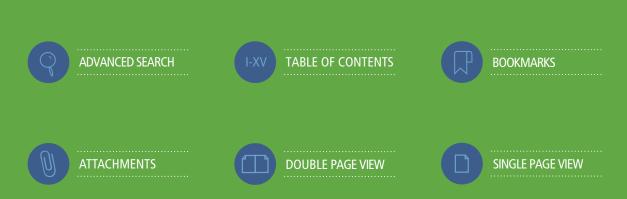


Navigation



Set your Adobe software preferences

- With your Adobe program open, go to the top menu bar and, depending on which program you are using, click on Adobe Reader or Acrobat.
- Click Preferences.
- You'll see categories on the left side of the window. Click Documents.
- Uncheck "Open cross-document links in same window."
- Click OK
 - Open cross-document links in same window

[Pets for Life]

Community Outreach Toolkit





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How to Use This Toolkit

Please follow these steps to ensure easy access to all of the features of this toolkit. You may view this toolkit by using the printed book or electronically, through the PDF on your USB thumb drive or the PDF you have downloaded via the internet.

Please keep an eye out for these clickable icons:



Indicates rich media with audio content



Indicates rich media with video content



Indicates attachments with extra content

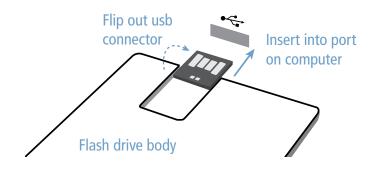


Indicates clickable web links with extra content

How to Use the Flash Drive

All content linked throughout the toolkit (rich media with audio and video content, attachments with extra content) is available on the flash drive located on inside cover of toolkit

Note: you will not have access to web links if you do not have internet access.



Playing Video

Open and view: Click on the video icon, a pop-up window will open and display the video.

Expand: Click and drag the bottom right corner.

Exit: Click the "x" on the top right corner.



Confirm that you have the correct software

Please make sure you have the most recent versions of these programs:

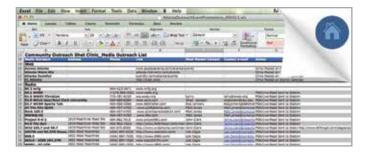
- Adobe Reader or Adobe Acrobat
- Adobe Flash Player



Older versions of this software may limit the use of this toolkit's interactive features, such as video playback.

Use the Home Button when viewing attachments

Every time you click an attachment \(\mathbb{\partial} \), the new file will open. To go back to the Community Outreach Toolkit, simply click the home button located at the top right of the attachment.



Option to turn off security warning popup window

Every time you click a link , a warning popup window will appear. You have the option to turn off this feature. Follow the steps below:



- With your Adobe program open, go to the top menu bar and, depending on which program you are using, click on Adobe Reader or Acrobat.
- Click Preferences.
- You'll see categories on the left side of the window. Click Trust Manager at the bottom of the list.
- Click Change Settings.
- A new dialog window will appear. Click the button next to Allow PDF files to access all web sites, then click ok.







Toolkit Introduction

"Everyone can be great because everyone can serve." —Martin Luther King, Jr.

Toolkit Introduction

This toolkit is a collaborative product and compilation of diverse experiences. The assortment of tones, perspectives, and voices found in these pages reflect the diversity of the authors, as informed by the many people and pets they have encountered.

The following **toolkit** is a resource produced through a collaborative effort between PetSmart Charities® and The Humane Society of the United States. This step-by-step manual guides animal care service providers and other social welfare advocates through the development and implementation of a pioneering community outreach program. The toolkit goal is to reach companion animals and their families in under-served communities, using a comprehensive, **grassroots** approach to sharing pet wellness information, resources, and services. Within this toolkit, much focus has been given to the conditions of under-served people who struggle to care for their pets. It is important for animal welfare and wellness providers to understand the culture of poverty experienced by the human caregivers of millions of pets. Pets are companions, and because humans make decisions for them, reaching out to their owners in an effective and genuine manner must be part of the solution to reducing overpopulation and animal suffering.

What makes a community under-served? For the most part, the term refers to a neighborhood or area that does not have access to, or does not receive information about available services and resources. This disconnect is often the result of barriers between the community and mainstream service providers. These barriers may be socioeconomic, linguistic, cultural, geographic, racial, or a combination of these, and they may be pervasive. Frequently, barriers exist due to a lack of understanding between the

service provider and those most in need of service.

Overcoming the divisive barriers that prevent
understanding is critical to helping an untold number
of animals in under-served communities.

To further help identify what "under-served" means for the sake of this toolkit, we focus exclusively on residents living at or below the poverty level (~\$23,550 for a family of four).



Poverty Guidelines [2012 HHS]



Poverty Thresholds [Census Bureau]

Living within a poverty-stricken community presents daily obstacles for residents trying to access basic services such as education, healthy food, and other family resources. In our community assessments that you'll learn about in Chapter 4, our results repeatedly demonstrate that the lowest income households within a given area are isolated from critical services and resources. These include veterinary practices, animal welfare organizations, and even the most basic conveniences many people take for granted, such as grocery or pet supply stores. The type of poverty discussed and referred to in this toolkit is a condition of "systemic" rather than "conditional poverty." "Conditional poverty" is circumstantial, a term that applies to people who are struggling because of a specific condition that led or leads to a loss of income (being laid-off from work or falling on hard times), but who still have access to services

and knowledge of how to advocate for themselves and their family. The systemically poor, on the other hand, have experienced poverty for generations and are constantly surrounded by it—most have never experienced anything else. "Systemic poverty" affects individuals and entire communities in ways that often



> A family attending a community outreach event held by Tupelo-Lee Humane Society

go unseen or are misunderstood. Poverty has mental, emotional, physical, and societal consequences that influence the decisions people make for themselves and their pets. We encourage you to study and learn about poverty and truly understand what it means for your community and your work. See the ""Reading List" on page 176 to get you started.

In the United States, one in six households meets the definition of poverty. In these households, pet ownership is just as common—if not more common as it is in more prosperous households. This means that millions of pets live in poverty with their human families. People in these households love their pets just as much as more affluent citizens, but experience barriers to making the healthiest decisions for their pets that others do not. We believe it is our responsibility to remove these barriers. This toolkit is designed to provide a step-by-step approach to doing so. Providing services to communities that have not been reached represents a vast opportunity to significantly improve companion animal welfare in the U.S.

In this toolkit, we discuss the importance of developing a better understanding of the companion animal world in the community, outside of the shelter walls. Companion animal wellness goes hand-inhand with the wellness of animals' human caregivers, and although wellness is often directly related to income, proof of income cannot be the only indicator in our willingness to provide assistance. Poverty is surrounded by—and creates—many other barriers, such as lack of engagement, negative messaging, distrust and low self-esteem. We must overcome these barriers to reach our goals and we cannot achieve them by simply asking for and requiring proof of income. Animal welfare issues do not exist in a vacuum—they are part of a complex social structure. Restricting our decisions about who we provide services to based only on income shows a lack of understanding and can limit our reach and impact.

We include both written and video components intended to guide advocates through each phase of preparing, executing, and tracking outreach efforts to under-served communities. The result will be increased spay/neuter rates, a factor that is paramount to reducing overpopulation, better wellness for pets, and less euthanasia of healthy companion animals. Although the text and video portions are presented in manageable chapters, the toolkit is meant to be used in full, and each section should be implemented as time and resources allow.



> Waiting in line at a community outreach event hosted by Proviso Baptist Church in Maywood, IL

You'll also see and hear from others in the industry who have experienced positive results and rewards after following the toolkit's techniques and fully embracing its comprehensive approach.

About PetSmart Charities®

PetSmart Charities, Inc. is a non-profit animal welfare organization that saves the lives of homeless pets. More than 400,000 dogs and cats find homes each year through our adoption program in all PetSmart stores and our sponsored adoption events.

PetSmart Charities grants more money to directly help pets in need than any other animal welfare group in North America, with a focus on funding spay/neuter services that help communities solve pet overpopulation. PetSmart Charities is a 501(c)(3) organization, separate from PetSmart, Inc.

To learn more about how PetSmart Charities is working toward its vision of a lifelong, loving home for every pet, call 1-800-423-PETS (7387) or visit: petsmartcharities.org.



About The Humane Society of the United States

The Humane Society of the United States (HSUS) is the nation's largest and most effective animal protection organization—backed by 11 million Americans, or one in every 28. Established in 1954, The HSUS seeks a humane and sustainable world for all animals—a world that will also benefit people. The HSUS is America's mainstream force against cruelty, abuse, and neglect, as well as the most trusted voice extolling the humananimal bond.

The HSUS works to reduce suffering and to create meaningful social change for animals by advocating for sensible public policies, investigating cruelty, working to enforce existing laws, sharing information with the public about animal issues, joining with corporations on behalf of animal-friendly policies, and conducting hands-on programs—such as Pets for Life (PFL)—that make ours a more humane world.



The Humane Society of the United States

Notes > • Toolkit Introduction









About Pets for Life

"If you judge people, then you have no time to love them."
—Mother Teresa

About Pets for Life

By improving the relationship between a person and his or her pet, you help to improve the quality of life for both, thus increasing the chances of the pet staying in that home permanently.



Amanda Arrington

The HSUS's Pets for Life (PFL) program is a groundbreaking **community outreach** initiative designed to extend animal welfare resources and information to pet owners who have never received services or have received services without long-lasting impact. PFL is centered in communities that have the least access to services and information—the truly under-served.

The PFL model encourages approaching people with respect and accepting that most people love their pets, regardless of socioeconomic status or variations in culture. Through this non-judgmental method, we help elevate the human-animal bond and foster healthy relationships between people and their pets. By improving the relationship between a person and his or her pet, we help to improve the quality of life for both by increasing the chances of the pet staying in that home permanently.

This approach is effective because it embraces the human component of the companion animal equation, meeting people where they are and establishing trust, creating a ripple effect in the community for long-term impact.

PFL is a two-pronged program. It provides direct services to <u>clients</u> in under-served communities, and trains/mentors other organizations to do the same.

PFL currently operates in four U.S. cities, using on-the-ground-engagement strategies to develop resources for the animal welfare field. Our goal is to extend the reach of animal welfare services, resources, and information to under-served communities. We are also shifting and broadening the animal welfare lens towards an understanding of, and response to, the severe disparities that exist in the provision of animal health care and basic wellness services for people and their pets in under-served communities. By identifying and targeting these disparities, it is possible to reach the most marginalized people and animals, offering a wealth of opportunities to help lessen companion animal suffering in the U.S.

The HSUS's PFL program includes a variety of components, including, but not limited to:

- Community assessment:
- Collecting data and research to help identify where the most under-served people and pets exist compared to the current inventory of pet wellness resources.
- Neighborhood outreach:
 In-person, outreach teams serve as a pet-care resource for community members, addressing concerns and providing advice and services as needed.
 This approach focuses on specific neighborhoods and includes the organic recruitment of advocates to be credible messengers from within the community. The foundation of the program is embedded community outreach and there is no replacement for the on-the-
- Regularly scheduling community events to serve as a supplement to our ongoing neighborhood outreach, and an important way to establish our presence in the neighborhood. These provide

• Community outreach events:

- free services to a large number of people in a short period of time and draws out a large number of unaltered pets.
- Low- or no-cost spay/neuter:

 Effectively delivering spay/
- Effectively delivering spay/
 neuter messages to pet owners
 who have not been previously
 engaged on this topic, providing
 financial assistance to remove
 cost barriers, and working
 with local providers to reach
 new audiences. Thanks to the
 generosity of our supporters,
 The HSUS's PFL program
 subsidizes the cost of spay/
 neuter and vaccinations in full,
 providing these critical,
 life-saving services for free.

- Free dog-training classes:
- Helping to improve people's relationships with their dogs, facilitating stronger communication and understanding between them, and drawing interest to the program.
- Collaboration: Identifying and engaging local partners from within the animal welfare and veterinary fields, as well as social work, youth advocacy, community, and faith-based services. Taking a holistic, collaborative approach to building humane communities.
- Mentorships: Training other organizations to effectively implement a PFL-type community outreach program; providing mentorship and guidance on approach, strategy, and operations.
- Data collection: Listening to our audience, collecting intake surveys, tracking data, evaluating our strategy, and delivering messages from under-served communities to the animal welfare and veterinary fields.

PFL builds humane communities using innovative strategies and fresh approaches designed to extend the reach of animal services, resources, and information to under-served areas. Addressing the critical need for proper engagement, as well as accessible, affordable pet care, our program helps animals by empowering the people who care for them.

Notes > • About Pets for Life









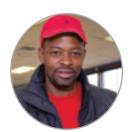
Testimonials

"We have two ears and one mouth so that we can listen twice as much as we speak."—Epictetus

Testimonials

Throughout the development of this toolkit, we have engaged with incredible people who have participated in and embraced this approach.

Below is some feedback from collaborative partners and clients.



Leroy Cuyler Owner of Duke and Ming Philadelphia, PA

"I could talk about what your program did for me and my dogs all day. When I was a young boy, everyone in my neighborhood called me the dog boy, because I took care of everybody's dogs. I would get all the dogs together and go to the park and play ball. They never ran away, they would just always listen to me.

When I heard about the thing you were doing in the park, I just wanted to come see all the animals and get my free shots. I wasn't even thinking about getting my dogs fixed, I wasn't really down with that. Everybody was so nice to me and they were all petting and loving my dogs. It was really cool so I gave my phone number in case I could help out. The next day someone called me to say thank you and see how my dogs were doing after their shots. The lady on the phone started asking me about getting them spayed and neutered. You guys were cool, and it sounded like it was a good idea, so I started thinking about it. I started helping out with handing out flyers and talking to people around the neighborhood about good ways to take care of their dogs, and cats too. I even have a cat named Mr. Belly.

I went to the shelter and all the people at the program were always talking about all the animals that get put to sleep and how it helps if we get our pets fixed. I was thinking I should probably go ahead and do it for my dogs Ming and Duke. I was thinking about giving Ming away because she was peeing all around the house and she was hard to control. I heard people at the program saying that when you get your dogs spayed or neutered it can calm them down.

I called Janice from The HSUS the next day and made appointments to get all three of my animals fixed. It has been awesome and Ming is so much better. She is still her crazy self but she doesn't pee in the house anymore and she listens a lot better.

Duke was always good, but now he and Ming get along better because she isn't so wild. I really love dogs more than anything in the world and I want to help them so much, because they make me feel so happy. The HSUS program helped my neighborhood and is a real blessing from God. Some people really love their animals, but don't have any money. It's awesome. I love it." —Leroy Cuyler



Goziane Mullin
Community Outreach Organizer,
Animal Rescue League of Iowa, Inc.
Des Moines, IA

"I think one of the reasons that I love Pets for Life is it's a philosophy. It's actually a way of thinking and being ... I love it because it goes to the root of the problem and is really working with people, trying to build a base for a better future, and not just one day of good. I really believe that it's something that can change society and how people see pets and how they take care of them in the long run. I think it's very different." — Goizane Mullin



Susan Krebsbach, DVM Veterinary Advisor Humane Society Veterinary Medical Association Oregon, WI

"Being a part of Pets for Life events is truly an honor and a privilege. The goal of the Pets for Life program is to keep pets at home and healthy, and this program does just that by reaching out to under-served populations of pets. By engaging the local community, providing wellness care, vaccinations, and education about spay/neuter with follow-up sterilization services. The program is able to reach an untouched population of animals. Not only do the animals benefit, but the clients and volunteers do as well.

While I was participating at a Pets for Life event in Milwaukee, WI, my heart was touched when a client returned a couple of hours after I had performed a physical exam and vaccinated her beloved dog just to give me a hug and let me know how much she appreciated I was volunteering my services to help the animals in the community. When I woke up that morning, little did I know that I would be leaving the event receiving more than I had given—a sense of community with the clients and their pets, a renewed spirit in the veterinary profession, a full heart from the joy of giving, and a peaceful mind knowing that hundreds of more pets would be living a healthier life with their people." —Susan Krebsbach



Benjamin Sykes Owner of Lucky Chicago, IL

"The training classes are fun and keep me and my dog out of trouble. Lucky and I have benefited from the classes because we have a closer relationship now."

—Benjamin Sykes

Helen Sykes (Ben's mom): "When we found Lucky, he was almost dead. We wouldn't have been able to bring him back to health and keep him healthy without your help—dog food, training, getting him fixed. You all have been a great help for me, my kids, and my dogs. You're real helpful with our animals. The training classes have really helped with Lucky's behavior. Ben loves going to the classes. They keep him out of trouble and keep his mind focused." —Helen Sykes



Lori Hensley Coalition to Unchain Dogs Durham, SC

"I've learned through doing community outreach that judgment doesn't work. It is not an effective way to get people to care differently for their dogs. What does work is building a trusting relationship with the owner and truly caring as much about them as their dogs.

I've learned there are people in my community I would have not otherwise had the opportunity to meet who are struggling, really struggling. They are broken. Many aren't able to keep their electricity on each month and don't have running water or enough food for their families. But they often have a stronger sense of community than I do. They sit on each other's porches in the evenings and watch each other's children and take care of each other. Their faces light up when they see my truck in the neighborhood and they welcome me into their homes. Most importantly, they are just like me—they know what it's like to be scared and worried; they want to be loved and accepted; and they are just trying to make it through this world with as little pain as possible." —Lori Hensley



Robert Hensley Coalition to Unchain Dogs Durham, SC

"When we first started this work, Lori and I were not traditional animal folks at all. We had dogs, and we like dogs, but we were more into politics and social justice. I think that's something that a lot of our volunteers share—it's not just a concern for the animals, but they come from a place of how can they serve their community. We always go into the most under-served communities, and those folks are really happy for our assistance. We go into the situation without judgment, without any preconceived notions of their care or concern for their dogs. We're just there to serve them, and to help them, and that's how it works. I think that this work is a little bit different from traditional animal rescue in that we're not taking dogs from some place; we're trying to keep them where they are. We have a similar approach to social services, a kind of 'keep the family together' attitude. And to do that, we really have to work with the owners. Everything we do is with their permission.

The relationship is built on trust and respect. We can't just focus on the animal to the exclusion of the people. If you're going to do this work, you have to see the whole picture and a lot of times, it's not just the animal that's in a bad situation, it's the people as well. It's not that they don't care about the animal, it's just that they don't have a floor in their kitchen, or anything covering their windows, or sometimes they may even be squatting in the house. These folks care about their dogs, they just have a lot of other problems. A dog is sometimes not the highest priority when they're just trying to make it day by day. When you keep that in mind, it's a lot easier not to be judgmental."—*Robert Hensley*



Hear From Some of Our Clients



Yice President of Operations
Humane Society of Charlotte
Charlotte, NC

"Stick with it. Stick to what's in the book, what's in writing—it'll work. That helps our program be successful. It's a marathon, not a sprint. So we know it's going to take time to really build those foundations and reputation that we really want in those neighborhoods and communities. We continue to follow that model, and it's moving slowly, but it's moving in the right direction and there are tangible results. We see it, we feel it."—*Jorge Ortega*



Kelly Ann Rada, DVM Humane Ohio Toledo, OH

"Our staff at Humane Ohio had their hearts in the right place but were a little bit jaded ... they seemed to think Toledo was somehow "different" than other cities, that pet owners here were less responsible than in other areas and were less cooperative. Our staff was excited to hear about the successes of the Pets for Life outreach program and was cautiously optimistic, but they were doubtful we could have the same results in Toledo. I confess that there were times I caught myself being judgmental too ... when I saw a pet owner receiving food at the pet food bank for free, and then saw them using an expensive cell phone, I caught myself passing judgment. I had to remind myself that you never know a person's unique experience; maybe she had already bought that phone and then lost her job? Or maybe the phone was a gift and without that phone, she would never be able to find employment?

We all have our own perceptions to overcome if we want to truly help the pets that are in need. Well, the proof is in the pudding, and our staff who did the outreach, delivering flyers, were amazed to find how receptive the pet owners were once we put aside our prejudices. The community outreach event we held was a huge success, and we never would have believed the scores of owners who patiently waited for hours in the cold to do what was right for their pets. The event was wonderful for so many pets and people in Toledo, but it accomplished something just as wonderful for Humane Ohio: it inspired us to abandon our stereotypes and in doing so reach out to many more pets in need." —*Kelly Ann Rada*



Fill Kline
Education and
Advocacy Manager
Wisconsin Humane Society
Milwaukee, WI

"We've really built some great relationships in the community. The relationships and people always surprise me, in good ways. I think even the best of us have biases or preconceptions about people, and the community continues to shatter them, and each individual person does, too.

So it's been great to see people I initially thought were never going to spay or neuter do that—and sometimes it takes two visits, sometimes it takes 20, sometimes it takes leaving business cards over and over ... but we've seen that people do engage with us."—Jill Kline



Michelle Moonsammy Pet Owner Atlanta, GA

"I would like to thank this organization for all its help. I have six dogs and three cats of which six are rescues. Two of my cats and one of my dogs needed to be fixed and I was, and still am, in a financial bind, but was able to get them fixed as well. Ralph himself helped me when I needed food for them. It is hard when you are on your own and have no one there to help but it's great to know that someone does care as much as I do about my four-legged children. I am unable to pay them back for what they have done for me but have and will continue to volunteer my time as needed to show my appreciation for all that they do not just for me, but for the community in the whole. Thanks for being here. Toffe, Diamond, Lady, Lil Mama, Chocolatte, Zoey, Tiger, Kitty and Squeeky. Licks n luv."—Michelle Moonsammy



Jason Schipkowski
Director of Marketing
Stray Rescue of St. Louis
St. Louis, MO

"How structured the Pets for Life program is, and how regimented it is—I am so thankful for it ... so much of the legwork has been done, taking the guesswork out of the program. All the data's there, it has substantiated the success of the program and through the data and numbers people are putting up in different cities across the country, as far as spay/neuter and how many people they're actually reaching in these targeted areas."—Jason Schipkowski



Cathy Damiano
Director
SpayNation for Dogs and Cats
Lafayette, LA

"We've held two free rabies clinics in the two years since our low cost spay/neuter clinic opened. We can think of no better way of reaching out to—and engaging—our target population. We look at it in terms of two key areas: connecting directly and personally with the people we want to target (in the run-up, during, and after the event), and offering free and needed services to these low-income pet owners. Although we did use some traditional event promotion, we know it was our hands-on, audience-specific targeting that guaranteed many of the attendees on the day: canvassing specific neighborhoods; talking to church congregations; putting flyers in grocery stores, laundromats, lowincome neighborhood day cares, etc.; working with Animal Control to hand out flyers on their routes and calls.

Offering the rabies vaccination for free resulted in over 600 dogs and cats at each event. And offering as many free or almost-free spay/neuter services as we could made sure that every single voucher given at our first event was redeemed. We really believe that engaging directly with the people who came to the events—talking with them, spending time with them, showing that we're interested in helping them (and not judging them!)—and then offering free or highly discounted spay/neuter for their pets is the key to reaching our target audience of low-income pet owners. And it's something we absolutely plan to continue doing."—*Cathy Damiano*



Will Mangham, DVM Pets for Life Veterinary Consultant Rutledge, GA

"Animal lovers come from every facet of humanity imaginable. Regardless of choice or necessity, geographic location to call home, financial status, or personal life circumstances, people want and need the comfort and companionship of pets.

Most of us also have the desire and need to care for another life. Humans want to be responsible, and at least appreciation—if not outright devotion—is a compliment we all crave.

Those pet owners that live in areas, either urban or rural, that are under-served by veterinary medicine are desperate to provide what their animals need. When this unmet need is compounded by economic hardship, people tend to increasingly be overwhelmed by a sense of decreased self-worth because they are unable to provide for a creature that ALWAYS gives them unconditional affection.

In my experience, when impoverished or isolated pet owners are recognized and aided in doing the right thing for their animals, many aspects of their lives are better. Despite the basic demands of pet owners and the effort and expense of having a pet, most people have pets because they are more than aware of the benefits of animal ownership and the satisfaction of caring for another being. People are grateful for attention to their pets, respect for their humanity, and validation that they both matter. We need to recognize and address this common relationship between people and their pets without qualifying it by neighborhood, paycheck, or quantity of inanimate possessions. All people and animals deserve respect and compassion."—Will Mangham







Community Assessment

"Think occasionally of the suffering of which you spare yourself the sight."—Albert Schweitzer

Community Assessment Summary



Create zip code and demographics spreadsheet

- Consult and document credible source for standard demographics (population, household income, ethnicity, etc.)
- Determine number of households
- Calculate estimated number of pets

2.)

Identify starting point

- Visit the neighborhoods
- Take note of "hot spots" or blocks with lots of cats and dogs
- Select the "hot spot" or block where your team will begin the door-to-door outreach

3.

Create collaborative contacts spreadsheet

- Enter all current contacts and community partners
- Enter all potential partners and contacts

4.

Create community resource spreadsheet

- Search for and enter any resources for pets and pet wellness
- Search for any resources for human welfare services

Create media contact spreadsheet

- Search for and enter any online, print, and broadcast media contacts

Create zip code and demographics map

- Transfer zip code demographic spreadsheet data to city or county map
- Add statistics to best tell the story to different audiences (stakeholders, donors, volunteers, etc.)

Create community resource map

• Plot all resources identified by category (pet food, spay/neuter clinics, veterinarians, pet wellness, etc.)

Create promotional map

• Plot neighborhoods and outlets to post materials and canvass, for events only

Community Assessment

The community assessment must come first. It helps develop the foundation on which to build your work plan, allocate resources, and create community outreach strategy.

The HSUS's PFL program uses community assessments to narrow down focus areas for our programs, to assist other organizations in the same process, and to illustrate to policy makers and animal welfare advocates why it is important to assess a community's animal welfare status by looking outside of the animal shelter. When we look only at shelter intake and disposition statistics, we miss valuable information that can inform our strategy and success.

According to the 2013–14 American Pet Products Association (APPA), National Pet Owners Survey, 83% of owned dogs and 91% percent of owned cats are spayed or neutered in the United States. However, in many of the communities where PFL is active, our data indicates nearly the reverse of this, where the proportion of altered to unaltered pets is flipped, with a strong majority (87%) of owned pets being unaltered when we met them. (See Chapter 13: Tracking and Gaining Program Support). In order to reach the remaining group of individuals who have not altered their pets, we first need to know where they are.

Shelter intake and disposition statistics are important and will be part of the community assessment. However, using a more comprehensive approach to assessing your community—locating under-served areas and identifying resources of all relevant types—is also needed; these pieces of information will tell a more complete story than shelter numbers alone. The information includes services for animals and people living in under-served neighborhoods. All information is relevant when assessing the real conditions of a community.

Many free tools are available to help collect and plot this information. This will take many focused hours and preferably a team working together, sharing ideas, and processing information but it is well worth the effort! You'll be amazed how valuable this kind of assessment will be. Even those who thought they already knew their community will learn something new.

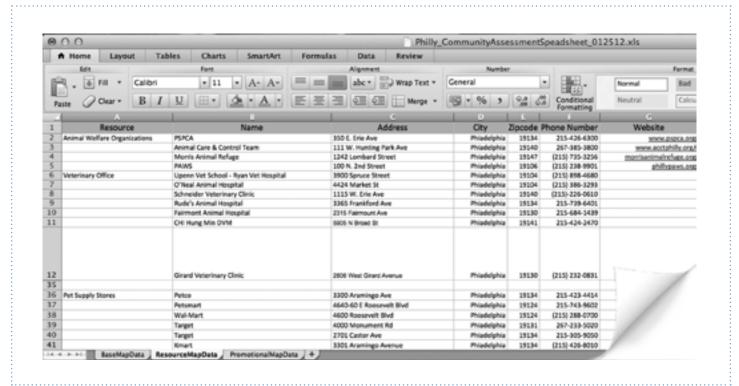
Pets for Life:
An In-Depth Community Understanding 2014 Report

Begin with a Spreadsheet

To ensure success, a comprehensive worksheet for tracking the data gathered in the community assessment must be developed. This tool can be maintained most efficiently if it's in electronic form; it also needs to be shareable and portable. The worksheet includes information such as: community demographics, and other indicators leading to your neighborhoods of focus; care and wellness resources; contact information; and columns dedicated to documenting relationship status with collaborative partners. The overall worksheet will include additional separate spreadsheets.

Useful Tip: If creating the spreadsheet database online, use either contact management software or an Excel document. Excel is easily customizable for expanding data collection and is more widely used to share the database with collaborative partners. Graph paper is helpful if collecting information by hand.

Tab Naming [Worksheet]



Community Demographics and Focus Neighborhood Indicators

This first spreadsheet is important because it highlights areas of focus and provides details for developing a visual presentation (using a map) for planning and sharing with your team, community supporters, and potential donors.

The first step is to segment the market (city, town, village, island, etc.) by zip code. This is an easy place to start because current information is readily available online. A community demographics spreadsheet should include zip codes and other geography labels down the first column of the page. Column labels across the top should include (but not be limited to):

- Geography
- Zip code
- Total population
- Total number of households
- Estimated dog-owning households
- Estimated cat-owning households
- Total number of dogs / total number of cats
- Ethnicity breakdown
- Average or median household income
- Percent of residents below poverty level
- Educational attainment
- Percent of renter-occupied residences
- Local crime rate and statistics
- Shelter intake and euthanasia

Once this data has been collected at the zip code level, it will be clear where to focus the outreach efforts. Select the target zip codes, dig deeper, and obtain neighborhood-level statistics (if available). The program will be most successful concentrating on a single neighborhood until meeting its goals, and then move to the next closest community. Therefore, the more neighborhood-specific (or even street-specific) your team is, the more informed it will be concerning the target audience. Information is available from a variety of sources, including census tracts from the United States Census Bureau, which can provide more narrow information.



