

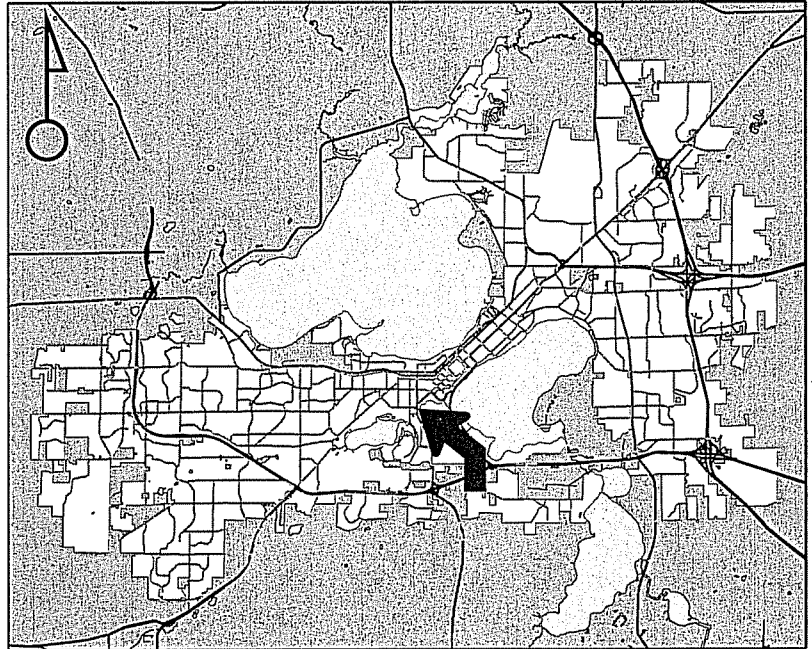


Location
502 South Park Street

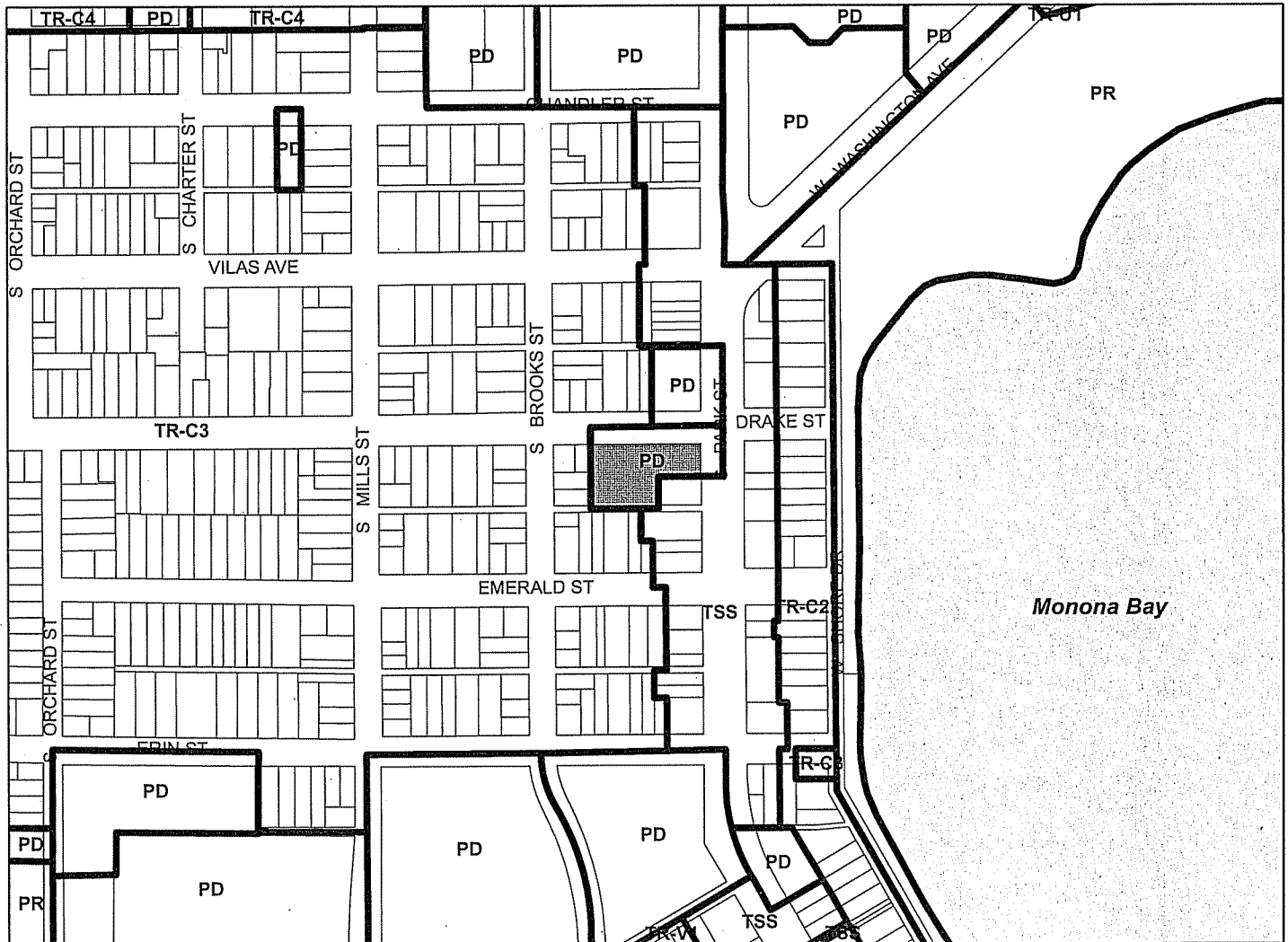
Applicant
Craig Enzenroth - The Ideal, LLC

Proposed Use
Allow dog daycare in a tenant space in existing mixed-use building

Public Hearing Date
Plan Commission
24 August 2015

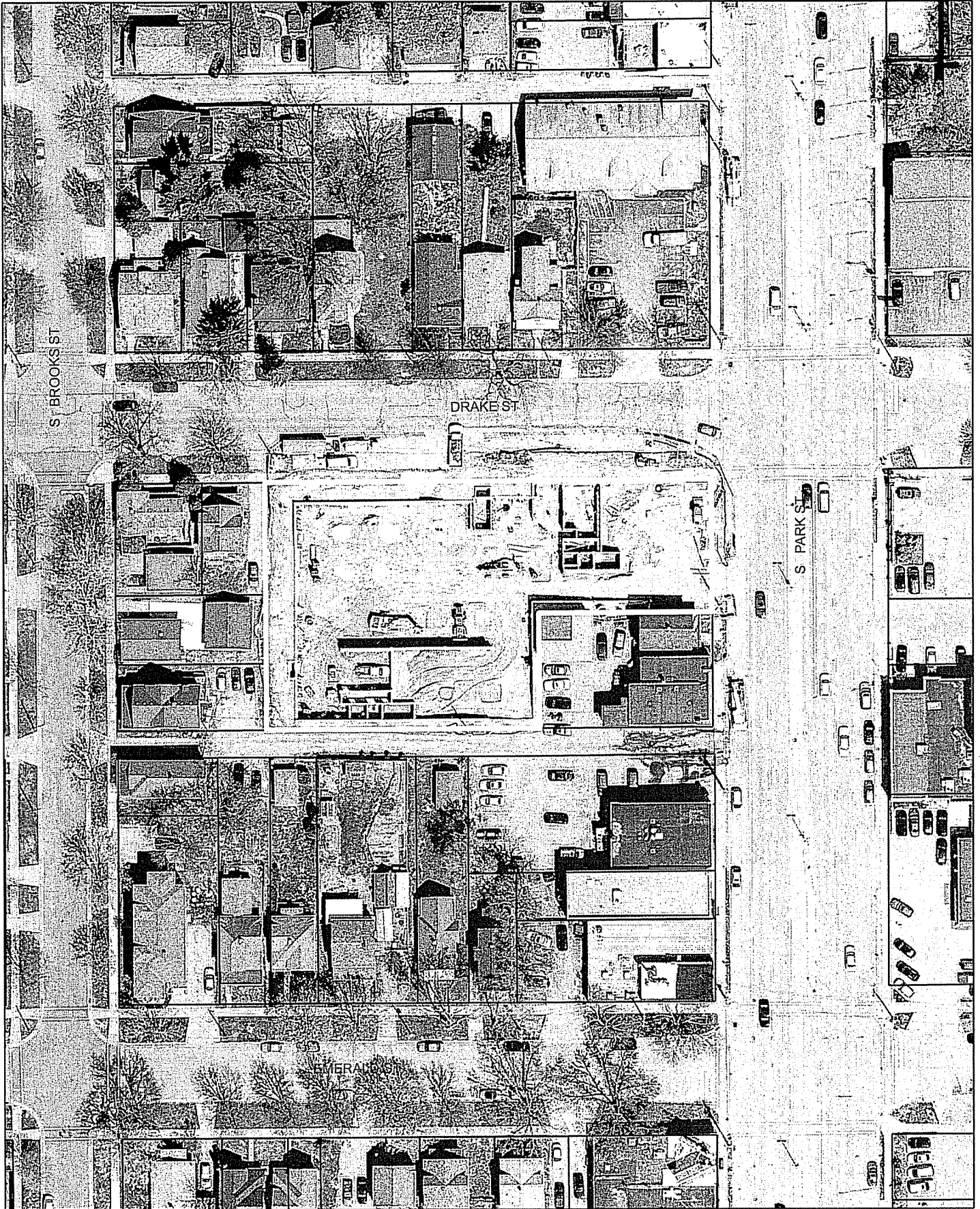


For Questions Contact: Tim Parks at: 261-9632 or tparks@cityofmadison.com or City Planning at 266-4635



Scale : 1" = 400'

City of Madison, Planning Division : RPJ : Date : 17 August 2015





LAND USE APPLICATION

CITY OF MADISON

215 Martin Luther King Jr. Blvd; Room LL-100
PO Box 2985; Madison, Wisconsin 53701-2985
Phone: 608.266.4635 | Facsimile: 608.267.8739

- All Land Use Applications should be filed with the Zoning Administrator at the above address.
- The following information is required for all applications for Plan Commission review except subdivisions or land divisions, which should be filed using the Subdivision Application.
- This form may also be completed online at: www.cityofmadison.com/developmentcenter/landdevelopment

FOR OFFICE USE ONLY:	
Amt. Paid _____	Receipt No. _____
Date Received _____	
Received By _____	
Parcel No. _____	
Aldermanic District _____	
Zoning District _____	
Special Requirements _____	
Review Required By:	
<input type="checkbox"/> Urban Design Commission	<input type="checkbox"/> Plan Commission
<input type="checkbox"/> Common Council	<input type="checkbox"/> Other: _____

Form Effective: February 21, 2013

1. **Project Address:** 502 S. Park St
Project Title (if any): The Ideal

2. **This is an application for (Check all that apply to your Land Use Application):**

- Zoning Map Amendment from _____ to _____
- Major Amendment to Approved PD-GDP Zoning Major Amendment to Approved PD-SIP Zoning
- Review of Alteration to Planned Development (By Plan Commission)
- Conditional Use, or Major Alteration to an Approved Conditional Use
- Demolition Permit
- Other Requests: _____

3. **Applicant, Agent & Property Owner Information:**

Applicant Name: Craig Enzenroth **Company:** The Ideal, LLC
Street Address: 101 E. Main St., Suite 500 **City/State:** Mt. Horeb, WI **Zip:** 53572
Telephone: (608) 437-8300 **Fax:** (608) 437-8302 **Email:** cenzenroth@gallinacos.com

Project Contact Person: Craig Enzenroth **Company:** The Ideal, LLC
Street Address: 101 E. Main St., Suite 500 **City/State:** Mt. Horeb, WI **Zip:** 53572
Telephone: (608) 437-8300 **Fax:** (608) 437-8302 **Email:** cenzenroth@gallinacos.com

Property Owner (if not applicant): _____
Street Address: _____ **City/State:** _____ **Zip:** _____

4. **Project Information:**

Provide a brief description of the project and all proposed uses of the site: Site is a mixed use development with 5,034 sq. ft of commercial and 57 apartments. This conditional use would allow a dog daycare facility to occupy 3,102 sq. ft of the now vacant commercial area. See attached Letter of Intent.

Development Schedule: Commencement September 1, 2015 Completion November 1, 2015

5. Required Submittal Information

All Land Use applications are required to include the following:

- Project Plans** including:*
 - Site Plans (fully dimensioned plans depicting project details including all lot lines and property setbacks to buildings; demolished/proposed/altered buildings; parking stalls, driveways, sidewalks, location of existing/proposed signage; HVAC/Utility location and screening details; useable open space; and other physical improvements on a property)
 - Grading and Utility Plans (existing and proposed)
 - Landscape Plan (including planting schedule depicting species name and planting size)
 - Building Elevation Drawings (fully dimensioned drawings for all building sides, labeling primary exterior materials)
 - Floor Plans (fully dimensioned plans including interior wall and room location)

Provide collated project plan sets as follows:

- **Seven (7) copies** of a full-sized plan set drawn to a scale of 1 inch = 20 feet (folded or rolled and stapled)
- **Twenty Five (25) copies** of the plan set reduced to fit onto 11 X 17-inch paper (folded and stapled)
- **One (1) copy** of the plan set reduced to fit onto 8 ½ X 11-inch paper

* For projects requiring review by the **Urban Design Commission**, provide **Fourteen (14) additional 11x17 copies** of the plan set. In addition to the above information, all plan sets should also include: 1) Colored elevation drawings with shadow lines and a list of exterior building materials/colors; 2) Existing/proposed lighting with photometric plan & fixture cutsheet; and 3) Contextual site plan information including photographs and layout of adjacent buildings and structures. The applicant shall bring samples of exterior building materials and color scheme to the Urban Design Commission meeting.

Letter of Intent: Provide one (1) Copy per Plan Set describing this application in detail including, but not limited to:

- | | | |
|---|---|--|
| • Project Team | • Building Square Footage | • Value of Land |
| • Existing Conditions | • Number of Dwelling Units | • Estimated Project Cost |
| • Project Schedule | • Auto and Bike Parking Stalls | • Number of Construction & Full-Time Equivalent Jobs Created |
| • Proposed Uses (and ft ² of each) | • Lot Coverage & Usable Open Space Calculations | • Public Subsidy Requested |
| • Hours of Operation | | |

Filing Fee: Refer to the Land Use Application Instructions & Fee Schedule. Make checks payable to: *City Treasurer*.

