How APA! Got Started in Austin, and The Ultimate No Kill Implementation Plan

american Pets alive!

Making America No-Kill

Helping People Help Pets

How We Got No Kill Started in Austin Manual

Brief History of Animal Welfare in Austin

1997-2001: No Kill Millennium Era

Austin Pets Alive formed to address lack of life saving in Austin. Actions were to draft No Kill Millennium plan that specified what each major group in Austin, including the City, would need to do to reach No Kill.

Major accomplishments were to start volunteer program at Town Lake Animal Center (TLAC), double City Animal Center Budget, decrease euthanasia from 85% to 50%.   Two major spay/neuter organizations were formed, Animal Trustees of Austin and EmanciPET.

2001-2006: Post No Kill Millennium

Austin Pets Alive decreased activity when goal of No Kill was not met by 2001. Spay/Neuter continued in full force (>20,000 surgeries per year at low cost or free). TLAC stayed at 50% euthanasia rate. Live Outcomes stayed at about 10,000 per year.

2006-2008: Beginning of No Kill Movement through FixAustin

FixAustin.org was created and became active in politics and the media with No Kill message. City planned new shelter for exact same performance measures (50% euthanasia, ~10,000 live outcomes every year).

2008-2011: Austin Pets Alive takes off

Austin Pets Alive was rebirthed and grew exponentially to address gaps in life-saving.

What Inspired Change

- Nathan Winograd's success in other cities.
- Ryan Clinton's bullhorn approach to demanding change.
- A group of committed citizens brought Nathan Winograd to Austin and personally asked all animal welfare leaders to attend.
    - This led to Ellen Jefferson's interest in the topic.
- Ellen and Ryan both tried to get other already established groups to engage in large scale life-saving to no avail.
- Continued "squeaky wheel" effects from FixAustin caused the issue to stay front and center.
- Ellen eventually chose to get on board because it was the right thing to do even though it was rife with politics and had potential for fallout with other animal welfare entities. She then engaged Austin Pets Alive.
- Austin Pets Alive was able to be the neutral "doer" while FixAustin continued to protest that nothing was changing at the city.
- A continuum was created from left to right of No Kill Activists, neutral life-saving Doers, and No Kill Opponents.

- The Activists and Opponents fought while the Doers made a difference and gained the citizen support.
- It was not designed this way but couldn't have worked better to be effective.

FixAustin.org Rallies the Community

Some of FixAustin's first couple of email blasts to community, friends, and potential stakeholders follow on the next few pages.

---------- Forwarded message ----------
From: **Ryan Clinton**
Date: Sun, Nov 19, 2006 at 7:21 PM
Subject: Five Minutes to Help Save Shelter Pets

Dear Friends,

As many of you know, I'm on a mission to convince City Hall to adopt proven, cost-effective "no-kill" methods to reduce the horrific number of lost and homeless pets killed each year by Austin's municipal pound. Last year alone, our pound killed well over fourteen thousand animals.

The widespread, officially sanctioned killing of those animals is not inevitable. It is not the result of "too many animals" and "not enough homes"--- a well-travelled myth. Rather, it is the result of bureaucratic inertia and the failure to effectively adopt methods that have proven wildly successful in other cities to reduce or even end the killing of healthy, adoptable pets. With a "kill rate" of more than 55%, Austin lags far behind cities like San Francisco, CA, and Ithaca, NY, who no longer kill healthy, adoptable pets at their municipal shelters. Clearly, it is time for a change in Austin.

One way we might dramatically improve conditions for our shelter animals is to locate our new animal shelter--- which was recently approved by Austin voters--- in an attractive, appropriate, accessible, and convenient location. Sending our animals far from the City's center--- out on 601 East Airport Blvd. where the current shelter management intends to build it--- would be a grave mistake that could cost hundreds of thousands of lives over the shelter's lifespan. That's why I wrote a column published Saturday in the Austin American Statesman demanding that the City find a better location for the new shelter . A better location might be in the Mueller Redevelopment area, or perhaps at the abandoned Room Store site across from Leif Johnson Ford. But regardless, we couldn't possibly do worse than 601 East Airport--- which is remote and difficult to find.

So today, I'm asking you to please take just 5 minutes of your time to help effect positive change for our shelter pets by e-mailing the city council right now--- you can do so in just one e-mail by clicking on this link--- to tell them two things. First, tell them that Austin should adopt proven, cost-effective "no-kill" methods to reduce or end the killing of adoptable pets at our pound. Second, tell them that a better, more attractive location for our new animal shelter is needed to reduce the number of animals killed each year; 601 East Airport is a just-plain-awful choice.

If you would like to learn more about these issues, please visit fixaustin.org. Please also pass this e-mail along to any of your friends or colleagues who might be interested.

Thank you, in advance, for writing the City Council today.

Best regards,
Ryan

Links in this e-mail:
http://www.fixaustin.org
http://www.statesman.com/opinion/content/editorial/stories/11/18/18clinton_edit.html

Press Release from FixAustin.org

CONTACT: Ryan Clinton

February 7, 2007

Austin animal-welfare groups urge policy changes at City pound

Groups say ASPCA effort may help, but pound's failed strategies must change

AUSTIN, TX - Tomorrow morning at City Hall, Austin Mayor Will Wynn and the national President of the ASPCA will announce an effort to reduce the number of lost and homeless pets killed each year at the City's pound. In 2005 alone, the number of animals killed at Austin's pound reached over 14,000, with a whopping 56% of pets leaving the shelter in body bags.

According to the ASPCA's website, the new initiative includes donations of $100,000 in each of the next three years for efforts to reduce Austin's pet population. But animal advocacy groups in town argue that while the additional funding may be helpful, lost and homeless pets will continue to be killed at alarming rates so long as the pound's policies remain the same.

Lorri Michel, President of the Central Texas Animal Alliance, has led a grass-roots effort to change the policies at the City's pound. She urges cautious optimism regarding the City's partnership with the ASPCA. "The pound does not need more money," Michel said. "It has a budget of over four million dollars." She continued, "It's the pound's policies that need to change. And as long as the City replicates its failed policies of the past, animals will continue to die."

Ryan Clinton, founder of the animal-welfare group Fix Austin, agrees with Michel's outlook. According to Clinton, "The non-profit groups linked to the City's new effort do fantastic work and deserve great credit for saving the lives of countless pets. But the City pound itself has a record of sending most animals to their graves." Clinton added, "First

and foremost, we must change the pound's policies."

Michel and Clinton both point to successes in cities that have adopted what is often called

the "no kill" method developed by shelter expert Nathan Winograd. Cities like San

Francisco, CA, and Ithaca, NY, no longer kill healthy, adoptable pets at their municipal

animal shelters. "If we want to stop killing our pets," Michel added, "then we should

replicate the policies of the cities that have done so. Repeating our own failures, even

with more money, will not solve the problem."

Michel also pointed out that while the City pound's budget has more than doubled in the

last six years, from almost two million in 2000 to over four million this year, the number

of animals taken in at the shelter and the number of animals killed at the shelter have

remained virtually constant. "That's a complete and total failure," said Michel.

What Were the Arguments Against No Kill in Austin?

Costs too much

- Most traditional No Kill shelters spend between $500-$1000 per animal to save a life.
- How do you get around that?
    - Volunteers increase workforce without paid staff. Sheltering is at least 75% staff expense. With enough volunteers, lives can be saved for very little money.
    - Foster homes increase cage capacity. They provide food and love to their foster pets and keep them out of the shelter where staff would have to clean, medicate, and socialize.
    - Start fundraising to get the funds in place for the things that volunteers and fosters can't provide, like medical care.

Not responsible thing to do

- If you don't have the money, you shouldn't start the process.
- The logic here is that a responsible project would be completely funded before starting. The deaths of these animals are a crisis and it is an urgent situation that needs to be addressed now. No one responds to natural disasters (think Katrina) or other major crises with funds in place. The responsible thing is to help now to save the lives before it is too late and scramble to get the other pieces together like housing, funding for medical, and adoptions. It becomes irresponsible if the outlets for humane care and rehoming are being put into place very closely behind the life saving efforts.

