

RedRover Responders



RedRover Responders Volunteer Manual
and Standard Operating Guidelines

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REDROVER OVERVIEW

In this section, RedRover Responders volunteers will get acquainted with RedRover's mission, and find contact information, membership forms and basic information about RedRover.

RedRover's Mission

The mission of RedRover is to bring animals out of crisis and strengthen the bond between people and animals through emergency sheltering, disaster relief services, financial assistance and education. RedRover accomplishes its mission by engaging volunteers and supporters, collaborating with others and maximizing the use of online technology.

RedRover Contact Information and Staff

Mailing address	P.O. Box 188890 Sacramento, CA 95818
Telephone	916.429.2457
FAX	916.378.5098
RedRover Responders emergency cell phone	916.216.3677
Email	info@redrover.org
Website	www.redrover.org
Hours of operation	M to F 8:30 a.m. to 4:30 p.m. Pacific Time

Staff

For a current list of RedRover's board members and staff, as well as any employment opportunities, visit the website at www.redrover.org and navigate to the "About Us" section, then click on "Our People." All of our email addresses are first letter of first name, then whole last name. For example, Nicole Forsyth's email address is nforsyth@redrover.org.

RedRover Programs, Campaigns and Publications

RedRover staff and volunteers provide soft hands and warm hearts when animals and people are in need, crisis and pain. We bring animals out of crisis and into care, and discover new ways to strengthen the common bond between people and animals through these programs.

Visit www.redrover.org for current information about all of RedRover's programs, to order materials and find and links to download most publications.

Programs

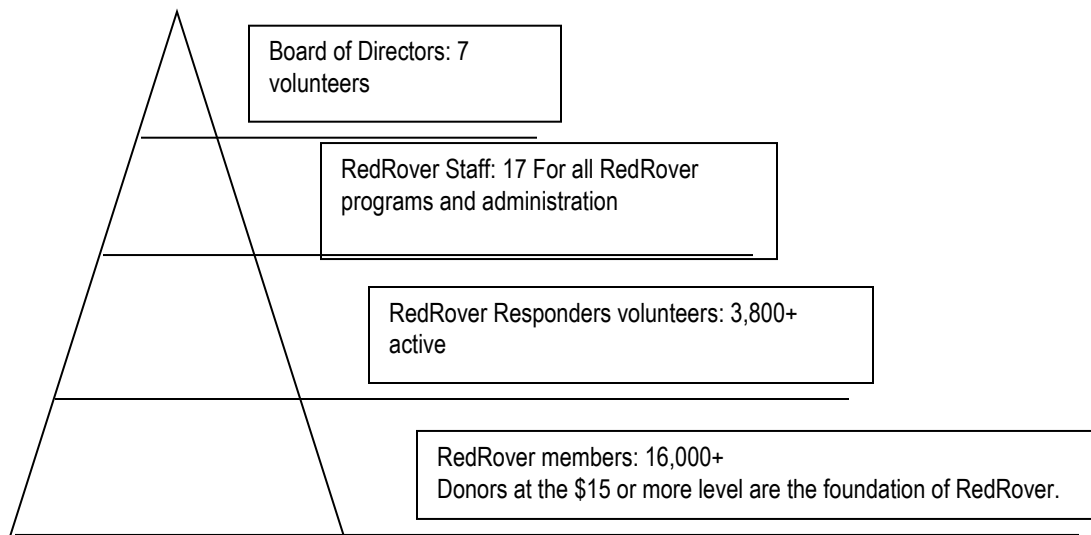
- **RedRover Responders:** Through its volunteer-driven RedRover Responders, RedRover shelters and cares for animals displaced by natural disasters and other crises, such as criminal seizures and hoarding cases, in the United States, Puerto Rico, and Canada.
- **RedRover Relief:** The RedRover Relief program provides financial assistance, resources and emotional support to pet guardians struggling with economic hardship when pets are in need of urgent and emergency veterinary care, as well as support and resources to help victims of domestic violence escape abusive environments with their pets. .
- **RedRover Readers:** This unique community-based literacy program is aligned with academic content standards and helps children explore the bond between people and animals through stories and discussion. Teachers and educators trained in the RedRover Readers curriculum read to children and lead discussions – helping children increase their level of empathy for people and animals.

Publications

- **Email Newsletter:** Free monthly newsletter emailed to all subscribers about ways to help animals and updates about RedRover programs. Sign up at www.redrover.org/email
- **RedRover Responders Newsletter:** Special updates and news emailed to active RedRover Responders volunteers
- **RedRover Companion:** Quarterly full-color magazine mailed to RedRover members (donors at the \$15 level or higher.)
- **Annual Report:** Annual summary of RedRover's accomplishments and financial information, available online or mailed to major donors and legacy supporters.
- **Topic-specific** brochures, fliers and other items

How the RedRover Responders Program is Supported

This chart represents the numbers of the people who make up RedRover and support the RedRover Responders program along with all of RedRover's other programs. RedRover is a very small organization by the numbers of staff, but represented by a large number of RedRover Responders volunteers. Without RedRover Responders volunteers, RedRover could not provide emergency sheltering services.



How is RedRover funded?

RedRover depends entirely on private donations to operate the RedRover Responders and other programs that bring animals out of crisis and into care. RedRover does not receive any government funding or require payment for services rendered by the program to help communities affected by large-scale animal emergencies.

Support Pledge Checklist

Use this checklist to check off things you can do to support RedRover.

- Become a member at www.redrover.org/member.
- Give a gift membership to a friend or family member at www.redrover.org/gift.
- Send at least 10 emails to friends and family asking them to sign up at www.redrover.org/email.
- Send at least 10 personal letters or emails to people I know asking them to join at www.redrover.org/member.
- Send a message to all my Facebook friends asking them to sign up for one of our Facebook causes or become a fan on our Facebook page at www.facebook.com/RedRoverOrg.
- Find at least 5 pet-related businesses to display RedRover brochures and educational materials and ensure they stay stocked through the year.

VOLUNTEERING WITH REDROVER RESPONDERS

This section includes information about what to expect while volunteering with RedRover Responders.

The RedRover Responders Program

Through its volunteer-driven **RedRover Responders**, RedRover operates temporary shelters for animals displaced by natural disasters and other crises -- such as criminal seizures of animals from puppy mills and hoarding cases -- in the United States, Puerto Rico, and Canada. RedRover Responders volunteers are specially trained in emergency sheltering and caring for animals in stressful circumstances. Volunteers provide food, water, daily exercise, comfort and socialization to animals until they can be reunited with their owners, placed in new homes, or transferred to rescue groups and shelters for foster care and adoption. Since 1987, RedRover Responders volunteers have cared for thousands of animals during more than 160 crises, including wildfires, floods, tornadoes, hurricanes, puppy mill seizures and animal hoarding cases.

Qualifications to be a RedRover Responders Volunteer

- Age 18 years or older
- An email address that you check regularly and access to the Internet
- Current tetanus immunization
- Complete FEMA course IS-100 (or Canadian equivalent for Canada residents)
- Complete all parts of RedRover Responders volunteer training
- Agree to the RedRover Responders Code of Conduct periodically

Highly Recommended Qualifications

- Complete 50 hours of animal handling, preferably at your local shelter or through a rescue group
- Able to withstand the physical demands of deployments; including ability to lift at least 40 pounds, and stand, kneel or bend for long hours in varying temperatures and conditions

All participation in any event or deployment is voluntary. There is no minimum number of hours required to maintain volunteer status. If a volunteer chooses not to sign up for any event or incident, it never counts against the volunteer and never impacts the volunteer's ability to receive future invitations.

Common Functions of a RedRover Responders Volunteer

- Providing temporary emergency animal sheltering services at deployments. Specific duties may include but are not limited to: cleaning cages and bowls, preparing food, maintaining a clean shelter environment, setting up and taking down animal housing, walking and socializing animals, interacting with evacuees, preparing animals for transport and completing paperwork.
- Providing public education at community events to educate families about disaster preparedness.

RedRover Responders volunteers may also help their communities to become better prepared for disasters, participate in community disaster drills, and participate in other RedRover Responders volunteer opportunities as they arise.

RedRover's Pledge to its Volunteers

RedRover pledges to:

- Within our ability and authority, keep the animals' best interests as a priority at all times.
- Treat all volunteers with respect.
- Be available to all volunteers and respond as quickly as possible to all questions, comments and requests for assistance or advice.
- Communicate with volunteers as openly and honestly as possible at all times.
- Train volunteers and give them the tools and knowledge they need to successfully perform their duties. We will strive to provide clear direction and clarification of expectations.
- Keep volunteers safe and healthy while on deployment to the best of our ability.
- Seek and use volunteer feedback to guide program decisions. RedRover recognizes the value of the volunteer's input and encourages continued communication.
- Handle any situation involving volunteer criticism or discipline as professionally and discreetly as possible.
- Never force or expect a volunteer to do something outside of his or her level of comfort.
- Provide at least two group briefings per day while on deployment, and one debrief opportunity after the deployment is over.
- Honor and respect volunteers' feelings and emotional attachments to the animals in their care during a deployment.
- Provide support for the emotional needs of volunteers before, during and after a deployment. RedRover will also provide direction for additional opportunities for support if needed.

Volunteer Code of Conduct

All persons volunteering on behalf of RedRover Responders shall adhere to the following policies:

1. Volunteers shall not abuse or neglect any animals.
2. Volunteers shall follow the rules and procedures as outlined by RedRover during the volunteer training process and as instructed during the deployment process and volunteering period.
3. Volunteers will understand and comply with the Incident Command System (ICS) at all times.
4. Volunteers agree to protect confidential information about deployment invitations, criminal investigations, animals, volunteers and disaster victims.
5. Volunteers agree to withhold from taking any type of photos or videos during deployment unless specifically authorized to do so.
6. Volunteers are expected to be professional, honest, reliable, and compassionate toward humans and animals, and to recognize that they are part of a team effort.
7. Volunteers must involve RedRover staff in requests for assistance, mobilization or deployment.
8. Volunteers shall not solicit donations of any type to personal accounts or for other organizations while they are volunteering with RedRover. All requests for donations must go through the proper chain of command. All donations accepted on RedRover's behalf shall be delivered to a Field Team Leader, who will forward to the RedRover office as soon as possible. Personal gratuities or solicitation for unaffiliated organizations are prohibited.
9. Volunteers shall communicate any changes to their scheduled deployment days/times to the RedRover office and/or the Field Team Leader in a timely manner, and sign in and out daily while deployed.
10. Volunteers must receive consent from a RedRover staff member prior to representing RedRover to the media.
11. Volunteers shall not publish or publicly make any derogatory statements about RedRover, partner organizations or individuals at any time.
12. When representing RedRover, volunteers shall wear the uniform (RedRover Responders t-shirt) designated by RedRover while on site for a response. Volunteers should be as neat and presentable as possible.
13. Volunteers shall be prepared to accept assignments as directed by the Team Leader.
14. Volunteers shall observe all safety rules and regulations and should be familiar with the proper use and operation of all equipment and only perform tasks within trained capabilities. Volunteers shall inform the Team Leader of any safety hazards or accidents, including animal bites or scratches.
15. While on duty, volunteers shall not consume, or be under the influence of, any impairing substances including alcohol; or possess, use or sell any illegal drug at any time while deployed.
16. While on deployment with RedRover Responders, firearms and other weapons are prohibited.
17. Volunteers must obey all local laws, ordinances and regulations.
18. Smoking is not permitted while on-duty except in designated areas.
19. Volunteers agree to allow pictures and/or video to be taken and used, without compensation, for the purpose of promotion and publicity related to RedRover and its programs.
20. Volunteers shall follow the rules and guidelines in the RedRover Responders Volunteers Social Media Policy.

RedRover is an at-will agency and has the right to terminate a volunteer with or without cause. Breach of listed code of conduct terms may result in the loss of ability to volunteer for RedRover. RedRover reserves the right to release any volunteer who is in conflict with the goals of RedRover.

Indemnity and Hold Harmless Agreement

Whereas, the undersigned has made a voluntary request for permission to participate in a volunteer program with RedRover;

And whereas, the undersigned acknowledges that the work and activities with RedRover involve possible risk of injury, death, damage, expense, or loss to the person or property;

Now therefore, in consideration of RedRover, a nonprofit animal advocacy organization and through its programs, cooperating in making available to the undersigned the necessary personnel and use of its equipment when applicable for the aforesaid purpose, the undersigned expressly agrees to and knowingly hereby does assume all risks arising in the course of said activity; specifically agrees he/she and his/her heirs, assigns, designees and legal representation will make no claim against or sue or attach the property of RedRover for injury, death, or damage, and the undersigned voluntarily releases, discharges, and waives any and all claims, actions, or causes of action for personal injury, wrongful death, personal property damage and/or any other loss or harm. The undersigned further will indemnify and hold harmless RedRover, its officers, agents, employees and volunteers from and against any and all claims, loss, damage and liability for injury to the person and/or property of the undersigned and/or wrongful death, including any such claim, loss, damage and liability caused by the negligence of RedRover, its officers, agents, employees and volunteers from and against any and all claims, loss, damage and liability for injury to their person or property of another or others, and/or wrongful death, directly or indirectly caused by the undersigned's malfeasance or misfeasance occurring while participating in a volunteer program with RedRover, or while accompanying and/or assisting an officer, agent, employee or volunteer of said RedRover during the active performance of duties with RedRover or from activity or activities incidental thereto, wherever and however the same may occur.

I intend by this document to exempt, relieve, and release RedRover and its officers, agents and employees from liability for injury or damage caused by negligence or otherwise. I am aware of the possible danger involved in my participation with RedRover activities and hereby agree to accept any and all risks of injury, death or damage.

I hereby grant permission for any representative of RedRover to take whatever steps may be necessary to obtain emergency medical care for me including, but not limited to, (1) attempting to contact my next of kin; (2) attempting to contact my physicians; (3) calling other physicians or paramedics; and (4) taking me to an emergency hospital. In addition, I hereby consent to any medical or surgical treatment and hospital service that may be rendered to me under the instructions of any physician or hospital. It is understood that this consent is given in advance of any specific diagnosis or treatment which may be required, and is given to encourage the RedRover staff, hospital staff and physicians to exercise their best judgment in treating me. I agree that any and all expenses incurred will be borne by me and not RedRover.

WAIVER

As a volunteer for RedRover, I agree that I am not an employee of this organization and am not entitled to workers' compensation benefits. With some exceptions, RedRover's volunteer insurance provides limited secondary medical coverage for trained and documented volunteers who suffer illness and injury while performing assigned volunteer duties. RedRover volunteer insurance does not provide indemnity when a volunteer has no independent primary medical insurance.

By signing below, volunteer acknowledges that he/she understands and agrees to this Hold Harmless Agreement/Release in its entirety. If volunteer has any questions concerning this Hold Harmless Agreement/Release, he/she should consult with an attorney before executing this document.

RedRover Responders Volunteer Social Media Policy

Please follow this policy when posting on RedRover's social media (for example, our Facebook page at www.facebook.com/RedRoverOrg or Twitter feed at www.twitter.com/RedRoverOrg), or when it's likely that your content could be interpreted as representing RedRover.

General policy

1. RedRover values the conversations and contributions that arise from social media use. Always keep in mind your association with RedRover, use good judgment and make sure your profile settings and content are consistent with how you wish to represent yourself personally and professionally.
2. You are personally responsible for the content you publish. Protect your privacy and understand a site's terms of service.
3. As a RedRover Responders volunteer, you are the RedRover brand. Our brand attributes are: caring, respected, unwavering, inspirational and vigilant. Keep in mind what the RedRover name represents: that we are warm, friendly, passionate, on the move, on the lookout for animals in need.
4. RedRover Responders volunteers are encouraged to share content posted by RedRover on its website and other media outlets.
5. As a RedRover Responders volunteer, consider whether your post(s) could be interpreted as representing RedRover's position. When publishing content that may bring confusion or controversy to RedRover's brand, include a disclosure, such as, "The postings on this site are my own and don't necessarily represent RedRover's position, strategy or opinion."
6. Don't publish or publicly discuss RedRover or another organization's confidential information, whether or not the content ties back to your role as a RedRover Responders volunteer. This includes unauthorized release of images, video, or other content.
7. When referencing information cited by someone else, include the link back to the source from which you heard the information wherever possible.
8. Avoid publishing anything that is disrespectful, damaging or potentially embarrassing to an individual or organization.
9. RedRover encourages open discussions and differing opinions; however, show consideration for others' opinions and privacy and refrain from engaging in topics that may be considered objectionable, obscene or inflammatory.
10. Be the first to correct your mistakes. RedRover will monitor its sites regularly to ensure disclosure and truthfulness and attempt to correct all misstatements and misrepresentations.
11. Always get permission prior to using the RedRover logo.
12. Respect copyright and fair use laws.
13. RedRover may remove, or request the removal of, any posts/publications in conflict with this policy.