Electronic Submittal: All applicants are required to submit copies of all items submitted in hard copy with their application as Adobe Acrobat PDF files on a non-returnable CD to be included with their application materials, or by e-mail to pcapplications@cityofmadison.com.

Additional Information may be required, depending on application. Refer to the Supplemental Submittal Requirements.

6. Applicant Declarations

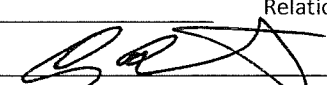
Pre-application Notification: The Zoning Code requires that the applicant notify the district alder and any nearby neighborhood and business associations in writing no later than **30 days prior to FILING this request**. List the alderperson, neighborhood association(s), and business association(s) AND the dates you sent the notices:
see attached waiver and notice to alder and neighborhood association

→ If a waiver has been granted to this requirement, please attach any correspondence to this effect to this form.

Pre-application Meeting with Staff: Prior to preparation of this application, the applicant is required to discuss the proposed development and review process with Zoning and Planning Division staff; note staff persons and date.

Planning Staff: Jay Wendt Date: 6/25/15 Zoning Staff: Matt Tucker Date: 6/12/15

The applicant attests that this form is accurately completed and all required materials are submitted:

Name of Applicant The Ideal, LLC Relationship to Property: Owner
Authorizing Signature of Property Owner  Date 7/22/15

Craig Enzenroth

From: Eskrich, Sara <district13@cityofmadison.com>
Sent: Wednesday, July 01, 2015 3:10 PM
To: Tucker, Matthew; Craig Enzenroth
Cc: Kirchgatter, Jenny
Subject: Re: The Ideal - 502 S. Park St

Hi All:

Please let this email serve as my waiver of 30 day notice so that this can be submitted on July 22nd for the Aug. 24th Plan Commission meeting. Let me know if you need anything else.

Thanks,
Sara

Sara Eskrich
DISTRICT 13 ALDER
CITY OF MADISON
(608) 669-6979
district13@cityofmadison.com

Subscribe to District 13 updates at www.cityofmadison.com/council/district13/

From: Tucker, Matthew
Sent: Tuesday, June 30, 2015 9:30 AM
To: 'Craig Enzenroth'
Cc: Kirchgatter, Jenny; Eskrich, Sara
Subject: RE: The Ideal - 502 S. Park St

Craig- Please keep in mind you need to send written notice to the alder and neighborhood association contact about your intent to submit for the Conditional Use. Code requires a 30-day notice, so you would need to ask for a waiver to submit an application on July 22 for the August 24 Plan Commission meeting.

The Greenbush neighborhood association contact person is John Perkins. Link to neighborhood information [here](#).

One more item, when you re preparing your application, be sure to respond to this supplemental regulation for animal daycare, from the current zoning code:

Animal Day Care. Applicants shall submit at the time of permit application written operating procedures, such as those recommended by the American Boarding and Kennel Association (ABKA) or the American Kennel Club (AKC). Such procedures, which shall be followed for the life of the business, must address the identification and correction of animal behavior that impacts surrounding uses, including excessive barking.

Matt Tucker

From: Craig Enzenroth [mailto:cenzenroth@gallinacos.com]
Sent: Monday, June 29, 2015 9:42 AM
To: Eskrich, Sara
Cc: Tucker, Matthew; Kirchgatter, Jenny
Subject: The Ideal - 502 S. Park St
Importance: High

Hi Sara,

I represent the owner of The Ideal at 502 S. Park St. We have been working with City Zoning and Planning to amend the zoning text for the commercial space to allow an Animal Day Care as a Conditional Use (see attached Minor Alt Submittal). If this is approved then we would submit a Minor Alt and Conditional Use application for the specific user.

I would like to talk with you or meet with you at your earliest convenience to discuss this. The change would be a Minor Alteration to the SIP. Give me a call or back. Thanks for your time and I look forward to working with you in the district.

Craig Enzenroth
President, The Gallina Companies
101 East Main St., Suite 500
Mt. Horeb, WI 53572
Phone: 608-437-8301
Fax: 608-437-8302

Confidentiality notice: The information included in this e-mail, including any attachments, is for the sole use of the intended recipient and may contain information that is confidential and protected. Any unauthorized review, use, disclosure, distribution or similar action is prohibited. If you are not the intended recipient, please contact the sender and delete all copies of the original message immediately.

Craig Enzenroth

From: John Perkins <perkinsj71@gmail.com>
Sent: Friday, July 03, 2015 11:56 AM
To: Tucker, Matthew; Craig Enzenroth
Cc: jkirchgatter@cityofmadison.com; Sara Eskrich
Subject: Conditional use permit for 502 S. Park St.

I would like this email to serve as a waiver, on behalf of the Greenbush Neighborhood Association, to waive the 30 day application notice to allow the application for Dog Haus University to operate a dog daycare facility at 502 S. Park St.

I trust this would NOT waive any notices otherwise required by zoning code for neighbors in the area regarding public and commission hearings for the proposal.

I look forward to seeing a copy of the submission materials when they are finalized.

John Perkins
Greenbush Neighborhood Association President



Gallina Corporation
101 East Main St., Suite 500
Mount Horeb, Wisconsin 53572

July 22, 2015

Ms Katherine Cornwell, Director of Planning Division
Department of Planning & Community Development
City of Madison
215 Martin Luther King Jr. Blvd.
Madison, WI 53701

Re: Letter of Intent for Conditional Use – The Ideal
SIP Document #4953388 Register of Deeds Office 1/22/13
502 – 506 S. Park St. & 901 Drake St., - Madison, WI

Dear Ms Cornwell:

The following submittal is for a Conditional Use Application to the approved SIP for The Ideal at 502-506 S. Park St. and 901 Drake St. We hereby request to allow Animal Day Care with outdoor exercise area as a Conditional Use as per the attached Land Use Application and required submittal documents dated 7/22/15.

Organizational Structure:

Owner: The Ideal, LLC
101 E. Main St., Ste. 500
Mt. Horeb, WI 53572
Contact: Craig Enzenroth
cenzenroth@gallinacos.com

Architect: Plunkett Raysich Architects, LLP
2310 Crossroads Dr., Ste. 2000
Madison, WI 53718
Contact: Steve Kieckhafer
SKieckhafer@prarch.com

Tenant: Dog Haus University
502 S. Park St
Madison, WI 53711
Contact: Nathan Mathis-Vargas
doghausuniversity@gmail.com

Introduction / Existing Conditions:

The Ideal, LLC obtained approval of the SIP for The Ideal, a mixed use project containing a 5-story, 57-unit apartment complex addressed as 901 Drake St. and 5,034 square feet of commercial space addressed as 502-506 S. Park St. in Madison, Wisconsin. Construction of the project was completed in December of 2013. Since completion the apartments have been leased as projected however 3,102 sq. ft. of the commercial area remains vacant. We recently amendment the Zoning Text to allow for Animal Day Care under a Conditional Use Permit.

Development & Construction Since 1980
608 437-8300 phone 608 437-8302 fax gallinacos.com

Proposed Use / Operation Plan:

The Conditional Use would allow Dog Haus University to operate a Doggie Daycare as per the attached plans. Dog Haus University currently has a location at 825 E. Johnson and The Ideal would be their second location. The East Johnson location has been open for over 3 years (see attached testimonials). Dog Haus University holds Certification (copy attached) from the International Boarding & Pet Services Association for the care of canines. Dog Haus is committed to best practices in caring for the dogs that are under their supervision as detailed in the attached Canine Basic Certification and their Training Guide.

The facility will have 3,102 sq. ft. which will allow for the care of 45-60 dogs daily Monday – Friday 6:00 am to 6:00 pm. An exterior dog exercise area of approx. 360 sq. ft. will be located on the site at the south elevation. This area will be screened from abutting properties with a vinyl fence and awning. The exercise area will be utilized with small groups of 6-12 dogs for short periods of time and will be supervised at all times. There will not be any overnight boarding or kenneling permitted at The Ideal location, however Dog Haus does offer in-home daycare if desired. Cleaning and sanitizing of all areas including the exterior exercise area daily will ensure a safe clean environment for dogs, staff, residents of the apartments and adjoining properties.

For more information on services offered by Dog Haus University please visit their website at <http://doghausuniversity.com/>


Project Schedule:

Start construction of improvements 9/1/15 with occupancy 11/1/15.

Please contact us with any questions or for additional information that you request.

Thank you for your time in reviewing this Conditional Use to SIP Document # 4953388

Sincerely,



Craig Enzenroth - President



Call now: 608-515-8255
825 E. Johnson St. Madison,
WI 53703

[Home](#) [Daycare](#) [Pet Sitting/Taxi](#) [Testimonials](#) [Grooming](#) [Training & Links](#) [About Us](#) [Contact Us](#)

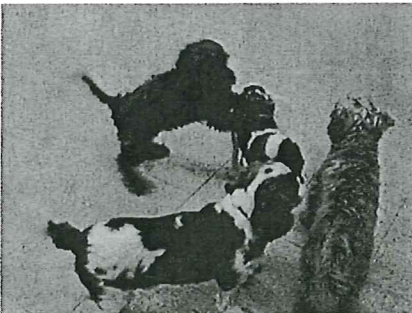
Read what our customers have to say about our service

Our customer's complete satisfaction is very important to us. We make it our priority to treat each and every dog with the best care. Each and every staff member at DHU loves animals and is dedicated to keeping them happy and healthy.



Michelle Hanke

"Our dog Sunny squeals with excitement when we tell her its a "school day." DHU has exhibited nothing but excellent service, and we see they have a genuine interest in our dog's well-being. Everyone wins with a DHU day: Sunny is happy, and we return home with a well-exercised dog."



Jonathan and Andrea Meade

"We have been bringing our active young dog Piper to the DHU since they first opened. We love the convenience of the location, the great possibilities for play she gets each time she visits, and most of all the wonderful staff at DHU. We love it when we pick up Piper, and she is so content and tired after a long day of love and play. Because of the daycare, our dog is well socialized and loves to be around other dogs and humans, as well as be left away from her owners. The staff works with Piper continually on her training and learning her commands. Thank you so much to the staff at DHU for their continued care of our dog Piper!"

Heidi Tiefenthaler

"A huge thank you to Dog Haus University for helping shape little Oliver from a three-month-old scaredy dog into the lovely pup that he is today. He will surely miss going to "school"! If you guys ever want to open a branch on the island of Anguilla, he would give it four paws up!"

Lauren and Noah Weeth-Feinstein

Trust us with your pet - bring your dog to our daycare today.

Get top-notch care for your pet without breaking the bank.

Contact us: [608-515-8255](tel:608-515-8255)



"We are so grateful to have Dog Haus University in the heart of our neighborhood. As busy professionals, we've been taking our 60-lb rescue pup, Mazey, to DHU a couple times a week since we got her in October 2012. That means Mazey regularly gets to play and interact with dogs of different sizes, ages, and temperaments, which has really helped her socialization process. Since DHU opened, it has continually worked to improve its services for dog and human clients alike-- from facility upgrades to extended hours to personalized doggy 'report cards.' Nate, the owner, is consistently onsite and personally greets us for both drop off and pick up, which has allowed us to easily discuss day-to-day issues and ask questions. We feel very confident leaving our beloved dog with Nate and the rest of the DHU team. Mazey wags her tail when we arrive in the morning and doesn't look back, and she always comes home tuckered out-- which is saying a lot for our highly-energetic pup! We think DHU is a great value and would not hesitate to recommend it to others."



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International Boarding & Pet Services Association
Certificate of Membership



2015

Dog Haus University

Carmen L. V. Rustenbeck

Carmen L. V. Rustenbeck, CEO



IBPSA

INTERNATIONAL BOARDING &
PET SERVICES ASSOCIATION

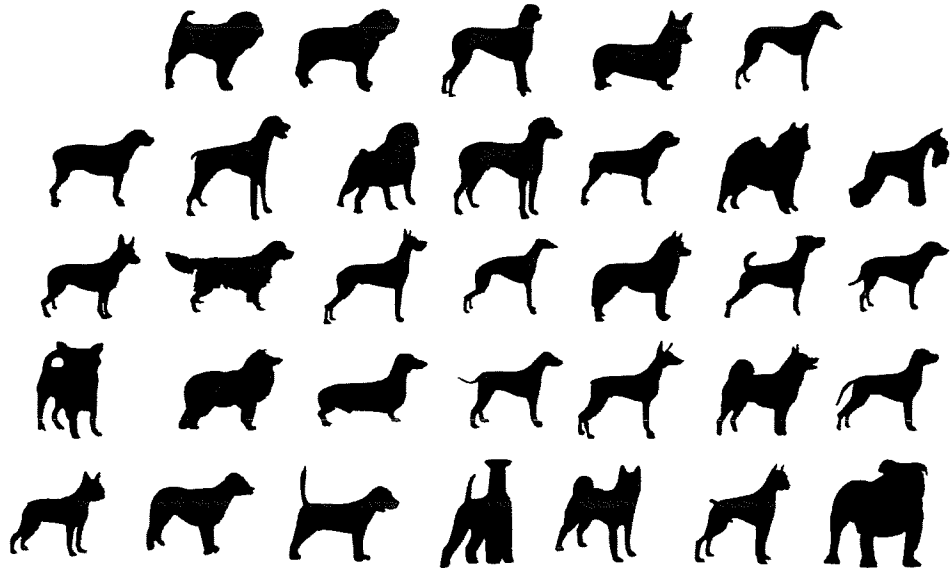
Canine Basic Certification

Overview

- Basic Anatomy/ Physiology
- Visual Assessment of an Animal: normal versus abnormal
- Basic Behavior
- Safety and Handling Techniques
- Environment
- Nutrition
- Emergencies

Basic Anatomy/Physiology

Dogs range in size from very small to extremely large and vary in appearance from shaggy to smooth. They may be short and stocky or tall and lanky. Though there are some anatomical and physiological traits that vary from breed to breed and from dog to dog, there are many that all dogs share in common despite the differences in size and appearance.



