Clinic for the Rehabilitation of Wildlife
2018 Volunteer Handbook

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Sanibel, Florida 33957
239-472-3644
www.crowclinic.org
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Welcome

The Clinic for the Care and Rehabilitation of Wildlife (CROW) would like to thank you for volunteering to support our programs for the care and rehabilitation of Florida’s native and migratory wildlife. You can make the difference by using your time, talent and abilities to help us achieve our mission:

**Saving Wildlife through Care, Education, and Collaboration**

This handbook is designed to provide volunteers with a guide to CROW’s volunteer program. Individual volunteer projects/assignments have varied procedures and policies, which will be explained to you as you are trained in these positions. The Volunteer Handbook’s intent and associated training is to provide an overview of how CROW operates and to clarify our policies, processes and procedures. Please read this handbook carefully and keep it available for future reference. You will be notified of any updates, revisions and changes.

If you have any questions regarding the information presented in this handbook, please contact the Volunteer Coordinator.

Thank you again for generously sharing your time and talents – we look forward to working with you!

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**Message to Volunteers**

As Executive Director of CROW, I would like to express my appreciation to all volunteers for your commitment to CROW. Without your hard work and support, the team at CROW could not accomplish our mission of saving wildlife through state-of-the-art veterinary care, research, education and conservation medicine.

Thanks to your commitment, CROW is able to care for more patients, to pursue new educational opportunities, and to increase public awareness and support.

Linda E. Estep
Executive Director

Dr. Linda E. Estep
Executive Director
Message from the Hospital Director

Dear Volunteer,

Welcome to CROW. Your help is an integral part of CROW accomplishing the goals that we have set for ourselves in conservation and wildlife medicine. We feel CROW has a growing responsibility and commitment to the one world, one health concept, which emphasizes a cooperative approach to the interrelated health of animals, people, and the ecosystem. We focus our efforts in 3 main areas: care of ill, injured, and orphaned wildlife in our hospital; clinical research into problems that may affect wildlife or have an impact on conservation medicine; and education. Your input may be valuable in many ways and we appreciate any help that you might give us based on your skills, interests and the needs of CROW.

As Hospital Director, I welcome your questions and feedback at any time. With your help, I believe we can make a difference. Thank you so much for the valuable gift of your time.

Sincerely,

Heather W. Barron, DVM, DABVP
Hospital Director, CROW
Licensed Florida Rehabilitator

Dr. Heather Wilson Barron oversees patient care, student teaching, and wildlife research. Dr. Barron was recently the Department Head of Veterinary Clinical Sciences and a Professor of Exotic Animal Medicine at St. Matthew’s University, School of Veterinary Medicine in Grand Cayman. She provided medical and surgical care for resident and free-ranging Caribbean turtles as medical director for The Cayman Turtle Farm. Dr. Barron is one of 200 ABVP board certified specialists in avian medicine and is past president of the Association of Avian Veterinarians. In 2005, she received the Young Achiever Award from the Georgia Veterinary Medical Association for her efforts in establishing the Wildlife Treatment Center at the University of Georgia. In 2012, Dr. Barron moved from Cayman Islands to the Fort Myers area with her family.
Mission Statement
The Clinic for the Rehabilitation of Wildlife is a teaching hospital and visitor center dedicated to saving wildlife through state-of-the-art veterinary care, research, education and conservation medicine.

Slogan
Saving Wildlife Through Care, Education, and Collaboration

Who We Are
CROW operates a veterinary hospital and rehabilitation center, conducts clinical research, holds educational and outreach programs and educates the public at our hospital and visitor education center on a 12.5-acre campus on Sanibel Island, Florida.

The organization’s primary mission is the rescue, care, rehabilitation and eventual release back to the wild of sick, injured and orphaned wildlife. The hospital is not a public facility like a zoo, wildlife park or animal display facility. As such, our animals are not out for exhibit. Care is taken to enable the animals to become “wild” again after treatment, so human contact is kept to a minimum.

Conservation medicine is a relatively new field that uses an interdisciplinary approach to study the relationship between ecological, human and animal health. As one of the world’s leading wildlife rehabilitation centers, CROW has a responsibility to use the knowledge gained in its hospital to advance wildlife medicine and the “one world, one health” concept. CROW is striving to put the information gained from seeing such a large and diverse patient load to good use by improving the health of the environment, humans, and our pets, through a better knowledge of wildlife health. CROW works cooperatively with a number of scientists and doctors at local, state and national institutions to reach this goal. Furthermore, our clinical research improves the medical and surgical care of wildlife here at CROW, while advancing wildlife medicine throughout the world. All of our research is benevolent “clinical” research, meaning we are collecting information in the normal course of diagnosis and treatment. No animals are harmed in the name of research at CROW.

Inherent in our mission is the education of adults and children, encouraging them to live a peaceful coexistence with their wild neighbors. We provide the public an opportunity to learn about our mission, what we do, and ways they can contribute through the visitor education center. We have several “critter cams” on-site that feed into the visitor education center to help the public see what is going on. Additionally, we have several animal ambassadors (patients that cannot be released due to injury) that we use in presentations occasionally in the visitor education center or at special events.

How We Are Set Up
The organization incorporated as a 501(c)(3) nonprofit in 1972. A board of directors gives oversight on strategic and budgetary planning and a paid staff performs and is charge of the day to day operations. Students, interns, fellows and volunteers are integral in this aspect.

How We Are Funded
CROW receives no federal, state or local funding. Our funds come from memberships, private donations, grants, gift shop profits, the educational programs we offer, fundraising events and foundation support.

