We dedicated the first edition of *Shelter Medicine for Veterinarians and Staff* to Dr. Lloyd Tait because he kindled the flame that became shelter medicine at the ASPCA. We dedicate this second edition to the Association of Shelter Veterinarians and all those who provide care for animals in shelters. They have fanned the flames and ignited a revolution in how we think about the work we do.
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In the first edition, we began by thanking the ASPCA and our many colleagues here for their invaluable help and support in the effort to complete that text. In the years since, our debt has greatly increased. Once again, they have provided us with significant content for the book, as well as a wide range of professional, personal, and administrative support. Drs. Kathy Makolinski, Miranda Spindel, and Stephanie Janeczko from the ASPCA Veterinary Outreach Department provided skills, information, and perspectives on shelter medicine not available to us while developing the first edition. We are also pleased to acknowledge the continued support of ASPCA President and CEO Edwin Sayres and his commitment to evidence-based animal welfare.

Additional thanks go to Marion Lane, who provided a sharp editing eye in the preparation of chapters for submission, and Diane Wilson, who kept track of myriad administrative details to keep things moving along.

Once again, special thanks go to our families, who were supportive and tolerant of books and files strewn about living spaces and our sometimes absence from family activities as we wrestled with writing, editing, and fretting.

Thank you all.

Lila Miller
Stephen Zawistowski
Introduction

Lila Miller and Stephen Zawistowski

Shelter medicine was truly in its infancy when work began in 2002 on the first edition of *Shelter Medicine for Veterinarians and Staff*. The first formal veterinary class in shelter medicine was taught in 1999 at Cornell University using informal handouts and materials gleaned from a variety of sources and adapted for application in a shelter setting. The Association of Shelter Veterinarians (ASV) had just been formed in 2001. The shelter medicine residency program at the veterinary college at UC Davis was a pioneer program. While it seemed that the seeds had been firmly planted for shelter medicine to become an established specialty within veterinary medicine, it was still largely unknown just how much interest or support would be generated at the university level or among general practitioners. Regardless of the direction that formal studies of shelter medicine would take, within a year after the first edition of *Shelter Medicine for Veterinarians and Staff* was published in 2004, it was clear from favorable peer reviews and the demand from shelters and veterinarians that a second edition was needed. There have been several other important developments in the field of shelter medicine, including the publication of the textbook *Infectious Disease Management in Animal Shelters* by Miller and Hurley in 2009 and the release of the ASV’s *Veterinary Medical Care Guidelines for Spay–Neuter Programs* (Looney et al., 2008) and *Guidelines for Standards of Care in Animal Shelters* (ASV, 2010). The two documents produced by this highly regarded and experienced group of veterinarians are referenced throughout this textbook. Of particular note for animal sheltering is that the ASV guidelines are based upon the Five Freedoms that were developed for the welfare of farm animals in the United Kingdom in 1965. (The Five Freedoms can be found in Table 9.1 in the chapter on canine care.) These thoroughly referenced guidelines have the potential to improve the welfare and quality of care for shelter animals by being based on the needs of all animals, which do not change based on their situation, and should be used for that purpose.

Other key developments in shelter medicine are the growth of the ASV and increased interest in shelter medicine at veterinary colleges and in other countries. ASV now has more than seven hundred members in several countries. It is an important resource for veterinary professionals interested in working for and with shelters. It provides and sponsors a listserv for its members, veterinary college chapters, continuing education programs, scholarships, and position statements on key issues and is working to create a shelter medicine board-certified specialty. The association’s website is www.sheltervet.org

Shelter medicine continuing education programs are being presented routinely at national veterinary and animal welfare conferences (North American Veterinary Conference, Western Veterinary Conference, Midwest Conference, Humane Society of the US Expo) and have been topics at international veterinary conferences in Canada, South Africa, Turkey, Australia, the Netherlands, and Spain, demonstrating an interest that is broad based in scope and growing. At the time of this writing, many veterinary colleges have either informal or formal shelter medicine programs and/or residencies, including Cornell University, UC Davis, University of Florida, University of Pennsylvania, Purdue, Iowa State, Colorado State, University of Wisconsin, Oregon, and so on. The Veterinary Information Network (VIN) on the Internet teaches courses in shelter medicine and animal welfare and has a shelter medicine folder that allows
VIN members to exchange information. While much of the material in this new edition of Shelter Medicine will apply to shelters anywhere in the world, the contributors live and work in the United States, and that will be evident in their examples and focus.