> Humane Ohio staff meeting in their neighborhood of focus to canvass for community outreach event

Zip Code Base Map [Spreadsheet]

Educational Attainment 18% - Less than HS Diploma 12% - HS Diploma, Topinaless 16% - Some College	_
18% - Less than HS Diploma 12% - HS Diploma/Squivalent 16% - Some College	(3000 - National Index 278.
18% - Less than HS Diploma 12% - HS Diploma/Squivalent 16% - Some College	(3000 - National Index 278.
32% - HS Diplama/Equivalent 56% - Some College	
16% - Some College	
	-
2N -AA	
366 · 84	
16% - Graduate Degree	
30.3% - Less than HS Diploma	-
26.3% - HS Diploma/Equivalent	4
4.3% - Less than 1 yr college	
9.8% - 1 or more un college	_
3% - AA	-
36.3% - M	
***. 111	
1	

These are all indicators that reveal the most underserved areas. In our experience, these areas tend to be close together, making it easier to implement a grassroots strategy. Statistics are essential in developing your program plan and goals. Keep in mind, that many sources may have slightly conflicting data, depending on the origin of the data. For example, one source may represent data from 2009 while another is based on the most up-to-date census information. In general, it will provide directional information and will clearly expose the areas where the outreach program is needed.

At the zip code level, the 2010 U.S. Census is considered a reliable source for standard demographics (population, ethnicity, household income, number of households) and can be found at the link below. More in-depth information can be obtained through other sources, such as local municipal websites, or at the links below.



State and County QuickFacts [Census Bureau]



City Data



Zip Codes

A keyword query through a search engine such as Google or Yahoo! may also result in useful statistics that will further aid in the assessment.

In addition to online resources, your local library and other organizations such as law enforcement, animal shelters, or animal control should be able to provide relevant statistics. It is important to engage these organizations early in the process, with the intention of bringing them on as collaborative partners; this will increase the likelihood that they will share data freely and in a timely fashion. Document your sources for demographic data—especially animal control and shelter statistics—so it can be verified and tracked for any updates and shifts.

Determining the Number of Households

If the number of households isn't readily available, you'll need to estimate. To calculate the number of households in a community, use the link below to determine the average household size per zip code. Simply take the population for the zip code and divide it by the average household size to get an estimated number of households.

City Data

Be sure to use the most recent data available whenever possible. For some zip codes, the above websites already list the average household size; however, for some it may need to be calculated.

50,000 [population]/2 [average household size] = 25,000 [estimated number of households]

This is not an exact science because the information is sorted by zip code, not specifically by neighborhood, and the number of households is sometimes derived from calculation versus actual reported data. However, the number will be accurate enough to assist you in developing an outreach strategy.

Determining the Number of Dogs and Cats

When you have identified your areas of focus and gathered population information for them, you can use the following formula to calculate and estimate the number of pets living in that area. The formula is based on number of households, not overall population.

Percentage of U.S. Households Owning a Pet:

Dogs 46% **Cats 39%**

Number of Pets Per Household:

Dogs 1.47

Cats 2.11

Source: The American Pet Products Manufacturers Association's 2013-2014 National Pet Owners Survey.

Determine how many households in the community own dogs and how many own cats

Using the figures in the table above, determine how many households in the community own dogs and how many own cats. Multiply the number of households in the community by the average percentage of households who own each species nationally. The following example illustrates a community of 100,000 households:

100,000 households in Anytown x 0.46 (percentage of dog owners nationally) = 46,000 dog-owning households in Anytown

100,000 households in Anytown x 0.39 (percentage of cat owners nationally) = 39,000 cat-owning households in Anytown



Multiply the results (the number of dog-owning and cat-owning households) by the average number of each species owned per household

46,000 dog-owning households in Anytown x 1.7 (number of dogs owned per household nationally) = 78,200 dogs in Anytown

39,000 cat-owning households in Anytown x 2.2 (number of cats owned per household nationally) = 85,800 cats in Anytown

If you prefer not to do the calculations yourself, you can retrieve the number of dogs and cats from the American Veterinary Medical Association (AVMA) website. Note, however, that this information is based on the national average. The number of households with pets varies at regional, state, and local levels, and your area may be higher or lower than the national average. To use this option, visit:



U.S. Pet Ownership Calculator [American Veterinary Medical Association]

Identify Starting Point

Begin data collection for the community demographics and focus neighborhood indicators, and choose the zip code or general area of focus. The team can then start exploring the area to choose the exact location, or a "hot spot" to begin the door-to-door outreach. The best approach to making the decision on what street or block to begin, is by visiting the neighborhood. Drive through the residential areas, make conversation with those you see, and pay close attention to where there are many dogs and cats (or signs of them). Outreach teams can more intimately assess where more need exists and determine where the work should begin.

Collaboration Contacts

Once you begin implementing this neighborhood level approach, you'll find that having many strong community partners makes the work less overwhelming. While you may have previously worked with some key players in your community, there are often many more to align with to help you become more efficient. Animal welfare advocates who may have not worked well together in the past will find more common ground using newly aligned, trackable goals. Use a collaboration details spreadsheet to capture contact information, missions, and details pertaining to relationships you have with each partner.

The collaboration details spreadsheet should include all organizations and active community group names down the first column of your page. The row across the top should be in an order that works for your team and can include (but should not be limited to):

- Organization/partner name
- Website address
- Contact first and last name(s)
- Email address
- Physical address
- Phone numbers (land line, fax, cell phone)
- Specifics (services, prices, size, target, specialty)
- Summary of missions
- Notes
- Potential politics to overcome
- Contact status (first contact, second contact, third contact, relationship status)

Community Resources

In addition to compiling lists of community demographics and potential collaborative partners, further research and details should be collected pertaining to the resources available within a market, especially at the neighborhood level. Some of the data that will be most helpful in setting goals and devising your plan include:

- Shelter(s)
- Animal control offices
- Spay/neuter clinic(s) (include costs for spay/neuter services)
- Veterinarian offices (include office visit and spay/neuter costs)
- Animal welfare organizations/rescue groups
- Social welfare organizations
- Public assistance offices
- Churches
- Schools
- Big box retailers (for pet supplies and pet food)
- Pet retailers
- Pet care providers

In developing your resource inventory spreadsheet include the category, name, address, and phone number of each resource. In collecting this information, it is important to create a thorough list of social service agencies. Inevitably, while doing community outreach, some situations require solutions beyond your scope and mission, situations that other organizations in the community are better suited to handle.

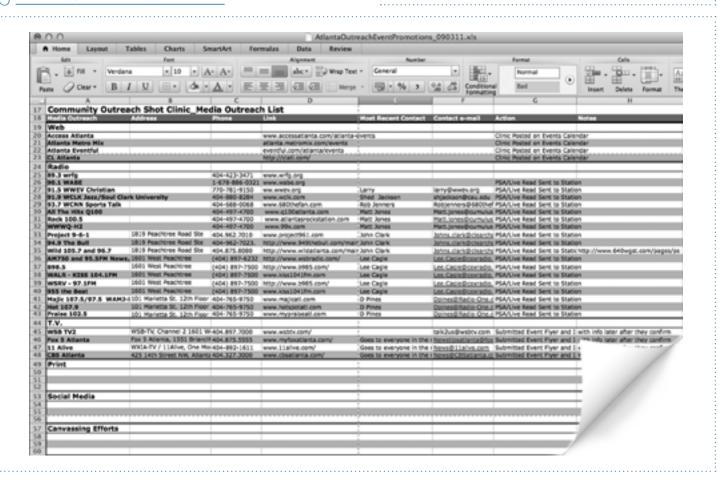
The collaborative contacts and community resources spreadsheets will inevitably have contacts that overlap. Combine these two spreadsheets into one. By combining, organizations or individuals that have historically been collaborative partners should be clearly identified for quick reference, highlighting or separating them from those with whom you are planning to develop a new relationship. Please see the attached sample community resources spreadsheet:

Community Resources [Spreadsheet]

Traditional and Non-Traditional Community Resources

Building relationships with animal care experts and social welfare advocates is important. However, for this program, another set of allies is the media. Identifying all TV, radio, internet sites, and print publications for press to gain awareness and support will be important. You'll need to collect the following information for local media outlets:

- Company/station/website
- Contact names/titles
- Website
- Phone
- Email
- Physical address
- Format/target
- Distribution
- Special notes



Mapping

Taking a bird's-eye view of your community is important. We recommend beginning by creating maps using the internet or a printed zip code map. A comprehensive map will eventually need to be created for planning and presentation purposes. This can be done electronically, using a program such as PowerPoint, or by using a printed map.

Access to other mapping software such as MapPoint also works well. Regardless of how you create the map, be sure to create a shareable and portable version, which is much more easily accomplished using an electronic platform. Keep in mind that you may want to establish distinct layers, pertaining to various assigned tasks.

Base Map

Using the zip code demographic data collected in your spreadsheet, select the most under-served zip codes and begin building a zip code map as the base map. Use free online resources or custom zip code mapping software, if available. However, the latter is not necessary. This map is primarily directional for your team's planning efforts. The zip code map will also be helpful in your efforts to relate the story of poverty, and your planned strategy, to supporters. Multiple computer programs, resources, and approaches to building this map may be followed, so use whatever works best for your team.





Base Map [Instructions]

Resource Map

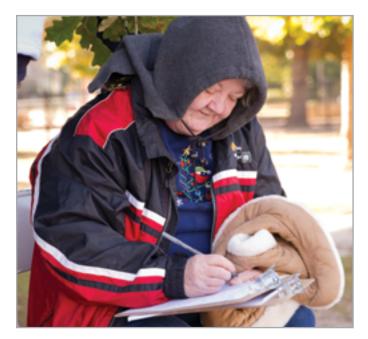
Using a map to identify the locations of resources and services in your resource spreadsheet illustrates and aids understanding of the "real story" in your community, potential partners for your work, opportunities, and barriers. To build a **resource map**, we recommend using Google Maps as a development tool. Sign-up for a Google account by using your email address and create user login information to use this feature. This information will be used to create and edit your custom maps. Invite others to collaborate on map development from their own computers. If you do not have an email address, sign up for free email through Google Mail (Gmail). Once you have signed in, continue to Google Maps.

Google Maps





Resource Map [Instructions]



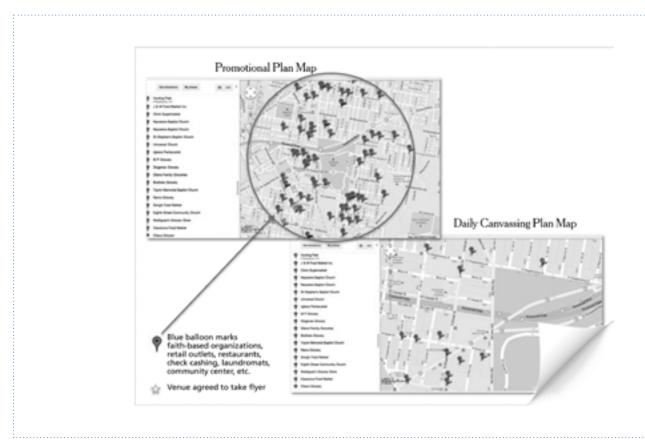
> Collecting data from pet owner in neighborhood identified through community assessment in Hattiesburg, MS

Promotional Map

When planning a community outreach event, add a layer of detail to the community assessment map that plots the venues to distribute and display information about the program services, and events being hosted (in addition to those places included on the resource list/map). If this information is not captured on the resource map, plot additional locations on a map to aid canvassers who will be out hand-distributing promotional flyers/materials. This map will be most useful to planning daily canvassing. The types of outlets that will be most heavily trafficked in the communities of focus are:

- Faith-based venues
- Public transportation stops and stations
- Community recreation centers
- Laundromats
- Convenience stores
- Independent restaurants
- Check cashing businesses
- Pawn shops
- Barber and beauty shops/nail salons
- Beauty supply stores
- Liquor stores
- Dollar stores
- Strip malls





Notes > • Community Assessment









Program Goals and Strategic Planning

"If you only do what you know you can do, you never do very much."—Tom Krause

Program Goals and Strategic Planning

Providing free services, specifically spay/neuter, is often the key to success in this work.



% Kenny Lamberti

When you have completed your community assessment and have a team prepared to do outreach, it's time to get a solid plan down on paper. A thorough plan should include a mission, strategy, and timeline. Set realistic outreach and spay/neuter goals and plan to adjust them as you become more familiar with your areas of focus. Be sure to assess the capabilities of your team and your spay/neuter provider's capacity.

It is important that you intimately understand the spay/neuter infrastructure and availability in your community. When you are in the community meeting and talking to people, you need to know how quickly you can schedule veterinary appointments, which days volunteers or staff are available to provide transportation, and what guidelines your spay/neuter partner(s) may have on age, weight, etc. If your organization is providing the spay/neuter surgeries, it is still important to determine these details and put a plan in place for clients identified through this specific program.

One of the worst things you can do when building your reputation in the community is to make promises you cannot keep. For example, if you tell a client that you'll be somewhere at a certain time, it is imperative for you to show up at that time. Many of the communities

you'll be working in have become accustomed to outsiders letting them down, given false hope of assistance, and overlooked by the system. Your word is the most critical component to building trust and relationships— professionalism and good time management are important.

Providing free services, specifically spay/neuter, is often the key to success when doing this type of work. Obviously, it is not possible for a spay/neuter provider to maintain a sustainable budget if they are performing unlimited free surgeries. However, having free spay/neuter as an option to provide to some people and pets will help you get to harder-to-reach clients and could make your outreach work much easier and better received.

If you are doing your work in the right community of focus, you should not need proof of income, as the majority of your clients will certainly benefit from noor low-cost services. If you are only able to provide free services (vaccinations, spay/neuter vouchers, and additional services) at your community outreach events, use these events as an opportunity to reach the greatest number of owners of unaltered pets.

A common misconception in the veterinary field is that no- or low-cost services cause mainstream veterinarians to lose clients to service providers offering major subsidies. However, it is extremely unlikely that the pets living in your target area will have seen a veterinarian, and until they are properly engaged on the issue, they will likely not invest in veterinary services, low-cost or otherwise.

In PFL program markets, 77% of the unaltered pets met in the areas of focus have never seen a veterinarian before meeting the PFL team.

When pet owners are given proper information in a respectful way, many choose to integrate wellness care when they can afford it—mainstream cost structures are well beyond what these families can manage. Dayto-day outreach and community outreach events in this model do not target those who have the means to pay traditional veterinary fees, but rather target the "systemically poor"—those who, along with their pets, have historically suffered in silence and have gone without mainstream veterinary care.

When you are ready to start offering services, having done your research, and organized your team, it is important to "create a buzz" in the community. Talk to volunteers/staff who may live in the community. Find local "hot spots" to display your materials and talk to people you meet. Barbershops, restaurants, and recreation centers are a great place to start.

Think of this time as pre-outreach. You could have lunch at a local cafe, get a haircut from a popular barber, or play soccer in the park. It can be as simple as wearing a spay/neuter t-shirt (with a non-offensive message); this will likely start conversations, and put you on the right track. You'll inevitably run into the same people later in your work and because you connected within them in the recent past, chances are they will remember you, making it easier to engage them about your program and its services.

Depending on the partnerships and resources you have in the initial phase, you can start going door-to-door on a chosen street, or you can host a community outreach event to introduce yourself to the neighborhood. The best way to get started is to identify a "hot spot" in which to begin your community outreach: that area where there are lots of people

and pets and where you can really begin building a reputation in the community. After a month or two of creating familiarity in the community, if you are able, we suggest you hold a community outreach event where you offer something free and valuable—free rabies shots, for example. (More details on planning Community Outreach Events will be outlined in Chapter 9.)

Keep in mind that when you do hold your first community outreach event, you'll obtain contact information from hundreds of pet owners. Plan to spend a few months following up with those ready to spay/neuter, talk with those who are not ready, and listen to the needs and interests of the community during the entire process.



> Passing out flyers for a community outreach event offering free rabies vaccinations in Toledo, OH





Lori Hensley,
Neya Warren, and
Jon Littlepage

A central component to the PFL approach is meeting people where they are, both philosophically and literally.

One of the best ways to create a strong community presence is to consistently spend significant amounts of time within the neighborhoods of focus. As mentioned, you should spend time familiarizing yourself with the community in the beginning. Continue developing these connections by frequenting the local outlets and patronizing businesses for your own needs. Buy gas at a local filling station. Have your prescriptions sent to a pharmacy within the neighborhood. Test your luck; buy a lottery ticket each week at a corner convenience srore in your community of focus.

The residents will begin to notice you, and before you know it, you'll begin to hear about other activities taking place in the community—activities you can participate in, such as greening initiatives, health fairs, back-to-school events, and so on. The key is to make consistent visits and always look for opportunities to engage the people around you. In many cases, the neighborhood kids will be the first to approach you to ask who you are and why you are there. More often than not, kids will be sent to inquire by curious parents or guardians. Out of necessity, many people

in under-served communities look out for each other, so they are acutely aware of who is new to their neighborhood and communicate that information with each other. That said, be sure to make first impressions warm and sincere.

Consider using public transportation to travel to these neighborhoods, if it is available. While spending time in the neighborhood, pay attention to the way people interact, their lifestyles, and their dress. Make a point to subtly find out who is the community leader or elder; there is often at least one respected leader, and sometimes several will have influence. Getting to know who makes up the community is vital. You can serve people best when you can imagine yourself in their shoes, which gives you a better understanding of their lives. For most animal advocates, this type of work is new and will likely challenge your comfort zone. Be realistic and do not extend yourself too far beyond where you might be comfortable, especially in the beginning. You never want to appear insincere or disingenuous. Always be yourself as people respond to and appreciate authenticity.



Strategic Outreach and the Importance of Consistent Involvement





You should have a strategy in place for optimal distribution of information. It is vitally important to have a designated outreach team and to make sure that team knows the short- and longer-term outreach plan in detail. Your outreach team does not need to be great in number; in fact, a smaller team is ideal and effective. When there are too many people doing the outreach, the community does not get to know each person very well and messaging can be confusing and conflicting. The best size for an outreach team is two to four people with each person or team having set days they are in the community. The more consistent you are, the more the community begins to expect to see you, and the easier it is to plan visits, deliver medication and supplies, schedule follow-up calls and visits, etc. For example, if one team conducts outreach on Wednesdays and Fridays and another on Saturdays, people in the community will know what days you come around and will wait to see you to ask questions about their pet or to introduce you to a friend or family member. On the days you're doing outreach, select a local restaurant or store in the community of focus where you'll meet and go over the map and plan for that day.

Morning to early afternoon is the best time of day to do outreach. Weekends are ideal because you are likely to find more people at home and in a social mood. Keep in mind that, in some areas, people may attend church on Sunday mornings.

When you have engaged and built relationships with the majority of people on one street, (what we call "lock the block") it's time to move on to the adjacent street. This doesn't mean you never return to the street that has been "locked"; you go there less often or periodically check in with ambassadors on that street with a phone call. You never completely leave an area, but you do spend less time in a stabilized area and focus your time on a new street. To determine if a street or area has been "locked", follow these simple guidelines:

- Every companion animal's human has been engaged, meaning you have shared information and talked about what services you have to offer.
- The spay/neuter and general wellness status of every companion animal has been determined and documented.
- The majority (ideally over 70%) of all unaltered pets have been spayed/neutered.
- Your outreach team is known and trusted by the people in the area.

While continuing your outreach, be sure to map your outreach strategy and track your work. The most basic way is a paper map showing all of the streets in your area of focus. Enlarge the map, put it on the wall, and use highlighters to color code different areas. One color represents an area visited and feels stable, another color represents where you have completed some work but still need to do more, and another color represents where to go next. A digital option to use is GIS software to pinpoint and label specific houses where unaltered pets live, where you have spayed/neutered pets, where those who are on the fence live, and more. Use a free online option like Google maps. The specific method isn't as important as ensuring to plan and track your work for strategic and focused outreach.



Sample Google Map (Des Moines)



Sample Paper Map (St. Louis)

The most effective way to structure your outreach is to divide it into three categories:

- 1] Proactive door-to-door—"lock the block"
- 2] Reactive—word of mouth/voicemails
- 3] Spay/neuter follow-up

Proactive: Door-to-door outreach is how you'll begin your work and where a large majority of your outreach time should always be spent. You should consistently dedicate blocks of time solely to proactive outreach. This way, you are constantly meeting new people and pets.

Reactive: Word of mouth will start happening almost immediately so you should dedicate outreach time to people contacting you for services. Schedule blocks of time to respond to these clients. Stick to the time you schedule for this outreach or it can become overwhelming. Reactive outreach can be accomplished through phone calls, texts, and in-person visits.

Follow-up: Spay/neuter follow-up is on going and the number of surgeries you schedule will determine the amount of time needed for this part of the outreach.

You'll also find it helpful to divide your clients into three categories:

- Green—clients who have said "yes" to spay/ neuter or who have altered pets
- Yellow—clients who are on the fence but getting close to saying "yes" to spay/neuter
- Red—clients who are adamantly opposed to spay/neuter

Green clients will fall under your spay/neuter follow-up outreach, while yellow and red clients should continue to be engaged. Every client is different so you'll need to determine how often to check in with them, giving space as needed, but never disengaging completely.



> Passing out flyers for a community outreach event offering parvo/distemper vaccinations in Baton Rouge, LA

Proper Outfitting

It's very important to have supplies with you when you are working in the community. Supplies help you to address issues you face and to save time so you don't have to return later with items you need. Keeping an "outreach kit" in your car at all times will help you work more effectively and efficiently. Always park your car close to the area or neighborhood where you are working so, as you meet people, you can retrieve items from your car as needed. On days you use public transportation, you can use a small pack to hold necessary supplies. At minimum, your outreach kit should include:

- Clipboard
- Data collection/information forms
- Spay/neuter vouchers and consent forms
- Pens
- Maps
- Drontal or some other form of dewormer (if it's available to you)
- Flea/tick treatment (if it's available to you)
- Antiseptic/antibacterial spray (can be purchased at any pet supply store)
- Flys-Off ointment to treat ears (can be purchased at most pet supply stores)
- Collars, harnesses, leashes, etc. (have a variety of sizes and styles to fit various situations)
- Climbing clip and plastic coated cable (in case you come across a chained dog, you can help expand his range)
- Business cards with the name and phone number for people to follow up
- Food and treats
- Toys
- Water jugs to provide hydration for dogs and cats

Identify Solid Community Ambassadors

As you spend time in your community of focus, recipients of your services and others might become intrigued and want to get involved. Invite these folks to join the team, either as an official volunteer or someone who simply shares information with family, friends, and neighbors. Be sure to share all information about your services to prevent miscommunication or misinformation from being passed along. Keep in mind that the key to success is building trust, which will not happen if expectations are not met.

Consider inviting volunteers to help perform outreach. Listen carefully as they share their insights about the community and its residents. Exchange contact information and be sure to let them know when you are going to be back in the neighborhood. Gaining support from (and being accompanied by) people who live in the community will dramatically increase your team's credibility and will also provide you with insight you may never gain on your own.



The Presence and Perceptions of Crime



Ralph Hawthorne,
Neya Warren, and
Jon Littlepage

It's all too easy to develop stereotypes and make judgments about under-served neighborhoods. You might assume that these area are unsafe at all times if your only exposure to them is through the evening news. The truth is, crime does exist, but its prevalence is usually exaggerated and mistakenly portrayed as targeted toward innocent people. The majority of violent crime in under-served neighborhoods takes place between people who know each other and have a history.

It is likely that your area of focus may be perceived as a high-crime or unsafe area. It is important to remember that the majority of people living there are regular people just like you with a sense of community, kindness, and pride. Avoid letting your fear dissuade you from your mission—you'll find that most people are warm and receptive.

There are correlations to be found between poverty and illegal drug use. But dealers, not users, are usually the people engaged in drug-related violence, and it's important to understand that drug dealers and those working for them are the primary victims of drug-related violence. Maintain a sense of perspective on this topic and remember that illegal drug use occurs in all socioeconomic spheres, not just low-income areas, and that most residents of those areas are not involved in dealing drugs.

Not unlike the illegal drug business, gang-related violence (which could include illegal drug dealing) is often insulated—violence takes place between rival gangs, similar to family feuds. Your neutrality contributes to your safety.

As in any situation, be aware of your surroundings and use common sense in determining the best times to conduct your outreach. By developing relationships within the neighborhoods, doing outreach with a partner, and visiting during the earlier parts of the day, it's doubtful that you'll encounter any problems that directly affect your team. Keep in mind that the majority of people who live in higher crime neighborhoods would prefer to live in a safe, healthy community, and have no desire to do you harm.

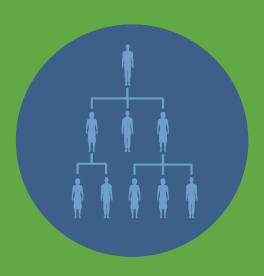
It is also important to note that nearly everyone in your community of focus will have or know someone with a pet in need, making you and your team a welcomed community asset and providing you with an opportunity to find common ground.

Notes → ▼ Program Goals and Strategic Planning









Coalition Building

"Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude."
—William James



All Are Welcome





When creating and implementing a community outreach program, building a coalition of supportive community partners is critical. In the animal welfare field, we often struggle to effectively connect the issue of animal suffering with other social problems affecting the overall community. We often see pets in situations that are less than ideal, and we focus all of our time and energy on how to improve the situation according to our own standards. By doing so, we neglect to gain an understanding of the circumstances and the community that make up that pet's world.

Some advocates may be surprised by how often they meet animal lovers and advocates living within focus communities. Stereotypes would have us believe that animal lovers and people who are devoted to their pets are more likely to reside in more affluent communities, but experience shows otherwise. Implementing this toolkit will help you identify opportunities to bring new people into the fold, thus diversifying your program, our movement, and ultimately touching more people and their pets.

Seize the opportunity to connect with groups that have not traditionally been considered as potential partners in animal welfare. This includes neighborhood and beautification organizations, realtors, churches, antiviolence coalitions, social service agencies, crime prevention groups, etc. The key is not to limit your outreach. When you consider improved animal welfare as one component of improving an entire community, anyone and everyone is a potential partner. Regardless of what type of group you represent, reach out to traditional animal welfare agencies such as your local animal control, police department, spay/neuter providers, and shelter if they are not already integrated into your program. There are many ways that each group can be a part of your program. They can simply be aware of your efforts and support you when an opportunity is presented or they can join in directly to help offer services and resources.

One very beneficial partnership to explore is with your local Department of Social Services (DSS). In creating your community assessment, identify various social service agencies, their locations, and what services they provide. You'll encounter situations that need attention beyond your scope and mission, and want to be able to refer people to other organizations for assistance. Moreover, you can easily reach some target audiences by partnering with these agencies.

For example, talk to officials at the DSS office about their programs and any regular weekly or monthly updates they disseminate. Ask if you can provide flyers or postcards publicizing free spay/neuter services to specific segments of their clientele or those who live within your target zip codes. The DSS is often more than willing to provide such information if it helps clients find additional services.

Engage the Veterinary Community from the Start

The veterinary community is one of the most critical partners for carrying out your mission of providing resources like wellness care and spay/neuter to pet owners. Without veterinarians, vaccinations cannot be given, spay/neuter surgeries cannot be performed, and a multitude of your clients' other needs cannot be met. You'll also need veterinarians to provide emergency care, to offer preventative medication (such as flea/ tick and heartworm medications), and to volunteer time at your community outreach events. Just like so many other people, most veterinarians are unaware of the great need for more accessible and affordable services and resources.

Using information from this toolkit will make it easier to reach out to the veterinary community and show that your target area lacks veterinary clinics, and that your program won't take away potential business. Instead, it could actually connect veterinary practitioners with potential new clients. It is important to note that for many pet owners, accessing regular cost veterinary care is not a realistic option. Even lowcost services are often out of reach for families living in poverty. Keep in mind, the unaltered pets that live in these communities are far less likely to have ever seen a veterinarian. On average, 77% had not seen a veterinarian at the time of meeting the teams. It is critical to provide accessible, affordable services to all people and pets in order to achieve good community animal health and drive down rates of animal homelessness and suffering. With supporting data and a strategic plan in place, veterinarians may be more willing to participate and help. Furthermore, licensed veterinarians lend great credibility to the program.

For more information and talking points on how to reach out to the veterinarian community, please check out these links:



Veterinarian Involvement in Spay Day [news article]



Reaching Out to Veterinarians [presentation]



Veterinarian Involvement in Spay Day [presentation]

Veterinarians willing to work with you are out there. You may find them right away, or you may have to reach out to many before you find one who believes in the mission and is willing and able to participate. Below are statements from a few veterinarians from around the country who have embraced the community outreach approach.



Carrie Schultz, DVM Baton Rouge, LA

"Preventative health care is essential for healthy pet communities. Every dog not on parasite preventative is filled with infectious eggs, larvae, or microfilariae just waiting to be transferred to another animal. I try to inform people in under-sevred communities about proper vaccination schedules, wellness care, etc. When they express interest in preventing heartworm disease in their dog, or helping their flea allergy, what use is it for me to tell them they need to go to the vet for a yearly exam, heartworm test and vaccines, when the cheapest clinic in town is at least \$80, plus \$20-\$30 for heartworm prevention for six months? Many of these people can't come up with \$7 for the rabies tag.