Where Our Patients Come From
CROW provides services for hurt, injured and orphaned wildlife throughout Lee County and sometimes beyond. Animals are brought in by people who find and rescue them, through volunteers we send out to rescue them and/or they are picked up by volunteers at our drop-off facilities located throughout Lee County.
History of CROW

In 1968, Sanibel Island resident Shirley Walter came across a royal tern injured by a car. Finding no local services that could offer treatment, Walter carried the bird home. She shared the story with friends, and before long, a group of volunteers came together to form CROW. Five hundred distress calls came in that first year alone, many answered by the late veterinarian, Dr. Phyllis Douglass.


By the late 1970s, plans were made to relocate to 10 acres of Sawbridge family property on Sanibel Captiva Road. CROW’s move to a new clinic building and staff apartments began in 1981, and demand for services led to the start of the Volunteer Emergency Rescue & Transport (VERT) program in 1985. The late 1980s saw more exciting growth, with the launch of the student extern program, the hiring of the organizations first staff veterinarian and the installation of x-ray and surgical equipment.

CROW continued to expand its facilities in 1992, building the original Robert E. Schneider Education Pavilion. New daily educational programs were also put in place in the early part of the decade. A comprehensive veterinary internship program began accepting students in 1996, followed by CROW’s popular student fellowship program in 1998.

In 2004, just as CROW kicked off its Commitment to Compassion capital campaign, Hurricane Charley devastated Sanibel Island. The student housing facilities were destroyed, but the organization quickly bounced back thanks to generous CROW friends who opened their homes to students.

In 2006, the new 3,700-square-foot George E. Batchelor Student Housing Complex, with three fully-furnished apartments, began welcoming residents. These suite apartments can house up to eleven people at a time.

In 2009 CROW celebrated its 40th anniversary with the opening of a new 4,800-square-foot veterinary hospital and the 4,800-square-foot Visitor Education Center. The education facility serves as a venue for innovative visitor displays, interactive exhibits, live patient videos, wildlife presentations and special events. Proceeds from an on-site gift store benefit patient care. Nearby, the state-of-the-art hospital includes diet preparation areas, a laundry room, reptile room, pediatric ward and surgery room with a viewing window.

Besides treating over 4,000 patients, CROW unveiled renovated sea turtle facilities in 2010, and announced several new ventures to more effectively share news and success stories with supporters. In addition to introducing a new e-newsletter, the organization launched a new website that more fully highlights the range of educational programs and services offered. CROW also implemented wildlife partnerships to better educate the public about saving wildlife through compassion, care and education.

In 2013 CROW received recognition and first place distinction from the EPA’s Gulf of Mexico Program. CROW won the award for its role in protecting and caring for wildlife native to the Gulf region and toward achieving and preserving health and resilient coasts in the states bordering the Gulf of Mexico.

Today, CROW continues to grow- expanding its research and conservations programs, and initiating and participating in wildlife educational campaigns.
Philosophy of the Volunteer Program

The general purposes of the volunteer program are:

- To assist the staff in the everyday operation of CROW.
- To assist in wildlife rescue, recovery and release.
- To assist CROW with its public outreach and education programs.

Volunteers must be a minimum of 18 years of age. All positions require an application, interview, visitor education center and clinic orientation/tour and training. Expectation is that the applicant can commit to at least one regularly scheduled 4/5 hour shift a week (except on-call VERTs and administrative support) or another routine schedule.

Expectations

Volunteer Expectations and Duties....

- Be honest and open with staff regarding your intent, goals, needs and skills so that a good placement is possible.
- Understand the requirements of time and duties before accepting them.
- While volunteering, stay within the duties of the project assignment.
- Consider your assignment a serious professional commitment and view the position as valid and important.
- Be aware of and abide by the policies and procedures of CROW.
- Participate fully in training and meetings associated with the volunteer work.
- Be prompt and reliable in reporting for work. Notify your immediate supervisor or coordinator as soon as possible if you are unable to work the scheduled shift(s).
- Dress in an appropriate and professional manner for the position assigned.
- Give accurate information to the public and respect the confidentiality of CROW.
- Follow the volunteer assignment and accept supervision.
- Keep us informed
  - Notify coordinator of any address or phone number changes as soon as possible.
  - Provide adequate notice to your immediate supervisor or coordinator before terminating your position or leaving for the season and before you plan to return.
  - Notify your immediate supervisor or coordinator within 24 hours of an accident during your volunteer work.
- Keep an accurate record of the hours you worked

What you can expect of us:

- A positive experience
  - Support and effort of CROW to make your experience satisfying and rewarding.
  - Opportunities to expand your knowledge and skills and in a variety of wildlife care and rehabilitation areas.
  - To be thanked and recognized for time, effort, or materials donated to CROW.
- A fair and safe work environment
- Non-discrimination in recruitment, selection, training, rewards or duties assigned, regardless of race, religion, national origin, age (over 18 required), gender, marital status, or handicap, providing it does not prevent performance of the assigned work.
- Orientation and training for the safe and successful performance of duties.
- Support from the Volunteer Coordinator to resolve conflicts between you and a staff member or other volunteer
- Courteous treatment by CROW employees.
Policies and Procedures

CROW is a nonprofit organization committed to saving lives through compassion, care and education. Participation in CROW’s volunteer program is subject to the observance of our organization’s rules and procedures.

At Will
Volunteering for CROW in no way creates an employment relationship. CROW volunteers are not entitled to a salary, retirement, or any other benefits provided to CROW employees. Volunteers are not covered by worker’s compensation.

CROW reserves the right to place, decline to place, reassign or remove any volunteer.