The average life span for a dog varies depending on breed to some extent as well. In general, larger breeds age more quickly. The average life span for most dogs is 12-14

years. Giant breeds have a shorter lifespan of 8-9 years, while Toy breeds often live 16-18 years. Dogs are generally considered geriatric when they reach 8 years and older.

Basic Vital Signs: Temperature, Pulse, Respiration (TPR)

A healthy adult dog typically has a body temperature ranging from 100-102°F (38°-38.6°C). The body temperature may rise temporarily due to stress, excitement or heavy exercise. Temperatures of 102.5°F or even 103°F are not unusual for an excited or nervous dog. If there is doubt about whether the body temperature is a result of excitement or fever, it is advisable to wait until the dog has calmed and then recheck the temperature.

The average heart rate for a healthy adult dog is from 60-160 beats per minute (bpm), with toy breeds of dogs sometimes having a heart rate up to 180 bpm under normal circumstances. Puppies generally have a faster heart rate, up to 220 bpm.

The normal respiratory rate for a dog is 15-30 respirations (breaths) per minute.

Parts of the Body

Head

The head of the dog includes the eyes, ears, mouth and nose. The skull is the bone that makes up the majority of the head and it covers the brain, providing a protective covering that helps to prevent injury to the brain as well as creating the shape and length of the nose. The skull is actually composed of numerous bones which fit tightly together to form the bony covering of the head. The other bone that plays a major part in the function of the head is the mandible, or lower jaw bone.

Head Types

The shape of the head, or more accurately the skull, can be categorized as one of three basic types: brachycephalic, mesocephalic and dolichocephalic. The overall body size of the dog does not determine the shape of the head and the skull. As you can see by the examples below, dogs of any size can have one of these three basic head types.

- Brachycephalic breeds are the shorter nosed, flat faced breeds whose skulls are broad. Examples of brachycephalic breeds include Pugs, Boston Terriers, Boxers, Bulldogs, and Pekingese.
- Dolichocephalic breeds are those with extremely long skulls. Their noses are long and slender. Dolichocephalic dog breeds include Greyhounds, Collies, Setters, Dachshunds, Italian Greyhounds and Great Danes.
- Mesocephalic dog breeds possess skulls of intermediate length and width. Examples of mesocephalic breeds are Beagles, Golden Retrievers, Labrador Retrievers, German Shepherds and Pomeranians.

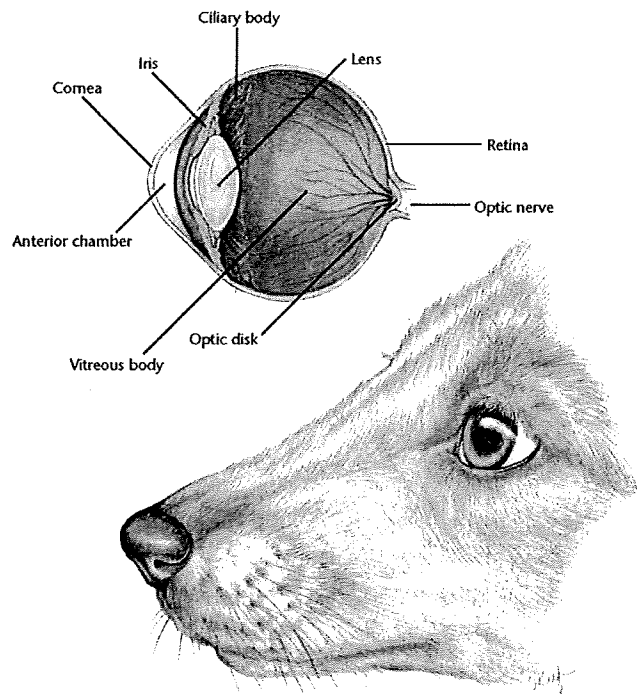
Eyes

The eyes of a normal healthy dog may have some discharge depending on the breed and individual conformation of the dog. Some dogs may have some tear staining below the eyes along the side of the nose. However, the discharge should not be thick, yellow in color or foul smelling.

The visible part of the eye is called the globe and is made up of several structures surrounded by the eyelids. The center, black circle of the eye is the pupil, which is surrounded by a colored iris. Irises can vary widely in color and some dogs have irises of two different colors. The front of the eye is covered by the cornea. This is a clear structure that protects the center of the globe. The white part of the globe is called the sclera and should always be white in color with small blood vessels visible. A yellow or red sclera is abnormal.

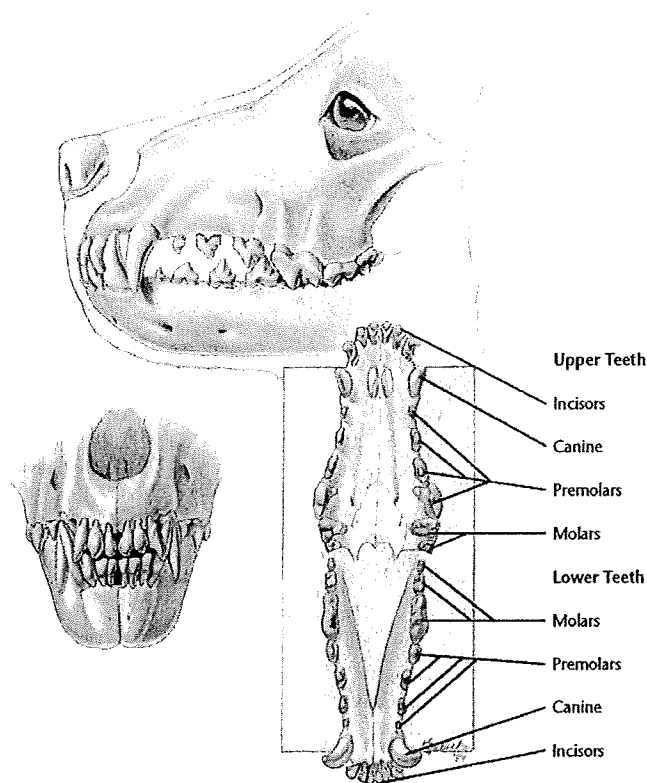
The pink tissue surrounding the globe is called the conjunctiva. It is considered abnormal if swollen or bright red. The third eyelid, known as the nictitating membrane, may be visible as a small area of pink or pigmented tissue in the inside corner of the eye. It becomes more prominent as the dog falls asleep or when ill.

Tears are produced by special glands located in the third eyelid, conjunctiva and eyelids. Tears function to keep the cornea moist, lubricated and to help prevent bacterial adhesion. They are drained via ducts that run from the lower lids to the nostrils. A dog's vision is adapted to finding and hunting things that move. Though humans can see stationary objects more clearly than a dog, dogs can perceive movement much more keenly. Dogs also have better night vision. Contrary to popular belief, dogs can see in color. Due to the differences between human and dog eyes, they probably do not see the full spectrum of colors that humans do. The eyes of a brachycephalic breed of dog are more prominent and often bulge outward because of the shape of the skull. These dogs are more susceptible to eye injuries and diseases.



Nose

The nose of a normal dog may be black, white or the same color as the dog's hair coat—including spots. The nose may be dry, wet, warm or cool without being abnormal, despite common misconceptions to the contrary. Any discharge from the nostrils should be clear. Discharge that is thick, yellow/green in color or foul smelling is abnormal. The structure of the nose helps to warm and humidify inhaled air. It is also a specialized organ that is capable of dissolving scent molecules and detect smells hundreds of times greater than humans. They use this sense to find food, and communicate with each other. The ability to detect and interpret pheromones helps to establish and define relationships between individual dogs.



Ears

Ears come in a wide variety of shapes and sizes. Ear carriage is described as erect (such as German Shepherds), drop (such as Bassett Hounds) or folded (such as Retrievers). The ear canal may be covered partially or fully by the external ear or pinna. The inside surface of the ear should be pink and clean. While a small amount of yellow or brown colored waxy debris is normal, excessive amounts of wax or other types of discharges are abnormal. There should be no redness, inflammation or swelling within the ear or the ear canal.

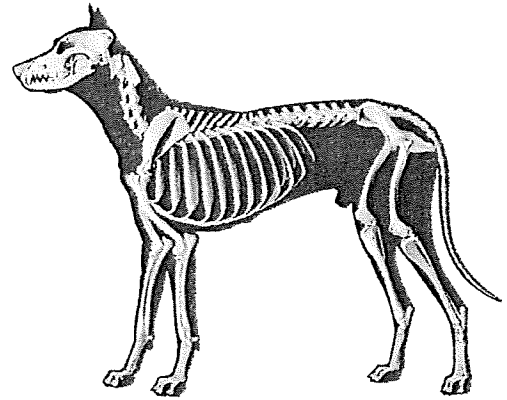
The ear canal is L-shaped and the part that is easily visible is called the vertical canal. The horizontal canal extends inward to the skull and ends at the tympanic membrane (ear drum). Within the skull are the structures that are responsible for hearing and maintaining balance. A dog's hearing is far more acute than any human's, both at lower volumes and higher frequencies. Because of this, mild to moderate hearing loss in a dog often goes undetected.

Mouth

The mouth of the dog includes the lips, gums, teeth and tongue. The teeth may be used to estimate the age of a puppy if the exact age is unknown. Puppies possess deciduous teeth (baby teeth) that fall out and are replaced with permanent or adult teeth. Typically, deciduous incisors are lost at about four months of age and deciduous canine teeth at about six months of age. Permanent teeth do not regrow and are not replaced if lost due to disease or injury. Adult dogs normally have 42 teeth total, while puppies have only 28.

Dogs possess four different types of teeth:

- Incisors are the small teeth located in the front of the mouth. These teeth are used to nip and cut food items and other objects. Adult dogs and puppies have six incisors on both the upper and lower jaws.
- Canines are the longest teeth found on either side of the incisors. Canine teeth are used to grasp and hold objects. Both adult dogs and puppies possess two canine teeth on both the upper and lower jaws.
- Premolars are located just behind the canine teeth in the mouth and are used for grinding food. Adult dogs have four premolars on each side of their mouth on both the top and bottom. Puppies differ in possessing only three premolars on each side.
- Molars are the teeth in the back of the mouth and are also used for grinding food. Adult dogs possess two molars on each side of the upper jaw and three on each side of the lower jaw. Puppies do not possess molars.



Body

The body of the dog houses the majority of the internal organs. Inside of the chest cavity and protected by the ribs, lies the heart and lungs. The abdominal cavity contains the stomach, small intestines, large intestines, liver, gallbladder, spleen, kidneys, adrenal glands, pancreas and urinary bladder.

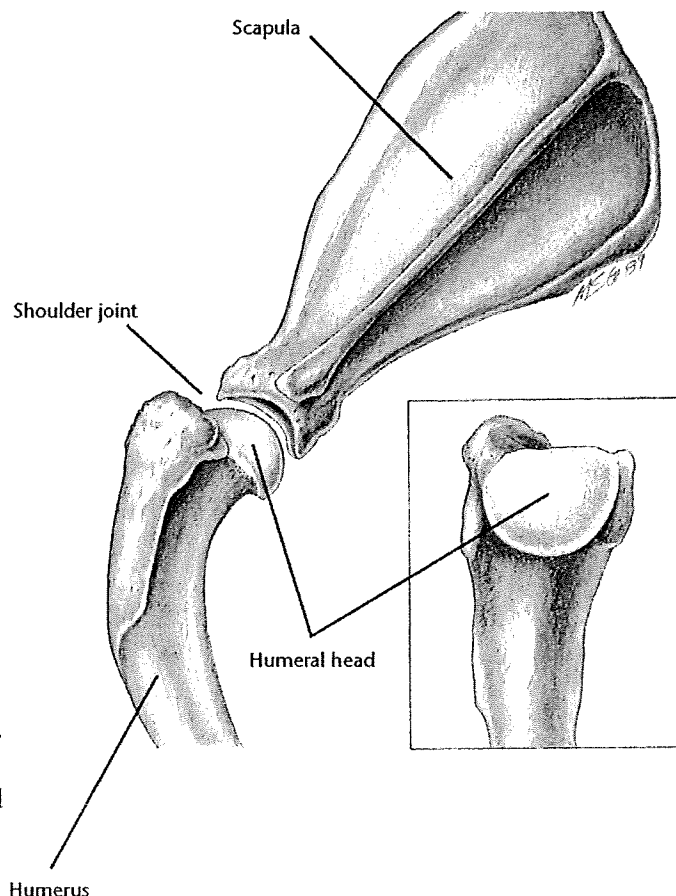
Limbs

The limbs (legs, neck and tail) consist of bones held together by the soft tissue of muscles, tendons and ligaments. Joints are where two or more bones come together and allow for movement of the limbs. It's important to know the anatomical names of these structures so there is no confusion between people when discussing the location of a sore or injury.

Foreleg (front leg)

The major bones of the foreleg, from top to bottom, are the scapula (shoulder blade), humerus (upper arm), radius and ulna (lower arm), pastern or carpus (wrist), foot and toes. Each toe is made up of three bones, all called phalanges.

