shall be cleaned and regularly disinfected as necessary, but no less than once per day on days the room is used, except the area where the procedure is performed shall be cleaned and disinfected between each procedure.
9. The room in which animals are killed shall have adequate ventilation that prevents the accumulation of odors.
10. A veterinarian licensed to practice medicine in this state or a euthanasia technician certified by the state euthanasia certification program shall perform these procedures.
11. Two people should be involved in the process: a "lead" and a "shooter." The lead reviews the notes and confirms the right animal is in the room. For example, the lead says loudly, "I have a neutered black lab 2 years old." The "shooter" says yes or no. Lead: "He has a short smooth
coat. " Shooter: "yes" or "no." He has dropped ears, black legs, black and white feet, a black collar with studs, no chip, etc., which continues that way back and forth until both are certain the right animal is in the room. Until the shooter hears that it is safe to proceed by the lead, no action should ever be taken. Confirmation and concentration are the keys to error free shelter killing.

Process (if there is doubt as to the status of an animal, the process should not continue until verification with a supervisor):

1. Check paperwork along with the animal being transferred to ensure a proper match.
2. Criteria reviewed are:
   - Animal identification number.
   - Species.
   - Breed.
   - Gender.
   - Spay/neuter status.
   - Prime color.
   - Markings.
   - Attempted contact of owner has been made.
   - Verification of sign off by a supervisor (and medical staff if the animal is sick or injured).
3. Electronically scan each animal for microchip implants even if the animal has already been scanned by other staff during the course of the shelter stay. Scan the back, the neck, the legs, and the underbelly as microchips may travel or become hidden behind collarbones.
4. Check the "Lost" animal database and rule out any possible matches.
5. Inject animal with the prescribed dose of sedation before injection of pentobarbital.
6. Two employees are to be present when pentobarbital is administered to any animal.
7. One (1) cc of pentobarbital is administered per 10 pounds of body weight through intravenous injection. (If sedation is not possible such as a feral cat in severe pain, intrahepatic/intraperitoneal may be considered.)
8. When the animal is dead, employees administering the pentobarbital will complete the disposition portion of the animal's record.
9. Enter amounts of pentobarbital and sedation used in the Controlled Substance Log along with the data regarding each animal killed and the initials of both employees.

Before freezing animals, recheck each animal carefully to verify that they are dead to insure that no live, but unconscious, animal is disposed of inhumanely. Verification must be done as follows:

1. Lack of heartbeat, verified by a stethoscope.
2. Lack of respiration, verified by observation.
3. Pale, bluish gums and tongue, verified by observation.
4. Lack of eye response, verified if lid does not blink when eye is touched and pupil remains dilated when a light is shined.

All four methods of verification must be done for each and every animal. Once verified, the animal's body is placed in the freezer for ultimate disposition.
5.10 Owner Requested “Euthanasia”
If an owner surrenders an animal "for euthanasia," he/she shall be permitted to surrender the animal, but the animal will not be killed without a legitimate reason for doing so.

All animals will be held for adoption, regardless of owner desires, consistent with the mission of the agency unless one of the following criteria is met:

1. The animal is irremediably suffering from a serious illness or injury.
2. The animal is motherless and unweaned and all attempts to foster, bottle feed, or otherwise care for the animal have failed.
3. The dog is severely aggressive and poses a significant threat to staff, independently verified by an animal handler (keeping in mind rabies regulations if the dog has bitten someone within the past fourteen days).

Owners cannot be present during the process and no timetable can be given to the owner as to when such determination shall be made. If owners want to be present, then they must take the animal to a veterinarian. If they cannot afford a veterinarian, if the animal meets the criteria set above, and if money is available, a gift certificate may be issued to offset some of the cost.

6.0 Animal Traps
Periodically members of the public will want to rent traps for a variety of reasons. The majority of shelters rent traps regardless of reasons. However, a growing minority have instituted policies whereas traps are only loaned to people under specific conditions. While YVAS will accept all cats, traps will only rented out to people participating in the agency's TNR program for feral cats. Traps should not be loaned for the purposes of removing animals from their habitats.

Trap rental is done through an agreement, where citizens pay a refundable deposit, usually equivalent to the price of the trap, and an additional nominal fee, such as $2.00 per day. In order to keep the traps available for use, they are usually limited to a certain period of time, up to or around one week to ten days of use before they must be returned to be made available to others. In addition, proper use and handling of the trap will be explained to the borrower.

Office support staff is responsible for handling trap rental requests.

Trap rental:
1. Borrower must be an adult and reside in the City of Billings. Only one trap at a time is loaned out to a household.
2. Government issued photo identification must be provided, a copy of which is made for the trap files.
3. A trap rental agreement is signed.
4. A deposit is collected.
5. Office staff informs borrower of how the trap is used, reasonable precautions about wild animals and how to release them if inadvertently trapped, as well as the importance of always monitoring the trap when in use for the safety of the animals.
6. A trapping fact sheet is given to the borrower.
Trap return:
1. Check condition of the trap.
2. Charge appropriate fee.
3. Request a deposit refund.
4. A trap returned in a damaged state and its integrity compromised, will subject the renter to forfeiture of the deposit.
5. Trap extensions are granted based on the availability of other traps for rental to other members of the public.
Appendix C: Supplies

1.0 Initial One Time Purchases

1. *Capture gloves* – these are critical to preventing injuries to both animals and people, and help ensure that wild or fractious animals are handled humanely. Quantity – 2
2. *Control poles* -- there are also critical to preventing injuries and, if used appropriately and with restraint, can help ensure that animals are handled humanely. Quantity – 2
3. *Crates and cages* – Many sizes and types of cages and crates should always be available for a variety of situations.
4. *Caging & transfer systems for unsocialized cats* – Trap transfer cages, squeeze cages, and feral cat handling systems are essential equipment for animal sheltering.
5. *Feral cat handling systems* – These cages allow for field pick up, daily care, cage cleaning, treatment, transfer, and anesthesis with no handling necessary.
6. *Nets* – Nets enable staff to handle a variety of animals, particularly wildlife. with minimal restraint. Nets should be sturdy, at least twice as deep as the diameter, and flat on the end (not round). Quantity – 1
7. *Muzzles* – Available in kits, muzzles for the shelter allow staff, behaviorists and veterinary personnel to perform treatments and procedures with minimal risk of injury.
8. *Live traps* – Trap should be available for feral cats, at least one large dog trap, as well as raccoon and small animal (squirrel) traps. It is a good idea to buy at least 10-15 feral cat traps for loaning to the public.
9. *Stretchers* – Most animal stretchers have plastic or vinyl covers designed to help immobilize injured animals. Quantity – 1
10. *Grooming equipment* – These come in kits to shave animals for medical treatment, for spay/neuter, for grooming, and for a wide variety of other reasons. Quantity – 1
11. *Microchip scanner/microchip kit* – A kit to insert microchips and a universal scanners
12. *Pole syringe* – A pole syringe is used for humane euthanasia of feral cats and wildlife, when appropriate, with minimal risk of injury to the euthanasia technician.
13. *Leashes and slip leads* – Leashes serve many purposes, and the shelter should be well-stocked.
   Nylon slip leads are a cost effective way to return and adopt animals to owners, and for shelter staff to impound dogs.
14. *Collars* – All dogs in the shelter should be collared. A variety of collars should be purchased for the shelter.
17. *Assessa Hand & Doll* – For temperament testing of dogs.
18. *Buckets, mops, pooper-scoopers, squeegees* – For cleaning of the shelter.
21. *Regular (35 mm) Camera* – For use in investigations as courts do not accept digital imaging as evidence.
22. *Time Clock* – For staff accountability purposes.
24. *Bowls* -- Dog and cat food and water bowls to fit holders in cages and kennels.
25. *Rubbermaid Bins* – Large bins or plastic trash cans with lids to store food for shelter animals (Must be air tight).
26. **Litter boxes** – Plastic litter boxes of various sizes. (However, it is recommended the shelter use disposal carrying boxes on a daily basis.)

27. **High pressure spray mixers** – For efficient mixture of detergent/disinfectant in cleaning dog kennels.

28. **Waterless hand wash systems (and refill packs)** – For staff and public use to reduce the incidence of disease transmission from one animal to the next.

29. **Animal enrichment items** such as Kong toys, rawhides, tennis balls, ropes tied in knots and other chew toys daily. For cats, fuzzy balls and balls with bells (but no catnip).

30. **Dog adoption vests** (“I’m available for adoption”) – For offsite adoption venues and park activity.

31. **Collapsible cat cages** – For offsite adoption events.

32. **Six-foot folding tables** – For offsite adoption and other community events.

33. **Dog beds** – For dog kennels, especially for older, sick or injured dogs.

34. **Cat beds** – For larger rooms, including current "get acquainted" rooms (towels should be used in stainless steel stack cages.)

35. **Rolling carts** – For cleaning/medical supplies.

36. **Bandanas** – For highlighting dogs and adding color.

### 2.0 Ongoing Shelter Supplies Needed

#### 2.1 Cleaning Supplies

1. Kennelsol or other broad spectrum disinfectant
2. Bleach or HDQ
3. Chlorhexadine spray
4. All purpose spray cleaners
5. Towels and dish-type rags

#### 2.2 Daily Operations

1. Paper towels
2. Paper plates
3. Cardboard cat carriers for adoptions and redemptions
4. Towels and blankets (for pet comfort)
5. Dry pet food
6. Canned pet food for sick animals, geriatric animals, nursing mothers and young animals
7. Pet food treats for training, rewards, socializing and improving adoptability
8. Cat litter
9. Disposable litter boxes
10. Trash bags
11. ID tags
12. ID collars for cats
13. Dishwashing detergent
14. Laundry detergent
15. Pet shampoo

#### 2.3 Medical Care

1. Kitten Milk Replacer Formula and bottle kits
2. Puppy Milk Replacer Formula and bottle kits
3. Feline Leukemia test kits
4. Sub-cutaneous fluids
5. Parvovirus test kits
6. Tranqui-Ved tranquilizer
7. Micaved (ringworm treatment)
8. Doxycline 100 mgs (500 tabs per bottle)
9. Panacur 1000 ml per bottle
10. Fecosol & Fecalizer kits
11. Rabies vaccine
12. Feline vaccinations
13. Canine vaccinations
14. Clavamox (liquid only)
15. Metronidazole
16. Strongid T
17. Needle combos (22 x 1") syringes & Needles
18. Tri-optic ointment
19. Otomax
20. Cefa drops
21. Ivermectin
22. Baytril
23. Drontal plus
24. Albon
25. Droncit
26. Flea preventative (Advantage or Frontline)

2.4 Euthanasia
1. Sodium Pentobarbital
2. Acepromazine
Welcome to the Yellowstone Valley Animal Shelter (YVAS)

AN EMPLOYEE HANDBOOK

YELLOWSTONE VALLEY ANIMAL SHELTER, INC.

539 Indian Trail

Billings, MT 59105
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IMPORTANT NOTICE TO EMPLOYEES

THIS EMPLOYEE HANDBOOK IS DESIGNED TO ACQUAINT EMPLOYEES WITH THE YELLOWSTONE VALLEY ANIMAL SHELTER (YVAS) AND PROVIDE SOME INFORMATION ABOUT WORKING HERE. THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE EMPLOYEES WITH A SUMMARY OF SOME OF THE COMPANY’S GUIDELINES.

UNLESS YOU HAVE AN EMPLOYMENT CONTRACT STATING OTHERWISE, EMPLOYMENT WITH YVAS IS AT-WILL. EMPLOYEES HAVE THE RIGHT TO END THEIR WORK RELATIONSHIP WITH THE YVAS, WITH OR WITHOUT ADVANCE NOTICE FOR ANY REASON. THE YVAS HAS THE RIGHT TO TERMINATE EMPLOYMENT SUBJECT TO MONTANA LAW. THE LANGUAGE USED IN THIS HANDBOOK AND ANY VERBAL STATEMENTS MADE BY MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR A SPECIFIC DURATION.

NO REPRESENTATIVE OF YVAS, OTHER THAN THE EXECUTIVE DIRECTOR OR THE YVAS BOARD OF DIRECTORS, HAS THE AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR AND THE EMPLOYEE.

EMPLOYEES ARE EXPECTED TO FAMILIARIZE THEMSELVES WITH THE INFORMATION IN THIS HANDBOOK. NO EMPLOYEE HANDBOOK CAN ANTICIPATE EVERY CIRCUMSTANCE OR QUESTION. AFTER READING THIS HANDBOOK, EMPLOYEES WITH QUESTIONS SHOULD TALK WITH THE EXECUTIVE DIRECTOR.

THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THIS HANDBOOK. EXCEPT FOR THE AT-WILL NATURE OF THE EMPLOYMENT, THE YVAS RESERVES THE RIGHT, AT ITS SOLE DISCRETION, TO SUPERCEDE, MODIFY, REVOKE, SUSPEND, TERMINATE, REVISE OR DEVIATE FROM THE POLICIES, PROCEDURES AND GUIDELINES IN THIS HANDBOOK WITHOUT PRIOR NOTICE.

IN THE EVENT OF A CONFLICT BETWEEN THE PROVISIONS IN THIS DOCUMENT AND THOSE IN AN EMPLOYMENT AGREEMENT, THE EMPLOYMENT AGREEMENT SHALL CONTROL.

THIS EDITION REPLACES ANY PREVIOUSLY ISSUED EDITIONS.
WELCOME

Welcome to the Yellowstone Valley Animal Shelter, Inc. (YVAS). This handbook has been prepared to assist employees in becoming acquainted with YVAS goals and services as soon as possible. This handbook serves as one of many tools to assist employees in becoming familiar with our YVAS guidelines, practices and necessary information. It is not to be construed as an agreement or contract of employment. It is a guide for you to follow. The Executive Director is available to respond to employees’ questions so employees may be clear on YVAS expectations and avoid misinterpretations.

Our function at the YVAS is to provide humane treatment and care for unwanted, stray, abused and impounded companion animals in the Yellowstone Valley; to create a comprehensive adoption program to find loving homes for homeless animals; and to engage and educate the public in animal care. You will play an important role in this process. You were employed because you have the skills and abilities needed by the YVAS to help us accomplish our goals. We are proud of our work and it is our belief that our future accomplishments will be the result of dedication, hard work and good communication.