Public Interface
As a volunteer, you are a representative of CROW. It is important that you understand and support CROW’s mission and policies and maintain a courteous, supportive attitude when discussing or explaining CROW to the public.

Non-Disclosure/Confidentiality Agreement
It is the policy of CROW that all information concerning any current, past or potential CROW patient or employee is considered confidential, whether it be written, spoken or otherwise communicated or obtained. Please refer to the Non-Disclosure/Confidentiality agreement that you signed at the time of your application for full terms.

Questions from media sources will be handled solely by the Marketing Manager or Executive Director.

Volunteer Acknowledgement and Release of Liability
You were required to sign an Acknowledgement and Release of Liability at the time of your application. This releases CROW from responsibility in the event of an accident or injury on all CROW-related activities. Please feel free to express your concerns about undertaking any assignment and/or if you notice any unsafe situations.

Zoonotic Diseases
Diseases contracted by humans from animals (zoonoses) should be a continuous concern for everyone involved in animal care. The vast majority of zoonotic disease risks that may be encountered at CROW can be eliminated or greatly minimized by two things: common sense and good hygiene. No food should be eaten in ANY patient care area (this includes gopher tortoise grazing area). Wash hands thoroughly and often – this includes after handling each patient, between groups of babies, after cleaning a cage, etc. No open-toed or open-sided shoes are allowed while administering patient care. If bitten, wash area thoroughly and notify a staff veterinarian immediately.

Code of Conduct
The activities outlined below are strictly prohibited. Any volunteer who engages in any of these behaviors is subject to discipline, up to and including termination and dismissal from the volunteer program.

- Abusive language toward staff members, students, volunteers or the public.
- Discourtesy or rudeness to any individual or group.
- Verbal, physical or visual harassment of another individual or group.
- Actual, threatened or implied violence toward any individual or group.
- Conduct endangering the safety, well-being or health of others.
- Bullying or taking unfair advantage of any individual.
- Failure to cooperate with the staff.
- Possession of or use of alcoholic beverages or illegal drugs on CROW property, or, reporting to CROW while under the influence of illegal drugs or alcohol.
- Bringing dangerous or unauthorized materials onto CROW property. These include firearms, explosives, other weapons or similar, potentially dangerous items.
Disputes
Disputes may arise whenever people work together. Conflicts can result from differences of understanding, whether between supervisors and volunteers or among volunteers. We prefer that disputes be resolved informally in the immediate work area; however, some conflicts cannot be resolved easily or without assistance. If this is the case, contact the volunteer coordinator, who will work with you and the other party(s) to reach a resolution.

Orientation and Training
Before beginning volunteer duties, all volunteers receive an orientation. This includes a self-guided tour through the visitor education center, attending an information meeting which includes a tour of the hospital areas. The Volunteer Coordinator will go over each application and according to CROW’s needs, determine where they are best suited/needed. All volunteer positions require initial training. This is normally one-on-one training with our Wildlife Care and Education Intern or a very seasoned volunteer and may take more than one shift. Additionally, certain positions require additional training and or “refreshers” during the year for seasonal changes in our patient load (such as baby birds and baby squirrels). We expect volunteers to make every effort to attend these important meetings.

Scheduling and Absenteeism
After your orientation and training, you will be placed on the schedule according to your agreed upon days/times as discussed with the Volunteer Coordinator. We make every effort to schedule you in your desired time/day, however, we occasionally have to fill in spots where help is needed. Schedules will be posted in the hospital - upstairs in the First Response office and in the downstairs break room, and in the Visitor Education Center administrative office. It is your responsibility to be at your volunteer position when you are scheduled. Please call in, as far in advance as possible, when you know you will not be able to work, so that we may find coverage.

Seasonal Volunteers
If you have signed up as a seasonal only volunteer, please notify the Volunteer Coordinator well before you leave (at least 1 month) and before your return to service. Schedule openings may have changed while you were gone; however we will make every effort to schedule you in your desired time slot.

Time Sheets/Record Keeping
It is vital for a non-profit organization to record accurately all volunteer hours. These hours may be used for fund-raising and grant purposes. Each day that you volunteer, please fill in your timesheet. These are located in the hospital - upstairs in the First Response office and in the downstairs break room, and in the Visitor Education Center administrative office.
Your hours will also be recorded for our appreciation/incentive program and annual Volunteer Appreciation Party awards.

Photo Policy
No photographs will be taken on the CROW property without prior consent of the Marketing Director or Hospital Director. Wildlife in our care is not on exhibit; they are being treated. CROW has a special license to take photographs for use in and with our educational media and are the exclusive property of CROW. Any printing, copying or posting on electronic/internet media, which includes cell phones, web sites, blogging, Facebook, etc. is strictly prohibited and is a violation of the confidentiality policy. This will result in immediate dismissal.

Photo Policy of Volunteers
CROW may take and use photographs of volunteers with or without your name and for any lawful purpose, including, but not limited to, such purposes as publicity, illustration, advertising, and Web content, without compensation. Furthermore, you consented that such photographs are CROW’s property and they shall have the right to sell, duplicate, reproduce, and make their lawful uses such photographs as they may desire, free and clear of any claim whatever on my part.
Use of Electronic Devices on Hospital Property
To avoid unnecessary distractions and noise while working in patient and office areas, please refrain from carrying personal electronic devices (cell phones, ipods, mp3 players, etc.) If a situation requires you to carry your cell phone, please inform the Staff Veterinarian or Clinic Office Manager and ensure it is placed on silent or vibrate only. Personal calls should be limited to emergencies and may be conducted through CROW phones (239-472-3644, after hours 239-472-1799). Additionally, CROW’s office computers are limited to CROW business use.