Spay/Neuter is only answer

- The only way to combat the problem is to spay/neuter as many animals as possible since there is no way to "adopt them all out".
    - According to the AVMA:
    - Austin MSA human population: ~1,600,000
    - Austin MSA pet population: ~1,000,000
    - Unaltered pet population in Austin: ~350,000

- Outdoor dog population: 100,000
- Outdoor/feral cat population: 250,000
- How do you get these animals in for spay/neuter if they are cared for so little?
- Must Spay/Neuter 93% of all breeding animals in a community in ONE breeding cycle to get to zero population growth (and in theory No Kill)
- >100,000 animals had been spayed/neutered in Austin through low cost and free programs prior to 2008. Yet there was no meaningful difference in intake. Not enough to see difference?

Not enough homes

- No Kill has never been successful before because there are not enough good homes out there. You can't "adopt yourself out of euthanasia".
- Animals are better off dead if you can't find an ideal home
    - According to American Veterinary Medical Association:
    - ~1,000,000 owned animals in Austin MSA
    - 17-20% come from shelters and rescues
    - 30% come from breeders and pet shops
    - 20% are acquired as strays
    - 30% unknown
    - ~150,000 pets are put into new homes annually
    - Austin area shelters take in ~35,000
    - >50% are killed because "not enough homes"
    - We only need to convince a fraction of the 150,000 homes that become available each year to adopt rather than buy.
    - It is morally reprehensible to assume that death is better than a chance at life. Instead of judging and preventing people from owning pets, help them provide for the pet medically with low cost wellness and illness options and teach them about the importance of pets being a part of the family.

People are the problem.

- Things will never change until there is a cultural shift towards animal welfare
- APA became the agent of change and then the cultural shift did occur. There is no one else out there that will create that cultural shift. If you do the work, promote your good work, and keep doing more, the cultural shift will occur. You can't wait for it to happen.

Not enough cages at the shelter.

- No one wants to build more because we can't get them out alive as it is.
    - Solutions: Use existing cages better
        - Increase S/N timeliness at shelter to increase output and increase cage turnover
        - At day 3, get all eligible animals altered so they are ready
        - Could house 72,000 animals if all left after 3 days
        - Emergency S/N on chosen animals so owner leaves with them that day
        - Get all babies out the day they come in and into foster to increase cage capacity

These animals are not adoptable

- No one wants to adopt the dogs and cats that are currently euthanized because of their breed, medical issues, or behavioral issues.
    - Who was being euthanized in 2008?
    - 50/50 dogs/cats
    - 8% too young (unweaned or get sick right away at shelter)
        - Solution: Increase Adoption/Rescue by Type: Age
        - Currently 4300 babies are killed because too young to do s/n

- 85% of adopters want babies
- Need to be sent to foster or adopter immediately upon intake
- 23% sick
  - ~5000 killed due to illness
  - Most illness is from shelter
  - TLAC had veterinary staff handling basics and work ups but not treating animals as if they would live past their three days
  - Need: More advanced veterinary care onsite
    - Ongoing veterinary care to rescuers/adopters until illness/injury is resolved
    - Better disease control- intake vaccines and solid cleaning protocols
    - Faster turn-around time would help decrease disease transmission
- 36% behavior
  - Currently kill 8600 for behavior
  - No strategies were in place to address this
  - Need on-site training, foster homes, and ongoing training as part of adoption package
- 19% vicious
  - We have found this to be utterly untrue after getting to No Kill.
  - True viciousness should result in euthanasia and is more accurately quantified at about 2% of intake in Austin

You are divisive, you should instead work with other groups to develop 10 year plan

- The only way No Kill can happen responsibly is through collaboration and ensuring that all stakeholders are at the table, no matter how long it takes.
- Collaboration was not possible due to different philosophies about No Kill and wasted a lot of time. If we had spent more time working and less time talking, we would have made faster progress. The people who morally agree will come on board. The community will instantly be on board. The only people fighting you will be the other animal welfare advocates. We found that extending an invitation, being neutral on any inter-organizational battles, and just getting the work done was the most productive thing we could do. If you have to convince a group to get involved, then they are not ready to join you.

Starting a new group will take away funding from other animal welfare nonprofits who are already struggling to make ends meet and do good work.

- We found the exact opposite happened. Everyone got credit, whether they deserved it or not, for No Kill and all major groups saw an increase in donations year after year from 2008 to 2011.
- Increasing awareness increases community participation and support.

Key Information Needed to Start

Who could do more in the community to address shelter euthanasia?

- We talked to all community stakeholders (Directors of large animal welfare organizations, vocal community advocates, large pet related businesses (training facilities, vets), volunteers of the shelter), told them the problem and asked if they could do more.
  - All the large established organizations and businesses said no, they were doing all they could do
  - One small fringe adoption group said they would do more but refused to spay/neuter or medically care for the animals in their program. We did not think that would be a good partner for us.

- We also asked the No Kill nonprofit shelter in town as well as the City shelter directors if volunteers from this new group could just work at their two shelters to process adoptions faster, care for more animals, etc so they could increase their capacity to life save.
  - They said no

Statistics

- We looked at key statistics year to year and determined that live outcomes were the same every year, regardless of intake numbers. This meant that the shelter staff was only capable of "producing" a certain number of live outcomes each year. The TLAC director had not asked for increases in funding for more staff, which led us to believe that the situation would not change from the inside.
- Euthanasia followed intake numbers perfectly. In a year with more intake, there was more euthanasia. If there were fewer animals taken in, fewer euthanasias occurred. There was no change based on policies or staff production for the 7 years prior to APA starting.
- Ultimately, the most important piece of statistical data that we needed was the true euthanasia numbers based on age, reason for euthanasia, species, and breed. We used this data to create all of our programs. Every other piece of data would solely be used to educate others (ie number of homes in Austin that acquire pets each year).
  - It took us months to get the actual euthanasia list before an animal was euthanized. Shelters don't want to share the fact that they will be euthanizing a specific animal due to fear of public scrutiny. You need that information to produce measurable results (one animal off the list is one that definitely didn't die that day – gives you quantity, timeframe, and percentage change instantly).

Why were animals dying in Austin?

- Again, you need to get the most specific info you can on animals euthanized- species, age, breed, reason for euthanasia.
- This tells you where the gaps are in your community. You don't need to know anything else if you are building a program to fill the gaps.

What are we missing?

- We defined what the community was missing and what gaps we thought were killing animals at the shelter. We used only pieces that were tangible and fixable to create our successful programs. Focus on what you can change or create, not what you can't.
  - In Austin, we were missing:
    - Medical care for shelter animals so that most owners don't have to take on big vet bills
      - This included waging war at a policy level to get sound practices in place like proper intake vaccinations
      - Parvo ward and/or teaching fosters/owners to treat at home
      - Teaching fosters to treat URI and diarrhea that comes from shelter stay
    - Program to address unweaned kittens (~1200 a year died immediately upon entry into shelter)
    - Marketing and ways to get the easy to place animals in front of those who might adopt
      - Online, multiple offsite venues, and better marketing at the shelter
    - Foster program to house animals outside the shelter rather than taking up cage space at the shelter
    - Speedy adoption processing so animals that were already chosen by an adopter don't take up cage space waiting to get spay/neutered (sometimes for weeks) while incoming animals die due to "no cage space"

- Behavioral enrichment for large dogs while staying at the shelter so that they do not deteriorate.

What exactly needs to happen?
- We developed our plan after realizing that we were not going to be able to fill any of the gaps above at the City shelter. If the City would have allowed us to help them, we would have done it and it would have cost us far less.
    - Our plan started with the vision of a building to house all the animals that the City could not save.

Key Decisions to be Made

How is No Kill going to happen?
1. Create a political coup d'etat of shelter director, replace with director who can make necessary changes at shelter to get to No Kill
    - Timeline: we estimated at least 3 years before then director retired
2. Work with other animal welfare agencies to create a plan to get to No Kill (No Kill Millennium used this choice and it didn't work)
    - Timeline: there was talk of needing a 10 year plan
3. Do it ourselves from scratch
    - Timeline: started immediately, hoped for one year to No Kill

Your message: We chose for our platform to be "Making Austin No Kill as Fast as Humanly Possible"

Your approach:
1. Work at the shelter implementing the gap filling programs (this is the best method but for us, was not possible due to shut out by city staff).
2. Create a new shelter to pull animals out of the City shelter and fill the gaps there

What is your entity?
1. We chose to use Austin Pets Alive because it was an existing 501c3, already bought into the mission, was somewhat dormant so there would not be a lot of upheaval in existing programs, no staff, only 10 volunteers.
2. You can create your own 501c3 but that takes time.

What do you need to get into place to be successful with your plan?
1. We developed a roster of committees (also called Teams at APA) along with objectives, timelines, and results identified.