I want to thank you for joining the YVAS and becoming a member of our team.

_____________________
Executive Director

___________________________
President, YVAS Board of Directors
GENERAL

Equal Employment Opportunity (EEO)
The YVAS is dedicated to the principles of equal employment opportunity in any term, condition, or privilege of employment. We do not discriminate against applicants or employees on the basis of:

- age
- race
- sex
- color
- religion
- national origin
- disability
- marital status
- military status
- creed (Montana only)
- or any other status protected by state or local law.

ADA Accommodation
The YVAS will make reasonable accommodation for qualified individuals with known disabilities unless doing so would result in an undue hardship to the YVAS or threaten the health or safety of the individual or others.

Unlawful EEO Harassment
The YVAS is committed to maintaining a positive working environment that is free of unlawful harassment and is sensitive to the diversity of its employees. In doing so, the YVAS prohibits harassment based on any of the protected classes.

Unlawful harassment includes verbal or physical conduct having the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. Prohibited behavior includes, but is not limited to, the following:

- Written form such as cartoons, e-mail, posters, drawings, or photographs.
- Verbal conduct such as epithets, derogatory comments, slurs, or jokes.
- Physical conduct such as assault or blocking an individual’s movements.

This policy applies to all employees, including managers, supervisors, co-workers, and non-employees such as customers, vendors, consultants, etc.

Sexual Harassment
Because sexual harassment raises issues that are to some extent unique in comparison to other harassment, the YVAS believes it warrants separate emphasis.
The YVAS strongly opposes sexual harassment and inappropriate sexual conduct. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, when:
• Submission to such conduct is made explicitly or implicitly a term or condition of employment.
• Submission to or rejection of such conduct is used as the basis for decisions affecting an individual’s employment.
• Such conduct has the purpose or effect of substantially interfering with an individual’s work performance or creating an intimidating, hostile, or offensive work environment.

All employees are expected to conduct themselves in a professional and businesslike manner at all times. Inappropriate sexual conduct that could lead to a claim of sexual harassment is expressly prohibited by this policy. Such conduct includes, but is not limited to, sexually implicit or explicit communications whether in:

• Written form, such as cartoons, posters, calendars, notes, letters, e-mail.
• Verbal form, such as comments, jokes, foul or obscene language of a sexual nature, gossiping or questions about another’s sex life, or repeated unwanted requests for dates.
• Physical gestures and other nonverbal behavior, such as unwelcome touching, grabbing, fondling, kissing, massaging, and brushing up against another’s body.

**EEO/Sexual Harassment Complaint Procedure**

If you believe there has been a violation of the EEO policy or harassment based on the protected classes outlined above, including sexual harassment, please use the following complaint procedure. The YVAS expects employees to make a timely complaint to enable the YVAS to promptly investigate and correct any behavior that may be in violation of this policy.

Report the incident to either the Executive Director or a member of the YVAS Board of Directors who will promptly investigate the matter and take appropriate corrective action. Your complaint will be kept as confidential as practicable.

If the YVAS determines that an employee’s behavior is in violation of this policy, appropriate disciplinary action will be taken against the offending employee, up to and including termination of employment.

**Retaliation Prohibited**

The YVAS prohibits retaliation against an employee for filing a complaint under this policy or for assisting in a complaint investigation. If you perceive retaliation for making a complaint or your participation in the investigation, please follow the complaint procedure outlined above. The situation will be promptly investigated.

**SAFETY**

The YVAS goal is to provide a safe and healthy work environment. The biggest single factor in insuring your safety on the job is YOU. It is YOUR responsibility, to both yourself and those working in your area, to practice safe work habits. Report any unsafe practices and conditions to your supervisor or the Executive Director so corrective action can be taken.

Employees shall receive training on the use of equipment, proper and safe procedures in handling shelter animals, and site/task specific job functions. Periodic safety retraining sessions shall be conducted to maintain employee awareness. Be sure to become familiar with the safety requirements of the YVAS, through attending these required safety courses, as you are responsible for knowing their content. Each employee is expected to abide by all safety rules and procedures and shall wear and use
any and all personal protective equipment required and provided by the employer. Consistently adhere to proper practices and procedure which are designed to prevent injury.

Report all accidents, no matter how minor, to your supervisor immediately. Prompt reporting of the accident will help us to take steps to reduce the possibility of future accidents.

Remember, safety rules are only as effective as you make them. Safety is a cooperative endeavor and must be kept constantly in mind by all. Exercise common sense and good judgment in all that you do on the job. Then, we all can enjoy an excellent safety record.

**CONDUCT**

**Alcohol and Drugs**

It is the goal of the YVAS to foster a work environment free from the behavior altering effects of drugs and alcoholic beverages. Use of alcohol and drugs alters employees' judgment resulting in increased safety risks, workplace injuries, and faulty decision-making. Therefore, working after the use of alcohol, a controlled substance, or abuse of any other substances is prohibited. Furthermore, the possession, purchase, consumption (use), or sale of a controlled substance or alcohol on YVAS premises or while conducting YVAS business is prohibited.

The YVAS may conduct unannounced inspections for controlled substances and/or alcohol in the workplace or on YVAS premises, including parking lots. All property of the YVAS such as desks and file cabinets are subject to inspection. Any personal property of employees brought on to YVAS premises such as lunch boxes, purses, and packages are subject to inspection. Employees are expected to cooperate in any inspection. Failure to do so will result in disciplinary action up to and including termination.

**Anti-Violence**

The YVAS takes a strong and unequivocal position against intimidation, threats, or violence in the workplace. We adhere to "zero-tolerance" of violence in the workplace. We will promptly investigate complaints of intimidation, threats, or violence. When employees demonstrate any behavior that in management's opinion constitutes a violation of this guideline, disciplinary action will be taken. Our zero tolerance of violence extends to persons connected with our business including customers, vendors, or others who interact with our employees.

Also prohibited is the carrying of weapons onto YVAS premises, regardless of whether the employee possesses a concealed carry permit.

We reserve the right to conduct searches and inspections of any employee or YVAS owned property without notice. Any employee who refuses to submit to a search will be subject to disciplinary action up to and including termination.

We request the support and cooperation of all employees in helping to keep the YVAS a safe and healthy place to work. Employees should immediately report to management any behavior that may constitute a violation of this guideline.
**Inspection**
The YVAS reserves the right to conduct inspections to help maintain a safe, healthful, and efficient working environment for the benefit and protection of all YVAS employees and to protect YVAS property, equipment, and operations. Cooperation in the conduct of inspections is required as a condition of employment.

Employees on YVAS premises are subject to questions and search at YVAS discretion. The YVAS reserves the right to inspect personal items, such as lunch boxes, thermoses, purses, etc., carried by individual employees. If you have personal items that you would not like subjected to such inspection, these items should not be brought onto the YVAS premises. A search can also include YVAS property such as, YVAS vehicles, desks, filing cabinets, computer files, email, and voice mail.

A YVAS-initiated search does not necessarily imply an accusation of theft or that an employee has broken a rule. Employees refusing to cooperate with or submit to search will be subject to disciplinary action up to and including termination.

**Attendance/Punctuality**
Regardless of your position with the YVAS, your punctuality and regular attendance are essential for efficient operation of the business.

If you know in advance you are going to be unavoidably late or absent, notify your supervisor so other arrangements can be made to get the job done. If you are absent without prior notice, advise your supervisor or the Executive Director by telephone as soon as possible.

Failure to call in when absent may result in discipline up to and including termination.

**Appearance**
We believe personal appearance, hygiene, and attire are very important. At all times, a neat appearance must be maintained, whether working in the office or in the kennel areas.

Business Casual attire, designed to create a more relaxed way of dressing for employees, is acceptable. Business Casual does not mean sloppy – it is still necessary to maintain a business image when working with the public.

Listed below are some general guidelines, although these are not intended to be all-inclusive.

- Casual pants or slacks and unfaded jeans are acceptable for all employees. Shorts, skorts, sweat pants, jogging pants, and old or faded jeans are unacceptable.
- Button down, casual dress, polo shirts are acceptable. T-shirts and athletic type sweatshirts are unacceptable.
- Casual loafer type shoes, tennis shoes, and work boots are acceptable for all employees, but not beach type sandals.
- Torn, dirty, or frayed clothing is unacceptable.
- Any clothing that has words, terms, or pictures that may be offensive to other employees is unacceptable.

You may be informed of additional dress requirements that pertain to safety requirements in working with the shelter animals.
Problem Resolution
We encourage a healthy environment for mutual discussion of problems. Communication between you, your co-workers, and management is necessary to maintain a harmonious, productive work relationship. This is especially true as it applies to employee problems. If you have a work-related problem or concern, you are encouraged to discuss the situation with the other party as soon as possible. If you are unable to resolve the problem, please discuss the situation with the Executive Director or Vice President of the YVAS Board of Directors within 3-5 days, or at least in a timely manner so that it is still fresh in everyone’s mind.

Smoking
Montana prohibits smoking in any indoor place of work. Smoking shall be on the employee’s time during any scheduled breaks or meal periods and away from the building. Cigarette butts, papers or any other related items need to be disposed of in the proper containers.

BUSINESS ETHICS

Ethics
High standards of ethical behavior and workplace conduct make good business sense. They serve as the cornerstone of our reputation as the YVAS. Our ability to attract quality employees and successfully work with the public as well as other animal organizations depends on this reputation. Your actions may enhance, maintain, or damage this standard we develop. Therefore, we expect you to exercise the highest standards of ethics in all of your decisions that may impact the YVAS.

Use good common sense. If there is any question, it is your responsibility to get clarification from the Executive Director.

Honesty
We have all heard the saying "Honesty is the best policy." At the YVAS we believe that honesty is the only policy. Absolute honesty is the first requirement of your employment. The trust we place in each employee is based on our complete confidence in your loyalty to the YVAS.

Confidential and Proprietary Information
As an employee of the Company, you will have access to confidential information of the YVAS and of our customers. It would include, but is not limited to, employee data, including phone and address lists; customer data; and financial information. You are expected to make sure that confidential information is not discussed outside the YVAS. If you have any question regarding any request for information, contact the Executive Director for advice.

The YVAS records, including documents, computer files and similar materials, may not be copied or removed from the YVAS premises without prior approval by the Executive Director. Removal from the YVAS premises means the actual physical removal of information as well as the transmittal of information via fax, telephone, e-mail, or any other form of electronic communication, except in the ordinary course of performing your job duties on behalf of the YVAS.

Outside Employment
Other employment outside the YVAS must not interfere with your present job or involve a conflict of interest or give that appearance, and must not affect an employee's ability to meet job requirements and perform competently.
EMPLOYMENT PRACTICES

Hiring and Promotions
Recognizing the need to fill available positions with the best qualified people, the Company may recruit from outside as well as consider qualified candidates already employed by the YVAS.

In considering an employee for promotion, the YVAS evaluates the individual's experience, training, skills, performance, attendance, and length of service, among other factors.

Probationary Period
You should use the initial period after being hired in the YVAS to determine whether the new position is right for you. The YVAS will do the same. This period is called a probationary period.

Unless stated otherwise in an Employment Agreement, new employees are subject to a one year probationary period after their date of hire. An employee who, in the sole judgment of the Executive Director and/or Board of Directors of YVAS, is not successful in his or her new position may be removed from that job at any time during the probationary period, with or without cause or advance notice, even if the employee is currently absent from work or performing other services.

Personnel Files
The YVAS maintains personnel files on each employee. These files contain documentation regarding aspects of the employee's employment with the YVAS. You may review your file on an annual basis. If you are interested in reviewing your file, contact the Executive Director.

To ensure that your personnel file is up-to-date at all times, notify the Executive Director of any changes in the following: your name, telephone number, home address, marital status, number of dependents, the individual to notify in case of an emergency, and any other relevant information.

Exit Interviews
Learning why employees leave the YVAS is a valuable tool in showing management where they could make changes to improve working conditions. This is accomplished through exit interviews. The purposes of the interview are to ensure necessary forms are completed, to collect all YVAS property that may be in the employee's possession (e.g., keys, equipment, etc.), and to provide employees with an opportunity to discuss their job-related experiences. The information you provide does not become part of your personnel file.

Pay Upon Separation
In the case of an employee initiated separation, all the unpaid wages of the employee are due and payable on the next regular payday or 15 days from the date of separation from employment, whichever occurs first. Payment will be made either through the regular pay channels or by mail if requested by the employee.

When an employee is separated for cause or laid off from employment, all the unpaid wages of the employee are due and payable on the next regular payday or 15 days from the date of separation, whichever occurs first.

Payment will be made either through the regular pay channels or by mail if requested by the employee.
When an employee is discharged by reason of an allegation of theft of property or funds connected to the employee's work, the YVAS may withhold from the employee's final paycheck an amount sufficient to cover the value of the theft.

Reference Requests
The YVAS will, upon request and with the former employee’s written permission, provide a job-related reference that is truthful and complete.

The YVAS does not furnish open letters of recommendation addressed "To Whom It May Concern".

Employees who are approached, either formally or informally, and asked to provide information about former employees of the YVAS should refer such inquiries to the Executive Director. Only the Executive Director or the YVAS Board of Directors have the authority to respond to such inquiries.

PAY PRACTICES

Hours of Work
The YVAS is normally open to the public as follows: Monday, Tuesday, Wednesday, Thursday and Friday, from 12:00 p.m. to 7:00 p.m.; Saturday, from 10:00 a.m. to 6:00 p.m.; and Sunday, from 12:00 p.m. to 6:00 p.m. We will have staff on duty at the YVAS on a daily basis from 7:00 a.m. to 7:00 p.m. You will be assigned your shift. Starting and ending times of your shift may change from time to time according to the needs of the YVAS. If you need a specific day off, please make your request to the Executive Director at least three (3) days in advance. Each employee is responsible for knowing his or her own schedule and shall report to work as scheduled.

