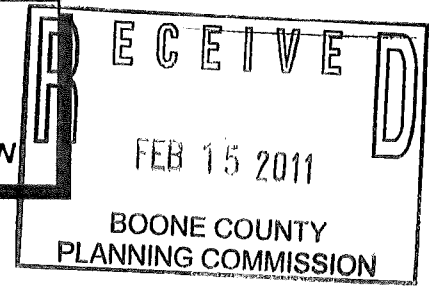


APPLICATION FORM

BOARD OF ADJUSTMENT  
AND  
ZONING APPEALS ACTION  
BOONE COUNTY PLANNING COMMISSION



See Boone County Zoning Regulations  
**SECTION A** (To be completed by applicant)

- 1. (Check One)  
 Boone \_\_\_\_\_ Florence \_\_\_\_\_ Walton \_\_\_\_\_ Union \_\_\_\_\_
- 2. (Check One)  
 Conditional Use Permit \_\_\_\_\_ Variance \_\_\_\_\_ Appeal \_\_\_\_\_  
\_\_\_\_\_ Change in Non-Conforming Use
- 3. Applicant's Name BRAD PHILLIPS  
Phone Number 513 477 0385 Fax No. \_\_\_\_\_  
Applicant's Address 981 APPLE BLOSSOM LN  
MILFORD OH 45150  
City State Zip
- 4. Description of Request: [REDACTED] To ALLOW OUTDOOR PLAY  
YARDS FOR THE DOGS. AS PART OF Kennel and doggie daycare operation
- 5. Name of Development CAMP BOW WALK
- 6. Location of Development 3500 TORWAY RD ERLANGEN, KY 41018
- 7. Acreage Under Review 2.73
- 8. Lot Number and Name of Subdivision (if part of a subdivision) \_\_\_\_\_
- 9. Owner of Property MULTI-COLOR CORPORATION  
Address of Property Owner 4053 CROWN WOODS DR Phone No. 513 3811980
- 10. BATAVIA OH 45103  
City State Zip
- 11. Proposed Use(s) on Site DOG BOARDING AND DOG DAYCARE FACILITY
- 12. Total Square Footage of Existing and/or Proposed Buildings 12,950
- 13. Current Zoning on Property I-1
- 14. Deed Book DL 420 Page No. 178 Group No. 2022
- 15. Is the site subject to a zone change? YES  
If yes, give date of approval \_\_\_\_\_
- 16. Have you submitted a Site Plan with this request? YES
- 17. Have you submitted a list of adjoining property owners with this request? YES
- 18. I, or we, understand and agree that this application and drawing(s) are being filed in accordance with the Boone County Zoning Regulations.

ORIGINAL Property Owner's Signature: Mary Shetho V.P. Controller, Treasurer  
(Faxed, Photocopied or Scanned Signatures will NOT be Accepted) Multi-Color Corp.

ORIGINAL Applicant's Signature: [Signature]  
(Faxed, Photocopied or Scanned Signatures will NOT be Accepted)

**BOARD OF ADJUSTMENT AND  
ZONING APPEALS ACTION  
APPLICATION  
PAGE 2**

**SECTION B** (To be completed by the Boone County Planning Commission Staff)

1. Date Received 2/15/11 Fee Received \$1082.00 RA#62262
2. Is application complete?  Yes  No
3. Staff Reviewer \_\_\_\_\_
4. Scheduled Board Action Date \_\_\_\_\_
5. Board Action:  
 Approved  
 Approved with Conditions (See #6)  
 Denial (See #7)
6. Conditions of Approval: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
7. Reasons for Denial: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

*WITHDRAWN  
By Applicant  
SEE 3/30/11 E-MAIL*

**Boone County Planning Commission  
Boone County Administration Building  
2950 Washington Street, Room 317  
P.O. Box 958  
Burlington, Kentucky 41005  
(859) 334-2196 - Phone  
(859) 334-2264 - Fax  
plancom@boonecountky.org - E-mail  
[www.boonecountky.org](http://www.boonecountky.org) - Web Page**

**NOTE:** See Boone County Planning Commission Fee Schedule for Board of Adjustment Fees.

Site Plan Review is not granted by the appropriate Board of Adjustment.

An application consists of all fees paid in full, submitted drawings and a completed application form.

## STAFF REPORT

APPLICANT: Brad Phillips for Camp Bow Wow

LOCATION: 3520 Turfway Road, Boone County, Kentucky

ZONING: Industrial One (I-1)

DATE: March 9, 2011

### PROPOSAL

A Conditional Use Permit application has been submitted to allow a kennel with doggie daycare, overnight boarding, and outside play areas to operate at 3520 Turfway Road, Boone County, Kentucky. The applicant submitted a letter which outlines the business operation, use of the outdoor play areas, and their cleaning regimen (see attachments). The letter indicates that the business will be open 365 days a year and will have the capacity to offer day camp and boarding services to approximately 100 dogs per day. Plans were also submitted (see attachments) showing the following interior and exterior improvements are proposed:

#### Interior

- Lobby, office, interview room, storage rooms, preparation area
- Grooming room
- 76 chainlink pens
- Indoor play areas

#### Exterior

- Four outdoor play areas are located along the southwest side of the building. The overall area is approximately 90' x 32' and is enclosed by 8' tall aluminum fencing (see attachments).

### APPLICABLE REGULATIONS

Section 1133 of the Boone County Zoning Regulations permits "kennels for household pets" as a Conditional Use in the Industrial One (I-1) district.

Section 3620 of the Boone County Zoning Regulations states when a use adjoins a street, regardless of whether it is public or private, landscaping shall be required from Buffer Yard A.

Section 4000 of the Boone County Zoning Regulations defines a kennel as a lot or a facility in which four (4) or more domesticated animals greater than four (4) months of age are maintained for commercial purposes. Commercial purposes include the grooming, breeding, boarding, training, raising, and selling of domesticated animals.

Section 220 of the Boone County Zoning Regulations states that one of the duties of the Board of Adjustment is to grant conditional uses permits as specified by the zoning order.

The Board should evaluate the request as it relates to the criteria necessary for granting a Conditional Use Permit as stated in Sections 262 and 1133 of the zoning regulations.

Findings listed in Section 262 (Findings for all Conditional Uses):

1. Will be harmonious with and in accordance with the general objectives, or with any specific objective of the County's Comprehensive Plan, a specific corridor plan and/or the zoning order;
2. Will be designed, constructed, operated, and maintained so as to be harmonious and appropriate in appearance with the existing or intended character of the general vicinity and shall not change the essential character of the same area;
3. Will not be hazardous to existing or future neighboring uses;
4. Will be served adequately by essential public facilities and services such as highways, streets, police and fire protection, drainage structures, refuse disposal, water and sewer, and schools; or that the persons or agencies responsible for the establishment of the proposed use shall be able to provide adequately such services;
5. Will not create excessive additional requirements at public cost for public facilities and services and will not be detrimental to the economic welfare of the community;
6. Will not involve uses, activities, process, materials, equipment and conditions of operation that will be detrimental to any persons, property, or the general welfare by reason of excessive production of traffic, noise, smoke, dust, fumes, glare, or odors;
7. Will have vehicular approaches to the property which shall be so designated as not to create an interference with traffic on surrounding public thoroughfares.

Section 1133 of the Boone County Zoning Regulations allows "kennels for household pets" as Conditional Uses in the Industrial One (I-1) district provided that:

- a. the activity is provided primarily in support of and obtains its trade from the employees of the district; or
- b. the activity is of integral relation to the purpose of the district;
- c. the use, building or structure is subservient to and not of scale, nature, trade or other character which will compete, detract or conflict with the purpose and permitted uses of the district; and
- d. provided the arrangement of uses, buildings or structures is mutually compatible with the organization of permitted and accessory uses to be protected in the district.

#### RELATIONSHIP TO THE COMPREHENSIVE PLAN

The 2005 Boone County Comprehensive Plan's "2030 Future Land Use Plan" designates the site in question for "Industrial" and "Developmentally Sensitive" uses.

These designations are defined as follows:

Industrial - "manufacturing, wholesale, warehousing, distribution, assembly, mining, and terminal uses."

Developmentally Sensitive - "Areas that have an existing slope of twenty percent or greater for a height of 20 meters, or have unique soil or flooding characteristics which limit the ability of an area to support urban development, or contain significant wooded areas, creeks, wildlife habitat or other natural features that are important to a site's stability and visual character."  
The following Goals and Objectives relate to the application:

- A. "Boone County businesses are developed in appropriate locations and are compatible with their surrounding areas" (Business Activity, Goal).

### SURROUNDING LAND USES & ZONING

- Northeast: Undeveloped Property and Equipment Depot (I-1)  
Northwest: F.N. Sheppard & Company (I-1)  
Southeast: Turfway Road and Mary Queen of Heaven Church and School (PF/PD)  
Southwest: Cox Avenue and New Beginning K-9 Training (I-1)

### SITE CHARACTERISTICS

The approximate 2.73 acre site is located in Mineola Industrial Park and has road frontage along Turfway Road and Cox Avenue. The property contains an approximate 13,000 square foot office/warehouse, 25 striped parking stalls, a loading dock area, and an access point on Turfway Road. An intermittent blue line stream is located in a heavily wooded area along the northwest and northeast property boundaries. Boone County G.I.S. shows that the topography of the property falls from approximately 880 feet above sea level at Turfway Road/Cox Avenue intersection to 848 feet above sea level near the northeast property boundary.

### STAFF COMMENTS

1. The applicant submitted Camp Bow Wow Standard Operations Manual and a storm water impact study for review (see attachments).
2. Staff has the following questions for the applicant:
  - A. What is the typical mix of animals? (number in daycare verses number being boarded for the night)
  - B. How many dogs could utilize the outdoor play area at any given time?
  - C. What time are the dogs brought in for the night?
  - D. The business overview letter explains that a trash dumpster will be utilized. Where is the dumpster proposed?
  - E. The business overview letter indicates that additional lighting is being proposed to illuminate the outside play area. Where is the lighting proposed? Will light poles or wall packs be utilized?

- F. What kinds of chemicals are used in the indoor/outdoor cleaning regimen?
- G. How many employees will work at the facility at any given time?
- H. When are the peak drop-off and pick-up times? How many customers could be anticipated at any given time?

3. On April 8, 2009, the Boone County Board of Adjustment approved a Conditional Use Permit to allow a kennel operation with dog training, day care, boarding, grooming, and the accessory sales of merchandise at 1211 Cox Avenue (adjoining property to southwest). The interior plan showed that the business would occupy about half of the 24,587 square foot office/warehouse and that it could expand into the remainder of the building at a future date. The exterior plans showed that a 16,060 square foot area would be fenced off to the west of the building. The business summary listed the following business operations:

Daily (approximate)

Grooming - 10 dogs

Private Training - 8 to 10 dogs

Dog Training Classes - 16 dogs divided between 2 classes (8 classes per week)

Day Care - 30 dogs

Boarding - 24 dogs

Biweekly (approximate)

Socials - 3 groups of 10 dogs for one-hour (offered 2 times biweekly)

The Board of Adjustment imposed the following conditions on the approval:

- A. No training classes or socials will go beyond 9:30 p.m
  - B. No additional exterior lighting shall be permitted.
  - C. Six evergreen trees shall be planted between the rear property line and the proposed fence.
  - D. A Minor Site Plan shall be approved by the Boone County Planning Commission before the outside play area fencing and any required landscaping is installed.
  - E. There will be no outdoor boarding.
  - F. Any future expansion of the business will require a new Conditional Use Permit application.
4. On September 9, 2009, the Boone County Board of Adjustment heard Camp Bow Wow's Conditional Use Permit request to locate a kennel at 1350 Jamiike Avenue. The minutes from this hearing have been attached because the business operation and Staff questions have not changed. It should be noted that the applicant later withdrew this request to pursue another site.
5. The Boone County Zoning Regulations does not have a parking requirement for a kennel and Staff did not find reliable standard in any planning manuals. The Zoning Administrator determined that the use should have a parking standard of one parking space for every staff member and customer that can frequent the business at any given time. The existing

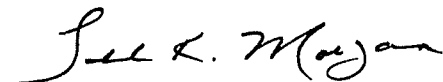
parking lot currently contains 25 striped spaces and a truck dock area that could potentially be striped off for additional parking. The adequacy of the on-site parking will be analyzed by Planning Commission Staff if the Conditional Use Permit application is approved.

6. The Board needs to analyze the criteria for granting a Conditional Use Permit in the Industrial One (I-1) zoning district before acting on the request.
7. Staff recommends the following conditions if the request is approved:
  - A. The outside boarding of animals is prohibited.
  - B. The outdoor play area shall be constructed as proposed and shall not be expanded.
  - C. The following landscaping shall be installed:
    - Three evergreen trees shall be installed between the side of the building and Turfway Road. The evergreen trees shall be selected from Plant List D of the Boone County Zoning Regulations and shall be 6' tall at planting.
    - Five evergreen trees shall be installed to buffer the outside play area from Cox Avenue. The five trees shall tie into the trees at the Cox Avenue/Turfway Road intersection and wrap around the northern side of the play area. The evergreen trees shall be selected from Plant List D of the Boone County Zoning Regulations and shall be 6' tall at planting. A minimum of two species of evergreen trees shall be used.
  - D. A Minor Site Plan shall be approved by the Boone County Planning Commission before the kennel opens for business. The plan will address parking, lighting, outside play area fencing, landscaping, etc.

#### CONCLUSION

KRS 100.237 and Section 220 of the Boone County Zoning Regulations gives the Boone County Board of Adjustment and Zoning Appeals the authority to act on the request.

Respectfully submitted,



Todd K. Morgan, AICP  
Senior Planner, Zoning Services

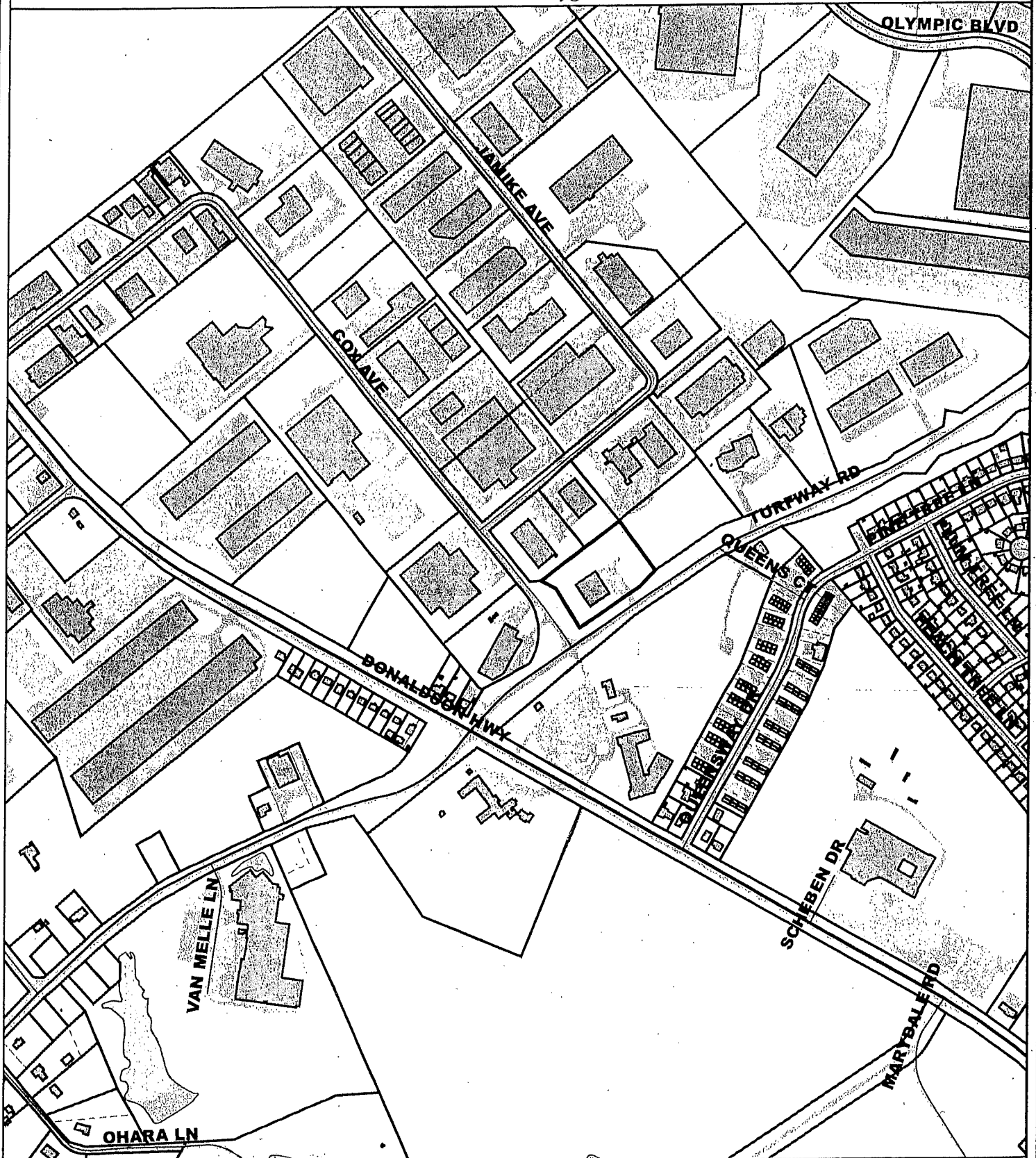
TKM/dw

Attachments

- \*Site Vicinity Map
- \*Business Overview
- \*Interior/Exterior Plan
- \*2009 Aerial Map with Proposed Play Area
- \*Proposed Outdoor Play Area Fencing
- \*Camp Bow Wow-Standard Operations Manual
- \*Camp Bow Wow Storm Water Study
- \*Pictures of a Similar Facility
- \*2009 Aerial Map (Site and Surrounding Area)
- \*Topographical Map
- \*Zoning Map
- \*Future Land Use Map
- \*9/9/09 Boone County Board of Adjustment Minutes
- \*Application

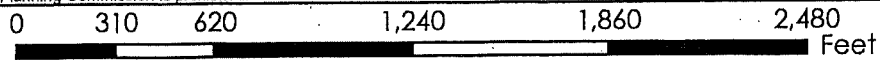
# SITE VICINITY MAP

www.boonecountygis.com



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1 inch = 600 feet



**Boone County GIS - Putting Northern Kentucky on the Map**



Conditional Use Permit Application  
Camp Bow Wow® Erlanger, KY

████████████████████  
Erlanger, KY 41018

Business Overview

Camp Bow Wow® is a franchise operation which provides premier doggy day care and overnight boarding facilities. This alternative to traditional kennels was developed to provide a fun, safe, and upscale environment for dogs to play, romp, and receive lots of love and attention. Camp Bow Wow® runs a quiet, clean professional franchise operation that co-exists well with other commercial industrial uses.