First Public Steps

Town Hall Meeting
- We invited everyone who might be interested
- We kept it apolitical, no talk of discontent with people or the city.
- Created shared vision of what working together would be like.
- Discussed statistics (without judgement) on euthanasia and our plans to fix them.

Committees/Teams
(see original action items from first meeting attached)

- It is important to note that many of our initial ideas did not pan out (like getting a building in 3 months- it took 2 years!). You have to be flexible and nimble enough to see your plan through any reality glasses that are thrown your way. If you only can see how it will fail, you need to find a new leader. You HAVE to keep seeing how it will succeed, no matter the obstacle.
- Location
- PR
- Fundraising
- HR
- Finance
- Legal
- Marketing/Branding
- Website
- Operations
- Medical
- Adoption
- Cat & Dog
- Behavior
- Cat & Dog
- Hotline
- Reception
- Rescue
- Foster Coordination
- Volunteer Coordination

Austin Pets Alive! Committee Participation Agreement

Welcome to Austin Pets Alive! committees! We are excited you want to help by contributing your time and talents to our committees and pool of resources. We look forward to working with you.

It is extremely important to the animals of Austin that as members of APA! committees that we are responsible for our actions, duties, and commitments. Because our committees can only succeed with the help of reliable members who can work together in cohesive and solution-oriented teams, please read through the following agreement before we proceed. By signing this document, you are agreeing to the following terms:

Committee Participation: I understand that it is vital that the committees work hard and fast towards our goals. I understand that it will likely take at least 2 hours each week to accomplish the duties I have taken on. I also understand that in addition to those 2 hours, there may be a need to meet with my committee weekly to preserve communication. Lastly, I understand that if I cannot follow through on a commitment, I will provide notice to my Committee Chair, or APA! President (if I serve as Committee chair) so the work can be reassigned if necessary. If I do not follow through with my commitments for 3 out of 4 consecutive weeks with or without notice, then my committee has the ability to replace me if necessary.

Positive Energy Guarantee: I am aware that every committee member only wants the best for animals in Austin. I will assume the best in other members and will work towards resolving conflicts in constructive ways. I fully understand that this needs to be a positive place of communication and that points of view will vary. I will keep my comments constructive. I will not let a disagreement (new or old) hold back the work or communication of the committee. If I cannot stay committed to the terms above, I understand that I may need to be replaced with someone that can preserve the unity of the group.

Single-Minded Focus: I understand that in order to achieve the aggressive timeline and goals that we have set, we as a group cannot afford for me to get sidetracked by the work of another committee unless I am expressly asked by that committee and my committees can afford for me to do so. I understand that if I am unable to comply with this scope of work, I will be replaced to ensure that the overall work continues unfettered.

Again THANK YOU! This document is only needed to ensure that we get the most work accomplished that we can.

_____

Committee Participant (printed)   Signature   Date

2008 Starting Location Committee-

charged with finding a building that met the following criteria

- Centrally located, within 10 miles of Town Lake Animal Shelter
- Short term lease because banking on overtaking TLAC when City operations moved to East Austin
- At least 5,000 sq feet
- Zoned for retail pet or kennel
- Less than $3,000 per month

Flier that Location Committee made for potential donors of space:

What do we need from you?
• Facility use for 1 year

• Ability to alter premises to accommodate our work

• Advertising from that facility to fundraise for permanent facility

We will provide you with the following:
• Liability insurance coverage that specifically covers the property owner(s)

• Neighborhood Association buy in and support

• Advertising on all marketing materials for your business

• No risk/no hassle arrangement

Who are we?
Austin Pets Alive! is compiled of experts in many fields including veterinarians, founders/directors of other successful nonprofit organizations, a state representative, lawyers, marketing directors, fundraising professionals, and of course concerned citizens.

What are we doing?

We are building the Austin Pets Alive! Resource Center to fill the need for a safety net for Austin's pets. We hope to take on the 13,000 animals that our city shelter is killing each year and give them the chances they deserve.

Why not just work with the existing shelters to increase their capacity?

That is actually what we have been doing for the last 10 years. We believe that it will be another 10 years before our existing shelters are able to gear up to handle the number of animals that Austin has to care for- even with volunteer help. In 10 years, over 130,000 animals will die. We don't think waiting is a viable alternative (literally!).

Does Austin really need another animal facility?

Yes!!!! The shelters that are in place are overfull and cannot expand. They have been in operation for 50+ years while Austin has grown exponentially. Over 13,000 animals died last year because they were not given the chance to find a home. Our facility will match people with animals, help owners find and keep their pets, and will provide solutions to the reasons that pets are "surrendered" to shelters in the first place.

Why do we think we can make Austin a No Kill City when so many others have tried and failed?

Our volunteers have direct and vast experience in this field. We know inside and out the animal systems that are already in place in Austin and more importantly why they are not working. It is this background and knowledge that will make our project successful. It is very simple because we already know what to do.

2008 Starting Public Relations Committee

Goal: Make in person contact with individual people in Austin that have the power to help us politically, financially, strategically, and publicly.

To do and suggested timelines:

1. Make list of people that might be important and interested - suggested timeline – today.
    a. City Council Members (existing and potential)
    b. Heads of organizations (animal or other).
    c. Prominent Citizens (Ray Benson, news anchors, celebrities, CEOs of businesses, etc…)
    d. Who else?
2. Develop (with help of marketing committee) pitch (why these people should talk with you?).   Suggested timeline 1 week.
    a. Concentrate on the positive of what we are doing- fervor is contagious!
    b. What is the simplest thing that person can do for us?
        i. Spread the word
        ii. Come to us with animal issues
        iii. Recommend others that might want to know about us
    c. Make it easy to digest- only 7 minutes long
    d. Creation of General Pitch can be delegated to one person on committee
3. Divide list amongst committee members
    a. Take pitch to each person
        i. Suggested timeline is 3-4 weeks.
4. Work with Location Committee to meet in person with property owners to ask for donated use of land.
    a. Suggested timeline: as comes up.
    b. Delegate person today
5. Work with Marketing Committee to meet with media as needed.
    a. Delegate person today.

Key Points in Process:
- ❑ The work done on this committee is not meant to be all inclusive but should help to get us started.
    - o We can add people to meet as we go and we get a comfort level with networking.

❑ People want to be involved in something like this so even if our message isn't perfect, give them the chance to be involved in the beginning.

2008 Starting Fundraising Committee

Will need to work closely with Marketing Committee to communicate what materials are needed for each project. It would be best to give needs about 2 weeks before you need them.

❑ Advice from Fundraising Professional: People want to help us do this. We need to create opportunities to allow them to do it. So your job is informing people of what we are doing, the impact that it is going to make, and what we need from them (and if necessary, how we found them).

In order of Priority:

1. Create Menu of Giving: Suggested timeline 1 week.
   a. Pick 5 items of varying value that are needed for us to open facility (in addition to money).
      i. Suggestions:
         1. Cagebanks= $5,000 each for 10 cages
            a. For onsite housing.
               i. Keeps pets comfortable during their stay with us.
                  1. number of cages determines number of animals we can house
         2. Dog Runs= $2,000 each
            a. For onsite housing
               i. Gives high energy dogs or litters room to exercise while they stay with us.
         3. Crates for moving animals to adoption sites $100 each
            a. We will need 10-15 crates per vehicle per offsite location.
         4. Vaccinations= $900/ 100 animals
            a. Enables us to keep animals healthy while in our care or out for adoptions
         5. Spay/Neuter funds= $50/animal
            a. Enables us to move animals fast through the system so they are ready to get adopted
            b. Partnership with EmanciPET who will get them altered the when we need it (no wait).
            c. We hope to process at least 100 animals per week that would normally go to TLAC.
         6. Transport Vans= need 1 used vehicle for each PetsMart/PetCo
            a. $5,000-$10,000 each
            b. We can only go to as many offsite locations as we have vehicles
         7. Computer System and Software=
            a. Need computers and software to track animals through our system
         8. 2 Washer/Dryers- must work!
            a. We need to keep our animals happy with a clean blanket or towel.
            b. These need to be constantly operating to keep up with laundry
         9. Fridge/dishwasher- Must work!
         10. Microwave- must work~!
         11. Incubators for babies: $450 per incubator.
            a. Will allow us to care for babies that are too young to adopt out
            b. Need at least 10
         12. Desks/chairs for reception and offices- can be used
         13. Chairs for lobby- folding or straight
         14. Construction to change whatever building we get to closer to what we need