Non-exempt employees may be required to work overtime. Non-exempt employees are paid at the rate of one and one-half (1 1/2) times their regular hourly rate for hours worked in excess of 40 during the established workweek. For purposes of calculating overtime, the workweek begins at 12:01 a.m. Sunday and ends at 12:00 midnight Saturday. It is important to remember that all overtime must be authorized and approved in advance by your supervisor or the Executive Director.

Paid time off for vacation and personal time off do not count as hours worked for purposes of calculating overtime.

Meal Periods
Each employee is provided with a sixty (60) minute unpaid lunch break, at or near the middle of the work period. Non-exempt employees are requested to take their full allotted time, unless requested to return early by their supervisor.

Employee Status
Full-time Employee - an employee normally scheduled to work at least 40 hours per week, 52 weeks per year. Full time employees may be eligible for YVAS benefits, subject to the terms and conditions of each benefit program.

Part-time Employee - an employee normally scheduled to work less than a 40-hour workweek or is scheduled to work less than 52 weeks per year. Part time employees may be eligible for YVAS benefits, subject to the terms and conditions of each benefit program.
Temporary Employee - an employee who is hired in a job established for a temporary period or for a specific assignment. Temporary employees are currently ineligible for benefits, other than those required by law.

Exempt Employee - an employee who is not eligible for overtime pay.

Non-exempt Employee - Non-exempt employees are eligible for paid overtime at one and one half times their regular rate of pay for all hours worked in excess of 40 hours per workweek. Any overtime must be approved by your supervisor or the Executive Director.

**Vacation**

YVAS grants annual vacations with pay to regular full-time employees in accordance with the guidelines established below.

1. The established vacation year is the calendar year. Vacations are accrued based on the employee's length of service and on the time actually worked.

2. Regular full-time employees will accrue paid vacation according to the following schedule (annual totals should be rounded to the nearest whole day):

<table>
<thead>
<tr>
<th>Service Period</th>
<th>Paid Vacation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calendar Year 1</td>
<td>0.41 Days per Month Worked (5 Days Maximum)</td>
</tr>
<tr>
<td>Calendar Years 2-3</td>
<td>0.83 Days per Month Worked (10 Days Maximum)</td>
</tr>
<tr>
<td>Calendar Year 4 and beyond</td>
<td>1.25 Days per Month Worked (15 Days Maximum)</td>
</tr>
</tbody>
</table>

Regular part-time employees accrue vacation at their fractional equivalent of full-time employment.

The Executive Director must approve vacation leave in advance. No new employee may take vacation until after the first three months of employment, although vacation leave will accrue from the date of hire for all regular employees.

If vacation is taken before actually being earned, and the employee subsequently leaves the employment of YVAS, a prorated deduction will be taken from the final paycheck.

Employees are required to take their earned vacation. No payments will be made in lieu of taking vacation, except for accrued unused vacation at the time of termination.

Vacation is not earned while an employee is on a leave of absence or layoff.

An employee may not accumulate more than one year’s worth of vacation. If an employee has accrued one year of vacation but has not used it, further vacation cannot be accumulated until the employee reduces the amount of accrued vacation via utilization.

**Paid Time Off (PTO)**

YVAS recognizes that inability to work because of illness or injury may cause economic hardship. YVAS also recognizes that employees may require time off to secure necessary treatment for disabilities. YVAS further understands that employees may need time off when a member of the employee's...
immediate family is ill and requires the care of the employee. (For purposes of this policy, an immediate family member is defined as a minor child, spouse, or parent for whom the employee has direct care taking responsibility.) For these reasons, YVAS allows paid time off to full-time regular employees.

Paid time off is granted as needed, but will not exceed five (5) days in any calendar year for full time employees, or the fractional equivalent for regular part-time employees.

PTO is allowed as a courtesy, it is not accrued as an entitlement. PTO may not be carried over from year to year.

Pay Advances
If you are experiencing unexpected financial difficulties, you may request a pay advance from the Executive Director. Pay advances will only be granted for hours already worked. You are encouraged to only request pay advances in emergency situations and are limited to three pay advances per year.

Pay Days
For salaried employees, the pay period ends on the last day of each month and covers the immediately preceding month long payroll period.

For hourly employees, the pay period ends on the last day of the month and the 15th of the month and covers the immediately preceding two week payroll period

While we strive to issue payroll checks as soon as possible following the end of the payroll period, payment shall be made no later than ten business days following the end of the payroll period.

Deductions From Pay
Each paycheck will have certain amounts deducted from the gross pay:

1. Those required by law. All required deduction are made on the gross salary.
   a. Withholding Tax – State, Federal, Worker’s Compensation
   b. Social Security contributions (FICA)
   c. Orders to withhold (Garnishments)
2. Optional. Those authorized by the employee and approved the YVAS.

BENEFITS

Social Security
Each pay period a portion of your salary, along with a matching amount provided by the YVAS, is set aside for Social Security benefits. This program is intended to provide you and your family with security for retirement benefits, disability payments, financial assistance for dependents or disabled persons, lump sum death payments, Medicare, and survivor's benefits. Specific information about personal or family situations is available through your local office of the Social Security Administration.

Workers’ Compensation
The YVAS carries insurance to cover the cost of a work-related injury or illness. Benefits help pay for your medical treatment and may include part of the income you may lose while recovering. Detailed information will be given to you if you are injured on the job, or suffer an occupational illness. IF YOU ARE INJURED ON THE JOB YOU MUST REPORT IT TO YOUR SUPERVISOR IMMEDIATELY. Failure to do so may result in reduction or loss of benefits.
**Unemployment Compensation**

The YVAS contributes a percentage of the employee's wages to the state to provide unemployment benefits if an employee becomes unemployed through no fault of their own. Eligibility for benefits is an individual determination made by the appropriate state agency.

**Medical Insurance**

Medical insurance may be available to full time employees commencing in the year 2009. The Executive Director will provide more information on this benefit to eligible employees.

**Pregnancy Disability Leave**

Employees are eligible for unpaid maternity leave for a pregnancy, childbirth, and related medical conditions for a reasonable amount of time. For a pregnancy without complications, a reasonable maternity leave is six to eight weeks after delivery. For a pregnancy with complications, the YVAS may require the employee to provide medical verification that the employee is unable to perform her employment duties to aid in determining a reasonable amount of leave.

Employees must use any earned personal leave at the beginning of the leave.

The employee should notify the YVAS of the request for leave 30 days in advance so the Company can arrange for the necessary approval and find someone to perform their work during their absence. If an employee is currently covered by the YVAS's medical insurance, these benefits continue for employees on Pregnancy Disability Leave. Employees must continue to pay their portion of any insurance premium while on leave. If the employee is able but does not return to work after the expiration of the leave, the employee will be required to reimburse the Company for payment of insurance premiums during the Pregnancy Disability Leave.

Pregnancy Disability Leave is without pay. Personal leave will not accrue during the unpaid leave. However, employment benefits accrued by the employee up to the day on which the Pregnancy Disability Leave begins are not lost.

Although most leaves would be taken in a single block of time, intermittent leaves or reduced leave schedules also may be granted, where medically required, or in cases where both the YVAS and the employee agree. Employees on leave should contact the Executive Director at least two days before their first day of return. Failure to return to work on the day after the expiration of leave may result in termination of employment.

**TECHNOLOGY/COMMUNICATIONS**

**Communication Systems**

The communication systems are property of the YVAS and are intended for business use. Therefore, the YVAS maintains the ability to access any computer files, use of software, Internet usage, email, and voice mail. Although employees may select individual passwords, employees should not assume that such files are confidential. However, other than management employees acting on behalf of the YVAS, employees should not attempt to gain access to another employee’s computer, Internet files, email, or voice mail without the latter’s permission.
All information regarding access to the YVAS's computer resources, such as user identifications, access codes, and passwords are Company confidential information and may not be disclosed to non-YVAS personnel.

**Personal Use of the Internet**

Use of the Internet must not disrupt the operation of the YVAS network. Personal use of the Internet must be minimal and not interfere with employees' performance of their jobs or with employees’ productivity.

**YVAS Provided Software and Copyright**

Use of the software must be in accordance with the applicable Software Agreements or as directed by the Executive Director.

Employees must not use the YVAS’s technology resources to copy, retrieve, forward or send copyrighted materials unless the employee has the author’s permission.

**Unauthorized Use**

Employees are not permitted to visit websites or send electronic mail that is deemed by management as inappropriate or in violation of other YVAS guidelines. We reserve the right to determine when an employee is using the YVAS communication systems inappropriately.

**Email**

Because the YVAS provides the email system to employees to help them with the performance of their job, it should be used for official YVAS business. Incidental and occasional personal use of email is permitted. However, employees should be aware that these messages will be treated the same as business messages and are subject to review at any time without notice.

Employees should be aware that they cannot control where their messages will ultimately end up. For example, a message meant for one person can be mistakenly sent to the wrong individual(s), or the message can be forwarded to unintended recipients. In addition, emails that were deleted are stored elsewhere on the system. Employees should use discretion when sending emails.

**Voice Mail**

Employees are responsible to ensure their voice mail messages are reviewed in a timely fashion. When employees know that they are going to be out of the office for a day or more, they should leave a message on their voice mail stating when they will be returning messages and who will be an alternative contact in the meantime.

**Telephones/Cell Phones**

In the interest of good business practice, telephone calls, including those made with cell phones, must be minimal and not interfere with employees’ performance of their jobs. Personal use of the YVAS telephones for long distance is not permitted.

When in the office, personal cell phones should be placed on vibrate or the ringer volume adjusted to low to avoid disrupting others.
Personal Electronic Devices
Unless properly authorized, employees should refrain from the use of any form of personal electronic devices during normal work hours, including PDAs, I-Pods, and MP3 players. These devices may be used during breaks or when employees are at lunch.

Personal Mail
All incoming mail is presumed to be business related. Any employee's personal mail may be opened inadvertently.

Personal Use of Facilities, Office Equipment, and Mail System
The YVAS facilities and office equipment are for conducting business. The copier, fax machine, and YVAS mail system may not be used for personal matters.
ACKNOWLEDGMENT OF RECEIPT


UNLESS I HAVE AN EMPLOYMENT CONTRACT STATING OTHERWISE, I UNDERSTAND THAT NEITHER THE EMPLOYER NOR MYSELF IS COMMITTED TO AN EMPLOYMENT RELATIONSHIP FOR A FIXED PERIOD OF TIME. EMPLOYMENT WITH YVAS IS AT-WILL. I HAVE THE RIGHT TO END MY WORK RELATIONSHIP WITH THE COMPANY WITH OR WITHOUT ADVANCE NOTICE. THE YVAS HAS THE RIGHT TO TERMINATE EMPLOYMENT SUBJECT TO MONTANA LAW. ANY VERBAL STATEMENTS OF MANAGEMENT ARE NOT INTENDED TO CONSTITUTE A CONTRACT OF EMPLOYMENT, EITHER EXPRESS OR IMPLIED, NOR ARE THEY A GUARANTEE OF EMPLOYMENT FOR ANY SPECIFIC DURATION.

I UNDERSTAND THAT NO REPRESENTATIVE OF YVAS, OTHER THAN THE EXECUTIVE DIRECTOR OR A MEMBER OF THE YVAS BOARD OF DIRECTORS, HAS AUTHORITY TO ENTER INTO AN AGREEMENT OF EMPLOYMENT FOR ANY SPECIFIED PERIOD AND SUCH AGREEMENT MUST BE IN WRITING, SIGNED BY THE EXECUTIVE DIRECTOR OR MEMBER OF THE YVAS BOARD OF DIRECTORS AND MYSELF.

FURTHER, I UNDERSTAND THAT THE CONTENTS OF THIS HANDBOOK ARE SUMMARY GUIDELINES FOR EMPLOYEES AND THEREFORE NOT ALL-INCLUSIVE. EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT, THE COMPANY RESERVES THE RIGHT TO SUSPEND, TERMINATE, INTERPRET, OR CHANGE ANY OR ALL OF THE GUIDELINES MENTIONED, ALONG WITH ANY OTHER PROCEDURES, PRACTICES, BENEFITS OR OTHER PROGRAMS OF YVAS. THESE CHANGES MAY OCCUR AT ANY TIME, WITH OR WITHOUT NOTICE.

IN THE EVENT OF A CONFLICT BETWEEN THE PROVISIONS IN THIS DOCUMENT AND THOSE IN AN EMPLOYMENT AGREEMENT, THE EMPLOYMENT AGREEMENT SHALL CONTROL.

THIS EDITION REPLACES ALL PREVIOUSLY ISSUED EDITIONS.

____________________  ______________________
Employee Signature       Date
Appendix E – Resumes of Board Members

Joy Stevens – President
A lifelong animal lover, Joy Stevens is new to the animal rescue world, having adopted through rescue her first dog only three years ago.

She is a Billings native and a graduated valedictorian of Billings Senior High. She attended Montana State University – Bozeman where she obtained a degree in Engineering Science, graduating first in her class. She spent the next ten years working in the oil fields and in refineries. In 1996, she went back to school at the University of Wyoming and obtained a law degree, graduating in the top ten of her class. Following law school, she became a licensed Petroleum Engineer as well as passing the Montana bar. She currently practices both professions through her business, Joy Stevens, PLLC.

She also serves on the Billings City Council, is the Industry Awards Chair for the Billings Clinic Science Expo, and is the Scholarship Chair for the Billings Chapter of the Society of Petroleum Engineers.

Martin O’Neil – Vice President
Martin is a Montana native who was raised on a cattle ranch South of Havre in the Bear Paw Mountains. He is a graduate of MSU-Northern, with a degree in Secondary Education. He and his wife Judy have resided in Billings for the past 23 years.

Martin has been in business for many years throughout the Rocky Mountains, having both managed companies and owned his own. These included a water bottling plant, real estate, wholesale restaurant supplies, a steak house, and several oilfield service businesses. All of these are continuing and profitable businesses today. He is currently the major shareholder and President of Competition Wireline Services, which operates over a five state area and is based here in Billings.

Martin brings to the YVAS Board a lifelong connection and concern for many kinds of animals including farm, wildlife, and companion variety. He has respect and credibility with those people who make a living from the land and animal husbandry.