Especially if they don't have a car, I may as well have told them the preventative for heartworms was ground diamond dust that you had to collect from the moon. Taking proper care of their pets becomes highly inaccessible and unrealistic. And so they don't go to the vet for preventative care. So they don't learn about parasites and the risk to their kids, or the importance of spaying and neutering. You don't get to correct their misconceptions and allay their fears about the surgery. And they keep having more puppies that go to the pound to hopefully get rescued by an animal welfare group that is bound to want you to treat them for free and do surgeries for free.

In so many ways, it is in our best interests as a profession to have an investment in making basic veterinary care accessible to the most marginalized in our community. But in order to motivate most people, including vets, to help, there needs to be not only an identified problem, but a viable plan for a solution. Any group needs to have concrete and well defined goals, an action plan, and benchmarks set for what exactly they are trying to accomplish. When you approach a Doctor of Veterinary Medicine (DVM), you are much more likely to spark interest in helping if the commitment is in the near future, lasts a concrete amount of time, and has a definite end point. Many vets have been burned in the past by the 'iceberg' problem of doing non-profit animal welfare work. They end up in the middle of more work than they thought they were agreeing to, and this makes them hesitant or wary to get involved. A definite start and end date and clear, limited responsibilities will help.

Respect for a veterinarian's training and skills, in addition to just 'giving rabies shots and doing surgeries,' can also go a long way towards bridge building. Perhaps most helpfully, both veterinarians and volunteers need to consciously be mindful of the amazing gifts the other group is giving to the cause in question. They both bring a very necessary balance to the process, and a pretty amazing network can be built if all the different parts are in place, if everyone is encouraged to do their thing as best they can, is appreciated, and is given space. Keep your eyes on the prize, and never forget what you're really doing all of this for. Anything that isn't moving towards that goal is not worth your time." —Carrie Schultz



Will Mangham, DVM: Rutledge, GA

"Veterinarians are briefly trained at best in vet school about how to run a business. In most cases, it is on-the-job training to learn how to run a complex business while dealing in life and death matters EVERY day. This fiscal pressure ultimately can cause veterinarians to be less aware of the under-served pet owners because those owners do not have the ability to improve the clinic's bottom line. On the other hand, I'm not aware of any veterinarian who started out with the primary goal of getting rich. As with any business or profession, success was the goal and veterinarians are lucky enough to seek success while helping animals and people. For as long as I have been aware, veterinarians have ranked near the top of all professions for their integrity and compassion in the eyes of the public.

Veterinarians need to be aware of the very large and deserving community of under-served pet owners, but in many cases they need gentle reminders.

Humane societies and rescue groups, as well as food banks and places of worship, know the people who need help and would gladly welcome veterinary

interest and resources. It is certainly possible to direct philanthropic or charitable efforts toward this community without negatively impacting the veterinary business they conduct. In many cases, education is what is most needed and has little or no cost attached. Many veterinary clinics and individual veterinarians have been able to enlist the support of their client base to help subsidize the veterinary care for clients unable to afford all that their pets need. When the expense is distributed among many, scores can be generous and be a part of a much larger good." —Will Mangham



Kelly Ann Rada, DVM: Humane Ohio, Toledo, OH

"Veterinarians who work in animal welfare organizations, whether as a shelter veterinarian or a high-quality, high-volume spay/neuter clinic, receive a lot of criticism from our colleagues who don't understand our work. There is a huge misperception that veterinarians who offer lower-cost veterinary services devalue those services, making pet owners less appreciative and less willing to invest in their pet's care. There is also the claim that low-cost pet care competes unfairly with for-profit veterinary clinics.

From my ten years working in this field as a veterinarian, I can tell you that my experience is completely the opposite, and the data is bearing that out. When we reach an under-served area of the pet-owning population and convince them to spay and neuter, we open the lines of communication and educate them about their pet's health needs.

Our own clinic refers thousands of clients to fullservice clinics for additional services, representing a huge client base that had previously been ignored. These pets are getting care they never would have received before, and the investment the owners make only serves to bond them to their pets all the more. To me, it's a no-brainer that reaching this client base is good business for my colleagues, and no one can convince me that our spay/neuter clinic has hurt their business. In fact, the veterinarian who protested the most has actually EXPANDED his practice in the years since Humane Ohio has been in operation! I've often compared our profession to that of pediatricians; a pediatrician would never refuse to treat the children born to less fortunate parents; why do veterinarians think we can judge pet owners who are less fortunate?" —Kelly Ann Rada



> Dr. Carrie Schultz examining a kitten at a community outreach event in Baton Rouge, LA



Another important piece of your coalition puzzle is volunteers. Without people power, not much can be accomplished, limiting the number of people and pets to be helped. Volunteers fill a number of roles and each role calls for unique strengths.

There are many ways to attract volunteers. The most obvious avenue is through the animal welfare work already going on in your community. Talk to other groups about your plans and you'll inevitably find people who have been craving a chance to directly affect animals and who will be interested in proactive work.

Look for opportunities to table at various types of events, but don't limit yourself to those where "animal people" are expected. Explore community health days, environmental awareness events, multicultural celebrations, community festivals, farmers' markets, and generally any event that brings people together. Ask to speak at neighborhood association meetings, or to present to the local chapter of service clubs like the Rotary, university student groups, etc. Use online calendars, volunteer match programs, meet-up groups, local volunteer centers, and the media to spread the message. Media exposure may not only prompt donations of money and supplies, but it can also attract new volunteers. Talk to anyone and everyone who will listen. Never underestimate the potential for any interaction to result in the discovery of a great volunteer.

Be sure to learn what skills, aptitudes, and connections your volunteers have to offer. Some volunteers can give one hour a month and some can give ten hours a week. Everyone has something to offer and will bring their own personal strengths and experiences. Recognizing that different people are right for different roles is imperative. Not everyone should be doing outreach in the community and engaging people face-to-face. Some advocates struggle with the social interaction element and find it harder to suspend their judgment. Learn to recognize when you or someone else may best serve the program by scheduling spay/ neuter appointments, entering data into spreadsheets, fundraising, or fulfilling the multitude of other necessary responsibilities. Once up and running, many of your best volunteers will come directly from your target community after getting acquainted with them.



> Volunteers working registration at a Philadelphia, PA outreach event

Tasks volunteers can perform:

Here are just a few of the tasks for volunteers:

- Photography and videography
- Training new volunteers at various tasks
- Writing press releases
- Writing grant proposals
- Writing thank-you notes
- Writing informational literature and training materials
- Presenting in schools

- Staffing information tables at events
- Spay/neuter transport
- Picking up donated doghouses and supplies
- Monitoring Craigslist for free or low-cost items
- Bookkeeping
- Telephoning clients
- Answering phone messages
- Responding to emails
- Coordinating other volunteers
- Planning and staffing fundraising events

Whether hiring someone to head community outreach, filling this position yourself, or seeking a volunteer to take on the role, the person in this role must possess specific skills. Animal welfare and/or animal-handling experience is not necessary; instead look for someone who enjoys meeting, conversing, and getting to know people. Look in new places and be open to people with little or no animal welfare experience who have an interest or history in social justice, community organizing, etc. Look for individuals who care about the entire community—including the animals—and who can see the big picture.

Two things will have a notable impact on the candidates you attract: How you describe the position, and where you advertise it. In the job description, identify working with people and the community as a major part of the work; avoid a vague headline, such as, "Do you want to help animals?" In addition to mainstream papers, post the job on websites (e.g. idealist.org and volunteermatch.org) and in local independent papers or publications in your market, where the type of person you want would be looking for a job.

Sample Job Description for Paid or Volunteer Position

For staff and volunteer recruitment, you may find the following documents useful:

- Job description for Manager
- **)** Job description for Coordinator
- \bigcirc Job description for Community Organizer
- Volunteer description for Administrative support
- Volunteer description for TNR

- Volunteer description for events
- (1) Volunteer description for street team
- **Volunteer description for transporter**
- **Volunteer essential capabilities**
- **Volunteer agreement**
- (I) Volunteer waiver

Effectively Managing Your Volunteers

Communication to and among your volunteers is vital. One suggested method for communicating efficiently with a large group of people is a Yahoo! Group listserv, private Facebook page, or similar online community. You can use these options to get the word out to volunteers when help is needed, from quick tasks to big events, and to keep the group engaged with and excited about the work.

Always respect your volunteers' time and availability. To that end, do not allow online communications to get out of control. Stay on point with your program's mission and goals. The online communication platform should never be used to solicit money, support, or volunteer help for other causes, and it should not be used for people to communicate about other issues.

Stay on track and keep volunteers focused, to maintain valuable help and accomplish more. Generally, dependable volunteers are retained over the long term if they feel good about what they are doing and feel good about themselves while doing it. The following six practices will increase volunteer retention:

(1.)

Hold volunteer orientations.

Holding periodic (usually quarterly) volunteer orientations provide an opportunity to meet prospective volunteers and introduce them to the program and each other. Orientations allow you to share information about your program, volunteer roles, expectations, and requirements, and help prospective volunteers understand whether your program could be the right fit for them.

2.

Ensure that your volunteers feel useful and effective.

Be organized and have a clear plan about how to plug volunteers into your work. It's important to keep volunteers busy when they come to an event or are given a particular task. Be sure to give clear instructions on what you need done, and make sure volunteers know where they can go with any questions or concerns that may arise. Volunteers should be made aware of the high standards expected of them and the importance of their contribution. Ensure, as much as possible, that volunteers get to participate in ways that best utilize their skills, talents, and knowledge and that their assignments are in line with their expressed interests.

3.

Treat your volunteers well.

Volunteers will keep coming back if they enjoy their interactions with leadership and co-volunteers. If volunteers treat one another with kindness, patience, and respect, and are treated this way by the leadership, everyone will have fun—even if they are working long hours in blistering heat, biting cold, or pouring rain. Those in leadership positions can set the tone by maintaining a positive, appreciative attitude and a sense of humor.

4.

Keep your volunteers connected to leadership and each other.

Creating opportunities for volunteers, including the leaders, to get together socially is important. This is especially true for volunteers who may not have an opportunity to connect with others, such as those whose assignments are carried out alone. Have non-work get-togethers like potluck dinners, end-of-year and milestone achievement celebrations, etc.

5.

Demonstrate your appreciation.

Say "thank you" often. Make sure that each volunteer is aware of the positive effects of his or her work, and that weach person receives recognition for his or her achievements. Consistent efforts must be made to

recognize everyone for their contributions in order to avoid the perception of favoritism.

Solicit feedback—and take it seriously.

Volunteers will be more likely to stay with your group over the long term if they feel a sense of ownership of the mission. Be sincere when asking for—and listening to—suggestions and feedback from volunteers. Try to create opportunities for volunteers to take leadership roles on projects or events that will be beneficial to (and consistent with) your goals.

Handling Challenging Volunteers

When a volunteer's performance creates an obstacle to your team's ability to effectively help people and their pets or creates negativity within the group, it's imperative to address the issue as soon as possible. Do your best to prevent this outcome by making expectations clear from the beginning. Each time a new volunteer comes into the group, make sure he or she understands the importance of dependability, working in compliance with the organization's standards of operation, and conducting oneself in a way that maintains the group's positive reputation in the community.

Create a document to introduce volunteers to your work and an agreement that outlines what you and the volunteer are responsible for in the relationship. This helps clarify expectations early and prevent problems that might develop from a lack of understanding.

It is often possible to resolve difficulties with a volunteer without ending the relationship. Everyone comes with weaknesses and personality quirks, as well as, with their strengths. And everyone goes through

difficult periods that interfere with peak performance. If a volunteer has done something deliberately (or through negligence) that is obstructive, destructive, or makes trust impossible, he or she should be dismissed immediately. Otherwise, the goal should be to address the problems proactively before they escalate. Before reaching the decision to terminate the volunteer, first try one of the following strategies:

Re-emphasize the Rules: Sometimes people test the boundaries, and in some cases, all it takes to bring these folks back around is to address the situation immediately. Emphasize that it is critical to the group's effectiveness for everyone to be "on the same page" with regard to rules and expectations.

Reinforce Training: Some people are slower to learn than others. There is a lot to learn, and it will not all sink in immediately. Some people learn best from a different approach so that the information sticks. Stress how important it is to ask questions if they have the slightest doubt about anything. The only "stupid question" is the one never asked.

Change the Volunteer's Job: Sometimes people will be more successful helping in a different capacity than they (or you) originally thought. And sometimes there is a personality conflict between people that has nothing to do with the ability of either to be an effective volunteer. It may be that the volunteer needs to work alone or with someone else.

Give the Volunteer a Rest: Sometimes a volunteer becomes less reliable or more difficult to work with due to burnout, being spread too thin, or working too long without a break. Personal life difficulties might interfere with his or her ability to contribute as much as usual. Try to arrange for the volunteer to take a break without making him or her feel guilty.

When it becomes necessary to dismiss a volunteer:

- Conduct the meeting in a private location with another person from your organization present, if possible.
- Be brief and direct so that your intention to end the relationship with the volunteer is very clear.
- Don't get into back and forth discussions and don't argue. Simply announce you have concluded the relationship isn't working and they are no longer welcome to be a part of your program. Unless the situation prompting the dismissal was so egregious you've made the decision to let them go on the spot, it's likely the volunteer has been informed of the problems previously and they have not been resolved, which is why you are dismissing the person. The time for discussion has passed.
- Follow up with the volunteer by writing a letter thanking him or her for service. Reiterate that the relationship has ended and include any departure details, such as the required return of materials or supplies, and inform the volunteer that he or she should no longer represent themselves as a volunteer of your program. Keep a copy of the letter for your files.
- Inform other volunteers and staff who worked with the ex-volunteer of the termination.

For additional information on how to grow and manage a volunteer program please visit:



Volunteer Management [Resources]



Coalition Building

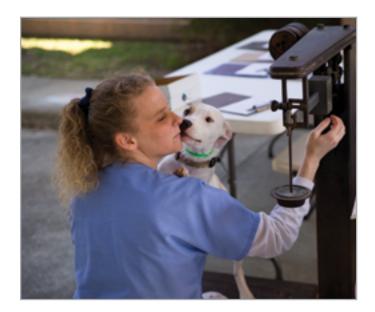


Volunteer Management [HSUS Manual]



Sample Volunteer Waiver

Note: For all volunteer roles, it is extremely important that everyone signs a volunteer release and waiver of liability. See the sample waiver.



> Volunteer veterinary technician getting ready to weigh a pet at an outreach event

Notes > • Coalition Building

3









• How to Approach and Talk to People

"We can never judge the lives of others, because each person knows only their own pain and renunciation. It's one thing to feel that you are on the right path, but it's another to think that yours is the only path."

—Paulo Coelho



Conversation Scenarios and Effective Standard Practices



Tim Freeman, Neya Warren, and Jon Littlepage

One of the most important keys to successful outreach is using the right approach to communicate with people. It is imperative your team set aside any negative assumptions about owners of unaltered pets or those whose pets are living in less than ideal conditions. If you are judgmental and condescending to owners, you'll lose their trust and will likely miss an opportunity to connect.

Use a more friendly and open approach to see that most people truly care about their pets and want to make healthy decisions for them. The common assumption that owners of unaltered pets or those whose pets are living in less than ideal conditions are irresponsible or uncaring is generally inaccurate.

It is best to walk, rather than drive, while doing outreach to fully engage people. When promoting an event and possibly working in a commercial area, you should ask local businesses to hang flyers in their windows or leave information at the check-out counter. Be sure to engage everyone in the community. Start by simply making eye contact, smiling, and saying hello.

If your entire team is doing outreach on the same day, it is best to be in smaller groups of two to three people—too large of a group can be overwhelming. Smaller groups will help use your time efficiently by reaching more people and pets within the allotted time frame.

Every person engaged should receive something. It may just be your business card with a phone number or a spay/neuter voucher, but you should have on hand items such as, leashes, collars, treats, flea/tick medications, etc. After the first day of outreach, return to the same location within a few days. When you return for the second or third time, people will likely recognize you and become increasingly more willing to open up. It might take multiple visits before many people engage or say "yes" to spay/neuter for their pet.

As reviewed in Chapter 6: Coalition Building, the person or team responsible for doing outreach needs to possess unique skills to succeed. This job is not for everyone. Once people understand the task, some will self-identify as not being a good fit for the job, and that's okay. Knowing your team's strengths and identifying the right fit for outreach will yield the best results for the animals.

A condescending attitude or fearfulness will often be obvious to those who are accustomed to these attitudes from others. Choosing the right person or team to meet and talk to people is key, and it can mean the difference between getting significant numbers of animals spayed/neutered versus turning people off and missing opportunities to build wonderful, lasting relationships. The designated outreach person or team should thoroughly enjoy meeting new people, regardless of race, gender, religion, socioeconomic background, interests, or personality. They should be non-judgmental, respectful, relaxed, genuine in their interactions, and good listeners.

Once you've identified your team, make sure they understand many of the people they'll meet could be isolated from mainstream messaging due to their situations. In many cases, they rarely—if ever receive positive wellness messages for themselves or their animals, They most likely have little familiarity with spay/neuter. Any familiarity is often based on misconceptions and fear that the surgery will negatively affect their pet. Many pet owners will have minimal, if any, awareness of existing resources to help them with their animals and will not know how to seek out these resources.

Here are some tips for the person or team who will be doing outreach:

- Understand your audience. Take time to tune into the mood of the person you are approaching. Ask a variety of questions in an interested—not interrogative—manner and listen more than you talk. Be warm, respectful, and relaxed.
- Smile naturally. Do not feel compelled to rush the conversation. Keep in mind that most people are uncomfortable with silence and will naturally talk to avoid it, so if you are quiet and listen, people will often reveal useful information about themselves and their animals.
- Be careful selecting your words to avoid belittling or offending someone. Telling someone that caring for their pet differently will demonstrate that they are a "responsible" owner can imply they are not currently. For example, telling an owner of an unaltered pet that spaying a cat will make him or her a "responsible" owner implies that the person is acting "irresponsibly" now. This will not be well received. It's a mistake to underestimate the intelligence of your audience. Do not assume that less affluent people are less sensitive to nuanced verbal communications—the opposite is often true.

- Be cautious about saying you'll help "educate" the people you meet, as this can be offensive. The better way to phrase your goal is to say that you're "sharing" helpful information. The truth is, your relationship will involve information-sharing on both sides. It is beneficial to everyone to keep the conversation going. Avoid letting a word or two spoil the opportunity to connect with someone by shutting them down, or worse, turning them off. Keep in mind that certain words come off as condescending and disrespectful. Eliminate the words "responsible," "irresponsible," and "educate" from your vocabulary. You'll get a more positive response and begin to see how truly patronizing and hurtful those words can be. In the event you say something causing offense, be sure to make eye contact, apologize, and rephrase using a better word. Keep in mind the person you are speaking to has probably made the same mistake at some point and will likely not take offense or remain offended if your apology is sincere.
- Be aware of the suggestions you make and how they may be taken. For example, do not automatically assume someone needs help feeding their pet; that can be insulting and condescending. Instead of saying, "I have food I can give you," engage in a conversation with the person and find out the circumstances and if they do need or want this sort of assistance.

A common mistake in community outreach is deciding that a dog or cat would be better off in a new home and "rescuing" or re-homing that pet. This is not only ineffective but also damaging to your reputation. Taking a dog or cat from its owner will almost invariably result in the owner simply getting another dog or cat—one that he or she will treat exactly the same way. The more effective strategy is to work with the person to improve the situation. Taking a dog or cat also assumes there is another home to place it in. We know there simply are not enough homes for every dog or cat who needs one. The reality is that shelters

as well as rescue and foster programs are full. Working with a pet's current home is usually the best option.

Taking someone's pet also presumes that the owner doesn't care about his or her dog or cat; however, this is not true. Many people are simply doing the only thing they know to do or the only thing they can afford. While taking a dog or cat can look like an easy fix, it really means that you have given up on the hard work of relationship building and information sharing.

Finally, taking people's pets also create barriers that prevent from helping many other pets. Your reputation is important and by taking people's pets, the network of trust and the reputation you build weakens quickly. We do not live in a perfect world, and things do not work out every time, but the strategies using nonjudgment and information sharing allow you to make lasting and positive changes in the lives of many animals.

View the people you reach out to and meet as clients, and focus on providing them with good customer service. This will help build a relationship, greater acceptance of your services, and more people and pets being served. A long-term focus is the way to create sustainable, systemic change. Achieving this goal improves the life of the current pet, and potentially the lives of all of the future pets that person might have and those of their neighbors, friends, and children.

See Attached Tip Sheets

Your team can provide tip sheets to people out in the community. These sheets can help pet owners who just need a few simple tips to improve their situation.













For as many pets and pet owners there are in the community, there are an equal number of unique situations and relationships. However, your team will come across some common scenarios, for which we have provided some possible responses. Tailor these responses and suggestions to the specific situation. Make sure that your outreach team spends time listening and identifying key pieces of information that can be helpful when addressing the case at hand. Sometimes, the first bit of information sharing is effective, while other times a series of responses might result in little, if any, immediate change. Always take the opportunity to provide the pet owner with information about the benefits of the topic at hand, whether for spay/neuter or other general wellness practices, and provide contact information so they can easily follow up with questions, concerns, or request for assistance. Even if the person seems unwilling to make changes or accept services, leave the

conversation on a positive note. It is more likely they will think about the information provided and pass along to others. Your team will be in the community often, and have many opportunities to engage people, so services don't have to be accepted on the first visit and the sense of urgency is eliminated.

As animal advocates, we want to see pets living indoors, sleeping in warm beds, and having what we think is the perfect life. But in our society—for reasons of culture, class, and other influences—there are different types of people with different perspectives and different lifestyles. As long as those differences exist, there will be different lifestyles for pets. When you meet someone with a dog or cat and think the pet's life could be better, consider for a moment the person's life and experiences, access to information, financial means, and access to resources.

Consider what approach is likely to be effective, remembering your goal is not only to provide relief in the moment, but to create long lasting change. Preaching and telling people what to do is often not well received. People respond more positively to shared information, experiences of others, and considerate suggestions or solutions. When engaging people on any topic regarding their pets, it is most effective to ease into the conversation, rather than meeting them and immediately starting to talk about what you want them to change. Get to know them, ask them questions, and listen. Ask to meet their pets and learn about their lives, challenges, and concerns. Chapter 8 includes extensive information on how to talk to people about spay/neuter, but the following sections address other common situations you'll encounter, suggestions on how to handle them, and assumptions and myths many of us share, but should eliminate.

Chained Dogs

In certain areas of the country, chaining dogs is more prevalent than in others. In most situations, people chain their dogs because they do not have the financial means to build a fence. They rent housing and are not allowed to bring the dog indoors, or because that is what they have always seen and known. In some cases, people chain their dogs for perceived protection. Sometimes the best you can do in this situation is to make it better—spay/neuter the dog, provide a longer tether or run and proper collar, and talk with the owner about walking the dog and providing increased interaction. If you can offer a free crate, you could talk about bringing the dog inside, maybe just at night to start. If you have access, find information on how to build a fence. The key is that you can't simply tell someone, "Don't chain your dog," you have to provide an alternative. It may take multiple visits and time to get to a point where you can comfortably and respectfully talk to someone about not chaining.



How to Build a Fence



> Thin and pregnant dog vaccinated and spayed through outreach efforts

Skinny Animals

There are many reasons that animals are skinny, but very rarely is it because someone is intentionally trying to starve his or her pet. In speaking with people about their circumstances, most often you find there is a sad, but real, reason for an animal's thinness. For example, the owner does not know the correct amount to feed; is feeding but the pet is not putting on weight (which could indicate a medical issue); or simply does not have the financial means to remedy the weight issue. There are many pets who eat what their owners eat, and survive on human leftovers. There are some who do not eat often enough, in which case people simply need to know that pets should eat at least twice a day.

Dogs often have parasites and need to be dewormed. Be aware that most over-the-counter dewormers do not kill all types of worms. Instead, you'll often need to use a prescription strength dewormer, such as, Drontal or Strongid. People sometimes purchase dewormer at a big box retailer or pet supply store thinking they are treating everything, but they're not actually killing the most dangerous parasites. As with chaining, have a solution to offer the owner. The solution must be feasible and work in the long-term for the pet owner.

Pregnant Animals

Advocates often feel a sense of urgency with pregnant animals because they know that it's not ideal to bring more puppies or kittens into the world when there are already so many animals waiting for homes. When you speak to someone about a pregnant dog or cat, be sure to explain that the animal can be spayed, which will terminate the pregnancy (after a veterinary exam to determine whether it's safe, which in most cases it is). This conversation can be more delicate because owners might not understand the procedure, or they might think that the unborn puppies or kittens will suffer. You'll need to explain these things, elaborating that the animals are more likely to suffer or die after being born, whether through disease, homelessness, or potential euthanasia. For dogs, there's the added worry of labor complications if the father is not known, because he could be a larger size dog.

Some people will be opposed to their pets being spayed while pregnant and will want the puppies or kittens to be born. In this case, remain positive and offer the spay again after the mother is done nursing. Stay in touch with the owner so you can keep the dialogue going as the owner faces the challenges of caring for a mother and babies and finding good homes for them. Clearly you should not say, "I told you so," but by staying in touch, you have the chance to talk about keeping the mother healthy while she's nursing, keeping all of the puppies and kittens alive, feeding them as they grow, cleaning up fecal matter, vaccinating, deworming, searching for homes, etc. Breeding is always much easier and more fun in theory than in practice, so make the best out of the situation and work to be able to spay the mother at a later date, preventing further litters. In some cases, cats can be spayed while nursing without affecting the ability to nurse, so check with your local spay/neuter provider on this option.

Heartworms

Heartworm prevention is something most of your clients will know nothing about and generally will not understand. There is often confusion about the various types of worms and the difference between intestinal worms and heartworms. Many people think that the dewormer they purchase at the store kills everything. It's important to share information on what heartworms are, how to prevent them, and the consequences if they're not treated. Understand many people will not be able to afford the monthly prevention or simply will not understand the need for it, even after you explain it. Do not get frustrated or upset. Instead, keep in mind that when someone lacks familiarity with a topic, or when potential consequences seem to be a problem for much later in the future, it is human nature to put off addressing it. In your target communities, it will probably take time to build up an understanding of the disease and the need for prevention. People often fail to prevent certain human diseases (or are unfamiliar with them), so it shouldn't be a surprise that this happens with pets' diseases as well.

One of the best things you can do is to provide information about the signs and symptoms of heartworm disease in its latter stages and what to look for in older dogs. Sometimes the best you can do is offer assistance to a dog in the early stages of heart failure and provide euthanasia at an appropriate time so the dog doesn't suffer. You may be surprised when you provide the pet a dignified death, you bond with the person involved since they appreciate your compassion and care.



> Getting a closer look at a dog with skin irritation

Fleas and Ticks

Other common issues are fleas, ticks, and related skin irritation. Just as with heartworm disease above, parasite prevention is not commonly understood in many communities. No one wants their pet to be uncomfortable or covered in fleas and ticks. In fact, you'll likely come across home remedies people use to kill or try to kill the insects. The best thing you can do is to share information and, if possible, provide free medication. Again, preventative treatments are expensive and not always affordable, so providing a solution is the best way to help the pet. If the pet has secondary issues like sores, rashes, etc., address the underlying issue first and then discuss how to clean wounds, hotspots, etc.

Lack of Adequate Food or Water

The communities served do not usually receive messaging on any topic, including basic pet care and wellness. When you see a pet who isn't fed regularly or doesn't have fresh water, the best thing to do is get to know the person, his or her situation and possible daily struggles, and then slowly introduce information

in a respectful manner. Avoid making a pet owner feel judged or talked down to; when this happens, people shut down, a wall goes up, and the ability to connect and ultimately share needed information is lost. No one likes to be told that they're bad or doing something wrong.

Instead, find positive ways to communicate information and ask permission to share experiences. For example, when meeting a dog who doesn't appear to have any water on a hot day, you might speak with the owner and discover that the dog keeps knocking over the bowl. In this case, provide them with a larger bucket or show them how to bury a bucket that can't be spilled as easily. The person might not have an outside faucet and has trouble carrying large containers of water outside. In this case, help to find a more convenient option. Regardless of the reason, always ask whether they need help to provide water instead of making assumptions and bypassing the owner to give the dog water. That type of action is insulting to the owner and hinders your ability to form a relationship. Remember that the goal is not only to provide temporary relief, but to make long-term changes.

Suspected Abuse

One of the most difficult situations to encounter is one where you are not sure if an animal is being actively abused (as opposed to just not receiving the best care). The best thing is not to assume the worst, jump to conclusions, or react emotionally. Many people interact with their pet in the same way they interact with other people and the way other people interact with them. Addressing a behavior with physical correction might be viewed as completely normal. It can take time to work through these behaviors because you are not simply addressing the humananimal relationship, but someone's entire view on conflict resolution. Automatically deciding that the best response is a punitive or legal measure will not necessarily result in real change. More times than not, enforcement agencies are limited by laws and

ordinances in what they can do and by getting them involved, you'll lose the chance to get to the heart of the matter and possibly change someone's view and future actions.

Most people will get another pet, without having changed their mind on behavior or care. If an animal has wounds or scars, it's likely that the cause is not the worst-case scenario that pops into your head. Outdoor animals get into altercations with other animals more than people realize, and various accidents happen almost daily. The best thing to do is get to know people and their situations, understand their life circumstances, and listen to what they have to say. If real abuse is happening, report the abuse to the appropriate law enforcement agency. But know that with proper outreach, real understanding, patience, and workable solutions, the occurrence of real abuse is very rare, and when encountered, it can be prevented from occurring again.