Daycare is offered weekdays and all dogs are boarded in individual indoor secured kennels. It is required to have one staff member per 15 dogs during the hours of operation which are 7:00 AM to 7:00 PM, Monday through Friday and 7:00 AM – 10:00 AM and 4:00 PM to 7:00 PM, Saturday, Sunday, and holidays. Camp Bow Wow is open 365 days a year and will have the capacity to offer day camp and boarding services to approximately 100 dogs. The business model is an open play environment where dogs are allowed to socialize with other dogs with the same size and temperament category. Each dog goes through an interview process to determine if camp is a good fit for them. For the safety of the dogs there are three play areas for the different sizes and demeanors. At night, the dogs are in their cabins and staff is not present to allow for a peaceful rest; however, cameras are on 24 hours a day and the fire and security systems are connected directly to the fire and police departments for monitoring. The temperature is climate controlled and maintains a constant 64-78 degrees year round.

Fenced Outdoor Exercise area

Camp Bow Wow® does not operate with indoor/outdoor runs and all overnight boarding is within an enclosed building. The outdoor area is used sporadically for relief and fresh air. Staff is present at all times when dogs are outside and utilize specific training to keep noise to a minimum. The outside areas are also used so that once a dog is in our facility they are in what we call a "safety zone" and do not leave the premises during their visit until the owner picks them up. This protects the surrounding area and more importantly, it protects our campers. Many day care facilities walk their customer's and charge additionally for the service. We take the extra care to find facilities that can accommodate outdoor storage so we may attach these break areas to our facility.

The outside break yard is constructed with solid vinyl fencing that is a mandatory eight feet in height or a seven foot chain link fence with one foot top extension angled toward play area with seven foot privacy slats to insure dog and neighborhood safety. The fencing creates low to zero visibility for the dogs to see out, which controls any access barking. All gates from outdoor play areas are locked from

the inside only and safety cages leading to the dumpster are locked and are located off the perimeter fence line closest to the dumpsters. A minimum of four inches of pea gravel is evenly distributed throughout the play yards. Gravel is between 1/8 inch and 3/8 inch and must be round and clean. Barriers are placed along the perimeter of the play yards to fully contain the gravel within the fence line. (Photo examples are enclosed on page three) Exterior lighting will illuminate all outdoor play areas, customer entrance and exits, parking lot, and dumpster area.

### Cleaning Regimen

Camp Bow Wow® utilizes specialized bio-degradable cleaners and disinfectants - the same that are used in hospitals, childcare centers, and gyms these products keep our facilities, indoor and out smelling fresh and clean year-round. The Camp Bow Wow® waste removal routine includes constant play area patrol so that waste is picked up and deposited in a galvanized steel trash can with lid and a 2-3 ml trash can liner. The liner is removed, sealed and deposited in the facility dumpster at minimum twice a day. The dumpster is picked-up once or twice per week. The franchisor requires set cleaning schedules and site evaluations are conducted year round to insure proper maintenance of their facilities.

Outdoor play yards are cleaned daily at noon by spraying the specialized disinfectant on the fence, play equipment, and gravel. It is then scrubbed with a firm bristle brush and pea gravel is raked to constantly rotated and clean. Indoor play yards are cleaned twice a day by dry mopping, vacuuming around the edges, and wet mopping or auto scrubbing. Cleaning spray bottles and mops are strategically placed within reach of play yards for quick access to clean mishaps immediately. Minimal water is used during the daily cleaning regimen which is why Camp Bow Wow® does not require floor drains.

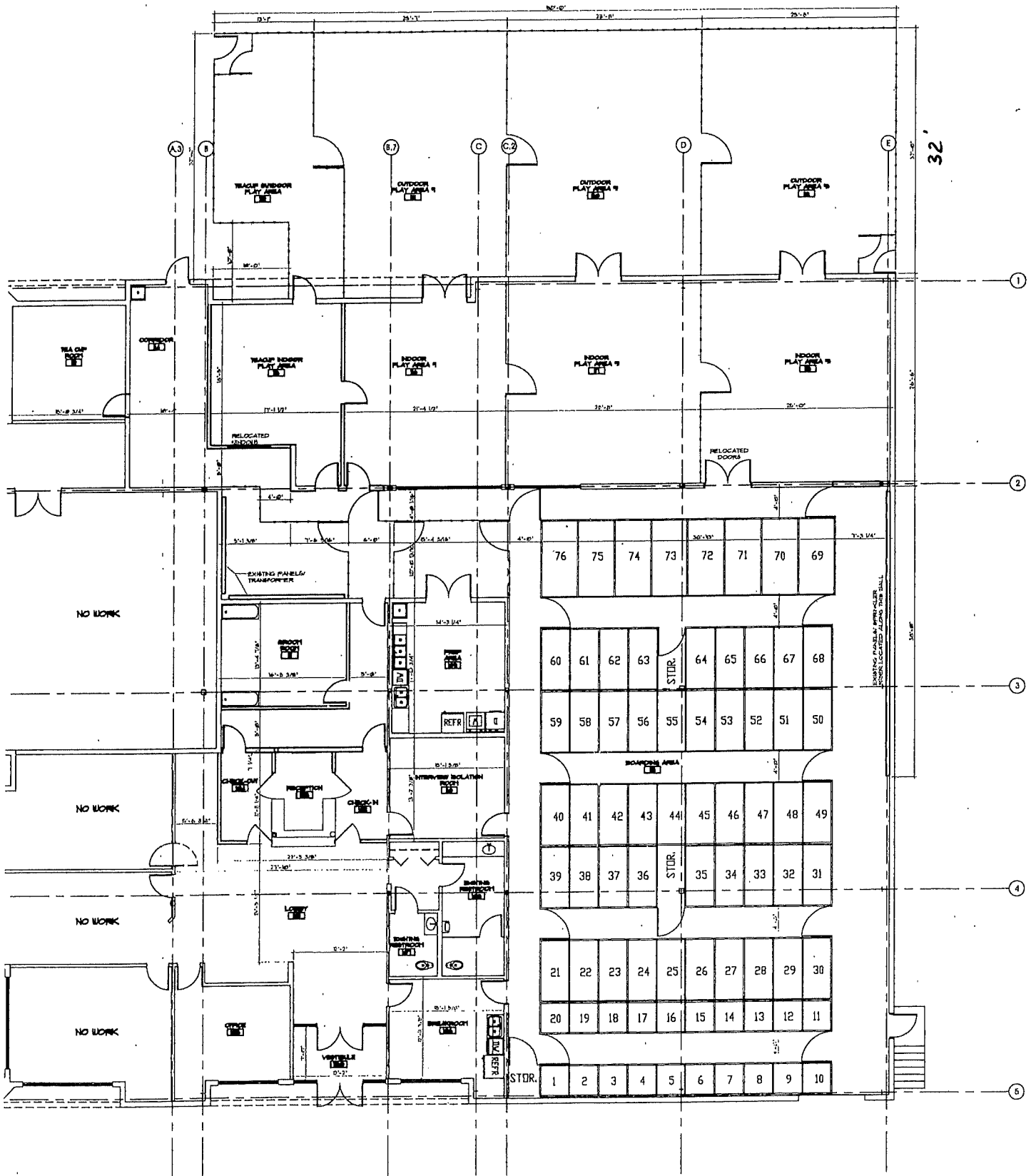
### Community Partnership

Camp Bow Wow values the community the camps are located in and since the campsites are run by local owner/operators and not the franchisor there is a strong commitment to being a valued part of the community. Our camp owners network in partnership with The Bow Wow Buddies Foundation, Camp Bow Wow's 501©(3), team up with local animal organizations to support them by fostering dogs, organizing charity events, and referring like services within the community.

Cox Avenue

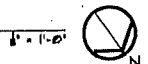
90'

32'



Parking Lot

Y FLOOR PLAN (OPTION #2)



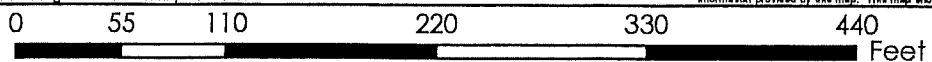
# CONCEPTUAL SITE PLAN

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**Boone County GIS - Putting Northern Kentucky on the Map**





- 1 1/2 SPACING
- 8FT TALL

## **Camp Bow Wow® Standard Operations**

---

### **General Operations Information**

The following information will help prepare you to operate your camp in a safe and efficient manner.

#### **Responsibility to Your Customers**

Interact with your customers honestly and ethically keeping them informed when problems arise. Be realistic about your ability to provide the agreed upon service. It is not possible to give every customer every thing they want. If their dog is extremely aggressive, you may not be able to groom it or provide proper boarding. Never make your customers, campers or staffs safety a second priority.

#### **Responsibility to Your Campers**

Protect your campers by properly training your camp team to provide adequate daily care, emergency care (in the event the camper becomes sick or injured) and that your camp team is properly equipped to safely handle difficult dogs.

#### **Responsibility to Your Camp Team**

Provide your camp team a safe work place with clear guidelines and policies; including ongoing training to prepare them to handle difficult situations.

#### **Responsibility to Your Camp**

Know when to say no to a camper who doesn't pass the interview or breaks camp rules. Refusing to provide a service will cause some income loss, however agreeing to provide a service that you are not properly equipped to provide may result in a much greater loss. An injured camper or camp staff is an unacceptable risk. Either situation would create a significant setback to your business.

You may feel your professional image is compromised if you turn away a client. If you have planned for the handling of difficult interview dogs and have an extensive dog handling policy, you will find that very few dogs are refused. Refusing approximately 10% of the dogs you interview will not hurt your business, but having a preventable injury or incident will!

#### **Camp Evaluations**

Camp evaluations are performed on your camp in order to ensure ongoing commitment to Camp Bow Wow®'s safety, cleanliness and service standards. The full evaluation form is located on The Dog House. Evaluations may be requested by CBW corporate at any time, and performed either by self evaluation or by a Team D.O.G. member or both.

#### **The Dog House**

The Dog House is Camp Bow Wow®'s intranet; it contains your internal CBW email for important updates from corporate and enables you to communicate with other franchisees. Discussion forms are available to post a question or topic for discussion. There is a Library which includes the most current versions of all forms, documents and manuals.

#### **Pawtracker Software**

Pawtracker is the software system used for your daily transactions and reservations. It is internet based, which means all of your data and all your transactions take place over the internet. It requires high speed internet access (DSL, cable, or satellite) via Explorer version 5 or higher and a PC with Microsoft Windows 2000 or newer. You can download clients, pets, transactions and chart of accounts data from Pawtracker into Microsoft Excel for use in mailing/email correspondence and/or for financial analysis. The Pawtracker User Manual is located on The Dog House.

## **Camp Safety**

Camp safety is not an option at Camp Bow Wow®, rather an ongoing process that takes everyone's dedication and commitment. It starts with YOU!

### **Emergency Procedures**

- Ensure your emergency numbers are readily available to everyone.
- Designate an emergency care facility and plan for transportation if needed.
- Designate who is in charge when emergencies occur and supervisors become unavailable.
- If someone is injured, provide appropriate medical attention, notify the owner and complete an incident report (located on Dog House).

### **Safety Equipment**

- Ensure your camp has First Aid Kits & Instant Ice Packs: Locate several First Aid Kits readily available to your staff throughout the camp (not hidden in an office somewhere).
- Leashes: Require CBW staff to have leashes with them whenever they are walking in the camp.
  - Ensure they use a leash when moving campers throughout the camp.
  - In order to reduce the number of lost leashes, label them by location, kennel, front desk, etc. or label them with employee's names.
  - Make leashes readily available in the grooming area. Leaving a leash on the dog in the grooming area prevents many problems.
  - Always supervise leashed dogs to prevent injury.
- Warning Devices & Signals: Place warning devices in all areas where dogs are handled.
  - Attach boat horns to fencing throughout the camp including grooming area and hallways.
  - If trouble occurs, use to alert.
- Emergency Tie-Up Areas: Place hooks, clips, and rings in areas where dogs are handled.
  - In an emergency use these as a place to leave a dog and help someone else or as a way to secure and get away from a dog that is out of control.
- Catch Pole: Have at least one catch pole available for emergency situations.
  - If you have a loose dog which has bitten someone, contain the dog using the catch pole.
  - If a dog is attacking someone, use catch pole to get them free of the dog.

### **Establish Specific Guidelines for Handling Dogs**

- Specify how a dog is handled upon arrival in your camp.
- Determine what needs to be set up before moving a dog.
- Choose the safest route – ensure the way is clear and the doors are open.
- Establish who is best qualified to handle difficult dogs.
- Ensure employees communicate with everyone if they have trouble or concerns about a dog.
- Determine the type of notations required on your grooming and/or boarding cards.
- Establish how difficult dogs are handled when the camp is checked during off hours.
- Review what type of handling techniques or discipline is allowed.

### **Provide Ongoing Training**

- First Aid: Provide basic first aid training
- Dog Handling Techniques: Provide ongoing dog handling training and update your camp's dog handling guidelines as the need arises.
- Customer Service: constantly monitor your counselor's customer service, reinforce great customer service behavior and redirect/retrain poor performers (don't wait, timing is important).

### **Dress Code**

- **Brand Clothing:** Camp staff must wear the designated CBW Camp uniform. This presents a uniform look to both our in-person and our web cam clients. Plus it looks cool.
- **Safe Clothing:** Use common sense; do not wear clothing that exposes you to potential harm. Inappropriate clothing includes shorts (legs are exposed to potential dog bite or scratches) and clothes with hanging fringe or lace that dogs' paws or claws could get caught in.
- **Jewelry:** Do not wear dangling jewelry, it can be very dangerous.
  - Dogs may become tangled or caught by the jewelry if they turn quickly to snap.
  - Earrings can be snagged by a dog, tearing the counselor's ear.
- **Footwear:** Camp staff is required to wear appropriate footwear for the job being performed.
  - Inappropriate footwear includes: shoes with high or low heels, slippery soles, footwear not secure on the foot (such as loafers) and open footwear (sandals or clogs).
  - If moving dogs wear footwear that provides protection if a dog were to grab the foot.
  - Wear footwear that is water resistant (lots of cleaning, lots of liquid, keep your feet dry)
  - Persons wearing rubber boots: wear boots that fit (forget the one-size fits all approach.)
  - Shoes must be properly tied, without dangling laces.
- **Leashes:** Camp staff is required to have a leash with them at all times when moving dogs.
- **Whistle:** Camp staff wears as a signaling device when working away from other staff. If whistle is worn around your neck use a break away type necklace and tucked under clothing.

### **Camp Counselor to Camper Ratio**

- Camp counselor-to-camper ratio is 1 person to every 15 dogs.
- Allows for the safety of camp team as well as the campers.
- The best way to keep everyone (both human and furry) safe is to constantly monitor dog interactions. Close supervision prevents most problems from occurring.

### **Establish a Buddy System**

The Camp Team must check on each other as they work to ensure everyone is safe.

### **Personnel Stress Management**

- **Scheduling:** Stressed or overworked staffs tend to take shortcuts and become careless.
  - Adequate staffing especially during peak periods is necessary to reduce risks.
  - Talk to your staff about their work schedules, sometimes a small adjustment can greatly improve their outlook.
- **Allow Time to Handle Difficult Dogs:** Allow your staff suitable time to deal with difficult dogs.
  - Staff may feel pressured to hurry up and get the cabin done.
  - It is okay and expected to take time to handle dogs safely.
  - Schedule grooming a little early for difficult dogs.
  - Care for difficult boarders after the other dogs in the camp are all set.
  - This will allow additional time to handle the dog.
  - It may take ten minutes to a half an hour to care for an aggressive dog the first couple of times, however the time investment is well worth it as these dogs generally adjust to kennel life and cease to be a problem. If time is not spent getting to know these difficult dogs during their first few boarding days, they tend to become worse as the days go by.
- An unexpected afternoon off or pizza lunch can go a long way in making your employees feel important and appreciated.

### **Supply Storage**

Prevent and protect your campers from getting into cleaning chemicals or dangerous items by keeping all housekeeping & maintenance supply items in a fenced in or enclosed area with no camper access.

### **Food Storage**

Store the camper's dog food in air tight steel container that eliminates easy access to dogs or rodents.

## **Camper's Feeding and Medications**

### **Importance of Feeding Campers as their Guardians Specify**

- Camp Bow Wow® recommends to guardians that each camper bring his/her own food.
  - It is best for the camper to eat their own food they are used to.
    - It is a good practice for guardian not to change food prior to attending camp.
    - Adds more stress for dog as nothing is familiar, not their surroundings or food.
  - Ask guardian to bring only slightly more than camper will eat.
  - Clearly mark food with camper's name to ensure it is not fed to another camper that could possibly have food allergies.
- Ensure campers' guardians supply you with adequate information about their dogs eating routine.
  - Have guardian indicate amount of food to be fed and how many times daily.
  - Follow their guidelines; do not overfeed or underfeed.
  - Guardians don't like their dog to come home weighing a few pounds heavier or lighter.
  - Camper's visits to Camp Bow Wow® are more comfortable and less stressful if you keep to their routine that they are used to at home.

### **Food Allergies**

- It is critical to feed a camper as specified if they have food allergies. Dogs with sensitive stomachs and food allergies can become quite ill if they are fed food or treats with the wrong ingredients.
- Ensure campers with allergies have their own food during their stay and the camp team knows not to give the dog any other food or treats.
- Write large and clear on cabin card "food allergies" and write a note on Camp Notes Board indicating that dog has allergies.
- List the food allergies for the camper in the notes section, under health, in Pawtracker.

### **Campers who are not eating well**

Some campers will not have a very good appetite while staying at Camp Bow Wow®; assuming the camper does not have food allergies, there are several things you can do to entice a camper to eat.

- Add a couple tablespoons of warm water to the dry dog food and mix it with their dry food. Sometimes this is enough to get the camper to eat.
- If the water did not work, add a couple of tablespoons of canned wet food or a tablespoon of peanut butter and mix it in well so that it's coating all the food.
- If you have semi-moist dog treats on hand you can crumble a treat or two on top of the food to make it more appetizing.
- If a camper still refuses to eat you may just have to sit in the cabin with them, sometimes just having company during feeding time helps.
- Some campers do not like the steel dishes and are not used to eating out of them, for these dogs ask the guardian to bring in the camper's own dishes.
- Many smaller dogs cannot eat out of the steel dishes and require a plate, for these dogs ask the guardian to bring in the camper's own dishes.
- Note on D'Tails card and also in the notes on the feeding page on Pawtracker for the next visit.