The challenge of this second edition was to try to sort through, organize, and present sensibly the enormous amount of information pertaining to this rapidly developing field. In some ways, the first edition was easy; it was a new field with just a few people working on a handful of topics, and we could cover much of it. The first edition had 30 chapters with 37 authors; this second edition has 42 chapters and 51 authors. A careful assessment was made of what additional information would be included while retaining much of the original information that was still current and applicable. Content was determined through consultation with shelter medicine experts both in the field and academia and via surveillance of the ASV sheltervet listserve. The listserve yielded valuable information about topics of concern to veterinary and shelter professionals. Some authors were invited to update their contributions to the first edition, while new authors were recruited for some chapters because of their special expertise in the field or because of new developments they were instrumental in uncovering.

Shelter medicine, like other medical fields, undergoes many changes in theory, fact, and practice. Sydney Burwell, the late dean of the Harvard Medical School, cautioned that “half of what you are taught as medical students will in ten years have been shown to be wrong. And the trouble is none of your teachers know which half” (Guise, 2008). Some of the recommendations found in the first edition may have been eliminated or modified in the second edition because of new knowledge that Dean Burwell predicted we should be prepared to receive.

One major change in the second edition is the expansion of information from one to several chapters. Dog and cat husbandry are now covered in several separate chapters instead of combined in one. Likewise, spay/neuter and animal behavior information that was relegated to one or two chapters is now covered in multiple chapters. To make space for new topics and more information on existing topics, the chapters on nutrition and vaccination were eliminated and that information incorporated in the individual species chapters. Readers of this edition will find they are referred to numerous other chapters for additional information on a particular topic. For example, rather than include detailed and often duplicate information about behavioral enrichment in both the dog and cat chapters, the reader is referred to the separate chapter devoted to behavioral enrichment.

SECTION 1: MANAGEMENT TOPICS
The first six chapters in the first section of the textbook could be described as covering management topics. Chapter 1 on the history of animal sheltering returns with updates, a discussion of recent developments, and new information, including microchipping and software management programs. Chapter 2 on statistics is a new chapter that reflects current trends in modern animal sheltering that value data collection and its impact on program design and measurement of progress in saving animal lives. With an emphasis on providing for animal welfare in all aspects of animal sheltering, Chapter 3 on shelter design provides new concepts about housing animals that stresses allowing them to express their normal behaviors. It also offers “cutting-edge” design ideas that are practical and inviting for staff, animals, and the public, as well as environmentally friendly and sustainable. The value of good sanitation practices to maintain a healthy shelter population cannot be overestimated, and although there are many other resources available with this information, it is an integral part of shelter medicine. Chapter 4 on sanitation provides an overview of procedures, protocols, and principles, with guidelines, specific information, and references to some of the newer disinfectant products on the market. Chapters 5 and 6 on administrative and legal issues, respectively, contain updated information about topics that might ordinarily be viewed as ancillary to shelter medicine but are key to the successful operation of a shelter.

SECTION 2: ANIMAL HUSBANDRY
The second section of this textbook is devoted to species-specific animal husbandry. It begins with two new and exciting additions to this edition, Chapters 7 and 8 on quality of life and population management. These two topics are intertwined. Quality of
life is a complex subject that is difficult to define, particularly for populations of animals, but must be addressed if appropriate and humane animal care is to be provided. But a good quality of life for shelter animals is difficult, if not impossible, to provide and sustain if attention is not paid to actively managing the population and remaining within the shelter’s capacity to provide that care. Chapters 9 on canines, 12 on reptiles, 13 on avians, 14 on wildlife, and 15 on equines return with new and updated basic husbandry guidelines, welfare, and medical information. Chapter 11 on small mammals now includes information on rabbits (instead of a separate chapter) and ferrets. Feline welfare has not received the same attention as canine welfare until recently. An attempt has been made to remedy this by providing extensive coverage of feline care in Chapter 10.