Social media rules regarding RedRover Responders deployments

In addition to the above policy, due to the confidential and sensitive information that volunteers have access to during RedRover Responders deployments, the following special rules apply to your social media use regarding these events:

14. Do not post any confidential content from the deployment. This includes, but is not limited to: a) the condition of the animals (whether good or bad) at the shelter or otherwise involved in the response, b) the progress of the response, and c) anything regarding any legal proceedings associated with the animals or response. (Examples of content that is and is not allowed will be provided in training, and if you have any questions, please ask!)
15. Unless specifically authorized by RedRover staff, do not take or publish any photos or video from the deployment, even after the deployment is over. This includes photos or videos taken by cell phone, even if these images are “just for me.” Even the act of taking these photos on site can damage RedRover’s relationship with its partners.
16. We recognize the desire to capture the friendships and bonds formed during deployment via photo. Talk to your Team Leader about appropriate ways to capture these images. In most circumstances, this can be accommodated with photos taken away from or outside the shelter location and without any animals visible. However, do not take or publish any such photos or videos until authorized by on-site RedRover staff or designated Team Leader. Sometimes the shelter location is secret, and even photos taken outside of the shelter can reveal its location.
17. Be aware that as a RedRover Responders volunteer, your posting about a RedRover deployment has an increased likelihood of being interpreted as representing RedRover’s position.
18. Do not publish anything that is disrespectful, damaging, or embarrassing to any of our deployment partners or volunteers, including the inviting organization and other organizations working on the response.
19. As always, you are encouraged to share content RedRover has published on social media, such as press releases, Facebook posts and albums, and tweets. You may also share and post content that has already been published by other media sources.

We encourage you to err on the side of caution with your deployment-related communication. If you have any questions about a communication, please run it by the on-site Team Leader or Emergency Services Manager. You are always welcome to contact RedRover with your questions, or if you have an idea about communication or a content suggestion.

Volunteer Resources and Support

RedRover volunteer profile

RedRover Responders volunteers will be contacted for emergency responses via email. It is essential that you keep your contact information current. You can update your email address, address, skills and interests at any time by visiting your online RedRover Volunteer Profile. Find a link to visit your profile at <http://www.redrover.org/respondersresources>.

RedRover Responders t-shirt and other clothing

Additional RedRover Responders t-shirts are available for order for \$15 each. Contact RedRover at 916.429.2457 or send an email to info@redrover.org for details. Please note, additional t-shirts will be provided to you onsite at a deployment for no additional charge.

Other volunteer information

Find other volunteer FAQs, a deployment response history, recommendations for additional training (including FEMA courses) and other resources by visiting www.redrover.org/respondersresources.

Disaster preparedness resources

Visit RedRover's website at www.redrover.org/disastertips for disaster preparedness information ranging from preparing a family to preparing a community. In this section of the website, visitors may:

- Find preparedness lists for household pets by species including cat, dog, horses, reptiles and amphibians
- Download RedRover's disaster preparedness checklist
- Request to receive RedRover's standardized disaster forms (organizations and agencies)
- Set up a Memorandum of Understanding (MOU) or Mutual Aid Agreement (MAA) with RedRover (organizations and agencies)
- Connect with state/province and local animal response teams
- View sample community disaster plans and other community planning resources.

Volunteer Policies and Procedures

Volunteer costs and reimbursements

RedRover offers travel reimbursement up to \$250 for volunteers who deploy for two or more days, not including travel days. Travel costs include, but are not limited to gas reimbursement, flights, rental car, and ground transportation. RedRover does not reimburse for mileage. RedRover also provides housing and at least one meal per day. Volunteers are responsible for all other personal costs related to deployment. RedRover does not provide any reimbursement for travel costs, supplies purchased or other expenses unless explicitly stated in writing. RedRover recommends that volunteers carefully log their volunteer-related expenses and keep receipts. Expenses while volunteering with RedRover may be tax-deductible. Talk to your tax advisor for details.

Immunizations

RedRover requires RedRover Responders volunteers to have a current tetanus immunization. Please discuss exemptions to this requirement with a RedRover staff member. Highly recommended immunizations include Hepatitis A and Hepatitis B. Pre-exposure rabies is also recommended. It is possible that volunteers without these immunizations may not be able to participate in some deployments, though these restrictions are rare.

Periodic RedRover Responders volunteer reaffirmation

Periodically, usually every other year, RedRover Responders volunteers are asked to review and agree to the Code of Conduct. Volunteers who no longer want to be on the RedRover Responders active volunteer roster are asked to fill out a short online form. Alternatively, if you agree to the Code of Conduct and do want to stay on the volunteer roster you do not need to do anything!

Volunteer review, discipline and termination procedure

All matters concerning volunteer discipline and termination should be conducted in accordance with RedRover's Pledge to Volunteers.

After each deployment, the on-site RedRover Responders Team Leader(s) is invited to share comments in confidence with RedRover staff about the volunteers who deployed in a structured format. These comments are used to identify outstanding volunteers, as well as volunteers who needed more support. During this review, a Team Leader could report that a volunteer violated the Code of Conduct. In those cases, RedRover staff will discuss the situation with the volunteer and will determine whether or not the situation warrants further action, such as counseling or termination. RedRover does not maintain secret "blacklists."

Public Education Event Procedure

RedRover staff is available to support RedRover Responders volunteers who wish to educate their communities about disaster preparedness for animals at events such as pet expos and safety fairs.

Before the event:

Contact RedRover at least six weeks prior to the event for optimal support. Go to www.redrover.org/respondersresources for more information.

Depending on the specific event and the volunteer's needs, RedRover may be able to provide:

- An email to nearby RedRover Responders volunteers to recruit more participants
- A guide to educational tabling, including talking points about RedRover and disaster preparedness. A recorded or live online webinar training may also be available.
- RedRover's email sign up form
- Brochures and other publications
- A tablecloth or banner that can be returned after the event is over.

RedRover cannot provide any funding for event fees, such as an exhibit fee.

Please do not print the RedRover logo. Instead, please talk to a RedRover staff member about your display needs and staff will work with you to make sure the logo is displayed properly.

Please do not include any materials that have United Animal Nations or Emergency Animal Rescue Service on them.

Volunteers may not include live animals in their display or accept cash donations on behalf of RedRover or another organization at a public education event. In general, the purpose of these events is public education and awareness, not fundraising. We can provide business reply envelopes to have handy at your table in case someone insists on making a donation. Having visitors sign up to receive email communication from RedRover is the best way to create a long-term relationship and increase support for RedRover's work.

After the event:

- Promptly (within two days) **return the email sign up forms** by fax or scanned document. This allows RedRover staff to input the addresses into our database and *promptly* thank the visitors for signing up. Tip: While you're at the event, have someone take a photo of you at the table. Then email us the photo along with the email sign up forms, and we'll include the photo in the welcome email so visitors have a point of reference!
- **Log in to report your event activity.** Go to www.redrover.org/respondersresources and click on the Event Resources page.
- **Return any loaned materials** such as banner or tablecloth so that other volunteers may use them.

Mobilization, Deployment and Demobilization

The three steps to deployment

1. **Mobilization:** After an incident is identified and an agreement is reached with the partner organization about the details of the assistance needed, RedRover staff sends an email invitation to trained RedRover Responders volunteers, beginning with volunteers who live closest to the incident location.
 - Carefully read the deployment mobilization email, evaluating it for whether or not you meet the specific criteria for that incident, and whether or not this specific incident is a good match for your skills and ability to deploy.
 - If you want to deploy for this incident, sign up using the link and form provided in the email. Be prepared to provide the dates you are available to deploy.
2. **Activation:** RedRover staff will call volunteers who have signed up to deploy. This phone call is an important step. The details of the response will be discussed, and you will have a chance to ask questions. You and the RedRover staff member will make a decision together if this is a good deployment for you.
 - It is always OK to decide at this step that the deployment is not right for you.
 - Calls are typically made in the order of date available to deploy.
 - Sometimes we have more volunteers sign up for a deployment than are actually needed. When this does happen, we will notify the volunteers who are not needed via email.
3. **Confirmation:** RedRover staff will send a personalized email to you confirming the dates of your deployment and providing any remaining details, such as the address of the hotel or shelter. This email also contains emergency phone numbers.
 - After committing to deploy, we are counting on you to be there as part of the team.
 - Volunteers MUST inform RedRover in a timely manner if any of their plans to deploy change, such as anticipated arrival time or date.

Post-deployment procedure and support

- **Written RedRover Responders volunteer debrief survey:** After a deployment, volunteers will be able to provide detailed feedback about their experience, including their interaction with leadership, through a confidential debrief survey. Comments beyond the survey are welcome and can be directed to Susie Robert at srobert@redrover.org or Beth Gammie at bgammie@redrover.org. These staff members can also be reached by phone at 916.429.2457.
- **RedRover Responders Volunteer roster:** After most deployments, volunteers will be invited to share their contact information with other volunteers who deployed to the same incident.
- **Group check-in call (for most deployments):** After most deployments, volunteers will be invited to participate in a conference call within a few weeks of the end of the deployment. The purpose of the call is to come together as a group to talk about the status of the animals and share stories.
- **Further support:** Volunteers who wish to discuss any aspect of the deployment, or are having difficulty recovering from the deployment, are welcome to call or email RedRover staff.

Emotions at home

After a deployment, you may experience a wide variety of emotions: happiness, exhilaration, satisfaction, numbness, exhaustion, sadness, irritation, impatience or resentment, to name a few. You have just been through a difficult situation: working alongside people you don't know; performing emotionally and physically challenging tasks; and operating in urgent rescue-mode. We often witness the effects of cruelty and disasters. Sometimes it takes some time to adjust to normal life. If you are having a difficult time after a few days, please feel free to contact RedRover staff at any time. We are always happy to listen.

Following animal outcomes

Please be aware that we cannot follow the outcome of each animal who goes through a temporary emergency animal shelter. When possible, RedRover will share whatever information we know about animal outcomes during our post-deployment check-in conference call. We may also post such information to our blog (www.redrover.org/blog) or Facebook page (www.facebook.com/RedRoverOrg).

We're mainly limited in the follow-up outcome information because of the resources it takes to get that information. Asking the receiving shelters to track down the outcomes for specific animals is time consuming for them. We prefer they spend their time getting whatever animals they are working with to a loving home, rather than letting us know how things are going. When it's feasible, we do all we can to get specific updates if they are available to us.

Adoption

Do not expect to adopt animals on an emergency response. Occasionally, RedRover Responders volunteers can adopt animals in these situations, but this is not a common practice. Typically, animals rescued from a crisis situation are returned to owners in the case of natural disasters, or placed with preapproved shelter partners and rescue organizations with the resources to find loving forever homes for the animals. If you have any questions about adoptions, please speak with the RedRover staff member or Team Leader on site.

Leadership and Specialization Opportunities

RedRover Responders volunteers can have many levels of involvement in the organization.

- **Public education.** Any RedRover Responders volunteer can represent RedRover at a public education event, as described earlier. After participating in an event, please visit www.redrover.org/respondersresources to report it.
- **Community disaster planning.** Any RedRover Responders volunteer can represent RedRover through disaster readiness and preparedness groups and coalitions, such as Voluntary Organizations Active in Disaster (VOAD), Citizen Corps or other local, district, city, county or state-level organizations. If you participate in a meeting or event, please report it at www.redrover.org/respondersresources; click on the Event Resources page. Any RedRover Responders volunteer can approach Emergency Managers to suggest that they enter into a Memorandum of Understanding (MOU) with RedRover to prepare for an emergency. Then, you can introduce your contact to a RedRover staff member. Staff facilitates the rest of the MOU process. More community disaster planning resources can be found at www.redrover.org/planning.
- **Long-Distance Team.** RedRover Responders join the Long-Distance Team (LDT) list to indicate their interest in receiving invitations to deploy outside their nearby geographic area. During some deployments, RedRover needs more volunteers than the nearby volunteer pool can provide. LDT members are willing to consider deployment requests from further away. Please email Responders@redrover.org if you are interested in joining the Long-Distance Team.
- **Media Volunteer Program** RedRover Responders volunteers are invited to apply to become a Media volunteer (MVP). Qualified volunteers share stories, photos and videos from deployments to help RedRover spread the word about our work to help animals and encourage people to support our efforts. Communications Assistants take video, write blog posts, take photos and interview other volunteers about their experience. MVPs must have a proven ability to take high-quality photos and to write well, as evidenced by published work in print or online. An application and interview is required. For more information, visit redrover.org/media-volunteer-program.
- **Team Leader.** Team Leaders are experienced, trained RedRover Responders volunteers who lead other volunteers and help them succeed while deployed. Usually working under the direction of an on-site RedRover staff member, Team Leaders facilitate volunteer orientation, coordinate volunteer logistics like food and housing, and oversee moment-to-moment animal-related tasks and teamwork. They are an essential part of making the volunteer experience a successful one, which ultimately means quality care for the animals. Selection is by staff nomination only.
- **Workshop Facilitator.** Experienced RedRover Responders volunteers can train to become a Workshop Facilitator. Workshop Facilitators lead the in-person portion of RedRover Responders training, which is a four-hour, group-based workshop. Workshop Facilitators provide first-hand perspective and guide learners through a prescribed set of tasks and activities designed to prepare new volunteers for deployment. Workshop Facilitators may also manage the logistics of setting up a workshop location. Selection is by staff nomination only.

The National Animal Rescue and Sheltering Coalition (NARSC)

Established in early 2006, the National Animal Rescue and Sheltering Coalition is an outgrowth of the unprecedented disaster season of 2005, where major storms – including Hurricane Katrina – brought to public light the impact that storms can have on people and their companion. The National Animal Rescue and Sheltering Coalition includes such organizations as American Humane (AH), American Society for the Prevention of Cruelty to Animals (ASPCA), Best Friends Animal Society, Code 3 Associates, International Fund for Animal Welfare (IFAW), National Animal Care and Control Association (NACA), American Red Cross, PetFinder Foundation, and RedRover. Find more information about NARSC at www.narsc.net.

Coalition representatives meet regularly to identify, prioritize and find collaborative solutions to the major human-animal disaster issues currently being discussed at the Federal, state and local levels. Among the animal-related issues we have addressed are:

- Standardization of a core curriculum of training for disaster responders;
- Volunteer management and training;
- Resource typing of animal rescue, transport and sheltering expertise;
- Assisting state and local entities in disaster planning under the PETS Act;
- Creation and acceptance of a Code of Conduct for all NARSC members; and
- Professional development.

Volunteer Insurance

All insurance provided to RedRover Responders volunteers by RedRover is coverage in excess of their own personal insurance. Volunteers must bill their own insurance first before bills can be submitted to RedRover's volunteer insurance.

Excess Medical Coverage

The insurance applies while you are traveling directly to and from, and while you are participating in, RedRover volunteer-related activities. The insurance also applies to treatment of zoonotic diseases contracted while on deployment. This coverage is in excess of Medicare, Medicaid and any other insurance that you have in place.

Initial medical expenses must be incurred within 60 days of the incident. Expenses are then covered for a one-year period following the incident.

Process:

The on-site Team Leader will:

1. Ensure volunteer is given proper medical treatment. *Contact Director of Field Services if unable to determine type of care needed (on-site or advanced medical care.)*
2. Inform the Director of Field Services of injury at time of incident.
3. Complete an incident report and submit it to headquarters within 24 hours.
4. If the injury is due to a bite, notify local animal authority so the animal can be quarantined.

