

Northwest Boxer Rescue Foster Manual



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Introduction

All information is subject to change.

This manual is designed to provide foster parents with an overview of the Northwest Boxer Rescue Foster and Foster to Adopt Programs. This manual is meant to be a helpful resource for foster parents and should answer many of the questions that may arise before and during foster care. As a foster parent you are responsible for complying with the policies and procedures outlined in the Foster Manual and must always consult with your Area Coordinator (AC) first for any assistance or additional information.

Northwest Boxer Rescue will be referred to as NWBR throughout this manual.

NWBR Area Coordinators will be referred to as ACs throughout this manual.

The President of NWBR oversees all aspects of operations, including intakes, vetting and behavioral issues, fundraising, marketing, and events, as well as assisting in the placement of foster dogs with appropriate foster homes as needed. They are closely tied to the daily operations within the rescue and all team leads and ACs report to this person. Contact the President if you are unable to reach your AC, or a supporting AC from the contacts list.

The Adoption Team oversees adoptions, reviewing applications and keeping tabs on available dogs in the rescue for proper matchmaking.

NWBR has a Board of Directors (BoD) to govern its management and growth. As a functioning organization, some decisions are made by consensus and others are not. If you have questions or concerns regarding a policy or procedure of NWBR you must first bring this to the attention of your AC and they, in turn, will ensure that it is addressed by the appropriate officer or the BoD. If a problem exists between you and your AC, please contact a board member directly.

The Intake Coordinator oversees a team of intake persons who make contact with various shelters and owners, arrange evaluations, work with the foster coordinators to find placements, and work with the transport coordinator, as needed. The Intake Coordinator will often provide information via the volunteer's Facebook page or by email regarding a dog needing placement within the rescue.

If you see a request for foster placement before your AC has seen it and are

interested, **you must tag your AC and seek their approval before committing yourself as an available home for a foster dog.**

There are several reasons for this, namely that the AC usually has more background information regarding the appropriateness of a foster match and/or there may be an alternate dog in mind for your home that you aren't aware of. It is also possible that your location or resources in the area offered are not what that foster dog requires; this can often be due to a medical or behavioral issue. As a rule of thumb, just contact your AC directly if you think you can offer a good foster home for a dog seeking a place to land. *More information regarding protocol on the volunteer Facebook page is provided further along in the manual.*

- 1. Write down the contact info for your AC***
- 2. Join the volunteer page on Facebook***
- 3. A quick reference for information, current contacts, and commonly used links can be found on the volunteer Facebook page in the "About" section to the top right of the page. Click on "See More" to open it.***

Be Physically and Mentally Prepared

Fostering is a family commitment, so please make sure that everyone in your household is ready, willing and able to provide a loving home for the dog. Many adults and children have a difficult time adjusting to a new schedule or routine, and also have a difficult time "giving up" an animal to its forever home. It is normal for you to become attached to the foster dog while they are staying with you and there are times when you may feel as though fostering is "too hard." While we cannot claim that fostering is *easy*, we can assure you that it is made easier by the experience of seeing a dog blossom in your care and then witnessing the joy in the eyes of their adoptive family as a new life is begun together. When your foster dog becomes eligible for adoption, you may wish to have that "full circle" experience of seeing them off to their new family, but it is not required. If you want to attend the Meet & Greet, talk it over with your AC, most ACs will encourage this so that you can be available to share your first-hand knowledge with the prospective adopter.

Important reminders about your foster dog(s) and conduct

In addition to the requirements and responsibilities outlined in the Foster

Agreement, and throughout this manual, foster parents **MUST** abide by the following rules:

- Use respectful language in all communication with fellow volunteers, adopters and those who surrender their dogs to NWBR. **We are not here to judge.**
- Refrain from the distribution of proprietary information outside of the rescue.
- Any aggressive behavior from your foster dog must be immediately reported to your AC. Some behaviors are easily resolved and do not necessitate removal of the dog.
- All vet visits must be pre-approved. Routine vetting is budgeted and scheduled by the COO. For any emergency vet care, you must **contact your AC first to notify them of your need/concern and obtain instructions or approval.**
- If you are unable to continue fostering a dog, please contact your AC immediately so an alternate foster can be arranged. This includes any vacations, for which advance notice is needed to arrange a temporary foster while you are away.
- Use professionalism in addressing complaints/concerns regarding the rescue. Do so outside of the Facebook pages by contacting your AC first and then, if necessary, the President or BoD.

Facebook

The rescue is operated through social media and technology to help keep the volunteers across a wide geography connected and relies heavily on the Volunteers of Northwest Boxer Rescue Facebook page to communicate. As a result, volunteers are strongly encouraged to be on Facebook if at all possible and your AC will have you approved to join the group. On the volunteer page we discuss topics, share experiences, and address foster's questions, but above all we coordinate intakes and placements of dogs as well as exchange albums and bios on foster dogs to be posted to the public forums. If you are unfamiliar with Facebook, we are more than willing to get you set up with a local volunteer to give you a brief overview, your AC should be able to walk you through the basics as part of your introduction and training. There are a couple of ways to be added to the volunteer's page and most often is by "friending" a volunteer with administrative access who can add you. Once you are added to the page you may

“unfriend” that person if you would be more comfortable.

It is very easy for communication to be misunderstood via text, email, Facebook etc. Please be careful how you state your opinions, ideas and grievances, especially when not face to face with other volunteers. Bullying will not be tolerated, and kindness is expected at all times. Limit your posts on the volunteer's page to topics applicable to the rescue and specific foster dogs, no internet memes or silly videos are to be posted there and photos shared of your foster dog should be mainly posted to their specific album. Please refrain from “liking” and commenting on individual photos in an album as it fragments the album and causes the Facebook feed to become too cluttered.

Always refer to your Foster Manual and/or contact your AC before posting a topic or asking for help on the volunteer's page, this greatly reduces confusion from incorrect instructions or advice from unauthorized volunteers.

If you wish to resign from the rescue, please contact your AC directly to let them know, do not post to the volunteer's page.

Preparing Your Home

Animals are curious creatures. Many are capable of jumping onto high surfaces or squeezing into the smallest of spaces. To protect your foster dog in its new environment and safeguard your belongings, it is necessary to animal proof your home.

Kitchens/Bathrooms

- Use childproof latches to keep them from prying open cabinets. Keep medications, cleaners, chemicals, and laundry supplies on high shelves.
- Keep trashcans covered or inside a latched cabinet.
- Check for and block any small spaces, nooks, or holes inside cabinetry, between cabinets and floors, under bathroom cabinets or dishwashers or behind washer/dryer units.
- Keep foods out of reach (even if the food isn't harmful, the wrapper could be).
- Keep toilet lids closed.

Living/Family Room

- Place dangling wires from lamps, VCRs, TVs, stereos, and phones out of

reach.

- Keep children's toys put away and remove dog toys as well for at least the first few days, to avoid any resource guarding or scuffles between your foster and personal dog(s).
- Put away knickknacks or decorative items that are within reach and could be damaged until your foster has the understanding not to knock them over and not to chew on them.
- Remove dangerous items, like string and pins.
- Move houseplants - which can be poisonous - out of reach, including hanging plants that can be jumped onto from other nearby surfaces. Put away all sewing and craft notions, especially thread/yarn.
- Secure aquariums or cages that house small animals, like hamsters or fish, to prevent harm from another animal.
- Make sure all heating/air vents have a cover.