Sarah Grau – Treasurer
Sarah Grau is an animal lover currently living with three dogs, one cat, two kids, and her husband. She has been a volunteer at the Billings Animal Shelter since November 2004. Way back when, she spent about eight years working for a veterinarian. After moving to Billings in the fall of 1991, she enrolled at MSU-B. She graduated with a degree in accounting and passed the uniform CPA exam in May 1996. Licensed as a CPA in 1999, Sarah has worked in public accounting since 2001.

A person who finds value in community involvement, Sarah has been a volunteer tax reviewer with the volunteer income tax assistance program (VITA) for many years, is an active member in the American Society of Women Accountants serving as chapter president in 2005, and currently serves as treasurer for the Suicide Prevention Coalition of Yellowstone Valley.

Liz Honaker – Secretary
Liz Honaker is a third generation Billings native and has been an animal lover ever since she can remember. She grew up with an array of animals, whatever she could convince her mother to allow in,
including numerous dogs, cats, birds, reptiles, squirrels, a raccoon, rabbits, and dozens of hamsters. Liz is a graduate of the University of Montana with degrees in psychology and sociology. She initially worked as a social worker and then ran a toy store in Billings for ten years. Liz went back to Missoula, obtained her law degree, and has practiced law in Billings for the past fifteen years, the last nine years having her own private practice, mainly in civil litigation. Liz has two sons, Thaddeus at the University of Montana, and Chase at Montana State University. She currently resides with four dogs, Joey, Wylie, Little Miss, and Bandy.

Dr. Jean Allbright
Jean Allbright DVM grew up on a ranch near Hardin, MT. She attended MSU (it was ONLY in Bozeman at that time!) and Washington State University to obtain her veterinary degree. After a brief stint in Arizona, she returned to Billings and was been the owner of Circle of Life Animal Wellness Center from 1986 to 2008. She completed the off campus MBA program at the University of Montana in 1993. She is past President of the Montana Veterinary Association and just completed a appointment on the Montana Board of Veterinary Medicine. She has three dogs and many cats (never quite admits to how many ant any given time!) and horses.

Lisa Harmon
Lisa Harmon, an enthusiastic business and downtown advocate, has lived in Billings, Montana for 15 years. She received her BA in Foreign Language with an international concentration from Old Dominion University in Norfolk, Virginia. Active in Model United Nations while at the University, Lisa was executive producer of six nationwide, public television programs, geared toward students, dealing with issues before the United Nations like nuclear disarmament, population control, and apartheid. She went on to become a high school French and German teacher in her hometown of Virginia Beach, Virginia, and has lived, traveled, and worked in several different cities in the United States and abroad. Lisa founded a gourmet cookie company which she ran successfully for 15 years with her sisters, garnering awards such as Small Business Persons of the Year award, QVC award for 2nd in sales on the “50 in 50” QVC tour, and two Addy awards in the state of Montana for point-of-purchase display and logo design.

Lisa is currently Executive Director of Downtown Billings. She served as Chairwoman of the Mayor’s Committee on Homelessness for 1 ½ years and continues to serve on the committee. Active in the Billings Area Resource Network (BARN), the Montana State University Urban Institute, and the College of Professional Studies and Lifelong Learning, she also participates on the Billings Police Department Crime Prevention Leadership Team and is a board member of the Yellowstone Valley Animal Shelter.

Lisa, her husband Mike, and their two children William and Bronte have a deep love for Montana and for the animals they are blessed to have: Brooks, golden retriever; Matisse, polydactyl tabby cat; Moonlight, calico cat; Cheddar, pet rat; Joel and Clementine, Sudan-plated lizards; Awnia, a bull-nosed snake; Benny, half Arabian, half Quarter horse. They are fiercely proud to live in Lockwood, Montana.

John Staley
John Staley is a thirty two year veteran of the fire service, having served twenty six of those years in Billings. Staley has a B.S. in Communications from MSU-Billings and Associate in Fire Science. He currently chairs the Big Sky Critical Incident Stress Committee and the David Sloan Burn Foundation. He is a member of the Conoco/Phillips Advisory Council, and the Yellowstone Valley Animal Shelter.
## Yellowstone Valley Animal Shelter, Inc
### Statement of Activities, Budget vs Actual
#### January 2003

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<tr>
<th></th>
<th>Jan 03</th>
<th>Budget</th>
<th>$ Over Budget</th>
<th>Jan 03</th>
<th>Budget</th>
<th>$ Over Budget</th>
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<th>Budget</th>
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<td><strong>Ordinary Income/Expense</strong></td>
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<td>0.00</td>
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<td>2,000.00</td>
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<tr>
<td><strong>Investments</strong></td>
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<td><strong>Total Income</strong></td>
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</table>

| Expenses                  |        |        |               |        |        |               |        |        |               |
| Accounting Fees           | 0.00   | 10.00  | -10.00        | 0.00   | 10.00  | -10.00        | 0.00   | 10.00  | -10.00        |
| Total Contract Services   | 0.00   | 10.00  | -10.00        | 0.00   | 10.00  | -10.00        | 0.00   | 10.00  | -10.00        |
| Facilities and Equipment  |        |        |               |        |        |               |        |        |               |
| Elevated Facilities       | 0.00   | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    |
| Electricity/AV/IT         | 0.00   | 1,000.00 | -1,000.00    | 0.00   | 1,000.00 | -1,000.00    | 0.00   | 1,000.00 | -1,000.00    |
| Gas/Heat/Cleaning         | 0.00   | 350.00  | -350.00       | 0.00   | 350.00  | -350.00       | 0.00   | 350.00  | -350.00       |
| Total Facilities and Equipment | 0.00  | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    |
| Operations                |        |        |               |        |        |               |        |        |               |
| Interest, Electricity, Gas, Utilities | 0.00  | 60.00  | -60.00        | 0.00   | 60.00  | -60.00        | 0.00   | 60.00  | -60.00        |
| Rent, Telephone, Internet | 0.00   | 50.00   | -50.00        | 0.00   | 50.00   | -50.00        | 0.00   | 50.00   | -50.00        |
| Print, Publishing, Phones | 0.00   | 250.00  | -250.00       | 0.00   | 250.00  | -250.00       | 0.00   | 250.00  | -250.00       |
| Total Operations          | 0.00   | 370.00  | -370.00       | 0.00   | 370.00  | -370.00       | 0.00   | 370.00  | -370.00       |
| Payroll Expenses          |        |        |               |        |        |               |        |        |               |
| Gross Payroll             | 0.00   | 10,000.00 | -10,000.00   | 0.00   | 10,000.00 | -10,000.00   | 0.00   | 10,000.00 | -10,000.00   |
| Payroll Taxes             | 0.00   | 500.00  | -500.00       | 0.00   | 500.00  | -500.00       | 0.00   | 500.00  | -500.00       |
| Total Payroll Expenses    | 0.00   | 10,500.00 | -10,500.00   | 0.00   | 10,500.00 | -10,500.00   | 0.00   | 10,500.00 | -10,500.00   |
| Volunteer Expenses        |        |        |               |        |        |               |        |        |               |
| Volunteer Incentives      | 0.00   | 100.00  | -100.00       | 0.00   | 100.00  | -100.00       | 0.00   | 100.00  | -100.00       |
| Volunteer Program          | 0.00   | 100.00  | -100.00       | 0.00   | 100.00  | -100.00       | 0.00   | 100.00  | -100.00       |
| Total Volunteer Expenses  | 0.00   | 200.00  | -200.00       | 0.00   | 200.00  | -200.00       | 0.00   | 200.00  | -200.00       |
| **Total Expense**         | 0.00   | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    | 0.00   | 2,000.00 | -2,000.00    |
| **Net Ordinary Income**   | 0.00   | 6.00   | -6.00         | 0.00   | 6.00   | -6.00         | 0.00   | 6.00   | -6.00         |
| **Net Income**            | 0.00   | 6.00   | -6.00         | 0.00   | 6.00   | -6.00         | 0.00   | 6.00   | -6.00         |

Numbers are for illustrative purposes only. They are not actual amounts.
# Yellowstone Valley Animal Shelter, Inc

## Statement of Activities, Budget vs Actual

**January through March 2009**

<table>
<thead>
<tr>
<th>Ordinary Income/Expense</th>
<th>Temporarily Restricted</th>
<th>Unrestricted</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
<td>Jan-Mar'09</td>
<td>Budget</td>
<td>$ Over Budget</td>
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<tr>
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<td>5,000.00</td>
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<tr>
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<td>5,000.00</td>
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<tr>
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<td>-2,000.00</td>
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<td>-15.00</td>
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<tr>
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<td>-2,000.00</td>
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<tr>
<td><strong>Expense</strong></td>
<td>Jan-Mar'09</td>
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<td>$ Over Budget</td>
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<td>-5,000.00</td>
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<td><strong>Operations</strong></td>
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<td>-5,000.00</td>
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<td><strong>Total Operations</strong></td>
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<td>-5,000.00</td>
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<tr>
<td><strong>Total Payroll Expenses</strong></td>
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<td><strong>Volunteer Expenses</strong></td>
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<tr>
<td><strong>Total Volunteer Expenses</strong></td>
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<td>-300.00</td>
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<td><strong>Total Expense</strong></td>
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<td>-2,000.00</td>
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<td><strong>Net Income</strong></td>
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</tbody>
</table>
## Annual Budget Report

**Yellowstone Valley Animal Shelter, Inc**  
_Budgeted Statement of Activities Classified by Restriction_  
_July 1, 2008 through June 30, 2009_

### Ordinary Income/Expense

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<thead>
<tr>
<th></th>
<th>Temporarily Restricted</th>
<th>Unrestricted</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td><strong>Income</strong></td>
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<tr>
<td>Guaranteed Government Support</td>
<td>200,000.00</td>
<td>200,000.00</td>
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<tr>
<td>Direct Public Support</td>
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<tr>
<td>Gifts in Kind - Goods</td>
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<td>24,000.00</td>
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<tr>
<td>Individual, Business Contributions</td>
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<td>Interest-Savings, Short-term CD</td>
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<td>Total Investments</td>
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<td><strong>Total Income</strong></td>
<td>2,000.00</td>
<td>230,560.00</td>
<td>242,560.00</td>
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### Expense

<table>
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<tr>
<th></th>
<th>Temporarily Restricted</th>
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<th>TOTAL</th>
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<tbody>
<tr>
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<td>Accounting Fees</td>
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<td>Total Contract Services</td>
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<tr>
<td><strong>Facilities and Equipment</strong></td>
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<td>Donated Facilities</td>
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<td>Gas-MDU</td>
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<td>12,000.00</td>
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<td>Total Facilities and Equipment</td>
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<td><strong>Operations</strong></td>
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<td>Books, Subscriptions, Reference</td>
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<td>Dues and Memberships</td>
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<td>Postage, Mailing Service</td>
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<td>Printing and Copying</td>
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<td>Total Operations</td>
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<td>34,320.00</td>
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<td><strong>Payroll Expenses</strong></td>
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<td>Gross Wages</td>
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<td>Payroll Taxes</td>
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<td>Workers Compensation Insurance</td>
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<td>Total Payroll Expenses</td>
<td>135,000.00</td>
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<tr>
<td><strong>Volunteer Expenses</strong></td>
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<tr>
<td>Volunteer Mileage Reimbursement</td>
<td>1,200.00</td>
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<tr>
<td>Volunteer Training</td>
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<tr>
<td>Total Volunteer Expenses</td>
<td>1,550.00</td>
<td>1,550.00</td>
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<tr>
<td><strong>Total Expense</strong></td>
<td>2,000.00</td>
<td>222,920.00</td>
<td>224,920.00</td>
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</table>

### Increase (Decrease) in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>Temporarily Restricted</th>
<th>Unrestricted</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase (Decrease) in Net Assets</td>
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<td>16,640.00</td>
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<td>Net Assets at Beginning of Year</td>
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<td>16,640.00</td>
<td>16,640.00</td>
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*Internally prepared financial information*
### Monthly Inventory Activity Report

**Acquisitions**

*Note: Data for these reports will come from the ARMS database and may be presented in different formats than shown here.*

**For the Month of**

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Date</th>
<th>Inventory #</th>
<th>Species</th>
<th>Gender</th>
<th>Fixed</th>
<th>Breed 1</th>
<th>Breed 2</th>
<th>Color 1</th>
<th>Color 2</th>
<th>Weight</th>
<th>Release</th>
<th>Impound ACO</th>
<th>Impound Public</th>
<th>Microchip</th>
<th>Tag</th>
<th>Health</th>
<th>Behavior</th>
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<td>Bigs</td>
<td>1/2/2009</td>
<td>39-2</td>
<td>Dog</td>
<td>Male</td>
<td>Yes</td>
<td>Lab</td>
<td>Black</td>
<td>X</td>
<td>No</td>
<td>No</td>
<td>ok</td>
<td>ok</td>
<td></td>
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<tr>
<td>Lil</td>
<td>1/2/2009</td>
<td>39-3</td>
<td>Cat</td>
<td>Female</td>
<td>Unkwn</td>
<td>DSF</td>
<td>Orange</td>
<td>White</td>
<td>X</td>
<td>No</td>
<td>Name</td>
<td>ok</td>
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</tbody>
</table>

Totals can be sorted as requested, by agency, species, gender, date, etc.