SECTION 3: INFECTIOUS DISEASE
The information about disease management has been expanded to six chapters from four. Chapter 16 begins with a brief, general overview of disease management. Chapter 17 is a new chapter on epidemiology that explores disease as it occurs in populations of animals rather than individuals, looking at ways to understand and thus help prevent its spread. Similar to the previous edition, Chapter 18 provides an overview of the most common diseases found in shelters, while Chapter 19 reviews and updates the most appropriate disease-testing protocols. Chapter 20 on treatment is a new chapter that describes how treatment options differ from those in private practice and what criteria should be used to guide appropriate treatment and care decisions in shelters. Chapter 21, another new chapter, focuses on management of disease outbreaks, a challenge that almost every shelter must face at some point no matter how well designed their facility or disease management program may be. This chapter helps bring together many of the concepts about disease presented throughout this section to aid in the development of effective, rational management strategies.

SECTION 4: ANIMAL CRUELTY
Chapter 22 opens the fourth section by providing an overview of animal cruelty laws that not only affect animals and shelters but veterinarians as well. Chapters 23 and 24 delve into veterinary forensics by providing basic guidelines for examining the living and deceased animal cruelty victim, respectively. Since the first shelter medicine textbook was published, at least four textbooks on veterinary forensics have appeared. (See appendix 24.1 for their titles.) Successful prosecution of animal cruelty cases requires scrupulous attention to collecting, preserving, and documenting evidence and testifying; the reader is encouraged to use the information in these chapters as a springboard for obtaining more advanced training in veterinary forensics and handling animal cruelty cases. Chapter 25, a new chapter on forensic toxicology, provides guidelines and valuable new and expanded information for handling suspected cases of poisoning, which unfortunately happens all too frequently, both deliberately and accidentally. Rather than have animal hoarding treated as a subset of another chapter on animal cruelty, Chapter 26 is devoted entirely to this phenomenon that was formerly called animal collecting. Information is provided regarding research and current theories about this behavior as well as specific guidelines for shelters and staff faced with managing these tragic situations. Chapter 27 on animal fighting is updated with additional information about this form of animal cruelty and will be helpful for veterinarians and staff who are directly involved in the investigation of this crime. Chapter 28 rounds out the animal cruelty section by providing information about equine cruelty. Horses occupy a unique niche in the United States by often being classified as both companion animals and livestock, and some of the care and legal concerns regarding horses are very different from what is encountered in cruelty to small companion animals. This chapter helps provide the information necessary to prosecute equine cruelty whether it is neglect or active cruelty, and offers basic guidelines for refeeding starved horses.

SECTION 5: SHELTER PROGRAMS
The fifth section of this textbook contains four chapters that deal with special programs. Chapter 29 on emergency care helps shelters define emergencies, create a basic emergency care kit, and develop guidelines for providing appropriate care when emergencies occur. Regardless of a shelter’s mission and
resources, the question of euthanasia will eventually arise. Chapter 30 provides technical information and guidelines for the humane euthanasia of the various species of animals most commonly encountered in shelters. The chapter is not a substitute for euthanasia training or certification, but does discuss the pros and cons of methods such as carbon monoxide as well as some of the main medical and scientific issues associated with euthanasia. Chapter 31 provides an extensive discussion of foster care programs that more and more shelters are discovering are necessary, lifesaving adjuncts for their organizations and communities. These programs place adoptable and non-adoptable animals who are at risk for euthanasia due to mild infectious disease or other treatable conditions into less-stressful home environments where recovery is more likely to occur with individualized care and comfort being provided. The last chapter in this section deals with disaster management. Shelters are increasingly called upon to help deal with disasters that involve collaborative efforts between local, state, and federal authorities and agencies. Chapter 32 is an extensive source of information that also provides links to resources that shelters will need in order to understand and handle their roles in disaster and emergency relief efforts.