Behavior and Handling

One of the most personal things to address is the way pet owners correct or train their pets. Using negative reinforcement or physical intimidation can be upsetting, but remind yourself of the end result to achieve. By creating a more positive relationship and sharing information on a new way to interact, you can create lasting change. Aversive training techniques have been used for many years in many forums and are therefore widely accepted. Yet the more people learn about positive reinforcement, the more it is becoming the norm. Not only is positive reinforcement more effective in changing the dog's behavior, but it helps to elevate the bond between owner and pet.

The best way to achieve this is through constructive and encouraging conversation, not berating or criticizing the person, especially in a public forum. It is important to put your personal feelings aside. The pet owner is frustrated and likely using all the tools he or she knows to try and control his or her pet.

This is a great opportunity to show the pet owner a positive way to communicate with his or her dog. When you model positive training techniques, the pet owner can see how well it works and will be likely to use these training methods in the future. When training is offered without judgment, in a positive manner, it will be received more readily.



> Volunteer veterinarian sharing tips on how to improve a dog's social skills

Outreach Conversation Reminders

When approaching people in your neighborhoods of focus, there are a few key points to remember:

- Smile naturally
- Be relaxed; do not rush conversation
- Listen carefully and sincerely
- Start the conversation by saying "hi" and introducing yourself
- Share in the very beginning that you have a free or low-cost program so the person is aware you are not asking for or trying to sell something.

You must be aware of, and careful about, the language you use. Focus on the positive and express a desire for commonality and a mutually respectful conversation. For example:

- "I'm here to share information on my program."
- "I know you love your pet, that's very clear. So here are services I have to offer."
- "Would you like to know about options for...?"
- "May I say 'hi' to your dog/cat? He/she is beautiful."

Certain terms and language can be offensive—think about the perception from the other side of the conversation. So terms to avoid are:

"Educate" (or "teach") as in "I'm out in the community today educating people on how to better care for their pets."

"Educating" someone automatically creates a relationship where one person is the teacher and one is the student. Responses are most positive, and you'll be most successful, when there is an equal sharing of information and where each person can learn from the other.

[alternative]: "I am out in the community today sharing information about pet wellness."

[alternative]: "I have a tip sheet on how to train your dog to leash walk, I'll leave one with you in case you are interested."

"Responsible" as in "A responsible pet owner spays or neuters his or her pet" or "It is important to teach responsible pet ownership."

Calling a specific behavior "responsible" when the person doesn't do that action implies that the person is behaving irresponsibly. In this situation, the person might feel judged or become defensive, preventing you from effectively communicating.

[alternative]: "The best way you can ensure your pet is as healthy and safe as possible is to spay/neuter."

[alternative]: "It is important to share information with people on how to make healthy decisions for their pets."

"At-risk" as in "The community you are serving is at-risk" or "Your dog training classes serve at-risk pets or pet owners."

"At-risk" can be used when you're speaking about a specific, qualified situation, but avoid using it to make generalizations about an area, group of people, etc. without an explanation.

[alternative]: "A chained, unaltered female dog is at risk of becoming pregnant and contributing to the overpopulation problem."

Research and Ask

Research and ask about what terms are appropriate to use when describing a certain group of people in regards to race, ethnicity, or culture. It is always better to use the term with which people identify themselves instead of guessing or assuming. Often, you'll only know by asking, and people will appreciate your desire to know and learn from them.



In your target communities, many people will probably have pit bull type dogs as pets. You might be tempted to offer events and services specific to these dogs. Perhaps counter-intuitively, a comprehensive approach opens your program to the entire community, and will likely provide services to more pit bull type dogs than if you targeted these dogs exclusively. Having a "breed-specific" focus not only excludes a significant number of other pets and people, but it also results in serving fewer pit bull type dogs. Many pit bull type dog owners have some distrust or negative feelings when they're targeted for exclusive services. Singling out these dogs, by animal welfare advocates, the general public, and the press, leads to negative results. An open program is inclusive and overall more welcoming.

There is a wide range of pets in the community; avoid excluding anyone. When poodles, cats, labs, pit bull type dogs, etc. are all together, a great sense of community is created and you can begin to break down inaccurate perceptions of pit bull type dogs.

A clear difference in breed-specific versus an inclusive and comprehensive approach is demonstrated in the 2012 Data Report found in Chapter 13 in the Measurement section.



> A dog leading the line at a community outreach event in Philadelphia, PA



Assumptions and Myths

In the animal welfare field, workers and advocates see a tremendous amount of suffering and sometimes become jaded to the complex social structures that pets exist within, resulting in generalization, false assumptions, and harmful stereotyping. When pet owners of different backgrounds, socioeconomic classes, or cultural norms are marginalized in our movement and isolated from services and resources. the result is detrimental to improving care for the animals. This builds walls and distrust, creating an "us versus them" mentality that helps no one.

Below are examples of just a few common myths that are pervasive in the animal welfare field, along with true stories. Once you open your heart and mind, you'll find that these stories are the norm, not the exception.

Myth: People who struggle financially should not have, or do not love, their pets

The fact that pets make people happier and healthier is not just conjecture any more. Studies have shown how much joy and solace pets can bring to people and the natural connection people share with animals. This is true regardless of people's financial status; in fact, pets can bring more to someone's life when that person has less. Just because a pet owner cannot provide the luxuries—or sometimes even the necessities—to his or her pet or does not outwardly fit our movement's traditional concept of a "good pet owner" does not mean the owner does not care about or wants less for the pet.



Mr. Richardson Baton Rouge, LA

Mr. Richardson lives in a neighborhood in Baton Rouge, Louisiana, that has streets lined with houses that are barely standing. His house is what is sometimes referred to as a shanty. We first met Mr. Richardson while distributing flyers in his neighborhood for a community outreach event that provided free rabies vaccinations. A volunteer knocked on his door to give him an event flyer, after seeing a chained white German Shepherd on the side of his home. Based on her physical condition, the dog was clearly nursing puppies and was thought to have had multiple litters.

Mr. Richardson, an elderly man of few words, answered the door and listened to the information about the event the next day. Through the conversation we learned that the dog's name was Peaches, she did indeed have a current litter of puppies in her dog house, and as suspected, over the years she had been unintentionally impregnated multiple times. Mr. Richardson said he would get his son to bring him and Peaches to the event the next day and sure enough, halfway through the event, they came.

Peaches ended up getting spayed after weaning her puppies. Through multiple visits, volunteers learned how much Mr. Richardson loved her, how happy he was to prevent her from having any more litters, and how he had been a dog lover since childhood.

He talked about one special dog he had loved dearly. He had lived to be 17 years old and it hurt to lose him. He also shared that when he loses Peaches, he's not sure whether he will get another dog because he's getting older and might not able to care for them. At first glance, Mr. Richardson could have been labeled as someone who could not possibly care for or might possibly even mistreat his dog. However, upon looking deeper, it became wonderfully clear that he not only loves Peaches, but is very connected to her and wants the best life possible for her.

2.

Myth: A certain demographic is likely to be involved in dogfighting

The general public tends to have a particular image that comes to mind when envisioning a "dogfighter." Most often, that image is a young, male minority with a pit bull type dog. In reality, while street-level dogfighting does occur, the more common, widespread activity is professional dogfighting. Street dogfighting is not nearly as prevalent as many people believe. The vast majority of young male minorities are not engaged in street-level or professional dogfighting, and it's important not to infer that they are.

The Story of Tim

Tim is a young, African American man in his early 20s. He lives in Chicago and has three pit bull type dogs: two males and one female. All of the dogs wear choke collars, the female has sagging teats from being bred, and the two males have remnants of cuts and scrapes on their faces. While doing community outreach in an under-served neighborhood known for gang activity, some volunteers met Tim and his dogs. Their first thought was he must have fought his dogs and that their scars were from fighting injuries. The volunteers invited Tim to the free dog training classes being held in his community.

After a few weeks of getting to know Tim, the volunteers learned that Tim loves his dogs very much and is very careful with them, but his two males do not get along. They had a scuffle one day that resulted in the facial cuts. Not only has Tim never fought his dogs, but he was very upset about the accidental fight and came to training class so he could learn how to keep it from happening again. Tim received great training tips, information on spay/neuter, and learned that having the unaltered males and females living together likely contributed to the tension between the dogs. He made training a priority and succeeded in all three dogs earning their Canine Good Citizenship certificate. Tim represents so many young men who have been labeled as something they are not and who do not receive information or resources because they are stereotyped or feared.

3.

Myth: Certain populations are opposed to having their pets spayed or neutered

Most people are not ideologically opposed to spay/ neuter. Separate research sponsored by The HSUS and PetSmart Charities has found that most people who have unaltered pets have not spayed or neutered because they have not been properly engaged on the subject or because it is cost-prohibitive. When you share information with people about spay/neuter in a respectful, patient way, and remove barriers by making it affordable and accessible, most people will make the decision to have their pets altered. Assumptions that people do not spay/neuter because they do not agree with the idea, or that people who have not had their pets altered are never going to do so are usually inaccurate.



Devell Brookins Owner of Ace, Philadelphia, PA

Devell is known as the "pit bull kid" in his hardworking, yet resource-starved, North Philadelphia neighborhood. At 18, Devell earned this nickname because he had bred his dog, Ace, a couple of times, supplying family, friends, and neighbors with puppies. He was planning on a third litter when he received a flyer for free dog training classes through a local outreach program. Devell and Ace started attending class and soon became the star students, as well as fixtures at other program events. Through his involvement, he also started hearing about spay/ neuter for the first time in his life. Devell is a softspoken young man and quietly took in all of the information, although he did not think spay/neuter was for his dogs. Eventually, he started to ask questions about how neutering would affect Ace, how much it would cost, and exactly what neutering meant.

Almost a year after learning plenty of details and seeing the high number of pit bull type dogs in his local shelter, Devell decided to get Ace neutered. Like most people in under-served communities, Devell had simply never given much thought to spay/neuter. He had to come to the decision in his own time and in his own way. Devell was treated with patience and respect, and because of this, he was able to come to a decision he felt good about. Devell has stated many times that because he feels so good about having his own dog altered, he can talk about the experience with confidence to others in his community. He and Ace walk the same streets together, yet now when people ask to breed or get a puppy, they instead get information on spay/neuter.



Myth: When people reject spay/ neuter, it's the final answer

You'll meet many people who have no familiarity with spay/neuter. In fact, many people have never known a spayed or neutered pet. Their grandparents did not spay/neuter, their parents did not spay/neuter, their neighbors do not spay/neuter, their friends do not spay/neuter, and they have never spayed or neutered a pet. Without any exposure to animals who have been spayed or neutered, having an unaltered pet has become a cultural norm in some communities, with associated misconceptions and uncertainties about the procedure. Add to this the hope that money can be made from selling puppies or kittens, the inability to afford the procedure, negative experiences with animal service providers—the list can goes on and on—and it should not be a surprise that some people are initially averse to the idea.

However, as communication experts will explain, most people need to hear a message up to six or seven times before it sticks. Even if you hear "no" from someone with an unaltered pet when you bring up spay/neuter, do not view this as the end of the conversation. Don't view a "no" as a closed door if you have established rapport; keep the dialog open and make it an exchange rather than a lecture or sermon. Continue to build a relationship and respectfully bring up the topic, discuss the reasons why it is a healthy decision, share details about overpopulation, and answer any questions. Some people may decide quickly, while others may take more time. When people come to the decision in their own time, they will likely become ambassadors of the message to others.



Leroy Cuyler Owner of Duke and Ming, Philadelphia, PA

Leroy showed up with his two unaltered mastiffs, Ming and Duke, at a community outreach event that offered free rabies vaccinations in Philadelphia. Leroy greeted everyone with an infectious smile and could not wait to show off his dogs. It was obvious to everyone that Leroy loves his dogs very much. While at the event, he thanked everyone and stayed long after his dogs received their shots.

When Leroy was engaged on the topic of spay/neuter and offered free vouchers for his dogs, he quickly declined saying, "I just don't believe in that and I take good care of my dogs." Several days after the event, program staff from the event phoned Leroy to thank him for attending, check in on his dogs, and let him know about other services offered, including free spay/neuter, should he change his mind. Again, Leroy politely said he was not interested. A couple of weeks later, Leroy saw two program volunteers in his neighborhood passing out flyers for dog training classes and giving out free collars and leashes. Spay/neuter came up, again respectfully. Although he was still not interested, he did have a couple of questions that the volunteers addressed. The program later arranged a trip to the local shelter to share firsthand the unfortunate animal overpopulation problem in Philadelphia. Leroy attended and was uncharacteristically quiet. He decided to leave the tour early.

The very next day, Leroy called to set up spay/neuter appointments for Ming and Duke. When asked what made him change his mind, he said, "I couldn't believe all those sad dogs, with no couches to sleep on. I don't want to be part of that." Leroy decisively said "no"

when initially engaged on the topic of spay/neuter, as well as on multiple other occasions; however, because he was repeatedly engaged on the topic without judgment and given space to think about it, Leroy ultimately made the healthiest decision for his dogs on his own.



Myth: "Build it and they will come"

Low-cost, high-volume spay/neuter clinics have opened in markets all across the country, and mobile spay/neuter clinics are also trying to provide accessible, affordable services. For the first several months after the clinics are up and running, people who are familiar with spay/neuter, but can't afford the traditional service, fill the books. Unfortunately, in most cases, these clinics are not on the radar of the target audiences living in under-served communities. Not only do the appointments decrease once the first wave of pet owners comes through, but advertising the services will likely not be enough to reach people in neighborhoods where spay/neuter is not the norm. Even after focused energies are spent engaging pet owners who may be skeptical at first, many barriers along the path to fulfilling a spay or neuter appointment can cause pet owners to change their minds before following through. Proper engagement and removing as many barriers to service as possible is key to reaching the people who otherwise would never spay/neuter and whose pets are most likely contributing to the overpopulation problem.

The Story of Marcus

Marcus is a 20-year old owner of a pit bull type dog named Samson in Baltimore. Marcus paid \$125 for Samson from a "breeder" in his neighborhood, making him the proud owner of the first dog he ever lived with. Marcus wanted the dog for protection and so that he would have a loyal buddy to keep by his side at all times. Because Marcus became immediately and mutually attached to Samson, he expressed an interest in doing whatever was best for his new friend. He knew—at a minimum— that he needed to get shots for the dog because Samson had received none prior to his purchase.

Marcus had no idea where to get the services. He needed a provider nearby, since he did not have a car and Samson could not go on the bus. Marcus heard from his cousin, who also owns a dog, about a local spay/neuter clinic with package deals including shots. His cousin suggested that Marcus consider their services since they were more affordable than other places. Marcus was reluctant, as he did not plan to have Samson neutered. However, after a lengthy conversation with family members about the benefits, he decided to schedule an appointment where Samson would receive all the vaccinations and the surgery for \$75. The appointment was set for the earliest time available—eight weeks later. A long stretch between the decision and the actual event is the first barrier.

During that time, Marcus kept Samson indoors, as much as possible, for fear he would get sick because he did not have his shots. Finally, on the day of the scheduled appointment, Marcus called the clinic to confirm the time he was to bring Samson because he had not received any phone calls or mail correspondence confirming the appointment or providing him with instructions. Lack of communication from the service provider is the second barrier. He arranged for transportation and saved the money to pay for the services. The third and fourth barriers are lack of transportation and available funds. The person who answered the phone said that she did not have a record of the appointment and was somewhat curt in response to Marcus' expressed frustration. The fifth barrier is poor customer service from providers. The person told Marcus that the next appointment was in four weeks

and ended the phone call before making a concerted effort to solidify another appointment. The sixth barrier is lack of follow-up and persistence.

Marcus was unsure about having Samson neutered in the first place. The appointment fell through so he decided to take Samson to a traditional veterinarian. He could not find transportation to the second clinic and after another negative experience, Marcus decided to give his dog to another person in his neighborhood who had a female "pit bull" and was interested in breeding his dog with Samson.

Three months after the first "unrecorded" appointment was set up, the clinic still had not called or made any attempt to reschedule. The new owner was approached and will consider the neuter after he breeds the two dogs at least once. Samson still has not received his basic shots. Unfortunately, Marcus' experience is not an exception. This happens every day in most cities around the country. Most people try to make the healthiest decisions for their pets, so it's important for service providers to encourage pet wellness by creating a positive experience and eliminating barriers.

Myth: Service recipients won't be responsive to providers who don't "look" like them (in terms of perceived differences in race, class, etc.)

The animal welfare field is currently not as diverse as it could be, and this is a serious problem. For example, there is a lack of resources and services in communities that are lower income and predominantly made up of minorities. Differences in culture and understanding often result in animal service providers who are uncomfortable about bridging the gap, hesitant to reach out, and unsure of how to effectively message and connect with a large segment of pet owners. Our experience indicates that what the service providers or the clients look like does not matter.

As long as people doing outreach exhibit a genuine friendliness, a willingness to listen, and an openness to learn, anyone can do outreach and be successful.



Animal Advocate,
Baton Rouge, LA

Cathy lives in Baton Rouge and serves on the board of a cat organization that fosters, adopts, and manages a trap/neuter/return program. As a white woman in her 40s who helps cats, Cathy represents a common demographic in the animal welfare field. Cathy's life experiences are very different from those of most people she meets while doing outreach work in underserved neighborhoods in her city. After discovering how much people care about their pets and how much she could build bridges between animal services and people who are unaware of these services, she realized that the differences are not as major as she thought. The community doesn't think twice about what she looks like as long she cares and shows up. Listen to Cathy's message about her "A-ha" moment.

7.)

Myth: If you give it away free, it won't be valued

Two opposing philosophies exist among companion animal service providers. The first philosophy is that free services are necessary for reaching many people and pets, while the second philosophy is pet owners don't value "free" services because they did not invest in them.

The former attitude involves letting go of personal judgments. The latter is based on the judgment of people—usually strangers—and the assumption that they don't have the compassion or skills to care for their animals. This attitude assumes that "free" things merely help pet owners who don't deserve their animals. It's human nature to seek a bargain and attempt to save money whenever possible, and for those in less affluent areas, it's also a necessity. When free services are provided with compassion, friendliness, and without a "catch," they will be valued, and the messages that accompany the services are more likely to be heard. This idea is detailed in Chapter 8.



Coalition to Unchain Dogs

The Coalition to Unchain Dogs is a group that works to free chained dogs by providing free fences and spay/ neuter to the people who chain them. The group often witnesses how the bond between human and dog is elevated and how much people appreciate receiving these services. The changes in people's outlook and behaviors are common; there is not just one individual story that sufficiently represents the value of offering services for free. Many of the Coalition's clients are not able to afford a fence on their own. When volunteers spend time meeting them, transporting their dogs to and from the veterinary appointments, and a group of people show up to build the fence, many people are overwhelmed. They are moved by the fact that all of those people care and give of themselves, their time, their energy, and their money. They reconsider their dog's status, because all of the attention is centered around him or her. The animal's perceived value exceeds what it was while the dog was chained. Knowing that others are financially willing to assist and treat the owner with respect and dignity increases the value of the dog more than anyone can imagine.

Notes > • How to Approach and Talk to People









Effective Spay/ Neuter Outreach

"If you want others to be happy, practice compassion.

If you want to be happy, practice compassion."

—Dalai Lama



Making Spay/Neuter Affordable and Exciting



Alana Yañez
Pets for Life Los Angeles
Los Angeles, CA

Research shows that cost is a primary barrier to people getting their pets altered. If possible, we recommend providing spay/neuter packages, including vaccines and pain medication, for free.

For many people, even "low-cost" spay/neuter is out of reach. Sometimes people schedule an appointment, sincerely believing they will be able to pay for it by the day of the surgery. When that day arrives, they don't have the money and the surgery cannot be completed. Due to embarrassment or fear of cancellation fees, they often don't call to explain the situation.

Most clinics are very familiar with no-show appointments, but rarely is the dynamic behind these missed appointments understood. Although most clinics cannot give away all services, consider all the strategic benefits of offering free surgeries to some clients. For some people, it is the only way they can afford it, and it makes it much simpler to talk about with owners, especially those unsure about having the surgery done. Regardless of your personal position or opinion about offering some services for free, your target audience is more likely to accept the service if there is no-cost.

Many donors will be excited about the opportunity to help another family prevent pet overpopulation, and clients who can afford low-cost surgeries may be willing to contribute to the co-pays of others. For more information on fundraising, see Chapter 13.

Positioning Spay/Neuter to Your Audience

It's up to you to make receiving free spay/neuter exciting, special, and enticing. Remember, this is a demographic that is likely unfamiliar with the benefits of spay/neuter. We encourage you to use spay/neuter "vouchers"— not a voucher in the typical sense, but a tangible representation of the surgery and the financial value associated with it. So, when you say, "I have a free spay/neuter voucher," you have a physical item to share that can be viewed as essentially giving away cash. Print these vouchers on sturdy paper and promote them by explaining they are just like gift cards; they're worth a certain amount of money and are redeemable at the spay/ neuter provider. The vouchers themselves don't need to have meaning. When the pet owner presents them at the time of surgery, they can be used to track completed appointments or discarded. The key is to use the voucher to start conversations and to create recognition of and connection with the value of a spay/ neuter surgery.

A common misconception is that people will not value free services. We find this couldn't be further from the truth. Once you're in the community and start meeting and listening to pet owners, you experience that most people care about their pets and are extremely appreciative to receive services and resources.

∭ Spay/Neuter Voucher

IN LOS ANGELES, PETS ARE PUT DOWN EVERY YEAR.

THIS VOUCHER IS VALID FOR \$90 YOUR NEXT SPAY/NEUTER APPOINTMENT.







Name

Telephone

Address

Appointment Date/Time

123 Main Street Anywhere Tues. Oct. 15 2013, 9 a.m.

Firstname Lastname

555-123-4561

mromero@humanesociety.org • 888-837-3193 Surgery Location: 5550 N. Figueroa Street, LA 90042

Beyond appreciation for the services, people are truly grateful to know someone cares enough about their pets to come into their neighborhood, listen to their needs and concerns, and provide assistance without asking for anything in return. Providing that unconditional support elevates the value of the pet to that person.

After your community assessment, you'll see that your neighborhoods of focus are homes to many pet owners living in poverty and struggling to make ends meet. Not having the financial means to seek out and pay for medical care does not mean those services aren't wanted or appreciated.

In addition to spay/neuter, free vaccinations, such as rabies and parvo/distempter, are of great value to pet owners living in under-served communities. Offering them at community outreach events and in your spay/neuter package, if possible, helps pet owners significantly in regard to caring for their pets.

Research has shown another common barrier to spay/ neuter, in addition to cost, is insufficient engagement on the topic. The PFL program is grounded in personal engagement on the topic of spay/neuter as a part of a pet's overall wellness. Another notable barrier to spay/neuter is access. To address this, outreach teams should have a plan for transportation of pets as needed. More detail on transport planning is at the end of this chapter.

Both PetSmart Charities and The HSUS conducted extensive research with owners of unaltered pets through phone interviews, surveys, focus groups, and in-person visits to figure out how to produce higher spay/neuter rates and reach the target audience (people with unaltered pets) through traditional marketing and more recently with the launch of PFL, embedded community outreach methods.





Pets for Life 2012 Data Report

Make it FREE: We recommend giving away spay/neuter for free and not asking for a copay in most, if not all, situations in your focus area. Your audience is more likely to accept the service when it's free. It also keeps the conversation much simpler during outreach. Make the offer as compelling as possible: "Today we are offering free vouchers! If you sign up today you don't have to pay anything!"

Make it fit: The HSUS's PFL program has had success with vouchers that are essentially the size and shape of a dollar bill. Again, it is a good idea to explain the voucher's value: "This voucher is worth X dollars—it is basically cash." Tell owners to hang on to it by putting it in their wallet or purse with the rest of their money because the voucher is how they will "pay for" their spay/neuter service. This approach places real value on the voucher so people take it seriously.

Although we discourage using income qualifications, if you must require it in order to provide people with reduced prices or free services, try to make the process as simple and non-confrontational as possible. When preparing qualifications for financial assistance, your goal should be to screen out people of higher income. In doing so, be careful not to create barriers or circumstances of embarrassment for those who do qualify. Being poor does not mean being devoid of pride. You want to make spay/neuter easy, accessible, affordable, and a possibility for everyone who is interested.

Not only is providing free services very important for the pets who are most at risk of being bred (intentionally or by accident), but in some cases, incentives may be needed to help persuade reluctant pet owners.

One of the most common areas where an incentive-based program can be useful is with the dogs who are most commonly bred for status or anticipated profit. Although you should not explicitly state that the incentive program is focused on these specific dogs, you can use the program to attract them. A very successful incentive-based program is fence building. Learn more about this project by viewing a guide on how to build a fence and other information on The Coalition to Unchain Dogs' website.

Other less labor-intensive incentive programs are package deals, such as including a new leash and collar or some other "gift" with the surgery. You can create a VIP program where the person receives a VIP card offering a free nail trim twice a year, free flea/ tick preventative during the summer months, or other resources available to you in your community. Try to persuade some of your collaborative partners (such as groomers or pet supply stores) to offer discounts as part of a VIP package. People love to be VIPs, and when there is an added value to spay/neuter, the likelihood of participation is much higher and news of the program will spread by word of mouth. Moreover, when you have an ongoing program of this kind, it builds long-lasting relationships with people and their pets, which have immeasurably positive outcomes for both groups.

1

How to Build a Fence



> Dog being signed up for free spay/neuter services after having multiple litters due to the owner's lack of finances and access







Tim Freeman,

Jon Littlepage,

and DeAndre

Whether conducting outreach in your neighborhood of focus, or working the line at a community outreach event, start by approaching the person with a smile and introducing yourself. Do not immediately ask, "Is your dog/cat spayed or neutered?" Engage in conversation and put the person at ease. Ask what the pet's name is, and ask if you may say "hi" to the animal. This will usually put the owner, the pet, and you at ease.

An interaction with the pet usually jump-starts the owner into conversation about the pet, which should make it easy for you to engage and begin absorbing details about the owner's life and the pet's lifestyle.

This type of dialog can help you identify concerns and problems that might exist. Owners' issues with their animals are often related to their pets being unaltered, making it easy to introduce spay/neuter into the conversation. Not everyone you meet will have a pet or will want to discuss spay/neuter at that time. However, if you are friendly and genuine, it is likely they will direct you to people who do, will contact you if they change their mind, and will share your information with people they know. When you are at the point in the conversation where you ask if the pet has been spayed or neutered, do it in a way that is nonchalant—do not make it a huge production.

You can expect the conversation to go something like this:

- If an owner says that the pet is spayed or neutered, then congratulate and thank them.

 Let them know about local low-cost spay/
 neuter services in case they, or someone they know, needs the service in the future. This is important because many referrals of people with unaltered pets come from a friend, family member, or neighbor.
- If an owner says that the pet is not spayed or neutered, let him or her know your organization is giving out vouchers for free spay/neuter services to people who need them. With many pet owners, all you have to do is mention that the service is free, and they'll be appreciative and happy to take a voucher.

Once a person agrees to spay/neuter, fill out the voucher, hand it to the pet owner and remind them to keep it safe because it's like cash. If possible, call and set up an appointment with a spay/neuter provider on the spot, using any open slots you reserved for this purpose. Otherwise, let the pet owner know you'll be contacting him or her within the next 24–48 hours to set up an appointment. Be sure to thank them for talking with you.

• If an owner says that the pet is not spayed or neutered and they are not interested in the surgery, begin asking questions to determine the best way to respond. The following list includes some common reasons you might hear and suggestions for how to respond. Keep in mind that you might be unsuccessful at convincing some pet owners during this stage, and that's okay. Some people need to think it over, and many will eventually make the decision to alter their pet, so always stay positive and give people information to consider for later.

One of the basics of marketing is a person needs to hear a message multiple times before it is internalized and action is taken. Take into consideration that people might need to be positively engaged on the topic of spay/neuter multiple times before they decide to have it done.

The key is to make people feel comfortable after the conversation has ended. Never make owners feel like they were backed into a corner on the spay/neuter decision. It's their decision to make, and they are more likely to make a favorable spay/neuter decision when they feel in control. Do not underestimate the reputation you'll build and the impression you leave with people when you're respectful and kind.

Keep in mind that while a pet owner may not want to have that particular pet altered, he or she may have another pet at home or know people who have pets that they want altered. At a minimum, you have created another community ambassador who knows about spay/neuter resources. Always remember that if someone says "no," you have not lost everything. You have nothing to lose by engaging the person on the topic, but if you don't start the conversation, that person might not ever change his or her mind.









When talking with pet owners about spay/neuter, acknowledge people's thoughts or feelings about why they haven't spayed or neutered their pets. They may have strong reservations on the subject. The following list includes common reasons for not altering pets, along with responses you can give:

(1.)

"My pet is an indoor pet and never goes out," or "If my pet goes outdoors, he's on a leash."

When you are doing outreach and discussing spay/ neuter, you may hear that a pet is an indoor pet so spay/neuter is not necessary. If the owner is truly managing any contact with other animals, there is little impact on animal overpopulation. However, spay/ neuter may still provide health benefits for the pet, and there's a chance the owner could make a slight mistake—a dog breaks free from his leash, a cat slips out the door, etc.

For a male cat: Even if you plan to keep your cat indoors at all times, there is a chance that he could get out—you know how curious and smart cats can be. Plus, it will eliminate that annoying, awful-smelling "spraying" that your cat does, and who doesn't want that?