Hospital Rounds
All volunteers are invited to attend hospital rounds on Monday, Wednesday and Friday mornings at 8:00 am in the hospital. “Rounds” is an informational meeting in which the hospital staff reviews current patients, gives an updated status on their progress to date, what treatment they are receiving, etc. It gives the volunteer a great idea of the variety and number of patients we serve along with the hospital staff’s work load.

Hospital Cage and Rehabilitation Enclosure Protocols
Wildlife patients are stressed by human presence. Quiet is always the rule but there may be certain rooms which are “off limits” or where even whispering is not allowed. Under no circumstance should anyone lift a towel that is hanging on a cage or stand near the cage and peer in. Many of our ICU patients need little more provocation than the slight movement of a towel or human face at the front of the cage to fling themselves frantically against the cage door out of fear.
Outside patients are in the final stages of rehabilitation. Limiting human contact is vital for these animals to heal and remain wild. Viewing of the front area enclosures is limited to the main gopher tortoise grazing area only. Do not approach the cages. Visits to the back enclosures are strictly limited. Patients in these enclosures are often the highest-stress species or babies we are trying to “wild up”.

Standards of Dress and Physical Appearance
CROW is an organization that maintains a professional work environment and accordingly, established standards of dress and appearance are essential. While casual attire is permitted due to the hot and humid Florida climate, we expect volunteers to use good judgment.

- Wear your CROW issued name badge and Volunteer t-shirt whenever you are volunteering.
- Shorts are acceptable but please ensure the in-seams are a minimum of six inches long. Short shorts are not permitted.
- Clothing should always be clean and mended, free of tears and holes. It is understood that anyone working directly with patients or cleaning materials will acquire stains. This is part of the job and acceptable.
- Rubber soled, closed shoes or sneakers should be worn at all times while working with patients. Open toes, sandals and flip-flops are not permitted in the hospital or grounds areas.
- Avoid wearing jewelry that could be entangled, pulled, swallowed or grabbed by an animal. Examples include dangling earrings, necklaces, large rings, loose bracelets, piercings and visible dermal implants. If in doubt, take it off.
- No excessive perfumes, colognes or other strong scents (e.g. soaps, powders, oils).

When volunteering at public events or as a presenter in the visitor education center, as a representative of CROW, please wear attire (e.g. shirt, blouse, vest) with the CROW logo and your name badge. Long pants, or professional/business length shorts without holes or tears are also required. Caps or hats are permissible, except in the Visitor Education Center, provided there is no text or graphics with the exception of CROW themed attire.
Parking & Driving on Campus
Volunteers are expected to park in the designated volunteer parking area on the driveway up to the hospital or behind the Visitor Education Center. The left-hand drive in front of the hospital must remain open at all times to receive incoming patients and supply deliveries.
Please drive slowly and carefully around the CROW campus. Be mindful of people, wildlife, and tortoises that are out grazing in front of the hospital.

Smoking
CROW is a smoke free facility. Smoking is not permitted by anyone anywhere on the CROW property.

Access to Volunteer Coordinator
Volunteers are encouraged to stop by the administrative office in the Visitor Education Center building to access the Volunteer Coordinator with any questions, discuss any issues or concerns, update their schedule, etc.
In order to accommodate the high percentage of our volunteers that work at the hospital each week, the Volunteer Coordinator will also “check in” down at the hospital - generally once in the morning and once in the afternoon.

Volunteer Program Evaluation
CROW will conduct periodic reviews/surveys to assess the quality of volunteering offered by CROW and identify areas for improvement. Your participation in these surveys is not mandatory, but will help us in our evaluation of the program.

Incentives and Awards
Many benefits of volunteering at CROW are intangible; gaining knowledge about wildlife, conservation, learning new skills, meeting people with similar interests and contributing to one of the nation’s leading wildlife hospital and rehabilitation centers. Other incentives include: volunteer name badge, CROW volunteer t-shirt, invitation to volunteer recognition events, invitations to education workshops and training, certain discounts at local area shops & restaurants (in the process), and eligibility for CROW’s volunteer awards.

Disclaimer
The information contained in this handbook is accurate as of March 24, 2016 but may be subject to change. CROW reserves the right to amend, modify or cancel policies and other material as published in this handbook. CROW will endeavor to inform volunteers of any such changes with reasonable notice.

Volunteer Appreciation Dinner, February 16, 2016
Appendix A

Current Volunteer Opportunities

All of CROW’s patients require daily maintenance which can range from intensive to supportive care. CROW’s medical staff is responsible for all intensive care patients and its volunteers contribute a great deal toward supportive care. Responsibilities include cage cleaning, diet preparation, patient feeding and overall support of CROW’s medical clinic as deemed necessary.

Baby Room - Patient Care and Cage Cleaning
Our babies require round the clock feeding, whether it be baby bird season during the spring, or baby squirrel season during the fall. You will work cooperatively with other volunteers and staff to feed, clean, enrich and medially care for the babies. You will also help with laundry, dishes and overall organization upstairs in the hospital.

Outside - Patient Care and Cage Cleaning
Our patients outside are on the last step before being released, building up their muscles and working on skills they will need in the wild. You will work cooperatively with our rehabilitation staff and other volunteers to feed, clean and enrich patients in our outdoor enclosures. You will also help with laundry, dishes and overall organization downstairs in the hospital.