**Codes:**

- Big = City of Billings
- Lil = City of Laurel
- YC = Yellowstone County
Yellowstone Valley Animal Shelter, Inc  
Monthly Inventory Activity Report  
Dispositions  
For the Month of ____ 200X

<table>
<thead>
<tr>
<th>Number of:</th>
<th>Beginning Inventory</th>
<th>Received</th>
<th>Claimed</th>
<th>Adopted</th>
<th>Euthanized</th>
<th>Deaths on site</th>
<th>Ending Inventory</th>
<th>Spayed or Neutered</th>
<th>Vaccinated</th>
<th>Micro-chipped</th>
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<tbody>
<tr>
<td>Cats</td>
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</table>

Internally prepared document
Yellowstone Valley Animal Shelter, Inc
Monthly Inventory Activity Report:
License Sales
For the Month of _____, 200X

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Date</th>
<th>License #</th>
<th>Species</th>
<th>Gender</th>
<th>Fixed</th>
<th>Breed 1</th>
<th>Breed 2</th>
<th>Color 1</th>
<th>Color 2</th>
<th>1 Year</th>
<th>3 Year</th>
<th>Kennel</th>
<th>Amount Paid</th>
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</tbody>
</table>

Totals
Total $$ Dogs
Total $$ Cats

Internally prepared document
Yellowstone Valley Animal Shelter, Inc  
Monthly Inventory Activity Report  
Animals Quarantined  
For the Month of _____, 200X

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Date</th>
<th>Inventory #</th>
<th>Species</th>
<th>Gender</th>
<th>Fixed</th>
<th>Breed 1</th>
<th>Breed 2</th>
<th>Color 1</th>
<th>Color 2</th>
<th>Health</th>
<th>Behavior</th>
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</thead>
<tbody>
<tr>
<td>YC</td>
<td>1/5/2009</td>
<td>091</td>
<td>Dog</td>
<td>Male</td>
<td>Yes</td>
<td>Lab</td>
<td>Black</td>
<td>OK</td>
<td>OK</td>
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Codes:  
Blg = City of Billings  
Lr = City of Laurel  
YC = Yellowstone County
Yellowstone Valley Animal Shelter, Inc
Monthly Inventory Activity Report
Animals in Foster Care
For the Month of ______, 200X

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Date in to shelter</th>
<th>Inventory #</th>
<th>Species</th>
<th>Gender</th>
<th>Fixed</th>
<th>Breed 1</th>
<th>Breed 2</th>
<th>Color 1</th>
<th>Color 2</th>
<th>Date out to foster</th>
</tr>
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</tbody>
</table>

Sorting can be done by foster care giver, breed, etc.

Internally prepared document
Yellowstone Valley Animal Shelter, Inc  
Monthly Inventory Activity Report  
Animal Control Holds  
For the Month of _____, 200X

<table>
<thead>
<tr>
<th>Jurisdiction</th>
<th>Date</th>
<th>Inventory #</th>
<th>Species</th>
<th>Gender</th>
<th>Fixed</th>
<th>Breed 1</th>
<th>Breed 2</th>
<th>Color 1</th>
<th>Color 2</th>
<th>Health</th>
<th>Behavior</th>
</tr>
</thead>
<tbody>
<tr>
<td>YC</td>
<td>1/5/2009</td>
<td>09-1</td>
<td>Dog</td>
<td>Male</td>
<td>Yes</td>
<td>Lab</td>
<td>Black</td>
<td>OK</td>
<td>OK</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Codes:  
Big = City of Billings  
Lrl = City of Laurel  
YC = Yellowstone County  

Internally prepared document
Statement of Financial Position
Note: This is equivalent to the for-profit P&L statement.

Yellowstone Valley Animal Shelter, Inc.
Statement of Financial Position
For the Years Ending December 2008 and 2007
As of February 25, 2008

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
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<tr>
<td><strong>ASSETS</strong></td>
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<td></td>
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<tr>
<td>Current Assets</td>
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<td></td>
</tr>
<tr>
<td>Checking/Savings</td>
<td>$2,250.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Total Checking/Savings</td>
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</tr>
<tr>
<td>Total Current Assets</td>
<td>2,250.00</td>
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</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td>$2,250.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LIABILITIES &amp; NET ASSETS</strong></td>
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<td></td>
</tr>
<tr>
<td>Net Assets</td>
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<tr>
<td>Unrestricted</td>
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<td>Temporarily Restricted</td>
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<tr>
<td>Permanently Restricted</td>
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<tr>
<td>Total Net Assets</td>
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<td>$0.00</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES &amp; NET ASSETS</strong></td>
<td>$2,250.00</td>
<td>$0.00</td>
</tr>
</tbody>
</table>

Internally prepared financial information
Appendix G – Type Forms

Adoption Form
Adoption Application - Oregon Humane Society

Print and completely fill out this application. Bring it when you come to the shelter.

Name
Home phone
Work phone

Occupation
Cell phone
Email

Address
City
State
Zip

How long have you lived at your current address?

Do you:

(circle one)

Own? Rent? Live with relatives?

Landlord's name
Phone number
Do you plan to move soon?

Your date of birth

How many children live in the household?
Ages of children who will frequently come in contact with the adopted pet

How many adults live in the household?

How much money do you expect to spend on this pet each year?

$50 - $100 $100 - $200 $300 - $400 $400 - $500 $500+

Who are you adopting this pet for?

Yourself Relative Friend Pet Other

Please list the pets you currently own.

Type of animal Sex Spayed or neutered Age Kept indoors or outdoors Current on yearly vaccinations
M F Yes No In Out Both Yes No

M F Yes No In Out Both Yes No

M F Yes No In Out Both Yes No

Veterinarian

Please list the types and breeds of pets you have owned in the last ten years.

Type of animal Age How long? What happened to him/her?

How will you confine your new pet to your property? Fence Dog Run Trolley Stake in ground Other

This pet will be: Indoors only In/Out Outdoors only Don't know yet

Where will the pet be kept during the day? Where will the pet be kept at night?

I certify that the above information is true. I also understand that giving false information on this application is grounds for denying my application. This application remains the property of the Oregon Humane Society.

Applicant's Signature ___________________________ Drivers license/ID # ___________________________

FOR OFFICE USE ONLY

Animal name
Kennel number
Animal code number

http://www.oregonhumane.org/forms/adoption_application.htm
3/12/2008
<table>
<thead>
<tr>
<th>Confirmation</th>
<th>Done</th>
<th>Need</th>
<th>Comments</th>
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<tr>
<td>Identification</td>
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</tr>
<tr>
<td>Tax assessor</td>
<td>Not Needed</td>
<td>Needed</td>
<td></td>
</tr>
<tr>
<td>Veterinarian</td>
<td>Not Needed</td>
<td>Needed</td>
<td></td>
</tr>
<tr>
<td>Pre-alter</td>
<td>Needed</td>
<td>Client's choice</td>
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</tr>
<tr>
<td>Premise</td>
<td>Not Needed</td>
<td>Bypass</td>
<td>Needed</td>
</tr>
<tr>
<td>Landlord approval</td>
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<td></td>
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</tr>
<tr>
<td>Household members(s) to meet</td>
<td>Who</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pet meet</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIDPROY</td>
<td>Notes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Dog Surrender Form

Oregon Humane Society

1067 NE Columbia Blvd.
Portland, Oregon 97211
503-285-7722
Fax 503-285-0838
www.oregonhumane.org

Dog Owner Questionnaire

Dogs can’t talk, so they can’t tell us where or whom they would like to live. To ensure that their home is a safe, happy and appropriate place for your dog to live, we need you to fill out this form in as much detail as possible. Detail and honest information from you is crucial to our placement process, so please take the time to fill in this profile with care and accuracy.

Undesirable behaviors and medical issues do not necessarily create problems in placement, however, not disclosing those problems definitely does. Dishonest or incomplete responses can undermine the safety and happiness of both your dog and the new adopting family. If there are any questions that are unclear or that you are uncomfortable responding to for any reason, please ask to speak directly to one of our helpful staff members about the issue.

Has your dog bitten anyone or any animal in the last ten (10) days? □ Yes □ No
Has your dog ever bitten anyone or another animal and drawn blood? □ Yes □ No
If yes to either question, stop and inform staff.

General Information

Shelter Arrival Date: ____________________

Dog’s Name: ____________________ Dog’s age or approximate age: ____________________

Dog’s Sex: □ Male □ Female □ Unsure

Is dog spayed/neutered? □ Yes □ No □ Unsure

What kind of I.D. does your dog have? □ Tattoo (If so, where is it located) ____________________
□ Microchip (If so, what brand?) ____________________

History

Why are you surrendering your dog? ____________________

If surrender reason is behavioral, please explain: ____________________

If we could help you resolve this issue would you be interested in keeping the dog? ____________________

Have you tried to find a home for this dog on your own? □ Yes □ No
If so, how did you go about this? ____________________

How long have you owned your dog? ____________________

Have you contacted any breed-specific rescue groups for help in re-homing your dog? □ Yes □ No
Including yours, how many homes has this dog had?

Where did you acquire this dog?
- From OHS
- Another shelter
- Breeder
- Found as a stray
- Newspaper Ad
- Friends/relative
- Pet Store
- Born in my home
- Other

**Lifestyle & Home Life**

Please check all the animals that the dog has lived with: (check all that apply)
- Male dogs
- Female dogs
- Small animals (what kind?)
- Male cats
- Female cats
- Farm animals (what kind?)
- Other (please explain)

Describe the dog's behavior around other dogs. (check all that apply)
- Never been around dogs
- Adores other dogs
- Friendly/playful
- Aggressive with all dogs
- Bossy
- Frightened
- Ignores or is indifferent
- Gentle/submissive
- Roughhouses
- Aggressive with same sex dogs
- Other (please explain)

Would you recommend placing this dog in a home with other dogs?  Yes  No
If no, please explain:

Describe the dog's behavior around cats. (check all that apply)
- Never been around cats
- Respectful
- Friendly/playful
- Aggressive
- Has killed a cat
- Frightened
- Ignores or is indifferent
- Gentle/submissive
- Chases for fun
- Chases to harm
- Other (please explain)

Would you recommend placing this dog in a home with cats?  Yes  No
If no, please explain:

Where was the dog when no human members of your family were at home?
- Free run of the house
- Crated
- In fenced yard
- In garage or basement
- Confined to kitchen/bathroom
- Outside on chain or runner
- Electronic Pet Containment (what type)
- Other (please explain)

How many hours a day was the dog kept outside?
- None
- Less than an hour
- 1-2 hours
- 3-4 hours
- More than 5 hours
- Lived outdoors
- Allowed inside only at night
- Other (please explain)

Explain how your dog was confined to your property when outside:
- Fenced yard
- Electronic Pet Containment (what type)
- Tied out, chain or runner
- Kennel or enclosure
- Dog house
- Other (please explain)

If your dog was confined by a fence, how high was the fence?
If your dog was kept tied, did he/she ever do any of the following? (check all that apply)

- Sleep or sit quietly
- Dig
- Bark
- Annoy the neighbors
- Cry
- Howl
- Becomes tangled in chain or rope
- Shivers in cold weather
- Escape runner or tie out
- Climbs or jumps fences
- Slip collar
- Pant or suffer heat exhaustion in hot weather
- Pace or exhibit other obsessive behaviors
- Other (please explain)

When your dog was outside was he/she ever teased or bothered by people or other animals? □ Yes □ No
If yes, please explain:

Does your dog run after cars, bikes, or pedestrians? □ Yes □ No
If yes, what does the dog do when he/she gets to them?

If your dog did escape it’s confinement, where did it go?

Has your dog ever been kenneled at a: (check all that apply)

- Private boarding facility
- Veterinarian
- Animal Shelter

How did your dog react to being boarded?

Where does the dog sleep at night? (check all that apply)

- Loose inside house
- In garage
- Outside
- In child’s room
- Confined to one room
- In adult’s room
- On my bed
- On dog bed
- On couch or chair
- Crate
- Other (please explain)

**Manners & Training**

What training/performance activities did you participate in with your dog? (check all that apply)

- Obedience
- Agility
- Flyball
- Therapy Dog Certification
- Fieldwork
- Schutzhund
- Herding
- Other (please explain)

Please check the following if the dog has ever done any of the following:

<table>
<thead>
<tr>
<th>Area</th>
<th>Growled</th>
<th>Snapped</th>
<th>Bitten</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult family members</td>
<td></td>
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<tr>
<td>Children family members</td>
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<tr>
<td>Strangers at door</td>
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<tr>
<td>Visiting adults</td>
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<td>Visiting children</td>
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<tr>
<td>Vet or groomer</td>
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<tr>
<td>People near his/her sleeping area</td>
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<tr>
<td>Pedestrians</td>
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<tr>
<td>People near his/her food</td>
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<tr>
<td>People in uniform</td>
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<tr>
<td>Wildlife</td>
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<td></td>
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<tr>
<td>Neighbors pets</td>
<td></td>
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</tr>
</tbody>
</table>

Is this dog housetrained? □ Yes □ No □ Almost (started training)
If no, please check all that apply:

- Dog urinates inside home daily
- Dog urinates occasionally
- Defecates inside home daily
- Defecates in home occasionally
Does your dog’s housetraining accidents most often happen when: *(check all that apply)*
- [ ] When dog is not closely supervised
- [ ] When dog is overexcited
- [ ] When dog is sleeping
- [ ] When dog is not kept on a schedule
- [ ] When dog signals to be let out and is ignored
- [ ] Other (please explain)

How have you dealt with this problem? *(check all that apply)*
- [ ] Consult vet or trainer
- [ ] Paper training
- [ ] Confined dog
- [ ] Kept dog outside
- [ ] Rubbed nose in it
- [ ] Yelled at dog
- [ ] Spanked dog
- [ ] Acted “mad” at dog
- [ ] Made dog feel guilty
- [ ] Blamed myself
- [ ] Red up on housetraining methods
- [ ] Other (please explain)

Can the dog be allowed off-leash and come when called?  [ ] Yes  [ ] No

Did you crate train the dog?  [ ] Yes  [ ] No

If yes, how long did the dog spend in the crate each day?

Can this dog be left alone in the house for 8 hours a day without issues?  [ ] Yes  [ ] No

If no, why not?

Is the dog destructive if left alone inside the home? *(if yes, check all that apply)*
- [ ] Chews woodwork/walls
- [ ] Chews furniture
- [ ] Chews plants
- [ ] Chews clothing/shoes
- [ ] Chews paper or trash
- [ ] Chews toys/stuffed animals
- [ ] Chews on windows/doors
- [ ] Other (please explain)

Does the dog raid the trash or get into other similar mischief?  [ ] Yes  [ ] No

Will the dog “steal” unattended food and objects from tables/counters?  [ ] Yes  [ ] No

If so, how have you handled this problem?