For a female cat: I understand, but this will be helpful in reducing the "crying" and "pleading" sounds your cat makes when she's in heat. I know this can be annoying.

For a male dog: I understand, but if your dog gets out or loose just one time, he could run to find a female—it literally only takes seconds to make puppies. Male dogs can sense a female in heat up to two miles away, and since you plan to keep him inside, he might try to escape to follow his instincts and drive to mate. This could be devastating, he could get hit by a car, get lost, end up in the wrong hands, or be picked up by animal control. I know you want to keep him safe, and one of the best ways to do that is to have him neutered. Also, male dogs who remain intact have a much greater risk of testicular cancer. You can prevent this risk completely by neutering him.

For a female dog in heat: It's not fun to have your dog bleeding in your house when she's in heat. Spaying will eliminate that. An unspayed dog in heat attracts unaltered male dogs. You can literally turn your head while walking your dog on a leash outside, and a male dog can come along, and the next thing you know, you have puppies in a couple of months. There are also health benefits. Spaying prevents certain types of cancers, and it keeps your dog safe from complications from heat cycles, like prolapsed vulvas and uterine prolapse, which can be fatal.

For any dog: This will likely prevent your dog from contributing to pet overpopulation, and it will save you from the burden of caring for and placing puppies. There are also some health benefits that could actually result in your pet living longer if you choose to have him or her spayed/neutered. At this point, share the appropriate health benefits, depending on the pet's gender, age, and whether it has had a litter yet.

2.

"My pet is too young," or "My pet is too old."

For a young pet: How old is your pet? Pediatric spaying and neutering is the most effective means of preventing unplanned litters of kittens and puppies. The procedure is less stressful on a juvenile patient and is an easier surgery for the veterinarian to perform. Some vets perform the procedure on pets as young as eight weeks, as long as the pet is at least two pounds. The general rule is to try to have the surgery before the first heat cycle. So we try to do it by the time the pet is four months old because it reduces so many health risks and prevents your pet from contributing to pet overpopulation.

For an old pet: If an animal is over a certain age or has particular health problems, it can be a risk to have the animal altered. In that case, cover the ways in which the owner can prevent the pet from mating and thank them for doing their part to help prevent continued pet overpopulation. A pet that is too old for surgery can often times still reproduce so be sure to share information about this possibility and how to prevent this from happening. This can be just as important and effective in preventing litters as the surgery itself. Be sure to let them know about the free or low-cost service for the future and for other pet owners they may know.

"I just want him/her to have one litter."

For a female dog: I can tell you love your dog. Have you thought about how stressful and painful it is for her to go through pregnancy and then deliver her puppies? You should also know that in some cases females suffer serious complications, and can even die when having puppies.

For a male dog: It's obvious how much you love your boy. I'm sure you want him to live as long as possible. Do you know that testicular cancer can occur in male dogs? I have a guaranteed way to make sure that never happens to your boy—if you remove his testicles there's a good chance he'll live a few years longer.

For a whole litter: Have you really added up all the costs of taking care of a litter of puppies? I know you'll love these puppies as much as you love your adult dog, and you'll want to make sure they're healthy before they go to their new home. You'll have to get them all shots and provide quality dog food and supplements. Never mind the fact you'll have to clean up lots and lots of poop. Are you ready for all that?

People sometimes get excited to have a puppy, but underestimate how much work it is. Are you ready to take a couple of the pups back if they don't work out in their new home? Not to mention that sometimes dogs can have litters of up to a dozen pups. So many dogs can be very overwhelming to care for, really hard to find them all homes, and sometimes puppies die, especially if the litters are large.

For a whole litter: I can tell how much you love all dogs, but having just one litter has huge implications. Have you ever visited your local shelter? It's packed with dogs that people bought and just didn't have the time or money to take care of. There's a really good chance that a couple of your dogs will end up there. It's really sad—most people don't realize that many of the dogs that go into the shelter system get put to sleep. I know that someone like you, who loves dogs so much, doesn't want to contribute to that, right?

If someone is determined to have one litter, make a conscientious effort to stay in touch with that person though the breeding process. Continue the dialogue when the person is struggling to care for the puppies or kittens and to find good homes for them. Being a consistent voice in the process and a sounding board for the difficult results of breeding can yield positive results and create advocates for spay/neuter.

Understanding the reasons why someone might want to have a litter can help you connect with that pet owner. You might be able to prevent the litter or ensure that the pet is altered after the one litter. Having a litter often serves as a distraction in a life of struggle and can be fun and exciting, a positive in a world of negative. We all love puppies and kittens, and the pet owners you'll meet in your outreach are no different. Looking forward to having cute puppies or kittens makes sense. And hoping to earn a little money is reasonable, even if it doesn't happen in reality. So take a step back and consider what the person's life is like when you're not around, what the person might think and feel with the information they

have (and without the information you have about dogs and cats dying in shelters). You are much more likely to achieve a spay or a neuter if you put yourself in that person's shoes and see the situation from their perspective.

4.

"Is it going to change his/her personality?"

For a male dog: It can actually help your dog be a little calmer and focused so you can do some cool training.

He will be the exact same cool guy, but now he probably won't run away as often to look for a "girlfriend." Do you know how many male dogs take off looking for a mate and get hit by cars? Dogs can smell a female in season up to two or three miles away.

For any dog: Do you have friends with dogs? Wouldn't it be cool to let them play and walk together? Dogs who are fixed almost always get along better with other dogs.

I know you love your dog and don't want him/her to be stressed out and frustrated. When you spay/neuter, it really helps your dog chill out because he won't always be thinking about finding a mate and making puppies.

The only thing that will change after you spay/neuter your dog will be that you'll have a healthier, happier friend who will live longer, and that's pretty cool.

5.

"I just don't have the time."

For any dog: Taking care of a dog is a lot of work. All the more reason not to make more dogs that you have to take care of, right?

For any pet: You don't have to worry about finding the time. Let me know what works for you and we'll take care of it. We've got you covered. How about I set up the appointment and arrange transportation to and from the appointment. What do you say?

6.

"I can't do that to my boy (me)."

For some pet owners, the idea of neutering their male pet seems to be very personal, so much so that male owners of male dogs have expressed that the thought of it makes them feel almost as if it's happening to them. Talking through the benefits can help prevent this projecting and clarify the important reasons for having the surgery.

For a male dog: I can tell you love him. You know, if we take care of those testicles, there's a good chance he'll live a lot longer, and you won't have to worry about him getting testicular cancer.

You do realize that if we neuter your dog, you still get to keep your balls, right? The both of you will still be as cool and macho as ever. I promise. (Using humor can make a potentially awkward conversation a lot lighter, but be sure to know your audience to avoid making anyone uncomfortable.)

I promise, he won't be mad at you. He'll still be your best friend. And he'll probably be with you even longer because he won't run off trying to get to a female several neighborhoods away or across busy streets.

"Oh no. I wouldn't think of it. God intended for animals to procreate."

For any pet: That may be true, but I'm sure God didn't intend for so many animals to suffer due to overpopulation. New puppies or kittens take the homes of other dogs and cats already in the shelter, and those dogs and cats will likely have to be put to sleep. I don't know of a God who would want that outcome.

"It's not natural."

For a dog: Neither are orphaned puppies. Since there are so many puppies born each year, shelters are overpopulated and stray dogs suffer. That isn't natural either. By having <pet's name> fixed, you can make sure you don't have puppies who will suffer.

For any pet: I understand what you're saying but you could also say that having a dog or cat as a pet isn't natural either. But since you love your pet and want the best for him, hopefully you'll consider having him fixed so he will be with you longer. Nature kicks in when a female is in season and this can sometimes cause roaming. Dogs and cats often get lost, or worse, hit by a car. This is the sad result of nature calling.

"I can't afford it. Isn't it expensive?"

For any pet: It can be expensive but there's a low-cost spay/neuter clinic with licensed veterinarians who will perform the surgery for less than \$100 in most cases. We will help pay for that. We can make it free for you if you set up the appointment within the next couple of weeks.

"I have no way to get to the vet. I don't have a car and I can't take my pet on the bus."

For any pet: I completely understand. If you're interested, we can help get <pet's name> to and from his or her appointment.

If you'd like, there is a van that picks up pets at the community center down the street every other Thursday. We can set up an appointment and make a reservation to have your pet picked up and dropped off in that parking lot.

"Haven't thought about it."

For a female dog: Well, it's always a good idea for female dogs so that they don't accidentally become pregnant by neighborhood males and leave you caring for all of the puppies and finding them homes.

For a male dog: I hope you'll consider it for your boy. It will reduce the chance of him getting testicular cancer or running off and possibly getting lost or hit by a car trying to get to a female in heat.

For any pet: I'd like to share a little information while you think about it. In <your town/city> XX,XXX pets are put to sleep every year because of pet overpopulation in our community. By getting your pet fixed, your're not only setting a great example to others, but you're ensuring that your dog's puppies don't end up in the shelter where they might not find homes and have to be put down.

12.)

"I want to have puppies to make money."

This is a conversation you'll have frequently. Patience is crucial. This scenario gives you a chance to address several spay/neuter issues. Remember that a litter of puppies (and the potential for financial gain) represents hope to people who often don't have a lot of positivity in their lives. If the client is determined to have this litter, refrain from judgment or frustration. Instead, offer advice, get contact information, and let the client know that you'll follow up periodically to see how it's going. In the following weeks, stay true to your word and maintain contact. If possible, start a dialogue that allows the client to examine the cost of breeding/selling puppies through a more critical lens. This honest dialogue helps the client realize that the reality of financial reward rarely, if ever, lives up to expectations.

When people come to this conclusion on their own, they're more likely to embrace it and become valuable messengers to others who are considering breeding. There is no single response that leads every client to decide to spay/neuter, but there are a few things to try.

For a female dog: Have you ever added up how much money you'll spend to take care of all the puppies and the mom while she is pregnant and nursing—food, shots, dewormer, vet care, vaccinations, etc.?

Have you thought about how much work it is to take care of so many puppies? Some dogs can have up to 15 pups. That is a lot of feces, and takes a lot of time and energy.

I hope you don't like to sleep; those little pups will wake you up all night!

For a litter: There are a lot of people out there selling puppies or even giving them away.

The economy is in rough shape, so what will you do if you cannot sell them?

As a business person, think about supply and demand—how many people do you know who are breeding dogs? (The answer is usually "lots of people.") If the market is saturated, the price is lowered and demand is spread out, making it difficult to make money. In fact, the possibility of losing money is very likely.

I know you love dogs and will try your best to find them all good homes. Even if you find good homes, it's almost impossible to keep in touch with all those people, aside from your friends and family, especially as time goes on. People move or they give dogs to friends and family. I bet that if you followed the lives of every puppy your dog had, the majority of them would end up in the wrong hands, in a shelter, or dead.

Do you have a plan if someone wants to return a puppy to you, like a legitimate breeder would? Where will you keep it? How will you feed and care for it?

What is your plan if any of the puppies are born with expensive health issues?

As a dog lover who knows how bad the overpopulation problem is, think about the simple math. If you have 10 puppies and each puppy has 10 puppies, that's 100 dogs in one generation. Do you know 100 good homes that will treat the dogs you brought into this world kindly?

For any dog: If you really are able to make money from breeding, then your dog has a street value, which means that there's an increased chance of your dog being stolen. (This is a common occurrence in some communities). Your dog is at risk unless he/she is altered.

General topics and talking points

In the above scenarios there are a few common themes. The following general topics and talking points are not specific to any one conversation, try to familiarize yourself with all of them.

Overpopulation: You'll often discuss the issue of overpopulation. This is a very important and effective topic. For many owners, the realization that their one unaltered pet contributes to the deaths of thousands of others persuades them to get their pets sterilized. There are many ways to make this point. Describe to people how one unaltered dog or cat can become hundreds or thousands very quickly. Point out that although the client cares for his or her pet very much, he or she has no way of controlling how the dog's puppies or cat's kittens will be treated by someone who may take one on an impulse. Too often people take puppies or kittens because they're attracted to the puppy/kitten-hood without really thinking about the work involved with caring for a dog or cat into adulthood.

Explain many puppies are born because of their one unfixed dog will likely be "put down" at the shelter or without a home. Be mindful research shows many people from under-served communities are less familiar with the term "euthanize". The term "killed" has been found to be unfavorable and can vilify shelter staff. It's best to use the words "put down" at first, then slowly alternate with the term "euthanize" to introduce this language as it relates to pet overpopulation and crowded shelters. While on the topic of shelter conditions, it can be helpful to discuss how difficult it is for shelter staff to put down large numbers of dogs

and cats. Don't forget to mention the untold number of animals who suffer every day in the streets.

When using this rationale, it's important to know the number of dogs and cats euthanized at your local shelter, if possible. Share this number and point out how the client's decision directly affects that number. Mention the lack of good homes available. In an open and honest conversation, many people will express they don't actually know many good homes, and this realization might encourage them to stop and think.

Health Benefits: The health benefits of spaying and neutering are somewhat disputed in the veterinary field, but it's important to be able to speak of these accurately and honestly. Familiarize yourself with the following information so you can share it with pet owners.

The link below is a handout from the Humane Society Veterinary Medical Association (HSVMA) on the benefits of pediatric sterilization. It explains why it's advantageous to sterilize puppies and kittens and why it's beneficial to spay and neuter animals in general. There's also a linked copy of an article from the Journal of the American Veterinary Medical Association (JAVMA) that provides an overview of the effects of sterilization on cats and dogs. Below the links are a few quick facts from the article about cancer, tumors, and diseases (prostate and pyometra).





Mammary Tumors: Overall, the risk of developing mammary gland neoplasms (which occur in older animals) is seven times greater for sexually intact dogs and cats than altered dogs and cats.

Testicular Tumors: Testicular tumors are the second most common tumor type in dogs, with a reported

incidence of 0.9%. Castration completely eliminates this risk.

Prostate Disease: Benign prostatic hypertrophyhyperplasia is a common disorder in sexually intact male dogs. By 2½ years of age, half of all sexually intact dogs have evidence of prostate disease.

Pyometra: Pyometra occurs in between 15–24 percent of unsterilized dogs. Sterilization eliminates the risk of this disease. Pyometra is a fatal infection of the uterus that's most commonly seen in female dogs, and occasionally in female cats.

Attached is a brochure from the American Veterinary Medical Association (AVMA) that provides a basic overview of why it is beneficial to spay/neuter cats and dogs.

Licensing: If you have differential licensing in your area, use that as a selling point. For example, if a license for a sterilized pet costs only \$10, while a license for an unsterilized pet costs \$75, that's a big difference. Therefore, the free service you are offering will save money for the client.

Build Relationships

There are so many reasons to spay/neuter. Every person is different, it may take many different explanations to persuade one person, while another person may be moved by a single explanation.

No matter the situation, focus on the relationship with the client. It might seem counter-intuitive, but one of the keys to successful spay/neuter conversations is actually to not constantly focus on spay/neuter. If you focus instead on building positive, trusting relationships with people, the spay/neuter conversation comes naturally and more easily.

Remember that many of the people encountered will have no history or point of reference for spay/neuter, so be patient and explain the benefits carefully. The more welcoming and common we make the spay/ neuter procedure, the more relaxed and accepting people will be.

Be sure to engage everyone. People without pets and people who are not ready to spay/neuter can still share the message of spay/neuter. You never know who might be a strong advocate or ambassador for spay/ neuter. There could be someone in the community who doesn't have pets but who is highly respected and who is happy to share information on your program and services. A person who is not ready to spay/ neuter his/her own pet might still see the benefit of it for others and tell friends, family, and neighbors about what you have to offer. Remember that a person who declines spay/neuter isn't necessarily breeding his/ her pet. There are many people who aren't ready to spay/neuter but who also don't want to breed, so make sure to engage these pet owners on how best to avoid accidental litters.

In order to bring about transformation in your community, you have to become a trusted and familiar source of information and services. For the under-served audience, life is often a struggle for survival, and there may not be much positivity in their daily lives. When you can be a positive influence, share a cheerful attitude, and provide something of value, people respond. You'll almost always receive what you have given in kind, so go forth and promote spay/neuter.





Spay/Neuter follow-up process

The importance of follow-up calls to recipients of spay/ neuter can't be stressed enough. Some of the people who say "yes" might later have questions or doubts about spaying/neutering their pet(s). This is fairly common and it's a primary reason why follow-up calls are so important.

Adhering to this process, markets implementing the PFL approach have an 89% spay/neuter completion rate overall. Two primary benefits of this focus on customer service and high completion rates are:

- [1] People and their pets do not fall through the cracks and stronger relationships are built with the clients. This results in clients spreading the word to their family, friends, and neighbors about the positive experience. It creates a conversation about spay/neuter within a community that previously had little to no familiarity with the issue. This is extremely important in obtaining sustainable change.
- [2] Spay/neuter providers can depend on the surgeries scheduled to actually show up and therefore are more likely to continue providing services (and even increase capacity as the number grows).

- [1] Voucher issued: Gift certificate type vouchers, which are about the same size as a dollar bill and includes the cost of the spay/neuter package, are utilized so clients have something tangible and know the value of the free service being provided
- [2] Client is called within 24–48 hours of receiving the voucher
- [3] Client is called within 24–48 hours before the scheduled appointment
- [4] If the surgery is scheduled more than a week out from the time the voucher is issued, the client is called every week until the surgery
- [5] Client is called within 24 hours after the surgery is completed
- [6] If at any time the client cannot be reached by phone, an in-person follow-up visit is made with the client

If the owner has doubts, remind him or her that it's their decision, and even if they don't decide to spay/ neuter at this juncture, it's okay. Keep the lines of communication open and remember that they might make the decision later. If you end a conversation angrily or rudely, you've probably lost a chance to build a relationship and an opportunity to help that person and their pet at a later date.

Here's a working list for making follow-up calls:

- Start with the first name on the list.
- Call the home phone first, cell phone second (if both are provided).
- In addition to taking notes, code phone call responses as follows:
- NA = No answer/no voice mail
- LM = Not home/left message
- SA = Call back to schedule appointment
- AS = All set with appointment
- NR = Not ready to schedule logistically
- NI = Not sure/no longer interested

The following is a sample script

Of course, the real conversation should be organic based on information garnered as you speak. For best results, mention the pet by name and the free services as soon as possible in the conversation.

Hello, my name is _____ and I am calling to speak with Mr./Mrs.____, about _____ [name(s) of pet(s)].

If the pet owner is not home:

Do you know when it would be a good time to call back? May I also leave a number where I can be reached?

If it sounds like the phone number isn't the best number (listen for hesitation or confusion in the person's voice) ask for an alternate phone number. Remember to mention the pet by name and that you are calling about free services.

If pet owner is home:

I'm calling to say thank you for signing up ___ [name(s) of pet(s)] for free spay/neuter and to see how _____ [name(s) of pet(s)] is doing.

If pet owner has an appointment set:

According to our records you have an appointment all set for $___$ [name(s) of pet(s)] to get spay/neuter [or] fixed on _____ [Insert date]. Do you have any questions about transportation, the instructions for the day, or the appointment in general? Please call us if anything comes up and we'll call you again the day before the appointment to remind you of all the details for the appointment.

If the appointment is not scheduled:

We have in our records that you received a free spay/neuter voucher and would like to schedule an appointment for _____[name(s) of pet(s)]. Is now a convenient time to schedule the date?

Please tell me what days work best for you and let's see what we have available. Or Just let me know when is a good time to call back, or I can leave my number for you to call me.

5.

If the client is not sure about surgery or changed his/her mind:

May I ask why you are unsure/changed your mind?

Listen for reasons for not wanting surgery and respond with the appropriate benefits and reasons spay/neuter is important or answer any questions the client may have about the surgery.

Make Appointment Scheduling Easy

Analyze your method for scheduling appointments and determine whether it's the easiest process for your audience. If you only provide an option to make appointments online, you'll miss clients who don't have internet access. Ideally, you should provide many options for scheduling appointments (e.g. online scheduling, calling during normal business hours, or leaving a message on the weekends/in the evening. Your clients have varied schedules and means of communication, the more options you give and the easier you make it, the more people will take advantage of your services and have a positive experience.



> Providing details on spay/neuter appointment scheduling









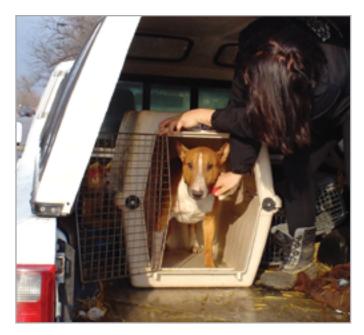
During your community assessment, you probably discovered that people living in your neighborhoods of focus have little to no access to veterinary care or affordable spay/neuter services. This reality, combined with the fact that most people in the neighborhood have modest incomes, may be working multiple jobs, and often do not have reliable personal transportation, makes it challenging and sometimes too difficult for them to get their pets to spay/neuter appointments. Providing transportation to and from spay/neuter appointments whenever possible will increase the completion rate of the spay/neuter you schedule.

Offering transportation to your clients has multiple benefits. The appointments made with the spay/neuter provider will be more consistently filled. Fewer "no shows" will occur because you'll ensure that the animals get to their appointment, which eliminates the possible waste of your time and makes the spay/ neuter provider happy. It makes it more difficult for the pet owners to say "no" to spay/neuter when you remove the barrier of getting their pets to and from the appointment. You are also adding additional value to the service you're providing. When pet owners see the lengths you go to in order to help, they are very appreciative and often surprised, which strengthens your relationship. The most important benefit is that more pets will be altered, which means fewer litters will be born.

There are a few ways to implement a transportation service component to your work. Talk to your local animal shelter, animal control, or spay/neuter clinic to see whether they have a van or vehicle that is equipped and available to transport animals. If so, work out a partnership where the van comes to a convenient location in the neighborhood at a predetermined day and time. Coordinate with your clients to bring their pets to this location in the morning and pick them back up in the afternoon. This effort may require funds to cover the gas and the driver's time; however, this usually breaks down to a minimal and worthwhile additional cost per animal. Another option is to work out a deal with a pet taxi service or similar company to provide the transportation on certain days or a set number of trips per month. This adds to the average cost of each spay/ neuter surgery, but it might be necessary if the pet wouldn't otherwise get the procedure.

The most cost-effective and ideal way to provide spay/ neuter transportation to your clients is to create a volunteer program to cover it. These transporters serve an extremely important purpose: helping pets get spayed/neutered that would otherwise never be altered. The model transporter should be relaxed and kind so that the pet owners feel assured that their dogs or cats are in good hands.

Remember that spay/neuter is an unfamiliar procedure for many of your clients and they might worry and wonder whether their pets will be okay. To alleviate their concern, make sure volunteer transporters know the owners could be apprehensive or uneasy. Give them talking points for reassuring clients and instilling confidence. Having lengthy conversations or trainings with your transporters decreases the likelihood of



> Providing transportation for a dog receiving veterinary services.

them accidentally saying the wrong thing to clients. It will also minimize the frustration on their part when clients may change their minds or need additional encouragement the morning of the procedure.

Make sure your transporters fully understand the outreach and follow-up process. They should have accurate addresses and clear directions to the pickup location, details on processes at the spay/neuter clinic, and your contact information in case of an emergency. These volunteers should be trained in safe animal handling techniques and basic animal behavior because they will likely help owners load their pets in crates. Most appointment drop-off and pick-up times will be close to or during normal work hours. Recruit volunteers who have non-traditional work hours, are students with flexible schedules, are retired, or work from home. If a volunteer is available on a single day every week or every month, ask your spay/neuter provider for standing appointments at those times and make sure there are pets to fill those spots. Identify multiple people who can work in teams, where one person does the morning pick-up and another handles the afternoon/evening drop-off. If a transporter has space to take multiple pets at a time, make appointments in groups for pets who live close

together. There is no one best way to make a volunteer transport program work. Be creative, solutionoriented, and just make it happen.

No matter which method chosen, use the followup plan described above. Make calls before the scheduled appointment and include details about when the transporter will arrive the morning of the appointment. If necessary, ensure that the owner will be present to sign the required paperwork. If nobody will be home when the transporter picks up the pet, have the owner sign the paperwork prior to the appointment and give it to the transporter. In addition to the paperwork required by the spay/neuter provider, have the owner sign a waiver of liability that gives you permission to take the pet (see the example below). The transporter should have already signed a volunteer waiver, as discussed in Chapter 6. It is a good idea to request proof of a valid driver's license and insurance coverage from all transporters.





How to be a PFL Transporter



Each transporter should have a crate to carry the pet in and the necessary equipment such as collars, leashes, or temporary leads. If the owner is home, the transporter should help the owner get the dog or cat into the crate, into his or her car, and have the owner sign the consent form/waiver. The transporter should be prepared to answer any last questions about the procedure, the schedule for the day, and any preparations the owner should make for the pet's return that evening. When the transporter returns the pet at the end of the day, he or she should bring



> Volunteers organizing the transport of cats to receive spay/neuter services.

the paperwork from the veterinarian and any followup medications. He/she should go over any pertinent instructions for after-care.

The above information applies to transportation services for individual clients. For more information on how to provide transportation outside of your city/ county, to general areas that are not served by a low cost spay/neuter provider, or to clients who are longer distances away from a provider, please visit:



Humane Alliance: Setting Up a Transport Program



Notes > • Effective Spay/Neuter Outreach









© Community Outreach Events

"Learn everything you can, anytime you can, from anyone you can—there will always come a time when you will be grateful you did."—Sarah Caldwell

Community Outreach Events

The most important and primary decision you'll need to make about your community outreach event is when and where to have it. The key to attracting your target audience in high numbers is holding the event during a time and at a location that is most convenient for those living in the heart of your targeted community.



Cathy Wells

Holding a community outreach event is one of the best ways to get started in your target neighborhood, and one of the most successful ways to begin increasing people's familiarity with spay/neuter. It not only creates excitement about your program, but it's a great way for your team to meet many people in a short amount of time. You might have heard of or held "vaccine clinics" however, this toolkit's proven approach to planning and implementing community outreach is different. It's more personal and comprehensive than what you have used or witnessed in the past.

Community Outreach Events

Why hold a community outreach event? Here are two compelling reasons: 1. The event gives you a chance to pass out flyers, and while doing so, the opportunity to talk to people about a positive, free service. This is very helpful in building trust and relationships (as discussed in Chapters 7 and 8). 2. During the event and while promoting it, you will easily meet hundreds of people and pets, most of them unaltered.



> Greeting a dog attending a community outreach event in Chicago, IL

When canvassing for the event, don't feel compelled to engage people on the topic of spay/neuter or ask them to make a decision on anything regarding their pets' care. Simply let them know about an event in their neighborhood and where they can get something free for their pets. You'll meet many people simply by walking around the community and inviting them. At the event, you'll have a captive audience while people stand in line for the free services. Some people in line may recognize volunteers from canvassing efforts prior to the event. A spay/neuter conversation or asking for owner and pet information will likely be easier than if you just met. Whether talking to a stranger or someone while canvassing, make your interactions friendly and accommodating so that it's easier to gather information from everyone.





> Event attendees lined up early at a neighborhood rec center to receive free vaccinations

In Chapter 4, you learned how to do a community assessment. After completing your assessment and identifying the area where you want to start your outreach program, you now have the tools to market and plan for a community outreach event.

The most important and primary decisions to make about your community outreach event are when and where to have it. The key to attracting your target audience in high numbers is holding the event when and where it is most convenient for those living in the heart of your targeted community.

The location should be well known and easily accessible by foot, car, and public transportation. If you can secure this type of location, your chances of success are far greater. A church parking lot, a city park, a community center, or a local business partner's facility make for good venues. Ideally, your site should have wide-open space for tables and enough room for a long line of people and pets. Depending on the rules and restrictions that govern your area, you might need

to obtain a city or county permit and/or notify local law enforcement for traffic control. Be sure to abide by all local laws. This will ensure the event will run smoothly and it will demonstrate to other agencies the program is thorough and acts responsibly.

The best day to have your event is on a Saturday, if possible. Weekdays are generally not good for the majority of people and Sundays are traditionally filled with other obligations, such as church or family events. The ideal time of day is the morning to early afternoon. The optimal length of time for an event is four to five hours. Overall, the event requires a six to seven hour commitment by the majority of your volunteers, including set-up and break-down. These events are hard work with few breaks, so avoid extending the event beyond this time frame for the best results.



Event Staffing and Determining Services to Offer



> Dog getting nails trimmed by a volunteer

As you identify and secure a venue, determine which free services to offer as the headliner of the event and which community partners will be needed to help carry them out. The most popular service is a free rabies vaccination (and, if required in your area, free licensing). Other attractive options are free parvo/ distemper shots and microchips. (If rabies or parvo/ distemper shots are doable, then microchips are not recommended. In the outreach event setting, microchips can be very stressful for the pet and upsetting for the owner to see administered.) Select the main service by identifying which people or groups are willing and able to participate, reaching out to other local groups, and asking your local veterinary community for support. If you have enough volunteers, you can add more value by offering secondary items and services such as, free dog/cat food, nail trimming, ear cleaning, and collars/leashes. However, the primary services are what should be advertised and what will attract a good turnout.

Always keep in mind one of your goals is to reach owners with unaltered pets. By offering a free service, you'll attract a larger crowd. If you promote your event effectively, a strong majority of the attendees will belong to your target audience. Normally, expect at least 80% of pets in attendance to be unaltered if promoting using primarily hand-to-hand distribution of flyers and word of mouth in your area of focus.