Upon claim from volunteer, RedRover staff will:

1. Obtain itemized medical bills from the volunteer
2. Complete and sign the Proof of Loss form
3. Make sure the form is complete and forward it and all receipts to the RedRover Accounting and Administrative Manager, who will forward all relevant materials to the insurance company.
4. Follow up as needed with the insurance company and volunteer.

Excess Volunteer Liability Insurance

This policy provides protection if you are liable for bodily injury or property damage arising out of the performance of your RedRover volunteer duties. This coverage is in excess of and noncontributing with any other valid and collectible insurance you may have. If an incident occurs, notify your Team Leader or the Emergency Services Manager immediately.

Excess Automobile and Automobile Liability Insurance

RedRover volunteers who operate their own vehicles while serving in a RedRover volunteer role must carry the minimum insurance required in their state in order to qualify for any coverage. RedRover volunteer insurance pays for damage to another person's property or physical injury to another. It only pays in excess of the amount not covered by the volunteer's own personal policy. The insurance does not cover damage to one's own property or any property within his/her own personal control. If an incident occurs, notify your Team Leader or the Emergency Services Manager immediately.

Incident Command System (ICS) Positions and Descriptions

What is the Incident Command System (ICS)?

ICS is the system for command, control and coordination of an emergency response. It provides the means to coordinate the efforts of individual agencies as they work toward the common goal of stabilizing the incident and protecting life, property and the environment. ICS improves efficiency and effectiveness in emergency responses.

Chain of command

A key principle in ICS is the chain of command. This chain of command can also be thought of as a “chain of communication,” through which tasks, questions, and feedback should flow. RedRover Responders volunteers should understand and follow the chain of command. This means that, at a minimum, each volunteer should be clear on who they report to in the chain of command—who is the person that assigns their tasks and answers their questions. If every volunteer on site went to the Incident Commander (IC) with questions and comments, the IC would quickly become overwhelmed, operations would not be as effective and the quality of animal care would decrease. When people go outside of this chain—either with questions, instructions, feedback, or task assignments—it makes the system less efficient, and creates confusion in what can be very large and complex operations. Sticking to the chain of command helps the whole operation run more smoothly and relieves stress on all participants.

No one other than a volunteer’s immediate supervisor should reassign that volunteer or otherwise take them away from their task. If this occurs, please check with your supervisor and he or she will handle the request. RedRover Responders volunteers have skills and positive attitudes that are easily recognized, thus they are often requested to assist in different ways by different people and agencies. However, RedRover Responders volunteers’ primary concern is animal care; so redirecting requests to a supervisor helps animal care to remain a priority.

Why do you need to know about ICS?

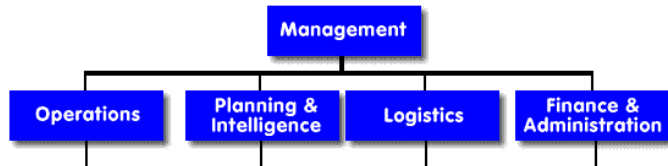
We live in a complex world in which responding to emergencies, from single-car accidents to large-scale disasters, often requires cooperation among several agencies. It is likely that you will be asked to function within an ICS environment at a deployment.

During a deployment, you may or may not be working in a role that you are used to performing. You may be tasked to do a duty for which you are overqualified. Be aware there are personnel assigned to each role listed in the ICS chart. Every duty given during a deployment is an important facet to the overall success of the response and it is imperative you stay within the bounds of your assigned task.

Specialty skilled volunteers: If you have special skills that you think may be useful to the response, such as electrician, animal control officer, veterinarian, veterinary technician, or another relevant profession, *do* alert your Team Leader about your skills and experience. However, you most likely *will not* be called upon to use these skills. Usually before the RedRover volunteer team arrives on site, procedures have been followed to assign roles for the entire operation. Under ICS, qualified individuals may already have been assigned to each role, and even though you may have the skill to fill that position, you may not be requested to do so. Unless requested by a Team Leader or supervisor, please do not go outside of the duties you have been specifically assigned to perform.

This section includes the basic information that you will need to work in an ICS environment. All RedRover Responders volunteers are required to complete IS-100: Introduction to Incident Command Systems, a free online FEMA course, and volunteers are encouraged to complete additional FEMA courses to better understand the rationale for using ICS. Comprehension of ICS is imperative to successfully performing your role and understanding why your role is significant during a deployment.

The different sections and branches within ICS, as it pertains to RedRover responses, are briefly described below.



Operations Section

RedRover usually falls under this category. There may be more than one Operations Branch, such as Shelter Operations and Field Operations. RedRover Responders volunteers report to the Team Leader. The RedRover Responders Team Leader reports to RedRover Staff person on-site, usually acting in the role of Shelter Manager.

The Operations Section is responsible for carrying out the response activities described in the Incident Action Plan. The Operations Section Chief coordinates Operations Section activities and has the primary responsibility of receiving and implementing the Incident Action Plan. The Operations Section Chief reports to the Incident Commander and determines the required resources and organizational structure within the Operations Section. The Operations Section Chief's main responsibilities are to:

- Direct and coordinate all operations, ensuring the safety of Operations Section personnel
- Assist the Incident Commander in developing response goals and objectives for the incident
- Implement the Incident Action Plan
- Request (or release) resources through the Incident Commander
- Keep the Incident Commander informed of the situation and resource status within operations.

Planning Section

In smaller events, the Incident Commander is responsible for planning, but when the incident is of a larger scale, the Incident Commander establishes the Planning Section. The Planning Section's function includes the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. This section's responsibilities can also include creation of the Incident Action Plan which defines the response activities and resource utilization for a specified time period.

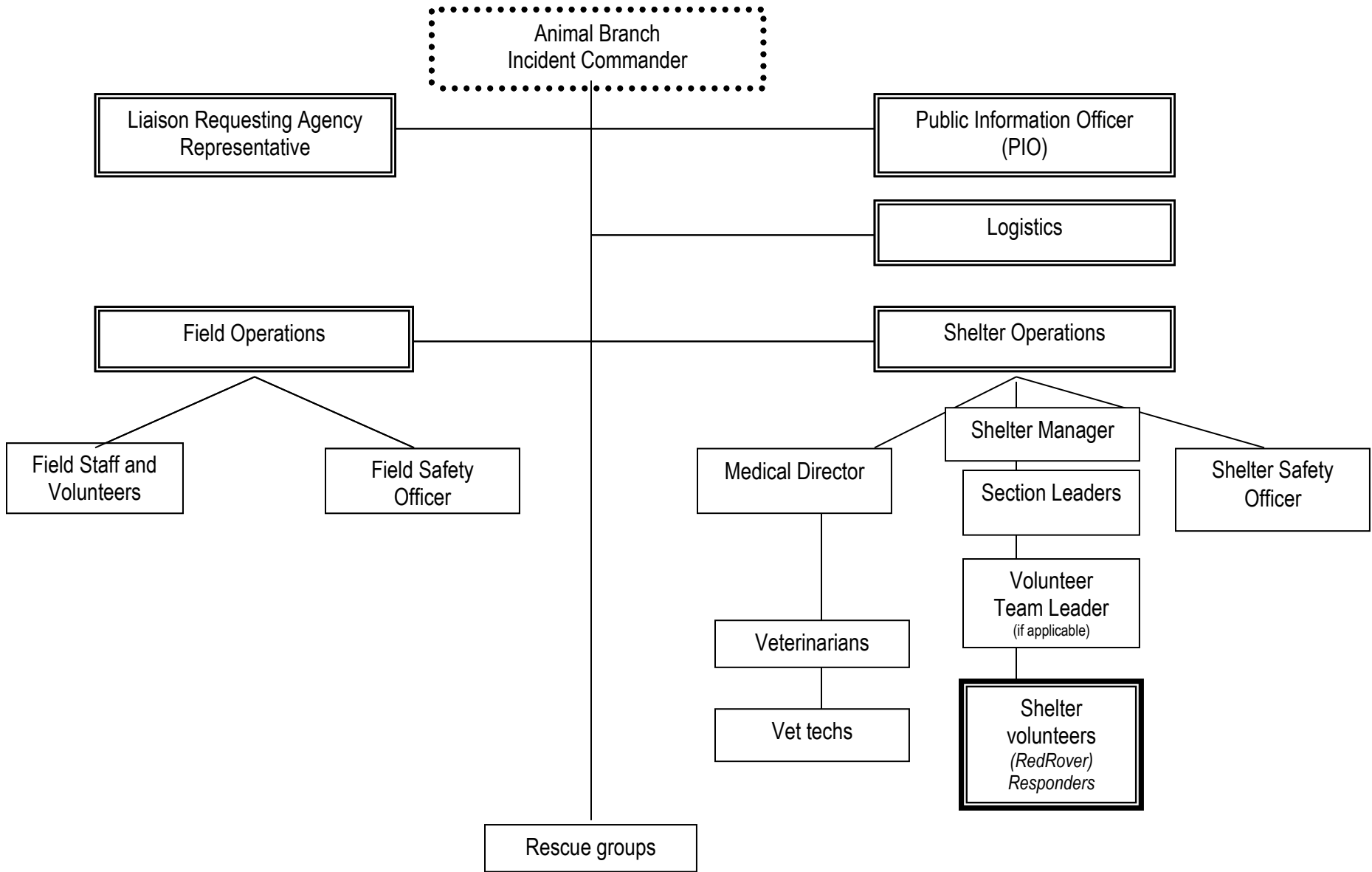
Logistics Section

The Logistics Section is responsible for providing facilities, services and materials, and personnel to operate the requested equipment for the incident.

Finance/Administration Section

The Finance/Administration Section is critical for tracking incident costs and reimbursement accounting. If volunteers are participating in a deployment in which reimbursement for travel costs is available, volunteers play an important role in this section by keeping careful track of travel-related receipts.

Sample Temporary Emergency Animal Shelter ICS Chart



STANDARD OPERATING GUIDELINES (SOGs)

RedRover's Standard Operating Guidelines (SOGs) encompass a basic outline for how RedRover conducts its work of caring for animals in crisis in most circumstances. SOGs are a method of recording and sharing best practices for the many detailed aspects of operating a temporary emergency animal shelter.

SOGs are guidelines, not strict rules. Since all emergency situations are different and the condition of the animals varies, many items may be changed, modified, omitted or amended. SOGs provide the structure upon which the leadership team can determine the procedure that works best for a given circumstance. Flexibility is inherent in the SOGs. In some cases, on-site procedures are provided by an organization or authority that has their own SOGs that may be different from RedRover Responders' normal operations.

The following pages contain the SOGs, procedures and policies that RedRover has in place. Volunteers should review these pages prior to deployment, but be prepared to encounter procedures that are different from the ones outlined in RedRover's SOGs.

Please keep in mind everything that is done during an emergency response is done in the best interest of the animals. If you have any questions or concerns, please feel free to ask your supervisor or RedRover's Emergency Services Manager.

RedRover Responders Volunteer On-Site Orientation SOG

Ideally, all volunteers will receive an orientation immediately after arriving on site from the Team Leader or his/her designee. However, there are times in emergency services when volunteers must be put immediately to work, but orientation should take place as soon as possible after arrival. We recognize it is imperative that all volunteers get the same information upon arrival to ensure safety and proper shelter operations. Orientations may be held in groups at a specified time. When a volunteer or team of volunteers arrives, the following items are to be a part of the formal orientation:

Sign In: All volunteers must sign in and out each day.

Facility Tour: To include as necessary: sign-in location, restrooms, break area, water, human food, animal food, feeding areas, isolation ward, medical ward, maternity ward, grooming, animal water access, shelter supply location, cleaning supply location and any other specialty locales.

Safety Issues: While taking the Facility Tour, safety issues should be pointed out such as tripping hazards, pinching, sharp or otherwise dangerous kennels, stalls or cages, broken windows, etc.

Chain of Command: ICS, Chain of Command or Organizational Chart will be placed prominently at the shelter, usually at the front desk. RedRover Responders volunteers will report to the Team Leader unless otherwise noted.

Status Update: If this is a criminal case: any additional information obtained since original deployment time such as surrenders or hearings is shared. During disaster deployments: evacuation, curfew or damage updates, expected weather, etc. will be explained.

Daily Duties: Brief reminder of feeding and cleaning standard operating guidelines. Reminder or assignment of schedule, assigned duties and area.

Additional Animal Care Information: Basic animal handling and body language review. Special animal issues (aggressive, timid), special diet, etc.

Special Skills: Any special skills or equipment can be brought up and discussed at this time (i.e., photographer, groomer, grief counselor, etc.) There may or may not be a need for special skills.

Meals: Discuss whether meals are provided, hotel offers breakfast, on-site food is available, or dinner plans if applicable.

Accommodations: Directions to hotel from shelter and vice versa. Room sharing and roommate information, if applicable, or, camping information.

Briefings: When and where next briefing will be held.

Did your orientation miss one or more of the above items? Ask your Team Leader or Supervisor!

Safety SOG

Along with RedRover staff, the Team Leader will attempt to identify all safety concerns at the emergency shelter location. Concerns will vary from site to site and can change daily. Use proper judgment and be alert for any unidentified concerns.

RedRover Responders volunteers will be advised of any known safety issues. Continually check for tripping hazards, electrical issues, HAZMATs (bleach containment), behavior issues with animals and other concerns, and advise the Team Leader immediately if you identify a hazard.

If a volunteer is not an experienced animal handler, they should use proper precautions when working with the animals, ideally not handling animals or handling them only when working with an experienced partner. A disaster situation is not the time to learn safe animal handling protocol. It is highly recommended that volunteers gain handling experience by volunteering at their local shelter prior to deploying in a crisis response. Ideally, volunteers will be provided with appropriate equipment to safely handle animals (i.e., cat gloves, latex gloves, slip leads) when possible.

If necessary, signs will be posted near safety concerns to remind personnel to use caution.

Injury SOG

Injuries include animal-inflicted wounds, such as scratches and bites, and those that are accidental, such as from falls or cuts.

RedRover Responders volunteers must:

1. *Immediately inform* the Team Leader when an animal bite or scratch occurs, even if the bite/scratch appears minor; or if any injury occurs that results in bruising, bleeding, trauma to the head or other body part, or other injury.
2. Be prepared for the possibility that you will be required by on-site leadership to seek professional medical care, even if you insist that the injury is minor.

When an injury occurs, the Team Leader may need to work with the Safety Officer, Incident Command or next up in Chain of Command. The Team Leader's primary role is to ensure that the volunteer receives proper medical treatment.

The RedRover Responders Team Leader or on-site RedRover staff member will:

1. Immediately administer first aid to clean the wound and examine it.
2. Arrange for mandatory transport to advanced medical care if any of the following occurs:
 - Difficulty or absence of breathing
 - Decreased or altered mental state
 - Excessive bleeding that does not slow after 10-20 minutes of direct pressure
 - Head, back or neck injury is suspected
 - Fracture is suspected
 - Any time extent of injury cannot be determined

If the injury is a cat bite or scratch, volunteer will likely need to seek medical care for proper cleaning of wound and precautionary antibiotics, even if the wound appears to be minor.
3. Inform Emergency Services Manager of injury, if not on scene.
4. If the injury is an animal bite or scratch, the Team Leader will label cage with Quarantine sign available in the RedRover Responders volunteer sign-in binder. The Incident Command will determine who needs to advise local animal authority and follow local procedure for bites.
5. Complete an incident report and submit to headquarters within 24 hours.
6. Complete Volunteer Insurance Claim Form with patient and submit to headquarters within 24 hours, if patient requires professional medical care.
7. Ensure volunteer takes appropriate amount of time to rest or recover and follows medical recommendations.
8. Re-assign job duties or assist with early demobilization plans for volunteer if necessary.
9. Coordinate with volunteer and headquarters for follow up phone call to volunteer.

What happens to an animal who has scratched or bitten?