2. Start with what we have to reach people that are already interested in animal welfare in Austin.
    a. Use our database through APA! handbill (~700 people)
    b. Talk with FixAustin about joint mailing to their database (~700 people)
    c. Ellen is working on getting email list of volunteers that are currently volunteering at TLAC.
    d. Emailing: suggested timeline 1-2 weeks
        i. Needs:
            1. Get post card flyer from Marketing Committee but in email format so that it can be viewed on the text page (not a link in an email).
            2. Keep all email addresses in software that can track names, email addresses, and donations (in conjunction with paper mailing database).
            3. Work with Website Committee and APA! donationsto ensure that we can accept donations online (preferably through Network for Good).
            4. Suggested timeline: 2 weeks.
    e. Paper mailing: suggested timeline 3 weeks
        i. Needs:
            1. Get post card size flyer from Marketing Committee.
            2. Software to keep names, addresses, emails, dollar amounts donated.
            3. Ability to print postcards or letters/envelope/SASE
            4. Talk with APA! Treasurer about funds needed to pay for postage of mailing
            5. Create account with Post Office to use nonprofit mass mailing rate.
            6. Mail it out!
    f. Website: suggested timeline 1-2 weeks
        i. Needs:
            1. Work with website committee to make sure that donation page is ready to go as soon as email mailing goes out.
            2. Menu of giving as well as call for towels, paper, dog and cat beds/toys, collars/leashes, unopened dog/cat food.
3. Small Group Hosting: Enable entire group of committees to host parties at their homes or at pet friendly venues to fundraise and raise awareness.
    a. Suggested timeline: 3-4 weeks
    b. Send email to all the Committee members asking for help in locating places that might be willing to donate food, space, and a drink or so for small group gatherings (8-10 people).
    c. Ask owners of suggested venues to get involved in this way.
    d. Create standard evite that anyone can use to get a group of friends together.
    e. Create suggested donation standard request that any member can use: ask each participant to donate what they would have expected to pay for food/drinks or more if they like.
    f. Create suggested speech that any member can use to explain why people were invited (should be 3-4 minutes long).
    g. Push members to get involved in this easy fun way.
4. Tours as soon as facility is open: suggested timeline: ?
    a. Ask all members for names of people that might be interested in seeing our facility.
        i. Invite that member and suggested person to tour facility.
            1. It will likely not be in a great state but we hope that getting people there will help them to see what we need.
            2. Use Menu of giving to explain what our needs are.
5. Events:
    a. Hardest and most labor intensive and costly.
    b. Ok to plan but should be last priority (after we have completed all of the above).

Key Points to Process:
    ❏ No one is an expert on this. The most important thing is that we get started.
        o Don't get hung up on details.

- o We can improve as we go.
- o Most important thing is that we start generating funds asap.
    - Even if only 10% of people give, we will be able to start.
- o Remember all donations are tax deductible!

2008 Starting HR Committee

Goals:

To develop guidelines for HR within the Resource Center.

To do and suggested timeline: 4 weeks for all.

1. Develop simple packet of information that should be given to each new employee:
    a. Operations committees will fill in training manuals and specific information about the specific position
    b. We need from you the paperwork that is needed to be legal and proactive regarding employees
    c. If there are items that need specific internal information about company that is not related to the job, please send questions to Ellen.
2. What do we need to offer employees?
    a. Benefits:
        i. If we are starting out bootstrapping, what legal minimum requirements do we have?
            1. paid time off
            2. health insurance
            3. overtime
    b. Salary structure:
        i. What is the criteria for determining if an employee should be:
            1. Salary, contractor or hourly
    c. Breaks: What are the requirements for breaks
    d. Disclosures:
        i. What do we need to require in the hiring process:
            1. reception- ability to hear, speak well, hold phone in hand and type for long periods of time
            2. animal care- ability to lift at least 50 lbs, work long periods of time standing up, handle animals (no immunocompromised individuals)
            3. off site adoptions- ability to stand outside for long hours, ability to safely drive and move animals from place to place
            4. in general- handling animals may end up with bites/scratches
3. What do we need to do to make sure that we are hiring/evaluating/firing people legally?
    a. Create outline of:
        i. General hiring process for success
        ii. General job description (key general factors needed)
        iii. General evaluation process
            1. General wage/position increase process
        iv. General firing process
4. Other suggestions that will set us up for success?

Key Points in Process:

The HR committee is not here to do the specifics but is here to help people with no HR background (or maybe no experience in any size company) create a working environment that is legal, professional, and allows employees to excel. Please let Ellen know today who is doing what and when she can expect to see finished products.

2008 Starting Finance Committee

Develop organization around finances.

1. What software do we use?
2. Cash or Accrual Basis?
3. How do we budget for something we have never done before that we hope will grow exponentially each year?
4. Who is responsible for bookkeeping?
5. How does bookkeeper get receipts?
6. How are deposits handled, especially if doing off site adoptions and events?
7. What are the checks and balances for bookkeeping to prevent embezzlement?
8. Who approves expenditures, how do people get approval?
9. What policies need to be in place to ensure proper paper trail and to show responsibility to funders?
10. What reports are created and when and for who?
11. Who is doing taxes? Do we need an audit?
12. Need to check on IRS filings to ensure that organization is in compliance with all rules.

2008 Starting Legal Committee

Ideally legal committee will find out the answers to these questions, research options, and present recommendations for insurance on what to get within *4 weeks*.

- Waivers: suggested timeline: 2 weeks
- Recommendations should be easily understood and should require only a phone call to implement.
- Once recommendations are made, the treasurer will help the president implement.
- Please communicate with President on 3/22 if any changes need to be made to suggested timeline.

What kind of insurance and or waivers do we need:
- to have a facility that houses animals
    - o facility insurance in case of injuries onsite by the public
    - o facility insurance in case of fire
    - o animals that are in contact with the public
        - ▪ zoonotic disease
        - ▪ possible injuries
- to have employees
    - o workers compensation package recommendation
    - o any HR policies that we have to have legally?
        - ▪ If yes, can you give us sample or make the policy?
- to have volunteers
    - o only a waiver?
        - ▪ Can you draft an adequate waiver?
- for our Board of Directors (we are currently researching companies for Directors Insurance)
    - o Do we need more than Directors' Insurance or do we need that at all if we have general liability?
- To do offsite adoptions
    - o Vehicles- auto insurance for different drivers?
    - o Employees, animals, volunteers offsite liabilities and special insurance needs
- To do any adoptions
    - o In case of bite after adoption- any special liability issues?
        - ▪ Waiver- can you write a simple one?

What other legal issues do we need to be concerned about?
- We have a 501c3
- We have bylaws

How can we structure a donation of use of a building?
- If we are lucky enough to find one, what kind of contract do we need?
  o Short term lease with no rent but instead will offer tax deduction
  o It would be great to have a template ready to show that we are organized and know legally what we can offer people.

Location Committee will determine zoning, permitting, etc…. (and work with Lorri Michel). We can combine this committee with location committee after liability and insurance needs are met.

2008 Starting Marketing Committee
- ❑ Who is our audience and does our message change to each?
- ❑ Donors-
  o We have a better solution than is currently available
    ▪ We are the leader in this area
  o We are mixing sound business practices with humane care
    ▪ It works, is efficient, and you can see results fast
  o Less expensive than current life threatening strategy
  o We need help to be successful
  o We are proven in animal welfare
  o Successful relationships with key stakeholders (city, ahs, Emancipet, ATA, Mission Orange).
- ❑ Volunteers- pet lovers
  o No stress of attaching to animals that get might get euthanized
  o If you work here you will definitely make a difference
  o We are organized and value volunteers
  o It is fun!
- ❑ Pet owners
  o We provide solutions
  o We are focused on customer service
    ▪ We listen, we care about the animal and the owner, and we will back up our ideas with action
- ❑ Government Officials
  o We can help shield officials from public dismay by providing palatable solution
  o We are a voice of reason
  o We are professional and well organized
- ❑ Potential pet owners
  o We are the best place to shop
    ▪ Most knowledgeable "sales" staff
    ▪ Money back guarantee
    ▪ Save a life but no guilt in looking because animals will not die
    ▪ Add-ons to value
      • 30 days health insurance
      • free training
      • Accoutrements from stores

Every marketing piece should be:
- ❑ Consistent with brand and message
- ❑ Require prompt attention/action from marketing
- ❑ Able to tell people where to go to give that attention or make that action