Providing services at a reduced rate instead of completely free will attract some people; but there's a notable difference in attendance between a \$5 rabies vaccination and a free vaccination. Furthermore, offering a free service provides your team with a much easier "sell" when canvassing and handing out flyers. Offering something free of charge is also a great way to start a relationship with someone from an underserved community. It shows you understand how few resources are available to them. Remember, as discussed in Chapter 8, just because someone can't afford a \$5 vaccination doesn't mean they don't love or want to provide the best care for their pet.

In working to reach pet owners in under-served communities, provide free services rather than nominally priced services whenever possible. Remember, when reaching your target, the attendees at the event will be from neighborhoods that have a significant number of households living 50% below the poverty level. Charging any fee among this audience will dramatically reduce the number of target pet owners you'll attract.

As previously mentioned, your target audience is "systemically poor," not "conditionally poor." Those who are "conditionally poor," in many instances, have found themselves impoverished because of a specific "condition" which led to a loss of income, such as being laid off.

The "systemically poor," on the other hand, have never known anything other than the bleakest forms of poverty, physical survival being a persistent concern above all else. In short, the "systemically poor" are not looking for a "deal". It is simply a "have and have not" existence for them. They will choose food for themselves and their pets over rabies shots or other services.

To help offset the costs of your event, try to get vaccinations, food, veterinary expertise, and other products or services donated. If this is not possible for your first community event, purchase vaccinations and any other items you can afford to offer. Use the data collected at the event to help tell your success stories to potential donors and friends of your organization. As you build your coalition of donors and volunteers, it is likely all or at least a large part of what you give away at future events will come from donations.

For an event that serves between 300-500 pets, you'll need to gather a team of 40-60 people to work the event. The following chart shows the recommended number of reliable staff and volunteers instrumental in making the event a success.

Task/Responsibility	300 Animals	500 Animals
• Veterinarians	[3]	[4]
• Vet technicians	[6]	[8]
Registration/paperwork	[4]	[6]
Data collection	[4]	[6]
• Line/crowd management	[10]	[12]
• Spay/neuter voucher issuers	[3]	[5]
• Spay/neuter appointment table	[2]	[4]
• Food/give-away table	[2]	[2]
• Floaters/runners/misc.	[5]	[7]
Program information table	[2]	[2]
• Photographer	[1]	[1]

| Number of Recommended Volunteers/Staff



> Long line stopping by the registration table at an event held in a local park

To identify the best volunteers for your event and assign volunteers to the most appropriate roles, host a volunteer orientation specific to the outreach event. At the orientation, discuss the goals for the event; the intended audience and the barriers they face in providing general wellness care and spay/neuter for their pets; the tone of event; how to make the event positive and safe; and more. At the orientation, run through a mock event, explaining and assigning people to each role based on their skills and interests.

Attached are descriptions of event volunteer roles. This will help identify the right volunteer for each task.

- Event Volunteer Assignments
- Outreach Event Rabies Certificate
- Outreach Event Line Management
- Outreach Event Pet History Certificate

Use the attached checklist while planning your community outreach event. It covers almost everything you'll need to consider for a successful event, including supplies, services, volunteers, etc. There may be some variables specific to your community, but the checklist is a great guide to use during your preparations. Additionally, the timeline will help plan your event and decide when various tasks should be completed.





Setup and Flow



> Reviewing pet and owner information at a community outreach event in Philadelphia

Once you've selected a venue and the free service you'll offer, take time to consider the layout of your event. Crowd flow matters, and if the set-up is welldesigned, the event will run smoothly.

Make sure volunteers are in place for ongoing line management throughout the event. People will likely stand in line for hours before and during the event, so having friendly volunteers on hand to direct them and talk with them will help with both logistics and mood. Attached is a diagram of a suggested event flow that has worked well at all of our events.



The Basics of Efficient Crowd Flow

Establish a clear starting place for the line in advance. Consider where you'll set up the first stop, most likely, the information collection table. Make sure the line has ample space to grow outward from where the services will be offered, but doesn't block driveways, streets, etc. Ideally, the line should be contained to sidewalks, parking lots, grassy areas in a park, or any other open space. Be sure to provide water bowls along the line for pets to stay hydrated while waiting. Designate a few volunteers to be "floaters" who are available for miscellaneous jobs that might surface, including filling water bowls and scooping up accidents in line if an owner needs help.

Resist the urge to have more than one line (for example, one line for dogs and one line for cats). Multiple lines will cause problems. You will not have as much control over two lines, and people get upset if you have a person with a cat move to the head of the line immediately while someone with a dog has been waiting for two hours. If you manage the line properly, one line is the safest and fairest for all attendees.

One of the keys to a safe event is to keep the entrances and exits separate. When people and pets who have received their services must pass right by the people still standing in line, you run the risk of negative interactions. Instead, ensure that the path people and pets take to exit is not near the beginning of the line.

Arrive at your venue at least $1\frac{1}{2}$ hours before the event—allow more time if there are not enough set-up volunteers. If you arrive and find that attendees are already there, ask them to form a line starting in the predetermined location. Be sure to ask who arrived at the venue first as that person should be placed at the front of the line.

If you have a single "early bird" attendee, feel free to ask that person to have new people line up behind him or her. By establishing a clear starting place at the beginning of the day, you'll avoid confusion, hard feelings, and help prevent chaos. Make sure you have multiple volunteers assigned to staging and line management.

Line Management

Line management is of utmost importance to avoid people-to-people and pet-to-pet conflicts. Your goal is for everyone to have a positive experience, so it is critical to maintain order. With a large number of people and pets in one line, and with volunteers who have varying degrees of pet management skills and training, it can be a challenge to prevent overstimulation, which could lead to chaos, or worse, injury. To avoid incidents, vigilance and tight line management is crucial. Volunteers who are calm, flexible, and good with people and dogs should be assigned to line management.

General instructions for line management are:

 Avoid face-offs: Face-to-face approaches and greetings are what people normally do in social interactions, but they can lead to conflict among animals. Make sure the line has dogs lined up head-to-tail and not face-to-face.



> Signing people up for free dog training classes at a community outreach event in Atlanta.

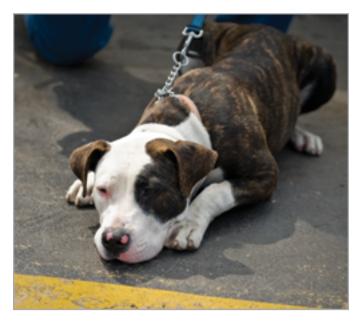
- Create a buffer zone between dogs by walking along the line and helping to maintain reasonable space between them.
- If larger dogs become overexcited or aggressive toward smaller dogs being held, ask people to put their dogs on the ground and make more space between those dogs (the same applies with cats).
- When necessary, pull aside a dog who is being extremely vocal or overly reactive to avoid a chain reaction of dogs responding and getting increasingly over-stimulated. Some dogs will need to stay to the side and not re-enter the line. In these cases, plan for the veterinarian to administer vaccinations to dogs in a location outside the line (more details on this on p.120) When removing a dog from the line, do so quickly, without talking, hesitating, or attempting to calm the dog down in the line. If a dog needs to be calmed down, do so at a reasonable distance from the other pets in line. Some dogs may be able to re-enter the line once they settle down.

 Some attendees at your events might enjoy seeing their dogs get worked up or react to other dogs and people in a negative manner. These are pet owners who will need a little more attention. Assign someone to have a relaxed, non-accusatory conversation with attendees like this. If you have a volunteer with dog training experience, assign that person to line management and this role specifically. Don't tell the dog owner that what they're doing is wrong, because you want to avoid any possible escalation or altercation. Instead, attempt to encourage alternative behavior. These situations are rare, but it's good to be prepared for everything.

Rarely will an attendee be completely out of control and unwilling to leave the line or move to the side to allow his or her pet to calm down. If it does happen, warn the person that he must cease any negative behavior that is causing problems for other attendees and pets and that if he doesn't, he will need to leave. Try to maintain civility so that there's a possibility for further discussion with the dog owner after the event, to help prevent or improve the behavior. Above all, when managing the line, trust your gut and keep things moving along.

Attempting to give someone his or her first dogtraining lesson while in line is not ideal. However, if you have partners or volunteers who are experienced dog trainers, they can offer some basic suggestions and advice to people in line who seem to have trouble with control and positive interaction with their dogs. They might focus on:

- Leash control
- Eye contact and focus
- Proper collars and leashes
- Exercise and socialization explanation
- Keep calm and settling commands



> Patiently waiting in line at a community outreach event

At these events, the volunteers assigned to line management should focus on that task alone. Additional volunteers should work through the line of attendees to discuss spay/neuter, with a goal of talking to each person. This can usually be accomplished with five or six people (for 300–500 pet owners, or one person for every 50–75) assigned to line management, but it's always better to have more. There can't be too many people assigned to line management. Make sure to have one person in charge of all the line management volunteers and ensure that they all communicate throughout the event.

As stated earlier, some people can't stand in line with their pets due to excitement or aggression. If you have at least two veterinarians working the event, identify one as a "runner" who divides their time between helping with those arriving at the veterinary station and going out into the crowd and vaccinating pets who are either standing off to the side due to disruptive behavior or waiting in an owner's vehicle due to social issues. Get to these pets as quickly as possible so they can leave, avoiding stress for the animal, the owner, and other attendees in line. You should assign one vet tech and one volunteer to shadow this veterinarian and make sure that when the veterinarian gives the vaccination, the information form is collected from the owner and the owner receives the rabies certificate (if applicable). On hot days, the line and crowd management teams should watch for animals waiting in cars to treat them as soon as possible.

For the reactive dog area, choose an open space separate from the line and service area, but not too far away. If possible, use numbered cones in the reactive area. Having numbered cones not only helps volunteers tell people exactly where to go with their dogs, but also helps the runner veterinarian know who to serve first and helps maintain space between the reactive dogs. Reserve this area only for dogs who are highly reactive so it doesn't grow too large or turn into a second line. The best way to manage the reactive dog area is to have one or two volunteers assigned to identify reactive dogs and direct them to the area.



> Reactive dog area at a community outreach event in Milwaukee

The most likely time for an accident to happen is at the very beginning of the event when volunteers are just arriving or at the end when volunteers are tired. Make sure someone monitors the line as soon as people and pets start arriving, even during set up. Make sure that line management volunteers stay attentive and focused until the very last person and pet have been served and have left. Although the reactive dog area should reduce potential altercations between dogs, use the attached guide to prepare for handling these situations if they do occur. Make sure people are assigned to manage these scenarios.



Data Collection and Veterinary Area

While people are waiting, volunteers assigned to data collection should walk along the line and pass out owner/pet history certificates. Attendees should hold onto their forms until they reach the data collection (or information) table. Keep in mind, the people attending the event might not be literate or might not speak English as a first language, so volunteers should be ready to help fill out the forms or explain the questions. Make sure to provide clipboards and pens, collecting them when one person is done and passing them on to people further back in the line. Ensure that people complete a separate form for each pet, and look out for people who need help holding their pet while they fill out the paperwork. Have volunteers review each certificate for completion, both in the line and at the data collection table.



Pet History Certificate

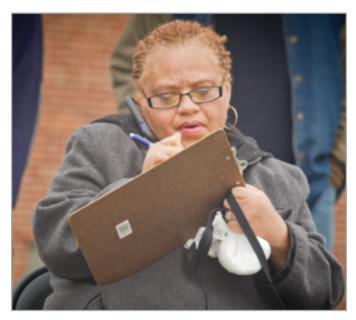


Pet History Certificate Spanish

The first stop for attendees is the data collection table. Leave a space between the start of the line and the table so that only the people and pets whose information is being handled are there. Station a volunteer at the table and instruct him or her to bring people from the line to the table only when a volunteer is available and ready to take their information. You'll likely need a few volunteers to staff this table. They must check for completion on the forms before the client moves on and help clients complete the forms if needed.

If you're providing a service other than rabies vaccinations, collect the pet history certificate forms at the table and direct the client to the veterinarian's table as explained below. If providing rabies vaccination and/or licensing, the volunteers at an adjacent table should take the information forms and transfer the information to the rabies certificate/ license paperwork. The data collection table and the rabies/certificate table can be the same.

Be careful—this is where the line can bottleneck because rabies certificates are often in booklets, and clients can't complete this paperwork while they wait in line. To minimize delays, complete as much of the required information on the rabies certificates prior to the event, such as the date, vaccination serial number, expiration date, veterinarian's signature, etc. Then only the owner and pet information will have to be completed on site. After transferring the information from the data form to the rabies certificate, place the information form in a pile/box/container to keep for your database. Give the rabies certificate to the owner before she or he moves to the veterinarian's table.



> Event attendee filling out a pet information form while in line

Make sure to leave a safe zone between the information/rabies certificate table and the veterinarian's table so that only the animal the veterinarian is currently servicing is at that table. Having multiple animals and people crowded around the veterinarian creates stress for the pet and makes the veterinarian's job more difficult. To keep the safe zone intact, you should have two volunteers who serve as "bouncers." When the veterinarian is finished with one animal, the "bouncer" tells the next person in line at the information table to proceed to the veterinarian's table, ensuring that no one advances until given permission. The more volunteers you have

filling out paperwork and the more veterinarians you have administering vaccines, the quicker the line moves. Each veterinarian works differently, so talk to your veterinarian about their preference for administering the services.

Some prefer for the dog to remain on the ground for the shot, while others prefer to have the dog lifted onto a table. To keep the line moving and guarantee that any concerns or issues with the pets are addressed, give the veterinarians notebooks to write down which pets need a follow-up after the event (e.g. pets with medical issues that cannot be addressed at the event or pets who need dewormer, flea/tick medication, etc.)

Consider having an enclosed area for treating cats. If your event is held outside, set up a pop-up tent behind the veterinary table to create an "indoor" space so that if a cat gets loose it can't run away.

Set up the spay/neuter appointment table after the veterinarian's station. Once the vaccination services are complete, the client immediately makes their spay/neuter appointment, continues to any other services being offered (e.g. nail trims, food, etc.) and finally moves on to the exit without clogging up the service area.

Before clients even get to the spay/neuter appointment table, they should have discussed spay/neuter with a volunteer. Designated volunteers should work the line to discuss spay/neuter with every single person. See Chapter 7 to determine which volunteers should have this assignment. This is the perfect time to discuss the surgery and distribute spay/neuter vouchers to a captive audience. Attached is a sample voucher for use at your event. Refer to Chapter 8 for talking points, tips for approaching people about spay/neuter specifically, and ways to present the voucher itself.







Capturing the Event

It's a good idea to visually document the event. Photos or video of the setup, flow, and attendees make for great reference and can be used in press recaps, donor presentations, newsletters, or promotions for future events. If you plan to use the images for promotional purposes, you should post a highly visible sign at the event to alert attendees that pictures taken at the event might be used for future promotional purposes. If your organization plans to use photos for promoting services for a fee, you'll need to obtain a formal photo release of any person recognizable in the photos.

Use free photo sharing websites such as Flickr or Photobucket to host images that people can download. This is another nice free give-away/souvenir of the day, and it can be a good way to stay connected with the community. Keep in mind, people love their pets and love to have pictures of them.





Photobucket



Sample Outreach Event Images

If you have the capability, place the photos you have taken on your website using a special URL [example: yourname.org/Clinic]. On the same page as the photos, add a spay/neuter message or general wellness message for those who visit. This is a good way to re-introduce the spay/neuter message to visitors browsing and downloading images from the event.



> Capturing a family photo while waiting

If your team decides to capture images for attendees to download, include the web address for the photos on business-card-sized paper or post the address somewhere visible.

Whatever you decide to do with the images, be sure to capture as many pets and people as possible. Make arrangements to get the pictures uploaded as soon as possible following the event. To ensure that you get the images you want, provide the event photographer with a list ahead of time. Try to capture the following situations and image types:

- Banners or signage in use
- Close-ups of pets (cats in carriers and dogs on leashes or enjoying offered activities)
- Collaborative partners working together, identified (when possible) by organizationspecific t-shirts or jackets
- Crowd and pet diversity (if applicable)
- Crowd shots that show the large number of people in attendance
- Group shots of collaborative partners and volunteers

- Pet owners interacting with their pets (petting, kissing, comforting)
- Pets getting groomed or getting their nails clipped (if applicable)
- Overall setup and flow
- Veterinarians administering shots
- Volunteers distributing pet food or treats (especially if the food is donated—capture close-up shots of brands on the packaging to share with donors)
- Volunteers talking with pet owners and handing out flyers with pet wellness information





> Signing pets up for spay/neuter at a heavily attended outreach event resulting from a strong promotional effort



Event Flyer Spanish

As discussed in Chapter 5, your community outreach event will be most successful when advertising in a way that reaches your specific target audience. You have chosen the focus area of the community, and you'll need to get onto the street and reach people on a personal level to market the event. The most successful advertising mechanism for reaching your target audience is canvassing, engaging people faceto-face, and peppering the neighborhood with flyers. Attached for reference is a sample outreach flyer. Having a free event to promote allows for easy and open conversations with everyone you meet, and you have the opportunity to engage with a large number of people. Walk up and down neighborhood streets

and talk to people who are walking or sitting outside. Visit busy bus stations and pass out the flyers as people walk by. Find a busy corner store or strip mall and distribute flyers to customers. The options are nearly endless.

When canvassing, always let business owners or managers know who you are, and ask permission before posting or distributing information on their property. Think about canvassing for community outreach events as promotion for the event and a chance to connect with the community to start building relationships.

As you canvass, tell people about the event offering free rabies shots for dogs and cats and to please bring their pets if they're interested. Most people are happy to take the flyer, and you can judge their willingness to engage in further conversation by asking whether

they have a pet, whether they think they can attend, etc. If someone quickly declines or doesn't take the flyer because they don't have a pet, ask them to please share the information with someone they know who has a dog or cat. Just about everyone knows someone with a pet and is willing to pass the information along. Make sure to say "thank you" and "have a good day" at the end of the conversation, or "hope to see you Saturday" if they take a flyer. Keep interactions positive and end on a good note.

In addition to handing out flyers in person, post them around the neighborhood and leave them for people to pick up. Some of the best places to advertise are corner stores (with permission only; hang them on the door or community board and leave a stack by the register), laundromats, check cashing stores, busy food take-out locations, and generally anywhere the flyer will receive good visibility within the area of focus.

Start this "boots on the ground" type of promotion a few weeks before the event, making people aware and excited about the free services. However, some of your most effective efforts will occur the week before the event. Considering your focus area, you'll find that many people are struggling financially and usually don't have long-term plans on their calendar. For this reason, the week leading up to the event is when most clients will decide whether they can attend. Keep this in mind, use the majority of your volunteer hours to flyer and canvass during that final week, starting with the weekend before and including the day before the event. Saturate the target area—you'll see a great response to those interactions.

More traditional advertising like press releases, radio announcements, and TV interviews are great for bringing attention to your work and organization, but is not what you should use to generate event attendance. Traditional advertising always results in bringing out people who are not from your area of focus and a larger number of altered pets. Consider

who you want to reach and what type of media they consume, recognizing that it might not be the same as for you or your staff. It will also be different from the media venues you use to reach donors/supporters. Posting your event on online calendars, social sites, and trade forums may also help you reach some potential clients. But again, be aware of who you are attracting using various marketing strategies. The goal is not to necessarily get the largest crowd possible to your event but to get the largest portion of your target audience as possible—there is a big difference. However, getting media out to cover the event itself, on the day of the event, is important so you can share the message of this program and the need for this type of work.

In addition to how you promote, what you promote is also key. Always include the word "free" in headlines and event descriptions on all promotional materials or flyers. Be careful what you promote as free, however. Obviously, explain the main attraction—rabies shots, basic shots, microchips—is free, but don't reveal free spay/neuter vouchers will be available. You'll find if advertisements state that free spay/neuter vouchers will be available, you lose the option to use discretion at the event itself in selecting the people who really need vouchers. Although the goal is to help everyone as much as possible with spay/neuter, by advertising it as part of the event, you could attract rescue groups and others who do not understand that the primary mission for the outreach event is to reach under-served pet owners, increase their familiarity with the topic of spay/neuter, and build relationships. Additional marketing strategies in Chapter 13.



The final piece of your community outreach event strategy is the follow-up. It's difficult to overstate the absolute necessity of following up with people who attend the event. You put a lot of work and effort into planning the event, encouraging attendance, and making it enjoyable and positive. So make sure you use what the event provided you: the contact information of hundreds of people.

This is a great opportunity to further serve many people and their pets. Within two days of the event, every person who signed up for spay/neuter should be contacted, regardless of when their appointment is scheduled.

\│ Spay and Neuter Follow-up Script

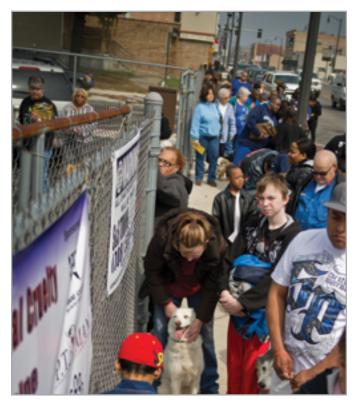
In follow-up calls, be positive and friendly, thank them for attending the event, remind them of their appointment(s), and ask if they have any questions. If their appointment(s) are weeks away, call once a week (as explained in Chapter 8) just to check in and keep the appointment fresh on their minds. Let them know that if any doubts or questions come up, they should feel confident asking you any questions. Call the day before the scheduled appointment to give instructions for the next day (as given to you by the spay/neuter provider), discuss transportation plans, check in one last time to make the pet owner feel comfortable, and answer any new questions.

The spay/neuter provider will likely call the client the day before the surgery to provide instructions, but never let the phone call from another agency replace a phone call from your organization. The day after the surgery, call the client again to make sure their pet is doing well and to see if they have any questions. This thorough follow-up will not only build trust with your clients, it will increase your voucher redemption rates.

You'll want to keep the line of communication open in case the owners have any doubts. If at any point in the follow-up process you are unable to make phone contact, make or arrange with someone else to make an in-person visit. Make contact one way or another to ensure that the spay/neuter appointments are completed.

After contacting everyone who signed up for spay/ neuter, contact every person who attended the event. You'll continue to build relationships and will likely schedule more spay/neuter appointments. Often, just one more conversation will convince people to alter their pets. Many people need time after the community outreach event to consider spay/neuter and feel comfortable making the decision, so a follow-up call is all that is needed to get that "yes."





> Line at an event providing vaccinations for over 250 pets in Maywood, IL

The sample budget below assumes that your event is 4-5 hours in duration and has an approximate attendance of 250 pets and their owners. (The cost of the spay/neuter surgeries resulting from event day is not included in this budget, as the cost for spay/neuter varies and may change depending on your arrangements with participating veterinarians.) You'll often have items such as vaccinations donated, or veterinarians and veterinarian technicians will volunteer their time. And you can almost always find a free venue.

These costs are estimates based on previously held events. Final costs will vary by scope, location, and need, but an outreach event with a plausible turnout (up to 500 pets) should not cost more than \$5,000.

• Vaccinations: \$1,000

• Medical Supplies: \$250

• Vet/Vet techs: \$500

• Permits/Rent for Space: \$500

• Printing/Advertising: \$500

• Misc. Supplies: \$500

If your jurisdiction has a licensing requirement (meaning a license must be purchased for each animal at the time of rabies vaccination) you might incur additional costs to cover the fee for each vaccination given. In these situations, talk with the enforcement agency about reducing the fee for animals vaccinated at your event or possibly even waiving the fee for animals vaccinated that day. The majority of pets that receive vaccinations at your event will not have been vaccinated or licensed previously, so it is in the best interest of the government agency to encourage new registrations. If the cost is too high and you're unable to negotiate reduced or waived fees, you might have to provide another service (such as parvo/distemper vaccinations or microchips) instead.



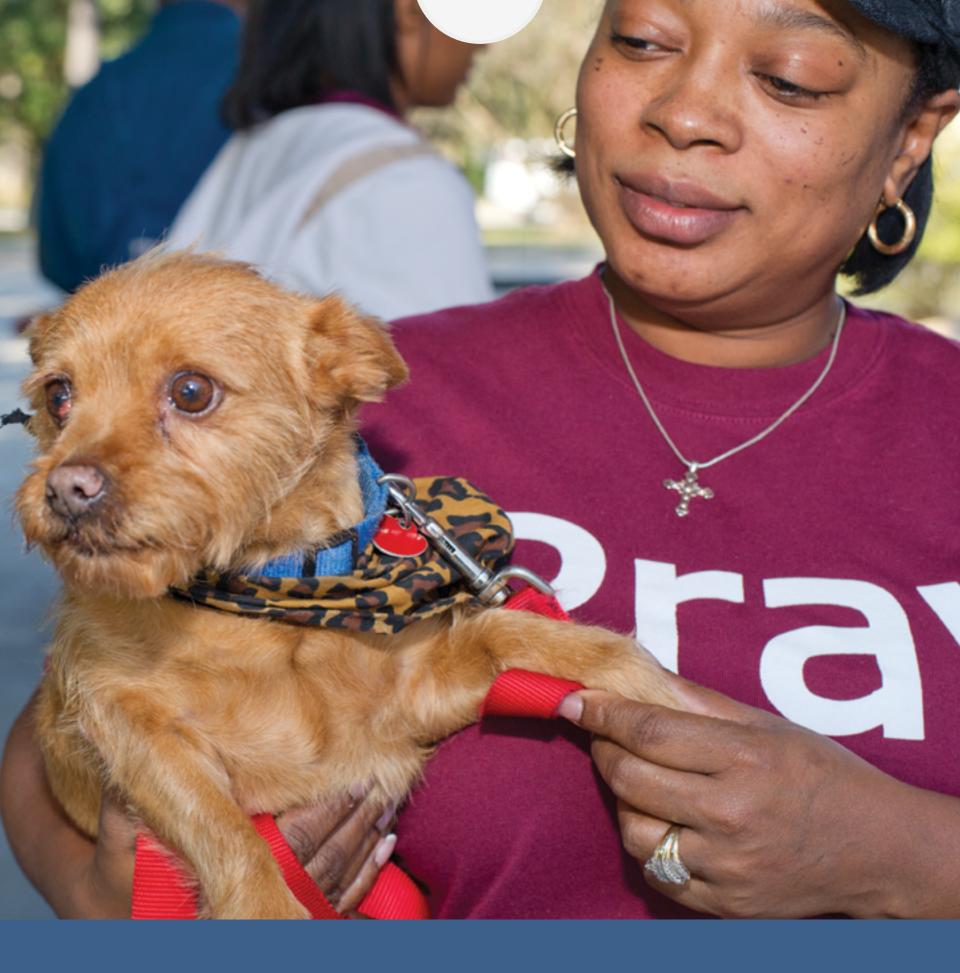






Engaging Faith Community

"The whole point of learning about the human race, presumably, is to give it mercy."—Reynolds Price



Because faith leaders' voices are heavily weighted in under-served communities, many outside organizations and businesses often compete for their attention and influence. The advantage you have is your organization's genuine desire to serve without expecting personal gain.

Engaging Faith Community

Churches, synagogues, and mosques frequently serve as anchors to under-served neighborhoods. They supply crucial resources—such as food, childcare, and workforce development—as well as many other essential threads that make up the fabric of the community.

More than 60% of the world's population identify themselves as religious or belonging to a spiritual community. This high percentage and the longstanding religious tradition of care and concern for animals are reasons to include faith organizations in your outreach. But even more compelling is the notion that faith organizations are often influential both spiritually and socially. Churches, synagogues, and mosques frequently serve as anchors to under-served neighborhoods. They supply crucial resources—such as food, childcare, and workforce development—as well as many other essential threads that make up the fabric of the community.



Bishop Dr. Rev. Saffo



Background Information

Unlike more affluent areas, under-resourced communities are likely to have several places of worship within a few city blocks. Congregation sizes vary widely; some houses of worship might be no larger than an average living room. The spiritual leaders of these smaller congregations may not be full-time employees of the church, synagogue, or mosque and will likely not have any full-time administrative assistance. In these communities, the local pastor, imam, rabbi, or priest may also be the high school's track coach, mail carrier, or local retail manager.

These leaders often hold an additional responsibility, serving as the unofficial head of the community's safety net. In this role, spiritual leaders often find themselves organizing hunger relief, advocating for and against political policies that affect their community, actively mentoring neighborhood youth, advising congregants on healthcare options, and in some cases, refereeing warring neighborhood factions. In short, in under-resourced communities, spiritual leaders often care for many outside their immediate congregation. They're both community and spiritual leaders, but they have few resources for either role. Understanding customs or traditions relating to a particular faith organization is helpful, but being authentic is most important. Your outreach strategy to these organizations must take into account the competing priorities faith leaders handle.

Any delay in returning your email, phone call, or letter should not be automatically taken as lack of interest. Be patient and politely check back periodically.

Congregation leaders are often bombarded with requests from outside organizations to pass on information to their parishioners. In too many cases, these requests are designed to benefit those making the requests, and not necessarily the parishioners. For this reason, the role of "propaganda gatekeeper"-someone who filters all the messaging the congregation receives and decides which is truly relevant and needed—is often taken on by these influential leaders. Keep in mind that the nature of gatekeeping naturally lends itself to suspicion; try not to be offended by initial distrust or lack of communication. Proper vetting takes time. By being understanding and giving organizations the time they need, you'll ensure that your mission—to truly help people in the community—is obvious to faith leaders. Once that's clear, many of these organizations will become overwhelmingly helpful and engaged.