Garage

- A garage usually contains many dangerous chemicals and unsafe items. For that reason, it is generally not an acceptable foster care site. Foster dogs should never be housed in a garage unless you have received prior approval from your AC during your home inspection for a specific space.
- Move all chemicals to high shelves or behind secure doors.
- Clean up any/all anti-freeze from the floor and driveway, anti-freeze can be deadly to any animal.

Bedrooms

- Keep any medications, lotions or cosmetics off accessible surfaces (like the bedside table).
- Move electrical and phone wires out of reach of chewing.
- Keep decorative items out of reach.

Potentially Dangerous Situations

- Be aware of open doors to the outdoors (foster dog might escape).
- All electrical cords and wires (electrocution or strangulation). Potted plants (potentially poisonous).
- Open windows (especially on the 2nd floor or higher).

Never underestimate your foster dog s abilities.

The Do's and Don'ts of Fostering

- Do keep your foster dog indoors in a location with a crate available (most fosters should be crated while unsupervised). *Separation anxiety may limit cratability, make sure your foster is WORN OUT before crating.
- Do keep your foster dog in a warm/cool (depending on the season) and dry location.
- Do keep your foster dog on a leash at all times when outdoors unless in your secured fenced yard. When in a secured yard, you must supervise them at all times.
- **Do notify your AC immediately if your foster dog escapes and is loose or missing.**
- Do treat your foster dog as part of your own family. Take them for car rides, to visit friends, on short camping trips etc. If you would/could take your own dog, then chances are your foster dog will benefit from the socialization as well, unless your foster dog is known to be reactive to certain situations. If you're unsure, discuss with your AC.
- Don't place your foster dog around other strange dogs as we often do not know the dog's past history. Foster dogs should not be put in a position of possibly fighting with a strange dog.
- **Don't ever take your foster dog to any dog park.** This is a liability to the rescue.
- **Don't use prong, choke or shock collars on your foster dog.**
- **Don't use retractable leashes.** For several safety reasons, these are not allowed.
- Don't give your foster dog hooves, rawhide, pigs' ears or vinyl toys that can cause diarrhea or choke the dog.

Walk into the rooms where you plan to allow your foster dog, and check:

- Is there room for the crate (dog's safe place)?
- Is there quick access to the outside for bathroom breaks?
- Is there anything that can be chewed and/or pulled into the crate, such as drapes, rugs, cords? Are there exposed electrical wires?
- Is there anywhere the dog can hide?
- Will you be able to get the dog out if hidden?
- Are there coffee tables with objects that can be knocked off? Are there plants in the room?

- Where will I set up the crate once all hazards are removed? Is the crate in a quiet, low-traffic area of the room?
- Is there a blanket in the crate to train your foster dog that it is his bed?

Items You May Need

- Food and bowls, glass or metal bowls are preferred.
- Plain unsweetened canned pumpkin, plain yogurt, and white rice in case your foster dog is not feeling well. Pumpkin and yogurt can be a good binding agent for loose stool, can help with probiotics (gut health) and may entice an apathetic dog to consume their food. Pumpkin is also a useful filler for Kong toys; freezing the filled toy will create a longer lasting chew for your pup.
- Crate: If you do not have a crate, one can be provided for you upon request. **Expect to crate your foster dog, most are not able to be left out in the home especially in the beginning.**
- Bedding: A clean blanket or a dog bed that is washable.
- Odor neutralizer (such as Bac-Out or Nature's Miracle): The specified cleaners are appropriate for cleaning house training mistakes because if you clean mistakes with soap and water or non-enzymatic cleaners, your foster will still smell the urine and go to the bathroom in that spot repeatedly.
- Toys: such as: hard rubber balls, Kongs, fleece, or rope toys.
- Leash/collar(s): (Martingale, "break away" or "quick release" collars may all be used), harnesses or Halti head collar may also be beneficial depending on the dog. Shock, choke or prong collars are NEVER to be used on a foster dog.
- Training treats: such as string cheese, squeeze cheese, lunch meat or small dog biscuits. Peanut butter is another good filler for Kong or stuffable chews toys, this too can be frozen to make a longer lasting chew toy.
- Adopt me bandana and foster dog tag: Your AC will provide these for you.

Some additional items will be noted in the medical section, please prepare for common medical issues by building a "first aid kit" for your personal and foster dog(s). In a pinch, you will greatly assist with triage by having the ability to measure your foster's temperature and to administer certain generic supplements or therapies. Any additional items you may need, please let your AC know before your foster dog arrives.

What to Expect in the First Few Days

- Now that you're home with your foster dog, you should start a regular routine so your foster can begin to adjust to your household. To ensure the safety of everyone in the home and to provide a quick means of correction for your foster dog, they should remain leashed and be handled calmly.
- Keep your foster dog ON LEASH and walk them through your home to show them the territory, your personal dogs should be contained when you do this and not come in contact with the new dog. If it's nighttime when you bring your foster dog home, show them the layout, offer them a bathroom break and water, then show them to bed. *Wait to introduce personal dogs until it's daytime and you can walk them outside together.*
- Foster dogs should CONTINUE to be leashed for a few days, simply dragging the leash if they have proven themselves to be trustworthy and appropriate after careful introductions with your personal dogs. During this adjustment period, please keep stimulation to a minimum. ***Remember to allow time for them to adjust!***

Due to being confused, stressed, scared, etc., some foster dogs will exhibit behaviors that will make you feel bad for them such as crying/whining/barking or simply being clingy and seeking additional attention. It is perfectly normal to empathize with the dog's situation, but the most important and beneficial thing you can provide your foster dog is rules, boundaries and limitations to ensure they know their place in the pack and consequently, they will feel secure.

Bathe your foster dog as soon as possible and check them over for any physical issues. Look for fleas, ticks, cuts, rashes, lumps etc.

Keep an eye on your foster dog's stool, make sure you are aware of any worms, persistent diarrhea, or other suspicious issues and communicate any concerns with your AC.

Keep them on a schedule, provide as much exercise as possible. When they must be crated or left home, make sure they have things to keep them occupied so they stay out of trouble. **Do not allow your foster to be pushy or demanding just because you feel sorry for them, encouraging these behaviors very often encourages dominance and does the dog a disservice as we try to place them in their forever home.**

*If your foster dog comes to you with any **paperwork**, please forward it to your AC immediately so they can ensure the information is passed on as well. Missing paperwork can result in delays scheduling vet appointments, posting a dog's availability and in updating foster statuses. See additional paperwork section.