Laundry
CROW’s patients are stressed, often in pain and fearful. Clean laundry for patient handling and for the comfort of the animals is critical. Towels keep patients and staff safe during treatment. Volunteers are responsible for making sure that the hospital (both upstairs and downstairs) is readily stocked with clean laundry at all times. This responsibility is shared among all students, staff and volunteers but during busy season, these volunteers are invaluable.

Gopher Tortoise Grazing
Gopher Tortoises are admitted to the hospital primarily due to vehicle collisions. Before they can be released into the wild, these animals must be able to show signs of mobility and appetite. Volunteers provide supervision necessary for these patients to receive at least one hour of grazing a day. This time acts as physical therapy for the tortoises. While grazing, volunteers complete the “Grazing Chart,” noting the patient’s progress.

Gift Shop
The Visitor Education Center is one of CROW’s most vital teaching tools. The Gift Shop volunteers welcome visitors to the center, provide a brief overview of CROW and help answer any questions. The proceeds from admissions and the gift shop sales directly support hospital patient care. Gift Shop volunteers ring up sales and admission fees, assist with product selection/customer service and help with cleaning and re-stocking shelves and displays.

In-house and Outreach Education Programming
Education is one method CROW employs to help people understand the inter-relatedness among animals, people and the environment. CROW offers daily presentations in the education center and attends many events off-site for adults and youth groups. Volunteers work with the Education Coordinator and participate in these programs after becoming familiar with CROW, its mission and presentation content.

Drop-Off Point Drivers (Transport only)
Many of the people who actually find injured animals are unable to bring them to CROW. For this reason, CROW partners with eight domestic animal hospitals that act as temporary holding facilities for in-transit patients. Volunteer drop-off-point drivers travel to these locations, pick up patients, and bring them to CROW for treatment.

Volunteer Emergency Rescue and Transport (VERT)
CROW provides services for hurt, injured and orphaned wildlife throughout Lee County. However, many of the people who find them, have never encountered a wild animal before and are not equipped to transport them. VERTs are volunteers who are “on call” and trained to handle/capture wildlife so that it may be brought to the nearest drop-off point relative to geographic location.

Facilities & Grounds – Maintenance/Repair/Upkeep
CROW operates on a 12 acre campus comprised of the wildlife hospital and its outside enclosures, student housing and the Visitor Education Center (VEC). These volunteers perform duties to ensure the property and buildings are properly functioning, safe, and clean. Duties may include pressure washing, weather treatment, and overall reinforcement of enclosures’ foundations, plumbing and electric repairs and maintenance, raking, mowing grass, trimming trees, weeding and planting native vegetation.

Special Events - CROW sponsors and manages a number of large events annually and relies upon event volunteers to assist in a variety of ways. One event may call for telephone reservation takers, ticket takers, food and beverage servers, people to direct parking, etc. Volunteers who wish to help with events may sign up and will be called in to volunteer as the events arise.
Appendix B

CROW Board of Directors

2018 Officers
President, David Nichols, DVM
Vice President, Rob Lisenbee,
Secretary, Diane Bean, DVM
Treasurer, Paul Ben-Susan

2018 Board Members
Christine Attardo
Lynne Birdt
Edgar Burton
Amanda Curran
Jeff Haungs
William Horvath
Cathie Lewis
Dan Murphy
Jeff Powers
Kelley Provo, Esq.

Administrative Staff
Linda Estep, Executive Director
Mary Schoeffel, Development Director
JoEllen Urasky, Business Manager
Brian Bohlman, Marketing Manager
Rachel Rainbolt, Development and Education Coordinator
Cheryl McCormick, Administrative Assistant
Tina Flannery and Pam Stoike, Visitor Center and Gift Shop Associates
Randy Rainbolt, Facilities & Grounds Manager

Hospital Staff
Heather Barron, DVM, Dipl. ABVP-avian, Medical Director
Malka Spektor, DVM, Intern
Melissa Fox, Certified Veterinary Technician
Breanna Frankel, Wildlife Rehabilitator Manager
Yvette Carrasco, Wildlife Rehabilitator
Katie Mueller, Wildlife Rehabilitator
Shelli Albright, Hospital Office Manager
Corrie Presland-Byrne, Wildlife Care and Educ. Intern
Robin Bast, DVM, Staff Veterinarian
Kyle Abbott, DVM, Intern
Amy Kowalski, Certified Veterinary Technician
Morgan Hester, Wildlife Rehabilitator
Amber Strassler, Wildlife Rehabilitator

Externship Students
In addition to our paid staff, volunteers can expect to work alongside our externship students. These students are generally natural science and veterinary students, selected from applicants from across the country -and in some instances the world! They participate in daily hospital and rehabilitation center activities, working closely with experienced staff veterinarians and rehabilitation specialists. As they care for wildlife patients, externs study the most recent approaches to veterinary medicine. CROW provides on-site housing at our Batchelor Student Housing building for up to 40 students per year (including interns and fellows).
## Important contact numbers and email addresses

On occasion you may need to contact CROW staff with general questions, to call in late or sick, or for other reasons. The table below provides contact information to be used if you encounter a problem or have other questions.