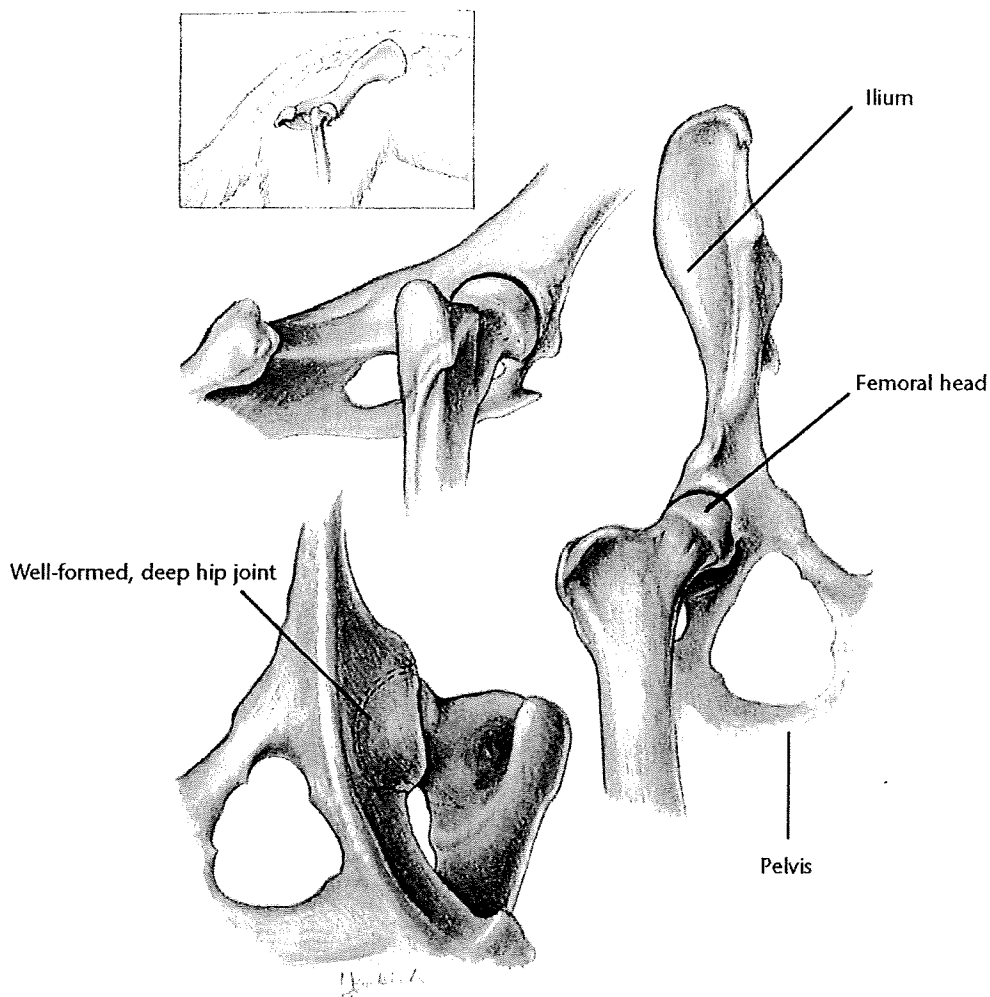
The shoulder joint is between the scapula and humerus. The elbow joint is made up of the humerus, radius and ulna. The carpal joint (wrist) is made up of several small bones with the radius and ulna on top and the foot below.



Hind Leg (back leg)

The major bones of the hind leg, from top to bottom, are the pelvis (hip bone), femur (thigh bone), tibia and fibula (shin or lower leg), tarsus or hock (ankle), foot and toes.

The hip joint is between the pelvis to the femur. The stifle (knee) is made up of the femur, tibia and fibula. The hock or tarsal joint is made up of several small bones with the tibia and fibula on top and the foot below.



Neck

The neck extends from the back of the skull to the shoulders. It is made up of 7 cervical vertebrae and is very flexible.

Tail

Many dogs use their tail to express emotions and the carriage of the tail can be an important body language clue. Most dogs have long tails, but certain breeds are born with a screwtail (such as Boston Terriers) and a few breeds are born with naturally short or no tail at all (such as Old English Sheepdogs and Australian Shepherds). Many breeds have their tails docked or surgically shortened within a few days of birth (such as Schnauzers, Poodles and Rottweilers).

Organ Systems

Integumentary System

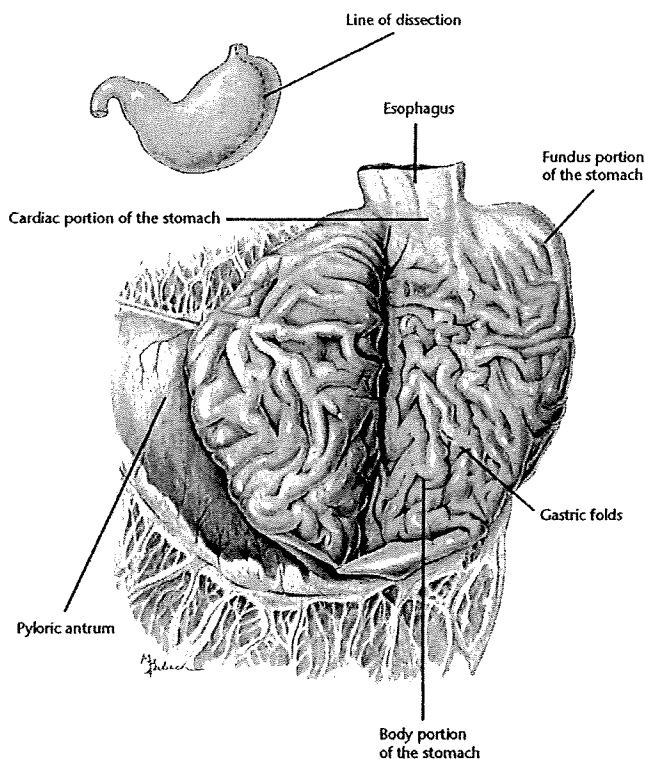
The integumentary system consists of the skin and fur of the dog's body. The skin is a protective layer covering the internal organs and other underlying structures. The fur is responsible for insulating the dog against heat loss. Sweating takes place only through the footpads and the nose, not through the skin as in people. In the dog, the majority of body water is lost through the action of panting rather than from sweating.

Musculoskeletal System

Consisting of the muscles, bones and joints, the musculoskeletal system provides the basic framework of the dog's body and plays a large part in making mobility possible.

Digestive System

The digestive system as a whole is responsible for absorbing and digesting nutrients from food. It is also responsible for eliminating solid waste products from the dog's body in the form of feces. The organs and structures of the digestive system include the mouth, teeth, salivary glands, esophagus, stomach, small intestine, large intestine, pancreas, liver and gallbladder.



Nervous System

The brain, spinal cord and a large network of nerves make up the nervous system of the dog. The nervous system is responsible for sending signals to the various organs and structures of the dog's body with the primary purpose of controlling the body and its functions.

Cardiovascular System

The heart and blood vessels make up the cardiovascular system. The heart functions as a pump while the blood vessels carry blood to the various organs and structures of the body, delivering essential nutrients and oxygen to the cells of those organs and structures. The nutrients and oxygen provide energy which makes it possible for the individual cells to perform their work, ultimately allowing the organs of the body to function normally.

Respiratory System

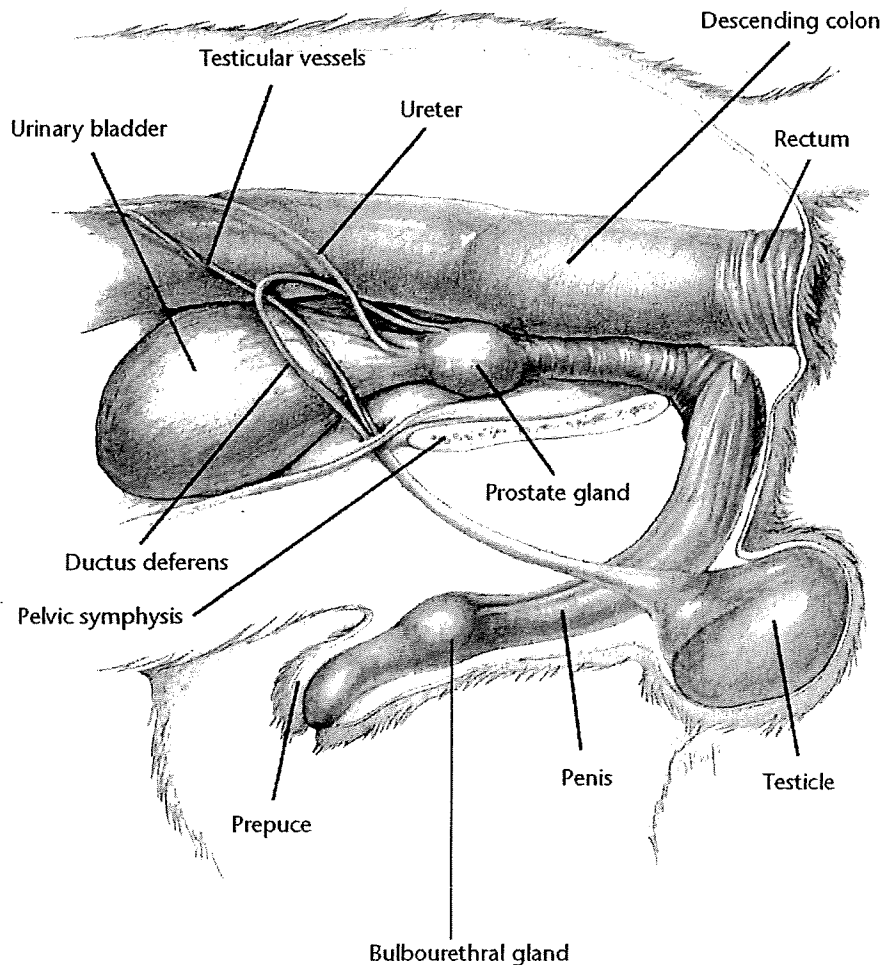
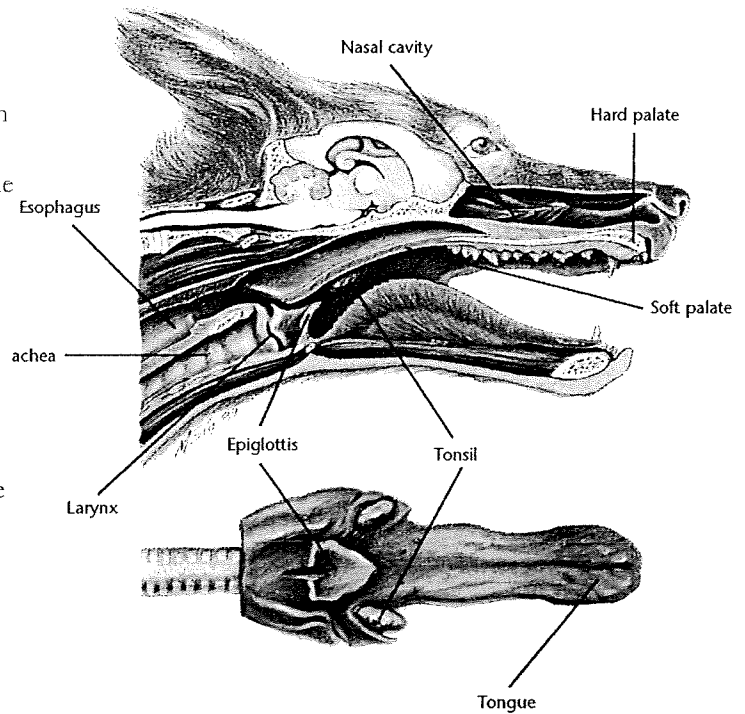
The function of the respiratory system is providing oxygen to tissues and eliminating waste gases that build up in the body, such as carbon dioxide. The respiratory system also aids in temperature regulation which is accomplished through the dog's ability to pant. The structures of the respiratory system include the mouth, nose, trachea, lungs, and the bronchi and bronchioles (smaller airways).

Lymphatic System

The lymphatic system includes the lymph nodes and the lymph vessels. The function of the lymphatic system is two-fold. It works with the cardiovascular system, returning fluids that escape the blood vessels back to the cardiovascular system. It also functions as an important part of the immune system, helping the body to fight off disease.

Urinary Tract

The urinary tract filters the blood and removes waste products, eliminating these waste products as urine. The parts of the urinary tract include the kidneys, ureters, urinary bladder and urethra.



Reproductive Tract

The reproductive tract is, as the name implies, involved in reproduction. The female reproductive tract includes the ovaries, oviducts, uterus, cervix and vulva. Spaying a dog involves removing the reproductive structures to prevent pregnancy. Spaying may refer to an ovariectomy in which both ovaries and the uterus are removed. It may also refer to an ovarioectomy in which both ovaries are removed but the majority of the uterus remains.

The male reproductive tract includes the testicles, spermatic cord, prostate gland, bulbus glandis and the penis. When a dog is neutered, both testicles are surgically removed.

Endocrine System

The endocrine system produces hormones, substances that are secreted by endocrine tissues and transmitted by the blood to the tissue on which they have a specific effect. Endocrine organs include the thyroid glands, parathyroid glands, adrenal glands and pancreas.

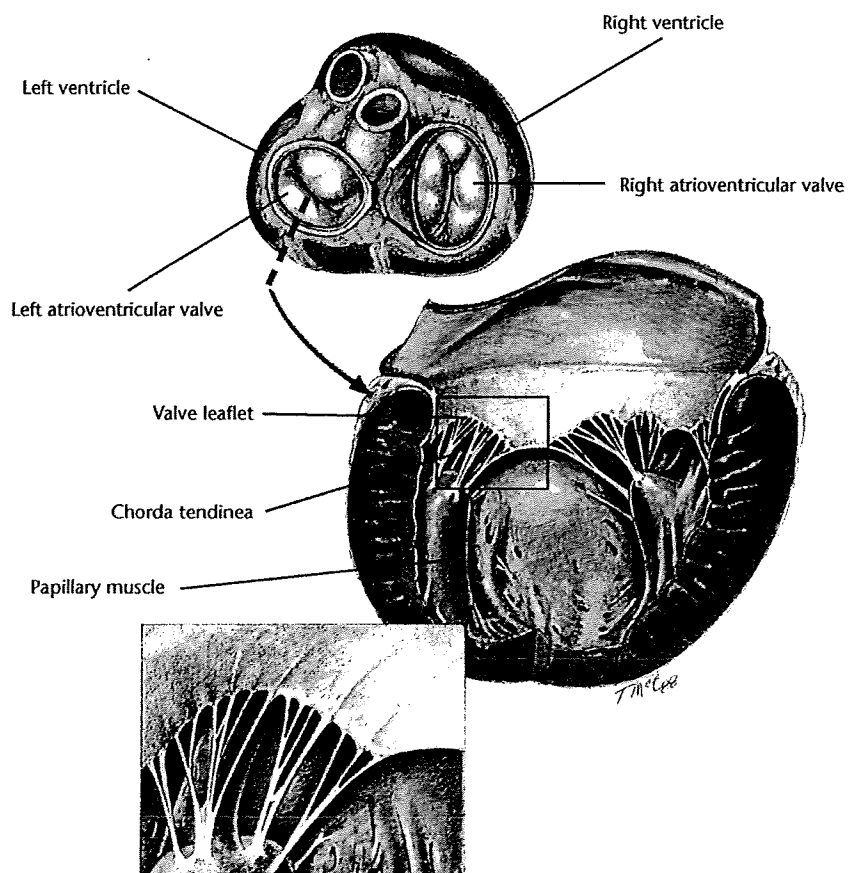
Hematopoietic System

The hematopoietic system is responsible for producing the white blood cells which aid in fighting infection, the red blood cells which carry oxygen to various tissues and the platelets that aid in the blood clotting process. These cells are produced in the bone marrow.