❑ Should be very easy for the person to comply

Our Overall Image:
  ❑ We are professionals
  ❑ The problem is out of control and growing (number of animals, money needed, impact on culture and environment)
    o Unnecessarily inhumane
  ❑ We are trusted in the community
  ❑ Our solution works

To do and suggested timeline:
1. Create flyer to use as mailing to database describing what we are doing and what we need. Geared towards volunteers and donors. Give to Ellen to give to Fundraising committee after quick review. Timeline: 1 week.
2. Create poster to hang at TLAC and AHS to inform owners surrendering animals or people with strays that we exist and would like to talk with them for FREE.
3. Create simple sign and donation box to be used at all offsite adoptions. Also, small cards with website on them for people to access animals and give donations online.
4. Create signage for offsite adoptions that is consistent with our brand/message.
5. Newspaper ad if we can get it donated: ???
6. Research and find media persons who are interested in animals. Identify them within 2 weeks.
7. Create press release to announce the beginning of the center. Timeline 4 weeks.
8. Create different human interest story every 2 weeks and hound animal oriented media people to run it. Timeline: start within 2 weeks of 3/22. A newstory is 4x more likely to attract attention than advertising.
9. Become identified by the media as the expert on animal issues. Whenever something pops up in a news story, we should go to media with commentary on it within 72 hours, how it affects Austin and what the inside scoop is. Gives us free advertising.
   a. Call main number and ask for tv assignment desk
   b. Call before 3:30 unless urgent or will miss that day's news
   c. 10:45 am is best time
   d. Link to all TV stories that we are involved from our website
   e. Define who will be in charge of identifying opportunities and making sure our spokesperson can act? Please delegate today.
10. Signage for new building. Timeline 4-6 weeks. Give best 2-3 choices to Ellen to take to board for review and vote.
11. Decide who our "Spokesperson" is for media stories.
    a. They should be engaging and enthusiastic.
    b. Suggest someone on PR committee with backup on either PR or marketing committee
    c. Decide today and let Ellen know.
12. Design business cards for committee chairs and board members within 6 weeks. Send to Ellen for review and printing.
13. Create posters to hang around town to attract volunteers and donors. Bring best 2-3 designs to Ellen. Timeline 4 weeks.
14. The media loves surveys. We should start some surveys that we can track results of and have at our fingertips. Such as: Do you believe Austin needs an alternate shelter to deal with the number of homeless pets? Or Do you believe that Austin is saving as many dogs and cats as it should? Maybe on our website? Through the handbill? Timeline – 2-4 weeks to begin.

2008 Starting Branding Committee

How do we want Austin to quantify our efforts in 5 years?
  ❑ "Austin Pets Alive! is the group that ended the killing of dogs and cats."

Problem Statements:

- demand for pets is not currently being reached by shelter market
- animals are euthanized because of outdated ineffective systems
- myth about too many animals and not enough homes
- many animals are surrendered because their owners cannot find solutions to the problems they are having soon enough in the bond breaking process

Key competitors for new pets:

- Pet land
- Backyard breeders
- Accidental litters by friends, neighbors, and acquaintances

Key competitors for pet information:

- Shelters, vet clinics, web, friend

What is our key differentiator?

- Responsible, humane source of animals
- We provide resources to the public for new pets and pets already in homes
- We bring pets to you and match you with the best fit
- Efficient and innovative ways to handle animals in a shelter system
- We respect the right to own pets and do not insist on "one size fits all" pet ownership standards

What are key unique points about us?

- Happy endings
- Match.com of pets (we match the right people up with the right pets)
- Efficient, smart, productive systems
- Life focused
- Community collaboration- grassroots

Key visual points:

- Innovative
- Edgy
- Simple
- Happy
- Respectable

To do: Please bring 2-3 versions of each of the below to Ellen who will bring to board for vote. Suggested timeline: 2 weeks.

1. What is our market vision?
2. What is our mission statement?
3. What is our positioning statement?
4. What is our elevator pitch?
5. What is our boilerplate?
6. What is our company story?
7. What is our message architecture?
8. What is our tagline?
9. What is our logo?
10. What is the name of our building?
    - Buzz words: safe, safety net, resources

Key Points in Process:

- ❏ Start with what we have. We will likely go through many reiterations over the next year or two. Important to get something suggestive on paper to begin marketing even if not 100% happy with it.

2008 Starting Website Committee

The Vision: In order of priority:

End Result of each future section of website:

- ❏ People know us very well
  - o Who we are
  - o What we are doing
  - o Why we are doing it
  - o How we are different than others in the country/Austin
- ❏ People are moved to get involved
  - o Donate- Donate For Good
  - o Volunteer
  - o Adopt
  - o Use us for resources (hotline, onsite) instead of TLAC
- ❏ Visitors can watch our progress and see changes daily in statistics, pets in need, and success stories
  - o All news stories that involve us are easily linked to from our site
- ❏ Visitors can access any animal we have in the program by clicking on their picture
  - o Links to bio and/or foster/shelter email and outcome
- ❏ Visitors have access to our resources and other resources in town
  - o Visitors can rate those resources
- ❏ Visitors can learn information that they can also get on the hotline
  - ❏ Pet owners can read about problems/concerns about their pets with searchable database of information
- ❏ Potential pet owners looking for the right pet can learn about breeds and responsibilities with searchable database
- ❏ Interactive:
  - ❏ Ask the vet
  - ❏ Ask the trainer
  - ❏ Ask the shelter
- ❏ Website becomes "No Brainer" to pass on link to others verbally or via email.
  - o People mention us and think of us first for anything about pets!
- ❏ People/groups can learn how they can do what we are doing in their own community with website tutorials and webinars
- ❏ Pet owners can connect and chat on topics that interest them
- ❏ Pet owners can schedule Meet Ups through the site
- ❏ Pet owners can post their own pets pics and bios

Overall Setup (steps to think about at each stage):

- ❏ Every visitor is one click away from all the information from the main page
- ❏ We lead the list in search engines
- ❏ People enjoy the process because it is so easy
- ❏ Easy to remember site name
- ❏ People have a fun experience while on there
  - o Natural place to go to "kill time" daily
- ❏ Attracts Ads to generate income

Suggestion:

Start small, don't worry too much about the graphics as we will have to add in more or change things as the branding/marketing teams get moving. Get the idea up, we can tweak as we go.

Questions:

1. Do we have the right team to start this? If not, does anyone have any ideas on who to get (what talent are we missing)? As we grow it, we might want to think of companies we want to approach to get the complete picture off the ground.
2. Is our current domain provider the right one?
3. Are we standard compliant so any volunteer in the future can help?
4. If we follow the priority list, what is the estimated timeline for completion of each item (given our resources (very limited money, volunteers, free software that is available)?
5. Who is responsible for what? How will you obtain the content (and who will get it)? How will you add new content? When will we remove outdated content? Who will edit content before it goes live? Who will review changes? (major content changes need to be approved by the board).
6. Can we make the first change fairly rapidly as people start talking about APA! more?
7. What do you need from the board to get this going? What will you need next?
8. When is your next meeting?

Key Points in Process:

- ❑ Give Ellen answers to questions above as best as you can before 3/22 is finished.
- ❑ Priority is to get something up fast that describes what we are doing (use presentation for now). Then we will amend that as we go.
- ❑ Once you have decided on content for anything, please send to Ellen for review. Turn around will be less than 24 hours for feeback and approval.
- ❑ Ellen will send you Branding/Marketing details as soon as they are available and then layout and message will have to be changed to reflect uniformity. Then please submit the best 2-3 layouts you have created.
- ❑ Once a layout is decided upon, and as new pages are ready to be added, please submit new pages to Ellen for review.
- ❑ Any decision that requires money, needs to be brought to Ellen who can then bring it the board depending on the dollar amount.
- ❑ Thank YOU!