Some tips:

- Find a quiet route to walk or run your foster dog (depending on health status and energy level) to familiarize them with their new environment. This also helps start the bonding between you and your foster dog.
- Don't immediately introduce your foster dog to people you meet on your walk. For the first several days (could be more or less depending on the dog) your foster dog's stimulation should be kept to a minimum while they try to figure out just what this new situation is. You may not see any unwelcome behavior initially. ***This process will vary based on the origin of, and information available on the dog's history. Shelter surrender dogs require much more careful evaluation and limited exposure as we get to know them whereas an owner surrender dog will likely come with more detailed temperament assessment and a broader picture of what they've been exposed to and how they handle it.*
- Do not introduce your foster dog to other dogs (other than your own dog(s)) until you know the foster dog well and even then, choose to evaluate their behavior with other dogs you are very familiar with. This includes neighborhood dogs, and dogs belonging to your family or friends. There is no way to tell how your foster dog will behave when introducing them to others. If your foster dog bites a person or dog you are required to report it to your AC immediately, *this includes any bite to you or your family members*. During the first 48-72 hours, you should try to spend quality one-on-one time with your new foster dog. Quality time exercising together throughout the first week will make a big difference in their overall adjustment and your understanding of their temperament and disposition.
- The most important thing to do during this initial transition time is to clearly but non-confrontationally establish the household rules. Take care not to indulge your foster dog's timid, tentative or fearful behavior as well. We understand how tempting this may be; however, it does not benefit the dog in the long run.
- One of the many benefits of adopting a dog from foster care is that the foster parent can provide detailed information about their foster dog. Foster dogs will be adopted more quickly if you update information about your foster dog as soon as possible.

- Accidents are common during the first week. Do not punish the dog if this occurs but immediately take the dog outside and show them where they are supposed to go. (See Houstraining section below)
- The dog may not eat initially. Many of the dogs enter the rescue quite thin so it can raise your anxiety. Try to feed on a regular routine and if the dog does not eat for 15 minutes, remove the food. If the dog will not eat after a full 24 hours, try a diet of cooked chicken and rice with a little canned unsweetened pumpkin (plain 100% pumpkin, NOT pie filling) or yogurt. Contact your AC for more instructions, but if the malnourishment is significant or the hunger strike too long, you may also want to consider serving Satin Balls for expedited weight gain.
<http://www.holisticdog.org/Nutrition/Satinballs/satinballs.html>
- Many dogs get kennel cough (KC), like a human cold. KC is an air-borne illness and is very contagious, but typically does not always require medication to resolve. Keep the dog quarantined from other animals and children as it is unclear if humans can get it. (See Kennel Cough section for more info.)

Introducing Your Dog(s) to the Foster Dog(s)

A volunteer from the rescue can assist you with introducing your dog(s) to a foster dog, but typically dogs of the opposite sex do better together and choosing your home for an incoming dog was done with your personal dog(s) in mind. Even if your dog(s) has/have many different dogs as playmates, you should still have your dog(s) meet a potential foster dog in the correct way. Dogs are like people, and sometimes a dog may not like another dog for no apparent reason. All dogs will have the best chance of “working it out” if they are given the right tools. Take introductions slowly and focus on walking the dogs for a fair amount of time, taking turns walking one dog ahead of the other so they can exchange scents.

If you have a multiple dog home, make sure to introduce all dogs individually / separately. Not as a pack. No matter how friendly YOUR dogs are, there is no substitute for slow, proper introductions with a new dog. Please do not rush this process, we want to set all dogs up for success!

Do not allow foster dogs to meet strange / neighbor dogs until they have been in your home at least 1 week. This allows for you to have a better gauge and understanding of the dog's personality and behavior, allows them to get over their initial honeymoon period, and also allows you to know whether the dog is possibly contagious from recent vaccinations, shelter exposure or transport. We want to keep all dogs safe from cross contamination in case of illness and of course this

will obviously vary from dog to dog.

- Be alert and make the introductions gradually and calmly. Even if they got along well at a previous meeting, your dog may be extremely territorial in the home.
- If possible, go for a long walk around your neighborhood with both dogs, one person to walk each dog so they do not feel forced to walk together. Walk the dogs on leashes and allow them to sniff one another and become familiar with each other, **NOT nose to nose, but nose to tail.** *Dogs communicate with scent first. They should not be allowed to confront one another head-on with tense leashes and stagnant humans. Keep things moving, keep it relaxed and loose with the leash, take turns passing ahead of and behind the other dog with plenty of space in between for each dog to scent each other and not meet face to face.*
- Give your own dog love and praise if they are being friendly and respectful. Do not tolerate growling, lunging, barking **from either dog.** If these behaviors are present, walk with both dogs controlled until they relax and tolerate the presence of the other dog. Once they're calm, separate and wait to repeat later.
- **Exhausting the dogs is paramount in overcoming reactivity or defensiveness so one or both dogs may require a good run or lengthy hike before trying again.**
- Leave leashes on the dogs when you are in the home, so that you can get immediate control if needed. You may only need to do this for a short time. Talk normally. Letting the dogs know that everything is fine while also being clear that they must behave.
- **DO NOT encourage play between the dogs with toys or bones,** these things can very easily encourage a fight and should be introduced much further down the line. Even if your dog typically shares everything, your foster may not have such good manners.
- Be patient and go slowly with your foster dog as they have been through a lot of recent changes. If the intros are not going naturally, take a break and back it up to the beginning. **Exercise first, then re-try with briskly walking the dogs as a pack to become accustomed to each other's presence.**
- Don't leave your foster dog unattended with your dog(s). Even if they seem to get along well in your presence, you should **separate the dogs when you leave your house.** After a week, you may determine that this is no longer necessary, but be sure to always remove all toys, food, chews and start

slowly with short time frames if leaving them together.

Some Common Mistakes:

- Holding the leash too tensely as dogs may react with defensiveness. Leaving toys, bones, and chews around the house. This can cause resource guarding which can escalate very quickly. (Remove all toys, bones, and chews before you arrive home with your foster dog.)
- Feeding your foster dog with your dog. It's best to separate them initially, and to supervise always. Use crates, baby gates, an x-pen or different rooms. Over-stimulating your foster dog with introductions to too many people or dogs.
- Allowing foster dog on furniture/beds, to take toys from other dogs or beg for food. In the beginning these behaviors should not be tolerated.
- Excessive excitement related to departures/returning home.
- Paying too much attention to your foster. Instead, attention should be moderated, and the foster dog should be given clear boundaries in the home (regardless of whether you have other pets or not) and allowed time to process and take things in. Be careful not to over-focus on your foster because they're fun and new, you're telling them something completely different with your affection and attention and balance is required to avoid inflating their ego or causing them to act out.

Introducing Your Cat(s) to the Foster Dog(s)

Heavily based on article from SPCA, written by Kristie Bradley, update/rewritten by Laura Harris

Before you introduce your foster dog to your cat, wait at least a week until you have confirmed or instilled basic obedience in your foster dog. You will need to have your foster dog under control and know which behaviors are appropriate when interacting with a cat. Allow your foster dog to settle down and get to know your surroundings first before you start introductions to unfamiliar animals.

Intros to your personal dog(s) and cat(s) will vary with each dog based on information available when they are surrendered. You must exercise additional caution with shelter dogs, of whom very little is known.

Introducing a cat to a dog is similar to introducing dogs to one another. Take your time and create a stress-free environment. Begin by keeping your cat in a different room. Allow the dog to become comfortable in his own room. Once the dog is

comfortable, let him explore the rest of the house for short periods each day while the cat is in another room. This will allow them to pick up each other's scent. After a few days, allow the two to meet but keep the dog on a leash. Observe their interactions, a dog that is showing overt aggression, such as snarling, growling, baring teeth, etc., will probably never accept a cat. The cat and dog should be separated by baby gates or kept in separate rooms.