Since many of the animals volunteers come into contact with are extraordinarily stressed, fear biting is not uncommon. Animals are not euthanized just because they bit or scratched. All factors will be considered, including animal behavior outside of the emergency shelter environment. Most commonly, if an animal bites, he/she will be quarantined in foster, at a boarding kennel or vet office for 10 days prior to transport to rescue. Volunteers *must* report all bites for the animal's safety and well-being, as well as their own and others who will be working with the animal. This allows everyone to know how best to handle the animal and make sure they are in the right situation to keep everyone safe.

Animal Handling SOG

In order to keep the animals' welfare as a top priority:

RECOGNIZE your skill level. Do not handle an animal you are not thoroughly comfortable handling or ABLE to knowledgeably handle. Other personnel on site can be identified who can work with fractious, scared or aggressive dogs or feral cats in an appropriate manner. Many of these animals are terrified and unsure of our motives. Our goal is to keep them safe and calm and not feel threatened or go into "survival mode" and try to bite.

WATCH the reactions of the animal you are handling. Exiting a kennel, walking past a barking dog, standing too close to another animal and many other stimuli may cause panic or a behavior change in an animal. If the animal is not comfortable – immediately remove him from that situation and get assistance or further direction.

BE AWARE of your surroundings. If other personnel is having difficulty with an animal, stay out of the way. Attempt to get the attention of staff, supervisor or lead to help them if needed. Stand back unless directed otherwise; do not move closer and watch as that only heightens the animals stress level.

Partners

While feeding and cleaning, you will be assigned to a partner. DO NOT EVER LEAVE YOUR PARTNER. You are attached at the hip for the entire time you are completing a task with a partner. If you are able to clean cages individually, do so right next to each other. If you separate from your partner and are in another stall or out of eyesight, you may not be able to get help or realize your partner needs help if caught in a sticky situation. You most likely will not be heard if you yell. For your own safety as well as the welfare of the animals – STAY WITH YOUR PARTNER.

General rules

- Do not EVER drag a dog with a slip lead around its neck; if he won't walk and you are unable to carry him, ask for assistance.
- Do not pull a dog out of its kennel by his legs.
- If you are not easily able to handle an animal without causing undue stress to the animal, please ask for help. You are not expected to be able to handle all animals on site; some may need expert handlers.
- If you get into a situation when you cannot safely and comfortably (for you AND THE ANIMAL) do what you are trying to do – STOP – BACK AWAY and ask for assistance.

Public Relations SOG

RedRover Responders volunteer behavior while media is present

A volunteer may communicate with the media only with Team Leader or RedRover staff approval. With approval, volunteers can discuss the following topics:

- Where you are from
- Why you chose to respond to the situation
- If you took time off work/school to help the animals
- What tasks you are performing at the shelter
- Volunteers are to clarify that they are volunteers with RedRover

Volunteers may *not* express opinions on legal cases, promote unrelated organizations, share future plans for the animals or discuss any other aspect of the deployment.

If volunteers are asked questions about the overall deployment, whether a disaster response or criminal seizure, they should refer the reporter to the Team Leader or RedRover staff member on site.

Volunteers are encouraged to act normally and continue working with the animals while media is present. Smoking, eating, drinking or any other non-work related activity should not take place in the presence of video cameras or photographers. Volunteers should be in uniform (RedRover Responders t-shirt) at all times. Perform your assigned duties as efficiently and professionally as possible.

Please inform the Team Leader of any difficult situations that may arise while media is filming. If the lights or commotion are causing undue stress for the animals or if a stressed or fractious animal is next in line for vet exams, please advise the Team Leader so cameras may be shifted away and not cause further duress for the animals.

RedRover marketing materials

Interested in sharing your experience? Volunteers are often invited to contribute to RedRover's printed and online publications, like the blog (www.redrover.org/blog) and *Companion* magazine. These are important tools that inform RedRover members, donors and volunteers about a deployment. Ask the on-site RedRover Responders staff about contributing, or contact the RedRover Communications Director at 916.429.2457. Some topics volunteers may write about include:

- A special animal who has caught your attention
- What it's like to deploy
- What it's like to leave your home obligations to deploy
- The generosity or hardships of the community you are serving

Hometown media

If you have the opportunity to talk about your RedRover deployment experience with your hometown media upon returning home, please notify the RedRover Director of Communications first by calling the RedRover office at (916) 429-2457. He or she can provide copies of any press releases that have been issued, coach you on specific talking points and give you updates on the deployment.

Animal Cruelty Case Response SOG

Situations involving a large-scale animal cruelty case, such as a puppy mill, neglect case, animal fighting raid or hoarding situation.

Confidentiality

Most large-scale animal cruelty cases are dealt with on a criminal level. These responses are extraordinarily confidential. Please do not discuss ANY details of your deployment with anyone, and do not post comments or photos to Facebook or other social media about the deployment. Casual comments have led to owners getting tipped off and all animals removed from the location prior to rescue, leading to continued suffering for those animals. It is of utmost priority to keep all information regarding a deployment confidential until otherwise specified.



RedRover staff or Team Leader will advise when it is clear to share photos and information.

Photographs

No photographs may be taken during deployment unless permission has been granted by the prosecuting entity or the Incident Command. All photos are considered evidence and the release of evidence to the public (even sending one photo electronically to a family member) jeopardizes a case, even resulting in the dismissal of the entire case. Taking photos, even with a cell phone for personal use, threatens the case, and at a minimum, significantly impairs RedRover's relationships with partnering agencies.

These rules apply to all photographs, including those taken with cell phone cameras.

Tampering with evidence

The animal's welfare must remain a priority. Even though many of their problems are easily fixable, the animals' condition CANNOT BE ALTERED UNTIL PROPERLY DOCUMENTED. This includes, trimming nails or cutting off matted fur. If an animal is in extreme discomfort, please bring it to the Team Leader's attention and ideally it can be documented and attended to immediately. If you cut a mat off of a dog prior to proper documentation that is TAMPERING WITH EVIDENCE. This in turn can cause all of the evidence collected to be considered TAINTED and INADMISSABLE in court. The result of this small action can easily cause the loss of the entire case and all animals will be returned to where they came from.

Socialization

During most seizure responses, there will not be a lot of socializing time for these animals while under our care. These animals may be critically stressed and we should not force introducing them to socialization or handling as that may be more harmful than beneficial. If an animal's stress increases when receiving attention, please limit contact with that animal. While we receive enjoyment out of cuddling a dog this may actually be traumatic to animals under duress. Limited contact with the animals is crucial, even if the animal seems to enjoy it. Overstimulation is one of the leading causes of intestinal difficulties and behavioral issues for all animals.

Cage cleaning

Cleaning cages needs to be done quickly and efficiently. The cages do not need to be immaculate each time they are cleaned. Most of these animals are coming from years and years of accumulated feces and

dirt. Attempting to make their kennel spotless is unnecessary and can cause undue stress on the animal. Ensure the animals are dry, have water and the cage is relatively clean. These animals are not used to being held. Although volunteers may get satisfaction by holding and cuddling the animals, the animals are not used to this, they are unsure of our motives.

Transport and placement

Incident authority usually is coordinating transport during this time and the goal is to begin transport of the animals as soon as the triage and documentation is complete. Once in the care of rescue groups they will be sent into immediate foster if needed where they will receive the individual attention, grooming, etc so desperately needed.

Placement partners are pre-identified, reputable organizations. Animals are usually transferred in small groups to these agencies in order to not inundate any one community. These shelters and rescue groups do everything they can for the animals to give them the second chance they deserve. Unfortunately, at times, medical issues and/or behavioral issues arise and the animal is deemed unadoptable. With the increase in large scale rescues, more and more shelters are continuously at capacity and there is less room for long-term behavior modification or medical treatment. This is the reality of the animal over population crisis. The lead agency and partnering rescues do all that is possible to find homes for each of the animals rescued on each deployment, but there have been, and will continue to be, times when an animal is not placed and must be euthanized. This is a last resort and all involved are positive the animal has at least received their second chance.

Reasons for being there

There will be many times you want to do something “for the animal.” Think it through to ensure it is actually in the animal’s best interest, not just making you feel better. A dog that has been living for years in six inches of feces probably doesn’t notice the back of his kennel is messy or there is a dirty bowl in his cage. He is terrified and unsure of our motives. If we reach in to clean that dirty back corner, he most likely will be scared, his stress level will increase, and he may even bite. Now you are injured and unable to continue caring for the dog, other personnel has to care for you instead of the dog, and the dog will need to remain in quarantine for ten days rather than go into immediate rescue. Keep the big picture in mind, do what is best for the animals in the long term.

Trust

The organizations involved in large scale rescues have been doing this for many, many years. There are multiple policies and procedures in place. If you have any questions about any of them, please feel free to ask, there is a reason. We are all there FOR THE ANIMALS. Keep in mind hundreds of thousands of dollars are spent on each deployment. Many organizations’ reputations are also at stake. No one would do anything to jeopardize the animals’ future in any way. Animals are only transferred to reputable agencies or rescues that have a previous relationship in place. ALL of the animals’ best interest remains a priority from seizure to shelter to transfer to rescue. Unless it is determined that it is in the best interest of the animal to end their suffering, whether physical or mental, all animals are given a chance at rescue.

Thank you!

RedRover would not be able to help the thousands of animals that are being saved if not for the volunteers. YOU are enabling organizations across the country to change the destiny of thousands of animals and the lucky owners who are adopting them. These animals so desperately need saving and it would not be possible without every RedRover Responders volunteer involved.

Disaster Response SOG

Situations involving a natural disaster such as a fire, flood, tornado or hurricane.

Incident Command

The Incident Command System and Chain of Command are paramount during a disaster response. Be sure that you are familiar with ICS and be extra cautious about staying within your role.

Confidentiality

The main confidentiality concerns during a natural disaster deployment are the identity of the animals and the evacuees. Sometimes the location of the emergency shelter will be confidential as well. Be sure you understand what information is confidential and what is not. Ask if you are unsure, and especially be sure prior to sending that text, posting to a social networking site, or sending an email. During a disaster, the media is quick to pick up information and disseminate it, even if it is incorrect or confidential.

Photographs

Assume that no photographs may be taken of the animals or the evacuees unless explicit permission has been given otherwise. If permission is granted, any photos taken on site should not have the animal's ID number visible. These rules apply to all photographs, including those taken with cell phone cameras.

Flexibility

Disaster responses can require extreme flexibility. There can be day-to-day fluctuations in the number of animals, moment-to-moment changes in the shelter's mission and operations, and a wide variation of available volunteer food and housing amenities. Volunteers may be asked to camp, bring their own food and gasoline and use wet-wipes instead of a shower.

Reasons for being there

Typically, the mission of the RedRover Responders emergency shelter is to shelter the pets of evacuees while the evacuees stay at a human shelter. Many times the emergency shelter will house rescued animals who do not have their owners identified yet. Sometimes the evacuees will be caring for their pets while RedRover Responders volunteers help them. Any of these situations can involve varying degrees of interaction with evacuees, as well as local emergency response personnel and animal control. During a disaster response, it is just as important that we treat evacuees and other people with respect and dignity as we treat their animals.

Reunification

RedRover's ultimate goal during a natural disaster response is reunification of every pet with their owner. Sometimes, it is apparent that the animal is not being housed in conditions that animal lovers would approve of, the animal needs to be neutered, or there may be blatant reasons to suspect cruelty. RedRover's role in a disaster is not to provide general pet education or be animal control. If cruelty is suspected, be sure to talk to the Field Leader about what you have observed. RedRover staff will bring concerns to the authorities.

“No Animal Left Behind” SOG

RedRover’s mission includes a commitment to bringing animals out of crisis. This is the core of RedRover’s “no animal left behind” policy. Whenever it is within RedRover’s jurisdiction and power during any emergency response, RedRover adheres to this policy and makes recommendations for the disposition of animals in accordance with it.

No animal left behind means:

- RedRover and other involved agencies place animals who were awarded custody, surrendered or never reclaimed by their original owners with reputable shelters or rescue groups. These groups are selected based on their ability to find forever homes for the animals.
- RedRover does not discriminate based on breed. RedRover supports sheltering and evaluation of animals on an individual basis.
- Animals with treatable medical conditions are given the veterinary care they need while under the care of RedRover or partnering agencies, no matter the cost.

Volunteers should be prepared for the possibility that some decisions about the disposition of animals will be made by other agencies or individuals who operate beyond the reach of this policy. Courts may order the return of seized animals to their previous owner. A newly homeless disaster victim may decide to euthanize an aggressive pet. Though RedRover will do all possible to direct decision-makers to more humane choices, ultimately, part of behaving professionally means respecting these decisions.

When in RedRover’s control, RedRover will only euthanize an animal under the following conditions:

1. **Physical suffering.** If all possible medical care has been provided and does not ease an animal’s suffering, the animal may be euthanized. This may include, but is not limited to, a preexisting illness or injury from which it is determined recovery is not possible. This decision is only made when two veterinarians agree it is the most humane option. The main concern during this type of situation is quality of life for the animal.
2. **Mental suffering.** On extremely rare occasions, an animal can experience irreversible mental trauma. In the worst cases, we have witnessed animals inflicting injuries to themselves or animals who may be a threat to human safety and have no chance of becoming adoptable. The decision to euthanize is made when two animal care professionals, such as a veterinarian and a behaviorist, agree it is the most humane option.

Animal Intake Supplies and Process SOG

On most deployments, RedRover is working with a requesting agency and their protocols will be in place. It is highly unlikely RedRover will utilize this specific Intake Process; however, portions of it may be found useful for the requesting agency to take into consideration.

In order to best serve the animals and their owners (during a natural disaster response), these intake procedures are guidelines to ensure safety, limit liability and initiate disease control.

Supplies recommended

These are supplies that RedRover Responders volunteers will most likely encounter while doing intake. These lists are printed here as a reference for volunteers and leaders.

Optimal

- Preprinted NCR Animal Intake Forms
- Daily Animal Care Sheets
- Laptop computer
- Printer/copier with a supply of copy paper
- Digital camera with a supply of memory cards and replaceable batteries
- Pet ID tab bands in a variety of sizes
- Microchip scanner
- Microchips
- Slip leads
- Supply of gallon-size zip lock bags or plastic sheet protectors
- Zip ties
- Colored stickers or tabs
- Office supplies – pens (ink and felt), pencils, stapler, paper clips, scissors, clip boards, index cards, supply of file folders, dry erase board and dry erase pens and eraser

Standard

- Preprinted NCR Animal Intake Forms
- Daily Animal Care Sheets
- Digital camera with a supply of memory cards and replaceable batteries
- Small white dry erase board with dry erase pens and eraser
- Pet ID tab bands in a variety of sizes
- Microchip scanner
- Microchips
- Extra slip leads
- Supply of gallon-size zip lock bags or plastic sheet protectors
- Zip ties
- Office supplies – pens, stapler, paper clips, scissors, clip boards, index cards, supply of file folders

Intake process

Many times, this process takes place in the field. If not, it is a critical process that should be followed at the emergency shelter.

- Ideally, animals should be unloaded in an enclosed area to prevent escape.
- Animals should be separated by species.
- Verify the field intake information against the physical description and condition of the animal.
- Write firmly and legibly on the triplicate form, making sure to copy ALL the field intake information onto the Animal Intake Form.
- Write down the microchip number if applicable, as well as the microchip company (Avid, HomeAgain, etc.).
- If applicable, clearly write the animal's intake number on an ID band using a permanent marker and assist the animal handler in securing the ID band around the animal's neck.
- Clearly write the animal's intake number on a 3x5 index card and hand to the animal handler to hold near the animal's body for a photo ID.
- Assist the photographer by getting the animal's attention.
- Take at least two (2) good digital photos and check for clarity.
- Check all paperwork for clarity and verify information.
- Transfer the animal's intake number onto the Animal Intake Form and Daily Animal Care Sheet.
- Place the completed Intake Form and Daily Animal Care Sheet in a zip lock bag or protective sheet cover and give to the animal handler.
- The animal handler will take the animal with the packaged Intake Form and Daily Care Sheet to the Shelter Manager or Team Leader (as directed) who will direct him/her to the animal's assigned run or cage.
- The animal handler will attach the animal's packaged identification information to the run or cage with a hook, clipboard, zip tie, duct tape or other designated means.