Cardiovascular System

The heart and blood vessels make up the cardiovascular system. The heart functions as a pump while the blood vessels carry blood to the various organs and structures of the body, delivering essential nutrients and oxygen to the cells of those organs and structures.

The nutrients and oxygen provide energy which makes it possible for the individual cells to perform their work, ultimately allowing the organs of the body to function normally.



Basic Behavior

Dog behavior is an extremely complex subject and very individual. Purebred dogs have been bred over hundreds of years to amplify basic abilities and perform specific tasks. Thus, dogs exhibit general breed tendencies that can help predict behavior patterns. Even mixed breed dogs will show the behavioral tendencies of their different ancestors.

For example, dogs in the Sporting Group (Pointers, Retrievers, Spaniels and Setters) have been bred to seek and find birds and other small game and deliver their prey back to their human companions. It's common for these breeds to freeze at the sight of a bird and carry objects around in their mouths. They are usually easy to train and seek out human companionship.

It is essential for anyone working with dogs to learn as much about the various breeds as possible and be able to recognize what they look like. The American Kennel Club website (www.akc.org) has extensive information about the various breeds of dogs and the groups in which they belong. The AKC Complete Dog Book is also an excellent reference for every dog facility.

Dogs communicate with each other primarily via body language, with scent and vocalization playing much smaller roles. Because humans communicate primarily via speech, to safely and effectively interact with dogs, handlers must understand dog behavior and learn their language.

Dogs view their surroundings as either familiar or unfamiliar. When placed in an unfamiliar area such as a pet care facility, dogs will often exhibit signs of stress and possibly fear or aggression. The degree of fear experienced by a dog will vary depending upon many factors. These include how well the dog has been socialized, previous experiences, how stressful the dog finds the current situation and how capable the dog is of handling stress. It is extremely important to be able to recognize and interpret the basic body language of dogs to help make all interactions safe for the handler and positive for the dogs.

The various postures and signals that dogs exhibit happen rapidly and can change quickly, so be aware that any assessment of a dog's behavior should continue on past the first introduction. Some dogs may send mixed signals and seem conflicted in their body language. If this is the situation, it is best to assess the dog based on the more anxious or aggressive body language.

Body Language of a Friendly Dog



The body language of a friendly dog is usually outgoing, seeking attention from the people around him, particularly when engaged by these people. The dog's body will be relaxed and free of tension.

There will be no tension or stiffness in the muscles of the dog's body. There will be no cowering or backing away from people. In fact, the dog may approach new people freely and solicit interaction. A relaxed, friendly dog will not freeze suddenly or startle easily.

The ears of a friendly, outgoing dog are normally pointed forward or standing straight. The tail will be held level and loose or at mid-level but not tucked between the legs. The tail may be wagging as well. However, a wagging tail does not guarantee a friendly dog. Use caution in interpreting a wagging tail.

Body Language of a Timid or Fearful Dog



Symptoms of fear or anxiety in a dog can be fairly obvious in some situations. However, in other situations, signs may be more subtle and the handler should carefully observe all unfamiliar dogs for these more subtle signs.

The most obvious behavior of a dog that is timid, fearful or anxious includes becoming tense. The muscles will become stiff and the dog may tremble in fear. A fearful or anxious dog may also cover away from the handler, holding his head and body low and leaning backward with his body.

Fearful or anxious dogs are often hypervigilant. They will constantly glance toward different areas of their environment. Many dog owners mistake

only misinterpret this hypervigilance for a dog that is so excited that he is trying to watch everything at once.

Fearful, anxious dogs may also appear to move in slow motion, sometimes even appearing as though they are sleepy.

Other body language signs to watch for in a fearful dog include:

- Tail held low and/or tucked between the hind legs
- Holding the ears back or to the side
- Holding the head down
- Furrowed brow
- Raised hackles along the back (piloerection)
- Panting excessively
- Yawning
- Licking lips
- Excessive salivation (drooling)
- Urinating or defecating when approached
- Sweaty paws
- Excessive shedding
- Being distracted while performing commands from the owner or handler
- Refusing to accept food treats when they would normally be accepted readily

Another sign of a frightened or anxious dog is performing behaviors that are not pertinent to the situation. For instance, the dog may begin to scratch even though he is not itchy or may begin to sniff at the floor even though there is no new scent to be found there.

Body Language of an Aggressive Dog

In a fearful situation that causes anxiety, dogs can show one of three reactions.

1. They can flee or run away from the situation.
2. They can freeze and remain motionless.
3. They can fight, in essence becoming aggressive.

In a pet care situation, fleeing is usually not an option for the dog, as it caged or leashed and cannot escape. Therefore, the dog may decide to take an offensive position and become aggressive. It is important to remember that almost all aggression is due to fear and should be handled accordingly, while still taking precautions to preserve the safety of staff.



Most aggressive dogs will still show some signs of being fearful or anxious. They may be hypervigilant, they may avert their gaze or try to back away. There may be other signs of fear or anxiety that are noticeable as well. However, these signs may disappear quickly as the dog decides that fleeing or freezing are not options and fighting is their chosen response. In chronically fearful dogs, the signs of fear may be subtle or even unnoticeable in the immediate situation within the pet care facility, although these dogs often show more obvious signs of fear when they are with their owners at home or in a public setting.

The signs of overt aggression are usually fairly obvious. The dog snarls, shows its teeth, growls, raises its hackles and, in severe cases, may even lunge at the handler.

Tail Wagging

A wagging tail is often interpreted as an indication of a friendly dog. However, this is not always the case. Dogs use their tails to communicate a wide range of mental states. A wagging tail indicates that a dog is willing to interact, but does not necessarily indicate the type of interaction that will occur. You must be aware of how the tail is held and what the wag itself looks like.

A happy, relaxed dog will hold its tail mid-level and wag the entire tail rapidly. The wag is so exuberant, that sometimes the entire hind quarters of the dog goes back and forth. A dog with a low tail is usually submissive and/or uncertain. A tail that is tucked up under the body is a sign of anxiety and fear. The tip of the tail may wag very rapidly. A tail held high is the sign of a confident, assertive dog. If the high tail is held stiffly and wags slowly and mechanically (like windshield wipers), that dog is capable of aggressive interactions.

Visual Assessment

Proper monitoring of pets in pet care facilities is necessary to insure that all animals are healthy and not in need of medical care. Performing regular visual assessments of dogs housed in the facility is an important part of the monitoring process. A thorough visual assessment should be performed daily for healthy pets. More frequent assessments may be necessary for pets that are recovering from surgery or illness.

Any body fluids or wastes produced by the dog should be noted, including urine and feces. The approximate amount, color and, in the case of feces, consistency should be documented. Abnormal fluids, such as vomit or bloody discharge, should also be documented. Any foreign bodies present in body fluids and wastes should be identified (if possible) and documented.

All visual assessments should start with a general survey of the animal's physical appearance and behavior. Observe the dog from a short distance away.

- Note the dog's mental status. Specifically, a normal, healthy dog should be alert, responsive and attentive to the external surroundings.
- Assess the dog's posture and gait. Look for abnormalities such as incoordination or lameness.
- Assess the dog's temperament. If the dog has been evaluated previously, make note of any changes.
- Assess the body condition. Dogs at the proper weight should have a slightly visible waist and palpable ribs that are not visible.
- Both sides of the dog should be symmetrical. Note any differences in symmetry.

Once the general survey is completed and documented, a more extensive physical examination of the external body is warranted. Any abnormalities found should be documented. Severe abnormalities warrant a consultation with a veterinarian.

- Evaluate the condition of the skin and hair coat. A normal, healthy dog should have a shiny hair coat with no broken or inflamed skin and minimal odor. Bald spots, thinning hair, open sores, scabs, flakes, oiliness, discharges and foul odors are abnormal. Masses or lumps felt on or under the skin are abnormal as well.
- The nose should be clean and moist. Bleeding or cracking of the nose leather and any discharge from the nostrils that is not clear is abnormal.
- The eyes should be clear, moist, bright and centered between the eyelids. The pupils should be equal in size and reactive to light. They should dilate and constrict equally. The sclera should not be discolored.
- The ears should be clean and free of debris, discharge and odor. Any redness, pain, swelling, discharge, odor or changes in the way the ears are carried is not normal.
- Examination of the mouth (if possible) should reveal moist, pink gums. Some dogs have pigmented gums that appear black, brown or spotted. The teeth should be white and free of plaque and tartar buildup. Gums that are bright red or pale and any masses in the mouth or on the gums are abnormal. Cyanosis, evidenced by blue or purple gum color, is an emergency situation.
- The respiratory rate and breathing effort should be evaluated. Unless a dog is panting, it is normally difficult to hear a dog breathing. An abnormal breathing pattern may be evidenced by increased breath sounds and an

increased effort to move the chest and ribs in and out. In emergency cases, the abdomen may be involved in the breathing effort and the dog may stand with its front legs spread apart. The dog may also be unable to rest easily or lie down comfortably. Brachycephalic breeds typically have a higher incidence of respiratory difficulties and problems due to their anatomy.

- The abdomen can be palpated by placing your fingers on either side of the abdomen just behind the ribs and proceeding toward the rear of the dog. If the abdomen feels hard or appears to be painful or distended, these findings can be potentially serious and a veterinarian should be consulted. In addition, any lumps, bumps or masses should be considered abnormal.

Each dog in the facility should be evaluated for parasites as well.

- Fleas and/or "flea dirt" may be visible on the skin. Flea dirt is the name given to the feces produced by fleas and appears as small, pepper-like debris on the skin. The use of a flea comb will help to detect flea dirt. The debris that falls from the hair coat during combing can be placed in a white piece of paper and mixed with a few drops of water. Flea dirt will dissolve in the water and appear bloody. Live fleas are visible to the naked eye, but move quickly and may be difficult to find unless the infestation is quite heavy.

- Ticks are parasites that feed off of the blood of the dog. Ticks attach firmly to the skin while they are feeding and will be visible as a black or brown colored, oval insect. They vary in size ranging from the size of a pinhead to the diameter of a dime depending on the type of tick and how engorged with blood it is.

- Roundworms are intestinal parasites that may be occasionally passed in the feces or vomit of infested dogs. These worms will be long, thin and white or yellow in color. They resemble strands of spaghetti. While seeing roundworms in the feces or vomit of a dog indicates that the dog is definitely infested, not seeing them does not guarantee that the dog is free of infestation. Veterinarians examine the feces of a dog microscopically, looking for the ova (eggs) of these parasites, to diagnose the presence and type of intestinal worms.

- Tapeworms are another intestinal parasite of dogs. Tapeworm segments may be visible around the anal region, under the tail or in the feces. The segments are short and white in color, resembling grains of rice or sesame seeds.

- Maggots are fly larvae that live on dead, diseased or infected tissue. They are plump, short (usually ¼ to ½ inch long) and are white to light brown in color. Any maggot infested wound is in need of immediate medical care.

Environment

A safe, clean and odor free environment is important for any pet care facility. The environment within the facility can directly impact animal health. An improperly maintained environment increases the likelihood of disease transmission and makes medical and behavioral problems for housed dogs more likely as a result of stress.

Sanitation and Cleanliness

Many infectious diseases are capable of spreading from one dog to another through contact with feces and other bodily fluids. Proper sanitation, cleaning and disinfection is absolutely essential in preventing the spread of these diseases. Odor control is an ongoing effort. Removing animal waste promptly and thorough cleaning and drying of all dog enclosures keep odors to an acceptable level.

All cages, runs and kennels need to be regularly cleaned and disinfected, particularly when a dog is placed in an area that another dog has recently vacated. All occupied enclosures should be cleaned regularly throughout the course of the day. Each time a dog urinates or defecates in its enclosure, it should be cleaned immediately and thoroughly. All spilled food should be removed after feeding. Feces in play yards, exercise paddocks and common areas should be picked up frequently and disposed of properly. All disinfectants should be used at the correct concentrations to avoid chemical burns and airway irritation. They should be stored in a safe place away from animals and food to avoid contamination.

Fomite transmission is a major cause of disease spread in a pet care facility. A fomite is defined as any object that is capable of becoming contaminated with a disease-causing organism. These organisms can then be passed on to another animal. Fomites may be food dishes, water bowls, bedding, leashes and other inanimate objects used to care for pets. The skin, clothing and shoes of the staff that handle the dogs can also be fomites and spread disease. Cleaning and disinfecting all utensils and equipment used to handle, feed or water dogs is important to stop the spread of disease. In addition, all staff members should be encouraged to wash and sanitize their hands often. Washing hands between handling animals is imperative to reduce the chance of spreading disease from one dog to another.

If there is a quarantine area in the facility, dog handling equipment and other utensils and supplies used in the quarantine area should be used only in the quarantine area and never introduced into the main kennel area. Gloves should always be worn when handling animals in a quarantine situation.

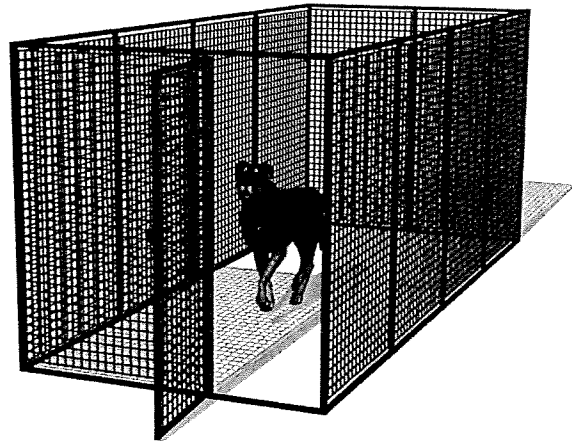
Housing

Comfortable housing can decrease stress for dogs in pet care facilities, thereby helping to maintain health. Housing units for all dogs should be large enough to allow dogs to stand and move comfortably within the confines of the enclosure.