If all is reasonably calm so far, walk the dog around the room on leash, but don't let go of the leash in case the dog decides to chase the cat. On leash interactions give the cat the opportunity to approach the dog if they choose, or to find a route of escape. During the first few meetings, the cat and dog will probably not interact face to face. A dog is a predatory animal. It's a natural instinct for a dog to want to chase a cat. Assume the dog will chase the cat so you are prepared. Never allow the dog to intimidate the cat by barking or chasing.

Each time the dog acts inappropriately, let him know these behaviors are unacceptable with a quick, sharp tone such as, "Aah-Aah" to get their attention and redirect their energy. On the other hand, if the cat bops the dog on the nose as a warning, that's a good sign and should not be discouraged. When they set up boundaries between themselves, they are beginning to establish a working relationship, let them interact, keeping the dog on leash for about 30 minutes, then return the cat back to its safe haven and bring the dog to its crate, bed or tether him.

Give the dog a treat and lots of praise. Increase the amount of time they are together a little each visit. It's important to be patient and encouraging in their interactions. If you're relaxed, they will be more at ease. Always praise friendly behavior profusely.

Don't rush the introduction or force them to interact more than either is willing. Pressing them to accept each other will only slow down the adjustment process. When the cat and dog seem to be getting used to each other, let the dog go, but keep his leash attached to his collar. Let him drag it around the house as he wanders, that way you can control him at any time. The cat will probably hide at first, but based on how successful the introductions have been, you can use your best judgment as to when they can begin supervised sessions with the dog off-leash.

Feeding Your Foster

- Create a consistent schedule for feeding your foster dog. Feed at the same time(s) every day.
- Create a separate space for your foster dog to eat so they will feel comfortable.
- If you have other dogs at home, feed your foster in a separate room or crate and close the door, this will help prevent any arguments over food.
- Quantity of food will depend on the age, size and activity of your foster dog. Most fosters prefer to feed their foster dog the same thing they're feeding their personal dog(s). This is encouraged as long as it's well-tolerated by your foster dog. Should your foster dog not tolerate your normal food, please contact your AC and NWBR will arrange for appropriate food.
- Please refer to the suggested amounts on the dog food package you are feeding your foster dog as the amounts may change depending on the brand. Food should generally be given once in the morning and once at night, no free feeding.
- Remember to try and keep treats to a minimum as you are not sure what the adopters are planning to give their new addition.
- Please avoid feeding people food to your foster.
- Feeding your foster in a crate is strongly advised, this is even more important if there are children or other dogs in the home.
- Keep treats to a minimum, use to enforce training/behavior only.
- **It is OK and encouraged to provide supplements for your foster dog.** If they are not healthy upon arrival, or exhibit symptoms of allergies and digestive distress, plain yogurt and **probiotics** can promote intestinal health and in turn strengthen the immune system. **Virgin Coconut oil** has tremendous health benefits for dogs including cancer risk reduction, thyroid stability, general coat and digestive health. We also will often recommend the use of **vitamin C**, **apple cider vinegar** (PH balance if urinary tract problem present) and antihistamines such as **Benadryl** (minor allergic reactions, anxiety, seasonal allergies) for certain issues that come up. Consult your AC for more instructions or support with accessing and determining appropriate treatment options.

Why we do not free feed the dogs

Free feeding can create a multitude of problems, including picky eating and food aggression. Also, it is hard to gauge if a dog is feeling well or not, unless you can

see exactly what quantity of food they are consuming. If your foster dog does need to go to the vet for something major, a vet will always ask when and how much their last meal was, as they cannot operate on a dog with a full stomach. If your foster dog declines food, it is not an automatic emergency. Many dogs will not eat when they are stressed and often the transition period into a foster home causes a dog to decline several meals or to be indifferent about treats at first.

Offer the dog a meal and leave it down for fifteen minutes. If after that time they have not shown any interest, pick it up. Wait several hours before offering a meal again and in most cases, by the end of the day or start of the next, they will be hungry and know that if they don't get it now, they may “miss their chance.”

In addition to not free feeding, SPECIAL attention should be given to food aggressive dogs. Absolutely under NO terms, should they be free fed. They should have 2 meals a day, preferably in a crate with a closed door, but as long as there are no other dogs or children in the home, it is permissible to feed them in a quiet area of the house like a laundry room or bathroom, undisturbed during mealtimes. Do not attempt to take food away from a food aggressive dog; this will only aggravate the problem. If the dog is showing more severe signs of food aggression and guarding, please contact your AC so the dog can be properly evaluated further.

Training

Remember to not start any behavior modification program” without contacting your AC first!

ANY questionable behavior observed by a foster dog should be discussed with your AC as soon as possible in case the dog needs to be further evaluated by a behaviorist. These behaviors include growling at humans or lunging behavior, possible dog aggression, food or toy aggression, guarding behavior, extreme separation anxiety, extreme submissive urination and so on. Behaviors that are NOT uncommon and should not be overly fussed about include being timid or unsure, not wanting to play, declining treats, whining or occasional soiling accidents. It is normal for dogs to display these behaviors, especially during their transition into a foster home.

Common behavioral issues

- Barking
- Mounting
- Puppy nipping and mouthing
- Submissive and/or excited urination

- Digging
- Begging
- Attention seeking
- Garbage hunting
- Leash pulling
- Greeting manners
- Destructive chewing
- Urine marking behavior
- Fearfulness
- Separation anxiety
- Resource guarding
- Prey drive
- Potty accidents in the house
- Rough play

If your foster dog is exhibiting any behavioral issues, ask yourself:

- Is my foster dog getting enough exercise? Is it **quality** exercise? Can I incorporate a **backpack** on the dog during our walks to increase the challenge and drain his/her energy better?
- **Too much freedom, too soon?**
- Is he being left alone for long periods of time?
- Does he have interesting toys to keep his mind engaged and stimulated? **Stuffed Kong with peanut butter or pumpkin? Antlers, puzzle toys or Jolly ball?**
- Is he getting enough attention and playtime? **Is a good portion of that challenging for his/her mind?**
- Am I reinforcing bad behavior? Some examples include telling a fearful dog that “it’s ok,” or **offering affection** to a **dominant dog** who is **demanding** too much attention, and expecting too much from a young puppy who requires more boundaries.
- Does my foster have a safe place that is dog-proofed with appropriate chew toys (**crate?**), or am I leaving my own belongings within reach? **Is food left on kitchen counters?**
- Am I providing specific outlets based on its breed? **Running, hiking, backpacking, mental stimulation with trick training and basic obedience?**

Regardless of the issue, punishment will not address the *cause* of the behavior, and in fact it may worsen any behavior that’s motivated by fear or anxiety. Punishment may also cause anxiety in dogs that are currently fearful. **Never discipline your**

foster after the fact. People often believe their dog makes this connection because he runs and hides or looks guilty. But dogs display submissive postures like cowering, running away, or hiding when they feel threatened by an angry tone of voice, body posture, or facial expression. Your foster doesn't know what they've done wrong and/or that it's related to the mess he made an hour ago, he only knows that you're upset. Punishment after the fact will not only fail to eliminate the undesirable behavior, but may provoke other undesirable behaviors, too.