### **Feeding versus Not Feeding Campers with Upset Stomachs**

If a camper had an upset stomach overnight and has diarrhea or vomit in their cabin:

- Skip breakfast and wait to feed them until dinnertime.
- Cut out treats and peanut butter as well.

If the camper has symptoms during the day:

- Skip dinner and wait to feed him again the following morning.
- Using Minute Rice is a great way to introduce food to the camper.
- If the diarrhea is improving, add a small portion of their food to the rice.

### **Dealing with Campers who are Food and/or Treat Aggressive**

Some campers become aggressive at feeding time if other dogs are near food or their individual cabin.

- Avoid issue by keeping campers out of each other's cabin and away from each other's food.
- Only feed campers in their secure cabins.
- If you are aware a particular camper is food aggressive (or cabin aggressive) walk the dog to the cabin separate from other campers at mealtime.

Food aggression includes aggression when treats are given in the presence of other dogs.

- Do not hand out treats to a group of dogs or to an individual dog in the midst of other dogs.
- A dropped treat can very quickly turn into a battle to snatch up the treat if you're not careful.
- This includes biscuits, rawhides, bones and anything dogs find too precious to share with others.

### **Importance of Administering Medications Properly**

Some campers require the administration of medications while staying at CBW.

- Ensure these medications are given properly.
- Find out how the camper takes the medication at home so it is done the same way at camp.
- Notate on the cabin card and the medications check-off card what medications are to be given, how many times each day and when.
- Do not administer medications that require a needle.

### **Administering Medication Techniques**

Medications are typically placed in camper's food bowl, putting it on a biscuit with peanut butter, rolling it up in a meatball of canned food or actually manually "pilling" the camper by placing the pill on the back of their tongue and making sure that they swallow the pill.

- Ensure your camp team is familiar with different ways to administer medications.
- Some campers require topical medications, eye drops, ear drops, etc.; follow instructions for administration on the medication packaging.

### **Administering Medication Assignment**

Assign one camp counselor per shift as the person in charge of distributing, making sure the camper digests the medicine and initials the medicine card. Use the following system:

- Keep food bowl with camper's required medication (pill, etc.) in it on top of camper's cabin.
- Once you are certain the correct camper is in the right cabin give them the food bowl.
- This prevents another camper from eating the medication.
- If the wrong camper ingests the medication:
  - Immediately call their veterinarian and explain what happened and the pill they ingested.
  - Follow veterinarian's instructions on what steps to take.

## **Camper Medical Conditions**

Below are camper's medical conditions that are not allowed in camp and ones to monitor closely:

### **Not Allowed:**

- Campers with recent stitches
- Open wounds
- Campers who need to wear an "E" (Elizabethan) collar at night
- Campers who were spayed or neutered in the prior week (seven or fewer days) require permission from their vet before attending camp.
- Diabetic campers requiring insulin.

### **Monitor Closely:**

- Campers recently spayed or neutered
- Campers coming in with diarrhea that the guardian informs you about
- Campers with dissolvable stitches
- Campers that have seizures
- Campers who have arthritis
- Campers who are blind
- Campers who are deaf

## **Signs of Camper Illness or Injury**

Be prepared and always look out for the health and well being of our campers.

- You must have on hand camper first aid supplies.
- Camp Bow Wow® has a required Camper First Aid list posted on the Dog House.
- These supplies will come in handy in the event of an injury or illness.

### **Always be on the look out for signs of illness and injuries.**

- If you notice something that looks suspicious or odd, notify another camp counselor as soon as possible to consult with one another on the next step.
- Isolate dog depending on circumstances.
- Alert other employees of unusual dog behavior using the Camp Notes Board.
- The following is a list of symptoms to look for in your campers:
  - Lethargy/ listlessness
  - Vomiting/ diarrhea
  - Mucus or blood in diarrhea
  - Coughing/ sneezing
  - Dehydration
  - Goopy eyes/ runny nose
  - Stomach hard as a rock (key sign of bloat)
  - Drops of Blood in the play area
  - Doggy warts
- Note: The normal rectal temperature for a dog is 100-102 degrees.
  - Anything above 102 degrees, the camper should go immediately to the veterinarian.
  - Notify the owner/manager of the camp about the situation.

### **Act quickly once an illness or injury has been identified. Follow these steps:**

- Confine the camper if there is any possibility it is contagious (canine cough or "flu").
- Make the camper as comfortable as possible.
- Contact the camper's guardian or the emergency contact.
- Attempt to have the camper picked up and immediately removed from camp.
- If the illness seems serious take the camper to a veterinarian.
- Campers with a contagious illness are not allowed in day camp for at least 10 days following the discovery of the illness.

### **Vaccinations**

All dogs that attend Camp Bow Wow® must have current Rabies, Distemper, and Bordetella (Canine Cough) vaccinations without exception.

- **Rabies** - Generally good for 3 years after the dog is 1 year old booster shot.
- **Distemper** - Generally good for 3 years after the dog is 1 year old booster shot.
- **Bordetella** - There is controversy over the duration of effectiveness with Bordetella vaccinations.
  - There are 2 types of vaccines available, intranasal and injection.
  - Intranasal is effective up to 6 months and the injected is effective for up to 1 year.
  - Both types of vaccines only protect the dog from 64% of Bordetella strains:
  - Bordetella is like human flu and generally only life-threatening in puppies and geriatric dogs.

### **Disease Outbreak**

Most likely the only disease outbreak that daycares and kennels experience is Bordetella (Canine Cough).

- Bordetella is airborne and although usually not life-threatening it can spread very quickly and must be dealt with swiftly.
- If a dog contracts "Canine Cough" while at Camp Bow Wow®:
  - Isolate it from the others immediately.
  - If you have an isolation room, move the dog to that area.
  - Make all efforts to immediately get infected dog out of facility: call the guardian, the emergency contact, and if all else fails call the vet.
  - Veterinary clinics usually have isolation rooms where the dog can be comfortable and will stop the spread of infection.
- Clean entire facility and especially anywhere infected dogs frequented.
- Clean infected areas with a strong Consume solution or similar product.
- Any time an employee comes into contact with a dog with "Canine Cough:"
  - Ensure they wash their hands often and immediately after with antibacterial soap
  - Avoid or dramatically limit contact with the dog.
- Do not conceal the outbreak from customers.
  - Be honest and distribute information on "Canine Cough."
  - Let them know it is much like the common flu.
  - "Partner" with your clients, so they are on the look out for symptoms and do not bring their camper into camp if they show signs of the illness.
  - Together you can limit a potential outbreak and keep all campers in the community safe.

## **Camper's Mental Well Being and Safety**

### **Provide Mental Stimulation for Overnight Campers**

Overnight campers are worn out from playing by the time they are tucked in to their cabins for bedtime. Some campers, no matter how sleepy, will not curl right up in a cabin and take a snooze. This is why we provide mental stimulation as well as comfort while they are in their individual cabin. This includes:

- A Kong and/or a hollow, sterilized bone with a few treats inside topped off with peanut butter and then frozen. This provides the camper with something to occupy their time while they relax and become calm enough to get a good night's sleep.
- Play comforting music such as classical from a radio station on the stereo system during the night.
- Shut off the lights except for either emergency lights or a light that is seen by all campers.

### **Cuddle & Love the Campers**

Never become too busy with all the "tasks" that need to get done during a shift to stop and provide your campers with their much needed love and attention.

- Ensure the campers feel loved while they are at Camp Bow Wow®.
- Provide each dog with human, physical contact each day, and as much as possible!
- Dogs love us as much as we love them.
- Most dogs love human contact and cuddling.
- Do not deprive them of that while they are away from home.
- Make time to get to know each camper.
- Give them individual attention by tucking them into their cabin at night.
- Keep in mind the longer the camper is with you the more loving they require.

### **Individual Cabin Safety (Cabin Aggressive Dogs)**

Some campers may become possessive with their cabins. Ensure camper and staff safety by following these steps when dealing with a cabin aggressive dog.

- Always walk this camper to his/her cabin separate from the others.
- Never allow a camper to enter another camper's cabin.
- Always let the camper out of the cabin before removing the food/water bowl.
- Some campers feel more comfortable in their cabins than they do in the play areas.
  - If the camper doesn't want to depart the cabin, do not force them.
- Some campers become aggressive when other campers walk in front of their cabin.
  - Move this camper to a cabin out away from the general population
  - Put a blanket in front of the cabin
  - This should alleviate the stress level of the camper
  - Dogs are den animals and they often prefer a small dark place

### **Handling/Moving Campers**

Take care when handling or moving campers.

- Some campers are startled if suddenly grabbed by the collar and could snap at you.
- Handle campers unfamiliar to you by putting a slip leash on them before trying to move them.
- To appear in control with dominant dogs, gently place your hand on the camper's neck.
- Be extra careful not to push dogs into each other while getting them in or out of a gate.
- Rushing one dog against a more dominant dog may cause a dog fight.
- You may need to use a squirt water bottle to get the dogs already in the play areas to move back to help you get a camper out of the play area.

### **Separating Campers to Ensure Safety and Re-evaluating Play Groups**

Watch for campers who "bully" other campers in the open play environment.

- Campers can learn aggressive skills if they are allowed to continually pick on other dogs.
- Some campers don't understand their own language and repeatedly act inappropriately to other dogs. These campers are liable to end up in a fight if their play is not re-directed.
- Supervise and redirect behavior before a problem occurs.
- Switch one of the campers to another play area or give it a time out.
- Keep campers less than 10 pounds in a dedicated area for "small dogs".

### **Knowing When to Give Them a Break**

Prevention is the key to a safe and injury free environment.

- Giving adequate resting time is crucial in preventing all sorts of behavior problems.
- Without a nap or a break, some campers become worn out and grouchy just like kids.
- Most campers are used to sleeping several hours during the day while their guardians are at work (versus playing for 12 hours straight).
- Give all overnight and interview dogs spending the day a mid day nap for 1.5 hours.
- Give naps around 11:30am, before any camper has a chance to act up, you'll avoid quite a bit of unnecessary misbehaving.

### **Camper's Temperament**

Teach your camp team to identify and respond appropriately to the following types of campers:

#### **Stressed Out Camper**

- When a camper is stressed they show signs like panting heavily, excessive barking, shaking, shedding and/or not eating.
- Calm a stressed out camper: Make the cabin cozy, with water, blankets and something to chew on.
- Give them more frequent quiet cabin time (time outs).
- Place a heavy blanket over the front of the cabin so the camper cannot see other dogs.
- A drop of Rescue Remedy (homeopathic stress relief solution) placed in camper's water dish helps.

#### **Aggressive Camper**

- If you observe aggressive behavior, say the camper's name followed by a firm "no."
- If a camper becomes aggressive, place the camper in a cabin for a time out.
- In extreme cases it may be necessary to muzzle the camper until the owner can pick up their dog.

#### **Fearful or Shy Camper**

- Tucked tails and ears back are signs of a fearful dog.
- More dog bites occur from fearful campers than aggressive ones.
- When dealing with a fearful camper:
  - Always move very slowly.
  - Talk to the camper in a calm voice.
  - Stoop down to their level facing perpendicular to the camper.
  - Do not look directly at the camper.
  - Slowly hold out your hand and allow the camper to approach you.
  - If the camper comes to you to smell your hand, reassure them in a soothing voice.
  - If all signs say, "go," pet the camper.
  - Do not grab the camper's collar; make sudden movements, try picking up the camper or chase after it if they attempt to flee.
  - The camper must come to you or they will continue to avoid you.
  - In most cases if you get another camper involved, the shy camper will follow.

#### **Rowdy Camper**

- Rowdy campers constantly play and may bully campers, standing over them and biting their necks.
- Depending on a rowdy camper's playmates, it may become necessary to give the rowdy camper a time out or move them to a play area with other, less playful campers.

**Tired Camper**

- Tired campers are usually lying down or sitting by themselves.
- Feel free to move a tired camper to an individual cabin for a nap.
- Placing a blanket over the cabin to prevent camper from seeing others may enhance their rest.
- Placing the camper into the lounge area is another option to also allow the camper to rest.

**Unhappy Camper**

- Stress, fear & loneliness all can cause unhappy campers.
- A dog not wanting to eat or play with others may be a sign that he is unhappy.
- Give the dog extra TLC.
- Sometimes removing the camper from the play area for a while will help.

**Overview of Camp Team's Responsibilities**

Customer service (human & furry) and attention to camper safety are the most important functions of every camp team member.

- Camper Check-In & Out procedures are a primary function of your camp team and detailed in another area. Also review customer service in Excellent Customer Service Techniques document.
- The following are functions your camp team performs on a daily basis.

**Selling Retail Items**

Retail items offered at Camp Bow Wow® enhance both our camper's and their guardian's experience. They provide guardians an opportunity to ensure their camper has any missing items, such as a quick release collar, or that special treats the camper can enjoy while their master is off on their Caribbean Cruise or that important business trip. Here are some tips on ways to engage a guardian on these great values:

- Recommend treats or toys for their special camper during reservation, check in or check out.
- If an overnight camper has enjoyed eating your camp food, explain to their guardian how much they loved it and suggest they purchase a bag to bring home.

**Camp Cams**

There is always someone watching the camp cams via the internet!

- Your camp team's actions are seen by many people.
- Be aware of the cameras locations and what you and your campers are doing "on camera."
- Take lunch breaks "off camera," it's not the food network.
- Periodically check camera functionality and what is showing on screen.
- Adjust camera angles so they positioned correctly and capture the campers' activities.
- Cameras go off line on occasion.
  - You have no way of knowing as the cameras still appear on your monitor.
  - Respond to guardians calling in wondering why they cannot watch their camper.
  - On Line Doggy is alerted automatically when cameras are down for over twenty minutes.
  - On Line Doggy will call you and alert you your cameras are down.
  - They will tell you what they are doing to get them running and if they need your assistance.

**Cleaning and Maintenance of the Camp**

- One of a customer's first impressions is the cleanliness of your camp, therefore it's important to ensure every aspect of your camp is sparkling.
- Constantly remove hair from floors and corners.
- Wipe down glass around front door daily.
- Checklists assist in keeping up on camp cleanliness.

**Daily Check Lists – AM & PM**

- Excellent tool for camp team to stay focused on required tasks on a given day and time.
- Holds team accountable for completing tasks and is an excellent way for you to follow-up.

**End of the Night Closing Procedures-Sales**

- Count Cash Drawer:
  - Leave pre-established amount of money in cash drawer each day.
  - Deposit anything in excess.
- Deposits: Secure daily banking in a safe or in a locked file cabinet.
- Credit Card Sales:
  - Transmit credit card information nightly.
  - Print report from Pawtracker software detailing sales transactions for the day.
  - Reconcile credit card batch amount to Pawtracker Sales Report prior to transmission to avoid errors.
- Receipt Report Confirmation Form: Compare the cash & credit card receipts in the drawer versus the Receipt Report generated from Pawtracker.

**Backup Computer Data**

- Pawtracker is an internet based software program, so backing up of data is not necessary.
- For all other files use computer with two hard drives and back up data every day.

**Count Your Campers!**

Ensure all campers are accounted for and recorded within Pawtracker.

- At the end of last shift of the night perform a headcount.
- All doors checked & locked.
- Alarm set.

**Tools for Effective Communication**

Communication between the camp team, owner and with customers is key to successful camp operations and critical to the success of your business. The follow are methods to communicate in your camp.

**Communications Binder**

Excellent way to communicate to the entire camp team:

- Binder contains memos, marketing, and notes.
- Required reading at the beginning of each camp counselors shift.
- Camp team members are required to initial that they have read the memo.

**Front Desk Manual Binder**

Contains all the information needed to run the front desk including:

- Camp Directions
- Camp Team Shift Change forms
- CBW phone numbers and addresses
- Checking Messages
- Closing Procedures
- Emergency Procedures
- Incident Forms
- Payment Processing
- Schedule Request

**Camp Notes – White Board**

One of the best ways to communicate pertinent information between shifts is to use the white board:

- Camp team must read this board before beginning their shift.
- Message examples:
  - Keep Sophie in the calm dog play area
  - Riley is not feeling well; she didn't eat her dinner

**Camp Team Meeting**

Hold monthly camp team meetings to discuss recent events, process improvements and training:

- These are mandatory meetings where the camp team is paid to attend.
- Hold meetings after camp is closed or before it is opened so everyone can attend and participate.

**Camper Medications**

Note camper's medications on medication card at check-in and also on Medication white board.

**Camp Inventory Lists**

- Use Camp Inventory List to ensure you never run out of camp supplies.
- Have your camp team note on list when inventory of an item is low.

**Material Safety Data Sheets Binder**

- Lists all hazardous materials in your camp.
- Includes first aid to perform in the event of chemical burning skin or getting into eyes.

**Camp Bow Wow® Dog House**

- Dog House is best way to communicate with Corporate as well as other Franchises.
- Frequently reference Dog House and use as a resource for your camp.

**Cleaning Procedures**

You will be amazed at the amount of dust (from camper play) and hair that builds up on a daily bases. Keeping your camp clean is extremely important to both your campers and any customers that come into the "common areas" of the camp. Standard cleaning and maintenance procedures include the following:

**Camper Safety**

- Do not to allow campers near where you are cleaning.
- Do not allow them to walk on any areas that are wet with a cleaning chemical of any kind.

**Front Lobby**

Front lobby is your customer's first impression; its cleanliness and smell spell premier doggy day care.

- Ensure glass is sparkling, desk is clutter free and dusted, and floors are clean and smelling fresh.
- Use shop vacuum to clean edges.
- Depending on floor surface, use water with mixture of Pine Sol or Ecolyzer.

**Grooming/ Bathing Area**

- Remove all hair from drains, floors and corners.
- Mop floors to keep dry.
- Use squeegee to keep tub clean.

**Wet Mopping**

- Prepare mop buckets using five squirts of Ecolyzer to a full bucket of cool water.
- Refill mop buckets as often as needed so that water is clear, not murky.
- Scrub out bucket if needed.
- Do not allow campers to drink out of mop buckets as they may become ill if they ingest Ecolyzer.

**Washing Mop Heads**

- Wash mop heads in washing machine with two cups bleach on a weekly basis.
- If you are washing more than one mop head at a time, place a mop head in a laundry bag to prevent them from tangling while in the washer or dryer.