Enclosures that contain multiple dogs must be relatively larger, so each dog has room to lie down comfortably without encroaching on the personal space of a kennel mate. Soft, clean bedding should be available and will provide comfort. Toys may provide entertainment and distraction for caged dogs.

Housing areas should also allow for adequate exercise. All dogs need exercise to maintain their health. Outdoor access can also benefit dogs housed in pet care facilities and an outdoor exercise area is encouraged. All outdoor enclosures should be surrounded by a six foot high fence to prevent escape and have shelter in case of inclement weather.

A source of fresh, clean water should be available, as well as shade.



Ventilation

Proper ventilation is mandatory for all kennel facilities. Airborne microorganisms are a common cause of illness and must be controlled. High levels of ammonia from the breakdown of urine and feces can be an irritant to ears and the respiratory system, as well as the main cause of unwanted odors.

Good ventilation provides for fresh air exchange, air filtration and decreasing humidity. A combination of exhaust fans, fresh air inlets, heating/cooling systems and ionizers will help maintain optimum air quality and decrease the chance of disease spread.

Ventilation systems must be maintained in good working condition to be effective. Regular inspection and cleaning of these systems are a must. Filters should be changed as needed and fans and ductwork kept clean.

If a quarantine area that houses dogs with infectious diseases is included in the facility, the ventilation output should go directly outdoors and not circulate through the main kennel area.

Lighting

Adequate lighting in a kennel facility can help maintain animal health also. Ideally, adequate lighting would be accomplished with windows to let in natural lighting. However, in the absence of natural lighting, an artificial lighting schedule of 12 hours on and 12 off can help dogs maintain their natural circadian rhythm.

In the case of sick patients or recovering surgical patients, being placed in a dark environment may promote rest and recuperation. In these circumstances, bright lighting may be counterproductive.

Noise Levels

Excessive noise levels, including excessive barking, can cause stress for many dogs in a kennel situation. Dogs that bark constantly when caged may need a larger enclosure, more exercise or toys for distraction. In some facilities, DAP or citronella collar are used for severe cases. Dog owners should be informed if the devices are used.

Kennel staff should also be aware of the noise level caused by radios, cage doors opening and closing and other routine activities. Radios should be kept to a low volume and soothing music may help calm kenneled animals. Kennel staff should avoid slamming cage doors and attempt to keep noise levels to a minimum when working in the kennel area.

Temperature

Temperature control in a facility is important and should be maintained at comfortable levels through the use of heating/cooling systems. Excessively warm temperatures are generally more dangerous to dogs and lead to overheating and heat stroke. However, excessively cold temperatures can be debilitating to dogs also, leading to the potential for disease. The ambient temperature should be monitored both during the day and night and adjusted as needed.

Poor ventilation can also contribute to the dangers of excessively high temperatures and it is important that adequate ventilation be maintained in the kennel.

Nutrition

Feeding and nutrition is an important part of managing the health of any dog. Knowing what to feed a dog, as well as how much to feed, is essential in a pet care facility.

Sanitation and Cleanliness

Sanitation and cleanliness is important when feeding and providing water to dogs. Food dishes and water bowls need to be cleaned and disinfected regularly to remove debris and grease. Stainless steel bowls are preferable to plastic for feeding and watering because they can be cleaned more easily than plastic. Plastic food and water dishes develop scratches and gouges in the plastic over time and it can be difficult to adequately remove all food bits and debris from the scratches. Alternatively, disposable food dishes can be used for feeding and discarded once used.

Type of Diet

When an in-house diet is fed, it should be of high quality, easily digestible and remain consistent from day to day. Frequent changes in diet can cause diarrhea and gastrointestinal upset for many dogs. A high quality diet will usually produce feces of lesser volume and better consistency than a lower quality diet and therefore can be helpful in making the clean-up process easier and faster. High quality diets provide better, more digestible nutrients in a higher concentration than lower quality diets. This is even more important if a dog's appetite is decreased because of stress. In addition, Palatability is a factor because many dogs don't eat well when in strange surroundings.

Some owners prefer to bring the food that their dog is currently being fed at home. If that food is not in its original packaging, the brand name and variety should be noted in case more needs to be purchased. This is especially important for dogs who are on a prescription diet or have food allergies. Owners who bring their own food should be strongly encouraged to bring enough for the dog's entire stay plus 1 to 2 days additional. Dogs who are being fed owner provided food should not have their diets changed without owner approval.

Quantity of Food

Owners must be asked how much food they want their dog to be fed daily. This amount is then generally divided in half, to provide two meals a day. Puppies may need three meals daily. Care needs to be taken to measure the food accurately to avoid over- and underfeeding. The amount of food offered to each dog should be documented along with how much the dog actually ate. It is not practical or sanitary to feed free choice in a pet care facility and it's impossible to accurately document how much food has been consumed.

An owner may not know how much food the dog is getting daily if they feed free-choice or multiple dogs are eating out of the same dish. In that case, follow the feeding recommendation on the pet food label. Start with the middle amount listed for the dog's weight and life stage. The starting amount can be adjusted upward or downward if the dog is thin or fat.

It is not uncommon for stressed dogs to refuse food or only eat small amounts. If a dog hasn't eaten for two meals, then warm water should be added to make the food more palatable. Mixing in a very small amount of canned food, cooked chicken, chicken broth or shredded cheese can entice a stressed dog to eat. Make sure the dog does not have any dietary restrictions before you add anything to the food. If a dog refuses food for more than two days, they need to be evaluated for a possible illness.

Long-term boarders should be checked weekly for weight gain or loss and/or body condition and the amount fed adjusted accordingly. If a scale is available in the facility, that is the most accurate way to monitor weight. You can also visually evaluate a dog's body condition. A dog in ideal weight will have a visible waist and you will be able to easily feel the ribs.

An overweight dog does not have a defined waist and you have to push in to feel the ribs. A thin dog has visible ribs and appears bony. Please note that certain breeds of dogs—especially sighthounds such as Greyhounds, Whippets and Borzois—are naturally thin with visible ribs.

Raw Food Diets

Raw food diets are becoming more popular among some dog owners. If a raw food diet is to be fed, it is important to remember the dangers these diets can pose to the people who handle the food and other dogs in the facility. Raw food diets can cause colonization of the intestinal tract with pathogenic enteric bacteria such as Salmonella, E. coli and others. These infections can be passed to humans and other dogs and can cause significant disease.

You should always wear gloves when handling raw food diets and wash your hands well when finished. Disinfect all countertops and serving utensils thoroughly after preparing the meal. The food pan should be picked up immediately after the dog is finished and also disinfected. Disposable, one time use food pans also work well. Care should be taken to avoid blood or raw food from contaminating other foods. Ideally, the owner should freeze the raw food diet in single serving packages that can be stored in the kennel's freezer. Only the package needed for the next meal can then be thawed in a refrigerator.

Water

Water is an important but often overlooked nutrient. All dogs should have access to clean, fresh water. Water should be available at all times and should be freshened at regular intervals, at least twice a day. Clean water bowls should be provided daily.



Safety and Handling Techniques

Safety and handling techniques are important to prevent injury to both dogs and their handlers. Knowing how to handle and move dogs safely is paramount to creating and maintaining a safe environment for all concerned.

Preventing Injury to Handlers

To reduce the potential for injury to staff members, all employees that handle dogs should learn to interpret canine body language and be able to recognize the signs that a dog is fearful/anxious or aggressive. Being familiar with basic dog handling procedures is a mandatory skill handlers need to learn to avoid injury.

When approaching a dog, particularly a strange dog, always take a moment to assess the dog's body language and get a sense of the dog's emotional state. Allow the dog to approach you voluntarily and initiate contact. When the owner is present, have them hand you the dog's leash encourage the dog to go with you. If you invade the space of a scared or aggressive dog, it may overreact and the flight or fight instinct can be triggered. If a dog shows its teeth, snarls or lunges at you, stop your approach and get help.

Direct eye contact and reaching for a dog's head are interpreted by the dog as threatening gestures. Sudden movements, shouting and threatening a dog is counterproductive and may trigger an aggressive action on the dog's part.

Move slowly and deliberately and use a happy, calming tone of voice. Turn sideways to the dog and lower your posture to be less threatening. Offer treats and take as much time as is needed to allow the dog to become comfortable in your presence. Calming signals such as yawning and licking your lips tell a dog that you are not a threat.

Dogs have a well defined sense of personal space. If you invade that space by reaching out your hand, leaning over top of the dog, suddenly touching its head or hugging the dog, you run a huge risk of being bitten. Keep your hands and face away from a dog's mouth.

Contrary to what people would like to believe, the majority of dogs do not enjoy being hugged and/or kissed. They only tolerate it—even from their owners. Once the dog approaches you, a safe way to pet the dog is by gently scratching the side of its neck and chest and watching to see if the dog leans toward you to invite more contact.

Once the dog's trust is gained, be careful not to lose that trust. Continue to move slowly and deliberately to avoid startling the dog. Watch the dog's body language carefully for subtle changes. If the dog shows renewed signs of anxiety, stop your approach and give it more time to relax before you move on.

Basic Handling

Always use a slip lead or martingale collar to move a dog from one place to another. This prevents the dog from being able to slip out of its collar and escape. When getting a dog out of a cage, open the door and block the opening with the side of your body to prevent the dog from running past you. Call the dog to you with a happy tone of voice and use treats if necessary. Gently slip the lead over the dog's head as it leans toward you. Reaching into a cage or crate to lasso a dog who is cowering in the back is wrong and a good way to get your hand bitten.

When taking a dog out of a kennel run or larger enclosure, observe the dog first to make sure it's not acting overtly aggressive. Slowly enter the run while blocking the gate with the side of your body and hold the gate closed behind you or latch it. Call the dog to you and gently slip the lead over its head with one hand. Use treats, if necessary, to get the dog to come to you. Do not allow the dog to crowd you at the gate and try to slip past you and escape. Use your legs and feet to gently body block the dog's exit.

If a dog cowers in the back of its cage or run and refuses to come to you, stop your approach and get help. Never enter an enclosure when a dog is leaping on the gate, snarling and showing its teeth.

For extremely aggressive dogs, rabies poles are available to allow handling the dog from a distance. These poles basically consist of a long pole with a loop on the end of the pole that acts as a leash that fits over the dog's neck. These poles should be used with caution and only as a last resort for extremely aggressive, dangerous dogs. Care must be taken not to tighten the loop too tightly in order to avoid strangling or choking the dog. A rabies pole should only be used by experienced personnel.

If a fearful dog needs to be handled for a procedure, a muzzle may be placed over the dog's nose and mouth to prevent biting. Some dogs react badly to having a muzzle placed on them, particularly if not used to the device. Desensitizing the dog to muzzle is advisable, though this is best done at home under calm conditions. Desensitization involves using treats or other rewards to make muzzling a pleasant experience for the dog rather than a frightening gesture.

Another procedure that can be used to control the head of a small dog that needs to have a minor procedure performed involves using a rolled towel placed around the neck of the dog, with the loose ends of the towel held snugly behind the head of the dog. Simple procedures such as nail trims can be performed using this technique and some dogs are more comfortable with the towel than having someone use their hands to hold the head/neck.

Preventing Injury and Illness to Other Pets

To prevent injury to other dogs in the facility, all dogs should be leashed and under control when being moved from one part of the facility to another. Do not allow any dog to run freely from cage to cage or get in another dog's face. A short leash held at waist level works best to control an active strong dog and prevent accidental contact with another dog that may result in injury to one or both dogs. The collar should be behind the dog's ears and snug, but not choking the dog. For dogs that pull on the leash while being walked, stop and stand in one place until the dog has calmed and move on only when the dog is quieter and under control, still holding the dog on a short leash.

Dogs should be housed separately from another, if possible. Even dogs that seemingly get along with one another can fight over food, water or other resources. This type of contact can result in severe injuries, particularly if the injury goes unnoticed for a period of time. Owners often request that two or more family dogs be housed in the same enclosure. The enclosure should be large enough that each dog can have a separate space. Observe these dogs closely to make sure they are getting along and separate them if necessary. Always separate them at feeding time.

Socialization is important and should be encouraged, but it is best done under controlled conditions. For dogs that are participating in day care or socialization classes that require contact with one another, the contact should be supervised by a trained, experienced attendant at all times.

Pets entering a boarding facility should be healthy, free of external and internal parasites and current on their vaccinations. Vaccination requirements vary between facilities. At the minimum, all dogs should be vaccinated against rabies, distemper, parvovirus, adenovirus and parainfluenza. Most facilities also require a bordatella vaccine to help protect the dog from developing Canine Cough.

Emergencies: Basic Procedures

Before reporting an emergency, a rapid assessment of the emergency is in order. If the emergency is a fire, contact the fire department immediately and follow the instructions of the fire fighters. If the emergency is of a police nature such as a burglary or break-in and is ongoing, contact the police to summon help.

If the emergency involves a human injury, evaluate whether an ambulance is necessary. Alternatively, if the injured person is stable and not in immediate danger but requires medical care, transport to the local emergency care center by car may be an option.

If the emergency involves an injured or sick animal, attempt to establish the nature of the injury or illness. Ascertain that the animal is in a safe area where additional injury is unlikely. If the emergency is ongoing and the animal is not stable, contact your facility's veterinary emergency contact for instruction. Be prepared to offer basic information such as an explanation of the emergency and vital signs of the injured pet.

Note the time and nature of the emergency and be prepared to provide a brief description of the emergency. Once all parties are out of danger and the emergency situation is under control, preparing a written report will prevent the details from becoming lost with time and provide a record for future reference if necessary.

All pet care facilities should have a written protocol for emergencies listing who should be contacted in case of emergency. Usually this will be a supervisor or manager. Veterinary emergency contact telephone numbers should be easily accessible to all employees, as should emergency numbers for police, fire and rescue.

Above all, all employees in an emergency situation should remain calm and take all precautions to ensure their safety and the safety of those accompanying them. If animals can be moved out of danger without endangering human life and safety, this should be accomplished as quickly and efficiently as possible.