For dogs who are just being mischievous or testing boundaries, but are not aggressive or particularly dominant, try using a spray bottle to correct naughty behavior as it happens (mounting another dog, barking, jumping, chasing a cat, going for food/treats when told "leave it" etc.) or a can with pennies in it can be shaken or dropped on the floor to startle a dog who is contemplating a poor choice such as counter surfing or shoe theft.

Crate Training

Crates provide safe havens and dens for dogs. They calm them and can help prevent destructive chewing, barking and housetraining mistakes. How long an adult dog can be crated will depend on many factors. For example, if your foster dog was left outside, it has never been required to hold it for any period of time. It will take time for this dog to learn to hold it and you will need to start slowly. Older dogs and dogs with some medical conditions may only be able to successfully hold it for short periods of time. Exercise should be given before and after any long periods in the crate, and good chew toys should be in the crate at all times. Crates should never be used as a means of punishment for your foster dog. If used for punishing, the dog will learn to avoid going in the crate. Your foster's crate should be thought of as a dog playroom, just like a child's playroom, with games and toys. It should be a place dogs like to be and feel safe and secure when they are there.

- Place the crate (with a blanket inside) in a central part of your home. Introduce your foster dog to the crate after a good walk, when he's tired and sleepy.
- Keep all chew toys in the crate so that he can go in and out as he pleases, selecting toys to play with.
- If the dog hesitates to go in, place a bowl of food or treats inside the door so their head is inside, and their body is outside.
- If your foster still refuses to go near the crate, put the smelliest, tastiest wet food in the crate and shut the door. Let the dog hang outside the crate

for a while, smelling the food inside.

- Now that the dog is familiar and willing to go near the crate, throw some of his favorite treats in the crate. Let him go in and get them and come right out again. *Do this exercise three or four times. Then, throw more treats in and let him go in and get them, but when he is in, shut the door and give him another treat through the door. Let him out and ignore him for 3 minutes.
- Then, put some more treats in the crate, let him go in, shut the door and feed him 5 bits of treats through the door, followed by letting him out and ignoring him for 5 minutes.
- Next time, place treats, or peanut butter in a Kong, so that it's time-consuming to get the food out of the toy and put the Kong in the crate. After your foster has gone in, shut the door and talk to him in a calm voice. If your dog starts to whine or cry, don't talk to him or you will reward the whining/crying/barking behavior. The foster dog must be quiet for a few minutes before you let him out.
- Gradually increase the time in the crate until the dog can spend 3-4 hours there. We recommend leaving a radio (soothing music or talk radio) or TV on (mellow stations) while the dog is in the crate and alone in the house.
- Rotate the dog's toys from day to day so he doesn't become bored of them. Don't put papers in the crate, the dog should instinctively not go to the bathroom where he sleeps/lives. Instead, put a blanket in his crate to endorse the fact that this is his cozy home. If your foster dog destroys or eats the bedding left in the crate, bedding should be avoided.
- In the summer it is important to ensure the crate is not in the direct sun.
- You can use a blanket or sheet as a cover to reduce light and stimulation for dogs who are overstimulated in the crate, to help them calm down and go to sleep.

House Training

Be patient with your foster dog. Even house-trained adult dogs will make mistakes, especially if they've been at the shelter for a long time and have been forced to eliminate in their kennel. If there are smells in your house from another dog or cat, some foster dogs may "mark" territory. *Reinforcing appropriate house-training behavior is also why we instruct you to keep your foster dog on leash in the first several days. If your dog is marking or having accidents, they should have their freedom restricted and not be able to roam in the house as they please.*

This action should be re-directed immediately with a calm "Ah-Ah" and escort

him/her outside where he/she can finish. You will then want to use some enzymatic odor neutralizer as previously mentioned (such as Bac-Out or Nature's Miracle) on the areas where the foster dog "marked," to insure he/she will not smell and mark that area again.

Even if you bring home an adult dog that is house broken, you will want to follow these guidelines until your foster dog adjusts to their new situation and to your schedule.

- Determine where you want your foster dog to go.
- When you have determined where they should go, take him/her to the same place every time, and tell him/her to "go potty"
- Take them out when they wake up, after they eat or drink, after a play session, or at least every 2 hours.
- Stand with them for 5 minutes. If they eliminate, reward them (with treats, praise, a favorite game, etc).
- If they don't go in 5 minutes, take them back inside and try every 15 minutes until they go.
- Every time they go, make sure you reward them!
- Supervise the dog closely while you're inside. If they start to sniff the floor, or even squat/raise leg to go, interrupt with a calm "Ah-Ah" and take them quickly to the approved spot and praise when they finish.
- If they go in the house while you're not paying attention, don't correct them, it's not their fault. Clean it up and go back to your schedule.
- *Never put the dog's face in their mess, or yell at them, they won't understand you and you will only be teaching them to fear you and/or hide messes in the future.*

Medical Care

1. Contact your AC or the President

2. Be prepared to answer the following:

**temperature?*

**eating/drinking normal?*

**pottying normal? Stool consistency?*

3. Have photos

DO NOT TAKE YOUR FOSTER TO THE VET WITHOUT CONTACTING

YOUR AC UNLESS IT S AN EMERGENCY

Diarrhea

Diarrhea can be caused by several factors, including stress, change of diet, poor diet, eating garbage, parasites and viruses. If your foster dog has diarrhea and has no other symptoms, rule out change of diet by feeding your foster 2 cups of cooked rice with a couple tablespoons of plain, canned pumpkin for a day or two, and then reintroduce dry kibble. Provide plenty of fresh water since diarrhea can cause dehydration.

To check for dehydration, pull the skin up over the shoulder blades. If it snaps back quickly, the dog is not dehydrated. If the skin goes down slowly, then the dog is dehydrated and needs fluids.

Illness

Your foster dog may not display any signs of illness until quite ill. Therefore, it's up to you to observe your foster closely each day. Call your AC if you see abnormal behavior; unusual discharges from the eyes, nose or other body openings, abnormal lumps, limping, difficulty getting up or down, loss of appetite or abnormal waste elimination.

Kennel cough (KC)

Just like people who have colds, kennel cough develops when the dog is stressed or when the immune system is compromised. Shelter dogs routinely contract KC. The most common symptom of KC is a dry, hacking cough, there may be some discharge from the nose and a clear liquid that is coughed up.

KC is generally a mild, self-limiting illness of the trachea and bronchi encountered in all age groups of dogs, but especially in those under unusual stress, or close contact.

Kennel cough exists in shelters, boarding kennels, groomers, veterinary offices, off-leash areas, etc.

Because kennel cough is contagious, and there are many different strains of the virus, keeping your own pets vaccinated is a good idea, however it does not guarantee your personal pets will not get sick or prevent the virus from being transferred between others.

Dogs with KC, even suspected KC, should NOT be walked outdoors or in any public place until all symptoms are resolved. That means no crusty eye goobers, no runny nose and no active coughing. It is an airborne and very contagious illness, so they need to be kept away from the general population of dogs. It is also spread by saliva. At the first symptoms of KC, the dog should be quarantined away from all dogs.