All paperwork copies should be filed in a binder, numerically by species. At the end of the Intake process, a headcount should be taken of all animals by species and compared to the file of paperwork.

Animal Intake Form

--

TODAY'S DATE: _____		RECEIVED BY: (PLEASE PRINT) _____		OFFSITE STATUS (If Applicable)	
ARRIVING STATUS OF ANIMAL		REQUESTED RESCUE?		OUT DATE LOCATION RETURN DATE	
<input type="checkbox"/> RESCUED <input type="checkbox"/> DROPPED OFF <input type="checkbox"/> DEAD ON ARRIVAL		<input type="checkbox"/> YES <input type="checkbox"/> NO IF YES, WHO REQUESTED IT? <input type="checkbox"/> OWNER <input type="checkbox"/> OTHER _____		_____ _____ _____	
ARE YOU THE OWNER? <input type="checkbox"/> YES <input type="checkbox"/> NO If not, what is your relationship to the animal? _____					
CONTACT INFORMATION					
NAME: _____		ADDRESS: _____		CITY/STATE/ZIP: _____	
HOME PHONE: _____		WORK PHONE: _____		CELL PHONE: _____	
ALT. PHONE: _____		E-MAIL ADDRESS: _____			
PERMISSION TO FOSTER? <input type="checkbox"/> YES <input type="checkbox"/> NO		SURRENDERED? <input type="checkbox"/> YES <input type="checkbox"/> NO		DRIVERS LICENSE NO.: _____	
STATE: _____					
LOCATION OF ANIMAL PICKUP (Give address if known and landmarks)					
_____ _____ _____					
ANIMAL INFORMATION					
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> REPTILE <input type="checkbox"/> OTHER: _____ <input type="checkbox"/> LITTER (Under 8 weeks old) NUMBER IN LITTER: _____					
<input type="checkbox"/> MALE <input type="checkbox"/> FEMALE		<input type="checkbox"/> NEUTERED <input type="checkbox"/> SPAYED <input type="checkbox"/> UNKNOWN		BREED: _____ <input type="checkbox"/> SMALL <input type="checkbox"/> MEDIUM <input type="checkbox"/> LARGE	
AGE: _____		TAIL: <input type="checkbox"/> LONG <input type="checkbox"/> SHORT <input type="checkbox"/> CURLY		EARS: <input type="checkbox"/> ERECT <input type="checkbox"/> FLOP	
<input type="checkbox"/> YOUTH <input type="checkbox"/> ADULT <input type="checkbox"/> SENIOR		<input type="checkbox"/> BUSHY <input type="checkbox"/> DOCKED		<input type="checkbox"/> CROPPED	
FUR LENGTH: _____		COLOR(S): _____		IF CAT, IS IT DECLAWED? <input type="checkbox"/> YES <input type="checkbox"/> NO	
DISTINGUISHING MARKS? _____					
ANIMAL'S NAME (if known): _____				<input type="checkbox"/> MICROCHIP <input type="checkbox"/> TATTOO	
COLLAR? <input type="checkbox"/> YES <input type="checkbox"/> NO				NUMBER: _____	
TYPE/COLOR: _____				ID TAG? <input type="checkbox"/> YES <input type="checkbox"/> NO	
COUNTY BABIES LICENSE NO./YEAR: _____				ISSUING COUNTY: _____	
ATTEMPT TO CONTACT COUNTY (Date & Result): _____					
IS ANIMAL AGGRESSIVE? <input type="checkbox"/> YES <input type="checkbox"/> NO (If YES, Mark Circle)		IF YES, WHAT IS THE ANIMAL AGGRESSIVE TOWARD? <input type="checkbox"/> PEOPLE <input type="checkbox"/> DOGS <input type="checkbox"/> OTHER ANIMALS		HAS ANIMAL BITTEN ANYONE? <input type="checkbox"/> YES <input type="checkbox"/> NO	
ATTEMPTS TO CONTACT OWNER					
DATE: _____		RESULT: _____		BY: _____	
DATE: _____		RESULT: _____		BY: _____	
DATE: _____		RESULT: _____		BY: _____	
MEDICAL INFORMATION					
KNOWN DISEASE STATUS: TYPE: _____		<input type="checkbox"/> POS <input type="checkbox"/> NEG		TYPE: _____ <input type="checkbox"/> POS <input type="checkbox"/> NEG	
KNOWN VACCINATION STATUS: TYPE: _____		<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR		LOT #: _____	
TYPE: _____		<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR		LOT #: _____	
TYPE: _____		<input type="checkbox"/> 1 YR <input type="checkbox"/> 3 YR		LOT #: _____	
KNOWN INJURES/MEDICAL HISTORY: _____					
MEDICATIONS NEEDED: _____					
DEPARTING STATUS OF ANIMAL					
DATE RECLAIMED: _____		OWNER'S SIGNATURE: _____		DRIVERS LICENSE NO.: _____	
		PRINT NAME: _____		STATE: _____	
DATE FOSTERED/ADOPTED: _____		(Attach completed foster/adoption agreement to intake form)		PHONE NO.: _____	
		SIGNATURE: _____		PRINT NAME: _____	
DATE EUTHANIZED: _____		REASON: _____			
		VETERINARIAN (signature) _____		PRINT NAME: _____	

REVISED 07/2005 © UNITED ANIMAL NATIONS (916) 429-2657. REPRINT BY PERMISSION ONLY. ATTACH PICTURE HERE

ORIGINAL – EARS INTAKE BOOK YELLOW COPY – OTHER AGENCY PINK COPY – OWNER (IF KNOWN)

Animal Caution Labels SOG

Only Team Leaders should label an animal's cage. If you think a label is needed, let your Team Leader know. Please do not take it upon yourself to add or change an existing label.

Volunteers should expect rudimentary labeling. Using colored duct tape works well if pre-made signs are not available. If an animal is not to be handled by anyone but specific staff, please ensure the cage is labeled properly; a long piece of red duct tape, placed diagonally over the front of the cage works well to notify others of a potentially dangerous animal.

Animals that just need extra time or have medical issues need to be marked clearly as well so as to not confuse them with animals who shouldn't be handled. The Team Leader will clearly mark the issue on the cage and what precautions should be taken.

The label should include the following information:

Who: Name and affiliation of personnel who witnessed the behavior or medical issue

What: What exactly was seen or happened

Why: Information (if available) as to why the animal was behaving in that manner or why precautions need to be taken. Sometimes there is a very obvious reason for negative behavior that can easily be avoided. For medical issues, it may be as simple as wearing latex gloves and sanitizing after handling.

When: What was going on at the time? Was the animal under duress? Did the behavior occur during intake? Feeding time? This may help to identify the "why" and avoid future problems.

Where: Location of the witnessed behavior or medical issue. Was the animal in his cage resting? Was a walker reaching in to get the animal? Was the animal outside near other animals?

All information should be noted to help ensure proper future care and handling of the animal.

Here is an example that illustrates why all of the above information is necessary.

A dog kennel was labeled "Aggressive" with no additional information provided.

Because of the warning, this dog was not walked or handled for five days. After five days of no socialization or contact whatsoever, the Supervisor tested the dog's behavior and found nothing remarkable when entering the kennel and walking the dog. The Team Leader tested dog #123 around other dogs and witnessed only normal behavior. The sign was taken down and the dog was allowed to be handled by all personnel. The second day, dog #123 was out walking with an inexperienced volunteer and dog #123 saw a small-breed dog across the yard. The volunteer did not have a proper grip on the leash and dog #123 got loose and attempted to attack the small breed dog. The situation was mitigated, but this shows why the information is important. The dog had been neglected for five days for no reason and another animal was put in harm's way due to lack of information.

After this incident, the person who placed the sign on the cage was identified and the following information was obtained:

“Joe Smith witnessed dog #123 lunge aggressively at a small poodle while in the office. The owner was standing nearby and stated that the dog does not like small breeds. The front office was full of evacuees and their animals, all under extreme stress. This incident occurred as dog #123 was brought to the shelter for intake. Dog #123 was in the front office about a foot to the right of the front door as the small poodle was entering.”

What should have occurred?

If the above information had been available, the Team Leader would have placed a large sign on the dog's cage stating “small breed aggressive.” Walkers would then know to keep the dog away from smaller breeds and dog #123 would have received appropriate care from the beginning and no other animals would have been put in harm's way.

Daily Care SOG

During deployments, RedRover Responders volunteers have the most contact with the animals. Volunteers are the eyes and ears for the medical team, and perform an invaluable task by helping to identify problems and gaining information that can be used to provide proper care or as evidence to strengthen the case.

Please note clearly on the Daily Care Sheet (see example of Daily Care Sheet on next page):

- The date, time and your initials in regards to all feeding, cleaning and walking (if applicable).
- Animal behavior, such as if the dog seems to prefer other small dogs, acts uncomfortable around male dogs, enjoys playing ball, etc. This information will help the next volunteer who interacts with the animal. Behavioral changes should also be noted. If an animal is active one day and lethargic the next, the animal should be monitored for a medical issue. Also, it should be noted if the animal is very timid and frightened yet slowly warming up and becoming social over time. This is invaluable information in determining rescue placement for the animal.
- When cleaning out cages, note if the dog has urinated or defecated using the following shorthand:
 - **U+** = Urine present
 - **U-** = Urine not present
 - **F+** = Feces present
 - **F-** = Feces not present
 - **DNE** = Did not eat
 - If you are unable to confirm – write **UNK** (unknown) and the date and time in the comments section and initial.
- If there is anything unusual: diarrhea, vomiting, lethargy (compared to previous contact with the animal), wounds or injuries that are not noted on the medical sheet, or anything else that may need to be addressed.

Clearly initial each time a notation is made in case there are further questions.

If a dog has not eaten for three days, please tell your supervisor. This can be a symptom of a serious illness or severe periodontal disease. Many dogs with poor or no teeth are unable to eat hard food and may not eat if the problem is not addressed. The Team Leader or veterinarian will most likely recommend soft food, thereby solving the problem and improving animal care.

Transferring cages

Never under any circumstances transfer an animal to another cage without direction from the veterinarian or Shelter Manager. If you are instructed to do so, transfer all food and water bowls, toys, blankets or towels, litter box, etc. Once the animal has been transferred, the cage should immediately be cleaned and disinfected.

Replacing paperwork or ID bands

Sometimes animals will manage to get hold of their paperwork, ID bands, etc., and destroy them. If this happens, DO NOT under any circumstances reassign an ID band or make up a new Intake Form, Cage Card or Treatment Sheet without first bringing it to the attention of your Team Leader. Only assigned personnel or the Shelter Manager should reassign an ID band or duplicate paperwork.

RedRover Responders

INTAKE NUMBER

P.O. Box 188890, Sacramento, CA 95818
 (916) 429-2457 www.redrover.org FAX 916-378-5098

DAILY CARE SHEET

ANIMAL DESCRIPTION					
TYPE:					
<input type="checkbox"/> DOG <input type="checkbox"/> CAT <input type="checkbox"/> HORSE <input type="checkbox"/> OTHER <input type="checkbox"/> _____					
CHARACTERISTICS:					
BREED:		GENDER:	M	F	COLOR(S)
SPECIAL INSTRUCTIONS: _____					

RECORD <i>(always date, time and initial)</i>					
DATE	FED	CLEANED	WALKED	COMMENTS	INITIAL
<i>dd/mm</i>	<i>8 a.m.</i>	<i>8:30 a.m.</i>	<i>9 a.m.</i>	<i>F+ U+, SLIGHTLY LOOSE STOOL</i>	<i>AB</i>

Unloading Transport Vehicles SOG

- This is usually a very fast process, so remain calm and focused. Make sure to take your time with the animal if needed.
- Volunteers will be clearly directed by RedRover personnel during unloading. Proper handling will be demonstrated on-site.
- In some instances, animals will already be confined in kennels. Listen for instruction on how to carry and where to put these animals. Otherwise, animals will be removed from their transport cages by qualified personnel and handed over to volunteers waiting in line near the transport vehicle. Volunteers should have slip leads and be prepared to accept the animal AND paperwork and ensure they stay together.
- If you are not comfortable handling any of the animals, please step aside and let a more experienced volunteer handle him or her, then get back in line for the next animal.
- At this time, the priority is SAFELY CONFINING THE ANIMAL. Water, feeding and cleaning are accomplished AFTER THE ANIMALS ARE SAFELY CONFINED. Once the truck is unloaded, vet documentation will begin. Some vets will request that no water or food be given until after the exam as it can taint blood work. This will vary on a case-by-case basis. Remember to remain flexible and trust in the fact that what is occurring is in the best interest of the animals.
- If multiple animals are in one cage in the transport vehicle, these animals should be housed together in the emergency shelter. Exceptions are made if there are too many animals to fit comfortably and safely in one kennel. Staff will be supervising and continually giving direction, such as the number of animals that are together in a cage and how many handlers are needed. If there are three dogs in a cage together, three volunteers need to step forward to accept the animals. All three volunteers MUST STAY TOGETHER at all times until the animals are safely in their kennel together. Most likely one volunteer will accept the paperwork on all three dogs. The paperwork, volunteers and dogs must remain together until the dogs are in their kennel with their paperwork attached.
- Quickly and safely put the animals in the kennel and immediately return to the truck to continue unloading.



Animal Feeding SOG

Food preparation area

- Please keep this area clean and neat at all times.
- Animal food area must be separate from human food area.
- Do not leave open bags or open cans of food on the ground.

Supplies

- Dry food – adult dog/cat, puppy/kitten (stored in labeled, closed containers)
- Jugs or watering cans of clean water
- Canned food
- Can opener
- Spoons
- Paper food bowls
- Stainless steel bowls (for water)
- Garbage bags

Food preparation

Prior to feeding, the amount of food will be designated according to animal size and condition. Scoops will be provided according to the feeding amount. Different areas of the food prep table can be labeled “Small,” “Medium,” “Large,” “Soft Adult” and “Puppy” as needed. Volunteers can begin to prep the food bowls by scooping food into bowls or disposable paper trays and stack according to animal size and food type as labeled on the table. Having the bowls of food ready expedites the feeding process immensely.

To minimize the stress of the animals in our care, follow feeding protocols and instructions carefully.

Pregnant, nursing moms and litters

All animals with special needs, such as those who are pregnant, nursing or infants, will receive special care instructions from the on-site veterinary team. In some cases, “maternity wards” will be set up.

Species and Age-Specific Guidelines

Dogs and puppies

Feeding can be a stressful time. Be cautious and aware of the animal's body language when feeding. Review dog behavior SOGs.

Dogs *six months and older* are fed **adult dry food** twice per day.

- Once in the morning prior to morning clean up
- Once in the late afternoon prior to the end of day clean up

If the dogs are neglected, feeding may initially take place three times per day: morning, midday, and end of day.

Puppies *up to six months* are fed **dry puppy food** two to three times per day:

- Once in the morning prior to morning clean up
 - Midday and/or once in the late afternoon prior to the end of day clean up
- Puppies should receive food in a low dish.

Check the Daily Care Sheet or the front of the cage for labels regarding special diet (i.e., soft food, puppy food). If a special diet is required, follow those directions carefully. Be sure to notate feeding amount and time on Daily Care Sheet and initial.

- Dogs are fed dry food only (easier on their stomachs) unless otherwise noted on their Daily Care Sheet.
- If feeding more than one dog or puppy in a cage, provide a bowl of food for each dog to minimize food aggression.
- During the first few days of emergency sheltering, dogs may be fed small portions depending on the condition of the dog (unless otherwise noted on their Daily Care Sheet) so as not to upset their systems with drastic food change.
- The Shelter Manager will determine when larger portions can be fed as well as when feeding schedules change.
- Never scoop fresh food into a bowl on top of old food. Old food should be thrown away and a fresh, clean bowl of food provided for each dog.
- If you have a dog who isn't eating, make a note on the Daily Care Sheet – **DNE** for Did Not Eat. If a dog has not eaten for more three feedings, note it on the Daily Care Sheet, initial it and bring it to the attention of your Team Leader.
- Note any possible medical issues observed (runny nose, goopy eyes, bloody or open wound, bloody stool, diarrhea, etc.) on the Daily Care Sheet, initial it and bring it to the attention of your Team Leader.
- Note any major behavioral issues or changes such showing as aggression, seeking attention or becoming noticeably less frightened. This is useful information when determining rescue placement.
- Refill water bowl halfway.
- Transfer dirty bowls to the dishwashing area.