**Cabin Deep Cleaning**

- "Deep Clean" cabins after a camper checks out.
- Use mop bucket filled 2/3 full with cold water and add 2 ounces of Ecolyzer, mop, floor brush, rubber gloves, eye protection, a rag, a long bristle scrub brush and a sponge with a scrub side.
- Deep Clean cabin thoroughly, top, sides and floor inside and out from top to bottom..
- Use brush for all the steel areas and rag for the Plexiglas sides without the steel wall in front.
- Use sponge with scrub surface facing Plexiglas to clean area between steel side and Plexiglas.
- Scrub floor with floor brush and then mop out.

**Cabin Cleaning (Camper Ill or Injured)**

- If a camper was ill or injured, use a combination of one part bleach to ten parts cool water.
- When using bleach solution, rinse area adequately with water and allow it to dry before letting a camper return to his cabin. You can also use the HDQ chemical to clean in this situation.

**Play Equipment & Privacy Slats Cleaning/Sanitization**

- Clean play equipment, privacy panels separating play areas and fence tops
- Use a bucket of water and two squirts of Ecolyzer.
- Keep campers away from these areas until completely dry.

**Outdoor Play Areas /Privacy Slats**

- Spray outdoor play areas and privacy slats daily with solution comprised of Ecolyzer and water.
- Use specific spray nozzle for this task.
- Purchase the sprayer through the chemical distributor.
- Use a brush to clean the privacy slats.

**Poop Patrol**

- Constantly do Poop Patrol to prevent possible spread of disease.
- Piles of poop are very noticeable on the web cameras.
- Use sturdy compactor bags in your poop cans (you don't want these to break!)
- Do not fill poop cans more than ¾ full (they get extremely heavy to throw into trash receptacle.)
- Place poop cans so campers don't use them as a way to get out of your fenced in play area.

**Pea Gravel**

Keep pea gravel raked evenly throughout the outdoor play area for the campers and the cameras:

- As campers run around play area and equipment, the p gravel develops a moat like appearance.
- The yard may develop many contours to it and build up against fencing making it "escapable."

**Indoor Play Areas & Common Areas**

- Clean puddles of poop and urine promptly (use mop bucket filled with Ecolyzer and water).
- Dry mop all the play areas at nap time to cut down on the amount of hair collecting.
- At night, dry mop play yards, vacuum the edges with a powerful shop vacuum and then wet mopped with Ecolyzer.
- Once a week mop the indoor play yards and common areas with HDQ.
- If you have an automatic floor cleaning machine still dry mop and vacuum.

**Office Cleaning**

- Keep offices clean and clutter free.
- Dust office furniture; make certain computers are regularly cleaned as dust and hair build up.
- Empty trash cans regularly.

**Break Room/Restroom**

- Clean break room and restrooms regularly and keep clutter free as the public uses these areas.
- Keep customers in mind when you write the content of notes on the white boards.

**General Cleaning**

- Dust builds up quickly so keep all surfaces clean.
- If you want something cleaned/dusted, put it on the Shift Duties Checklist!
- List windows, widow frames, door frames, white board frames, picture frames, etc.

**Smoke Detectors**

- Vacuum smoke detectors at least every 6 months.

**Maintenance Procedures**

Keep everything in your camp operational. It is frustrating for everyone on the camp team when something is broken and not quickly fixed. If you are unable to repair something, hire a professional.

**Front Lobby**

If a camper gets into the lobby area you do not want them to simply push the door and walk out.

- Ensure front door does not easily open, e.g., wind can blow it open or camper can push it open.
- On a windy day, you do not want to worry about your door opening and a camper escaping.
- Excellent reason to have door buzzer to alert you if a campers escapes.
- Adjust tension on the door closure appropriately.

**Grooming/Bathing Area**

- The sides of the entrance to the tub can be dangerous to a large dog.
- You may need to place a towel on the entrance to insure a camper does not injure themselves.
- Remove hair from drains, floors and corners.
- Mop the floors to keep dry.
- Use a squeegee to keep the tub clean.

**Camper Cabins**

Inspect cabins regularly to insure they are in proper order and safe.

**Play Equipment**

Inspect play equipment regularly; ensure campers have not chewed on it or there are no loose bolts.

**Indoor and Outdoor Fencing**

Inspect all of your fencing regularly:

- Ensure there are no holes, loose bolts or wires that can harm a camper.
- Make certain gates have not come loose or dragging on the floor.

**Indoor Play Area Floors**

- Inspect your floors regularly; know when it is time to reseal the floor.
- Obtain a maintenance schedule from the person who does your floors.

**General Maintenance**

- Keep all electrical outlets out of reach of campers. In the lobby or office areas use child protectors in unused outlets to prevent campers from licking or urinating on them.
- Purchase a set of common tools in case you need to repair something that is broken.
- Purchase a ladder for high reaching repairs or tasks.

## **Scheduling Reservations**

Also see Customer Service process

### **Holidays**

Fully prepare for overnight camp, day camp and interviews for the holidays. Use the following guidelines:

- Do not schedule interviews around holidays since your camp will most likely be full and you won't be able to give the interview dog your full and proper attention.
- At the time of booking overnight camp reservations, collect a 50% deposit.
- Three weeks prior to the holiday, confirm the reservation by collecting 100% of the fee.
- Schedule appropriate number of camp counselors around holidays based on how many overnight campers you are having.
- Based on the number of overnight campers, decide if you are going to have day camp. This increases the overall number of campers at your camp.

### **Information to Collect When Scheduling Interview Campers (Potential Customer)**

After you have "sold" the person on bringing their dog to camp and they pass the required camper standards (vaccinations/spayed or neutered) gather the following information.

- Customer's Name
- Home Phone Number or Cell Number
- Customer's Address
- Camper's Name
- Camper's Breed
- Camper's Age
- Date of Interview
- Arrival Time of Interview (suggest morning arrival times)

Explain to the customer:

- They need to stay at camp for a minimum of 20 minutes (their dog a minimum of three hours).
- Have them bring a copy of the current vaccinations and have their camper on a leash.
- Repeat interview date/time and ask if they need directions to camp.
- End the call.

Enter Reservation into Pawtracker

- The above information is all that is required to enter the reservation into Pawtracker.
- Until your camp team is efficient in entering in the data, it is recommended that you write the information down on a reservation card to keep the phone call brief.

### **Scheduling Day & Overnight Camp Reservations – The Customer**

After a camper has successfully passed the camper interview, their guardian can call the camp to book a reservation for Day and/or Overnight Camp. There are five ways a customer can book a reservation:

- Over the Phone
- In Person
- On the Website (World Wide Reservation Request – WWRR)
- Leaving a Message on Voicemail
- Through an operator with the 24 Hour Reservation Number

### **Scheduling Day & Overnight Camp Reservations – The Camp Team**

Since the camper has already been to your camp for the Camper Interview, the majority of the camper's information is already entered into Pawtracker.

- Ask all guardians to bring in the completed Camper Application with them on their first visit.
- Enter additional information into Pawtracker including credit card information, feeding and medication instructions.
- On Pawtracker check vaccinations to make certain they are current for the reservation date(s):
  - Some reservations are booked months in advance and vaccinations may expire prior or during their stay.
  - Alerting guardians of expiration dates ensures all campers' vaccinations are current.
  - Also provides reminder to our customers to keep their dog vaccinations current.

### **Scheduling Camp Reservations - Over Phone or In Person**

Once you identify the guardian's camper, locate their file on the client section of Pawtracker and go to the reservation screen. You need the following information to book a reservation:

- Date of the reservation
- Arrival time of the Camper
- Departure Date of the Camper (overnight camp only)
- Departure time of the Camper
- If applicable, schedule a departure service such as a bath or grooming
- Confirm the date and time and thank them for using your camp.

### **Scheduling Camp Reservations – from the Website**

All website reservations come directly to your camp's email address, so it is important to check your email in a timely manner throughout the day.

- Ensure the dog is a current camp customer and has successfully passed the interview.
- If they are not a current customer, send a reply email explaining the camper interview process. Then ask them to call your camp to schedule the interview day.
- The information the guardian fills out from the website form is sufficient to book the reservation.
- The only information the form does not collect is arrival and departure time.
- This is a non-issue, as Pawtracker still allows you to book the reservation.
- Pawtracker defaults to 12:00 pm check in time and no check out time. Use the following steps:
  - Book the reservation in Pawtracker.
  - Send a confirmation email back to the guardian stating their camper's reservation is confirmed and you are looking forward to their visit.

### **Scheduling Camp Reservations – from Voicemail**

Voicemail reservations are typically left when your camp is closed. This is why it is important to check your voicemail first thing in the morning and periodically throughout the day.

- Once you have retrieved the voicemail, call the customer back and address the call depending if they are a current customer or requiring an interview.
- Use the steps found in Over the Phone or In Person. If the caller leaves you all the pertinent information, call them back to confirm the reservation.

### **Scheduling Camp Reservations – through 24 Hour Reservation Number**

CBW offers a toll free Central Reservations line **866-358-CAMP**. If a customer dials this number they reach a live operator 24 hours a day 7 days per week.

- The operator knows basic information about our operation and takes detailed messages that are emailed directly to your camp.
- They supply the caller with the phone number of the CBW facility closest to their location.
- The phone number is currently used in the Denver Dex Online Yellow Pages.
- The number is used in all of CBW's national advertising and public relations alerts.
- Give customers this number for after hour's messages and/or use in your marketing pieces.

## **Interviewing New Campers**

### **The Interview Day**

Greet the customer and their camper and then begin the interview process. It is important when meeting the interview dog for the first time that it shows no signs of aggression. If there are any signs of aggression, do not continue with the interview. State, "This is not the right environment for their dog" and offer choices for them to bring their dog to a traditional kennel, or in some cases, a trainer. It is best to have two camp counselors working as a team with the interview dog; one at the front desk and one in the play yard. Use the following procedures:

- Have the customer completely fill out the behavioral questionnaire.
- Take the dog and place them in the interview area/room.
- While customer is filling out questionnaire, review vaccination records to ensure they are current. Make copy for file.
- After reviewing the answers to the behavioral questionnaire ask any questions where you have concerns or need further details.
- Once satisfied after reviewing behavioral questionnaire, select a camper of the opposite gender to meet the interview dog first. If this meeting goes well, then introduce the interview dog to a same gender camper. (During your grand opening make certain you have a variety of size and each gender of dog for the interviews. This could be an employee's or your dog.)
- Do not have the guardian in view of their dog during the interview process (this would create a distraction for the dog). This includes the interview as well as once they are in the play yards.
- Based on what you learn from the interview dog's personality and activity level from these two meetings, place the interview dog into the appropriate play yard for their size and temperament. If you have a large amount of campers in one yard it is best to introduce them in smaller play groups if possible.
- During this time watch for behavioral signs such as fear of new people, separation anxiety from their guardian, or any other signs of stress. This is normal, in some cases the interview dogs feel they are at a veterinarian office.
- If the dog hesitates in going into the play area, do not pull the dog by the collar, use a leash. Talk in a friendly and excited voice to get the interview dog to go with you.
- Have the guardian watch the interview process on the web camera so they are involved with the process.
- Evaluate the interview dog's interaction with the other campers to decide if the interview dog is welcome to stay. A Camp Counselor, with a spray bottle, must be in the yard with the interview dog at the time of introduction to the other campers.
- When you have concluded the interview and the dog is welcome to stay, inform the camp counselor at the front desk.
- Camp Counselor at front desk goes over how to access the web cameras and offers business card with web address.
- Ask what time guardian will come back to pick up their camper.
- Inform the guardian we welcome them to call in to check on their camper. The phone number is on the business card.
- Explain to the guardian based on the success of the interview their dog is able to come in for day or overnight camp.
- The guardian exits camp.
- Write the interview campers name on the Day Camp Board under Interview.

### **Behaviors You Will Observe in Dogs Applying for Your Camp**

Watch each dog and make your own assessment of the dog.

- Unfortunately, owners may not give you the whole picture of their dog's behavior.
- The owners mean well, but are often wearing blinders to their pet's behavior problems.
- Owners will often try to justify their dog's actions with excuses as to why their dog behaves the way it does.

**Behaviors Observed in a dominant dog:**

- Starring
- Head held high
- Eyes wide
- Ears up and forward
- Tail held high and forward
- Holding head over body of another animal
- Lips and corners of mouth drawn forward
- Mounting
- Grabbing at other dog's necks or muzzles
- Hackles up

**Behaviors Observed in a submissive dog:**

- Avoidance (no eye contact)
- Tail low and often tucked under body
- Ears flat back
- Head held low
- Urination
- Crouching low
- Licking
- Lips and corners of mouth drawn back
- Rolling on back exposing belly

**Successful Camper Interview:**

- Enter all of the guardian and camper's information in Pawtracker from the Camper Interview Questionnaire.
- Enter the vaccination expiration dates into the Camper's health page.
- Take photo of camper for Pawtracker.
- Create first day certificate to give to the guardian.
- Take photo of their dog playing in the yard with the other campers.
- Put together an envelope of new camper information to give to the guardian. Include:
  - A Camper Application
  - Camp Brochure
  - Camp Business Card
  - Camper Card
  - If the camper receives a Bordetella vaccination, give the client their copy of the record.
  - If a vaccination is not current, give the client a Vaccination Reminder card.
- Encourage them to book a day camp reservation at this time. Example: Take \$10 off their first day camp visit (\$25 per day camp visit) if they book on their interview day.
- Thank them for coming in and tell them we look forward to having their dog come to camp.

**Interview with a Client that is Not Successful**

On some occasions after an interview dog stays for a while at camp they begin to show another side of their behavior that is typically unacceptable to pass the interview. This behavior usually occurs hours after the interview dog has been with other campers and away from their guardian. Unacceptable behaviors which can lead to an unsuccessful interview include:

- Barking in the air, at the fence lines or gate...non-stop.
- Fence fighting with dogs in adjoining play areas.
- Picks on one particular dog and will not stop. Either barks, growls or grabs on to a part of the dog.
- Repeat jumping up and down at the fence line or at the entrance gate to the play yard.
- Trying to open up the latch on the gate.
- Barking at close range at other dogs while they are at play.
- Hiding in the corner of the indoor or outdoor play yard.
- They do not come inside at all. If you try to get them they run away from you.
- They do not come to a camp counselor when called.
- They bite, snap, bark or growl at a Camp Counselor.
- Jumping over the fence more than once.
- Looking for a way to escape by looking at the fence line and the best way to get over it.
- When placed in a cabin they bark non-stop or destroy their cabin. This includes eating their blanket, tearing down/eating their cabin card and spilling their water.

### **If an unacceptable behavior occurs during the interview day, you have a choice to make**

Sometimes you need to make a gut decision on allowing a borderline dog to come back into camp. Always err on the side of caution. If you have a bad feeling about a dog, do what is right and do not take the dog. It will only disrupt the entire camp if their behavior is not acceptable and will change the dynamics of the play group.

- **The Interview Dog is not allowed back into the camp:** Depending on the severity of the behavior, explain to the guardian what unacceptable behavior occurred. Explain to them they have a great dog however the camp environment is not best suited for their dog. Suggest an alternative either a traditional kennel, a dog sitter or in some cases a trainer. Note in your computer that this dog is not allowed back into camp and the reason why. Also note this in their file.
- **The Interview Dog is required to come back for another interview day:** Some interview dogs need to be given a second chance. Explain to the guardian the behavior that occurred that was in question. Ask them to return at their expense (charge the day camp fee) so you may evaluate their behavior again. Then based on the second interview decide if they are welcome to return to camp.

### **In Conclusion: ALWAYS BE INTERVIEWING your campers!**

Their behavior and attitude can change over time. This is why monitoring the play yards is so important in keeping all of your dogs safe.

- Some campers can become very protective of the camp team and this can cause an aggressive behavior while the camp team is in the play yards.
- Other campers simply do not like another dog and will go after them if they are in the same play area. You can change their play group; however they may tend to fence fight when given the opportunity.
- In some cases, overnight campers who stay a period of time at your camp become very territorial of the play yard and this can create fights over who is the dominant dog in the play yard.

### **Communicate Behavior Changes**

Always explain a change in behavior to the guardian in the event you need to ask their camper not to return or take a break from camp. If you keep them informed it is not a shock if one day they are asked not to return to camp. Also by communicating with the guardian they may have insight into why the camper is acting in an uncharacteristic way.

### **Watch for Signs**

Our campers speak volumes before a bad situation happens. Your camp team must immediately identify the unacceptable behavior before a negative situation happens. They need to constantly monitor the camper's behaviors to read/see the signs of stress or aggression.

### **Read Body Language**

Properly reading a dog's body language and behavior during the interview process is very important. It helps to ensure that you are only accepting dogs that are happy and behave appropriately in a day camp environment; which in turn, ensures the safety and sanity of all campers.

### **Checking In and Out Day and Overnight Campers**

After the successful interview campers will now be coming to camp. Check them in/out in a timely, friendly, efficient and professional manner. Use your excellent customer service skills for both our human and furry customer.

### **Guardian Stress**

For some guardians dropping their dog off to camp is stressful and others it is a non issue. Make certain to "read" your customer to ensure you address their emotions and make them feel comfortable leaving their dog at your camp.

### **First Visit After Interview**

On the camper's first visit, after passing the interview, the guardian brings in the completed Camper Application; review it to ensure all information is filled in, signed, and give the yellow copy to the guardian. The white signed copy goes into the Guardian/Campers file. Store this information in a lockable file cabinet as these files contain credit card numbers. Enter this information into Pawtracker once the customer has exited camp.

### **Quick Release Collars Required**

For safety purposes, it is imperative all campers wear a **quick release collar** with a name tag when checking in. If they do not arrive with one, inform the guardian of the policy and explain to them why we require this type of collar for the safety of the camper. If they do not have a quick release collar inform them we sell them in the retail area at an affordable rate. If this continues to be an issue where the camper does not come in with a quick release collar, inform the guardian their camper can not return to camp without one.

### **Easy Identification - First Day Campers**

To assist in identifying first day campers place a bright colored collar around their neck.