Treatment for KC involves rest. Make sure your foster dog has plenty of fresh water and healthy food. If your foster is not eating, try cooking up something special and smelly such as eggs, rice, chicken or steak. If your foster's energy is good and the cough seems mild, try some Vitamin C 2-3 times a day with food and Vitamin E (3-5mg/lb once a day). Robitussin DM can be given twice a day, dosage is 5mg/lb. For supplements such as vitamin C and probiotics, a preferred brand we can suggest is Nature's Pharmacy.

Probiotics are an essential nutritional supplement, but especially for dogs who are sick or suffering from allergies and intestinal issues. A small amount of plain yogurt can also be given to encourage good intestinal bacteria and immune health, but even easier on the gut is a dry, non-perishable probiotic supplement which can be found in any natural pet supply store or online through Nature's Pharmacy. If you don't see improvement of the cough or cold after 3 days, OR if the condition worsens, call your AC. Activity can bring on coughing episodes, so limit activity and encourage rest. Steam from the shower can help loosen mucus. Incubation of kennel cough is 5-10 days; its course is 10-20 days with symptoms generally more marked the first week.

Take your foster dog's temperature! Normal temperature for a dog is between 100.5 to 102.5 degrees Fahrenheit. Fever, lack of appetite and a yellow-green-brown nasal discharge can indicate secondary infections. Call your AC if any of these symptoms occur.

<http://www.wikihow.com/Take-a-Dog%27s-Temperature>

Poisonous Foods and Household Items

Many household products can be toxic to dogs. Remove any rat or mouse poisons, anti-freeze and windshield wiper fluid from your home before fostering. Store all cleaning products and other items listed below out of reach of pets.

Common food items that are poisonous for dogs:

- Chocolate
- Caffeine (coffee, tea, etc.)
- Grapes/raisins
- Macadamia nuts
- Mushrooms
- Onion
- Garlic
- Avocado
- Yeast dough
- Baking Soda
- Baking Powder
- Candy
- Gum
- Some dairy products
- Toothpaste
- Fat trimmings
- Cooked bones
- Persimmons
- Peaches
- Plums
- Some kinds of fish
- Raw eggs

Common plants that are poisonous for dogs:

- Azalea
- Rhododendron
- Castor bean
- Cyclamen
- Kalanchoe
- Lilies
- Poinsettia
- Palm
- Tulip
- Narcissus
- Yew
- Oleander
- Sage

CAUTION: DO NOT USE TILEX! TILEX CONTAINS ANITFREEZE AND IS DEADLY IF INGESTED BY ANIMALS!

Writing a Bio

*Bios are “due” approximately three weeks after the dog arrives in our care.

The dog’s biography is used for several purposes. Initially a shortened version of the bio is posted to PetFinder to find potential forever families. It is also used to match applications to your foster that are sent directly to the rescue before or after your foster dog has become “available.”

The most effective bios are written from the dog's perspective, showing what they might be thinking, feeling or remembering. Most bios start off with the basics (age, gender, strongest personality trait, etc.) and the most appealing bios are written so that they are not just a list of facts, but interesting and descriptive “stories” of what life is like in your foster dog's (foster) home. The key is to get the reader to connect with the dog.

Draft an introductory paragraph on “who your foster is,” including age, gender and other pertinent details regarding how they came to be a foster dog. If you don’t know the dog’s age or where they came from, ask your AC. Remember, we are not here to slander owners so be respectful of private information or abusive language no matter what your feelings are about your foster dog's previous home life. Your second paragraph might go into personality traits, and provide information about any training, tricks or cute behavior as well as what their current routine is like in their foster home. Your final paragraph should outline the required forever home environment, communicating to potential adopters what to expect when living with your foster dog.

Be honest but avoid negative statements. Choose wording carefully, a dog that is not potty-trained might instead be, “working on her house-training manners.” A dog that doesn’t get along with other dogs or cats “wants to be your one and only.” Avoid instant turn-off words such as aggressive which prevent adopters from reading the surrounding information.

We love pictures! Quality and quantity make a difference.

Someone will have started an album for your dog on the volunteer Facebook page. If you cannot add photos directly to the album, you can put them as comments on the album. The same with your bio.

Once you know your foster dog and are ready to write your bio, upload a selection

of pictures of your new foster's **album**. Post the bio as the description of that album or in a comment on the album and **tag** the person running Facebook and our database (see contact sheet), they will ensure your bio and photos are posted to the main page as well as to PetFinder and other external sites.

Photos are the first connection an adopter will make with a dog. We encourage photos to be taken from different angles: above, below and at eye level as well as to show the dog in various actions such as sitting down, at play, with toys, interacting with kids, cats and other dogs. Please be aware of the background in your photos, clutter such as toys, clothes or dishes distract from the dog. If possible, fill the entire frame with the dog.

If you cannot be on Facebook, email all photos and bios to your AC.

If you need some help getting good pictures, reach out to your AC for a tutorial on how to make the most of pictures of your foster dog.

The Adoption Process

Foster dogs are available for adoption *approximately* three weeks from their date of surrender to the rescue. Many are placed by week three or four, but others require a longer stay. After a potential adopter sees your foster dog's bio online and is interested in meeting the foster dog, the potential adopter is required to submit a completed adoption application. This application is available on our website and on our Facebook page. Once the application is completed, the potential adopter can submit the application online to be reviewed. Everyone must submit an application, even if they are your friend or family member interested in your foster dog, direct them to the adoption application.

Suitable applicants will be screened with a phone interview for additional information by the AC. Also, personal and vet references are checked and home visits are made, if necessary. Once a qualified applicant is identified, the Adoption Coordinator will contact your AC to set up a meet and greet.

Meet and greets can take place at a mutually agreed upon location. We require that all family members of the potential adopter (including family dog(s)) must be present for the meet and greet. Your foster may be adopted that day or they may not.

You should provide your AC with any medication that your foster dog is taking,

along with instructions and a few days' worth of food if your AC is picking the dog up from you for their meet and greet. You may also want to give the adopter your foster dog's favorite toy, or anything else that will help with transition, such as feeding schedules, good and bad habits, etc.

Remember it is normal for you, your immediate family, and pet(s) to become attached to your foster dog while they stay in your home. When the time comes for the dog to be adopted you may have mixed feelings of joy and sadness. This is very common. Feel free to talk through them within your family; they might be experiencing the same emotions. You can also reach out to another volunteer who has gone through the same experience, including your AC.

If you are interested in "Foster Failing" and *adopting* your foster dog, you must notify your AC, and will likely need to submit an adoption application if you do not have one on file. Foster failing is handled in the same manner as the regular adoption process, the dog is not able to be adopted until at least 21 days from intake and proper procedures must be followed. The best possible home will be sought for each dog. This means a foster failure is not always the most suitable or first to be considered, but very often great matches are found through fostering.

Paperwork

All paperwork associated with a dog must be turned into the rescue. Paperwork can be sent by email to records@nwboxerrescue.org or by mail to PO Box 113, McMinnville OR 97128.

Intake paperwork must be sent into the rescue as soon as possible, ideally as soon as the dog is received. This paperwork is how the rescue can legally claim ownership of the dog and must be on file. Whether the dog is a shelter transfer or an owner surrender, if there are any medical records associated with the dog, they must be turned in as well so that appropriate vetting for the dog can begin.