2008 Starting Operations Committee

Research and Choose Shelter Software:

- ❑ talk with palmer about accounting=shelter software
- ❑ research pet point, chameleon, pet finder
  - o http://www.petfinder.com/admin/shelter_software/index.cgi
- ❑ Winograd recommendations- www.nokillsolutions.org
- ❑ bring recommendations to Operations Committee
- ❑ Software needs to keep track of animal by:
  - o age,
  - o sex,
  - o species,
  - o alter status (and be able to tell us if it changes while the animal is in our care),
  - o foster status
  - o adoption information
  - o microchip and rabies info

- o illness
- o We want to be able to use the shelter software to do financial modeling of our program. (ie we want to prove that moving them fast through the system is cheaper than sitting on them until they get chosen)- Talk with Palmer about her plans to show this

Research in-take volume:

(and call volume although we won't use that now) at TLAC to determine highest "staffing needs" or priority list for intake hours:

- ❑ Use information to figure out ways to catch each peak time or direct people to come back if we are not open/ready for intake

Create "In Person" intake process:
- ❑ Greeting
- ❑ Questionnaire to determine if need to enter center or can go to Mac or stay in home
- ❑ Protocol/script for answers to each question
  - o Flow chart of decisions depending on answers
- ❑ Protocol to meet with behavior evaluator before intake and before owner leaves
  - o Connect with behavior committees (dog and cat)
- ❑ User friendly intake form to glean as much info as possible from owner/finder
  - o Esp important in cats
  - o Behavior
  - o Medical
  - o Ability to skip sections if owner has no clue
  - o Reliability marking of form so intaker can communicate with center staff if answers might be shady
  - o Capture info on where they were found exactly to try to reunite with owner
- ❑ Photos and entering in system
  - o What kind of photos do we need
  - o Where do we link these photos to
- ❑ Fees or donations?
  - o Can use national statistic (research) to post of how much an animal costs a shelter until it is adopted – set suggested fee to match.
- ❑ How do we keep animals stress free and separated during this process (assume little building in front of big building)?
  - o How do we identify animals that need to be seen immediately by the medical team?
    - ▪ Mac has a good way to determine this.
- ❑ Stress relief for staff- focus on positive of saving this life!

Create flow and set up of animals to be efficient:
- ❑ decrease general health risks –

Create marketing plan for onsite adoptable animals:
- o generalities at first of layout of animals within vision of adopters
  - ▪ who is on eye level
  - ▪ do you mix dogs and puppies
  - ▪ do you mix cats and dogs
  - ▪ what do cages need to look like
  - ▪ what do animals need to look like
  - ▪ what is mix of animal colors, sizes, breeds
  - ▪ talk with Mac about his specific marketing plan
- o specific promotions later

Create protocols and policies on cleanliness:
- ❑ daily, weekly, monthly
- ❑ chemicals needed/equipment needed/ventilation
  - o indoors- each room (be general now – we will know more what we need after we reconvene)
  - o cages
  - o outdoors
  - o vehicles
  - o staff attire
  - o bathing animals?
- ❑ zero tolerance policy

Protocols and Procedures for emotional stability:
- ❑ homeopathies?
- ❑ Lighting
- ❑ Noise
- ❑ Isolation from what?, how long?
- ❑ Scents
- ❑ Bedding/housing requirements

Protocols and Procedures for neonatal care:
- ❑ Equipment
- ❑ Cleaning agents
- ❑ Staff sterility protocol
- ❑ Milk products
- ❑ Feeding schedules depending on age, weight, other criteria?
- ❑ When to spay/neuter adopt out
- ❑ Vaccination schedule

Protocols and Procedures for Hospital:
- ❑ List major diseases seen and treatment protocols
- ❑ Who needs to be isolated from whom?
- ❑ How long til they are safe to go back in general population?
- ❑ What is isolation/sterility protocol for staff?
- ❑ Nutritional needs
- ❑ Equipment needed
- ❑ When to spay/neuter/vaccinate according to health status?

Protocol for nutritional needs:
- ❑ Cats and kittens
- ❑ Dogs and cats
- ❑ Feeding schedule as it relates to excretory schedule/cleanliness
- ❑ Water needs and set up
- ❑ Hospitalized and neonatal nutritional needs will be set up by those groups.

Animal Handling Protocol:
- ❑ Equipment needed
- ❑ Attire needed
- ❑ Proper handling for decrease stress to animal
- ❑ Proper handling for safety to staff and animal
- ❑ Connect with behavior committees to set up check lists for behavior monitoring and assessment before entering cages

❑ Videos/pictures needed to show proper restraint and or general handling

Create protocol for handling "found" animals:
  ❑ Use info from intake
  ❑ Contact with TLAC, petfinder asap
  ❑ Create instant flyer for posting in found neighborhood- generic
  ❑ Create craigslist posting- generic
  ❑ Way to identify when we can release this animal for workup and adoption

Create layout of facility- we will do this last after we get the other components back from each of us:
  ❑ Assessment/intake
  ❑ reception
  ❑ isolation
  ❑ cats
  ❑ dogs
  ❑ neonatal
  ❑ bootcamp
  ❑ adoption

2008 Starting Medical Committee:

1. Research options for spay/neuter and rabies vaccinations (only activities that require a veterinarian).
   a. Low cost clinics
   b. Regular vet clinics
   c. Create a space (APA bought an airstream) and have a vet come there to perform weekly spay/neuter, rabies, other surgeries
2. Create medical team that handles and performs vaccinations and routine treatments for URI, fleas, skin problems like demodex and ear mites, diarrhea, fading kittens, parvo
   a. Needs vet oversight to order meds, set policies, etc.
   b. Needs people with some medical experience to properly calculate dosages, administer subq fluids, etc…
   c. Ideally have teams in all four quadrants of city that have "stashes" of noncontrolled medications so fosters can access meds as needed quickly.
   d. Need basic treatment protocols written out so that everyone follows the same treatment plans.
3. Research and put into place a medical record system that is virtual so it can be accessed by many people all over the city.
4. Create medical record protocols and templates.
5. Create medical information handouts for fosters and adopters
6. Set guidelines on medical issues that APA can handle, what to do if larger medical issue arises, and when to euthanize.
7. Reach out to area vet clinics for support on post adoption free exams, donation jar setups, and pro bono services.
8. Research and communicate all laws as they pertain to practicing on shelter animals (ie only licensed veterinarians can have access to controlled drugs or use anesthesia, administer rabies vaccines).

2008 Starting Rescue Committee

- How will you choose which animals to save? Who has final decision?
- Get contract with city to pull animals as approved rescue partner
- How will you communicate with Shelter? What reports and rules do they have?
- Develop Team Positions

2008 Starting Dog Adoption Committee

Goal:

To document all policies and procedures for off site and on site dog adoptions. This could be thought of as the "how to" for adoption program managers.

To do and suggested timeline: 1 month to complete

1. Document major key factors of success in adoptions (ie mix of 3 big dogs, 2 medium dogs, 5 puppies).
   a. Would these be the same for off site and on site?
2. Document procedures for off site adoptions= Training Manual;
   a. What supplies are always needed?
   b. What are the hours?
   c. What does the set up look like (diagram ok)?
   d. What is the selection process for animals?
   e. How many staff persons are there?
      i. What is each person's job description
         1. where do they set up and stand,
         2. what do they do all day,
         3. how do they take breaks,
         4. how do they interact with the public (greeting and giving information),
         5. how exactly do they care for the animals,
            a. how do they pick them up and carry them
            b. how do they walk them on a leash
            c. what is the procedure if a dog 'freaks out'
            d. what do they provide – food and water?
         6. how do they do adoption transactions,
            a. what paperwork do they use
            b. what goes home with new owner
         7. what do they do with supplies that are donated
         8. what do they do donations

.

   f. How many volunteers are there (ie how many do we need there)?
      i. What is their job description (same as above).
         a. Provide training manual as if an employee
3. Document the same for on site adoptions:
   a. Is it the same?
      i. If so, how do you make it the same in a stationary facility?
      ii. If not, what exactly is different?
4. What is the expected budget of each location? (not onsite)
5. What are fixed costs to program regardless of number of locations? (offsite program only)
6. What other needs are there to expand to each new location?
   a. Vehicle
   b. More staff to assess, transport, counsel?
   c. Crates, tents, more?
7. What contracts do we need to set up with locations? If have sample, please provide.
8. What adoption criteria are used to determine eligibility?
9. What do we need to do to get everything documented in the Center's database?
   a. Any specific software?
   b. If we do this, how would employees document money and animal transactions? (ie when they get back vs via laptop on site?)

c. What information do we need to get from new owner's to allow for followup?
10. What is expected timeline of individual animals based on size, age, and breed?
    a. From arrival to adoption.
11. What is expected return rate across the board?
12. What will be process for sick animals provided we have onsite medical facility at the Center?
    a. What will be process if an animal gets sick at the off site adoption location?
13. If an animal is 'fostered' by a person and is not housed at our facility, what do we need to do to ensure an organized approach to off site adoptions?
    a. Computer generated location match with foster home?
    b. Waiver and contract?
    c. Will that foster need to do anything to the animal before showing up on day 1? What?
    d. How will you or your staff determine eligibility of temperament and health status prior to first day? (can work with behavior committee on that)?
14. What items do we need to get to make sure that branding/messaging is consistent with APA!?
    a. Will need to work with marketing committee
15. Need to work with marketing committee to allow for donations onsite as well as cards to send home to direct people to website (they will create, you just work into training how they will be used)
16. What is process for donations at offsites?
    a. Recommendation: small sign that says- "If you do not receive receipt for donation, you are entitled to free gift". That encourages staff/volunteers to give receipts for donations and no money ends up pocketed.
        i. We will need to get receipt book for each site that has carbon copies.