SECTION 6: BEHAVIOR

The progress that has been made regarding behavior issues for shelters is reflected in the four chapters that comprise Section 6. Extensive new research into animal cognition, behavior, and welfare offers fresh insights and raises the importance of providing for the behavioral health of shelter animals. Chapter 33 provides an overview of adoption programs and current behavioral evaluations. Chapter 34 is a new chapter devoted to the importance of providing enrichment to sheltered animals to enhance their physical, behavioral, and psychological well-being. The chapter provides many examples of ways to enhance the animal’s environment and experiences and discusses the importance of positive social engagements with both conspecifics and humans for normal behavioral health. Chapter 35 introduces the relatively new field of behavior forensics, which evaluates the behavior of dogs who are presented to shelters as a result of legal cases, are victims of cruelty, or are considered to be dangerous. It discusses the components of a behavior evaluation and explains how to best use them to make recommendations regarding the disposition of these animals. Chapter 36 provides an update on the use of drugs to manage behavior problems and facilitate rehabilitation.

SECTION 7: SPAY/NEUTER

Section 7 may surprise some readers because two of the six chapters provide a fairly in-depth treatment of spay/neuter and anesthesia procedures. Spay/neuter is an integral part of a comprehensive shelter and community approach to reducing animal shelter intake. Chapter 37 looks at a variety of traditional and nontraditional spay/neuter programs and provides information and examples that can help shelters and communities decide which approach will be most effective for them in reducing the number of unwanted animals being born and relinquished to shelters. The impetus for the development of pediatric neutering techniques and high-volume, high-quality spay/neuter programs originated with shelters, and many of the protocols and standards of care reside within the animal sheltering community. Because some of these procedures have not penetrated into the mainstream of veterinary medicine, some practitioners believe the procedures are unproven, unsafe, unnecessary, and thus unacceptable. Inclusion of specific anesthetic and surgical guidelines, protocols, and procedures as can be found in Chapter 38 on anesthesia, Chapter 39 on surgical techniques, and Chapter 40 on pediatric neutering not only provide information to shelter veterinarians and staff but also help lay the foundation for their full acceptance by all veterinarians as standard operating procedures. These chapters are not designed to substitute for professional instruction in surgery and anesthesia or for the use of textbooks devoted entirely to these subjects.

Chapter 41 provides the results of new studies as it tackles the management of stray and community cats, a topic that remains as controversial now as it was when it was presented in the first shelter medicine textbook 8 years ago. Chapter 42 ends the section on a high note by providing information about the research on nonsurgical sterilants. The continued development of alternatives to surgical sterilization of dogs and cats has the potential to
revolutionize veterinary medicine as well as the animal sheltering world.

CONCLUSION
It would be nearly impossible to provide in-depth coverage of all the topics pertinent to shelter medicine in one volume. The purpose of this second edition is to introduce newcomers to the field to the vast array of knowledge necessary to provide appropriate and humane care for shelter animals, to provide new research and update the information provided in the first edition, and to serve as a resource to guide shelters in need of additional information to operate modern, efficient, and humane shelters. Please refer to the two appendices at the end of this book for a list of veterinary and shelter medicine resources and a description of the oft referred to ASV Guidelines for Standards of Care in Animal Shelters.