Understand What You Want from Faith Leaders and Organizations





As in every other area of your work and outreach, your goal is to build relationships and provide resources and information to people and their pets. The same goal exists with faith organizations, so be clear about your genuine desire to serve without expecting personal or organizational gain. Share what your organization has to offer to the parishioners and their pets. Be patient and careful not to force things to happen too quickly. Building a strong network with faith organizations will most likely take some time, but it's well worth the investment.

Benefits of faith community engagement:

- Organizations may allow your organization to speak to their parishioners/followers.
- · Leaders may encourage parishioners to follow your program directives.
- Organizations may host events sponsored by your organization.
- Leaders may deliver sermons focused on your organization's principles.
- Organizations may supply or encourage volunteers to help your organization.
- Organizations may share their mailing lists or may insert messages pertaining to your organization in their communications.



- Be organized. When doing your community assessment, make sure your map includes the faith organizations in your neighborhoods. Create a spreadsheet that includes the organization's name, contact information, name(s) of congregation leadership, contact person, denomination, and check boxes to track the number of times you contact the organization and the results of each attempt. Note that some churches have secretaries, administrative assistants, receptionists, office managers, or even associate pastors who answer phones and coordinate church logistics. Never underestimate the important role that these people play in the relationship you are trying to build.
- You don't need to become an expert in the particular beliefs and histories of each religious denomination.
 But you should take the time to understand the basic practices of any religious organization you approach and be respectful of their traditions.
 Having a religious lifestyle could be an advantage in the conversation. If you do not have a religious background and have limited understanding of religion generally, do your research. If you have a volunteer within your group who has a lifestyle more inclusive of religion, consider working in partnership with this person when approaching these organizations.
- Most faith organizations within the community will be aware of and in contact with the others. There are often overlaps in worship and socializing, so if the leader of one organization sees the benefit of your work and what you are offering, word will likely move quickly throughout the faith community.

- Assuming you feel comfortable with places of worship outside your own and you have the time to do so, visit a worship service or event before making formal contact with its leadership. Garner as much information as you can regarding the organization's history, community activism, and leadership structure. This is not spying; it's simply gathering information that will allow you to present your program more sensitively and effectively. There are simply too many nuances in the beliefs and practices of various faith groups to assume you have a good understanding without visiting them. Introduce yourself to nearby parishioners at the appropriate time. If appropriate, speak with parishioners about their pet(s) if they have one and the topic comes up. Glean what you can in regard to how the organization approaches outside community organizers. Larger faith organizations often have an outreach ministry already in place.
- As noted above, faith leaders in under-served communities have limited time and resources and are frequently approached by outside organizations. For these reasons, any communication about your program's benefits must be clear, concise, and transparent. The faith leader must know immediately that you want to serve—not use—the community. When contacting a large house of worship, be prepared to speak with an assistant or secretary before being able to speak with or meet with the organization's leader.

While you should make regular follow-up calls to build a relationship, it is best to first send materials explaining your program to not only the pastor, rabbi, imam, or priest, but also, if applicable, to their assistant and/or the organization's secretary. Any materials you send should highlight positive reactions to the program from other faith leaders. For example, if a faith leader attended a clinic you held in the neighborhood, include images or quotes from that experience in your flyers. You can also send bullet points to be included in the faith organization's newsletter.

- When speaking to faith leaders or church staff about your work helping animals, be sure to mention the significant bond many people share with their pets. Discuss how helping animals directly helps the people who love them. Understanding that under-served communities often struggle with a number of social issues—making it difficult to put animal care on the priority list—is important when building relationships with faith organizations. Share stories of what you offer and the impact of your work, but be sensitive to the critical life stresses many of these communities face. Convey the appreciation and gratification people feel when they are able to provide essential care for their pets. As with every part of your work, including the human component in the equation is necessary.
- Most importantly, be patient. There is no need to request full engagement in the first conversation, particularly if you sense hesitation. Invite the leaders to your facilities or an event hosted by your organization ensuring that this is not a timeconsuming endeavor, merely a walk-through or quick visit.

As with all aspects of this toolkit, consistency is the most reliable technique you can employ. While total engagement is the end goal, do not expect this reaction overnight. Should the faith organization be slow to respond or decline being a part of your program, continue to canvass the neighborhood surrounding the house of worship, and periodically send information and success stories to faith leaders. They will likely come around once they see you are there to stay and are sincerely invested in helping their community.

Below are some additional resources to consult regarding faith organizations as they relate to animal welfare:

Explore and order HSUS Faith Outreach resources: The Fill the Bowl Project, Eating Mercifully, Humane Backyard for Faith Communities and the seasonal St. Francis Day in a Box!; Research the connection between animals and faith in the largest religious denominations nationwide through The HSUS Religious Statements on Animals online library; sign up for The Humane Steward monthly newsletter and visit HSUS Faith Outreach at www.humanesociety.org/faith.



The Humane Steward

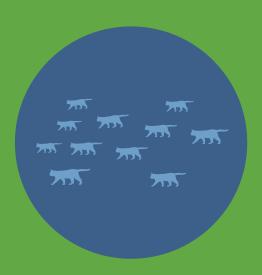


Churches Go to the Dogs (And Cats)









Cats

"People only see what they are prepared to see."
—Ralph Waldo Emerson

Cats

The more we understand public attitudes about cats, the more effective we can be in controlling their populations and increasing their overall welfare.



> Stray kitten dropped off at Tupelo-Lee Humane Society

Although both cats and dogs are viewed as the most typical and common pets in American households, there are differences between the two species—and differences between the human attitudes towards them. These attitudes factor into the animals' statuses in society and affect the way you conduct outreach for each species.

In recent years, animal care professionals have begun to research and strategize separately for dogs and cats. This is a critical move for our field. The differences between dogs and cats, which in some ways contribute to documented welfare problems, are also an important part of the solutions to those problems. The more we understand public attitudes about cats, the more effective we can be in controlling their populations and increasing their overall welfare.

The vast number of cats who enter and are euthanized in the U.S. shelter system and the millions more that live and reproduce outdoors, is an overwhelming problem that can be attributed (at least in part) to public attitudes about cats. Long-held myths and superstitions about cats, including assumptions

about their ability to fend for themselves without human care, have led to the current situation, where cat populations are not managed in an effective and humane way.

Providing spay/neuter to people with pet cats will be relatively easy because the owners usually don't question the benefits of spay/neuter. Refer to Chapter 8 for tips on responding and sharing information appropriately to the owners who want their cat to have "just one litter."

Sterilization is not the only critical cat welfare issue. Misunderstood behaviors, minor health problems, and unrealistic expectations can lead to bond-breaking conflicts between an owner and his or her cat.

To help prevent this, your program must offer tools and information to help resolve conflicts before cats are cast out of the home or escape into the at-risk populations of outdoor cats. Providing information about basic health care, spay/neuter, and issues such as inappropriate scratching, litter box problems, and basic cat behavior is critical in preventing currently owned cats from becoming homeless.

The human-animal bond is easily broken when people assume that their cats' problems are unsolvable. In reality, most of these problems can usually be resolved with simple measures. Your program can repair and strengthen bonds and even prevent problems from occurring before the bond is damaged. Litter box issues and inappropriate scratching are commonly cited problems, and the attached tip sheets can help address these issues.







HSUS Cat Answer Tool

In some communities, a more significant problem is that of cats who are considered to be "community," "free-roaming," or "semi-owned." Stray cats are lost or abandoned pet cats who can typically be adopted, whereas feral cats are typically considered unsocialized and unadoptable. Addressing this segment of the cat population can be a challenge because the perception that cats can fend for themselves and don't need the same care and attention as dogs is very common. It's often difficult to find the caretaker or decision maker for certain cats (if there is one at all) to provide assistance. The trust and relationships you build with community members through patience and understanding will be key to sterilizing these cats and preventing an endless cycle of reproduction.

There are estimates between six to more than 100 million community cats living in the U.S. The HSUS estimates the number of community cats between 30 and 40 million. It is estimated that only 2% of community cats are sterilized and that the remainder account for 80% of the kittens born each year [source: Levy, J.K. and P.C. Crawford, Humane strategies for controlling feral cat populations. J Am Vet Med Assoc, 2004. 225(9): p. 1354-60]. Thus, community cats are the most significant source of cat overpopulation in the U.S. and have a far greater impact on most shelters and rescues than pet cats. Preventing pet cats from becoming part of the community cat population is critical to reducing the number of cats on the streets and in shelters and rescues. Reducing the pervasiveness of cat reproduction in under-served communities can have a significant impact on both cat populations and is conducive to overall community animal health. For most of the community cats, the difficulty of locating human caregivers willing or

able to step in and provide spay/neuter often leads advocates towards trap/neuter/return programs, commonly referred to as TNR.

In your community of focus, you'll most likely see a large number of unaltered community cats. Using the same outreach approach discussed in Chapter 7, successfully provides resources and spay/neuter for these cats. Remember that every community is unique, and therefore the attitudes toward free-roaming cats will be different in every community. By fully understanding your community, you'll be in a good position to see what mix of TNR, low- or no-cost spay/ neuter options, and cat owner support programs are needed to make your community a safe one for all cats.

A great way to start identifying community cats and the caretakers of those cats is to ask everyone you meet during outreach and at community outreach events if they have other pets or if they are feeding outdoor cats. If you don't ask people this question specifically, they often won't think community cats are eligible for the services you have to offer.

TNR will quickly become an important part of your work (and can even serve as an ice breaker on the topic of spay/neuter in the community—some people are much more willing to talk about spay/neuter for a free roaming cat than for their inside dog, for example). However, TNR is a very time consuming process. If you are a TNR-specific program, the methods described in this toolkit will be extremely useful in making your work more effective and efficient. If you are not a TNR-specific organization, either recruit volunteers specifically for the TNR part of your work or identify and work closely with a TNR group. If you do the latter, be sure to share the information you learn from this toolkit and from your outreach.





> Group of outdoor cats in a neighborhood of focus in Baton Rouge, LA

Either your overall community outreach team or a TNR specific team can identify cats who need TNR (and their caretakers). If you are partnering with a separate organization to do the TNR or you establish a set of TNR specific volunteers, be sure to introduce these teams to the community. The general outreach team should do outreach with the TNR team a few times, showing them the lay of the land in the neighborhood, acquainting them with ambassadors in the community, and guaranteeing that they adhere to the same approach and philosophy. As with overall outreach, the TNR outreach team should be small, around 2–4 people.

The first step is to identify the cats' caregivers. You'll likely have to knock on many doors and talk to many people before you find the cats' caregivers. Be sure to fully explain TNR, ear tipping, and their benefits to the cats and the community. Don't be discouraged if some people are apprehensive about taking responsibility for the cats—many are afraid of getting in trouble or think they'll be fined or penalized for taking care of the cats. Dealing with pets' owners and community cats'

caregivers is similar—you have to earn their trust. As you continue in your work, treat people with respect, and stay true to your word, your good reputation will make your work easier.

Once you identify the caregiver, collect information from them. Be prepared—more than one person might care for certain cats and colonies of cats. In these cases, be sure to notify and work with all caregivers. At this point, explain the TNR process to the caregivers, obtain their permission, and answer any questions they may have.

If you have pre-set recurring surgery days for TNR, you can plan your outreach accordingly, ideally a week before the pre-set days. The more consistency you establish, the easier the process will be for you and the community. If you have set surgery days, let the cat caregivers know the next steps and the process leading up to the trapping and the surgery.



All of these clients should receive the regular spay/ neuter follow-up process of reminder phone calls, home visits, and data collection. Contact the caregiver one to two days before the surgery to remind them to withhold food, except in special cases, such as young kittens, nursing mothers, and sick cats. This will likely be the most difficult part of the process because many people will feel uneasy about not feeding the cats, or you might not be able to reach every caregiver.

To increase your chances of success, talk to as many people in the area as possible, even those not identified as caregivers. Hang "Do Not Feed" signs on people's doors and in the general area where the TNR will take place. In the beginning, you may find it useful to have the outreach team do outreach in the same area where the TNR team is working. If the teams work separately, the TNR team should be prepared to share information about pets in need with the outreach team. Have a system in place for this communication and information sharing.

Do Not Feed Sign

You have multiple options for the actual trapping; your selection should account for the human resources available for this part of the work. If caregivers will do the work, give them traps and an explanation for using them. Provide necessary supplies (e.g. newspaper, sheets/towels, canned food, etc.) Make sure the caregivers contact the TNR team by a specified time to let the team know how many cats have been caught, or have the TNR team contact the caregivers at a set time.

If the TNR team will do the trapping, let the caregivers and neighbors know when the team will show up to trap. Consider using "drop" traps for this part of the process. Some TNR teams find these traps more effective for catching a larger number of cats in a shorter amount of time, reducing the risk of traps disappearing, and removing the need to keep track of where traps are set.

One of the most important pieces of TNR work is providing transportation to and from the surgery. The TNR team should plan to transport all cats. When the cats are returned, make sure the caregivers know which cats are returning, what kind of after-care the cats need, and how they can return the cats to their normal feeding and care routines.

Call caregivers three to four days later to check in, make plans for other cats who still need to be caught, and answer any questions. Depending on the number of cats in a given situation, you might need multiple visits to TNR all of the cats.

For more information on TNR best practices please visit:

- Neighborhood Cats
- Alley Cat Allies Webinar
- **▶** PetSmart Charities Community Cat Information
- Community Cats Webinar Series
- Community Cat FAQs
- What to Do About Outdoor Cats
- Overview Caring for Feral Cats









Dog Training Classes

"What we have to learn to do, we learn by doing."
—Aristotle

Dog Training Classes

You'll achieve the most overall success with the classes by opening them to all breeds, ages, and levels of training, and by always focusing on and teaching positive reinforcement.





You might want to consider providing free dog training classes to your community of focus. Dog training is considered a luxury item that most people want and need, but cannot afford. Providing this service offers a unique opportunity to elevate the human-animal bond. Classes help build trust with dog owners by making their interactions with their dogs fun. The interactions you can have with community members at a fun and effective training class provide an excellent way to connect and develop more indepth relationships with clients.

Objectives of free dog training classes are:

- To elevate the human-animal bond.
- To keep dogs in their homes and decrease shelter intake and euthanasia.
- To provide pet owners with positive and fun activities to share with their dogs.
- To provide dogs a mentally and physically stimulating lifestyle.

- To raise people's understanding of basic dog behavior and overall pet care.
- To expose people to fun and positive activities with their dog, such as dog sports and therapy work.
- To create a forum to share information about broader animal welfare issues, such as spay/neuter, shelter overpopulation, general pet wellness, and ways to get involved in animal welfare.
- To extend dog training services to pet owners in under-served communities where the luxury of training has been limited or nonexistent.
- To mentor students identified as leaders who may be interested in becoming trainers.
- To create opportunities for students to become animal advocates in their own community and beyond.
- To provide a new, fresh training approach for animal professionals as an alternative to the traditional industry standards.

PFL Training Philosophy

PFL uses a relationship-based approach to enhance and elevate the bond between dogs and their human companions. The PFL approach focuses on understanding why dogs exhibit specific behaviors and how strengthening the relationship and improving communication between human and dog can create a healthy, happy, and lifelong partnership. PFL dog training is inclusive, not exclusive, and employs techniques that do not use fear, pain, or intimidation as motivation.

Although the relationship-based approach of PFL dog training is different from the four quadrants above, it does fit into the Positive Reinforcement quadrant. Positive reinforcement-based dog training builds confidence in dogs and trust in the human handler, which elevates the bond between dog and owner. This is one of the fundamental principles of PFL dog training. The PFL approach teaches dogs what they **should do** instead of focusing on what they **should not do**. On the other hand, positive punishment approaches teach dogs what not to do without providing an alternative behavior. PFL dog training does not practice this type of training because of the obvious physical pain, discomfort, and emotional

Positive Reinforcement

ADDING a GOOD stimulus to INCREASE the likelihood of a behavior: The stimulus can be a treat, praise, petting, toy, etc.

- Reward
- Shaping
- Marker
- Modeling
- Motivation
- Capturing

- Proofing
- Back chaining
- Luring
- Counter conditioning
- Jack pot

Negative Reinforcement

REMOVING a BAD stimulus to INCREASE the likelihood of a behavior: The stimulus can be a toe/ear pinch, physical handling, or an electric collar.

- An electric collar to reinforce a come when called
- Toe or ear pinch when teaching a retrieve
- Physically pushing/pulling a dog into position
- Releasing tension after choking on a choke collar

Positive Punishment

ADDING a BAD stimulus to DECREASE the likelihood of a behavior: The stimulus can be a choke, pinch, or electric collar; shouting; hitting; hand/foot corrections; or other dogs (in the case of anti-social/under socialized behavior).

- Compulsion
- Dominance
- Alpha role
- Correction
- Aversive consequence
- Flooding (exposure response prevention)
- Learned helplessness

Negative Punishment

REMOVING a GOOD stimulus to DECREASE the likelihood of a behavior: The stimulus can be ignoring jumping until it stops.

- Extinction
- Extinction burst
- Removing a toy, treat, praise, and attention

trauma for the dog, and because undesired behaviors often return when the punishment stops. These approaches damage the trust between the dog and the owner, breaking their bond. With PFL's goal of keeping dogs in their homes for life and providing sustainable training tools, PFL dog training considers the long-term connection between human and dog.

PFL's relationship-based training teaches the dog to focus on his handler and not on his environment. The PFL method teaches dogs non-reaction in the face of distractions through the Focus on Handler approach and does not push socialization with others. Not every dog enjoys or desires social interaction with other dogs and people, and not every dog has the appropriate social skills to engage in these interactions. Forced socialization creates stress and breaks down trust between the handler and dog, while the Focus on Handler approach enhances communication, understanding, and confidence and avoids stress for the dog. For dogs who enjoy social interaction with people and other dogs, PFL training teaches and facilitates appropriate greetings and social conduct to give both dogs and handlers the best skills for real-life experiences.

PFL works to keep dogs in their homes and with their families for life, and works to provide tools to ensure the highest quality of life. The PFL dog training



> Free dog training class in Durham, NC

approach shares information with dog owners about common behavior concerns, such as house breaking, chewing, transitioning dogs indoors, leash walking, dog-to-dog interactions, and many more. Through dog training, PFL identifies new ambassadors and advocates, creates a platform for issues, such as spay/neuter, and creates a new audience that historically has not viewed rescue or adoption as an option. Furthermore, it fosters positive relationships with the community.

With a unique approach to dog training, PFL uses a testing system called Certified Pet Partner. It is designed to showcase the relationship and understanding between the handler and dog. This test is used as a measurement for the program but also provides a way to solidify the human-animal bond and a sense of accomplishment for the owner. The test and additional information is provided at the end of this chapter.

Outreach

Ideally, training classes should be located within your neighborhood of focus. Depending on the region and season, you can hold them in a facility, parking lot, or park. You'll achieve the most success by opening them to all breeds, ages, and levels of training.

After establishing a location, market your classes using the same PFL methodology used for community outreach. Training classes should be open to all interested dog owners and promotions should be strategically targeted in your area of focus.

 Create a simple flyer with pertinent information (when, where, what). Only post flyers in your area of focus.

Sample Dog Training Flyer

 Go door-to-door to promote just as you do with general community outreach, as discussed in Chapters 7 and 8.

- Do not use traditional marketing such as Facebook, TV, radio, etc., as this will ultimately draw clients from outside your focus area.
- Ask people to share details with others they know who have dogs—word of mouth works.

Classes should be open enrollment, meaning that clients *do not* have to pre-register to attend. Make sure this is clear on marketing materials. Because changing circumstances often make it difficult for clients to plan ahead for a training class, you do not want to discourage attendance; the goal is to bring out people who haven't had access to training in the past. Depending on the demand, more than one class per week should be scheduled. If that's not possible, assess overflow students and put them on a waiting list for the next class or help them with any pressing issues (and possibly schedule them for home training sessions).

Clients should be welcome to attend as many or as few sessions as possible, and should never be made to feel bad for missing a class. Your level of follow-up with the students each week between classes will have a major impact on consistent attendance. To ensure consistent attendance and truly address any issues students are facing with their dogs, all clients should get at least one phone call or home visit each week between classes. This call serves as good customer service to thank people for attending, as well as, a reminder for the next class. Keeping students engaged is the way to ensure that they get the most out of the classes and to build the strongest bond possible with their dogs.

Clients who struggle in class should get a call to make them feel comfortable, let them know that what they are experiencing is normal and okay, and encourage them to return. You want to ensure that every student has a positive experience and doesn't think their dog is failing in any way. If possible, struggling students should receive a home visit to provide additional guidance. The more engaged the students are, the more consistent their attendance will be and the stronger relationship they will build with their dogs.

Who Makes a Good PFL-Style Dog Trainer?

Every dog trainer has his or her own personality and style; this is what makes classes fun, engaging, and holds the attention of the class. The right trainer for PFL-style dog training has a full understanding of all dog training philosophies, is dynamic, and has a strong presence. Most of all, the trainer has quality people skills and likes people as much as they like dogs. The trainer should genuinely care for the clients, which creates deeper relationships between trainer and clients, and in turn, the dogs.

To be successful at PFL-style dog training, the trainer must be open and accepting—it is important to meet the clients where they are. This means setting aside all judgment of clients' "training techniques" and their interactions with their dog. Until the trainer develops a relationship with the clients, no credibility exists. The trainer must demonstrate by example a better way for clients to interact and communicate with their dogs. This is why it is vital to understand all methods of dog training, whether positive or negative, in order to show and share knowledge when questioned or challenged.

A trainer should also have the ability to improvise and react to an ever-changing group class environment. Because the class is open admission, varying numbers of students and dogs will arrive at class each week. Some dogs will be under-socialized and reactive, so the trainer must remain calm and in control of the class, regardless of the situation. To maintain a safe and enjoyable environment, the trainer will also need competent volunteers to assist in managing check-in, the clients, and the dogs. The trainer should train the volunteers in the skills required to provide effective, safe, and fun classes.

Volunteers

Volunteers are essential to the success of the training classes. Volunteers should receive training from the head trainer and understand the PFL philosophy. Holding a volunteer orientation, specifically for training class volunteers is most effective. At this orientation, the head trainer can communicate the appropriate code of conduct in class, the language to use and not use, skills to know (e.g. effective defensive leash handling, class set-up, and maintaining class flow), and all other details necessary to hold safe and fun training classes.

Defensive Leash Handling

- Hold the leash approximately two feet from the collar. At this length, if the dog turns on the handler, the leash is shorter than the handlers arm length and the handler can react in one motion to keep safe.
- Maintain light tension on the leash at all times so that the handler is aware of where the dog is without having to look.
- The handler should loop the leash over the thumb and through the palm of the hand for additional support and strength.

Training class tasks for volunteers are:

- Set up registration table
- Prepare and refill treat bags
- Prepare and refill water bowls and set in place around the training area
- Set up "place" spots
- Greet and welcome students

- Hold leashes while students register for class
- Escort students to assigned "place" as determined by the head trainer
- · Hold leashes during class as needed
- Assist in fitting collars and harnesses as needed
- Break down of "place" spots
- Break down of registration table

Volunteers are not to instruct students or give training advice unless specifically requested by the trainer. However, volunteers will often assist students with exercises and instructions given by the trainer.

Class Details

Class size is determined by the comfort level of the trainer and the training space's size. Because the classes are open enrollment, be sure to have a plan in case more students show up than can be accommodated. Designate a specified person to greet any overflow students and collect their information. If a second trainer or trainer's assistant is available, he or she could take extras on a dog walk, do minimal training in a separate area, or simply chat with them to reschedule and share basic information. The key is to make everyone feel welcome and to ensure them you'll be in touch for additional training opportunities.

Most trainers and locations will be comfortable with a class size between 10–25 students. The level of experience with group classes and the quality of volunteers and training assistants available will determine where in this range your classes should fall. Usually an outdoor space will accommodate more students and have greater options for spacing. However, an indoor space is not affected by weather and is often a more controlled environment.

Regardless of the venue, there should be a clear and organized set-up for the class as follows:

- Registration table clearly marked—all students should enter at this location before reaching the training area. This allows for the easy interception and assessment of dogs before they reach the space to greet each other
- Data collection table
- Tents/canopies set up over registration and data collection table (if outside)
- Chairs for spectators
- Water bowls for dogs
- Cones to delineate the training area
- "Place" spots in the training area—these should be spaced a minimum of six feet apart. If space permits, a 12 ft. minimum is preferred.

As the clients arrive, the process should be:

- [1] Students are welcomed and greeted by volunteers.
- [2] Students register and fill out necessary paperwork.
- [3] All dogs are checked for a well-fitting collar—well fitted is determined by whether the dog can get free from the collar. Any too-loose or too-tight collars or harnesses are replaced, as are chains, ropes, wires, etc. At this point, loop leashes, choke, and pinch collars are all accepted. You will have time to individually and thoroughly engage people about the types of equipment to use, but not during registration.
- [4] Each student is handed a treat pouch filled with treats.

- [5] All students are advised to keep their dogs close to them and not to allow their dog to interact with any other dog.
- [6] The trainer is at the registration table to greet clients, quickly assess the dogs, and assign them a "place" spot. Assignments are made based on size and reactive tendencies. Size related training techniques are relevant because teaching a 12 lb. dog to lay down can be different from teaching a 60 lb. dog to lay down. If small dogs are grouped together, the trainer can instruct them together, which is most effective and efficient. Dogs that appear to be reactive will be grouped away from the other dogs. However, small reactive dogs should be grouped with other small dogs rather than large reactive dogs.
- [7] Training assistants escort students to their assigned "place."
- [8] Students are advised to keep their dog on/in the assigned "place."
- [9] Volunteers are stationed close by for assistance if required by a student.
- [10] Volunteers remind students of no dog interaction and other safety precautions.

Supplies needed for classes:

- "Place" spots—cones, boxes, tape on the floor, etc.
- Treat bags (Home Depot fabric tool aprons are cheap and practical)
- · Voice projection device, if needed
- Tables and chairs
- Tents/canopies, if outdoors



- Registration paperwork—data collection forms, sign-in sheet, liability waivers
- Training handouts
- Traffic cones
- Martingale collars
- Buckle collars
- 6-foot leashes
- Head halters
- Easy walk harnesses
- Temporary leads
- Dog waste bags
- Water bowls

For the class itself, Basic and Advanced curriculum are provided at the end of this chapter.

As discussed earlier, every trainer has his or her own style and preference for how to run group classes, but the flow for each class generally follows this schedule:

- [1] Greeting/welcome
- [2] Explanation of what will happen during the class
- [3] Class rules
- [4] Curriculum for class
- [5] Games and prizes
- [6] End of session

Sample Class Rules:

- One handler per dog permitted in the training area
- No children under 14 permitted to handle a dog
- Dogs are not allowed to play with or greet other dogs unless directed by the trainer
- Dogs must stay on leash unless directed by trainer
- Focus on your training; don't excite or play with other people's dogs
- Always ask the handler's permission before offering treats to a dog that is not your own
- Try to keep conversation quiet and to a minimum; it can be distracting to people and their dogs
- No human food allowed in the training space
- Keep cell phones off and put away
- If you need to leave the space for any reason, make sure to let the trainer know so you don't disrupt class
- Absolutely no hitting or yelling at any dog in class
- Most importantly, HAVE FUN!

In-Home Training Sessions

As a supplement to or instead of group training classes, in-home dog training sessions can be very beneficial to your clients. They can help elevate the bond clients have with their dogs to keep dogs in their homes for life.

In-home training sessions are ideal for:

- Clients struggling in group classes (with the goal of returning to class)
- Clients unable to travel or make it to group classes
- Clients with highly reactive dogs (with the goal of eventually attending group classes if possible)
- Elderly clients who are safer working with their dog at home
- Clients with two or more dogs (and who are unable to handle multiple dogs at once in class)

The key to success for in-home training sessions is structure and consistency. First, create a schedule that works for both the client and trainer. If sessions every other week are all that is possible, that's okay, but be consistent. It's better to have more time between sessions than to miss scheduled sessions. Next, have a detailed conversation with the client to identify what behaviors are the most important to address. Really listen to what the client is struggling with and what will improve the quality of life for both the human and the dog in the home. Create a timeline for expected improvement. As much as possible, include all family members in the discussion, including children. The more consistent the dog's experience is, the more successful the dog will be.

For the sessions, make sure to take your own treats for use in the training and bring equipment that will be best used in the session in case the owner does not have safe, secure equipment. Always provide the owner with written instructions (homework) of what you want them to work on with the dog between training sessions. Don't limit the sessions to inside the home only. Taking a walk on the street where the client lives is great real-life practice for the client and their dog, as well as, a great opportunity to meet other pet owners.

In-home training sessions not only benefit the client and the dog but provide you with the opportunity to build a trusting, positive relationship with the client. You might also engage clients on spay/neuter and other general wellness topics. When a client sees improvement in their dog's behaviors or sees issues disappear that have been stressful or overwhelming, not only are you increasing the odds that the dog will remain in that home, but you are setting yourself up to be a trusted resource for any questions or issues that client may have.

Community Dog Walks

In addition to or instead of group classes and in-home training sessions, your training program can include community dog walks. If you are unable to secure a building or space to hold group training classes, community dog walks can teach skills and improve the bond between clients and their dogs. Community dog walks are designed to encompass all of the basic skills that a client and their dog need to enjoy taking walks and to address practical and realistic challenges that can happen every day on walks. Dog walks provide many benefits to your clients, their dogs, your outreach program, and the community overall:

- Real-life experience for clients and dogs
- Opportunity to practice skills with distractions
- Fun, positive activity for clients and the community
- Opportunity to meet new pet owners in the community
- Visibility in your area of focus
- Marketing and promotion for your program

For community dog walks, having conversations with the participants beforehand is very important and lets you be somewhat selective in who participates. These walks are not ideal for reactive dogs or dogs that are easily stressed out. You can always work with certain clients and dogs on skills needed to participate in these walks, but the walks must be enjoyable and safe for all involved.