Key Points in Process:
- ❑ It is critical that these are finished before we open.
- ❑ Think in your mind what someone would need to know if you died.
- ❑ Give finished manual to Ellen for review at before at end of 4 week timeline.

2008 Starting Dog Behavior Committee

Suggested Timeline: see each category
All outcomes need to be approved by Ellen for finalization
1. Download ASPCA Meet Your Match Program details (or get from Mac).
1. Create specific "check off list" for volunteers and staff to use to assess behavior in dogs at the Center (suggested timeline 4 weeks)
    ▪ This should be written so that it is easy to digest (no more than one page), complete (covers all major points), and anyone can do it without supervision (idiot proof).
2. Create simple staff training program for MYM in dogs. This will be used by managers to train staff and volunteers. (suggested timeline 4 weeks)
3. Create protocol so that MYM assessment can be done BEFORE animal enters Center or is accepted into offsite adoption program (essentially at "check in"). (suggested timeline 2 weeks)
    ▪ While still with owner
    ▪ Not inside the shelter due to stress of other animals
    ▪ Do we need a tent or small outbuilding in front of main building where assessments can take place?
    ▪ While we are growing what will we tell people that want to "drop off" their pet with us at all hours?
        • Either make it so any staff person can do assessment or try to use times of the week when dogs have to be dropped off so that they can be assessed correctly.
4. Aggression: (suggested timeline 4 weeks)
    ▪ Does MYM address this?

- If yes, then use their guidelines for determining if an animal is too aggressive to keep in the program or not
- If no, then we will have to create our own guidelines that any staff person can use at "check in".
    - Talk with Mac.
    - These must be 100% because they will be used to turn away dogs from the program which means they only have 2 options:
        - Go to training to stay in home
        - Possible euthanasia
5. Training Program: (suggested timeline 6 weeks)
    - Out of control dogs in Center:
        - Idea: 3 day bootcamp.
            - Create program that requires each "out of control" dog to go through basic training that lasts at least 6 hours per day.
                - Need protocol so that volunteers can do 1 hour shifts per dog without changing methodology and confusing dogs.
                - End result should result in a dog that can walk on a leash, sit and lay down on command, stay when you walk away, and preferably not jump.
            - Idea: Create "certification" program like car BMW dealers use for used cars. If an animal goes through bootcamp with us then they will receive our certification that will make them more attractive to potential adopters.
6. Training Program for owners: (suggested timeline 6 weeks)
    - Dogs that have distressed owners
        - Create program that is easy for owner to do
            - Very few class sessions
                - One might do for most cases
            - Offered onsite often
                - Possibly 'emergency basis'?
                    - Use outside facilities to get them in the door asap?
                    - Daily programs onsite?
                - Needs to be "no brainer" for people to do it
            - Free or low cost
                - Pros and cons to both
            - Goal is to work with owner to keep pet
                - If that is not possible, then goal is to keep pet in that home until another is found
                    - Hopefully by then the dog will be better trained

2008 Starting Cat Adoption Committee

Goals:

To develop policies and procedures for onsite and offsite adoption of cats.

To do and suggested timelines:
1. Create manual for Meet Your Match adoption policies.
    a. Free on ASPCA website
2. Create map of kennels to produce the highest number of "sales"
    a. What is the right mix of colors, ages, hair length per cage bank

  b. How do adult cats get the exposure they need (separate room from kittens or kittens strategically placed so cats are more attractive?)

3. Create policy and procedure for staff/volunteers to touch animals and interact with them:
  a. No yelling
  b. No scruffing unless absolutely necessary
  c. Proper way to carry a cat or kitten
  d. Ways to calm cats down
  e. What to do if cat 'freaks out'
  f. How to control the spread of disease between cats in shelter or at adoption sites.

4. Create Packet of information that will go home with each cat.
  a. Medical information
  b. History
  c. FAQs
  d. Housing information
  e. Policy of returns

5. Create map of how staff/volunteers will interact with potential adopters
  a. Create employee script for greeting them
  b. Quiz for Meet your Match off of ASPCA website
  c. Process for allowing meet and greet between person/cat.
    i. Cleanliness to ensure no spread of disease from cat before or after that that person touches
  d. Create employee script for discussing adoption
  e. Create information sheet to capture
    i. Name,
    ii. Address and email
    iii. Phone number

6. Pricing structure:
  a. Adult cats: free
    i. Create Script for eliciting donation
  b. Kittens less than 8 months old:
    i. Research other groups to determine "going rate"

7. Draft adoption contract that specifies (work with Ellen on this):
  a. Feeding routinely
  b. Human interaction
  c. Medical care
  d. Housing fundamentals

8. For offsite adoptions:
  a. How are cats/kittens selected
  b. How are they transported
  c. How are they set up on site
    i. Caging, bedding, litter, water, food
  d. How do you limit disease spread
  e. How do you let people interact with them
    i. May require finding inside space at each location where potential adopters can sit with them.
    ii. Alternatively, could buy fully enclosed tents that people could go into with cat.
  f. What kind of staff do we need to transport and handle adoptions?
    i. Will need separate job description for staff and volunteers who do off site adoptions
  g. Might be good to shadow Mac and see how we can apply his principles to cats
    i. Mix of cats/kittens and colors to bring

Key Points:

We just need to provide something for day 1.

We can tweak as we go but let's start with what we think is the best way to do it.

Feel free to ask Ellen for any help/guidance.

2008 Starting Cat Behavior Committee

All outcomes need to be reviewed before finalized

1. Download ASPCA Meet Your Match Program from their website (I think this is free).
    1. Create specific "check off list" for volunteers and staff to use to assess behavior in cats at the Center (suggested timeline 4 weeks)
        - This should be written so that it is easy to digest (no more than one page), complete (covers all major points), and anyone can do it without supervision and without getting hurt (idiot proof).
    2. Create simple staff training program for MYM in cats. This will be used by managers to train staff and volunteers. (suggested timeline 4 weeks)
    3. Create protocol so that MYM assessment can be done BEFORE animal enters Center or is accepted into offsite adoption program (essentially at "check in"). (suggested timeline 4 weeks)
        - Purpose is to do assessment before the stress level is so high that test is unreliable (then you have to wait 2 weeks to get reliable results in cats)
        - While still with owner
        - Not inside the shelter due to stress of other animals
        - Do we need a tent or small outbuilding in front of main building where assessments can take place?
        - While we are growing what will we tell people that want to "drop off" their pet with us at all hours?
            - Either make it so any staff person can do assessment or try to use times of the week when cats have to be dropped off so that they can be assessed correctly.

What do we do with aggressive cats? (suggested timeline 6 weeks)

- ❑ If come in in live traps:
    - o Create protocol to tell if they are strays that are friendly or truly feral (without getting anyone hurt).
        - Create handling procedures for staff for these animals that stay in our care until they find a home/colony.
- ❑ If are brought in by owner:
    - o Create protocol to determine if cat will calm down once it is comfy (may need to just ask owner).
        - Create handling procedures for staff for these animals that stay in our care until they calm down.
        - If not, what do we do with it?
    - o Determine Rabies status of any aggressive cat before allowing general Center handling.

Create general handling procedures for all cats and kittens documented, posted, and written in all training manuals. (suggested timeline 6 weeks)

Create general assessment procedures for staff to be able to read cat "warning signs". (suggested timeline 6 weeks)

- ❑ Cats in traps

- ❑ Aggressive cats brought in by owners
- ❑ Cats that become aggressive while in our care
- ❑ Cats that are on offsite adoption sites
- ❑ Cats that are in Center

2008 Starting Positive Alternatives To Shelter Surrender (PASS) Committee

First priority: Develop At Shelter System
Where volunteers are stationed at shelter to intervene when people come by to drop off an animal. Using policies created below, volunteers give surrenderers options other than leaving the pet at the shelter.