Please tell us about the desirable tricks and habits you have taught your dog to do: *(check all that apply)*
- [ ] Basic obedience commands
- [ ] Come when called
- [ ] Play fetch
- [ ] Walk on a loose leash
- [ ] Ride nicely in car
- [ ] Greet visitors politely
- [ ] Shake or similar cute trick
- [ ] Take treats gently
- [ ] Wait for food
- [ ] Get on & off furniture when asked
- [ ] Other (please explain)

What words does your dog understand?
- [ ] Sit
- [ ] Stay
- [ ] Down
- [ ] Heel
- [ ] Come
- [ ] Leave it
- [ ] Drop
- [ ] Wait
- [ ] Off
- [ ] Fetch
- [ ] Doesn’t know any commands

Other (please explain)

How often do you work with your dog on training?
- [ ] Everyday
- [ ] Several times per week
- [ ] Once a week or less
- [ ] Never

Please describe the reward system you use:

Is the dog permitted to sit and/or sleep on furniture?  [ ] Yes  [ ] No

Describe the dog’s behavior in the car:
- [ ] Loves it
- [ ] Hates it
- [ ] Tolerates it
- [ ] Nervous
- [ ] Afraid, but ok
- [ ] Calm
- [ ] Car sick
- [ ] Protective of car
- [ ] Destructive
- [ ] Dog never rides in car
- [ ] Other (please explain)
How does the dog react to being handled or corrected by the collar? (check all that apply)
☐ Offers strong resistance  ☐ Growls or barks  ☐ Cowers or acts frightened
☐ Backs out of collar  ☐ Lies down  ☐ Acts calm and accepting
☐ Snaps or bites  ☐ Yelps or cries
☐ Other (please explain)

Does the dog jump up on people when greeting them?  ☐ Yes  ☐ No
Is the dog constantly underfoot when food is present?  ☐ Yes  ☐ No
Does the dog beg at the table or in the kitchen?  ☐ Yes  ☐ No
If so, is this behavior rewarded with food?  ☐ Yes  ☐ No

Is the dog protective or possessive of any of the following? (check all that apply)
☐ Of food (to other pets)  ☐ Of toys (to other pets)  ☐ Of his/her body
☐ Of food (to people)  ☐ Of toys (to people)  ☐ Of owner/family
☐ Of property  ☐ Other (please explain)

Please check all of the following that frighten this dog:
☐ Babies or toddlers  ☐ Men  ☐ Women  ☐ Teenagers
☐ School-age children  ☐ Strangers/visitors  ☐ Water  ☐ People in uniform
☐ Unpredictable children  ☐ Vacuums  ☐ Brooms  ☐ Loud voices/yelling
☐ Thunder/lightening  ☐ Car  ☐ Erratic or sudden movement
☐ Fireworks/loud noises  ☐ Veterinarian/groomer
☐ Other (please explain)

Are there any wonderful, special traits or habits that you would like his/her new family to know about?

______________________________________________________________

**Health & Grooming**

Did the dog see a veterinarian on a regular basis (at least once a year)?  ☐ Yes  ☐ No

Which Veterinarian / Clinic?

What Vaccinations are current?  ☐ Yes  ☐ No

Current on Rabies Vaccination?  ☐ Yes  ☐ No

How did the dog react to going to vet?

Does the dog need to be muzzled at the vet?  ☐ Yes  ☐ No

Has this dog ever been hit by a car or required surgery?  ☐ Yes  ☐ No

If so, please explain:

Has this dog ever been diagnosed or treated for any of the following by a veterinarian? (check all that apply)
☐ Heartworm disease  ☐ Lyme disease  ☐ Heart murmur  ☐ Tumors
☐ Epilepsy or seizures  ☐ Skin allergies  ☐ Thyroid disease  ☐ Arthritis
☐ Environmental allergies  ☐ Irritable bowel  ☐ Hip Dysplasia  ☐ Separation anxiety
☐ Chronic ear/eye infections  ☐ Lupus  ☐ Cancer  ☐ Cataracts
☐ Entropion/epropion eye
☐ Other illness/condition? (please explain)

Does your dog require any medication on a regular basis?

Does the dog allow you to clip his/her nails?  ☐ Yes  ☐ No

Does the dog like to be brushed?  ☐ Yes  ☐ No
Are there places on the dog’s body he/she does not like being touched, brushed or petted?  □ Yes  □ No
If yes, please explain: ___________________________________________________  

Has your dog ever been professionally groomed?  □ Yes  □ No
If so, how did the dog behave? ____________________________________________  

**Diet, Exercise & Play**

What brand of food did you feed? ________________________________________

How often did you feed, and how much? __________________________________

Did you use:  □ Dry food  □ Wet food  □ Combination of both

Is the dog fed scraps from the table or “people food”?  □ Yes  □ No
Does the dog receive “treats” on a regular basis?  □ Yes  □ No
If so, what kind? ______________________________________________________  

Does your dog have any allergies or sensitivities to any grains or common food ingredients?  □ Yes  □ No
If so, which grains or ingredients? ______________________________________  

What are the dog’s favorite kinds of toys? (check all that apply)
- □ Shows no interest in toys
- □ Frisbee
- □ Squeaky toys
- □ Plastic bottles
- □ Tennis ball/rubber ball
- □ Rope toys
- □ Shoes
- □ Rocks
- □ Plush/stuffed toys
- □ Sticks
- □ Children’s toys
- □ Other (please explain) ________________________________________________

What does your dog do with his or her toys? (check all that apply)
- □ Carries toys around in mouth
- □ Tosses, chases or whips back and forth by himself
- □ Shreds/tears them apart
- □ Tosses, chases or plays tug-of-war with
- □ Chews them
- □ Retrieves for owner
- □ “Comfort” behavior (licking/cuddling)
- □ Buries or hides them
- □ Plays “keep away”
- □ Other (please explain) ________________________________________________

What type of exercise does the dog get on a regular (several times a week, at least) basis?
- □ Accompanies owner jogging
- □ Walking on leash
- □ Running on leash
- □ Swimming
- □ Dog park
- □ Vigorous play
- □ Plays with other dogs
- □ No exercise at all
- □ Plays with kids
- □ Agility or herding work
- □ Accompanies owner walking or hiking
- □ Other (please explain) ________________________________________________

Describe your dog’s play style with people. (check all that apply)
- □ Plays gently
- □ Does not use teeth or body strength
- □ Plays roughly but stops when told
- □ Jumps and uses mouth in play
- □ Plays very physically
- □ Games quickly escalate out of control
- □ Prefers to chase
- □ Prefers fetch
- □ Just likes to hang
- □ No interest in playing with people
- □ Tends to herd
- □ Tends to nip
- □ Other (please explain) ________________________________________________
Describe your dog's play style with other dogs. (check all that apply)

- Plays chase with little or no body contact
- Herds or nips others to get them to move
- Shares toys and plays quietly with other dogs
- Likes to play with dogs that are gentle
- Has to be in charge in play situation
- Hangs out with other dogs rather than play
- Can play with more than one dog at a time
- Other (please explain)

Experiences with Children

If your dog has never lived with or regularly visited with children, you may skip forward to the next section. Otherwise, please take the time to complete this section with accurate information so that we can make a safe and responsible placement with children in a new home. Your attention to detail is expected and appreciated.

Did your dog live with children in your home?  □ Yes  □ No
If so, what ages? ____________________________

Would you recommend this dog live with children?  □ Yes  □ No
Describe why or why not: ____________________________________________

Did your home have children as visitors on a regular basis?  □ Yes  □ No
If yes, what were the ages of the children? ____________________________

Would you recommend this dog be placed in a home where children or grandchildren visit on a regular basis?  □ Yes  □ No

Where all interactions between dog and children supervised by an adult?  □ Yes  □ No
If yes, please explain: ____________________________________________

In your opinion, what age children would live happily and safely with this dog? ____________________________

Describe your dog's behavior around children. (check all that apply)

- Never been around children
- Friendly/playful
- Snappy at times
- Watches over children
- Actively avoids children
- Adores children
- Nervous/frightened
- Too active
- Indifferent
- Other (please explain)

Will the dog allow children to touch or handle food and water dishes without getting upset?  □ Yes  □ No

Does the dog try to take food from children when it is not offered?  □ Yes  □ No
Did the children regularly offer food/treats to the dog?  □ Yes  □ No
Will dog take treats offered by child gently?  □ Yes  □ No
Does the dog hover nearby when your child has food?  □ Yes  □ No
Have your children fed or watered your dog on a daily basis?  □ Yes  □ No
Does the dog accept being brushed or petted by children?  □ Yes  □ No

Will the dog accept "examination" by children younger than 6 years old (having ears lifted and tugged, having eyes touched, tail held or grabbed, fur "scrunched" or grabbed by children's hands)? □ Yes  □ No

Has a child ever tripped over, stepped on, or fallen on your dog?  □ Yes  □ No
What was the dog's reaction? ____________________________________________
Has your dog ever been walked by a child?  □ Yes  □ No
If yes, please describe the situation & frequency:

Please describe your dog's most likely reaction to the following happening around him/her:

A child running:

A child falling down:

A child jumping, hopping, etc.:

A child throwing a ball or toy:

A child yelling or shrieking:

A child swimming:

A child waving arms or other unexpected movements:

How will your dog react to a child approaching when he/she is sleeping?

Did your dog ever regularly sleep in a space accessible to children?

Is your dog possessive or guarded about where he/she sleeps?

Are there any additional comments you would like to add about the dog that would be helpful to families considering adopting him or her?

________________________________________________________________________________________________________________________________________________________

________________________________________________________________________________________________________________________________________________________
Cat Surrender Form

Cat Owner Questionnaire

No one knows and loves your cat the way you do! In order to find the most appropriate home for your cat, please provide as much detail as possible about history, past veterinary care, likes, dislikes, and quirks of your feline friend. Behavioral and medical issues do not necessarily create problems, but failing to disclose them certainly does!

Has your cat bitten in the last ten (10) days? ______________________________

General Information

Shelter Arrival Date: ____________________________

Cat’s Name: ____________________________ Cat’s age or approximate age: ____________________________

Cat’s Sex: □ Male □ Female □ Unsure

Is cat spayed/neutered? □ Yes □ No □ Unsure

What kind of I.D. does your cat have? □ Tattoo (If so, where is it located) ____________________________
□ Microchip

Is the cat declawed? □ Front □ All □ Not declawed

If declawed, when was it done? □ As a kitten □ As an adult

History

Why are you surrendering your cat? ____________________________

If surrender reason is behavioral, please explain: ____________________________

If we could help you resolve this issue would you be interested in keeping the cat? ____________________________

How long have you owned your cat? ____________________________

Including yours, how many homes has this cat had? ____________________________

Where did you acquire this cat?

□ Found as a stray □ From OHS
□ Born in my home □ Newspaper Ad
□ Other □ Friend/relative □ Pet Store
□ Another shelter □ Breeder
Medical History

Did the cat see a veterinarian at least once per year?  □ Yes  □ No  □ Not sure
If so, which clinic?  __________________________
Is the cat current on vaccinations?  □ Yes  □ No  □ Not sure
Has this cat ever had surgery?  □ Yes  □ No  □ Not sure
If yes, please explain:  __________________________

Has the cat been diagnosed with and/or treated for any of the following: (check all that apply)
□ Upper respiratory infection  □ Allergies  □ Heart murmur  □ Tumors
□ Epilepsy or seizures  □ Organ failure  □ Thyroid disease  □ Diabetes
□ Urinary tract infection  □ Other (please explain)  __________________________

Personality

How would you describe your cat most of the time? (check all that apply)
□ Friendly to family  □ Very active  □ A clown  □ Couch potato
□ Friendly to visitors  □ Playful  □ Aloof  □ Withdrawn
□ Shy to family  □ Talkative  □ Affectionate  □ Independent
□ Shy to visitors  □ Quiet  □ Lap cat  □ Playful
□ More like a dog  □ Fearful  □ Fearless  □ Solitary

Play Style

How does your cat like to play? (check all that apply)
□ Plays gently, does not usually use teeth or claws
□ Likes to play rough, may bite or scratch
□ Likes to chase & pounce with variety of toys
□ Likes things that crackle, such as paper bags
□ Likes to play hide & seek
□ Will fetch items like bottle caps or toys
□ Chases bugs or moths
□ Likes to play in or around water
□ Likes to learn tricks for treats
□ Likes to play with other cats
□ Likes to play with dogs
□ Not interested in play
□ Other  __________________________
Lifestyle & Home Life

What areas of your home did the cat have access to? (check all that apply)
- [ ] Indoors only
- [ ] Outdoors only
- [ ] Indoors at night
- [ ] Garage or basement
- [ ] Indoors in cold weather
- [ ] In barn or shed
- [ ] Screened porch
- [ ] Outdoors in warm weather
- [ ] Indoors with access to outside
- [ ] Other

Where did your cat spend most of his or her time? (check all that apply)
- [ ] Bedroom
- [ ] Kitchen
- [ ] Living room
- [ ] Garage or basement
- [ ] At the window
- [ ] Outdoors only
- [ ] Barn or shed
- [ ] Where people are
- [ ] Other

If this cat has lived with other cats, how did they interact? (check all that apply)
- [ ] Adored each other
- [ ] Played together
- [ ] Sniffed noses
- [ ] Groomed each other
- [ ] Slept near each other
- [ ] Ignored each other
- [ ] Rough with others
- [ ] Fought with injuries
- [ ] Fought without injuries
- [ ] Gentle with others
- [ ] Caused this cat stress
- [ ] Peacefully coexisted
- [ ] Other (please explain)

If this cat has lived with dogs, how did they interact? (check all that apply)
- [ ] Adored each other
- [ ] Played together
- [ ] Sniffed noses
- [ ] Groomed each other
- [ ] Slept near each other
- [ ] Ignored each other
- [ ] Cat feared dog
- [ ] Fought with injuries
- [ ] Fought without injuries
- [ ] Dog chased cat
- [ ] Caused this cat stress
- [ ] Cat rubbed on dog
- [ ] Cat tormented dog
- [ ] Avoided each other
- [ ] Peacefully coexisted
- [ ] Other (please explain)

Has the cat regularly been around children?  [ ] Yes  [ ] No  [ ] Unsure
If yes, indicate what ages:  [ ] 0-2 yrs.  [ ] 3-5 yrs.  [ ] 6-10 yrs.  [ ] 11-18 yrs.