For the walks, pick an open area to meet where instructions and details can be given to the group. The meeting spot should be where the walk begins, and the walking route should be a residential "hot spot" in the community of focus. The walks should take place at a time when people are out and about—maybe a Saturday morning or Sunday afternoon. Avoid business streets, major thoroughfares with high traffic, and large organized groups of people, such as events at city parks, sporting events, music festivals, etc. Each trainer can tweak the details of the walks. Just make sure they are fun, informative, effective, and safe. To ensure safety:

- All dogs need secure equipment. When first meeting, the trainer and volunteers should inspect every dog to make sure their equipment is secure and fits properly. If not, proper equipment should be provided before the walk begins.
- There should be one trained staff person or volunteer for every four dogs. They should be positioned throughout the group at all times and constantly surveying the dogs and providing guidance to the clients.
- Always have extra leashes and collars on hand during the walk in case a loose dog approaches the group or equipment breaks.

On the walks, staff or volunteers should also have on hand:

- Flyers, business cards, or program information
- Treats
- Dog waste bags
- Deterrent spray, such as citronella spray or Direct Stop
- Bottles of water and a dog bowl



Nine Week Program

Weeks 1-6: Six Weeks of Basic Obedience Training

Week 7: PFL Test Week

Week 8: Graduation Ceremony

Week 9: Workshop

Week 1: Introduce the training philosophy behind positive reinforcement; the rules of the class; information on how dogs learn; equipment students will need; the layout of the room; and the overall structure of the training classes. Begin with basic commands/tasks, such as, getting the dog's attention, teaching the dog to sit and stay, teaching the dog to walk on a leash. Assign and explain the first homework assignment: Teaching a dog his name and nothing in life is free. (For details on these assignments, see the attachments provided.)





Week 2: Start with review of the basics from previous week; add duration and distance to keeping the dog's attention with sit and stay. Add distractions to the stay and greeting exercises. Play a game to see who can get the "fastest sit" and start teaching "down." Introduce "pushups" (dogs going from sit to down repeatedly) and explain and assign homework:



Week 3: Start with review of the previous week, add duration and distance to all basic obedience learned so far. Introduce down and down/stay challenges like asking dogs to stay while the handler walks away (only if safe and confident dogs/handlers are ready). Teach new items, like shaking hands, greeting other dogs, knocking on wall, etc. Offer prizes for good work. Start loose leash walking, pressure and release techniques and proper leash handling. Explain and assign homework:



Week 4: Start with review of the previous week. Get right into distracted sit and stays with duration and distance (those who are ready should be in down stays and dropping leash—important: only those who are ready). Play the "Fastest Down in Town" game with prizes and incorporate loose leash work. Start basics of recall and explain and assign homework:



Week 5: Start with review of previous week and then go right into loose leash walking around the room with the trainer prompting people with random commands like sit, down, stay, etc. Recall training should be a significant part of this session. Use games such as relay races, puppy ping-pong, etc. Start leave it exercises and explain and assign homework:



Week 6: Review all of the basics that have been taught. Ask the class if there is anything they are stuck on or having trouble with—let the students pick what things to work on. Talk about the Certified Pet Partner (CPP) test the following week, who may be ready, what specific people/dogs need to work on, etc. Talk about the remaining three weeks—CPP test, graduation class and celebration, and workshop. Hand out Learning Theory sheet and let people know the contents are good to review and understand before moving forward in the next session or Advanced Training.



How Dogs Learn

Week 7: CPP TESTING WEEK. This can also be an extra work week for those not testing to try and get them ready. This week is open to anyone—current students, previous students who may have failed, new people who have done some of their own training, etc. Disseminate information on Graduation Day and Workshop.

Between Week 7 and Week 8, there can be testing occurring during the week to see if anyone can pass before Graduation Day.

Week 8: GRADUATION DAY. Give out session completion certificates for those who did not test or did not pass the test and certificates for those who passed CPP (actual certificates will arrive in the mail at a later date). Most important, be sure to thank everyone and encourage them to attend the following week's workshop and offer ways they can stay involved with the program.

Week 9: WORKSHOP. This can be determined for each session based on need, availability of speakers, etc. General topics to be covered are spay/neuter, basic behavior problems, and understanding aggression. Speakers include veterinarians, local trainers, animal shelter/animal control personnel and suggested presentations include therapy/working dogs, trick performances, and so on. This week should be focused on providing information, raising awareness of all the possibilities for trained dogs, providing ideas on jobs in the animal welfare field, etc.



Trainer must approve participation in the advanced class.

Nine Week Program

Weeks 1–6: Six Weeks of Advanced Training Classes

Week 7: Certified Pet Partner (CPP) Testing Week

Week 8: Graduation Ceremony

Week 9: Workshop

Week 1: Start off with a review of all basic obedience: sit, down, stay, and recall. Add distraction and duration to all commands and begin off-leash down/stay. Homework: master an off-leash down/stay.

Week 2: Start class with all dogs in a stay and have each handler drop the leash and shake hands with the trainer when directed. Have the dogs remain in stay while the handler leaves to greet another dog. Other stay challenges to utilize are having the handler leave the room, get objects from a closet, bounce a ball, etc. Start teaching heel on leash and students who are ready should start working off leash. Introduce weave poles with heel. Homework: master heel.

Week 3: Start class with all dogs in a down/stay, have each handler walk to the center of the room and turn their back to the dogs. Set up weave poles and hurdles; work obstacles off leash and work on recall with multiple dogs passing each other. Note that agility equipment is used to challenge dogs, not for speed or proficiency. Add in distractions, such as balls, toys, and other dogs. Homework: master a reliable recall.

Week 4: Start class by playing musical chairs on-leash and work towards off-leash. Reward the winners with prizes. Set up multiple obstacle agility courses; as needed, split into two groups so dogs are not sitting around idle when others are active. The goal is for all dogs to be working off leash as much as possible. Homework: teach dog a trick.

Week 5: OFF-LEASH WEEK. Go through all commands from previous weeks without a leash. Introduce simple detection work; put treats in a can or peanut butter container and teach dogs to seek them on command. Set up agility equipment as obstacles for dogs to navigate while performing commands. Homework: teach dog to seek or find.

Week 6: HANDLER'S CHOICE. The trainer should ask the class what they want to work on. Any dog that has not passed the Certified Pet Partner (CPP) test should work on what is needed to pass and be prepared to take the test the following week. Incorporate competitive games, such as musical chairs, agility course competitions, longest downs and stays, etc.

Week 7: CPP TESTING WEEK. Students who have passed the CPP test should be encouraged to attend class and assist.

Week 8: Give out session completion certificates for those who did not pass the test and certificates for those who passed CPP (actual certificates will arrive in the mail at a later date). Most important, be sure to thank everyone and encourage them to attend the following week's workshop, and offer ways they can stay involved with the program.

Week 9: WORKSHOP. This can be determined each session based on need, availability of speakers, etc. General topics to be covered are spay/neuter, basic behavior problems, and understanding aggression. Speakers include veterinarians, local trainers, animal shelter/animal control personnel, and suggested presentations include therapy/working dogs, trick performances, etc. This week should be focused on providing information, raising awareness of all the possibilities for trained dogs, providing ideas on jobs in the animal welfare field, etc.



> Dog learning "sit" at training in a local park



Certified Pet Partner (CPP)

CPP Test: 10-part test that measures the dog's obedience as well as the trust and understanding between dog and handler.

- Treats and toys are acceptable to use during the test.
- Recommended training equipment includes head halter, Martingale collar, 6-foot leash, and 15-foot long lead.
- No prerequisites are necessary (such as completing a training class session).
- There are no age, breed, or size restrictions.
- There is no limit on the number of times the test can be taken—dog and handler can take the test as many times as needed.
- Nine out of 10 tasks must be completed successfully to pass.
- Certificates and tags are provided to dogs who pass the test.

1) Sit and down

Dogs must respond to sit and down commands. Handlers may repeat the instruction, but not more than three times. Voice commands and hand signals are acceptable. Dogs may not be lured into position with a treat, and the handler may not touch the dog to guide them into position. Handlers are permitted to reward with praise, a toy, or a treat when the exercise is fully complete.

2) Sit and down/stay:

Dogs are required to sit and down/stay. The handler may turn and walk away, or may back away 15 feet, count to five, and return to the dog. The dog may not break the stay command until the handler gives the dog the instruction to break. Both stays are conducted one after the other.

3) Come when called:

Dogs are required to come promptly when called from 15 feet away. Handler may ask the dog to sit and stay until called, or held by a volunteer until called by the handler.

4) Out for a walk:

Teams are required to walk approximately one block with everyday distractions. Dogs are to walk on a loose leash at the handler's side. Dogs should be nonreactive to people and other dogs in the community. Dogs are required to sit at intersections and remain seated until the handler moves off. While walking the block, dog and handler will make at least four direction changes and four halts at an intersection. Handler may encourage and praise the dog during the walk, and reward with treats once the dog has performed and completed an instruction. (Trainers are encouraged to use head halters for reactive dogs.)

5) Focused attention with distractions:

Dogs are required to pay focused attention to and maintain eye contact with the handler for 10 seconds in a classroom setting.

6) Place:

Dogs are required to remain on "place" for one minute while the handler remains five feet away. The dog may sit, stand, or lay down on the "place", but may not step off the "place". Handlers may bring a "place" of their choosing and are encouraged to use "place" indoors on a dog bed or mat.

7) Grooming and handling:

Owner is to brush the dogs' head, back and, chest, examine inside each ear and pick up each front foot and examine each paw briefly. Dog must appear clean and well groomed, ears must be clean, and toenails must appear clipped. Dog should not resist unnecessarily, should not growl, snap, or bite at the handler.

8) Sit and stay for greeting:

Dog is required to sit and stay while a friendly person is greeting the handler. The friendly person will approach without making eye contact with the dog, will briefly shake hands with the handler, and walk away. The dog must remain in a sitting position. They may not break the sit stay command. Handler may use treats, toys, or praise once the exercise is complete.

9) Reaction to a loud noise and effective refocus:

This exercise tests how both the dogs and the handler react to a loud noise. After the loud noise distracts the dog, all handlers are required to get the dog's attention back onto themselves without applying a leash correction. All responses to the loud noise are acceptable. The dog may be startled and even afraid. If the dog reacts poorly to the noise, it's important that the handler maintains control of the dog and effectively refocuses the dog's attention back onto themselves. The handler may use treats, toys, or praise in this test exercise.

10) Trick of choice:

Handler and dog are required to demonstrate a trick of their choice.

See a sample certificate here. For more information on ordering these certificates and CPP dog tags, please contact Kenny Lamberti at klamberti@ humanesociety.org.



Notes → Dog Training Classes







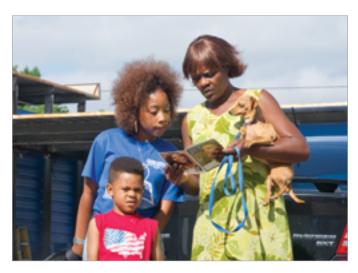


Tracking and Gaining Program Support

"I will prepare and some day my chance will come."

—Abraham Lincoln





> Family receiving information on pet wellness for the first time

You can measure the Pets for Life approach discussed throughout this toolkit in a number of ways. Be sure to create benchmarks and goals to track the impact of collaborative efforts. PFL is designed to shift entire communities' opinions on spay/neuter and general pet wellness, therefore careful measurement is important for tracking and illustrating improvements in the lives of both people and pets.

Benchmark and Tracking Data

As you begin the community assessment, benchmark the market at the zip code level, and (if possible) the neighborhood level. You should also note overall city or county statistics. This research reveals where your group should focus its energy and attention. It also helps you identify areas to track for positive changes and shifts in improvement such as:

Percent and number of unaltered animals: important for setting goals on reaching pet owners with spay/neuter messaging and assistance if needed.

Percent and number of animals obtained from "breeders," friends/family/neighbors, strays, or shelters: important number to benchmark and use in setting goals and shifting opinions on where to get a pet.

Number of litters born in a neighborhood: important number to determine success of efforts.

Number of calls and visits to shelter and/or animal control: measures awareness/trust and reveals that shelter intake numbers may not tell the entire story of companion animal suffering.

Percent and number of pets visiting a veterinarian or other pet wellness "expert": measures the level of care that animals in the community receive.

Number of animals receiving regularly scheduled vaccinations: measurement of the level of care animals in the community are receiving.

Number of pets per family: helps to determine the average number of pets in homes within specific neighborhoods to help estimate pet population.

Data Collection Methods

There are several options for populating measurement data spreadsheets and graphs. Both platforms (worksheets and graphs) for hosting data can be useful because you'll have different usages for the data: presenting results to external groups, discussing results internally to determine your success, and helping service providers to view the community in a new way.

- Internet statistics and searches
- National organization statistics (pet ownership, intake/euthanasia)
- Local organization statistics (intake/euthanasia, spay/neuter surgeries)
- State/county/city demographic records and statistics
- Pet information records
- Data collection forms from community outreach
- Community assessment data

Utilizing Data

Once you start collecting data, you can use it to track your efforts and inform a continued strategic and successful PFL program. Data helps sustain the program by:

- Guiding and fine-tuning strategy
- Identifying needs in the community
- Seeing the community through a new lens, one based on fact and not emotion
- Maintaining or building morale/motivation
- Determining success based on set goals
- Revealing what compels target audiences
- Demonstrating accountability of the PFL collaborative approach
- Developing the story to share and gain supporters and funds for the work

Please read the PFL 2012 and 2014 Data Reports, which provide helpful information and results from data collected at community outreach events and through day-to-day community outreach in markets across the country through 2013. Use the information included in these reports to justify the need to start a similar program in your community and to share the possibilities. It will also motivate you to collect data as you begin to carry out this important work.





Fundraising



> Capturing a family photo to show appreciation of services and love for pet

When you collect data from your clients and keep thorough records of your work, you are assembling information that is essential in telling your story, showing the impact of your work, and demonstrating the necessity to continue. Support from your community partners and donors is necessary to carry out your mission. That said, dedicating some time and effort to securing ongoing donations will be vital to making your effort sustainable.

The community assessment you created is a useful tool from which you can extract and share information with other advocates who have likely never looked at your community through this lens. People may be surprised to learn about the need for and lack of resources available to many pet owners. Sometimes just seeing the challenges on paper is enough for some to rally behind this approach and want to be a part of it.

If you diligently collect data on every person you come in contact with while conducting community outreach, you'll have a well-formed cumulative story with supporting data illustrating the community's situation. Always be prepared to share this compelling information.

The more details you can amass, the stronger your case will be for requesting financial support or in-kind donations. Particularly compelling data points are the notable percentage of people in your community who have never taken their pets to see a veterinarian (on average, 77% of pets in under-served neighborhoods have not seen a veterinarian) and the number of people who have never considered spay/neuter (on average, 87% of pets are unaltered when met). Current supporters, as well as potential donors, want to know that their investment will have an impact. You can use

the percentage of event attendees with unaltered pets and spay/neuters generated from your first community event as evidence for the need to secure funding for subsequent outreach events or funding for spay/ neuter surgeries.

Some of the most effective messaging in fundraising uses concrete data to explain the big picture and systemic part of your work. This can be especially successful when compiling and arranging data alongside imagery and video. Capturing and sharing individual stories of personal challenge and triumph helps to humanize your data, making your story more evocative. Present your work as innovative, strategic, unique, and valuable, and you will increase your chances of successfully acquiring financial assistance.

Donors or board members may question how or why to do this type of grassroots outreach work and why they should contribute financially. Stress that this type of outreach strategy has a proven track record of success and has been implemented by countless political groups, faith organizations, non-governmental organizations (NGOs), and civil rights movements to address other societal ills. If the world we desire for animals is to be obtained, we must begin to shift our thinking and strategies toward preventative actions, not just reactive services. If animal welfare organizations focus on preventative services to under-served communities, thousands of animals will be saved, communities up-lifted, costly reactionary services reduced, and legacies formed.

By using non-traditional, grassroots tactics such as door-to-door outreach, canvassing, flyering, and other ground-level communications, the exchange can be more in-depth, personal, and tailored to the individuals for whom you most want to reach. Through these methods you'll also be able to assure you are reaching your target audience, while with traditional media it's difficult to verify the audience reached. Furthermore, your team will be able to address barriers to your target audience and increase the chance of them embracing your messaging on the spot. While traditional marketing has its place—informing the masses of products and services—a carefully planned community outreach strategy serves to build relationships and sets the stage for information sharing between animal welfare advocates working to help people and their pets.

For additional guidance, purchase "Fund-Raising for Animal-Care Organizations" or visit animalsheltering.org for articles and tips on fundraising:



Fund-Raising for Animal-Care Organizations



Animalsheltering.org: Fundraising

PetSmart Charities also has High Impact Grants in which organizations can apply. For information on these grants, visit:



PetSmartCharities.org: Grants

Planning for and creating a program budget is also helpful, both as an internal guide and for sharing with potential funders and donors. Attached is a sample budget—this is not meant to be the amount needed to implement a community outreach program, but rather a guide in forecasting and tracking program, revenue, and expenses.



Sample Budget



Make Friends with the Press



> Sharing details about outreach event with pet owner intercepted at bus depot

If you want to run public service announcements (PSAs) on local stations, be sure to establish relationships with the general managers, programming directors, and sales representatives of the media. Even if you are not using traditional media to reach your target, it is good to gain press to publicize your efforts and program success and possibly to cover your events. You'll reach potential donors, partners, and volunteers who may become interested and support your mission. Identify the radio stations targeting your communities, a live remote at your events may be beneficial in helping draw people out. Radio personalities are often respected and seen as trendsetters in some communities, so aligning them with your mission can be beneficial.

Reporters are busy and always looking to cover the next best story. They are interested in hard facts, statistics, and arresting community stories. Your program can fit well within these parameters if planned out strategically and implemented successfully. When you approach the press, remember that you're competing with many others. Uncovering a story that has not been told will be compelling and attractive to the media. Even if you do not gain attention at first, continue to reach out with updates and plans for your program. Invite station employees to participate as volunteers at events. Chances are that many people from different media outlets are pet owners themselves and will be sensitive to and intrigued by your team's efforts.

Notes > Tracking and Gaining Program Support









In Closing

"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has."—Margaret Mead

In Closing

As you learn about and engage with your community, you'll improve conditions for animals by building trusting and genuine relationships with their human caregivers and making animal care resources and information more accessible to them.

All of the information in this toolkit is meant to provide assistance and guidance for you and your organization as you begin a Pets for Life-style community outreach program. If you already use this type of outreach or run this type of program, hopefully you have found something useful in this toolkit to make your work more efficient and effective. If implemented, these ideas and directions will provide you the opportunity to improve pet wellness and overall community health for people and pets. As our field shifts towards a keener understanding of how animal welfare issues fit within a complex set of human and social circumstances, we will be more successful in our collective efforts to save lives and reduce suffering. This resource is designed to help facilitate that shift.

As you learn about and engage with your community, you'll improve conditions for animals by building trusting and genuine relationships with their human caregivers and making animal care resources and information more accessible to them. We must strive for understanding in all aspects of our work and adjust our approach to meet the needs of an ever-changing society. As you develop insights into the challenges facing the community you serve, you'll have a better understanding of the companions in the companion animal equation and more you'll be even more successful in your work. To create long-term change, lessen suffering, and save lives, we must embrace a new perspective. Thank you for caring about the people and pets in your community and for taking time to open your heart and mind to a new approach.

Together we will build a more humane community.



> New friends met at an outreach event in Philadelphia, PA



Base map: Plotting of zip codes indexing high across poverty indicators.

Canvassing: Method of thoroughly covering an area, street-by-street, on foot in a community of focus.

Client: Pet and pet owner.

Companion Animal: Pet.

Community Assessment: Evaluation based on poverty, resources and animal welfare statistics to identify communities of focus.

Community of Focus: A neighborhood or area that does not have access to, or is not receiving, information about available services and resources.

Community Outreach: Taking information and services directly to the community.

Community Outreach Toolkit: A volume of information and tools to aid in the design, development and implementation of a community outreach program.

Free: No cost, no catch, no qualifications needed to be eligible.

Grassroots: Ground or street level of a community; meeting people where they are.

Outreach: Taking information and services directly to the community.

Pediatric Spay/Neuter: Performing an ovariohysterectomy (spaying) or orchidectomy (castration or neutering) on a kitten or puppy between the ages of 6 and 14 weeks.

Resource Map: Plotting of pet and people wellness and general care resources.

Under-served: For the sake of this toolkit, this is referring to residents living at or below the poverty level (>\$23,000 for a family of four).



The below reading list is not required to carry out a community outreach program. However, as discussed many times in this Toolkit, the better understanding you have of the companions in the companion animal equation, the more successful you'll be in your work. This list includes information and conversations on poverty, crime, incarceration, race, and animal welfare that will provide additional insight on issues that impact your work and your clients. So as you are able, peruse or study the articles, papers, and books and take from them what you can to better serve your community.

Part One: Understanding Challenges Facing Under-served Communities

Race, Class, Segregation

African-American Issues:

Book: Yancy, G. (2004). What White Looks Like: African-American Philosophers on the Whiteness Question.

Routledge. NY, NY. (Particularly the essay, "Whiteness Visible: Enlightenment Racism and the Structure of Racialized Consciousness" by Arnold Farr, included in the book.)

Book: Fanon, F. (1952). *Black Skin, White Masks*. Grover Press. NY, NY.

Book: Wise, T. (2008). *Speaking Treason Fluently: Anti-Racist Reflections From an Angry White Male.* Soft Skull Press. Berkeley, CA.

Book: Massey, D., Denton, N. (1993). *American Apartheid:*Segregation and the Making of the Underclass. Harvard
University Press. Cambridge, MA.

Book: Drake, S. C., Cayton, H.R. *Black Metropolis: A Study of Negro Life in a Northern City.* The University of Chicago Press. Chicago, IL.

Book: Wilson, W.J. (1997). When Work Disappears: The World of the New Urban Poor. Random House. NY, NY.

Book: Wilson, W.J. (2009). *More Than Just Race: Being Black and Poor in the Inner City*. Norton & Company. NY, NY.

Book: Gonzalez, J. (2011). *News for All the People: The Epic Story of Race and the American Media.* Verso, NY.

Book: Ryan, J. (2010). Five Miles Away, A World Apart: One City, Two Schools, and the Story of Educational Opportunity in Modern America. Oxford University Press. Oxford, NY.

Latino-American Issues:

Book: Davila, A.M. (2008). *Latino Spin: Public Image and the Whitewashing of Race*. New York University Press.

Book: De Genova, N. (2005). Working the Boundaries: Race, Space, and "Illegality" in Mexican Chicago. Duke University Press Books.

Book: Marrero, P. (2012). Killing the American Dream: How Anti-Immigrations Extremists are Destroying the Nation. Palgrave Macmillian.

Fact Sheet: "Why Is Immigration Reform Important to Business?" Illinois Coalition for Immigrant and Refugee Rights. http://icirr.org/content/why-immigrationreform-important-business

Article: Corbett, P. (2009). "Hispanic? Latino? Or What?" http://afterdeadline.blogs.nytimes. com/2009/06/09/hispanic-latino-or-what/

African-American-Latino Relations/ Cultural Differences

Book: Telles, E. (2011). *Just Neighbors? Research on African American and Latino Relations in the US.* Russell Sage Foundation, NY, NY.

Mass Incarceration

Book: Alexander, M. (2010). *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*. The New Press. NY, NY.

Documentary: Jarecki, E. (2013). *The House I Live In*. (available on Netflix)

Article: Gopnik, A. (January 30, 2012) "The Caging of America: Why do we lock up so many people?" http://m.newyorker.com/arts/critics/atlarge/2012/01/30/120130crat_atlarge_gopnik?mbid=so cialmobileFBshare&t=Mass+Incarceration+and+Crimin al+Justice+in+America+%3A+The+New+Yorker

Addressing Our Own and Others' Privilege

Article: McIntosh, P. (1992). "White privilege and male privilege." In C. Anderson & P. Collins (Eds.), Race,

class and gender (pp. 70-81). Belmont, CA: Wadsworth Publishing. This is a highly-regarded essay on how to address your own privilege. http://www.iub.edu/~tchsotl/part2/McIntosh%20White%20Privilege.pdf

Book: Wing Sue, D. (2010). *Microaggressions in Everyday Life: Race, Gender, and Sexual Orientation.*

The Powers and Pitfalls of Working in Public Service

Book: Lipsky, M. (1980). *Street-Level Bureaucracy:*Dilemmas of the Individual in Public Services. Russell Sage
Foundation. NY, NY.

Calculating Poverty/Federal Poverty Line Issue

Article: Romich, J., Simmelink, J., Holt, S. (2007). "When Working Harder Does Not Pay: Low-Income Working Families, Tax Liabilities, and Benefit Reductions."

Website: "Getting By and Getting Ahead: The 2009 IL Self Sufficiency Standard." (2009). IssueLab, a service of the Foundation Center. The Self-Sufficiency Standard is a tool that calculates how much income families need to pay for their basic needs based on where they live, as an alternative to the FPL. http://www.issuelab.org/resource/getting_by_and_getting_ahead_the_2009_illinois_self_sufficiency_standard

Economic Inequality

Article: "Harder for Americans to Rise from Lower Rungs": http://www.nytimes.com/2012/01/05/us/harder-for-americans-to-rise-from-lower-rungs.html?r=2&pagewanted=all

Website: Remaking America—From Poverty to Prosperity: http://www.tavistalks.com/remakingamerica/

Study: "At Risk: America's Poor During and After the Great Recession": http://www.tavistalks.com/remakingamerica/wp-content/uploads/2011/12/Indiana-University_White-Paper_EMBARGOED-UNTIL-WED__JAN.-11-AT-8AM1.pdf

Website: The Triggers of Economic Inequality: http://billmoyers.com/content/the-triggers-of-economic-inequality/

Article: "America's Unlevel Field"
http://www.nytimes.com/2012/01/09/opinion/krugman-americas-unlevel-field.html?r=1&_r=0

Video: "How Economic Inequality Harms Societies": http://www.ted.com/talks/richard_wilkinson.html

Article: Kochhar, R., Fry, R., Taylor, P. (2011). "Wealth Gaps Rise to Record Highs Between Whites, Blacks and Hispanics: Twenty-to-One." http://www.pewsocialtrends.org/2011/07/26/wealth-gaps-rise-to-record-highs-between-whites-blacks-hispanics/

Race and Animal Welfare

Book: Spiegel, M. (1997). The Dreaded Comparison— Human and Animal Slavery.

Article: Brown, B. (2005). "The Under-representation of African American Employees in Animal Welfare Organizations in the United States". http://www.animalsandsociety.org/assets/library/555_s1324.pdf

Part Two: Tools for Working with Under-served Populations Motivational Interviewing

Video: William Miller: "Motivational Interviewing: Facilitating Change across Boundaries" http://www.youtube.com/watch?v=6EeCirPyq2w

Book: Miller, W. R. & Rollnick, S. (2012). *Motivational Interviewing: Preparing People for Change. 3rd Edition.*NY, NY: The Guilford Press.

Website: Motivational Interviewing: http://www.motivationalinterview.org/

Community Change/ Community Organizing

Book: Piven, F., Cloward, R. (1978). Poor People's Movements: Why They Succeed, How They Fail.

Book: Halpern, R. (1995). *Rebuilding the Inner City: A History of Neighborhood Initiatives to Address Poverty in the United States.* New York: Columbia University Press.

Book: Fisher, R. (1984). *Let the People Decide:*Neighborhood Organizing in America. Twyane Publishers.

Book: Sen, R. (2003). Stir It Up: Lessons in Community Organizing and Advocacy. Jossey-Bass.

Outreach

Article: Warrier, S. (2000). Outreach to Underserved Communities. http://vawnet.org/Assoc_Files_VAWnet/BCS_UnSer.pdf

Domestic Violence and Hegemonic Masculinity/Machismo

Documentary: Katz, J. Tough Guise: Violence, Media, and the Crisis in Masculinity.

Book: Katz, J. (2006). *The Macho Paradox: Why Some Men Hurt Women and How All Men Can Help.*Sourcebooks. Naperville, IL.

Book: (2011). Bancroft, R. L. *The Batterer as Parent:*Addressing the Impact of Domestic Violence on Family

Dynamics. SAGE Series on Violence Against Women.

Website: National Network to End Domestic Violence http://nnedv.org/

Website: National Resource Center on Domestic

Violence: http://www.nrcdv.org/

Website/Hotline: The National Domestic Violence

Hotline: http://www.thehotline.org/

Website: Stalking Resources Center:

http://www.victims of crime.org/our-programs/stalking-

resource-center

Understanding Addiction/Harm Reduction Theory and Practice

Book: Shavelson, L. (2001). *Hooked: Five Addicts Challenge Our Misguided Drug Rehab System.*

NY: The New Press

Book: Najavatis, L.M. (2002). *Seeking Safety:*A Treatment Manual for PTSD and Substance Abuse.
NY: Guilford Press.

Website: Addiction Technology Transfer Center
Network (ATTC): http://www.attcnetwork.org/index.asp

Website: Faces & Voices of Recovery: http://www.facesandvoicesofrecovery.org/

Website: Harm Reduction Coalition: http://harmreduction.org/

Website: International Harm Reduction Association: http://www.ihra.net

Notes > • In Closing

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