### **Steps for Checking-In Day Campers**

- Greet the camper & guardian by name upon entering the camp. If you do not know them introduce yourself, welcome them to the camp and ask them who they have with them.
- Invite them both into the check in area.
- Make the camper feel comfortable.
- In some cases the Camper Card is presented to check in their camper. Give card back to guardian.
- Find out when the camper last ate as to prevent bloat. If the camper has eaten in the last hour they will need to be in a cabin until 1.5 hours have passed. Recommend in the future for the guardian to feed their camper earlier.
- Ask if there is anything else we should know about the camper such as an injury they may have.
- Take the camper by the leash from their guardian and hand the camper off to another camp counselor for them to direct the camper to the appropriate play area.
- Check-in the camper into Pawtracker.
- Ensure vaccinations are current. If not, inform the guardian on what vaccination needs updating.
- Take and process the payment for the day camp visit. Process depends on the type of payment, credit card, cash or check.
- Enter the prepayment into Pawtracker.
- Ask the guardian when they will return to pick up \_\_\_\_\_ (use their camper's name). Enter this departure time into Pawtracker.
- Hang their leash and write the camper's name to identify the leash.
- Remind them to watch their camper on the camp cams.
- Wish the guardian a great day and say good bye.
- While completing the preceding steps with the guardian, the other camp counselor takes the camper to the appropriate play area depending on the dog's size and temperament as follows:
  - When necessary use the water squirt bottle as an aid to push dogs back when the new camper is entering the play area.
  - Observe the dog's interactions with others in the play area to insure they are a good mix of campers to play together before moving on to other tasks.
  - List the day camper on the Day Camper Board.
  - If we are feeding the camper, list on the lunch board the camper's name and which cabin they are using.
  - Set-up the cabin. This includes a fleece, water dish and food bowl. If no cabins are available you will need to identify another area in the camp where they can eat alone.
  - If they are having a service such as a bath or grooming list this on the Bathing Board with the time needed to start the service by.

### Steps for Checking-Out Day Campers

This typically is a busy time with a majority of the guardians arriving to pickup their campers.

- Welcome back the guardian, use their name. If you do not know them introduce yourself and ask them which camper they are picking up. It is always better to ask if you are unsure who they are picking up, to ensure you bring them their camper.
- Invite them into the check-out area.
- When possible have another camp counselor assist you in getting the camper out of the play area while you stay with the customer.
  - When necessary use the water squirt bottle as an aid to push dogs back when the camper is exiting the play area.
  - Gather any belongings the camper may have brought with them.
  - When possible have the leash on the camper prior to entering the lobby area as a safety precaution.
  - Erase the day camper from the Day Camper Board.
  - Ensure the day camper's cabin is cleaned out.
- While waiting for their camper, tell them how their camper did at camp. Tell the truth, if they had a good day or if they had a bad day. If they did have a bad day it is best the guardian knows this. If their unacceptable behavior continues and you need to ask them not to bring their dog back to camp it will not be a surprise.
- Give their camper a D'Tails card. It is not necessary to give a day camper one for each visit.
- Check the camper out of Pawtracker. Go through the prompt screens to the payment screen and apply the prepay credits. If there are no credits charge them for the visit.
- Ask them if they would like to book future appointments for day or overnight camp. If a holiday is coming up remind them to book early to ensure a reservation.
- Thank them for their business and that you look forward to seeing them soon.

### Steps for Checking-In an Overnight Camper

Follow the same steps as checking-in a Day Camper. Additional steps include:

- When assigning the cabin take into account the size, age and breed of the dog.
- Ask if they would like any departure services? (Grooming or a bath ensures the camper comes home smelling fresh and clean.)
- Print the Cabin Card. Ensure all the information is correct and current.
- Review the information with the guardian. Be sensitive of the written *notes* as they appear on the cabin card. Sometimes they may not seem favorable. Example: Can easily open gate on cabin, secure gate with a carabineer. In some cases the guardian then worries about this comment.
- Confirm the departure date and who will pick up the camper.
- Confirm the emergency contacts information.
- Get a travel phone number from the guardian and write on the cabin card.
- Review feeding schedule and the food brought in.
- Review if there are any medications. Must be in the original bottle.
- If there are medications to administer, fill out a medication card.
- Review if their camper has any allergies and note on the cabin card.
- List all belongings on the cabin card such as toys or color/style of bedding/blanket.

**Set-Up Overnight Cabin (At Check-In)**

Take care in setting up the overnight cabins; they need to be cozy for our campers. Make certain overnight camper is checked into a clean cabin. During busy overnight times such as holidays have cabins set-up a day in advance (do not put water in dish: turn dish over as to not collect dust). Set up each camper's cabin with the following:

- A cot. If two dogs try two cots or a fleece on the floor.
- Fleece blanket for the cot
- Hanging water dish with water.
- Toy if provided.
- Camper can outside the cabin on the floor with the following items.
  - Food Dish
  - Client provided food/treats
  - Leash
  - If a camper has a lot of toys, do not put them all in the cabin at one time. Change the toys out over their stay.
- Cabin Card in cabin card holder.
- Medication Card (if applicable) in cabin card holder.

**Camper Communication:**

- List overnight camper's name on the Overnight Camper Board with their name in black and departure date in Red in the upper right corner.
- When applicable:
  - List the camper's name on the Medication Board.
  - List the camper's name on the Bathing/Grooming Board with date and time the service needs completing.
  - Note on Camp Board if there is something the Camp Team should be aware.

**Steps for Checking-Out Overnight Campers:**

Follow the same steps as checking-out a Day Camper. Additional steps include:

- Welcome the guardian back from their trip. Ask how the trip was - be interested.
- Give the guardian their camper D'Tails card. Be upbeat about their camper's visit.
- Inform the other camp counselor which camper is going home. Have them gather their belongings and the camper. Have them bring out to the guardian.
- Check camper out of Pawtracker. Go through prompt screens to payment screen and apply the prepay credits. If there are no credits, charge them for the visit.
- Ask them if they would like to book future appointments for day or overnight camp. If a holiday is coming up remind them to book early to ensure their reservation.
- Thank them for their business and that you look forward to seeing them soon.
- After delivering the camper to the front the other camp counselor completes the following:
  - Clean out the overnight cabin. Dishes go to dish washer.
  - Fleece blanket goes to laundry.
  - Discard cabin card.
  - Save medications card and put in camper's file.
  - Erase name on Overnight Camper Board.
  - Erase any other communications on the other camp boards.
  - Bring cabin can to proper storage area.
  - Deep clean cabin.

## **Steps for Bathing & Nail Trimming Your Campers**

If your camp offers grooming as a service to your customer's campers, chances are a professional groomer will perform these services. However, if you do not have a groomer on staff, your Camp Team needs to learn how to perform these services. Listed are some tricks, tips, and ideas on how to make these activities easier on the team.

### **Bathing**

- If you are bathing a long-haired dog, brush out coat if necessary to remove debris and mats.
- Put on an apron.
- Set water temperature and make sure you have enough shampoo/conditioner.
- Lift dog into tub (ask for assistance if you are unable to lift the dog) and remove collar.
- Wet down entire dog, make sure coat is thoroughly soaked.
- Apply shampoo & lather up, starting at neck & shoulders, working your way back (towards the butt) and down (to the feet).
- Apply shampoo to the dog's head & muzzle LAST, be careful not to get it in eyes or nose.
- Rinse shampoo from dog's head & muzzle FIRST, again avoiding contact with eyes & nose.
- Rinse the rest of the dog's body in the same way you applied the shampoo (starting at shoulders, working back & down).
- Allow dog to shake off excess water while still in the tub, then towel dry, paying special attention to the dog's armpits, belly & ears.
- Spray dog lightly with leave-in conditioner/cologne.
- If dog allows, use blow dryer to fluff-dry the coat.
- If not (more likely) allow to air-dry.
- Brush out coat as follows:
  - Short-haired breeds: brush with the hair grain, (back & down)..
  - Long-haired breeds: brush against the hair grain, starting at butt and working up and forward towards shoulders. This helps to remove excess hair and avoid matting.
- Pick out a bandana that suits the dog's gender, color & personality (make 'em look GOOD!) Replace the dog's collar & tie the bandanna over the collar.
- And you're done! Reward the dog with a treat and don't allow the dog out into the play area to avoid getting dirty right away.

## Nail Trimming

Nail trimming is an art that can be mastered with lots of practice. Below are very detailed steps to successful nail trimming; it may sound complicated at first, but with continued practice you can make the process easy and painless. Both the guardian and the camper will appreciate your efforts.

- One method to restrain the dog is to place him on a table. Stand on the side of the table opposite to the nails you are trimming. Drape your arms and upper body over the dog. When trimming the front nails, keep your left hand and hold the trimmer in your right hand.
- If the dog tries to stand, lean your upper body over his shoulders to prevent him from rising. If the dog is too wiggly, try laying him on his side. Use your right arm and upper body to keep the dog lying on his side. Hold the trimmer in your right hand. Use your left arm to keep the head on the table and use the left hand to hold the paw. It is easier to perform this procedure with a helper.
- The dewclaw is attached to the leg by loose skin. The dewclaw can usually be bent away from the leg so that you can fit a guillotine type trimmer over the tip of the dewclaw. Always remember to trim the dewclaws that are located on the inner surface of the paw, unless they were removed as a puppy. Some breeds of dogs such as the St. Bernard have 2 sets of dewclaws on the rear feet.
- Cut the toenail to within approximately 2 millimeters of the quick. If you cut into the quick, the toenail will bleed and the dog will experience pain. If the toenail is cut too short, you can use a styptic pencil containing silver nitrate to stop blood flow, although many animals object to the styptic pencil as much, or more, than toenail cutting. The black end of the stick is held to the bleeding nail and gently rotated until the bleeding stops. Even without any treatment the nail should stop bleeding in about 5 minutes or less.
- Cut the tip of the nail (cutting top to bottom). If the trimmer is placed parallel to the nail (cutting from side to side), the nail is crushed and may splinter.
- The cutting blade should be facing you, not the dog. The screws on the handle of the trimmer should be facing the dog. If you turn the trimmer around with the screws toward you, the cutting blade is cutting closer to the quick than if the trimmer is held with the cutting blade toward you. You are less likely to cut into the quick if the cutting blade faces you.
- Hold the handles of the trimmer can be held pointing toward the floor or ceiling, which ever is more comfortable in your hands. The handles of the trimmer are squeezed to advance the cutting blade through the nail.
- Trim light colored nails with one cut on each nail. Light colored toenails are easier to cut than dark nails as the blood vessels and nerves that supply the toenail, called the quick, are easier to see.
- You cannot see the quick on dark colored nails, making it more difficult to trim without cutting into the quick. Cut dark colored nails in several small cuts to reduce the chance of cutting into quick.
- As you cut off small pieces of the nail, look at the cut edge of the nail. The light tissue is the curved bottom part of the nail. The mottled light and dark tissue is the top part of the nail. As you cut the nail deeper, you will see a homogeneous gray to pink oval starting to appear at the top of the cut surface of the nail. Stop cutting the nail at this point to avoid cutting the quick.
- The sharper the trimmer, the cleaner the cut. Replace the cutting blade on guillotine-style cutters when it is no longer sharp. File the end of the nail to smooth the cut surface.



As Camp Bow Wow continues to expand throughout the USA, some communities have begun ask about the potential environmental impact the Camp's outside playgrounds might have on nearby storm drains. The primary concern comes from the runoff caused during a rainstorm and the potential risk to the nearby waterway's ecosystem. As a result of these important questions Camp Bow Wow and its supplier partner Spartan Chemical Company, Inc. conducted the following study.

### **Environmental Impact Study of Camp Bow Wow's Outdoor Playgrounds**

*Purpose:*

The purpose was to make sure that incidental runoff of water and nutrients and maintenance items from the playground do not detrimentally impact the environment. We used San Diego County Region 9 Basin plan and Title 17 of the California Health and Safety Code Storm Water Runoff Limits as the benchmark for allowable discharge limits. They are as follows:

- pH = 6.5 - 8.5
- Nitrogen as Nitrates < 5mg/L
- Un-ionized Ammonia <.025 mg/L
- Total Phosphorus < .05 mg/L
- Total Coliforms: 10,000 cfu / 100ml
- Fecal Coliforms: 400 cfu / 100 ml
- Enterococcus: 104 cfu / 100 ml

*Test Information:*

A. General Camp Bow Wow Playground Background Information:

1. Maximum of 1 dog per 20 ft<sup>2</sup> of playground space.
2. Playground surface is pea gravel.
3. Minimum surface thickness 6 inches.
4. Maintenance procedures:
  - a. Every Two hours pick-up and dispose of fecal matter.
  - b. Lightly Spray (approximately ½ ounce) of properly diluted Consume Eco-Lyzer from pump up sprayer directly onto the surrounding gravel and trace fecal remnant.
  - c. Lightly Spray (approximately ½ ounce) of properly diluted Consume Eco-Lyzer from pump up sprayer onto surface of the gravel where urine is present.
  - d. Daily lightly spray entire playground perimeter.

B. Additional Test Constraints:

1. For testing analysis we used a large breed dog (over 80 lbs) for urine and fecal samples.
5. Test conducted in Colorado, near Camp Bow Wow's corporate location utilizing fresh Gravel from a nearby quarry and local water.
2. Ran tests listed below twice for each item listed above in the purpose section.
  - a. Sample A. Run to establish the local preexisting conditions and the local baseline numbers prior to the introduction of Camp Bow Wow "nutrients" and cleaning materials.
  - b. Sample B. Run to establish any impact on the environment by Camp Bow Wow as compared to Sample A the preexisting conditions.

C. Test Tools:

1. 1 large breed dog to provide the urine and feces (fresh sample collected just prior to the test being run to eliminate stage fright).
2. 20 ft<sup>2</sup> test area framed in and water tight with the exception of a small opening to collect the water sample.
3. 6 inches of pea gravel (size used for playground) to simulate play area.
4. 2 sets of sampling bottles: set A baseline set B test.
5. State of Colorado Water Testing labs for water analysis.
6. Supply of water. (add approximately 12 gallons of water per sample to simulate a 1 inch rain storm).

D. Test Procedures:

1. Set up test area.
2. Contacted lab and picked up sample bottles and chain of custody
3. Morning of the test collected Urine and Fecal specimens from the large breed dog.
4. Traveled to test site.
5. Rinsed pea gravel thoroughly and allowed it to drain.
6. Added Approximately 12 gallons of water to test area to simulate a 1 inch rain storm.
7. Collected water samples into bottles marked Sample A.
8. Tested the pH of Sample A as per EPA guidelines requires pH tested within 15 minutes of sample collection.
9. Put remaining samples "on ice" per lab requirements.
10. After all water had drained introduced Feces and Urine to the Gravel.
11. Allowed the specimens to contact the surface for approximately two hours.
12. Scooped the feces and spot sprayed the area with Consume Eco-Lyzer as Camp Bow Wow Cleaning Procedures Direct.
13. Introduced approximately 12 gallons of water.
14. Collected Samples (Set B)
15. Tested for pH
16. Put samples "on Ice" and transported immediately to the Laboratory Services Division, of the Colorado Department of Public Health and Environment, a Colorado State agency located nearby in Denver, CO.

*Summary of Test Results:*

Full lab results attached at end of report.

TEST	Limits	Sample A	Sample B	Difference*	Pass / Fa
	higher than baseline	Baseline		If Applicable	
pH	6.5-8.5	7.3	6.8	n/a	Pass
Enterococcus	104cfu/100ml	17cfu/100ml	4cfu/100ml	13cfu/100ml	Pass
Total Coliforms	10,000cfu/100ml	2,419cfu/100ml	236cfu/100ml	2123cfu/100ml	Pass
Fecal Coliforms	400cfu/100ml	<2cfu/100ml	<2cfu/100ml	0	Pass
E. Coli	400cfu/100ml	0.0 cfu/100 ml	0.0cfu/100ml	0	pass
nitrate	5mg/l	<.3mg/l	<.3mg/l	0	Pass
Ammonia	.025mg/l	15	2.4	12.6	Pass
Phosphorus	.05mg/l	0.8	0.29	0.51	Pass

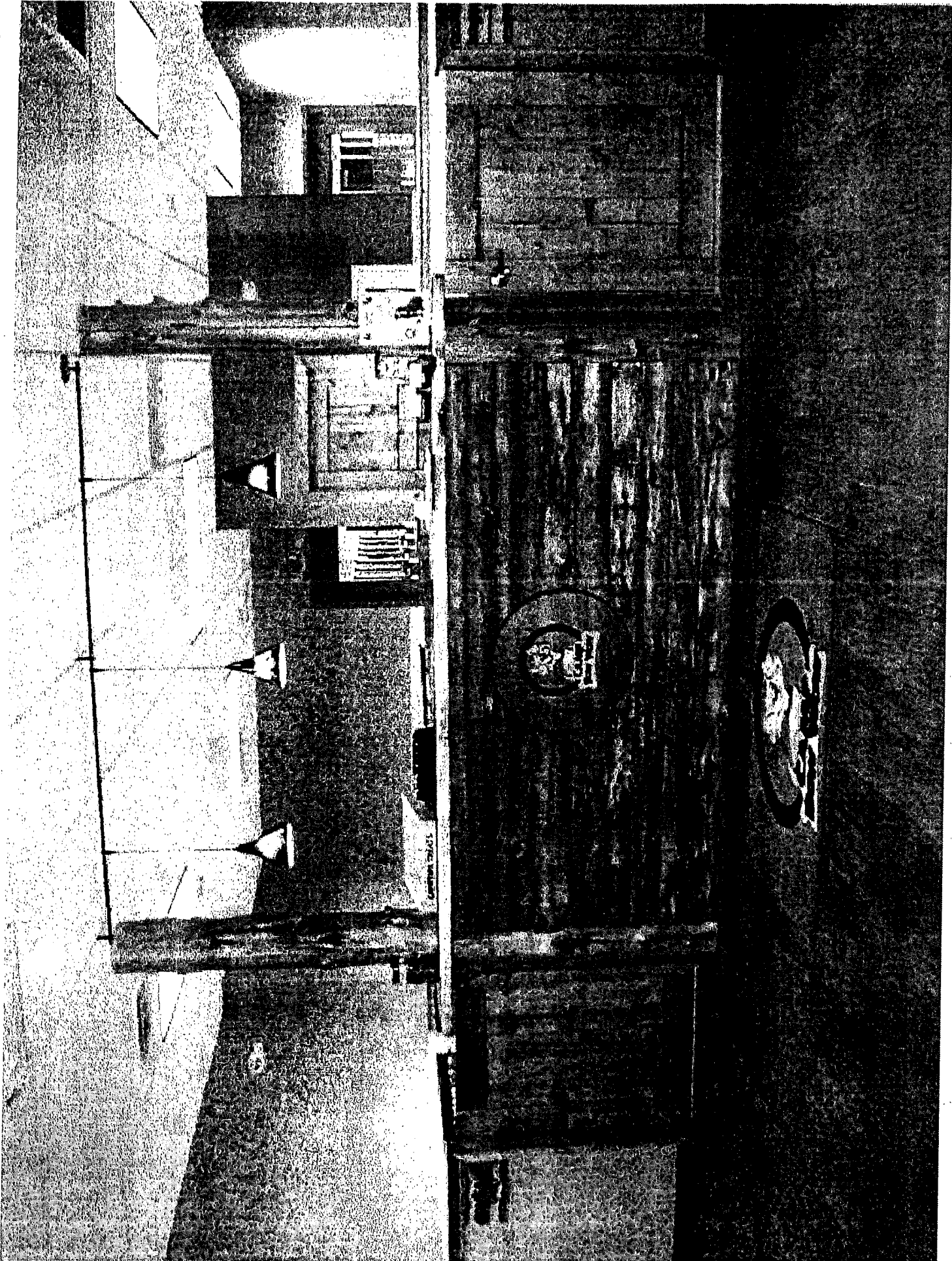
\* red represents a reduction from baseline Sample to Sample B Black represents an increase. From A to B. All increases must be below limits shown in column two for a pass