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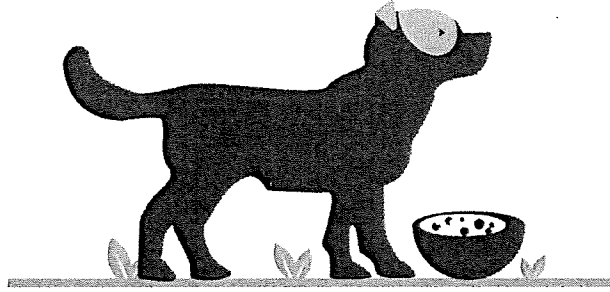
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Special Thanks

Hill's Pet Nutrition for the use of *Hill's Atlas of Veterinary Clinical Anatomy*

Lorie Huston, DVM, for providing the written content for this education manual.



DOG HAUS UNIVERSITY

Doggie Daycare.

Training Guide

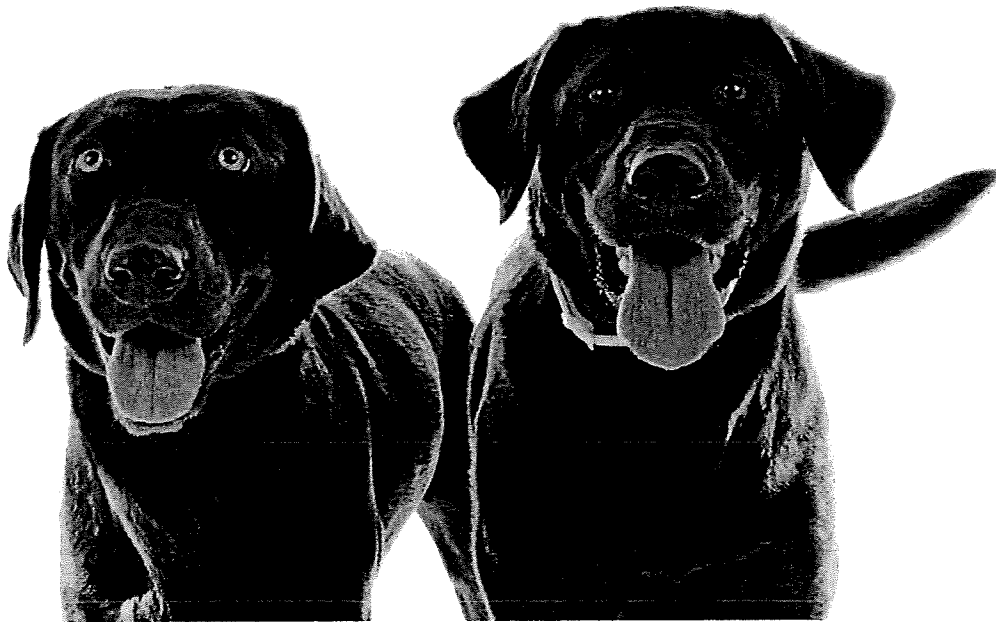
Updated 7/1/2015

Welcome to DHU, you were carefully selected to join our team, we are glad to have you with us!!

That being said, please take pride in your job and be diligent with procedures, for the safety of the dogs as well as others associated with DHU. This guide will outline those policies and procedures to follow during your first few weeks with DHU.

During your first week, there will be a large amount of observation on your part. As the new hire it is important that you don't make assumptions. Observe the processes before jumping right in, while we appreciate your ambition, we at DHU are "caretakers" of the dogs, so safety and mitigating risk is a top priority. This is your opportunity to observe, ask questions, learn the systems and the dogs before you are assigned a play area on your own and asked to complete your duties on your own at the completion of the training process. We allow 1 caretaker per 10 dogs out playing in each area. Group size is based off of play space and guidelines of the International Boarding & Pet Service Association.

This is your guide to the first 2 weeks at DHU, this is only one part of the training program. We also provide hands on training with all the tasks and systems outlined in this program. Please do not hesitate to ask questions until you are comfortable with the systems/tasks implemented here.



Week 1

- a Parking (there is parking behind DHU, however during special circumstances you may be required to park off site, as determined by management)
- a Punctuality (you are a vital member of the day to day operations here at DHU, please allow appropriate time to arrive to work and be punched in and in your play area at the designated times.) being habitually tardy or absent is not tolerated, and could result in discipline up to and including termination.
- a International Boarding & Pet Service training.
- a Required new hire paperwork (I9, W4, any required agreements/sign out forms)
- a Dogs names (it is important to learn all the dogs' names as quickly as possible, as they respond better to commands and sounds they are familiar with. This will continue to be a top priority through your training period
- a Leash rack/ board (each dog has a number associated with their name on the daily board that number corresponds with the rack the leash is on
- a Filling water buckets/ mop buckets (each play area has a bucket and a bowl to be filled with water at all times, these should be changed as often as needed, but at the very least every 2 hours, mop bucket should be changed out at night, as well as the mop head, on Fridays leave mop bucket upside down in mop sink to dry for the weekend.
- a Intake/ release of dogs (this is a very critical control point of training. You must be aware of the dogs behavior patterns before bringing dogs in and out, as they can quickly become agitated or aggressive towards the other dogs, as well as which dogs come and go at around what time of day as that will help with knowing where to house the dogs after last switch.)

Daily tasks to be completed for your part of the day on the whiteboard please initial where appropriate when tasks are completed depending on which part of the day you are working that day. Please have your duties verified during training to assure proper standard is met.

These duties include but are not limited to

- a Cleaning crates- Crates are sprayed with sanitizer, the bottom tray slides out and is rinsed thoroughly then replaced. This is done daily to prevent dander and odor build up.
- a Bathroom- Clean the toilet with toilet bowl cleaner, sweep and mop the floor, wash the mirror with glass cleaner, sanitize any other surface with neutral sanitizer from the spray bottle
- a Dusting- using the static duster, be sure to get all the light fixtures as well as any ledges, on top of boards and pictures on the walls, all shelving and window sills. This is done daily to prevent dander and odor build up.
- a Washing walls in play areas- First the why...the walls are a large contributor to the odor buildup in each play area, the dogs lean on them, drip on them, pee on them, and otherwise soil the walls daily, if we did nothing, DHU would smell like a giant wet, dirty dog house!!

NOW the how to - Wash the walls in all play areas with a neutral sanitizer solution from the dispenser near the mop sink, fill a bucket about $\frac{1}{4}$ full with a premixed solution. Using a scrubbing sponge provided, wipe down the bottom $\frac{1}{3}$ of the walls in each play area with a slightly soaked sponge, this allows for sanitizer to drip slightly down the walls, wetting and loosening any debris and/or dander, wipe up and down in a scrubbing motion until all visible markings are gone, continue scrubbing to ensure it gets sanitized and completely clean. Also wipe down the baseboards of the wall before moving on, removing any drippings from the wall as well as cleaning/sanitizing the baseboard. Once you have wiped the perimeter of the entire play area, grab a mop and mop up any drippings or puddles from the sanitizing solution. This is done Tuesdays & Fridays, but should be done as needed depending on the outside conditions, and the cleanliness of the dogs.

- a Sweeping/mopping- This is a critical task daily at DHU, this is done nightly to ensure a safe clean environment for the dogs as well as the staff. When sweeping, you must move crates to get under them and remove any hair and dander built up during the day. Go over the floor twice if needed, all of the hair must be removed before mopping the play areas.

When Mopping, use some force when going over the floor to remove any build up or dried on foreign substances. Be sure to wring the mop out thoroughly prior to beginning, change the mop water if needed, using the freshest possible solution gives the floors the best clean possible. Go over the floors more than once if needed, a thorough mop gives DHU the best start to the day, free of odor, and dander build up.

- a General cleaning and routine upkeep- Other cleaning may be required depending on the current needs of DHU. Your supervisor will direct you when necessary on the how/why related to these duties.

Week 2

- a Dog names (this will remain a top priority through your training period, it can be helpful to use the printed roster of dogs for that day, you can also learn what type of dog it is. The more information/knowledge you have on a student, the better)
- a Appropriate play – we limit play amongst the dogs to 2 dogs at a time, meaning no third party playing. This ensures that the dogs don't feel stressed or overwhelmed while playing, causing them to lash out out of fear/defense. It is also easier to read the signals of two dogs playing rather than 3 or more.
- a Speaking of signals- it is important to know the basics of "dog language" signals when playing as well as arrival and departure, this is another opportunity for dogs to become stressed and/or agitated and lash out if not managed appropriately. Refer to the "doggie language" chart provided, questions are encouraged when learning the basics of appropriate play. Once assigned your own play area, you are responsible for managing play to ensure it is appropriate and does not escalate. So as stated previously, ask/ learn as much as possible during your training period, it is your responsibility to take advantage of the time allowed to learn these things to ensure safety/ well-being of the dogs in the care of DHU.
- a Toys- toys are often discouraged in the open play areas, as it can cause some dogs to become aggressive or "toy crazy" causing the other dogs to be unable to play or possibly lash out at other dogs who try to play. There are a few circumstances where toy play may be appropriate, your supervisor can address those individual situations as needed.
- a Time outs- on occasion dogs will become agitated or continue exhibiting certain behaviors after being redirected a few times. These dogs may require a short break or "timeout" from the rest of the group these should be used very judiciously and only when necessary in the event a dog cannot be redirected verbally, typically after the 3rd time redirecting verbally in a relative short period of time, a timeout is absolutely warranted. Place the offending dog(s) in an open crate by themselves or in a holding area if needed, time outs should not exceed more than 5-10 minutes for any one offense.
- a Gentle Leaders- Certain dogs arrive at DHU with a gentle leader attached to their collars/leashes to prevent the dogs from pulling their human down the street, these are also effective against excessive barking, hard mouth play, reduces the range of motion of the jaw (not a muzzle, but restricts how wide the dog can open its jaw while the device is applied). On certain dogs these are also effective calming devices when used appropriately, they are effective in that they keep dogs from being so reactive while in a crate (fence Fighting) until they are comfortable. Any other use of a gentle leader is on a case by case basis and you will be directed by your supervisor in those situations on how to proceed.

Daily Break schedule

During group switch times – Have a caretaker outside supervising the dogs the entire time, at no time should dogs be left alone in the outdoor area.

1. 6am-930am check-in/ Drop offs, this is considered Group #1 on the board

Dogs are grouped based on their typical behaviors around the dogs at DHU that day or their disposition in general, you should check the daily roster on the board to determine the appropriate room, in/out for a given dog as they arrive. You should place the leash on the rack in the staging area with the corresponding number next to the dog's name on the board for that day, this make check out/ pick up much more fluid and ensures each dog receives its own property back at the end of each day. You will be trained hands on how to decipher the board and the break times that correspond with each dog, also we will inform you of the "why" (what behaviors/factors contribute to these determinations).

This is a time when a good deal of daily cleaning and upkeep is done, in the morning we will clean the crates, dust all surfaces, clean the restroom on Mondays. (See cleaning instructions above) be sure to initial the daily task board next to the task when it is completed.

2. 930 am – 1130 am Group #2

At this time the dogs who were crated upon intake will come out from their break and the dogs in group #2 on the board will then be placed in crates for their 2 hour break. The dogs should be let outside at least every hour to eliminate. Best practice is to let the dogs out just before their play time is over so they will be comfortable during their 2 hour crate time, and upon releasing the dogs from crates, take them directly outside so that they can eliminate also. This will help limit the amount of accidents in the play areas (also limiting the odor and cleanup). Except in certain circumstances it is ok to release dogs as a group and allow them outside as a controlled group as well.

Always pick up feces immediately whether indoors or out, be very diligent about cleaning up messes indoors as the odor will fill the play areas and lobby quickly, making it an unappealing environment to

1-bring your dog

2- To work in

Always clean up urine and runny, slimy throw up using the mop bucket and mop. Use a paper towel and sanitizer on any indoor feces accidents, use the scoop for feces outdoors in the fenced play area, the AstroTurf outside is made to allow urine to drain through it so it can just be allowed to drain through until the afternoon when the entire play area outside is pressure washed with "Angry Orange" (outdoor pet odor eliminator/sanitizer) to maintain an odor/bacteria free environment.

Note: When "switching" dogs from break time to play time, best practice is to release all the dogs on break time first, and let them outside, leaving you with empty crates. You can gather a group in a staging area before releasing the dogs outside, once your dogs are outside you can place the dogs in the staging area into appropriate crates, this helps maintain calm and order during the transition. Just be sure not to leave your dogs unattended outside if they have any warnings (Poop eater, doesn't get along with certain dogs) release those dogs last if you have to.

3. 1130am - 130pm Group #3

This is a lunch group, certain dogs in this group are fed a lunch at 1230pm. That is so they have an hour to rest and calm down before eating, and an hour to digest food before beginning playtime again. This is done to prevent Bloat which can occur when a dog eats and immediately becomes overly active. This can cause a dogs stomach to basically flip itself over inside and cause very serious complications including death. This is a risk we manage by requiring the one hour break before eating and an hour break afterward. The dogs parents bring and drop off a lunch for each dog each day, they go in the basket on the end of the reception counter. **We feed only what was brought for the dog by its parents.** Certain dogs have significant allergies to foods, and other materials that we must be aware of and take the proper precautions when needed. These are somebody else's family members and should be treated with care to match.

4. 130pm-330 pm group #4

This is also a lunch group, same rules apply for feeding as discussed above.