Cats and kittens

All cats in a disaster or emergency situation are under stress. Please be sensitive and respectful of their space. What may seem to be a feral cat may only be a very frightened cat who needs time to get accustomed to new surroundings and new handlers. It's best to get to know the cats before opening a cage by observing their body language. Be aware of your body language as well – always remain calm, move slowly and speak softly and calmly.

To minimize the stress of the animals in our care, please follow feeding protocols and instructions carefully.

Cats *six months and older* are fed **adult dry food** twice a day:

- Once in the morning prior to morning clean up
- Once in the late afternoon prior to the end of day clean up

Kittens *up to six months* are fed **kitten food** two to three times a day:

- Once in the morning prior to morning clean up
- Midday and/or
- Once in the late afternoon prior to the end of day clean up.

Check the Daily Care Sheet or the front of the cage for labels regarding special diet (i.e., soft food, kitten food). If a special diet is required, follow those directions carefully. Be sure to notate feeding amount and time on Daily Care Sheet and initial.

- If feeding more than one cat or kitten in a cage, provide a bowl of food for each animal to minimize food aggression.
- Never scoop fresh food into a bowl on top of old food. Old food should be thrown away and a fresh, clean bowl of food provided for each cat.
- If you have a cat who isn't eating, make a note on the Daily Care Sheet – DNE for Did Not Eat. If a cat has not eaten for more than three feedings, note it on the Daily Care Sheet, initial it and bring it to the attention of your Team Leader.
- Note any possible medical issues observed (runny nose, goopy eyes, bloody or open wound, bloody stool, diarrhea, etc.) on the Daily Care Sheet, initial it and bring it to the attention of your Team Leader.
- Note any major behavioral issues or changes such as aggression, seeking attention or becoming noticeably less frightened. This is useful information when determining rescue placement.
- Refill water bowl halfway.
- Take this opportunity to refresh (poop scoop) the litter box.
- Dispose of used paper food bowls and transfer dirty water bowls to the dishwashing area.

Wire Dog Cage Cleaning SOG

You will be assigned to clean a particular aisle or section of the kennel area each day. You will also be paired with a cleaning partner (*Buddy System*).

Partners

Do not ever leave your partner. You are attached at the hip for the entire time you are completing a task with a partner. If you are able to clean cages individually, do so right next to each other. If you separate from your partner and are in another stall or out of eyesight, you may not be able to get help or realize your partner needs help if caught in a sticky situation. You most likely will not be heard if you yell. For your own safety as well as the welfare of the animals – STAY WITH YOUR PARTNER.

Do not enter any kennel area solo. We do not know these animals or their temperaments. They are in kennels that sometimes are not as strong as they are or may malfunction. If you end up in a dangerous situation or come across a loose animal, you will need immediate assistance. Many times you will not be heard if you yell for help. Always have a partner.

Dogs will be fed and have had a chance to eat prior to the morning cleaning. Check to be sure all necessary equipment/supplies are on hand. With your partner, determine who the primary cleaner is and who the primary handler is.

Cleaning supplies/equipment

- A 32-oz. spray bottle containing designated cleaning solution: a slight amount of Dawn dish detergent and the rest filled with water
- A 32-oz. spray bottle containing designated disinfectant solution: 1 oz. of bleach, and 32 oz. of water
- Paper towels
- Puppy pads
- Clean food/water bowls
- Watering can filled with fresh drinking water, fresh water hose or gallon jug of drinking water
- Container filled with fresh food
- Slip leash

Be sure to wear a clean pair of gloves, replacing gloves if they rip or become soiled. Remove gloves when handling clean items or if you must leave the kennel you are working on.

Cleaning using teams of two

One person holds the dog or restrains the dog on a leash if the dog is not leash trained or not able to walk for any other reason. You may also decide to walk the dog outside in the designated area (be sure to pick up any feces and dispose of in designated container). Sometimes a “holding cage”, either above or below the dog’s cage will be available to place the dog while the cage is cleaned.

The second person will:

- Remove food, water bowls, towel and/or any toy(s) in cage.
- Empty uneaten food in the trash.
- Remove soiled puppy pad from cage and throw in trash.
- Dispose of spilled dog food.
- If the floor tray is dirty, dump the feces and urine in a trash container (sometimes it is easier to pick up the feces or use a paper towel to absorb the urine before moving the floor tray).
- Using a spray bottle with designated cleaning solution, spray down the cage, including floor tray, as needed to remove solid matter.
- Wipe/rinse down sprayed cage with paper towel to remove detergent residue.
- Spray the floor tray with the disinfectant solution (bleach water in a 1:32 ratio), and let the solution remain in contact with the tray for 10 minutes.
- Wipe the tray completely dry and then replace the cleaned tray in the cage
- Line the cage with clean puppy pads.
- Place a clean water bowl in the cage and fill 1/2 full with fresh drinking water.
- Place a small towel or bedding (if available) to use as bed.
- Return the dog to the same cage.
- Check to make certain that the cage number and dog ID match.
- Make a cleaning notation on the Daily Care Sheet, initial and note date/time.

Large Dog Kennels/Runs Cleaning SOG

Cleaning using teams of two

One team member removes the dog from the kennel and holds, restrains on leash or walks to exercise pen or designated walking area.

The second team member will:

- Remove the food and water bowls, bedding and/or toys.
- Rid the kennel of all solid waste such as feces and hair then rinse the cage thoroughly.
- Before applying the prescribed disinfectant, carefully read the product label and be sure to dilute disinfectants and cleaning agents according to the manufacturer's instructions. Thoroughly apply the solution to all surfaces of the kennel. Let the disinfectant stand for the prescribed time, usually 10 minutes.
- Thoroughly rinse all surfaces with water (preferably hot).
- After enclosure is dry, add clean food and water bowls, bedding and toys.
- Return the dog to his/her assigned kennel.
- Check to make certain that the cage number and dog ID match.
- Make a cleaning notation on the Daily Care Sheet, initial and note date/time.



Repeat until all dog cages are clean.

Once all cages in your assigned row or area are cleaned:

- Place soiled bedding in designated bin in the laundry area.
- Sweep and mop the area, take out the trash, and place a new liner in the can.
- Re-stock your cleaning area for the next shift.
- Help other teams in other areas.

Cat Cage Cleaning SOG

Cats are especially vulnerable to stress in a shelter environment. Many of the cats we care for have had little contact with people, and noise and having people around them is stressful. Stress causes them to be more susceptible to disease and other problems. For that reason, our general approach in cleaning cat cages is “less is more”—the less intrusion into their cage, the less noise, the less handling—all of this is better for the cats’ well-being.

Partners

You will be assigned to clean a particular aisle or section of the cat housing area each day. Do not leave your partner. You are attached at the hip for the entire time you are completing a task with a partner. If you are able to clean cages individually, do so right next to each other. If you separate from your partner and are in another stall or out of eyesight, you may not be able to get help or realize your partner needs help if caught in a sticky situation. You most likely will not be heard if you yell. For your own safety as well as the welfare of the animals – STAY WITH YOUR PARTNER.



Check to be sure all necessary equipment/supplies are on hand. With your partner, determine who the primary cleaner is and who the primary handler is.

Plan cleaning and other activities with “life-stage groupings” in mind:

- Clean kittens first, adult cats second and sick or injured cats last.
- Use a separate set of cleaning equipment for each life-stage group or thoroughly disinfect the items after every step.

Supplies needed

- Latex or vinyl gloves—these will be changed after cleaning a cage and before moving on to the next one
- A 32-oz. spray bottle containing designated cleaning solution: a slight amount of Dawn dish detergent and the rest of the bottle filled with water
- Paper towels
- “Slop” bucket to dump dirty water from water bowls into
- Clean water bowls
- Watering can filled with fresh drinking water
- Container filled with fresh food/canned food as designated
- Cat litter and scoop

Cleaning using teams of two

Cat cage cleaning is essentially spot-cleaning while the cat remains in the cage. One volunteer opens the cage and leans in to clean, while their partner acts as a back up, and is “runner” for needed supplies. When opening the cage door, be clear where the cat is. Often they will move to the back of the cage and “hunker down” while you clean. It is ok to use a piece of cardboard or small object as a block to keep any eager cats from trying to make a run for the door.

When reaching in to clean the cage, move slowly, and always know where the cat is. Be ready to quickly move back and close the door in case the cat tries to escape.

In order to prevent the spread of disease, all volunteers should use latex or vinyl gloves while cleaning, and change them after each cage. The essential parts of cleaning are to scoop the litter box, clean up any feces or urine in the cage, and wipe up any spilled water. You want to leave the cage clean and dry for the cat.

It is often easier to use your gloved hand to scoop the litter box; sometimes there will be litter box scoopers you can use—but they can spread disease from cage to cage unless disinfected in between each cage. Since there are usually not enough scoops on site to do this, we typically use a gloved hand to scoop the litter box. If the food tray in the cage is empty, that can be used as a disposable scooper.

Check the water bowl, and if it needs refilling do this. If there is litter or other debris in the bowl, simply dump it out in your bucket, wipe out with a paper towel, and put back into the cage, then refill with water. It is not necessary to replace water bowls unless they are soiled with feces or urine.

If the newspaper or puppy pads in cage are wet or soiled, they should be removed and replaced. However, if they are dry, but simply bunched up, it is better to leave them in there. If it is clean and dry but has litter on it, it is fine to leave it as is. Remember, less is more when it comes to cleaning cat cages—the less intrusion and disruption in their cage the better. Don't worry about straightening things up—if the newspaper is mess up, the box at odd angles, etc—this cat has just made their room exactly how they want it. As long as the litter box is scooped, and the cage is clean and dry, and the cat has fresh water--this cage is done and you should move on to the next one.

Adding comfort to cat cages

Hammocks can do a lot to relieve a cat's stress level inside the temporary shelter. They provide a sense of security since they provide the cat a perch above the ground. Also, hammocks help the cats stay clean as they have somewhere clean to lay even if their cage becomes dirty or wet.

Making a hammock

Using a standard size towel:

1. Tear two strips approximately 1" wide and 6" long into the four corners of the towel (see picture below).
2. Tie the torn ends of the towel to the bars of the wire cage to create a hammock for the cat to sleep/hide in.
3. Remove the towel and wash and replace if necessary



Daily Volunteer Clean-up Duties SOG

Morning RedRover Responders volunteer duties

- Set up supplies –spray bottles, mop buckets, watering cans, food buckets, paper towels, gloves.
- Dog/puppy cage cleaning and feeding
- Cat/kitten cage cleaning and feeding
- Take out the trash
- Sweep/mop floors
- Dishwashing
- Laundry
- Food prep

Afternoon RedRover Responders volunteer duties

- Wash dishes
- Wash, fold and stock laundry (if applicable)
- Walk/exercise dogs (if applicable)
- Top off water bowls
- Spot clean crates – as necessary
- Unfold newspaper
- Unfold potty pads
- Sweep/mop floors
- Take out trash when necessary
- Relocate donations to designated donations storage area
- Food prep for evening feeding

Evening RedRover Responders volunteer duties

- Dog/puppy cage cleaning and feeding
- Cat/kitten (if any) cage cleaning and feeding
- Wash dishes
- Sweep/mop floors
- Empty trash
- Return and restock all supplies/equipment to proper storage space
- Check headcount against paperwork
- Any other duties as assigned

Dishwashing SOG

Supplies / equipment needed

- 3 sinks, tubs or buckets of fresh water
- Bleach
- Dawn dish detergent
- Scrubber pad/sponge

Fill the sinks/tubs/buckets as follows:

- 1) Cleaning—fill one sink/tub/bucket with fresh water and enough Dawn to make the water sudsy, but not too soapy
- 2) Disinfecting—fill the next sink/tub/bucket with fresh water and ½ cup of bleach per gallon of water
- 3) Rinsing—fill the last sink/tub/bucket with fresh water only for rinsing



- Using the scrubber pad/sponge, be sure to scrub all bowls clean of caked on food, saliva, feces, etc. in the soapy water.
- Then put the cleaned bowl into the disinfecting tub, and leave for 10 minutes (other cleaned dishes can be added in the meantime).
- After 10 minutes, removed the cleaned dishes from the disinfecting tub, and then dip into the rinsing tub.
- Set aside on clean surface to air dry.
- Empty and rinse the dirty water from the tubs/sinks/bins after the dishes are done.
- Leave empty to be filled the next morning

Washing/soaking litter pans

- Soak the litter pans in designated cleaning solution of Dawn and fresh water, and scrub clean.
- Place the litter pans in disinfecting tub to soak for 10 minutes, then rinse thoroughly in rinse tub.
- Set aside on clean surface to air-dry.

Unfolding Newspaper/Potty Pads SOG

Why do this?

This is a huge time-saver while cleaning cages and kennels. As we know efficiency is a high priority in emergency sheltering and having all items within quick reach and ready to go make cleaning easier and safer for the volunteers and the animals.

How?

Unfold in a neat stack. If outdoors or in a windy location, PLEASE put something heavy on top of your pile.

- Remove advertisements or slick paper – this type of paper is not absorbent. Set it aside for recycling.
- Do not use stapled newspaper or magazines. The animals may chew on the paper and the staple, if ingested, can cause internal injuries.
- Stack the unfolded newspaper and pads in the designated storage area.



Laundry SOG

Dirty laundry is placed in a large trash container or bin labeled “**dirty laundry.**”

- Remove the dirty laundry one item at a time from the container.
- Shake loose debris over a trash can.
- Place the dirty laundry in the washing machine distributing evenly. DO NOT overfill.
- Place one capful of liquid detergent and one cup of liquid bleach in the machine.
- Start the cycle on heavy duty.
- Monitor the laundry machine periodically.
- Remove the clean laundry from the washer and place it in the dryer with one fabric softener sheet (when available) until dry.
- Fold the dry laundry, keeping the towels separate from the sheets and blankets.
- Clean out the lint filter after each use of the dryer – buildup could cause a fire.
- Stack the folded laundry on the laundry storage shelves. Place towels on the top and sheets, blankets and other larger items on the bottom.
- Repeat over and over – until done.

Laundry items that cannot be used and should be moved to the donations storage area for redistribution are:

- Electric blankets
- Afghans or anything with a loose weave (animals can get their teeth and nails caught in this and could injure themselves)
- Pillows – dogs will chew these and ingest the filling
- Placemats, t-shirts, toilet seat covers
- Torn, shredded, thin materials

Dog Walking SOG

Dogs in a disaster or emergency situation are bound to be under a lot of stress. Their normal life routines have been disrupted, and they are in unfamiliar surroundings with strangers taking care of them.

To minimize stress, please follow directions carefully; *use caution and always be aware of your surroundings*. Get to know your dogs as best you can before entering a run or approaching a cage. Observe the dog's body language (be aware of your own body language as well). *Review **INTERPRETING DOG BEHAVIOR SOG***



Respect the dog's space. Never remove or relocate a dog without permission from your Team Leader. Check the Daily Care Sheet notes to review any comments/suggestions made by previous handlers regarding the dog's temperament and/or behavior. **IF YOU ARE NOT COMFORTABLE OR UNABLE TO KNOWLEDGEABLY HANDLE THE ANIMAL – DO NOT ATTEMPT TO DO SO.**

When removing a dog from the cage or dog run, always use a slip lead. Place the lead around the neck up high, right behind the ears and hold the slack straight up above the head. This will give you more control as you take the dog past the other kennels. As you walk outside, keep the dog on a short leash on your left. In order to minimize the spread of disease or altercations, do not allow the dog to interact, sniff, touch noses, etc. with any other dog. If there are other dogs being walked at the same time, keep a safe distance between them. Remember, this is not a time for you to be socializing with other volunteers. For your safety and the safety of the dogs you are caring for, these dogs need to have your undivided attention at all times.