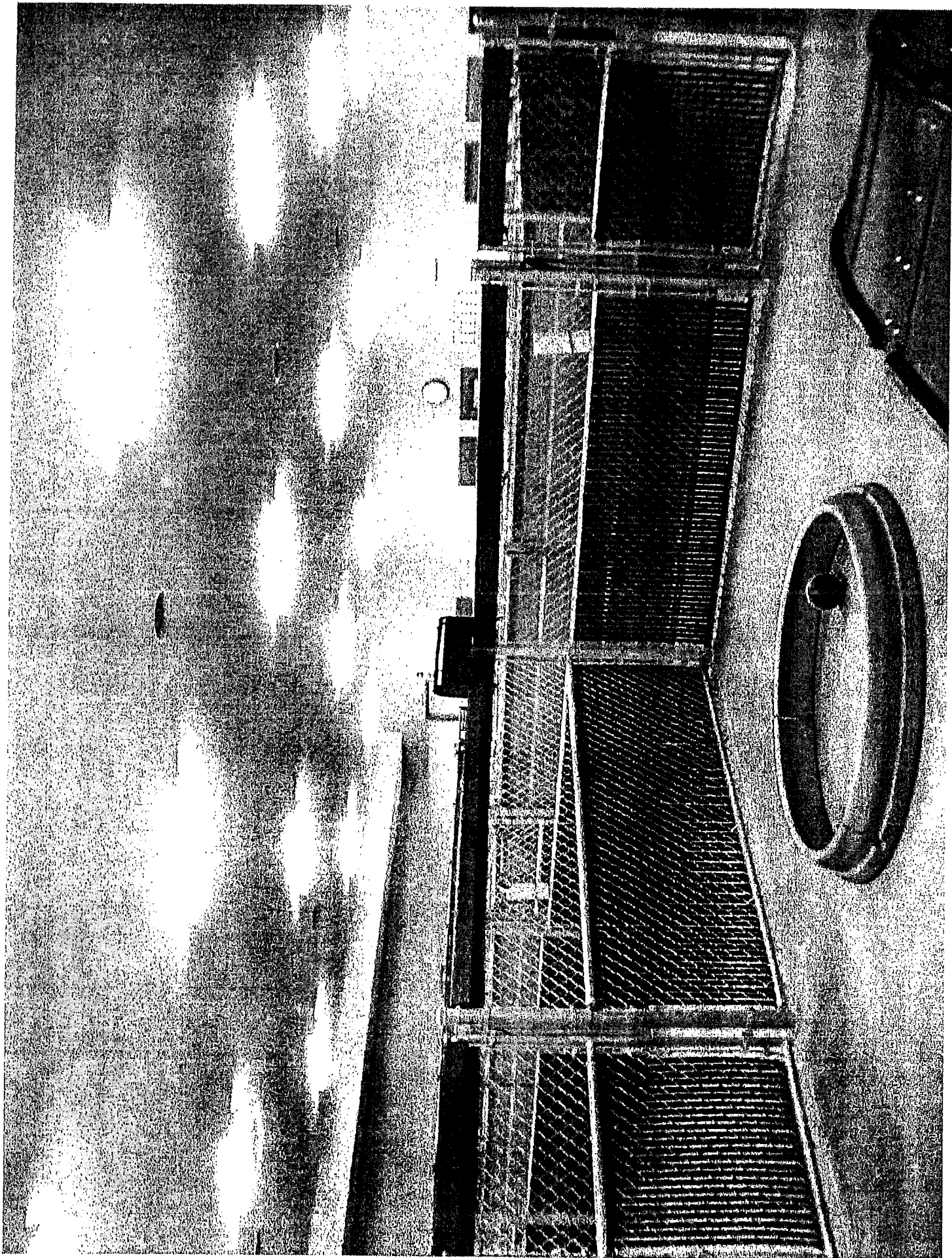
*Findings:*

Camp Bow Wow facilities through the use of the proper procedures and tools (routine cleaning frequency and the use of Consume Eco-Lyzer), do not negatively impact the environment as evidenced by the lab results. Furthermore, because each sample B test result when compared to its corresponding the baseline sample A result showed a reduction in the "nutrient or toxin" load present, the procedures and tools Camp Bow Wow uses may actually improve preexisting conditions. Also as questions have from time to time arisen about the impact of the dye and fragrance in the Consume Eco-Lyzer it is important to note the following:

- The inert non-staining proprietary ingredients in this product when used as directed in the Camp Bow Wow procedures above when calculated would measure approximately 2 parts per trillion in this test. This is well below any level of environmental impact that a dye would have such as blocking of sunlight or discoloration / clouding of the water.
- The fragrance is also a biodegradable proprietary blend. When diluted and used as described the individual components that make up this fragrance calculate to less than 2 parts per trillion as well. Well below any discharge limits currently established.

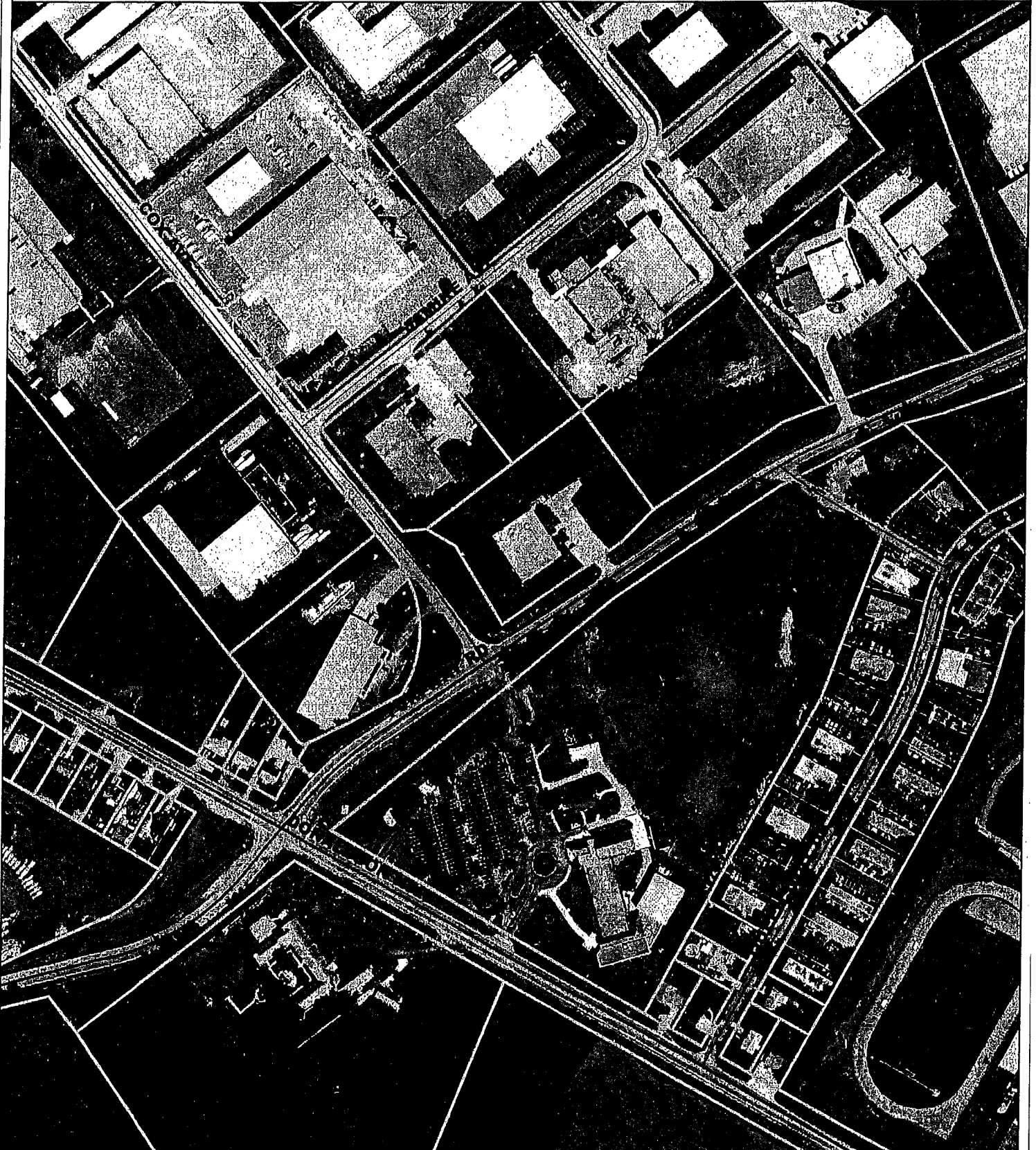
Note: supporting independent lab results available upon request.





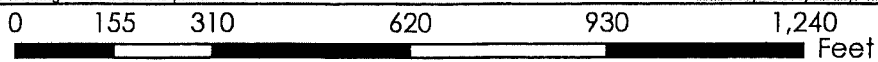
# 2009 AERIAL MAP

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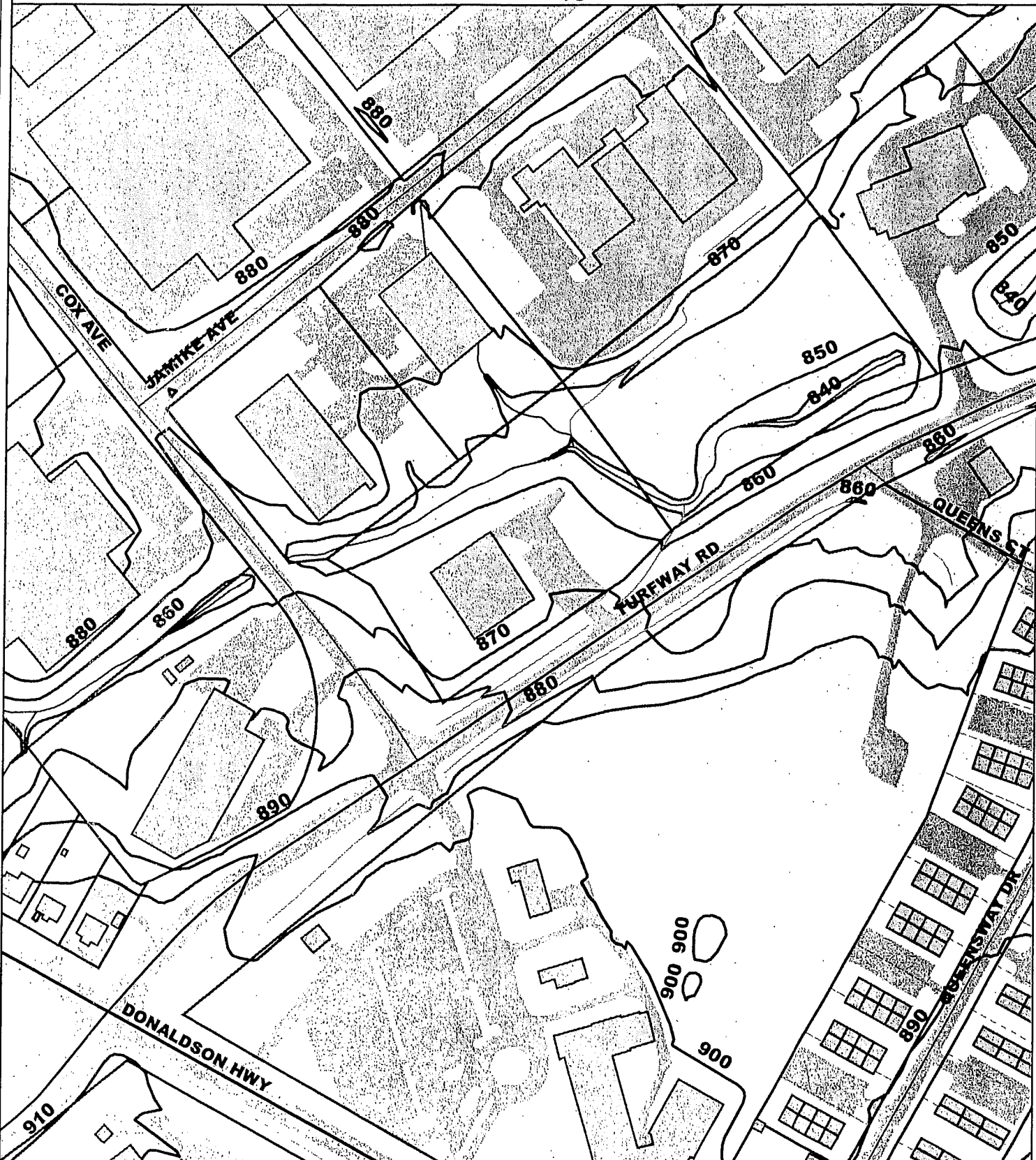
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**Boone County GIS - Putting Northern Kentucky on the Map**

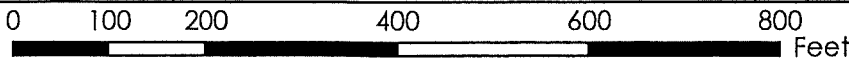
# TOPOGRAPHICAL MAP

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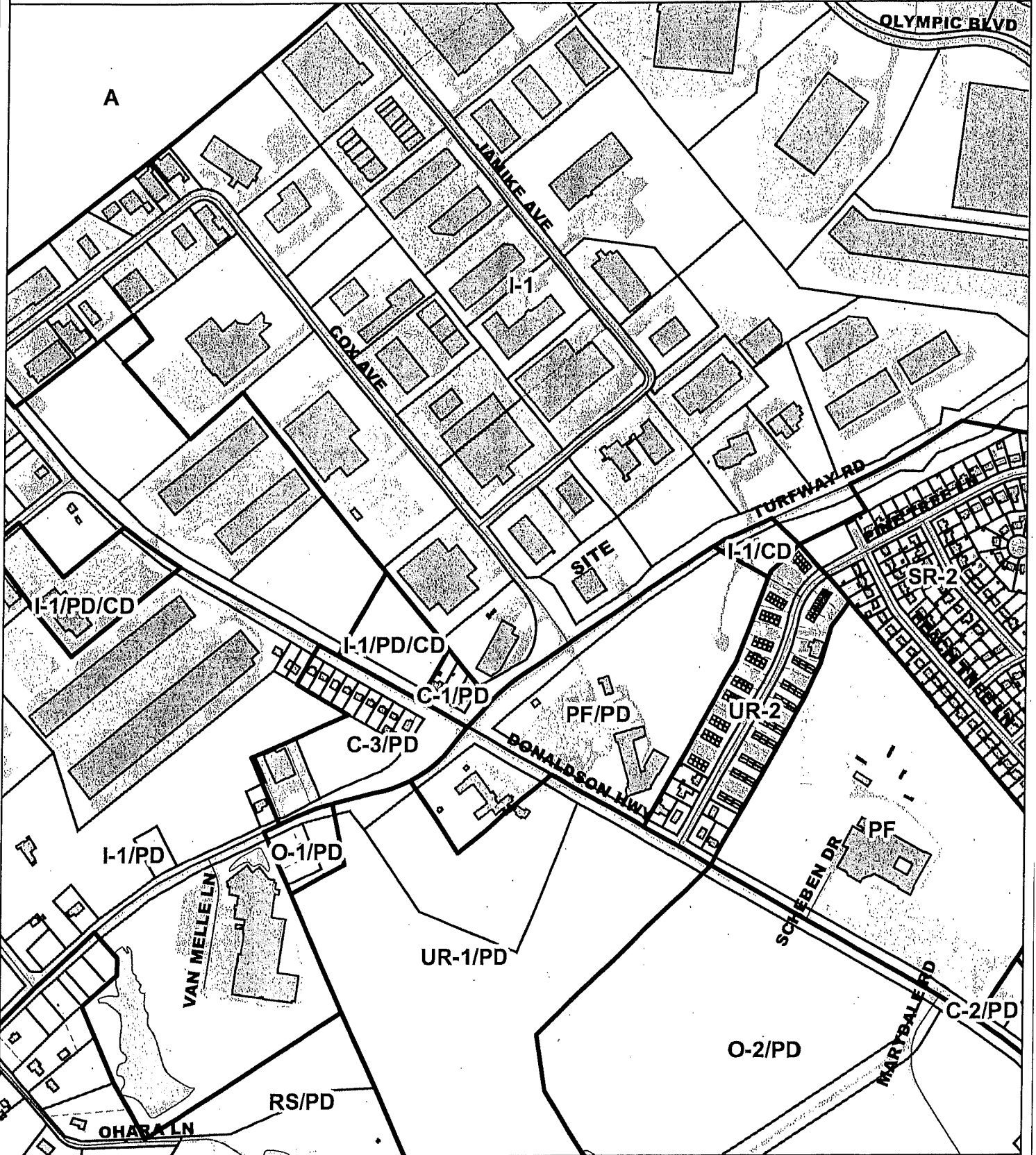


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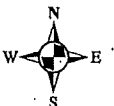
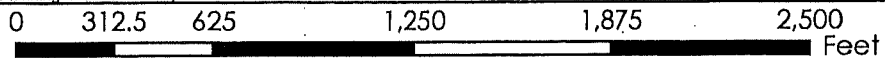
# ZONING MAP

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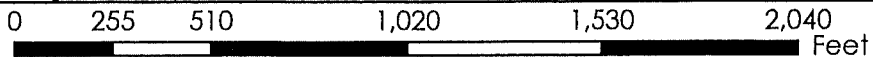
# FUTURE LAND USE MAP

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**BOONE COUNTY BOARD OF ADJUSTMENT  
BOONE COUNTY ADMINISTRATION BUILDING  
FIRST FLOOR FISCAL COURTROOM  
BUSINESS MEETING  
September 9, 2009  
6:00 P.M.**

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Mr. George Whitton, Chairman, called the meeting to order at 6:22 P.M.