Without intake paperwork (and the potential accompanying medical records), vet appointments for the dog cannot be made. Ideally, the individual picking up the dog should send in the paperwork, and if not, the first person who is with both the dog and the rescue should send in the paperwork. The initial person is ideal as transferring the paperwork, as well as the dog, leads to a greater risk of losing the paperwork. Fosters, especially first-time fosters, will sometimes not realize how essential this paperwork is and can misplace it without realizing its importance. If you have a smart phone, you can download an app called CamScan for free, which turns cell phone photos into PDF files.

All dogs in the rescue are required to be altered, with the exception of puppies (for whom proof of alteration is required by one year of age), and up to date on Rabies and DHPP combination vaccines prior to adoption. AC will generally reach out with guidance about necessary veterinary care needed shortly after being placed and dogs will generally go to the vet at approximately the two-week mark with the rescue. This will give the dog time to acclimate to his/her foster situation and allow for any medical issues to be seen by the foster and accounted for before a major surgery like spaying or neutering occurs. Since dogs are typically eligible for adoption at the three-week mark with the rescue, it's imperative that any vet paperwork is received as soon as the dog is seen by the vet, if possible, so that it can be forwarded to adopters in a timely fashion.

Once proof of spay/neuter and vaccinations has been received by the rescue, as well as the adoption contract, the adopter will receive an electronic copy of all the rescue has on file for the dog, including any shelter paperwork. The quicker all paperwork is received, the quicker it is passed along to the adopters. And the quicker adopters get it, the happier they are.

Frequently Asked Questions

Q: How long do dogs stay in foster homes?

A: Typically, dogs will stay in foster homes for three to four weeks. However, every dog is different, and needs vary.

Q: Can I adopt my foster?

A: NWBR typically does not allow fosters to adopt their *first* foster. See final section on “foster failing” or adopting your foster.

Q: How are dogs promoted?

A: We ask our fosters to send us a bio and pictures of their foster dog to feature on our Facebook page, website, and other web outlets.

Q: If I have pets in my home, can I still foster?

A: Yes. We will need to know what types of pets you have and a little bit about their personalities so we can make sure the foster will fit within your family.

Q: What is needed to foster?

A: Space, food, food and water bowls, basic training, exercise, security, love and affection. If food needs to be provided contact your AC, if a crate is needed also contact your AC.

Q: Do I have to crate train my foster?

A: No, some dogs do not like crates, and most dogs need to be transitioned or “trained” to use a crate. Putting the dog in a crate while you are gone will give you peace of mind knowing that they are in a safe place, away from harm, and not doing any damage to your belongings or themselves. For many dogs, a crate can also represent a safe and comfortable place to call their own and provides them with a sense of security. Dogs actually like having their own safe place to cuddle up in. Crating should never be used as punishment. If a dog is not to be crated, you will be notified before the foster is in your home. Remember every dog is different.

Q: What if my foster becomes sick?

A: Contact your AC right away. Your AC will work with you to determine if your foster needs to see a vet.

Q: How much time each day is needed to foster?

A: Commitment and responsibilities depend on the individual dog and situation. It's essential that foster parents understand that dogs may be stressed and moving the dog from a shelter or their previous homes to the foster home is also very stressful and emotional. Foster parents must be willing to be patient and commit to the dog because our goal is to keep them in a stable environment. Each dog's specific needs will vary.

Q: Can I take my foster to the dog park?

A: No.

Q: What if I go on a vacation or a trip?

A: Typically, if you know you are going out of town before you have a foster we would wait until you returned before placing a dog with you. If you have a foster dog, need to go out of town and can't take him/her with you, contact your AC to

arrange another foster. (Advance notice is very important).

Q: What expenses are reimbursed?

A: NWBR will provide you with a tag and a bandana, food and supplements (if needed), and all pre-approved vet care. If you have expenses related to your foster dog, please keep your receipts and submit them to the President for a donation receipt that you can file for a tax deduction.

Policy Against Harassment, Discrimination, and Retaliation

Northwest Boxer Rescue (hereafter referred to as NWBR) desires to have an inclusive and professional environment where all feel comfortable, safe, and free from inappropriate and disrespectful conduct. NWBR does not discriminate against, nor does it tolerate harassment by any person, on the basis of the following Protected Characteristics:

- Race, color, religion, sex (including pregnancy, sexual orientation, gender identity, hair texture and protected hairstyles), national origin, citizenship or immigration status, honorably discharged veteran or military status, marital status, disability (sensory, mental, or physical, use of a trained guide dog or service animal by a person with a disability, age (40 and older), and genetic information (including family medical history)

NWBR also prohibits discrimination and harassment based on the perception that an individual falls within one of the categories of Protected Characteristics, or based on the individual's association with a person who falls within, or is perceived to fall within, one of the categories of Protected Characteristics. These prohibitions apply in all interactions related to NWBR.

Harassment is prohibited and, in many cases, can be unlawful. Harassment may take many forms, but the most common forms include: *verbal harassment* (e.g., jokes, epithets, slurs, negative stereotyping, and/or unwelcome remarks about an individual's body, color, physical characteristics, appearance, or sexual practices, or gossiping about sexual relations); *physical harassment* (e.g., physical interference with normal movement, impeding or blocking movement, assault, unwelcome physical contact, or leering at a person's body); or *visual harassment* (e.g., offensive or obscene pictures or emails, gestures, display of sexually

suggestive or lewd objects, unwelcome notes or letters, and/or any other written or graphic material that denigrates or shows hostility or aversion toward an individual, because of a protected characteristic, that is placed or circulated). Harassment may include offensive conversations or joking and teasing.

Retaliation by any person, for making any complaints of harassment or discrimination, or participating in any investigation of incidents of harassment or discrimination, or perceived harassment or discrimination, is strictly prohibited. Any report of retaliation by one accused of harassment or discrimination will also be promptly and thoroughly investigated. If a complaint of retaliation is substantiated, appropriate disciplinary action, will be taken.

Complaint and Investigation of Discrimination, Harassment, and/or Retaliation

If an individual believes they have been subjected to harassment, discrimination, or retaliation of any kind or any conduct that violates this policy, they must immediately report the conduct to a member of the BoD. Individuals should bring the matter to NWBR's attention promptly so that any concern of harassment, discrimination, or retaliation can be investigated and addressed appropriately.

Individuals are encouraged to complete the complaint form attached here as COMPLAINT REPORT FORM - DISCRIMINATION OR HARASSMENT when submitting their discrimination, harassment, and/or retaliation complaint. This form permits the individual and NWBR to effectively communicate and understand the nature of the complaint so that proper steps can be taken in response.

All complaints will be promptly and thoroughly investigated by qualified personnel in a fair and impartial manner. The investigation will be documented and tracked. NWBR will keep all information disclosed during the course of the investigation confidential, except as necessary to conduct the investigation, take any remedial action, or in accordance with applicable law. All individuals involved with NWBR have a duty to cooperate in the investigation of alleged harassment, discrimination, or retaliation. Failing to cooperate or deliberately providing false information during an investigation is grounds for disciplinary action. If NWBR determines a violation of policy has occurred, it will take effective remedial action commensurate with the severity of the offense. This action may include disciplinary action against the accused party. NWBR will take steps to prevent any further violations of policy.