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Office Number</th>
<th>Email</th>
<th>Use</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Bast</td>
<td>Staff Veterinarian</td>
<td>239-472-3644 X225</td>
<td><a href="mailto:rbast@crowclinic.org">rbast@crowclinic.org</a></td>
<td>Questions on patient care, hospital procedures, staffing, externs.</td>
</tr>
<tr>
<td>Brian Bohlman</td>
<td>Marketing Manager</td>
<td>239-472-3644 X 230</td>
<td><a href="mailto:bbohlman@crowclinic.org">bbohlman@crowclinic.org</a></td>
<td>All media, public relations and web site questions.</td>
</tr>
<tr>
<td>Shelli Albright</td>
<td>Hospital Office Mgr.</td>
<td>239-472-3644 x 222</td>
<td><a href="mailto:ralbright@crowclinic.org">ralbright@crowclinic.org</a></td>
<td>To get a message to someone at the hospital or hospital policies.</td>
</tr>
<tr>
<td>Cheryl McCormick</td>
<td>Admin Assistant</td>
<td>239-472-3644 X 231</td>
<td><a href="mailto:cmccormick@crowclinic.org">cmccormick@crowclinic.org</a></td>
<td>Hospital volunteer schedule changes or absences.</td>
</tr>
<tr>
<td>Rachel Rainbolt</td>
<td>Education Coordinator</td>
<td>239-472-3644 X 228</td>
<td><a href="mailto:rrainbolt@crowclinic.org">rrainbolt@crowclinic.org</a></td>
<td>General questions or concerns regarding Student or Volunteer applications.</td>
</tr>
<tr>
<td>Randy Rainbolt</td>
<td>Facilities &amp; Grounds Mgr.</td>
<td>239-472-3644 X 228</td>
<td><a href="mailto:randy@crowclinic.org">randy@crowclinic.org</a></td>
<td>Building and grounds concerns or emergencies.</td>
</tr>
<tr>
<td>Mary Schoeffel</td>
<td>Development Director</td>
<td>239-472-3644 X 232</td>
<td><a href="mailto:mschoeffel@crowclinic.org">mschoeffel@crowclinic.org</a></td>
<td>Information on membership and donations.</td>
</tr>
<tr>
<td>JoEllen Urasky</td>
<td>Operations Mgr.</td>
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<td>General CROW information/issues.</td>
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<td>Tina Flannery</td>
<td>VEC &amp; Gift Shop Associates</td>
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<td><a href="mailto:dwaszmer@crowclinic.org">dwaszmer@crowclinic.org</a></td>
<td>GS/VEC Volunteer Schedules Registration for programs, info about gift shop or visitor center.</td>
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<td>Pam Stoike</td>
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<td>Questions about wildlife rehabilitation</td>
</tr>
</tbody>
</table>
CROW Facilities & Campus Map

Visitor Education Center
CROW’s Visitor Education Center is designed to connect audiences with wildlife in our care while maintaining their privacy. Approximately 15,000 people go through the center a year. The 2400 square foot building is a self guided tour that centers around the life-cycle of our patients from admittance to release. Exhibits include a timeline of CROW’s history, patient rescue stories, diagnostic testing and treatment methods, and games and quizzes – some with touch screen profiles. Live feed cameras into the patient intake/exam room, raccoon enclosure, pelican enclosure and surgery suite are featured on one wall. Presentations are offered daily on a variety of topics and each week one of our animal ambassadors is featured.

Student Housing
CROW provides on-site housing for our students. The building contains three furnished suite-style apartments, that can house up to 11 students at a time.

Hospital
CROW’s wildlife hospital features state-of-the-art facilities allowing for the efficient and effective care of its wildlife patients. The 4,800 sq. ft. hospital opened in 2009 and features two modern examination rooms, several smaller rooms to provide additional spaces that can be closed off from one another, two anesthesia machines and a surgery suite in the intensive care unit, the latest digital radiography equipment and laboratory, 68 multifunctional indoor cages, 8 rabbit hutches and a walk in cage, five incubators for infant patients, seven bathtubs each with a dedicated heat lamp and privacy curtain, a reptile room with its own temperature and humidity control, three pools to accommodate injured sea turtles, a dedicated isolation area with separate ventilation, a private outdoor porch for pre-release, a kitchen on each floor with multiple refrigerators and a spacious laundry room with three industrial washers and dryers.

Outdoor Enclosures
1: Boyd Aviary
2: Shorebird
3: Osprey
4: Roberts Multipurpose
5: Songbird
6: Reptile Multipurpose
7: Pelican Compound
8: Small Flight
9: Sea Turtle
10: Mammal Complex
11: Scribante Woods Mammal
12: Otter Complex
13: Squirrel
14: Burrowing Owl
15: Large Flight
16: Cannon Ambassador Cages
17: VOP Village
18: Class II Carnivore
Appendix E

General Facts and Frequently Asked Questions

Note: Due to the sensitive nature of some of these questions, DO NOT elaborate; refer difficult questions to the CROW Staff Veterinarians.

Existence: How long has CROW been around? CROW is one of the oldest wildlife hospitals still in existence. It was founded in 1968.

Staffing: How many staff, students, and volunteers does CROW have?

- Clinical Staff: We have one full-time Hospital Director trained in wildlife medicine who leads a staff with two full-time intern veterinarians, two certified veterinary technicians, four full-time rehabilitators, and up to 8 fellows a year for 6 months each.

- Administrative Staff: We have an Executive Director, a Development Director, Marketing Manager, Development and Education Coordinator, Operations Manager, VEC and Gift Shop Manager, and a Student & Volunteer Coordinator.

- Students: CROW is a teaching hospital and rotates approximately 40 students from all over the world each year.

- Volunteers: We have approximately 200 active volunteers, some are here year-round and many of them are seasonal.

Our Patients: Where do your patients come from? Only 18% come from Sanibel, others are from Lee County and the surrounding areas.

Sea Turtles: Do you treat Sea Turtles? We are the only licensed sea turtle facility between Sarasota and Miami.

Species: How many different species of wildlife does CROW receive? CROW treats over 200 different species each year.

Patient Numbers: How many patients do you treat each year? Approx. 4,000 per year; At any given time, there are between 150 and 400 patients on site.