**BOARD MEMBERS PRESENT:**

Mr. George Whitton, Chairman  
Mrs. Shirley Millar, Secretary/Treasurer  
Mr. Terry Edwards  
Mr. Richard Miller

**BOARD MEMBERS NOT PRESENT:**

Ms. Jennifer McConnell

**LEGAL COUNSEL PRESENT:**

Mr. Dale Wilson

**Approval of the Minutes:**

Mr. Whitton stated that the Board members received copies of the Minutes of the Boone County Board of Adjustment Meeting of August 12, 2009. He asked if there were any comments or corrections.

There being no changes to the minutes, Mr. Edwards moved that they be approved as mailed. Mr. Miller seconded the motion. Mr. Whitton asked for a motion and it carried unanimously.

**Agenda Items:**

1. **Request of Brad Phillips for Camp Bow Wow for a Conditional Use Permit to allow a kennel with doggie daycare and overnight boarding on property located at 1350 Jamike Avenue, Boone County, Kentucky. The site is currently zoned Industrial One (I-1).**

Staff Member, Todd Morgan, AICP, presented the Staff Report which included a PowerPoint presentation (see Staff Report).

Mr. David Wallace, an attorney with Wallace, Boggs, and Rouse, indicated that he was representing the applicants, Brad Phillips and Rich Phillips. They are hoping to open the Camp Bow Wow facility on Jamike Avenue. Camp Bow Wow is one of the largest doggie daycare/kennel facilities in the United States. He believes they have over 100 facilities. Camp Bow Wow has been through many of these issues and trials because of the bad connotations associated with dog kennels and what they used to be and what they may continue to be in some rural areas of Kentucky.

They have provided Camp Bow Wow's standard operating (see Exhibit 1) and cleaning procedures in the Board packets. With him tonight is Rich Phillips, the father of the applicant. The applicant, Brad Phillips, could not be present this evening because he is a football coach and is at a training camp. Also present are Ms. Carol Neckel, a Camp Bow Wow operator in Cincinnati, and Mr. John Schauff. Mr. Schauff provided the environmental report that is attached to the Staff Report and he will be able to address any questions or concerns relating to the sanitary conditions.

As far as the Conditional Use Permit, he believes that the evidence is going to show that the kennel is a proper Conditional Use. Kennels were put into the zoning regulations as a potential Conditional Use by the Planning Commission and Camp Bow Wow in no way will change the character of the industrial park. On April 8, 2009, the Board of Adjustment made that finding that a doggie daycare does not change the character or nature of the Industrial One (I-1) district in Mineola Industrial Park. They are going to focus on the concerns that have been raised and show that the use will not be hazardous to existing or future neighboring uses and that the scale of the 15,000 square foot facility will be subservient to and not of a nature or trade which will detract from the area. The kennel is being located in this area because of the large number of people that work in the industrial district and because of the proximity to the airport.

Mr. Wallace introduced Carol Neckel, a Camp Bow Wow operator in Cincinnati. He indicated that she was going to answer Staff's questions and any other questions regarding the day to day operations.

Ms. Neckel stated that she is the owner/operator of the Camp Bow Wow in Blue Ash, Ohio. They have been open for about four years in a 13,000 square foot facility and they manage about 100 dogs per day. Her facility is very similar to the proposal. She answered the following questions found in the Staff Report.

- A. What is the typical mix of animals? (number in daycare verses number being boarded for the night)

It is about 50/50. Except during holidays and weekends when they have a higher proportion of boarders.

- B. How many dogs could utilize the outdoor play area at any given time?

The outdoor areas are connected to indoor areas so the dogs have access to go in and out. There are refrigeration curtains on the doors because the building is air conditioned in the summer and heated in the winter. There are typically 30 to 40 dogs outside because they have the ability to go in and out with camp counselors. There is a ratio of 1 camp counselor for 25 dogs in the outside play areas and 1 camp counselor for 15 dogs for the entire facility. In every outdoor play area there is a certified camp counselor that monitors the dogs.

- C. What time are the dogs brought in for the night?

At 5:00 the dogs are brought in to be fed and they are in their cabins for an hour and a half. At about 6:30 the dogs are brought outside one last time and they are put in their cabins for the night at 7:00. They close shortly thereafter.

- D. The applicant's letter explains that a trash can is being setup in the play area. Where is this trash can being proposed?

They have 10 gallon galvanized cans in each of the play areas and they are lined with 1.5 ml plastic bags. They constantly pick up dog waste and place it in the liners in the cans. They also periodically pull out the bags and place them in the dumpster. They place the cans on the internal side of the play area fencing so the dogs cannot use them to jump over the fence.

- E. The applicant's letter explains that a trash dumpster will be utilized. Where is the dumpster proposed?

She was not sure where the dumpster would be located at this site. They generally work with the waste company to determine the best location as well as trying to get it as close as possible to the play areas.

- F. The applicant's letter indicates that additional lighting is being proposed. Where is the lighting proposed? Will light poles or wall packs be utilized?

Generally there are two exterior lights placed on the outside of the building so they can pick up the outside play areas and monitor the dogs during the winter months.

In regards to the waste, all the facilities have web cams inside and outside that are accessible for anyone to view. They are adamant about cleaning up the waste material in the indoor and outdoor play areas. Corporate Camp Bow Wow people also monitor these web cams. Each facility is assigned a regional field operations manager. They watch what they are doing on a regular basis to make sure they are following the required specifications for cleaning up waste and having the proper amount of Staff to monitor the dogs.

- G. What kinds of chemicals are used in the indoor/outdoor cleaning regimen?

This is a stringent requirement of Camp Bow Wow that they have EPA registered disinfectants with digesters. This helps cut down on odors as well as disinfects.

- H. How many employees will work at the facility at any given time?

This is dependant on the number of dogs being cared for. She has a facility which accommodates about 100 dogs a day and she has 15 to 17 employees at any given time.

- I. When are the peak drop-off and pick-up times? How many customers could be anticipated at any given time?

Generally the daycare customers drop off their dogs between 7:30 and 8:30 A.M. And pick them up between 4:30 and 6:00 P.M. Parking is not a big issue for their customers because the customers are in and out quickly. The only people that utilize the parking lot for any time are new customers or people taking tours. They may be at the facility for 15 to 30 minutes. They are typically not more than four customers at the facility at any given time.

Mr. Wallace asked Ms. Neckel to explain the training that the owners and workers go through.

Ms. Neckel indicated that she had to go to corporate headquarters in Colorado to receive a week of hands on training. The owners are also tested on the operations manual. The camp counselors are all certified in pet first aid and CPR. They also receive extensive DVD and hands on training. The camp counselors have different

levels of certification. They have to complete volunteer hours, take written and verbal tests, and demonstrate they can handle packs of dogs. Corporate headquarters also conducts an audit each year to make sure they are complying with Camp Bow Wow's standards.

Mr. Whitton asked if the Board had any questions for Ms. Neckel.

Mr. Miller asked if all the employees leave the facility when the dogs are put in for the night. Ms. Neckel replied "yes". Mr. Miller asked if cameras monitored the facility. Ms. Neckel indicated that they have a 24-hour security system with temperature and fire alarms. All the dogs are kenneled in 4' x 8' cabins that are 4' high at night.

Mr. Wallace clarified where the outside play area was proposed and indicated that there would be a need for two wall packs. The dumpster location has not been determined but they would like to create a gravel driveway so it can be located further away from adjoining properties.

Mr. Wallace introduced John Schauff, who is with Spartan Chemical Company in Toledo, Ohio. Mr. Schauff indicated that he has been with Spartan Chemical Company since 1991 and is responsible for the consume family of products (a.k.a. Bioaugmentation). It deals heavily with waste water and odor control. He has been responsible for this category for the last 9 years. Camp Bow Wow has over 100 facilities and many questions come up at zoning meetings because of the fear of the unknown and perceptions based from visiting places like dog pounds. These facilities have stray animals and have odors associated with them. Generally speaking, the issues that come up at zoning meetings typically deal with odor and storm water runoff concerns. There was a camp in Southern California and the local community chose to use the South Coast Water District, Region 9 for storm water runoff compliance because it is one of the toughest in the state and country. The test results showed that Camp Bow Wow's procedures were compliant and further reduced the baseline standard point which means that they did not contribute and also further reduced some of the potential that was there.

From a maintenance standpoint, Camp Bow Wow's procedures require the camp counselors to remove dog waste as they see it and treat the residual fecal matter with a product called Consume Equalizer, which is an EPA registered disinfectant which is coupled with nonpathogenic digesters to help digest out the residual organic matter. The product breaks down the residual organic and controls odor. He passed around a bottle filled with onions and water because onions and water produce ammonia and another bottle filled with onions, water, and Consume Equalizer to demonstrate the odor control. The second part of Camp Bow Wow's cleaning program includes sweeping the facilities every two hours in case something is missed.

In his letter that was received by Staff there was a statement regarding pathogens that are found in the soil (E. Coli 0157, Salmonella, Listeria monocytogenes). One of the divisions at Spartan Chemical does nothing but work on food processing. They help the food processing and sanitation plants throughout the country. These pathogens are a problem if they get into our food and are not cooked out. The two areas of concern are airborne transmission and pestilents (flies). Airborne transmissions or particulates brought from one facility to another would be an issue in a food processing plant if there is negative air pressure. In simplified terms negative air pressure is when you open a door to your facility and do not feel a blast of air pressure coming at you. This means that there is air coming in from an external area. A few studies state that if you have positive airflow at your doorways then airborne particulates and flies will stay out.

An article in the June/July 2008 issue of Food Quality Magazine titled "Bye Bye Shoo Fly" (see Exhibit 2) indicates flies can travel up to two miles. This is important to note because the Board of Adjustment approved another kennel operation about ½ mile away from Dixie Dew and Turfway Park is located within two miles. Flies carrying fecal E. Coli and it getting into a food processing plant is a critical issue but it can be controlled if the plant has positive air flow and proper vector control, which is required under FDA programs.

Another article, "How Far Can House Flies Fly?" from the University of Kentucky (see Exhibit 3) talks about house flies traveling 1 to 2 miles. They are an issue once they get into a facility but proper vector control can keep them out. If Camp Bow Wow does the right steps they should not cause issues for anybody. The food processing plant should already have measures to keep house flies out.

A third article, "Food Protection and Pest Management" (see Exhibit 4) quotes various FDA code locations for keeping pestilents out of facilities and specifically mentions fly control, positive air flow, and proper vector control.

E. Coli, Salmonella, or Listeria getting into our food is a critical concern. At meat and poultry plants there are physical, biological, and chemical hazards identified which are designed to be eliminated by proper controls, such as sanitation processes or vector controls. Dixie Dew's concern about these pathogens will exist whether Camp Bow Wow is located next door or not.

Mr. Wallace asked if the Board has any questions for Mr. Schauff. The Board **did** not have any questions. Mr. Wallace stated that the application should be viewed in a favorable manner. The testimony indicates that the facility is organized and controlled. All parties are trained and there are high standards that they have to abide by. This facility is also within the purview of the Industrial One (I-1) zone. The I-1 principally permitted uses includes food and kindred products, including the manufacture and processing of grains, sugar, oil, fat, lard, and sauerkraut. It also allows the manufacturing and processing of soaps and detergents, and the wholesale trade of groceries. Any of these uses handled improperly could generate flies. The other thing that was mentioned was the reputation of the area. Camp Bow Wow is a quality facility that will provide a service and be an attribute to the community.

Mrs. Millar asked the square footage of the outside play area. Mr. Wallace replied that each play area was 25' x 20' (2,000 square feet total).

Mr. Whitton asked if anybody else would like to speak in favor of the request. There was no response.

Mr. Whitton asked if anybody would like to speak in opposition to the request.

Mr. Tom Bridenstein indicated that he is an attorney representing Dixie Dew, which owns property adjacent to the proposed kennel. Dixie Dew is very much opposed to the proposed kennel. They view this application as a matter of common sense. The zoning code was drafted with kennels as a Conditional Use Permit in the I-1 zone because they have the potential to be obnoxious. Their belief is that Camp Bow Wow's programs and processes could fail and have catastrophic impacts on Dixie Dew. He introduced Robert Carl, who is the President of Dixie Dew. Mr. Carl stated his business address is 1360 Jamike Avenue, Erlanger, Kentucky and his home address is 10827 Charismatic Lane, Union, Kentucky.

Mr. Bridenstein passed out a brochure about Dixie Dew Products (see Exhibit 5).

Mr. Carl indicated that Dixie Dew is a multi-use manufacturer that produces a wide range of products ranging from icing to marinara sauce for a number of organizations around the country. They have been in business since 1934. They started the business on Price Avenue in Erlanger. They moved to Jamike Avenue location in 1988. When they moved in there was a machine shop next door. The last business in the building next door was a telecommunications company that left in January. He has operated Dixie Dew since he was 25 years old. Everything Mr. Schauff said is true. They operate under positive pressure and they have facilities and controls in place to contain microbial contamination. They use another FDA approved chemical company. They go through third parties audits.

Mr. Carl introduced a letter from Brian Daniels, Director of Quality from Robert Rothschild Farm (see exhibit 6). The letter indicates Mr. Daniels' concerns about a kennel being located next to a food processing facility.

Mr. Carl indicated that the challenges being faced in the food industry are due to a number of issues that happened to the food supply. The most reason being the Salmonella scare the affected the Peanut Corporation of America (PCA). This scare triggered what might have been the largest food recall in the United States. The FDA has come down on hard on food establishments because what went down at PCA. The scare at the facility resulted from bird droppings coming through a bad roof which led to Salmonella contamination. The potential for contamination exists. They do everything possible to maintain their facility in a good and safe manner. He feels that the burden for the sanitation of the kennel is falling on him.

Mr. Bridenstein stated that Mr. Daniels' letter points out the extra burden that Dixie Dew will have to deal with if the kennel is approved. Mr. Carl agreed. Mr. Carl then indicated that he was not aware that another kennel had been approved at Cox Avenue because he was not notified. The perception of a kennel next to a food manufacturer is bad. His customers will have a negative reaction when to come to the facility to do their third party audits. He would hate to see a case that he did not have control of shut his facility down.

Mr. Bridenstein asked Mr. Carl if he would have bought his property if a kennel was located next door. Mr. Carl answered "no". Mr. Bridenstein asked if Mr. Carl owned the property. Mr. Carl answered "yes" and indicated that Dixie Dew is a corporation that is owned by him and his father's trust. They bought it together when they moved from Erlanger.

Mr. Bridenstein asked Mr. Carl if he was well aware of the regulations for operating a food manufacturing facility. Mr. Carl indicated that he needed to know everything but does have quality assurance people that deal with the specifics.

Mr. Bridenstein asked Mr. Carl to explain the FDA Requirements that are addressed in Mr. Daniels' letter. Mr. Carl addressed 21 CFR 110.20 (see exhibit 7) which states that if the plant grounds are bordered by grounds not under the operator's control and not maintained in the manner described in paragraph (a) (1) through (3) of this section, care shall be exercised in the plant by inspection, extermination, or other means to exclude pests, dirt, and filth that may be a source of food contamination. He has no idea what additional burden the dog kennel would put on them.

Mr. Carl addressed 21 CFR 110.35 (see exhibit 8) which deals with pest control. It states that no pests shall be allowed in any area of a food plant. Guard or guide dogs may be allowed in some areas of a plant if the presence of the dogs is unlikely to result in contamination of food, food-contact surfaces, or food packaging materials. Effective measures shall be taken to exclude pests from the processing areas and to protect against the contamination of food on the premises by pests.

Mr. Carl went over 21 CFR 111.15 which deals with the sanitation requirements that apply to the physical plant and grounds (see Exhibit 9).

He indicated that there must be a concern about dogs and pets bringing dangers to the food supply because they only allow guide dogs in restaurants. He questioned if Camp Bow Wow has any other facilities which are located within 150 feet of a food processing facility. He doesn't feel that a kennel is a proper use in the industrial park.

Mr. Carl indicated that their plant does kosher and organic foods. They are the world's largest manufacturer of soy nut butter, which is a peanut butter substitute. Mr. Bridenstein asked how many employees they have. Mr. Carl indicated fifteen employees and that they only work one shift.

Mr. Miller asked what the adjoining uses are for the kennel facility located down the road. Mr. Morgan and Mr. Carl indicated that they are Sumner Tire, residential uses, a label printing company, F.N. Sheppard Company, and Mary Queen of Heaven.

Mr. Miller asked Mr. Carl if he has received any comments from any of his buyers or suppliers regarding the previously approved dog kennel. Mr. Carl indicated no and said that facility is a long way away.

Mr. Bridenstein introduced Mr. Glenn DeLong, who is Quality Assurance Manager of Food Safety for Dixie Dew. His work address is 1360 Jamike Avenue, Erlanger, Kentucky. Mr. DeLong has worked at Dixie Dew for 8 years. His job includes keeping Dixie Dew in compliance with federal and state regulations. He is responsible for all food that leaves the plant and makes sure that nobody will get ill. He has been doing this kind of work for the last 45 years. Mr. DeLong indicated that he is aware of the federal regulations for the food industry.

Mr. Bridenstein asked Mr. DeLong what would need to happen to keep Dixie Dew safe if the kennel opened next door. Mr. DeLong said that Dixie Dew would have to show due diligence. The proximity of the dogs to the plant would require them to do more environmental testing, including testing for pesticides and product testing. They may get a bacteria based contaminant. Bacteria is not visible and they are not all airborne. They depend on a second motivation process, such as wind, water, a person's body or shoes. The contamination can be picked up by person's shoes and be transferred into the plant. As a result, everything needs to be checked more because their safe zone is compromised. There will be additional costs because the CFR requires Dixie Dew to account for adjacent properties that are outside their control. The burden is on Dixie Dew Products.

Mr. Bridenstein asked Mr. DeLong to estimate how much it would cost to retrofit their facilities if the kennel were located next door. Mr. DeLong said that their extermination costs would at least double. Internally, they might have to hire an additional technician to work in the lab. Above that, they will have to send additional samples to external labs to test for pathogens. He believes the outside lab testing itself could increase by \$1000.00 a month. Mr. Bridenstein asked if physical changes will need to be made to the plant due to the kennel. Mr. DeLong answered that it is a possibility. They might have to install foot baths in an attempt to control contamination. They will need to analyze the entire plant to try and guard against outside contaminants.

Mr. DeLong said flies will not have to travel two miles to get into their plant. The positive pressure in a plant is not enough to blow a fly outside the door. He has seen air curtains blow flies on the ground and the fly crawls through the air curtain into the plant. A big area of concern is rodents because they carry disease.