If this cat lived with children under the age of 7, how did they interact? (check all that apply)
- [ ] Cat actively avoided child
- [ ] Child could pet cat
- [ ] Mutual adoration
- [ ] Ignored each other
- [ ] Cat & child played together
- [ ] Cat hissed or growled at child
- [ ] Other

Have the experiences with the cat and child(ren) always been positive?  [ ] Yes  [ ] No
If no, please explain:

Is this cat more comfortable with:  [ ] Women  [ ] Men  [ ] Kids
- [ ] Teenagers  [ ] Seniors  [ ] Loves all people

How would you describe the ideal home for your cat?

Please tell us some things you truly love about this cat:

1/05
Are there any quirks or habits you are not fond of in your cat?  

Does the cat do any of the following? (check all that apply)  
☐ Jump on counters  ☐ Scratch furniture  ☐ Chew Plants  
☐ Scratches doors/cabinets  ☐ Chew personal items  ☐ Climb curtains  
☐ Other  

How did you attempt to correct this problem?  

**Dietary Habits**  
What is the cat’s favorite brand of food?  

Which does your cat eat?  ☐ Dry only  ☐ Canned only  ☐ Combination of dry & canned  
☐ People food  

What type of treats does your cat enjoy?  

How often is your cat fed?  ☐ Food always available  ☐ Designated mealtimes  

**Litter box Habits**  
We ask so many questions about litter box use because it is one of the main reasons cats are surrendered. Please help us by giving as much detailed information as possible. Sometimes a change in environment may be just what the cat needs, and sometimes there are more serious health or behavior issues involved.  

Does your cat have access to a litter box in the house?  ☐ Yes  ☐ No  
If no, did your cat use the bathroom outdoors?  ☐ Yes  ☐ No  
If sometimes, how often does the cat make mistakes?  

Is the litter box:  ☐ Covered  ☐ Uncovered  
Where is the litter box(s) located in the house?  

Please describe the accidents:  
☐ Urinates outside the box  ☐ Urinates on clothing/furniture  
☐ Defecates outside the box  ☐ Sprays on walls/furniture  
☐ All of the above  ☐ Other  

How often was litter box scooped?  ☐ Every day  ☐ Every few days  ☐ Weekly  ☐ Rarely  

What type(s) of litter was used?  ☐ Unscented  ☐ Scented  ☐ Clumping  
☐ Non-Clumping  ☐ Crystals  ☐ Clay  ☐ Pine  ☐ Yesterday’s News  
☐ Other  

Are there other animals in your home?  
☐ No  ☐ Other cats  ☐ Dogs  ☐ Birds  ☐ Rodents  

1/05  

4
If other cats, how many shared a litter box?
- One
- Two or more
- Many cats shared
- Multiple boxes for multiple cats

If litter box accidents were an issue, when did they begin?
- Past month
- Past year
- Ongoing

Can you pinpoint an event(s) that might have influenced or triggered inappropriate litter box use? __________

Please describe the measures you have taken to correct this problem. __________________________

Has your cat been to the veterinarian to rule out infection or underlying health issues?  
- Yes
- No

If yes, what was the outcome? __________

Please tell us any additional comments about your feline friend. __________________________

______________________________________________________________________________

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1/05

5
Rabbit Surrender Form
Rabbit Owner Questionnaire - Oregon Humane Society

Oregon Humane Society
Rabbit Owner Questionnaire

We need your help to find the best possible home for your rabbit. Please complete the information below as thoroughly and carefully as possible. Your rabbit will appreciate it!

Rabbit's name
Rabbit's age

Why are you giving up this rabbit?

How long have you owned him/her?

Where did you get this pet?

How much time did the rabbit spend inside the house?

Is the rabbit litterbox trained?

The rabbit was housed in: (circle one) Wire bottom cage Outdoor hutch Indoors Only (no cage)

The rabbit is compatible with: (circle any that apply) Other rabbits Cats Dogs Children (list children's ages)

The rabbit could be described as: (circle any that apply) Sedate Reserved Sly Playful Affectionate Lap Rabbit

The rabbit's diet is: (circle any that apply) Alfalfa pellets Alfalfa hay Fresh Fruit Fresh Veggies

The rabbit has been fed: (circle one) In the AM In the PM All day

Rabbit's favorite toys/games are:

Rabbit's Veterinarian is:

Any illness/condition/injury a new owner should know:

Anything else that you would like to say about this rabbit:

http://www.oregonhumane.org/forms/rabbit-owner.htm

3/12/2008
# Rodent Surrender Form

**Oregon Humane Society**  
**Rodent Owner Questionnaire**

To enable us to find the best possible home for this rodent, please fill in the information below as completely as you can.

<table>
<thead>
<tr>
<th>Animal's name</th>
<th>Animal's age</th>
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<tbody>
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<td></td>
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</table>

Why are you giving up this rodent?

How long have you owned him/her?

Where did you get this pet?

The rodent was housed in a:  
- Wire bottom cage
- Plastic Habitat
- In an aquarium

This rodent is compatible with:  
- Other like rodents
- Other Children (list children's ages)

The rodent could be described as:  
- Sedate
- Reserved
- Shy
- Playful
- Affectionate
- Skittish

The rodent's favorite goods are:  
- Rodent Chow (what brand?)
- Fresh Fruit & Vegetables (what types?)

The rodent has been fed:  
- (circle one)  
  - In the AM
  - In the PM
  - All day

Rodent's favorite toys/games are:

Rodent's Veterinarian is:

Any illness/condition/injury a new owner should know:

Anything else that you would like to say about this rodent:

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http://www.oregonhumane.org/forms/rodent-owner.htm  
3/12/2008
Appendix H – Communication Policy

Yellowstone Valley Animal Shelter (YVAS) will have two dedicated phone lines in operation from 7 AM to 7 PM Monday through Friday and 9 AM to 6 PM Saturday and Sunday, excluding specified Holidays.

Phone lines will be for animal shelter use only and will include a ring down feature that allows the second number to connect if the first line is in use. This will ensure the caller will have more than one opportunity to connect to the animal shelter staff.

Staff will receive customer service training in phone etiquette and comply with the rules and regulations of YVAS as they apply to customer service.

**Frequently asked Questions.** All concerns of citizens will be addressed by employees and volunteers as they apply to rules of operation and management of the YVAS. Any questions regarding animal control, citations, or previous involvement by Animal Control Officers (ACO) will be referred to the ACO on duty or the shift commander of the Billings Police Department (BPD).

All questions or concerns involving housed animals such as availability, identification, or adoption will be answered as expeditiously as possible.

**Complaints.** All complaints about operations or employees will be referred to the YVAS Executive Director as soon as the caller makes a complaint. If the YVAS Executive Director is unavailable, the complainant will be asked to provide contact information or, if the caller wishes to remain anonymous, will be asked to contact the YVAS Executive Director directly for resolution of the complaint.

Any issues of concern or complaints about the YVAS Executive Director can be directed to the YVAS Board of Directors by providing details of the complaint or violation of YVAS policies, or rules and regulations.

All complaints will be investigated and a written response made both to the complainant, if not anonymous, and to the Board in a timely manner. Only the Board can close a complaint.

All complaints about ACO actions and involvement will be transferred to the shift commander of the BPD or the ACO supervisor if available.

Employees will not cite law or ordinance even if they are familiar with the regulations of animal control.

After hours the YVAS phone line will leave recorded information for customers redirecting their calls to phone numbers where their needs can be met. Such information will include how to contact the ACO, report violations, hours of operation of the YVAS, and voice recording for questions for YVAS staff to respond the following business day.

YVAS will develop a website, for customers to view sheltered animals and provide links to animal shelter issues.
Information such as hours of operation, licensing, rabies information and significant events related to animal health and care will be posted on the website. This will reduce the need to burden City of Billings Communication staff with concerns of citizens and questions pertaining to YVAS. The use of the website will reduce the amount of time presently requiring city staff to be available to answer phone lines with questions regarding animal control issues.

**Information Technology** will be utilized for records and data control. Computers will be equipped with software that supports inventory, accounting, records management, and employee scheduling.

Information Technology will include forms and documents needed for processing customer needs and animal health and history. A database of forms needed for processing will be included on all department computers for employee access.

**Responsible party information** will be provided to City of Billings communications division for any concerns regarding after hour needs. Contact numbers for the YVAS Executive Director or his/her designee, will be provided to dispatch personnel in the event an after hour emergency warrants a member of the YVAS staff to respond to the shelter. Such emergencies may include animal health issues, fire or illegal entry, automatic alarms, or any concerns that may be identified by emergency first responders that may endanger sheltered animals.
Appendix I – Self-Assessment

Nonprofit Organization
SELF-ASSESSMENT TOOL

Name of Organization: ____________________________

Directions: This checklist is designed to be completed by the Executive Director and Chairperson of the Board. Please discuss each topic and rate the degree to which your Organization has achieved the stated goal. If you do not know whether the goal has been achieved, please check “Don’t Know.”

PART I: BOARD GOVERNANCE

<table>
<thead>
<tr>
<th>Board Governance Functions</th>
<th>Don’t Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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<tbody>
<tr>
<td>1. The nonprofit’s mission and bylaws are clearly written and reviewed regularly.</td>
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<td><em>Date of last bylaws review/revision:</em></td>
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<td>2. The board determines the direction of the organization and takes primary responsibility for:</td>
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<td>a. Goal setting</td>
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<td>b. Determining policy</td>
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<td>c. Funding strategy</td>
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<tr>
<td>d. Financial and legal oversight</td>
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<td>e. Evaluation</td>
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<td>3. The board creates, revises, and insures compliance with policies in the areas of personnel, planning, finance, community relations, and organizational operations.</td>
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<td>4. The board reviews the resource needs of the organization and approves a comprehensive funding strategy.</td>
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<td>5. The board monitors and evaluates the results of fundraising efforts.</td>
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<tr>
<td>Board Governance Functions</td>
<td>Don't Know</td>
<td>Inadequately Achieved</td>
<td>Partially Achieved</td>
<td>Fully Achieved</td>
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<td>6. Each board member participates in fundraising efforts as appropriate.</td>
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<td>7. The board assures that the organization and its programs comply with all federal, state, and local requirements.</td>
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<td>8. The board reviews, approves, and monitors the operating budget and financial plans for development activities.</td>
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<td>9. The board requires appropriate accounting and financial reporting.</td>
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<td>10. The board assures that the organization's work is evaluated in relation to its goals.</td>
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<td>11. The Treasurer is appropriately qualified.</td>
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<td>12. The board appropriately reflects the diversity, ethnicity, educational and economic status of the community.</td>
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<td>13. The board follows an appropriate policy on conflicts of interest.</td>
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<td>14. The board has the skills, knowledge, and background needed to fulfill its responsibilities.</td>
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<td>15. Board members understand and are committed to the organization's mission, bylaws, policies, programs, and their roles and responsibilities as board members.</td>
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<td>16. New board members have adequate orientation to the organization and their roles and responsibilities.</td>
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<td>17. The board receives ongoing training and/or information as needed to fulfill its roles and responsibilities.</td>
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<td>18. Board members have written and relevant job descriptions.</td>
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<td>19. The board's effectiveness is evaluated periodically.</td>
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<td>20. A regular board meeting schedule is</td>
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<td>Board Governance Functions</td>
<td>Don't Know</td>
<td>Inadequately Achieved</td>
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<td>developed and followed.</td>
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<td>21. Board meetings are an effective and efficient means of handling formal business.</td>
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<td>22. Board meetings are focused on policy and planning issues as appropriate.</td>
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<td>23. There is a provision for handling urgent matters between meetings.</td>
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<td>24. The rules of meeting conduct as stated in the bylaws and/or board actions are followed.</td>
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<td>25. Materials to be considered at a meeting are received by members in advance of the meeting.</td>
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<td>26. Board meeting minutes are recorded, reviewed for accuracy, and approved by the board.</td>
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<td>27. Board members are encouraged to present opinions and ideas.</td>
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<td>28. Board turnover is orderly, allowing for both consistency and new perspectives.</td>
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<td>29. Actual turnover follows planned turnover.</td>
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<td>30. The board selects, employs, and evaluates the Executive Director.</td>
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<td>31. The board sets expectations and qualifications of the Executive Director which are clear and written.</td>
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<td>32. The board evaluates the Executive Director in relationship to these expectations.</td>
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<td>33. The roles of the board and the Executive Director are appropriately differentiated and respected.</td>
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<td>34. The board delegates the operation of the organization to the Executive Director</td>
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<tr>
<td>Board Governance Functions</td>
<td>YES</td>
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<td>35. The Board members are volunteers.</td>
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<td>36. The board's size is appropriate for accomplishing its work.</td>
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<tr>
<td>37. Board terms are limited. Elections are held regularly as specified in the bylaws.</td>
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</tbody>
</table>

**PART II: PLANNING AND EVALUATION**

<table>
<thead>
<tr>
<th>Planning and Evaluation Functions</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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</thead>
<tbody>
<tr>
<td>38. The organization has a clear and meaningful mission or purpose statement that is reflected in its projects and activities.</td>
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<tr>
<td>39. The mission statement functions as a guide to decisions of the board, staff, and volunteers.</td>
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<tr>
<td>40. The board reviews the mission statement regularly and modifies it as appropriate.</td>
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<tr>
<td>41. The board reviews the organization's ongoing operations and development activities to assure that they support its mission.</td>
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<tr>
<td>42. The organization's planning process includes consideration of the changing environment and its implications for the organization's operations.</td>
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<tr>
<td>43. The planning process includes consideration of the organization's strengths and weaknesses.</td>
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<tr>
<td>44. Volunteers, staff, tenants/customers, and key constituents participate in the planning process.</td>
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<tr>
<td>45. Goals for the current fiscal year and beyond are developed and approved by the board with the input of staff.</td>
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<tr>
<td>46. Goals are broken down into measurable objectives.</td>
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<tr>
<td>Planning and Evaluation Functions</td>
<td>Don't Know</td>
<td>Inadequately Achieved</td>
<td>Partially Achieved</td>
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<tr>
<td>47. Objectives include work plans, timelines, and human and financial resources and indicate who is responsible for achieving them.</td>
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<tr>
<td>48. There is a realistic plan/strategy for matching human and financial resources with objectives.</td>
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<tr>
<td>49. Objectives are communicated to all appropriate staff and volunteers.</td>
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<tr>
<td>50. Actual performance relative to objectives and work plans is reviewed and assessed by management and is formally reviewed by the board periodically.</td>
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<tr>
<td>51. If goals and objectives are not being met, appropriate modifications are approved by the board and implemented by staff.</td>
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</tbody>
</table>