Funding: How is CROW funded? CROW is a non-profit organization and receives NO federal, state or local funding. Our funds come from memberships, private donations, grants, fundraising events and foundation support.

Seeing the “Patients”*: How do I see the patients? Our patients are protected by federal privacy rules that are similar to those governing a human hospital (although not as extensive). CROW’s confidentiality policies are based on those followed by human health care facilities. Neither human nor non-human patients may be “on display”. Additionally, being hospitalized is very stressful for our patients. Limiting human contact is essential for their recovery and eventual release. Visitors who take the time to experience the videos, live patient-cams and inter-active exhibits located in our Visitor Education Center will get a much richer appreciation of our patients and our mission than they would in a clinic tour.

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Permanent Residents: If the patient cannot be returned to the wild, may I keep them at my house, or will they remain at CROW as a “permanent” resident? Federal and State laws mandate that if a wild animal cannot be rehabilitated and returned to the wild, the animal must be euthanized. In rare cases, permits are issued to maintain an animal for educational purposes only.

Euthanasia: Will you euthanize this animal? Euthanasia means “kind death”. Sometimes this is the only gift we have to give a severely injured animal. This decision is made after the Veterinarian has fully evaluated each patient.

Note to Volunteers: Regarding Euthanasia, Please DO NOT discuss further; answer the question only as instructed or refer them to the Staff Veterinarians.

Evaluation: Once I arrive at CROW, will the Vet look at the patient right away? Not necessarily. Why? Examination is extremely stressful for the wild animals. For this reason, we try to let them sit quietly in their boxes before adding to the stress of capture and transport.

Status: Will someone call me to tell me how this animal is doing? Patients are all entered into a wildlife database upon admission and you will be given an identification number. If you want to check its progress, you may call the hospital for an update Monday through Friday from 3:00 p.m. – 5:00 p.m.

Release: Will you release the animal back to where we found them? Sometimes it is important to release animals back to their own territory, other times it is not. Determining factors are species, time of year and environment. The CROW Veterinarian will make this determination at the time of release. In all cases, it is important that we know where the animal was found and what the circumstances of the injury were at time of admittance.

Survival: Do most animals survive? Fortunately, we are able to release back into the wild approximately 50% of the animals that come into CROW. This is considered an excellent release rate for any wildlife rehabilitation center.

Rabies: Will I be exposed to rabies? As a volunteer, information regarding rabies and other zoonotic diseases is provided to you when you begin to volunteer with CROW. Any questions you may receive from the general public regarding diseases having to do with wildlife should always be referred to the CROW Staff Veterinarians.

Acceptance: Is there any animal that CROW would not take? We do not accept domestic pets or any non-native animal. Marine mammals, such as manatee and dolphins, are sent to other facilities. Please see next page for Florida Fish and Wildlife’s Rule on non-native species.
The Clinic for the Rehabilitation of Wildlife (C.R.O.W.) has very specific policies regarding domestic, exotic, and invasive species of Florida.

- **Invasive species** are animals that have not historically occurred in Florida, are not living in captivity, and have taken over the ecosystem with their growing populations. Examples include: European Starlings, Eurasian Collared Doves, Brown Anoles, Cane Toads, Feral Cats, Muscovy Ducks, Invasive Python Species

- **Exotic animals** have the potential to become invasive species if they successfully establish a population and flourish in a specific habitat. Examples include: Red-Footed Tortoises, Sugar Gliders, Parrot species, Monkey species
  - Must be rehomed within 72 hours

- **Domestic animals** refer to animals that have been kept to live with or work for humans. Examples include: Farm Animals, Domestic Rabbits, Ornamental Pigeon breeds
  - Must be rehomed within 72 hours

Per Florida Fish and Wildlife Conservation Commission (F.W.C.) there are over 500 nonnative fish and wildlife species documented in the state. Invasive species rank second only to habitat loss as a major threat to native ecosystems in Florida. They ranked as the top cause of species endangerment in the U.S. They begin competing with native wildlife for territories, food, and can quickly cause the demise of endemic species.

These animals, plants, and fish are the most common carriers of pathogens and diseases. They have the potential to affect the ecosystem, human health, domestic animal health, and the economy. Once these invasive animals make Florida their home, they can bring a slew of unseen diseases with unseen consequences.

**Under Florida State law it is unlawful to import (for sale or use), or to release within this state, any species of the animal kingdom not indigenous to Florida without having obtained a permit to do so from the Fish and Wildlife Conservation Commission (372.265, F.S.).** This means that legally, C.R.O.W. cannot treat any invasive species that comes into the clinic. Euthanasia is not an easy matter but understanding why invasive species cannot be treated will allow individuals to have a better appreciation of C.R.O.W.’s mission to save native wildlife.

C.R.O.W. cannot allow these invasive species to be rehomed or rereleased for many reasons. The primary reason is C.R.O.W. can lose its license to rehabilitate wildlife if found to be doing so. Adopting these invasive animals out is also not an option because of the follow up required. Often, the adopters release the animal without C.R.O.W’s knowledge. Releasing one invasive individual may not seem like an issue but the long-term effects repeatedly result in more harm than good.

C.R.O.W. requires Staff, Students, and Volunteers to adhere to these guidelines and ask questions when needed. Some will not be in agreement with this policy, but C.R.O.W. and its affiliates must abide by F.W.C.’s laws.
(1) No person shall transport into the state, introduce, or possess, for any purpose that might reasonably be expected to result in liberation into the state, any freshwater fish, aquatic invertebrate, marine plant, marine animal, or wild animal life not native to the state, without having secured a permit from the Commission.