Mr. Bridenstein asked Mr. DeLong to address 21 CFR 110.35 and the highlighted section that talks about guard dogs. Mr. Bridenstein asked if guard dogs are allowed inside Dixie Dew. Mr. DeLong answered no because dogs are not clean animals.

Mr. Bridenstein asked Mr. DeLong to talk about the letter written by Troy Jones, President of Technical Food Information Spectrum, Inc. (see exhibit 10). Mr. DeLong stated that SQF is part of the Global Safe Food Initiative. It is a European version of ISO 22000 in the United States. The European version is stronger and has more compliance and enforcement required. A lot of American businesses are asking to join because the FDA has not been forceful enough to do this. He is a certified practitioner of SQF (Safe Quality Foods). He is in the process of certifying Dixie Dew. This will open up the door for Dixie Dew selling any where in the world. Mr. DeLong read the fourth paragraph of Mr. Jones' letter. It states that "the facility premises and pest control are two of many important prerequisite programs that must meet the requirements set-forth in the SQF 2000 standard. In my opinion, the kennel located next to your facility is a potential source of physical as well as environmental cross contamination to your facility from the animal waste that will be concentrated in the area adjacent to your food processing facility. Pest control issues will be another concern due to the increases in flies, rodents, and other vermin that will be attracted to the kennel in search of food, water, and shelter. These issues can have a profound negative impact upon the safety status of the food produced at Dixie Dew". Mr. DeLong indicated that Dixie Dew would lose a substantial amount of business if they lost that certification and may lose some employees.

Mr. Whitton questioned Mr. DeLong about the applicant's testimony regarding animal waste be carried away on a frequent basis. He asked Mr. DeLong if the animal waste would be a source of contamination if this was done. Mr. DeLong said it would still be true because they are taking the waste from a trash can to a dumpster and the dumpster is being emptied 2 to 3 times a week. This will allow insects and rodents. There is also still the issue with human traffic bring contaminants outside the building.

Mr. Bridenstein stated that the applicant does not know where the dumpster is going to be located. The most obvious location for the dumpster is near the loading area.

Mr. Miller asked what the safe zone was? Mr. DeLong indicated that the safe zone was the entire property according to the CFR. Mr. Miller asked if the \$1000.00 in testing would be in addition to what they were doing now. Mr. DeLong agreed.

Mr. Bridenstein had the following questions (they were addressed to the Chairman and readdressed to the applicants):

- A. Who personally manages the facility? Where is the person located? Where does that person live?

Mr. Richard Phillips indicated that his two sons will be running it. One of his sons is currently looking to move to Northern Kentucky. His other son lives in Milford, Ohio but will also be moving to Northern Kentucky.

- B. Is there Staff present at the facility at night? How are emergency situations handled at night?

Ms. Neckel stated that there is no Staff present after 7:30 P.M. In the event of a fire there is a Knox Box that the fire department can use to access the facility. There are also three people on the emergency call list. The owner is normally the first called and would respond to a temperature or other emergency (motion detectors being activated).

C. Who is paying for the monitoring?

Ms. Neckel indicated that most businesses have security systems, which are monitored by private security companies.

D. Can the applicant give an iron clad guarantee that the kennel will not pose any problems for Dixie Dew?

Mr. Wallace said nobody can give an iron clad guarantee. Nobody can give an iron clad guarantee that Dixie Dew will not sell tainted foods tomorrow. Camp Bow Wow has processes and procedures in place to minimize impacts. The deer in the woods could pose problems by their feces.

Ms. Neckel stated that her facility is located next to two restaurants in Blue Ash, Ohio. There have never been any problems.

E. Where will the dumpster be located and how will it be secured?

Mr. Wallace indicated that paved surfaces are currently located in front of the building and the dock area. There is a grassy area behind the building. If approved, they would extend the driveway and locate the dumpster on the other side of the building. It would be secured by the highest quality dumpster that Rumpke or Bavarian provides.

Mr. Wallace added that the Staff will pick up the waste throughout the day and will immediately treat the area. The waste will then be placed in a trash can. When the bag is 75% full it will be sealed in a 1.5 ml bag and placed in the dumpster. They will treat the dumpster with the same chemicals that are used indoors and outdoors.

F. Is solid play area fencing being used?

Mr. Wallace indicated "yes" and said that he has no problems with any of Staff's recommended conditions.

G. How will a Zoning Enforcement Officer monitor the facility to verify that they are cleaning up as stated if there is a solid fence there?

Mr. Wallace stated that Camp Bow Wow will do a better job than other companies because there are web cams that monitor the facility. These web cams can be accessed by anybody on the Internet.

H. Are there any other Camp Bow Wow's located next to a food processing facility?

Mr. Wallace said he is not sure about food processing facilities but they just heard that the facility in Blue Ash is located next to 2 restaurants. Restaurants are subject to the local health codes.

Mr. Schauff stated that he wanted to address 21 CFR 110.35 that deals with pest control and guard dogs being allowed in a plant. He indicated that the pest control is required whether a kennel is located next door to a food processing plant or not. He also addressed 21 CFR 110.20 and 21 CFR 111.15 and indicated that there are wooded areas adjacent to the plant which are outside of Dixie Dew's control. These wooded area can have wildlife, rodents, and flies and generate the same concerns. He questioned if Camp Bow Wow would be adding additional concerns that are already not existing. In addition, SQF 2000 requires vender and facility audits, so Dixie Dew is already doing biological testing.

Mr. Allen Gibboney, Vice President of Production and Engineering for Obara Corporation, said the kennel is located to the west of his facility. Obara Corporation makes welding equipment for the automotive industry. Their top two customers are Toyota and Ford. He passed out photos (see Exhibit 11) and indicated that Obara's outside break area would overlook the outside play area. He is also concerned that 30-40 dogs in the outside area could generate a lot of noise. He does not feel that a dog kennel fits in the industrial park plan. The existing mound along the property line does not prevent a direct line of sight into the property, nor will it eliminate the noise of 30-40 barking dogs. He pointed out that he has no relationship with Dixie Dew. The address of the Obara Corporation is 1346 Jamike Avenue. He does not see how Boone County could increase the risk or burden to Dixie Dew. Although the dog kennel appears to be doing the best job possible, it does not seem compatible with the area.

Mr. Wallace asked if Mr. Gibboney was representing the Obara Corporation. Mr. Gibboney stated yes and indicated that he is a member of the Board of Directors and has discussed it with the other members.

Mr. Bridenstein stated that the application is not consistent with the general or specific criteria for granting a Conditional Use Permit as listed in the zoning regulations. The use is not harmonious with the comprehensive plan because the future land use plan designates the site for industrial uses and this is a commercial use. The comprehensive plan talks about limited commercial uses in industrial zones but this use involves people dropping off their dogs as they go to the airport and burdening Dixie Dew. The use is not harmonious with the existing or intended character of the vicinity because one breach of their standards could have impacts on Dixie Dew. Another criteria is that the use will not be hazardous to existing or future neighboring uses. The letters and application materials point out that there are potential hazards but that they are addressing them by processes and procedures. Processes and procedures are human based and they sometimes fail. Another criteria is that the use will not involve activities and conditions of operation that will be detrimental to any persons. The use also does not meet the specific I-1 standards. The activity is not provided primarily in support of and obtains its trade from employees of the district. The activity is also not of integral relation to the purpose of the district. The zoning code provides a paragraph which defines the purpose of the I-1 district.

Mr. Bridenstein indicated that another kennel was approved in the industrial park, however, it is located on the edge of the park and is adjacent to commercial and public facility properties. The property is also not adjacent to a food processing plant and the facility houses fewer dogs.

Mr. Bridenstein noted that the proposed use is also not subservient to and is of scale, nature, trade, or other character which will compete, detract or conflict with the purpose and permitted uses of the district. He indicated that the zoning regulations allow kennels in agricultural zones as a conditional use but indicated that the subject property needs to be at least 5 acres in area.

Mr. Bridenstein stated that the testimony indicates that approval of this use will put operational, testing, and other burdens on Dixie Dew. He doesn't believe the presence of deer in the woods should be a rationale to approve the use. The processes that Camp Bow Wow would implement could fail. Lastly, why increase the risks on Dixie Dew by siting a dog kennel here. He asked for the application to be denied.

Mr. Wallace said he has been doing this kind of work for the last 23 years. He said the kennel use was put into the I-1 district because it can be compatible with existing uses. This determination was made with the other kennel that is located down the road. He believes this kennel with the controls in place are less hazardous than several other principally permitted I-1 uses. Some of the principally permitted I-1 uses are food handling, dry cleaning, sexually oriented businesses. This is a proper conditional use. The Board has heard that another Camp Bow Wow is located next to two restaurants and there are no problems. The noise study conducted showed that the decibel level at another facility was 55 decibels. They have no problems doing screening or buffering.

Mrs. Millar asked about the parking requirement. Mr. Morgan indicated that the requirement is one space per employee and one space per the number of customers that can be anticipated at any given time. This would be addressed in more detail at the Site Plan stage, if the Conditional Use Permit is approved.

Mr. Miller asked if there were 15 to 17 employees at any given time. Mr. Wallace indicated "yes".

Mrs. Millar stated that approval of the request would stay with the property. She asked Mr. Wilson if another kennel facility could open for business without the same operational guidelines for maintaining the facility? Mr. Wilson said the Board could impose reasonable conditions if they approve the application. The Board could impose a condition indicating that the facility must be operated as presented and that the condition runs with the land. The conditions are recorded in the Boone County Clerk's Office with a Certificate of Land Use Restriction. If somebody wanted relief from the conditions they would have to apply for another Conditional Use Permit from the Board.

Mr. Whitton asked if there could be a condition which required another Conditional Use Permit to be obtained if the business owner or business changed hands.

Mr. Wilson stated that planners prefer the conditions to be standards based and not ownership based. A condition like that could be challenged under the basis that it is not reasonable.

Mr. Morgan indicated that there was mention of doing a gravel surface back to the dumpster. The zoning regulations require all parking and loading areas to be constructed with a hard surface.

Mr. Carl stated that Hemmer used a lot fill when they developed the property. His additions to Dixie Dew had to be pired.

Mr. Edwards stated that he has read the Staff Report and visited the site. In light of the testimony, he would like the opportunity to go back out there and reorient himself. **He made a motion to table the request to the next meeting. Mrs. Millar seconded the motion.**

Mr. Wilson stated that under KRS 100, the Board has the right to view the subject site before they vote. The viewing of the property is not to be a meeting where more testimony is taken. He recommends that the Board setup meeting times with Staff and that these times be conveyed to the lawyers and Mr. Gibboney. They are welcome to observe the Board viewing the properties. If this motion passes, the Board should put into the record what they viewed.

Mr. Miller asked if it was possible to get some evidence of what the additional testing would cost Dixie Dew.

Mr. Wilson stated the Board typically takes no more evidence when they table a request for a viewing. However, if there is a concern about particular evidence then the Board could ask that it be supplemented and leave it at that. He stated that any further testimony should be defined tonight so both sides know what to expect when they come back.

Mr. Whitton stated that the applicant would need an opportunity to rebut any new evidence that was submitted. Mr. Miller stated that he would like Dixie Dew to explain their additional costs. Mr. Wilson stated that if the Board feels there is an important issue then they need to define what the new evidence will be limited to.

Ms. Millar asked if they could limit it to nothing but a presentation and have it as a documentation. Mr. Whitton said there would have to be a rebuttal to balance the argument. Mr. Edwards said the additional testimony should be defined and that a deadline should be given for having to Staff so the evidence can be shared with the other side.

Mr. Morgan indicated that the next Boone County Board of Adjustment meeting would be October 14, 2009 at 6:00 P.M. in this room. That meeting is five weeks from tonight so an appropriate deadline would be 2.5 weeks.

Mr. Wallace said he objected to the additional testimony because due process was given per the code. He believes that additional testimony violates their due process.

Mr. Whitton asked for two motions. The first to table to meeting so the Board can visit the site. The second motion will be to consider additional testimony from the defense regarding Dixie Dew's additional costs if the kennel locates next door.

Mr. Whitton noted that the motion and second on tabling the meeting was already made. He asked for a vote. The motion carried unanimously.

Mr. Whitton asked for a motion from Mr. Miller. Mr. Miller asked the defense to provide a limited amount of information that shows what they perceive is the impact of the facility being placed next door through additional testing costs and additional procedures. Mrs. Millar seconded the motion.

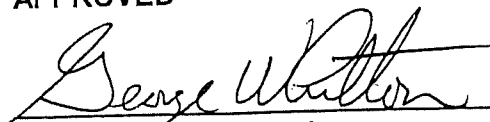
Mrs. Millar indicated that she understands why Mr. Miller wants this information. However, Mr. Carl and Mr. DeLong have already testified what they expected this expense to be.

Mr. Whitton asked for a vote on the motion. Mr. Miller voted "yes" and Mr. Whitton, Mrs. Millar, and Mr. Edwards voted "no". The motion did not carry.

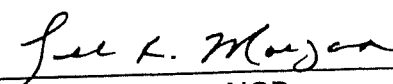
Mr. Whitton indicated that the meeting was being tabled until next month. There will be no additional testimony. The Board will view the site and vote at the next meeting.

Mr. Whitton asked for a motion to adjourn. Mrs. Millar so moved and Mr. Miller seconded the motion. The meeting was adjourned by unanimous consent at 8:40 p.m.

APPROVED

  
George Whitton, Chairman

Attest:

  
Todd K. Morgan, AICP  
Senior Planner, Zoning Services

**Exhibits**

1. Camp Bow Wow Standard Operations Manual
2. Article, Bye Bye Shoo Fly
3. Article, How Far Can House Flies Fly?
4. Article, Pests and Regulatory Food Safety
5. Dixie Dew Products Brochure
6. Letter from Brian Daniels, Director of Quality from Robert Rothschild Farm
7. 21 CFR 110.20
8. 21 CFR 110.35
9. 21 CFR 111.15
10. Letter written by Troy Jones, President of Technical Food Information Spectrum, Inc.
11. Photos from Allen Gibboney

APPLICATION FORM

BOARD OF ADJUSTMENT  
AND  
ZONING APPEALS ACTION  
BOONE COUNTY PLANNING COMMISSION

RECEIVED  
FEB 15 2011  
BOONE COUNTY  
PLANNING COMMISSION

See Boone County Zoning Regulations

**SECTION A** (To be completed by applicant)

- (Check One)  
1.  Boone \_\_\_\_\_ Florence \_\_\_\_\_ Walton \_\_\_\_\_ Union \_\_\_\_\_
- (Check One)  
2.  Conditional Use Permit \_\_\_\_\_ Variance \_\_\_\_\_ Appeal \_\_\_\_\_  
\_\_\_\_\_ Change in Non-Conforming Use
3. Applicant's Name BRAD PHILLIPS  
Phone Number 513 477 0385 Fax No. \_\_\_\_\_  
Applicant's Address 981 APPLE Blossom LN  
MILFORD OH 4150  
City State Zip
4. Description of Request: To ALLOW OUTDOOR PLAY  
YARDS FOR THE DOGS. AS PART OF Kennel and doggie daycare operation
5. Name of Development CAMP BOW WAW
6. Location of Development 3520 TORWAY RD ERLANGER, KY 41018
7. Acreage Under Review 2.73
8. Lot Number and Name of Subdivision (if part of a subdivision) \_\_\_\_\_
9. Owner of Property MULTI-COLOR CORPORATION  
Address of Property Owner 4053 CLOUGH WOODS DR Phone No. 513 381 1980  
BATAVIA OH 4103  
City State Zip
11. Proposed Use(s) on Site DOG BOARDING AND DOG DAYCARE FACILITY
12. Total Square Footage of Existing and/or Proposed Buildings 12,950
13. Current Zoning on Property I-1
14. Deed-Book DL 420 Page No. 178 Group No. 2022
15. Is the site subject to a zone change? YES  
If yes, give date of approval \_\_\_\_\_
16. Have you submitted a Site Plan with this request? YES
17. Have you submitted a list of adjoining property owners with this request? YES
18. I, or we, understand and agree that this application and drawing(s) are being filed in accordance with the Boone County Zoning Regulations.

ORIGINAL Property Owner's Signature: Mary J. Ketch V.P. Controller, Treasurer  
(Faxed, Photocopied or Scanned Signatures will NOT be Accepted) Multi-Color Corp.

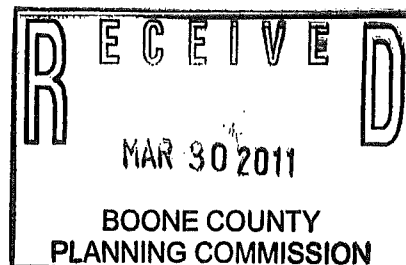
ORIGINAL Applicant's Signature: \_\_\_\_\_  
(Faxed, Photocopied or Scanned Signatures will NOT be Accepted)

(over)

**Todd Morgan**

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**From:** Brad Phillips [BPHILLIPS10@CINCI.RR.COM]  
**Sent:** Wednesday, March 30, 2011 9:42 AM  
**To:** Todd Morgan  
**Subject:** Re: Camp Bow Wow



Todd,

Yes we are withdrawing. Thanks again for all your help over the past 2yrs.

Brad

Brad Phillips  
President  
Phillips Group Enterprises LLC.  
513-477-0385 Cell  
[BPhillips10@Cinci.rr.com](mailto:BPhillips10@Cinci.rr.com)

----- Original Message -----

**From:** [Todd Morgan](#)  
**To:** [Brad Phillips](#)  
**Sent:** Wednesday, March 30, 2011 8:42 AM  
**Subject:** RE: Camp Bow Wow

Brad:

Does this mean you are withdrawing your Conditional Use Permit application?

Todd

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**From:** Brad Phillips [mailto:[BPHILLIPS10@CINCI.RR.COM](mailto:BPHILLIPS10@CINCI.RR.COM)]  
**Sent:** Tuesday, March 29, 2011 5:05 PM  
**To:** Todd Morgan  
**Subject:** Camp Bow Wow

Todd,

I regret to inform you after all your hard work that after we received several inspections and reports back on the building on Turfway rd. There were some major issues, the most important regarding the structural integrity of the building. At this time both sides are unable to come to an agreement and have decided to end the purchase contract. We have also decided after a great deal of issues to move our operation in the future to Ohio. Thanks for all your help with the over 2yrs and multiple zoning attempts you have helped us on.

Sincerely,  
Brad Phillips

Brad Phillips  
President  
Phillips Group Enterprises LLC.  
513-477-0385 Cell  
[BPhillips10@Cinci.rr.com](mailto:BPhillips10@Cinci.rr.com)