5. 330pm-630 pm Group #5 Check-out/ pickup

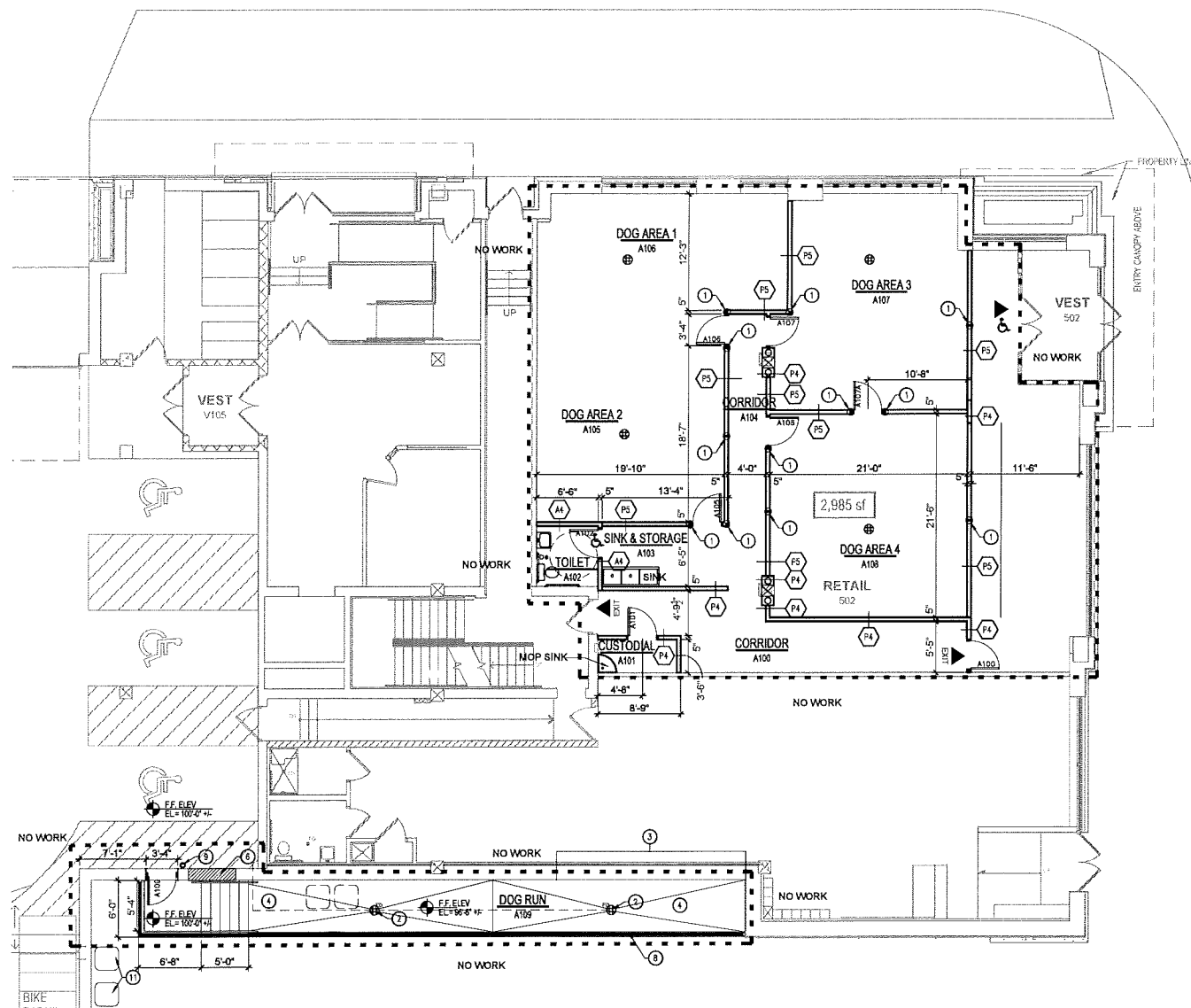
This group is largely determined by disposition of the dogs on departure (how it reacts when other dogs leave, are they excited or barky during this time? Etc.) It is very important to learn dogs as quickly as possible so that you can properly group the dogs based on how early/late they leave typically, and based on the temperament/disposition during the transitions of dogs leaving. Often during check outs the dog's parents are viewing the play areas from the ¾ wall in the reception area. We want to give off the best impression to our clients that we possibly can, having said that proper grouping after the last switch of the day is vital to the cohesiveness of our afternoon operations. When grouped appropriately there will be minimal barking and reactivity during checkout/while clients are viewing our play areas. This also helps maintain order with the rest of the dogs in that play area (less barking is a good thing!!).

It is during this group time that a majority of the daily cleaning and upkeep is done. Each caretaker will have certain duties to complete each shift (sweeping/mopping, changing garbage, etc.) and must initial on the daily task board when each task is completed. (Please see the cleaning instructions listed above) DHU closes promptly at 630 pm everyday so it is vital to work as a team with the other caretaker(s) to complete all required tasks as close to 630 as possible. If we all work together, there should be no problem getting all duties completed properly by 630, ensuring everyone can leave promptly at the completion of

You will be trained hands on regarding everything in this training guide. This is meant to be an outline of the highest priority and most vital tasks to ensure standard operations. Deviations from standard operations could seriously affect the quality of the brand we are building here at DHU, and will not be tolerated. Please do not hesitate to ask questions regarding dogs, behaviors, cleaning tasks, proper standard. We want you to be successful in your position with us, we are here to help. You don't know if you do not ask!!

Use the daily checklist board to determine your required tasks for your shift, sign off on the board next to each assigned task, please have your duties verified while training to ensure proper standard is met.

DRAKE STREET



GRAPHIC SCALE 0 4 8 16
C3 FLOOR PLAN - SUITE 502
A201 1/8"=1'-0"

PARK STREET

GYPSUM BOARD PARTITION SCHEDULE

INTERIOR STEEL STUD PARTITION

(A4) 3-5/8" STEEL STUDS @ 16" OC WITH 3" SOUND ATTENUATION INSULATION AND ONE LAYER 5/8" GYPSUM BOARD @ EACH FACE. PROVIDE 1 HR RATED U.L. #465 DESIGN WHERE 1 HR CONSTRUCTION IS INDICATED ON PLANS.

INTERIOR PARTITION

(P4) 3-5/8" STEEL STUDS @ 16" OC WITH ONE LAYER 5/8" GYPSUM BOARD @ EACH FACE. PROVIDE 1 HR RATED U.L. #465 DESIGN WHERE 1 HR CONSTRUCTION IS INDICATED ON PLANS.

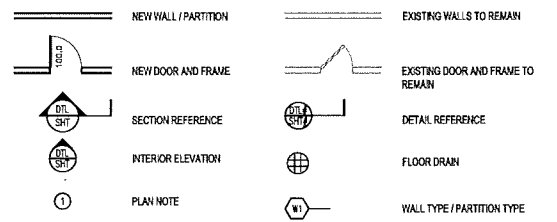
(P5) 3-5/8" STEEL STUDS @ 16" OC WITH ONE LAYER 5/8" GYPSUM BOARD @ EACH FACE. LOW PARTITION, 3'-6" TO TOP OF WALL.

- LETTERS INDICATE SYSTEM DESCRIPTION
 FINAL NUMBER INDICATES MASONRY, STUD OR Furring SIZE OR HEIGHT
- A SOUND PARTITION
 - P PARTITION (PLAN)
 - 4 3-5/8" METAL STUDS
 - 5 3-5/8" METAL STUDS, LOW PARTITION

GYPSUM BOARD PARTITION GENERAL NOTES

ALL GYPSUM BOARD PARTITIONS SHALL BE (P4) UNLESS OTHERWISE NOTED ON FLOOR PLAN.
 GYPSUM BOARD PARTITION DIMENSIONS ON FLOOR PLAN ARE BASED ON FACE OF FINISHED PARTITION TO FACE OF FINISHED PARTITION (NOMINAL).
 REFER TO GYPSUM BOARD SPECIFICATION FOR (LOCATIONS & TYPE(S)) OF GYPSUM BOARD MATERIAL REQUIRED.
 EXTEND ALL GYPSUM BOARD PARTITIONS FULL HEIGHT TO UNDERSIDE OF STEEL DECK ABOVE. AT METAL DECK CONSTRUCTION ABOVE PROVIDE SLP JOINT BETWEEN TOP OF PARTITION AND UNDERSIDE OF METAL DECK / STRUCTURAL STEEL MEMBER ABOVE.

SYMBOLS LEGEND



GENERAL NOTES

- A. DIMENSIONS ON FLOOR PLAN ARE BASED ON FACE OF FINISHED WALL TO FACE OF FINISHED WALL (NOMINAL).
- B. VERIFY ALL DIMENSIONS AND CONDITIONS AT JOB SITE. PORTIONS OF EXISTING CONSTRUCTION MAY HAVE BEEN REMOVED BY OWNER.
- C. MAINTAIN CONTINUOUS UTILITY SERVICE TO ALL SPACES IN THE BUILDING NOT AFFECTED BY THIS WORK. COORDINATE WITH OWNER ANY DISRUPTION IN SERVICES REQUIRED TO PERFORM WORK OR TO MODIFY EXISTING PIPING, DUCTWORK OR ANY ASSOCIATED EQUIPMENT.
- D. REFER TO SHEET A801 FOR ROOM FINISH SCHEDULE AND NOTES.
- E. REFER TO SHEET A801 FOR DOOR SCHEDULES, DOOR TYPES, AND NOTES.

NOTES

- (1) LOW PARTITION STIFFENER. DETAIL D1A801.
- (2) FLOOR DRAIN. CONNECT TO EXISTING INTERNAL SANITARY DRAINAGE SYSTEM WITHIN THE BASEMENT.
- (3) CUT WEEP TO ABOVE NEW CONCRETE SLAB FINISH FLOOR HEIGHT. VERIFY.
- (4) SLOPE CONCRETE CONCRETE TO DRAIN.
- (5) DO NOT COVER SCUPPER WITH NEW AWNING. AWNING BY OTHERS.
- (6) EXISTING LOUVER.
- (7) NEW HOLLOW METAL EXTERIOR DOOR.
- (8) 8'-0" CERTANTTEED, IMPERIAL. SELECT CEDAR, ARCTIC BLEND. INSTALL PER MANUFACTURERS INSTRUCTIONS.
- (9) MOVE EXISTING DRAINAGE PPIPE TO NEW LOCATION.
- (10) 5'-0" LOW PARTITION WALL TYPE.
- (11) RELOCATE EXISTING A/C UNITS AT GRADE.
- (12) EXISTING LOCATION OF WALL MOUNTED A/C UNITS.
- (13) AWNING BY OTHERS.

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Drawn By: KLB
Date: 08/03/15
Job No.: 150159-01
Sheet No.: A201

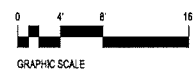
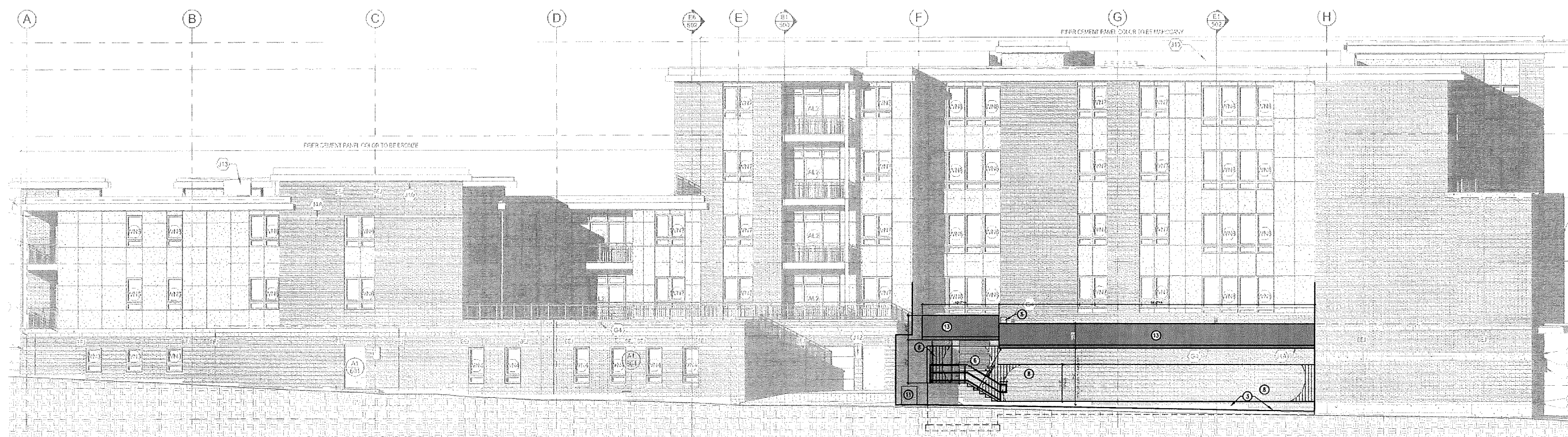
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GENERAL NOTES

- A. DIMENSIONS ON ELEVATION ARE BASED ON FACE OF FINISHED WALL TO FACE OF FINISHED WALL (NOMINAL).
- B. VERIFY ALL DIMENSIONS AND CONDITIONS AT JOB SITE. PORTIONS OF EXISTING CONSTRUCTION MAY HAVE BEEN REMOVED BY OWNER.
- C. MAINTAIN CONTINUOUS UTILITY SERVICE TO ALL SPACES IN THE BUILDING NOT AFFECTED BY THIS WORK. COORDINATE WITH OWNER ANY DISRUPTION IN SERVICES REQUIRED TO PERFORM WORK OR TO MODIFY EXISTING PIPING, DUCTWORK OR ANY ASSOCIATED EQUIPMENT.
- D. REFER TO SHEET A801 FOR ROOM FINISH SCHEDULE AND NOTES.
- E. REFER TO SHEET A801 FOR DOOR SCHEDULES, DOOR TYPES, AND NOTES.

NOTES

- 1 LOW PARTITION STIFFENER. DETAIL D1/A801.
- 2 FLOOR DRAIN. CONNECT TO EXISTING INTERNAL SANITARY DRAINAGE SYSTEM WITHIN THE BASEMENT.
- 3 CUT WEEP TO ABOVE NEW CONCRETE SLAB FINISH FLOOR HEIGHT. VERIFY.
- 4 SLOPE CONCRETE CONCRETE TO DRAIN.
- 5 DO NOT COVER SCUPPER WITH NEW AWNING. AWNING BY OTHERS.
- 6 EXISTING LOUVER.
- 7 NEW HOLLOW METAL EXTERIOR DOOR.
- 8 6'-0" CERTAINTEED, IMPERIAL SELECT CEDAR, ARCTIC BLEND. INSTALL PER MANUFACTURER'S INSTRUCTIONS.
- 9 MOVE EXISTING DRAINAGE PIPE TO NEW LOCATION.
- 10 5'-0" LOW PARTITION WALL TYPE.
- 11 RELOCATE EXISTING A/C UNITS AT GRADE.
- 12 EXISTING LOCATION OF WALL MOUNTED A/C UNITS.
- 13 AWNING BY OTHERS.



E4 PARTIAL EXTERIOR ELEVATION
A401 1/8"=1'-0"

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