**Wildlife rehabilitation facilities, such as CROW, are legally not allowed to release the following species, and:**

**The following species will be euthanized immediately upon arrival in accordance with our nonnative/invasive protocol:**
- Ball Python/Burmese Python
- Black/Norwegian Rat
- Chameleon
- Cuban Brown Anole
- Cuban Tree Frog
- Egyptian Goose
- Swan Goose
- Green Iguana
- Indo Pacific Gecko
- Muscovy Duck
- Nile Monitor Lizard
- Wild Hog
- Pigeon/Rock Dove
- Red-Eared Slider
- Ring-Necked Dove/Eurasian Collared Dove
- European Starling
- Giant Toad
- House Sparrow

**The following species need to be placed within 72 hours of arrival:**
- African Spur-thighed Tortoise
- Chicken
- Chinese Water Dragon
- Cockatiels/Parakeets/Lovebirds
- Common Pea Fowl
- Domestic Duck
- Peking Duck
- Domestic Rabbit
- Domestic Goose
- Guinea Hen
- Map Turtle
- Leopard Tortoise
- Parrot
- Russian Tortoise
- Sugar Glider
- Turtle Dove
Compassion Fatigue – What You Need To Know

"Veterinary medical professionals deal with death at five times the rate of any other healthcare profession, but we don’t offer five times the training to deal with death and morbidity" (Brandt, DVM 360, 2014).

Whatever your role is on the veterinary team - veterinarian or paraprofessional - caring all day, every day can be stressful, especially in our wildlife hospital setting. It is very important to learn to recognize the signs of compassion fatigue and understand ways to combat it, both in yourself and your teammates.

**WHAT IS COMPASSION FATIGUE?**

The definition of compassion fatigue is the deterioration of our ability to be empathetic to the pain and suffering of others (animals or humans). Because we continually offer support and compassion to others, we need to be careful that, without self-care, we can be left depleted, with nothing left to give.

Burnout is related to compassion fatigue, but it goes beyond just not being able to be empathetic. It is present when we feel frustrated and powerless, unsupported and overburdened. If we have low job satisfaction and are being overwhelmed, we risk job burnout.

All of us in the veterinary profession can get compassion fatigue. In fact, those of us drawn to the veterinary profession are often natural helpers. We joined a helping profession and that can make us more likely to experience compassion fatigue.

- **Technicians and rehabilitators** are such important members of the team and carry the day-to-day burden of delivering care to patients. The emotional toll that comes with this role makes both compassion fatigue and burnout very possible.

- **Our veterinary staff members at the front desk** are called upon to be the most compassionate. Daily, people who call in with wildlife emergencies take out their frustrations on our first responders. After a while, this will affect even the best client care professional.

- **Veterinarians at CROW** are also not immune to CF. Not only do we bear the burden of responsibility for life and death of our patients, but we also feel responsible for the well-being of the students and the staff.

Any time we are asked to be compassionate every day, every hour and in every case, we need to be sure to be taking care of ourselves and re-energizing, so we don’t run out of empathy for others.
HOW DO YOU KNOW IF YOU HAVE COMPASSION FATIGUE?

There is no blood test or single sign of whether you have compassion fatigue, but there are great self-assessment tools out there. One of the best is on the AVMA website on the Wellness and Peer Assistance page and it has links to many self-care strategies and other helpful resources. (www.avma.org/ProfessionalDevelopment/Personal/PeerAndWellness)

Here are a few signs to look for:
- Feeling of exhaustion and ongoing physical ailments
- Significant emotional shifts
- Hypersensitive in emotionally charged situations
- Feelings that no matter how much you give it will never be enough
- More negative thought patterns than you used to have
- Feeling dread for activities you used to enjoy

ADDRESSING COMPASSION FATIGUE

To combat compassion fatigue, you need to integrate self-care into your work and daily life. Set aside time every day to do something just for yourself and for your own well-being. Your schedule at CROW is set up to allow you to be able to take 1 hour of break time, either continuously or in increments throughout the day (i.e. a 15 min break in the morning, ½ hr lunch, and a 15 min break in the afternoon). If you don’t take care of yourself, you will not be able to take care of

Develop a plan to address each area of your life:
- Physical - Your physical health and wellness, which impacts your mental wellness and happiness. It isn’t easy to find the time, but it will really help!
- Psychological/emotional - Your emotions/feelings. We have resources that can help!
- Intellectual - Learning new things; intellectual growth, whether or not related to your profession
- Financial - Your financial situation. I know this can be overwhelming.
- Social - Your complete circle of friends and acquaintances, and what you do to have fun in your life.
- Family - Your inner-most support circle; the people closest to you, those to whom you turn for support and nurturance, whether or not you are related by blood or marriage
- Occupational - The work that occupies you, whether paid professional work or volunteer activity

Source: AVMA website

We all know stress is a part of everyday life and without stress we’d be bored and unproductive. But too much stress without a way to relieve it can cause feelings of frustration and sadness. If these become chronic they can lead to compassion fatigue.
If you are feeling like compassion fatigue or depression are affecting you and your ability to enjoy life on a daily basis, you might need to talk to someone about what you are feeling. You don't need to suffer alone. Take steps to understand what you are feeling and why. Please reach out to others to help you find help.

Freudenberger conceived the term "burnout" and used it in 1974 to describe a syndrome of "exhaustion, disillusionment, and withdrawal resulting from intense devotion to a cause that failed to produce the expected result" (Freudenberger 1974; Coles 2003). I know where I fall on this scale and that it can change on any given day. What about you? Let me know how I can help any time you have concerns about yourself or others.