REFERENCES
Section 1
Introduction
1
Introduction to Animal Sheltering

Stephen Zawistowski and Julie Morris

HISTORY
Animal shelters in America evolved from the livestock impounds that were found in colonial towns and villages. At that time, it was common for people living in a town or village to keep chickens for eggs, a goat or cow for milk, and a feeder pig to be fattened on kitchen scraps and then slaughtered to provide hams and bacon for the family. Animals who escaped their confinement near the family’s home, or were found wandering on public property, would be rounded up by the community’s poundmaster and taken to the impound. The impound would be fenced in and might have a shed. People searching for their missing beasts would come to the impound, and if they could identify their animal, they could pay an impoundment fine or fee and take their property home. The poundmaster kept any unclaimed animals for their personal use. They might keep the animals to feed their own family, or sell them to someone else. The poundmaster’s income was based on the impound fees, and the money earned from the sale of these livestock, supplemented by the animals they kept for their own use (Zawistowski and Morris, 2004; Zawistowski, 2008). Companion animals, while present in many homes, occupied an awkward place in the culture (Grier, 2006). Wealthy families might have high-quality hunting dogs, or cherished lap dogs. Portraits from the era frequently show individuals and families posing with their prized companions. Grier’s research also showed that families of lesser means also shared their lives with animal companions. However, companion animals did not enjoy the same protection afforded to livestock. The earliest laws to protect animals in America were meant to protect animals with value as property (Favre, 2003). This included livestock, but not dogs and cats. Just as they do today, dogs would stray from their homes. From time to time, the poundmaster would catch them and take them to the impound. If no one came to claim them and pay the required impoundment fee, the poundmaster faced a conundrum. Unlike the horses, cattle, pigs, or other livestock that came to the impound, it was unlikely that the poundmaster would be able to sell unclaimed dogs. And of course they were not likely candidates for the poundmaster’s table. As a result, most of these stray dogs were killed. Depending on the skill and sensitivity of the poundmaster this could be a quick death or a prolonged and painful death. Clubbing, strangling, and drowning were common methods (Zawistowski, 2008).

As villages became towns, and towns became cities, it became less likely for people to keep their own livestock for meat, milk, and eggs. Stray dogs flourished in these cities, surviving on scraps, trash, and handouts. Reproduction was unfettered, and the poundmaster now found that stray dogs became their primary quarry. By now, the impound was known as the dog pound. Few dogs were claimed by owners or bought by people interested in having a pet. As a result, the poundmaster now had a substantial job finding an efficient way to kill dozens, if not hundreds, of dogs at a time. By 1870s, the pound in New York City resorted to drowning the unwanted
animals in a large iron cage lowered into the East River. A century before the birth of the no-kill movement in America, strolling down to the river to watch stray dogs being drowned was an afternoon’s diversion.

Dogcatchers of the era were despised, and not because they killed stray dogs. The men were still not paid a steady wage and continued to depend on redemption fees from people reclaiming their dogs at the shelter (Crossen, 2007). Their income depended on catching owned dogs and having people reclaim them. In time, the pound system evolved into a corrupted practice of kidnapping owned dogs and ransoming them back to their owners, while at the same time ignoring the many strays that plagued the city.

Slow change came to animal sheltering with the initiation of the American animal welfare movement (Lane and Zawistowski, 2008). Henry Bergh, a philanthropist and former diplomat learned of the Royal Society for the Prevention of Cruelty to Animals (RSPCA) in England, while returning from an assignment in St. Petersburg, Russia. He stopped in London and met with the Lord of Harrowby, the president of the RSPCA. When Bergh arrived back in New York City in 1865, he quickly set to work gathering support to establish a similar society in America. On April 10, 1866 his efforts were rewarded with a special charter from the State of New York for The American Society for the Prevention of Cruelty to Animals (ASPCA). Bergh’s initial efforts were directed toward protecting the many horses who worked in the streets of the city. However, the early records of the ASPCA offer numerous examples of Bergh’s interventions on behalf of dogs and cats. These included pursuit of dogfighters, ragpickers who used dogs to pull their carts, and frequent criticism of the city dog pound. City officials called upon Bergh and the ASPCA to take over the management of the city pound several times over the years. Each time, however, Bergh declined. He was well acquainted with the politicians of his era, and he feared that they would fail to provide him with the resources required to run the pound in a successful and humane fashion, and at the same time imperiling the broader work of his fledgling society.