Sexual Harassment Policy

NWBR is committed to maintaining an environment free from sexual harassment and discrimination. Sexual harassment is offensive, a violation of NWBR policies, and unlawful. NWBR will not tolerate individuals who engage in sexual harassment or allow such behavior to continue in the organization.

Scope

This policy applies to all individuals within NWBR.

Definition of Sexual Harassment

Sexual harassment is a form of sex discrimination and is unlawful under federal, state, and local law (where applicable). It is unlawful to harass a person because of that person's sex, including the person's sexual orientation, gender identity, or pregnancy.

Sexual harassment includes any unwanted verbal or physical advances, sexually explicit derogatory statements, and sexually discriminatory remarks that are offensive or objectionable and cause the recipient discomfort or humiliation or otherwise interfere with the recipient's job performance. Sexual harassment also occurs when a person in authority tries to trade job benefits for sexual favors, known as "quid pro quo" harassment. Job benefits include hiring; promotion; continued employment; or any other terms, conditions, or privileges of employment. Sexual harassment also includes sexual misconduct, which means any behavior of a sexual nature which also involves coercion, abuse of authority, or misuse of an individual's employment position.

Harassment does not have to be of a sexual nature, and can include offensive remarks about a person's sex if:

- The conduct creates a hostile environment, including offhand comments or isolated incidents that are minor by themselves but, as a whole, create a hostile environment;
- The conduct has the purpose or effect of unreasonably interfering with a person's performance or creating an intimidating, hostile, or offensive environment;

- The conduct is made either explicitly or implicitly a term or condition of continuing with the organization; or
- Submission to or rejection of the conduct is used as the basis for decisions affecting a person's status within the organization.

Examples of Sexual Harassment

Following are some examples of sexual harassment that are strictly prohibited:

- Physical acts of a sexual nature, such as touching, pinching, patting, kissing, hugging, grabbing, brushing against another person's body, or poking another person's body; or rape, sexual battery, molestation, or attempts to commit these assaults.
- Unwanted sexual advances or propositions, such as requests for sexual favors accompanied by implied or overt threats concerning a person's job performance evaluation, promotion, or other job benefits; or subtle or obvious pressure for unwelcome sexual activities.
- Sexually oriented gestures, noises, remarks, jokes, or comments about a person's sexuality or sexual experience that create a hostile environment.
- Sex stereotyping, such as when a person's conduct or personality traits are considered inappropriate simply because they may not conform to other people's ideas or perceptions about how persons of a particular sex should act or look.
- Sexual or discriminatory displays or publications, such as displaying pictures, posters, calendars, graffiti, objects, or other materials that are sexually demeaning or pornographic, including sexual displays on computers or cell phones shared.
- Hostile actions against a person because of that person's sex, sexual orientation, gender identity, or for being transgender, including but not limited to: interfering with, destroying, damaging, or sabotaging a person's tools or equipment; or bullying, yelling, or name-calling.

Targets of Sexual Harassment

Sexual harassment can occur between any persons, regardless of their sex or gender.

Reporting Sexual Harassment

Any individual who is subject to any behavior that may constitute sexual harassment is encouraged to report such behavior to BoD. Anyone who witnesses or becomes aware of potential instances of sexual harassment should report such behavior to the BoD.

Reports of sexual harassment may be made verbally or in writing. A written complaint form (“Complaint Form”) is attached to this Handbook as COMPLAINT REPORT FORM - DISCRIMINATION OR HARASSMENT. Someone who is reporting sexual harassment on behalf of another individual should note such on the Complaint Form.

Retaliation

Retaliation is any action that could discourage someone from making or supporting a sexual harassment claim. NWBR will not tolerate retaliation against anyone who, in good faith, reports or provides information in support of a report of suspected sexual harassment or otherwise assists in any investigation of a sexual harassment complaint.

All individuals who believe they have been subject to such retaliation should inform the BoD.

Complaint and Investigation of Sexual Harassment

All complaints of or information about sexual harassment, whether reported verbally or in writing, will be investigated. Investigations will be prompt and thorough, commenced immediately, and completed as soon as possible. Investigations will be confidential to the extent possible. All people involved, including victims, reporters, witnesses, and the accused have a right to a fair and impartial investigation according to established rules and policies.

Individuals may be required to cooperate in an investigation of suspected sexual harassment.

While the process may vary from case to case, investigations will generally occur in the following steps. NWBR will:

- Inform the reporter of the right to file a complaint or seek external remedies as outlined in the next section.
- Immediately review the allegations and take any necessary short-term actions (e.g., instructing the accused to refrain from communications with the alleged victim), as appropriate.
- Inform the alleged victim of the steps that will be taken (including when the accused will be notified of the accusation) and how their identity will be protected.
- If the complaint is verbal, encourage the reporter to complete the Complaint Form in writing. If the reporter refuses, NWBR will prepare the Complaint Form based on the verbal reporting.
- Take steps to obtain and preserve documents, emails, or phone records relevant to the investigation.
- Request and review all relevant documents, including all electronic communications.
- Interview all parties involved, including any relevant witnesses.
- Create a written documentation of the investigation (such as a letter, memo, or email), which contains the following:
 - The complaint;
 - A list of all documents reviewed, along with a detailed summary of relevant documents;
 - A list of names of those interviewed, along with a detailed summary of their statements;
 - A timeline of events;

- A summary of prior relevant incidents, reported or unreported; and
- The basis for the decision and final resolution of the complaint, together with any corrective action(s).
- Keep the written documentation and associated documents in a secure and confidential location.
- Promptly notify the reporter and the accused of the final determination.
- Implement any corrective actions.

Thank you!

The BoD extends our immense gratitude to you for fostering. We can't save all the homeless dogs looking for homes, but we couldn't save any without the dedicated fosters who give them a safe place to land until they find their forever homes!

COMPLAINT REPORT FORM - DISCRIMINATION OR HARASSMENT

If you believe that you have been subjected to discrimination and/or harassment, you are encouraged to complete this form and submit it to the BoD. You will not be retaliated against for filing a complaint.

If you are more comfortable reporting verbally or in another manner, NWBR will complete this form, provide you with a copy and follow its discrimination and harassment prevention policy by investigating the claims as outlined in our policy.

REPORTER INFORMATION

Name: _____

Address: _____

Phone: _____

Email: _____

Preferred Communication Method: Email Phone In person

COMPLAINT INFORMATION

Type of Complaint Discrimination Harassment Both

Is the Behavior Continuing? Yes No

Name of Person Involved: _____

Date(s) incident occurred: _____

1. Please describe what happened. Please use additional sheets of paper if necessary and attach any relevant documents or evidence.

2. Please describe how it is affecting you. Please use additional sheets of paper if necessary.

3. Please list the name and contact information of any witnesses or individuals who may have information related to your complaint:

4. *This question is optional but may help the investigation.* Have you previously complained or provided information (verbal or written) about related incidents? If yes, when and to whom did you complain or provide information?

5. If you have retained legal counsel and would like us to work with them, please provide their contact information.

Signature: _____ *Date:* _____