**PART III. FINANCIAL MANAGEMENT**

<table>
<thead>
<tr>
<th>Financial Management Functions</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>52. The organization follows accounting practices which conform to accepted standards, i.e. FASB Statements of Financial Accounting Standards #116 &amp; #117 and asks funder-specified accounting rules.</td>
<td>Audit</td>
<td>Review</td>
<td>Neither</td>
<td></td>
</tr>
<tr>
<td>53. An independent audit or review of the organization’s financial condition is conducted annually by a Certified Public Accountant.</td>
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<tr>
<td>Financial Management Functions</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>54. The audit report is accompanied by a management letter containing recommendations for improvements in the accounting system and controls.</td>
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<tr>
<td>55. The organization prepares an annual report which includes a statement of its financial position, and is available to interested parties.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Financial Management Functions</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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</thead>
<tbody>
<tr>
<td>56. The board or an appropriate committee reviews the audit report and management letter and institutes necessary improvements.</td>
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<tr>
<td>57. The organization has established written fiscal policies and procedures and follows them consistently.</td>
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<tr>
<td>58. Purchase of service agreements (including any modifications to original agreements) between the organization and other organizations or individuals are in writing. The organization has adequate procedures in place to insure compliance.</td>
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<tr>
<td>59. The organization monitors the cost of operating programs and development projects, and determines whether costs are reasonable in comparison to community norms.</td>
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<tr>
<td>60. The organization practices cost containment in a manner consistent with the maintenance of quality and effectiveness.</td>
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<tr>
<td>61. The organization has insurance coverage which provides suitable protection for the organization, members of the board, staff members, volunteers, and organization tenants/customers.</td>
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<tr>
<td>62. The organization has procedures which make certain that the organization property is insured adequately during all stages of development.</td>
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</tbody>
</table>
### Financial Management Functions

<table>
<thead>
<tr>
<th>Function Description</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>63. The organization prepares a comprehensive annual budget which includes all program and management elements, all development activities, and all sources and uses of funds.</td>
<td></td>
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<tr>
<td>64. The organization prepares monthly financial statements (Balance Sheet, Statement of Activities, and Statement of Cash Flows).</td>
<td></td>
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<tr>
<td>65. The organization's monthly financial statements compare actual operating revenues and expenses to the organization's approved budget for revenues and expenses.</td>
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<tr>
<td>66. The monthly financial reports facilitate monitoring development activities in relation to budget and stage of development.</td>
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<tr>
<td>67. The financial statements facilitate analysis of economic development activities, housing, and other rental activities.</td>
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</tbody>
</table>

### Personnel Management Functions

<table>
<thead>
<tr>
<th>Function Description</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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</thead>
<tbody>
<tr>
<td>68. The organization has written personnel policies and procedures, reviewed and updated as appropriate to maintain compliance with legal requirements.</td>
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<tr>
<td>69. A copy of the personnel policies and procedures is available for review by all employees.</td>
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<tr>
<td>Personnel Management Functions</td>
<td>Yes</td>
<td>No</td>
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<tr>
<td>70. The personnel policies include:</td>
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<tr>
<td>a. Hiring procedures</td>
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<tr>
<td>b. Performance reviews</td>
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<tr>
<td>c. Employee benefits policies &amp; procedures</td>
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<tr>
<td>d. Grievance procedures</td>
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<tr>
<td>e. Termination procedures</td>
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<tr>
<td>f. Non-discrimination and ADA compliance policies</td>
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<tr>
<td>g. Record keeping procedures</td>
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<tr>
<td>h. Payroll related policies &amp; procedures</td>
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<tr>
<td>i. Professional development and training policies &amp; procedures</td>
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<tr>
<td>71. The organization's personnel policies have been reviewed by an attorney with expertise on employment law within the past two years.</td>
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</table>

<table>
<thead>
<tr>
<th>Personnel Management Functions</th>
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<th>Partially Achieved</th>
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</thead>
<tbody>
<tr>
<td>72. The organization has a written Affirmative Action plan.</td>
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<tr>
<td>73. The organization has written policies on wage and salary administration (i.e. compensation guidelines).</td>
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<tr>
<td>74. The organization has written job descriptions for all paid positions and key volunteers.</td>
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<tr>
<td>75. The organization hires qualified staff.</td>
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</tbody>
</table>
### PART V. PUBLIC AND COMMUNITY RELATIONS

<table>
<thead>
<tr>
<th>Public and Community Relations Functions</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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</thead>
<tbody>
<tr>
<td>76. The organization has an effective system for informing the community about programs and resources, including written material.</td>
<td></td>
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<tr>
<td>77. The organization has a process for reviewing and responding to ideas, suggestions, and perceptions from:</td>
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<tr>
<td>a. Individuals</td>
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<td></td>
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<tr>
<td>b. Community groups</td>
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<tr>
<td>c. The general public</td>
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<tr>
<td>78. The organization is involved in advocacy and/or lobbying for its constituency, within the limits allowable for 501(c)(3) organizations.</td>
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<tr>
<td>79. The organization participates with the appropriate networks and/or coalitions.</td>
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<tr>
<td>80. There is a written plan to address advocacy and/or lobbying.</td>
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</table>

### PART VI. FINANCIAL CONDITION

<table>
<thead>
<tr>
<th>Financial Condition Functions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>81. Do the most recent audited financial statements report that the organization has a positive net worth (fund balance or net assets)?</td>
<td></td>
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<tr>
<td>82. Has the organization experienced any significant cash flow problems in the past two years?</td>
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<tr>
<td>83. Does the organization own some or all of the facilities it uses for its operations?</td>
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<tr>
<td>84. Does the organization have cash reserves equal to three months' operating expenses?</td>
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<tr>
<td>85. Is the organization working actively to increase its reserves?</td>
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<tr>
<td>86. The organization regularly analyzes its</td>
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<tr>
<td>Financial Condition Functions</td>
<td>Yes</td>
<td>No</td>
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<tr>
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<tr>
<td>financial position to identify opportunities for more effective management of debt and cash reserves.</td>
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</table>

**PART VII. FUNDING STRATEGIES**

<table>
<thead>
<tr>
<th>Funding Strategy Functions</th>
<th>Don't Know</th>
<th>Inadequately Achieved</th>
<th>Partially Achieved</th>
<th>Fully Achieved</th>
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</thead>
<tbody>
<tr>
<td>87. The organization has a written plan describing its comprehensive funding strategy including clear goals for both contributed, development, and program/rental income.</td>
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<td>88. The organization has a detailed annual fundraising plan which encompasses all types of fundraising activities.</td>
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<tr>
<td>89. The organization regularly evaluates the cost effectiveness of its fundraising activities.</td>
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<tr>
<td>90. To what extent did the organization achieve the funding goals established in its last year's budget?</td>
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</table>
Volunteers Make a Difference!

Welcome to the Yellowstone Valley Animal Shelter (YVAS) Volunteer Orientation Program! After attending orientation, we hope you will consider becoming a volunteer with us. The desire to help animals has brought many volunteers through our doors. We hope all volunteers will take with them a better understanding of animal sheltering, animal care, and animal welfare issues. We rely on volunteers to be advocates in their community and educate their friends and family on animal issues. Volunteering at YVAS is rewarding not only for you, but also for the animals that live in the shelter. The shelter would be unable to function without the help of volunteers. We are strengthened and are able to accomplish our mission because of you. We value our volunteers tremendously. Thank you for your consideration in helping those who cannot help themselves!

After orientation, you will have a short meeting with YVAS staff. We can further discuss your interests in volunteering and availability and answer any questions you may have. We hope that you will sign up for a minimum of 2 hours of volunteer time per week for at least 3 months. By doing so, you join many others who are dedicated to fostering a safe environment for animal companions, and to promoting animal welfare through programs and initiatives.

History
In October of 2007, a group of concerned and committed citizens gathered to explore the feasibility and desire of the City of Billings to privatize animal shelter operations for the City of Billings. After many meetings, hours of discussion and research of national best practices, this group determined it was time to transition our current animal shelter into a model of animal care. The Yellowstone Valley Animal Shelter (YVAS) was formed.

Mission
YVAS is committed to ending the euthanasia of adoptable and treatable animals in the City of Billings. To that end, YVAS promises to provide a shelter for homeless, abandoned, and abused animals, and is dedicated to facilitating partnerships with the City of Billings, rescue organizations, and other entities.

Funding
YVAS currently has a contract with the City of Billings for the organization and operation of the animal shelter. We also rely on donations, proceeds from fundraisers and sales of services, bequests, and foundation grants to maintain our operation, underwrite our numerous programs and services, and sustain our model of a compassionate, low-kill shelter. Our annual budget is approximately $300,000.00.

Governance
A volunteer Board of Directors governs YVAS. This board is comprised of community leaders who have experience in nonprofit and for-profit management, veterinary medicine, accounting, law, and city operations. The YVAS Board recruits, hires, and manages YVAS’s Executive Director. While there is a paid staff, YVAS relies heavily on volunteers to round out its suite of services and programs to extend maximum benefit to the community.

Staff
YVAS Executive Director
YVAS Junior Staff
YVAS Junior Staff

**Volunteer Policies and Practices**
YVAS strives to provide a volunteer experience that is rewarding for the volunteer, our agency, and our community. Policies were established to ensure our care for homeless animals and the community is of the highest quality and to ensure efficient operations. These policies were written to guide the requirements, conduct, and supervision needed to be part of the Volunteer Program of YVAS.

**Scheduling**
We rely on your volunteer support. Volunteers are asked to set a schedule with the Executive Director or Volunteer Coordinator. If you will be more than ½ hour late or are unable to work your scheduled day, please call the shelter to inform the staff. We understand that scheduling conflicts occur and if you can’t make your scheduled day, we’d love to see you another time during the week. Should a volunteer need to change his/her schedule, take time off, or have a flexible schedule, YVAS staff with work with the volunteer to meet his/her requirements.

**Training**
Training and orientation will be scheduled for volunteers once a month before their first shift. Volunteers must attend an orientation before they are allowed to volunteer. However, much of the training will be learned by hands-on work once the volunteer starts volunteering. Please do not hesitate to ask any staff member if you are unsure about procedures or if you are unsure of what to do. The staff understands there is a learning period with new volunteers and are happy to offer help.

**Daily Routine**
All volunteers are required to fill out their time card after each shift! Also, please remember to wear your name tag during your shift. Volunteers should come dressed appropriately for work. Closed-toed shoes and long pants should always be worn. This is for your protection from scratches, bites, or chemicals. Volunteers should not wear shorts, sandals, or sleeveless shirts, even in the summer. Please do remember that your appearance and conduct reflects directly on YVAS.

**What Do Volunteers Do?**
YVAS offers many volunteer opportunities, each with their own duties. Many new volunteers however start with direct animal care duties. Here is a partial list of what volunteers do at YVAS:

- Clean cat kennels, feed, give water and litter box
- Clean dog kennels, feed, give water and toys
- Wash, dry and put away laundry
- Wash cat and dog dishes with HDQ and dish detergent
- Sweep and mop floors
- Socialize with cats, give toys
- Walk dogs off-site
- Exercise dogs in dog room or in outside dog pen
- Groom a dog or cat
- Clean the bathroom
- Clean outside dog pens (wash toys, scoop poop)
• Organize cabinets
• Empty trash
• Train adoptable dogs to sit, stay, down, paw, etc.
• Throughout day, swap out dirty litter boxes with new ones
• Copying or clerical work
• Rake or weed outside grounds, shovel snow in winter
• Adoption counseling
• Greeting the public
• Developing programs
• Writing grant applications
• Fundraising
• Off-site adoptions

There is always something to be done! You can always ask a staff member if you are unsure of what needs to be done. Remember, the appearance of the shelter reflects upon the public’s opinion of the shelter. Volunteers play a vital role in keeping the shelter looking its best and keeping the animals happy and content.

Confidentiality
Confidentiality regarding personal information about clients and the outcome of individual animal situations must be maintained at all times. Volunteers will be exposed to information about members of the public who release and adopt pets from YVAS. All information should be considered confidential and is not to be repeated or shared. Information should never be shared casually or informally. Necessary information should only be shared with shelter staff; this may include information that is needed to ensure safety of clients, staff or animals. Volunteers who break this confidentiality will be asked to resign from their volunteer duties.

Publicity Policy
No volunteer shall make statements to the media that may be seen as representative of the opinions and policies of YVAS. Please refer all media reports for statements or information to the Executive Director.

Smoking Policy
In order to promote a safe and healthy environment for employees, volunteers, clients, visitors and resident animals, smoking is prohibited on shelter premises at all times.
Acknowledgements

The Board of Directors for the Yellowstone Valley Animal Shelter, Inc. wishes to thank the following people, organizations, and animals for their help and support in writing this Request for Proposal:

- The No Kill Advocacy Center for generously providing their draft policies and procedures.
- Nathan Winograd who put into black and white what we thought all along could be accomplished.
- Humane Society of the United States for all their personal support as well as training programs and materials.
- The Oregon Humane Society for sharing
- The many websites we neglected to document but that provided concepts, ideas, and other invaluable information.
- All of the Billings area animal rescue groups, their guarded optimism, mixed with a bit of skepticism, truly speaks to the need for a more community-based sheltering model.
- All those that offered and/or provided help and support for the privatization of the shelter. Your support through this process means more than you will ever know.
- Lexie, whose ad read "free to good home or farm." You taught me the value of recycling!
- Mary Lou, who showed me by example that all living things deserve our compassion and protection.
- And especially to Lilly and Carlie for starting us down this path by proving that awesome dogs end up in rescue.

Within the heart of every stray
Lies the singular desire to be loved.