The Buddy System

For efficiency and safety, all volunteers will work in teams of two. If you do not have a partner, see your Supervisor to be assigned one or to be assigned to another duty.

Partners

Do not ever leave your partner. You are attached at the hip for the entire time you are completing a task with a partner. If you are able to clean cages individually, do so right next to each other. If you separate from your partner and are in another stall or out of eyesight, you may not be able to get help or realize your partner needs help if caught in a sticky situation. You most likely will not be heard if you yell. For your own safety as well as the welfare of the animals – **STAY WITH YOUR PARTNER.**

Do not enter any kennel area solo. We do not know these animals or their temperaments. They are in kennels that sometimes are not as strong as they are or may malfunction. If you end up in a dangerous situation or come across a loose animal, you will need immediate assistance. Many times you will not be heard if you yell for help. Always have a partner.

Entering the kennel

Before you open the cage/kennel gate, have the leash ready and be sure you know how to work the latch. Most cage/kennel doors are designed to thwart escape, so the latches may be difficult to open with one hand. Take a few moments to practice on an empty cage until you can do it quickly; the ability to quickly open and close a cage door will be important when you're leaving and even more so when you come back.

Watch the dog's body language prior to entering the kennel. Review ***INTERPRETING DOG BEHAVIOR SOG*** to determine if you are comfortable handling this dog.

Slowly and carefully enter the kennel while keeping an eye on the dog. Do not stare directly at the dog as he may see this as a challenge. Speak gently and move slowly and quietly. If the dog cowers in the corner or physically avoids you, but you feel safe to do so, sit or kneel quietly inside the kennel. Offer the dog treats; see if he approaches you. If he does come near you, continue moving slowly and speaking quietly. Do not try to put your face in the dog's face. Although this is normal human-to-human body language, the dog will see it differently. He will perceive this as a dominance challenge and will either act aggressively or run. If he runs or cowers at any of your movements, back away, go back to the prior step and continue sitting quietly in the kennel for short periods of time. Leave and return later for more of the same interaction.

Communication sometimes breaks down when we greet other species. We tend to approach them as we would humans, face-on and making full eye contact; we often hug, face-to-face, putting our faces close together. Just look at the common greeting of kissing both cheeks. To a dog, this is a threatening gesture and is deemed rude and inappropriate. Do not smile at a dog either. While this is a natural expression to humans, it is seen as baring your teeth and a threat to a dog.

Before you and your companion leave the kennel area, look out for other dog walkers and wait until the coast is clear.

Depending on the circumstances and the available emergency sheltering facility, dogs can be exercised in two possible ways:

1. Turned out to play in a large exercise pen. Follow the instructions for disinfecting the pen after each dog's use.
 - One team member should go into the pen with the dog, while the second team member monitors the interaction from outside. This is a safety precaution and should be strictly followed.
 - Be sure the exercise pen gate is securely closed.
 - It's always a good idea to keep a few treats stashed in your pockets.
 - A fresh bowl of water should be available inside the pen. The water bowl and any toys/balls/Frisbees used during exercise should be taken to the dishwashing station and cleaned/disinfected before using again.
 - Record when the animal was walked on the Daily Care Sheet. Write down anything noteworthy – if the dog is well behaved or if he's frightened around larger dogs, etc. – and initial.

2. Walked on a leash in the designated dog walking area.

- Please remain within the designated walking area and do not take dogs out of the shelter, on “long walks” or walk along the road.
- Keep a few treats stashed in your pockets to use as a training tool.
- Be sure to poop scoop after your dog, disposing of feces in the designated trash containers.
- Solid surfaces should be disinfected immediately with bleach/water solution.
- Record when the animal was walked on the Daily Care Sheet. Write down anything noteworthy – if the dog is well behaved or if he's frightened around larger dogs, etc. – and initial.

Unfortunately, few dogs are aware of the saying, "All good things must end," so you may encounter a little resistance when your companion realizes he's about to return to the kennel. Some dogs are happy to return to their temporary den, but for those who refuse to cooperate, try tossing a treat into the back of the cage, slipping off the lead and quickly closing the door. If the dog is caged in a kennel, you can enter the kennel with the dog, stand between the dog and the kennel door, close the door, remove the lead, open the door toward you, and squeeze through the narrow opening. Before you leave, make sure the dog's cage/kennel is relatively clean and the water bowl is full.

Only assigned experienced dog handlers will be allowed to walk/exercise large, hard-to-handle dogs. These dogs will have CAUTION signs posted on their cages.

Loose Animal SOG



If an animal escapes, follow this procedure:

- Shout “LOOSE DOG!” (or appropriate species) loudly so people will hear the alarm, and raise your arm so others know where the dog is.
- CONTINUE to shout “LOOSE DOG” until you are sure others have heard.
- If you hear “LOOSE DOG,” REPEAT IT so all others throughout the shelter site are notified. Drop whatever you are doing. Put your dog in his kennel, put down the food bowl, set aside the paperwork – WHATEVER YOU ARE DOING, STOP AND RESPOND TO HELP.
- NEVER run after a loose dog – the dog will only run farther and faster away.
- Look for the dog’s location and help by blocking any doorways, aisles, entrances or egresses so the dog will not get free from the shelter. Qualified personnel will approach the dog and restrain the dog appropriately. If the dog is in another aisle or another area of the shelter, try to locate any spot where he may try to escape and assist by blocking that area.
- Listen for additional instructions.
- Once the dog is caught, yell “CLEAR” so everyone knows the animal is safe.
- Note the incident by adding “CAUTION – ESCAPE ARTIST” to the Daily Care Sheet. Initial the note and report the incident to your supervisor.

Interpreting Dog Behavior SOG

If you are not comfortable or have any questions regarding the sociability or behavior of a dog, please make contact with your Team Leader immediately.

Many dogs that RedRover Responders volunteers work with have unknown temperaments and handling exposure, so please be aware of signs to look for. During times of crisis, dogs may be traumatized or ultra-stressed and their behavior may be erratic or unexpected. Puppy mill dogs are usually completely unsocialized and may perceive any involvement with humans as a threat. Watch the dog, be aware of your own actions and know when to ask for assistance.

Before approaching the kennels, note your personal body language. Keep your shoulders back but not tense, arms hung loosely at your sides and fists unclenched. Talk in confident, soothing, quiet tones. Eye contact should be soft not staring or intense. If you are tense or afraid, the dog will sense this and probably will not respond positively to you. **DO NOT SMILE AT A DOG.** This is perceived as a threat to them (showing of teeth) and may cause them to act out of fear.

Prior to entering a kennel, note the dog's reaction to you. Does the dog approach the front of the kennel and wag his tail? Does the dog bare his teeth or cower? The dog's body language will give you much information on how to best work with him or if you should not attempt to handle him at that time.

Too aggressive to enter kennel

When you approach a kennel and the dog begins to growl, snarl, show teeth, raise his hackles or show any other signs of dominant aggression, do not enter the kennel. Dogs who display aggressive behavior will need to be handled by experienced volunteers or staff only. Ask your Team Leader for further instruction.

Too frightened to enter kennel

When you approach a kennel and the dog cowers in a corner, puts his tail between his legs, whimpers, looks around furtively but not at you or physically avoids you, you will need to go very, very slowly.

Go at the dog's pace. If he is terrified as you approach the kennel, speak quietly and leave the dog alone. Come by again later, speak quietly to the dog and offer a small amount of food – no treats. If time allows, sit quietly outside the kennel talking gently and soothingly to the dog. Dogs under stress may not eat, as their instinct instructs them to keep an empty stomach in case they have to go into "flight mode" (the "three F's" in canine behavior are freeze, flight or fight – all the results of extreme stress). Advise the Supervisor if the dog is still too frightened to be handled after one full day at the shelter.

If the dog is OK with your presence – entering the kennel

Slowly enter the kennel while keeping an eye on the dog. Do not stare directly at the dog, as he may see this as a challenge. Speak gently and move slowly and quietly. Do not try to put your face in the dog's face. Although this is normal human-to-human body language, the dog will see it differently. He may perceive this as a dominance challenge and may either act aggressively or run. If he runs or cowers at any of your movements, back away, leave and return later.

Dog is OK with your presence – touching and petting

If the dog seems comfortable with your presence, attempt to touch the dog. Slowly offer the back of your palm with your fingers curled under for the dog to sniff. If the dog whips away, freezes or runs away, back away and advise the Supervisor.

If you are sure the dog is comfortable with your presence and lets you touch him, slowly pet under the chin or on the chest. Petting a dog on top of his head or back can be seen as a threat or dominant behavior and may frighten the dog. Move slowly at all times and gradually move on to the entire body.

Dog is OK with touch – introducing the leash

USE SLIP LEADS ONLY! This ensures the dog's safety and lessens the likelihood of a dog getting loose. The top priority is keeping the dogs safe. Using collars and leashes on stressed dogs allows for the opportunity for them to slip out of their collar and run.

Bring the slip lead with you into the kennel and let him sniff it while it's in your hand. If he seems to know what it is and gets excited, attempt to put the slip lead around his head. Some dogs are not used to this and whip away. Be aware of the dog's reaction and go slowly. Place the lead around his neck up high, right behind his ears and hold the slack. This will give you more control as you take the dog past the other kennels.

Try to walk quickly with the leashed dog past the other kennels as it tends to cause over stimulation with the dogs still in kennels. They will quickly get used to this routine, sometimes lowering their heads for you to put on the lead, rush past the others then relax outside until it's time for the run back into their kennel. Keep the loop of the slip lead around your wrist at all times in case the lead slips out of your hand.

Understanding dog body language vs. human body language

Communication sometimes breaks down when we greet other species by approaching them as we would humans: face-on, making full eye contact, hugging, face-to-face or putting our faces close together. For example, to a dog, the common human greeting of kissing both cheeks is a threatening gesture.

Dogs have a highly developed set of **calming signals** that act as diffusers of aggression and conflict. These signals include circling, lip licking, yawning, sniffing the ground, looking away, moving very slowly and deliberately, the body shake as if shedding water, distracted sniffing and either sitting or lying down. These signals are aimed at other dogs but are also directed at us, their caretakers. Because of our (and sometimes other dogs'), inability to read postures and body language and give calming signals in return, sometimes the threats can actually escalate into physical violence. Remember the dog has really only three choices when confronted with a fearful situation. These are commonly known as the three Fs: Freeze, Flight or Fight. If the first two are found not to work, the third one kicks in.

Additional Dog Behavior Information

Signs of aggression

- Barking or growling
- Baring teeth
- Snarling/pulling back lips
- Hackles up
- Stiff posture
- Intense staring
- Lunging
- Snapping
- Yawning*
- Flattened ears*
- Lowered head*
- Flipping/whipping head around toward anyone's hands when touched *
- Whale eye: showing the whites of the eyes/dilated pupils*

Signs of fear

- Physically avoiding the person
- Furtive glancing around
- Flicking tongue
- Cringing
- Cowering
- Hiding
- Whining, pacing
- Yawning*
- Flattened ears*
- Lowered head*
- Flipping/whipping head around toward anyone's hands when touched *
- Whale eye: showing the whites of the eyes/dilated pupils*

*Note: Many fear postures are the same or similar to aggressive postures

To get out of a potentially aggressive situation:

- Immediately break eye contact
- Look to the ground
- Lower shoulders
- Relax arms to the side
- Slowly and deliberately turn and move away
- If possible, move somewhere where something is between you and the dog

Cat Handling SOG



While handling felines, make sure you have an adequate grip on the cat's scruff at all times, even if a cat seems relaxed. Cats may be calm and friendly one minute, then due to any number of stimuli may turn into a leaping, claw-splaying, bite-attempting, terrified fiend.

To ensure the safety of the cat as well as of the volunteers, only handle cats when absolutely necessary and always in a secured location. This way, if a cat spooks, the volunteer can avoid injury by releasing the cat and move on to safely recapture him, rather than have to hold on to the cat and risk injury to both the volunteer and the cat.

Cat scruffing is the most humane and effective means of handling a cat. Even while socializing or petting a cat, the scruff should be held at all times.

As with all other animals, body language is the major way a cat communicates with other felines and humans. They have a highly developed communication system that uses most parts of the body from their ears to their tail – just like the other animals with whom we humans come in contact. By recognizing body signals, you will be able to better handle the cat safely and with minimal stress to the cat.

The following are body language signals in regards to cats:

The contented cat

Cats commonly use body language to express their contentment, often in the way they sleep and arise from sleep. A content cat is at peace with the world, snoozing away while curled tightly into a ball or stretched out upside down.

Upon awakening from a nap, a contented cat may yawn lazily and go through a luxurious series of stretching movements. These movements will be accompanied by heavy-lidded blinking of the eyes and gentle twitching of the whiskers.

A long, slow, wide-mouthed yawn with a lot of teeth and a pink tongue is a sure sign that the cat feels safe and secure. NOTE: A yawn can also indicate stress and should not be used as the sole means of determining what a cat is trying to communicate.

Other ways to recognize a contented cat:

- Relaxed muscles
- Seated quietly with ears erect, indicating that he/she is alert and carefully watching what is going on, but comfortable
- Soft purring: purring, just as the yawn, should not be used as the sole means of determining what a cat is feeling. Cats are known to purr if severely injured or in extreme stress. Using other body signs is an important part of determining what the cat is thinking and feeling.
- Washing with long, slow strokes, as opposed to short, quick strokes when a cat is nervous or stressed
- Greeting a human with head lowered, hindquarters raised, tail held straight up, tail tip slightly bent and moving from side to side
- Rubbing cheeks, whiskers and tail against human – scent marking
- Winding between human's legs or jumping on lap
- Pupils bright and normal
- Whiskers relaxed

The frightened cat

Cats are often frightened in strange places or unfamiliar surroundings. Strange people or animals are also very likely to frighten a cat. The cat is likely to run from these frightening situations, but if they cannot run, they will demonstrate the body language identified below. Frightened cats are typically more comfortable if they can find a place to hide that is isolated and dark. They do not usually seek the safety of their owners.

Because of this, it is critical when transporting a cat to use a carrier that provides a sense of security.

Ways to recognize a frightened cat:

- Tense muscles
- Remaining in a frozen, fixed position while assessing the situation
- The cat's eyes will remain fixed on what is frightening him/her
- Dilated pupils
- Eyes darting from side to side looking for an escape route
- May assume a submissive body position – crouching down, ears flattened sideways, tail held low and chin drawn in
- May roll on side with paw raised in defensive position
- Bottle brush tail

The defensive cat

If the body language above fails to achieve positive results the cat may react defensively. The above body language will continue with a more menacing modification.

Ways to recognize a defensive cat:

- Growling, hissing or spitting
- Arched back – either while laying down or standing up
- Fur along back will bristle
- Displaying fangs with mouth wide open
- Sideways stance to appear larger and more menacing
- Tail arched and bristled
- Ears flattened
- Whiskers bristled

The attacking cat

If there are no alternatives – no escape route and the threat continues or escalates – the cat may feel there is no choice but to attack. A cat in attack mode may be stimulated to attack by any stimulus including the slightest touch or noise.

Ways to recognize an attacking cat:

- Tail low to the ground, bristled and swishing rapidly back and forth
- Crouched low
- Ears pricked or furled back
- Pupils reduced to slits – helps to focus on target
- Whiskers bristled forward for advance warning of potential danger; whiskers are a sensory organ on all animals
- Claws extended
- Mouth open wide with lips curled and fangs bared
- Snarls, hissing and spitting will continue

REMEMBER: WHEN HANDLING A STRESSED CAT – **LESS IS MORE**. LESS MOVEMENT, LESS NOISE, LESS HANDLING AND LESS RESTRAINT. ONLY ENOUGH TO GET THE JOB DONE. If you must transport a cat, it is critical to do it safely, such as in a crate or cat carrier and not loose in someone's arms. Emergency sheltering is usually not an ideal time to attempt to socialize or attempt a lot of physical contact with a cat.