Bergh’s influence rapidly expanded outside of his native New York City. Just 1 year after the founding of the ASPCA, a society for the prevention of cruelty to animals (SPCA) was formed in Erie County/Buffalo, NY, with former president Millard Fillmore chairing the meeting. Philadelphia and Boston followed in 1868. Bergh was in communication with founders of these organizations. He provided information on the ASPCA charter, an understanding of the mission and organization, and encouraged them to adopt the SPCA name. Dozens of additional SPCAs were created in the next decade. Bergh’s society remained a model for these other organizations to emulate, but there was no formal relationship between the ASPCA and the many local and regional societies for the prevention of cruelty to animals that followed. As a result, early in the history of the American animal welfare movement the seeds were planted for a problem that persists to this time, the misconception that SPCAs are somehow organized under or linked to the ASPCA.\(^1\)

Caroline Earle White was the founder of the Pennsylvania SPCA in 1868. Social convention of the era denied her a position on the board of directors for the PSPCA because she was a woman. She then formed a Woman’s Auxiliary of the PSPCA. It was in this role that she led the Woman’s Auxiliary in the development of the first humane animal shelter. They conceived and built the City Refuge for Lost and Suffering Animals. This facility accepted stray animals, provided food and medical care, and promoted the placement of these as pets into new homes. They confronted the question of what to do with animals that could not be placed by commissioning the development of a humane euthanasia chamber that used gas to asphyxiate the animals—a dramatic improvement over the practice of clubbing and drowning.

The next major development in animal sheltering followed Henry Bergh’s death in 1888. While Bergh had not taken up New York City’s offer to operate the city’s public animal shelters, his successors at the ASPCA took up the task in 1894. As part of this arrangement, the city approved the requirement

\(^1\) This was further complicated when the term “humane society” became another common organization name. It is important to recognize that “society for the prevention of cruelty to animals (SPCA)” and “humane society” are generic terms that refer to groups that provide animal sheltering and other services to their communities. They may be loosely organized in state or regional groups, but in the end are independent entities.
that dogs in New York City be licensed, and authorized the ASPCA to collect the $1.00 license fee, and use the funds to provide animal control services. The license income permitted the ASPCA to hire salaried workers and convert a warehouse into a holding kennel. Workers on salary no longer needed to depend on reclaim fees for their income. They were then able to concentrate on picking up stray dogs and cats from the city streets. In just 1 year, the ASPCA was praised for the performance of the transformed animal shelter system. This included the fact that the ASPCA-operated shelter captured and euthanized more dogs than the shelters had done in the previous years. It was indeed considered an important service to remove these nuisance dogs from the streets. The city fathers of Brooklyn, NY—Brooklyn was still an independent city at the time—were so impressed with what they observed happening across the East River that they prevailed upon the ASPCA to step in and manage their animal shelter as well.

Many SPCAs around the country followed the example of both the Woman’s SPCA and the ASPCA. Some would open charitable animal shelters that would take unwanted animals from the public, provide medical care, and make them available for adoption, or euthanize them if they were not adopted. Other societies would enter into relationships with city and town governments to provide animal-sheltering services. In still other communities, the local government owned and operated the animal shelter and provided the associated services. The current state of affairs in animal sheltering across the country remains a mix of these various models. In some places, SPCAs and humane societies continue to provide animal-sheltering services as charitable organizations. In other places, they may have service contracts with one or more city or town governments to provide some or all animal-sheltering services. These arrangements may include capturing stray animals, handling enforcement of animal-related regulations such as licensing and aggressive or dangerous dogs, cruelty investigations, sheltering animals, providing lost and found and animal adoption programs, public health functions such as holding animals for rabies observation, and euthanizing sick, injured, or unwanted animals. They may even provide spay/neuter services for shelter and privately owned pets. In some cases, the humane group may provide only part of these services. For example, the local government may cover the salaries of animal control officers who capture strays and handle regulatory enforcement, but may contract with a humane society to provide sheltering services. It is not uncommon to find that a community has both a government-operated animal shelter and one or more shelters operated by humane groups. All in all, it is a complicated state of affairs, and those interested in working with an animal shelter should take the time to understand the nature of its management, scope of services, and areas of responsibility.

In the years since Caroline Earle White pioneered the first humane animal shelter, there have been many advances in both methods and scope of services and programs, as evidenced by the breadth of topics covered in this text. The rest of this chapter will be a short introduction to some of the services and programs not covered elsewhere in the text, as well as some of the important issues that animal-sheltering organizations currently face.