Basic Animal Health SOG

This is a temporary emergency animal shelter. Animals received at this shelter are coming from many different levels of care – some known and some unknown.

Ideally, upon arrival, each animal will be evaluated by a veterinarian/vet tech and triaged according to a system of priorities. Depending on the unique circumstances of individual disasters or emergency responses, the care provided for these animals may or may not include:

- A physical exam
- Basic vaccinations
- Deworming
- Flea treatment
- Treatment for minor injuries
- Minimal grooming
- Microchipping
- Disease testing

Urgent care will be provided by local emergency veterinarian clinics on a case-by-case basis.

In some cases, vaccinations will be given upon intake to mitigate the spread of disease. Viruses that can pose a problem in an emergency shelter situation are kennel cough (dogs) and upper respiratory infection (cats). Similar to our colds, these viruses are spread through the air and the hands and clothing of volunteers.

It is critical that you wash your hands (use hand sanitizer) after handling each animal and before you handle another dog or cat (you do not have to sanitize your hands between the handling of puppies or kittens of a singular litter).

Other diseases can spread by direct contact (nose to nose) and through direct or indirect contact with feces, such as intestinal parasites or parvovirus, which is highly contagious and has an extremely high mortality rate. Distemper and panleukopenia (feline form of the canine parvovirus) also pose huge problems. These diseases can spread like wildfire in emergency sheltering operations where large numbers of animals of unknown backgrounds are housed in close quarters. Severe outbreaks could necessitate euthanasia. Our goal is to save these animals, therefore following instruction and using precautionary measures is of priority.

The following guidelines will help to minimize the spread of disease.

Volunteers play a significant role in helping management provide optimal care for animals housed temporarily in emergency shelters. If volunteers come in contact with an animal displaying any of the symptoms listed below, it MUST be documented on the Daily Animal Care Sheet and be reported to your Supervisor immediately.

Common signs of illness in dogs and cats that may warrant veterinary care:

- 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
- Animal has fleas or ticks; skin shows swelling or lesions
- Animal limps; or is thin or obese
- Animal has wounds or abscesses or body temperature is abnormal

All volunteers who handle a sick animal must use disposable gloves and clean their hands with a disinfectant. Use paper towels instead of cloth rags to dry your hands. If your clothes come in contact with a sick animal, you must remove them and wrap them in a plastic bag. After a sick animal is moved out of a cage or run, the cage must be thoroughly disinfected.

Tips to avoid the spread of disease:

- Wash your hands between animals.
- Do not let animals housed apart interact or touch noses, and keep them as far away from each other as possible.
- Immediately pick up all feces when a dog goes to the bathroom.
- Use a 10 percent bleach and water solution to wash any cement or solid surface after picking up feces. Any time you use bleach solution to disinfect, rinse the area thoroughly.
- When using a mop indoors, wring it out thoroughly so the floor is not wet or slippery.
- Wash the laundry and dishes according to the posted written protocols.
- DO NOT leave dirty dishes lying around; take them to the dirty dish bin immediately.
- Change trash liners on a regular basis – DO NOT let the trash overflow.
- Report any animal that appears sick to your supervisor.

If procedures are followed, the risk of having a disease outbreak will be greatly minimized.

Animal Health Symptoms SOG

EYES	
GOOD SIGNS <ul style="list-style-type: none"> • Clean • Clear and bright • Responsive to visual stimuli 	WARNING SIGNS <ul style="list-style-type: none"> • Watery, red or discolored • Filmy or cloudy • Inflamed (swollen) • Hypersensitive to light • Pupils are unequal in size • Pupils are overly dilated or overly constricted • Showing third (or middle) eyelid • Showing discharge • Itchy (animal rubs eyes) • Painful (animal squints)

EARS	
GOOD SIGNS <ul style="list-style-type: none"> • Clean (both outer ear and canal) • Pink and clean (inner ear) • Responsive to noise 	WARNING SIGNS <ul style="list-style-type: none"> • Showing discharge (waxy or other) • Crusty, red or inflamed • Hair around ear is matted • Scabbed or fly-bitten • Itchy (animal scratches ear or shakes head) • Foul odor • Painful (animal cries when ear is touched)

NOSE	
GOOD SIGNS <ul style="list-style-type: none"> • Clean • Free of discharge 	WARNING SIGNS <ul style="list-style-type: none"> • Scabbed • Showing discharge (clear, mucous, blood or pus) • Crusty • Cracked • Congested or blocked

MOUTH	
GOOD SIGNS <ul style="list-style-type: none"> • Free of odor • Teeth are clean • Gums are pink • Gums have good capillary refill time (pink gum color returns within 1-2 seconds after being pressed with finger) • Animal appears to swallow normally 	WARNING SIGNS <ul style="list-style-type: none"> • Unusually red or pale • Dry • Salivating (animal is drooling) • Foul odor • Foreign bodies • Showing discharge • Swollen or inflamed • Gums are pale, white, purple or inflamed, teeth are loose, pitted, broken or tartar-covered • Animal has trouble swallowing

LEGS/FEET	
GOOD SIGNS <ul style="list-style-type: none"> • Legs support weight evenly (no limp) • Pads are clean and smooth • Nails are healthy looking 	WARNING SIGNS <ul style="list-style-type: none"> • Animal favors one leg (limps) • Animal has limited motion • Animal is weak or uncoordinated • Joint feels tender • Pads are cracked or hard • Pads have matted hair between them • Nails are long, short or ingrown • Legs show swelling, lumps or lesions

SKIN/HAIR	
GOOD SIGNS <ul style="list-style-type: none"> • Coat is bright and glossy • Coat appears well groomed • Skin is clean and free of oil • Skin is free of swelling, lumps and lesions 	WARNING SIGNS <ul style="list-style-type: none"> • Coat is dull • Coat is oily or dirty • Hair loss or thinning • Hair is matted • Skin is dry or flaky • Swelling, lumps or lesions • Skin is scabbed • Skin is red or irritated • Fleas, ticks, lice or other parasites

BREATHING/RESPIRATION	
GOOD SIGNS <ul style="list-style-type: none"> • Respiration is regular • Respiration sounds clear • Respiration rate is normal 	WARNING SIGNS <ul style="list-style-type: none"> • Breathing is irregular, rapid, shallow or labored • Sneezing, coughing, wheezing • Moist lung sounds • Open mouth breathing

Identifying Communicable and Parasitic Diseases SOG

This section outlines common diseases that may be encountered in a shelter environment. Whether the shelter is housing displaced animals from a natural disaster or those rescued from a seizure, animal health at the emergency shelter is always a top concern. The protocols on the preceding pages are designed to mitigate the spread of disease, but preventing disease and treating outbreaks in a temporary emergency shelter can prove to be even more challenging than when it occurs in a permanent animal shelter.

RedRover Responders volunteers who have up close, daily contact with animals are a key line of defense against an outbreak because of volunteers' ability to identify animals that may be stricken with communicable and parasitic illnesses. In order to perform this essential function effectively, RedRover Responders volunteers should become familiar with the descriptions and symptoms of each communicable and parasitic disease listed in this section.

It is vital that diseases are quickly identified and reported. Many diseases, especially the parasitic ones, are also zoonotic, which means they can affect humans as well as other animals. Secondly, in criminal seizures, any affliction must be documented for evidentiary purposes. This documentation must take place prior to any treatment.

A RedRover Responders volunteer who suspects any disease or parasitic infestation should notify the Team Lead as soon as possible. The Team Lead along with the Shelter Manager and Medical Director will determine appropriate action to protect volunteer safety, animal health and preservation of evidence.

Cat Diseases

Feline Upper Respiratory Infection (URI)

Highly contagious respiratory tract infection caused by an airborne virus similar to the human cold. Symptoms can include sneezing, nasal discharge, runny eyes, cough, oral or nasal ulcers, sniffles, fever, hoarse voice and/or loss of appetite.

Feline Panleukopenia

Caused by a virus so resistant, it can survive over one year outside a cat's body. Symptoms can include listlessness, diarrhea, vomiting, severe dehydration and fever.

Feline Leukemia (FeLV)

Symptoms can present in a multitude of serious health problems – everything from cancerous conditions such as lymphoma to a wide range of secondary infections caused by the destruction of the immune system. After initial exposure to the virus, a cat may show no symptoms of its presence for months, if not years, yet all the while infecting others.

Dog Diseases

Kennel Cough

Highly contagious respiratory-tract infection caused by an airborne virus similar to the human cold. Symptoms can include dry, raspy or hacking cough, backward sneezing and/or loss of appetite.

Canine Distemper

Highly contagious, it is spread by discharges from the noses and eyes of infected dogs. Symptoms can include listlessness, fever, coughing, diarrhea and vomiting; convulsions and paralysis may occur in the disease's final stages.

Canine Parvovirus

Very contagious, debilitating and widespread. Spread through infected feces, the highly resistant virus can remain in the environment for many months. Symptoms include high fever, listlessness, vomiting and diarrhea.

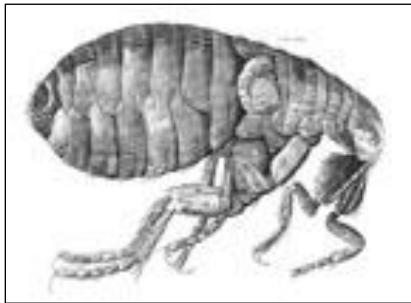
Diseases found in Cats and Dogs

Rabies

Incurable viral disease that affects the central nervous system and is spread through contact with the saliva of infected animals through bites or any break in the skin. Symptoms include lethargy, loss of appetite, lack of coordination, seizures, aggressive behavior, disorientation and lack of fear toward natural predators, among other signs.

Common Parasites and Parasitic Disease

Fleas & Flea Anemia



Many of us are all too familiar with fleas. For animals in our care, fleas are much more than just an irritating nuisance; they can also pose a serious health risk. Flea infestations can lead to skin problems and infections, and can even cause anemia in extreme circumstances. On small or weak animals, fleas may drink so much blood they can cause a state of inadequate red blood cells called *anemia*. Moreover, fleas are vectors for tapeworms and other diseases.

Incessant scratching and biting are two of the most commonly exhibited symptoms. Often these behaviors will be directed predominantly at areas such as the head, neck, and around the tail, as these are the places where fleas and their bites tend to be concentrated. Skin may become red and inflamed as a result of the irritation caused by flea bites and the constant scratching and biting. Flea "dirt" may be visible on the skin, on bedding, or in other areas around the living area. Flea dirt looks like tiny dark specks and is actually a combination of dried blood and flea debris. In addition to flea dirt, the fleas themselves may be visible in the animal's coat.

It takes a lot of fleas to produce enough blood loss to create a life-threatening situation for the host, but it still commonly happens. Young animals kept outdoors (such as those involved in a puppy mill situation) are at high risk for flea anemia. Very small, young animals do not have blood to spare. Further, they are growing and trying to expand their blood volume; they are too young to effectively groom themselves and remove their own fleas. Flea anemia is one of the most common causes of death in young, outdoor animals.

Ringworm



Ringworm is not a worm; it is a fungus that can be spread from animals to humans. Ringworm is spread by contact with infected animals, and by touching objects that the infected animal has touched; such as bedding, brushes or grooming equipment, saddles and other tack, furniture, rugs, etc. Not every animal or human who touches infected animals or objects will become infected; young, old and those with suppressed immune systems are most at risk.

In animals, the classic ringworm lesions are patchy areas hair loss with circular, scaly areas, usually with very little inflammation or redness. Ringworm generally appears as spots around the head, ears, tail and feet of an animal. The symptoms can vary – some show little or no hair loss at all and seem relatively unperturbed while others have marked hair loss with pronounced scaly lesions which can extend the whole body. In humans, symptoms most commonly present as circular, red, raised and itchy lesions.



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To prevent the spread of ring worm, use general precautions, such as wearing gloves and covering clothing with gowns or towels when handling an animal or other objects. The good news is that unless the animal is immune suppressed, ringworm generally runs its own course in a matter of six to eight weeks and the symptoms resolve on their own with or without treatment.

Sarcoptic Mange



Sarcoptic mange, commonly known as canine scabies, is caused by the parasite *sarcoptes scabiei*. These microscopic mites can invade the skin of dogs or puppies and create a variety of skin problems, most commonly hair loss and severe itching, especially on the elbows, ears, armpits, hocks, chest and belly. The mites prefer to live on areas of the skin that have less hair. As the infection worsens, it can spread over the entire body. Small red pustules often develop along with yellow crusts on the skin.

Because of the severe itching and scratching, the skin becomes traumatized and sores and infections can develop. While they will infect other animals and even humans, they prefer to live their short lives on dogs.

When humans get scabies from animals, it produces a skin rash composed of small, red, intensely itchy bumps and blisters and affects specific areas of the body. The disease is generally self-limiting, causing only temporary itching. Topical ointments can provide relief and expedite a cure. The best prevention is to avoid contact and wear long sleeves, gloves or other protective clothing while handling dogs with mange.



Ticks

Although ticks are commonly thought of as insects, they are actually arachnids like scorpions, spiders and mites. All members of this group have four pairs of legs as adults and have no antennae. Ticks are among the most efficient carriers of disease because they attach firmly when sucking blood, feed slowly and may go unnoticed for a considerable time while feeding.



There are many varieties of ticks across the country. If you discover a tick on an animal, note it on their animal care sheet and advise your Team Leader. In cruelty cases; the tick should be removed by appropriate personnel and documented as evidence.

If you find a tick on you during a deployment, please notify the Team Leader immediately. The Team Leader will administer first aid to remove the tick and determine appropriate next steps.

If you experience a rash that looks like a bull's-eye, or a rash anywhere on the body or an unexplained illness accompanied by fever following a tick bite, you should consult your physician and explain that you were bitten by a tick. Disease carried by ticks can be treated with antibiotics. However, the type of antibiotic can vary and individuals should be treated early in the infection.

Giardia

Giardia is a parasite (protozoa) that can infect both humans and animals. Contaminated water is the typical source of a *Giardia* infection. At deployments, good hand-washing and avoiding touching your face can prevent *Giardia* transmission.



The most common symptoms in humans are diarrhea and abdominal pain. Severe cases may also exhibit cramping; bloating, nausea with or without vomiting, malaise, and fatigue. In animals, *Giardia* can interfere with the absorption of food, vitamins and other nutrients causing malnutrition. Clinical signs range from none, to mild recurring diarrhea consisting of soft, light-colored stools, to acute explosive diarrhea in severe cases. After infection, it takes 5 to 12 days in dogs, 5 to 16 days in cats and 7 to 14 days in humans to develop symptoms. Symptoms can last two to four weeks in humans. RedRover recommends contacting a physician if you suspect you have contracted *Giardia*.

When Returning Home

Prior to returning home, all contaminated clothing should be bagged separately from clean clothing. Shoes can be sprayed down with bleach solution while on site. Once home, remove and immediately wash all contaminated articles of clothing in normal wash cycle. Use common sense and attempt to keep possibly tainted items away from direct contact with your healthy pets.

REDROVER RESPONDERS VOLUNTEER MANUAL SUGGESTIONS AND VERSIONS

Suggestions

Do you have a suggestion for how to clarify or improve this RedRover Responders volunteer training handbook or one of the SOGs? RedRover welcomes your suggestions. This handbook will be edited periodically and suggestions will be taken into consideration on an annual basis, at minimum. Please send your suggestions to info@redrover.org or call 916.429.2457.

Version Control

Significant edits will be noted here.

March 26, 2010 – Updated Indemnity and Hold Harmless Agreement/Release

February 2011 – Significant revisions to most pages, such as How RedRover is supported, Leadership and Specializations, Disaster Response, Giardia information.

June 2011 – Update United Animal Nations/Emergency Animal Rescue Service to RedRover Responders; minor language updates

November 2011 – Change www.redrover.org/volunteers to www.redrover.org/respondersresources

February 2012 – Minor edits to numerous sections to expand upon concepts, such as Incident Command, Confidentiality, Team Leader role, Cleaning protocols; style guide consistency updates.

April 2013 – Addition of Social Media Policy, changes to ICS section and events, style guide consistency updates

January 2017 – Cat Cleaning SOG updated