SHELTER ORGANIZATIONS

As noted above, animal sheltering across the country evolved as an odd mix of organizations and circumstances. Many of the early humane groups developed in major urban areas such as New York City, Buffalo, Boston, Philadelphia, San Francisco, and others. Each of these organizations was founded by local community leaders and focused on the specific needs of their regions. In 1877, some of these leaders felt the need to coordinate their efforts in a more effective fashion. John G. Shortall of the Illinois Humane Society was the impetus behind a meeting of humane leaders that eventually lead to the formation of the American Humane Association (AHA). The early focus of AHA was the cross-country transport of livestock. Eventually, it would also address animal-sheltering issues. While originally conceived to be an umbrella organization for humane groups in the United States, this goal was never fully realized. Instead, AHA has established itself as a resource on animal welfare issues, including animal sheltering. Through publications, conferences, and educational outreach to the field, it provides a range of support services.

In the 1950s, a small group within AHA felt that the organization was becoming too focused on animal-sheltering issues and was not providing active leadership on other humane issues such as
vivisection and hunting (Unti, 2004). In 1954, a small group led by Fred Myers formed the Humane Society of the United States (HSUS). An early animal-sheltering focus for HSUS was the effort to combat “pound seizure,” where animal shelters were required to provide unclaimed dogs and cats to research laboratories. HSUS currently sponsors the largest annual conference for animal shelter professionals, Animal Care Expo, and publishes Animal Sheltering magazine; it also provides a variety of other educational and consulting services for local animal shelters.

The National Animal Control Association (NACA) represents professionals working in the animal control field, and the Society of Animal Welfare Administrators (SAWA) is composed of shelter professionals who work at a range of both nonprofit and government-run animal shelters. As evidence of the continued evolution of the animal-sheltering field and its development as a viable professional career, SAWA has developed the credential of Certified Animal Welfare Administrator (CAWA). Certification is earned through management and animal welfare experience as well as successful performance on a certification examination. Elements of that program include:

- Administration and management, including strategic planning, accounting, budgeting and financial policies, contract negotiation, and rules related to nonprofit status
- Personnel supervision and leadership, including recruitment, selection, training and performance evaluation, labor relations, compensation and benefits
- Public relations and fund-raising, including media and presentation skills, customer service policies, fund-raising and development
- Animal care and treatment, including humane animal treatment, animal care and control laws, animal health and welfare, and shelter design
- Reasoning related to problem solving, information analysis and synthesis, and discretion.

While NACA and SAWA are composed of individual professionals working in the field, the National Federation of Humane Societies (NFHS) membership is composed of organizations. The NFHS works to foster collaboration and cooperation among the many shelter, animal rescue, and animal control organizations in the field.

In 1994, the ASPCA ended its contract to provide animal control services to New York City. Since then it has developed a Community Outreach department that provides grants, training, and assistance for animal shelters across the United States.

**SHELTER SERVICES**

Shelter services have evolved over the years, and have changed substantially from the original mission of rounding up strays, returning a handful to owners, placing a few in new homes, and euthanizing the rest. Perhaps, most significant has been the general acceptance that cats should also be a part of a community’s animal-sheltering programs. Early shelter programs concentrated on dogs, and indeed, more often than not, the shelters—called dog pounds—were funded at least in part by dog license fees. In general, the essential elements of a well-organized animal-sheltering program include the following (Handy, 2001):

- Uniformly enforce laws related to public health and safety
- Respond to nuisance complaints in a timely manner
- Investigate complaints of animal cruelty, abuse, and neglect
- Rescue mistreated and injured animals
- Shelter stray and homeless animals
- Work to reunite lost pets with their families
- Place healthy, behaviorally sound animals in responsible homes
- Euthanize suffering animals as well as those who are neither reclaimed nor adopted
- Promote mandatory identification of both dogs and cats
- Create incentives for the public to have pets sterilized
- Deter future problems through education programs.

While the above elements constitute what are frequently considered the core of primary services that should be available in a community, often one or more are omitted in various locations. A critical development in animal sheltering is the acknowledgment by some animal welfare organizations that