Tasks:
1. Procure HSUS "Pets for Life". Karen Medicus and I are working on getting this from the Humane Society.
   a. If that doesn't work, we will have to try to find another free resource or a different program.
      i. Needs research on alternatives
   b. Would prefer if this info was set up as a Wiki that can be updated by committee members as they run across questions.
2. Set up Google Grand Central Station Number. We are on the waiting list.
3. Need to create list of resources:
   a. Full list on www.austinspetdirectory.com
   b. Need list with contact info for specific groups to get VIP care for high risk animals
      i. Follow up system to make sure resource has been used and animal is doing well (ie do they need more help).
4. After it is all collected, then we will process it for consistency with the other messages that are out there from the other committees so we are not contradicting each other.
5. Need to create training protocols that we can use to start getting volunteers involved that tell them exactly how to answer the phone (script), how to talk to clients (tone), what questions to ask, when to refer, how to find the info they need, how to document calls/emails, etc...
   a. A very basic job description
6. Need to create web link from www.austinpetsalive.org with information and contact info.
7. Need to create advertisement for the service that we can share with ATA, AHS, TLAC, Epet, and any other group.
8. Call for volunteers to "man" the hotline.We want a hotline that will eventually be "manned" 24/7 and will be a host of information to help people handle their pets. It will be used for education, problem solving, counseling, and giving resources.
   a. Start small- one hour per day?
   b. Email only?
   c. Other ideas?

2008 Starting Foster Coordination Committee

Goal:
To create training manual for foster coordinator to follow once "hired" so they don't have to create any protocols/procedures. Suggested timeline: 6 weeks

All protocols need to be reviewed before finalization.

1. Research successful shelters that have foster programs.

2. Create criteria for animals that need to be fostered (work with Ellen and use other organizations as template)
3. Create protocol for Center staff to communicate with Foster Coordinator when fostering is needed.
4. Create protocol for FC to communicate with potential foster homes
   a. Eligibility?
   b. Training?
   c. How do we attract foster homes?
5. Create protocol for sending an animal home with a foster
   a. What supplies do they get sent home with?
   b. What do we ask them to pay for or what do we pay for?
   c. How do we keep track of animals in foster?
   d. How do we ensure good care?
      i. Weekly exams by doctor?
      ii. Weekly phone calls?
   e. Do we allow them to adopt a foster out without coming back to the Center?
      i. If yes, how do we ensure s/n, vaccines, etc…?
         1. How do we get new owner data?
         2. Do we charge a fee?
      ii. If no, how do we get the animals back?
         1. What is the communication process to ensure timely return?

2008 Starting Volunteer Coordination Committee

Goal:

To create a manual for training the VC so that nothing needs to be "made up" after they get hired

Suggested timeline 6 weeks

All protocols need to be reviewed by Ellen before finalization

1. Research successful volunteer programs and use as template for our program
2. Work closely with shelter operations committee to determine best use of volunteer time
3. Research protocols for training of volunteers to decrease liability and improve compliance
4. Create job descriptions for each job that a volunteer can sign up to do – start with needs that we have now like foster coordinator, rescue coordinator, volunteer coordinator, offsite adoptions helpers, hotline helpers.
   a. Create training protocol and procedure for volunteers to follow before they can be "on their own"
   b. How do volunteers get promoted to alone status?
      i. What are levels of promotion?
         1. what do they have access to as they get promoted?
   c. How do volunteers get "fired"?
   d. Do we require donation to volunteer
5. Create protocol for VC to keep database of volunteers and keep track of time, training, and some system for scoring
6. Create protocol for VC to communicate with volunteers
   a. Group training meetings?
   b. Regular Meetings
   c. Phone calls
   d. Emails
7. Work with legal committee to get waiver for volunteers and determine if there are any other legal needs.
   a. If driving

b. If handling animals
    c. If volunteering onsite or offsite
8. Create levels of volunteerism to promote excitement, dedication, and sense of responsibility.
    a. Research other shelters that are successful with volunteers

First Letter out to Austinites using verticalresponse.com:

From: Austin Pets Alive! President, Ellen Jefferson, DVM

To: {EMAIL_ADDRESS}

Subject: Join Dr. Jefferson in creating a No Kill City

Click to view this email in a browser

Dear Austin,

How is it possible that a city like Austin is still killing over 50% of the animals in it's shelters?

It is unbelievable but true: dogs and cats just like yours and mine are **still dying in Austin**.

Just today I read about a young husky mix with a wonderful temperament and good behavior, who will likely get euthanized because he won't be given the opportunity to get adopted.

I am tired of being heartbroken every day for these animals wishing I could do something more for them. Aren't you?

For those of you that don't know me, I founded EmanciPET Spay/Neuter Clinic in 1999 because I believed that spay/neuter was the only answer to the problem of too many pets being euthanized in our animal shelters. I still believe that spay/neuter is an integral piece if the No Kill recipe. EmanciPET is doing a great job getting over 80,000 animals fixed in and around Austin. However, I no longer believe that it is the only piece needed to create a No Kill city. **One reason is that there are now statistics that show that there are many more homes available for a new pet each year than the number of animals we kill in animal shelters.** Spay/neuter is still a cornerstone but there is more that needs to be done.

As I have gotten to know the shelter system better over the years, I have come to realize that a community like Austin could have a shelter that does better in terms of life saving. Does that mean that I think Town Lake Animal Center is bad? No, I actually think that the fact that the city funded

shelter is charged with animal control rather than animal welfare makes it impossible for our city to think in terms of "no kill". Austin is lucky enough to have a Humane Society that saves about 2500 animals a year. While this is definitely admirable, **we need more animals saved**.

I recently joined Austin Pets Alive! as President because I don't want to wait for our city government to change the mission of TLAC. I don't want to wait the years it will take to build a new city shelter that might be able to save more animals. I am not the only one that doesn't want to wait- **the 13,000+ pets killed each year don't want to wait either. I believe Austin Pets Alive! is the organization that can make this happen**.

Austin Pets Alive!'s mission is to promote and provide the resources, education and programs needed to eliminate the killing of companion animals in Austin. APA! has been creating smaller safety nets for pets for 10 years. With that mission in mind and the massive amount of work that needs to occur to get Austin to No Kill, **I am asking you to help Austin Pets Alive! create a facility that can temporarily shelter all the animals that need our care so they don't have to go to TLAC**. Help us create the facility that will implement life saving programs. The Austin Pets Alive! Resource Center will **focus on prevention, retention, and adoption with innovative, efficient, and most importantly life-focused procedures.**

Please join me in solving this problem NOW. We can do it. Our organization is run solely by dedicated volunteers. The amount of time and energy our dedicated volunteers are spending on this project is astounding. We need more people to help. If we all pitch in, I have no doubt that Austin, over every other place in America, can become No Kill in a very short period of time.

I am bringing to the table the background and expertise to implement the operations. **I need you to help APA! by donating for a building, volunteering to help implement these life saving programs NOW, and spreading the word so that all of Austin knows about our plans**. There is hope for these pets, we just have to unite and make it happen. **Let's stop the daily killing of 30+ animals at our shelters.**

Sincerely,
Ellen Jefferson, DVM
Austin Pets Alive! President
www.austinpetsalive.org

PS With **as little as a $50 donation**, we can save one animal today and find it a new home using our PASS program (read below). With a bigger donation, we can continue to grow our fund to move into a facility where we can actually shelter animals and not rely solely on foster homes.

The Ultimate Implementation Plan

A Tool for Effectively Communicating How No Kill Can Be Implemented by City Government

Recommendation I- Define Mission

Revise Mission of Animal Services

Include as the key indicator in next FY Business Plan, a live outcome goal of 90%.

Always be Transparent

- Performance measures including number of animals taken in/euthanized/RTO/Adopt/Transfer by breed, species, age, and reason for euthanasia are reported monthly to Animal Advisory Commission and City Council. (in addition to any Asilomar data shelter chooses to report)
- Citizens that surrender their animal are required to sign an owner surrender form that includes an acknowledgement that the animal may be euthanized and staff will add the number of animals euthanized the previous year to the form.

Recommendations II- Restrict Unnecessary Euthanasia

Killing While Cages Are Empty Moratorium

Impose an immediate and permanent moratorium on the killing of any animal (except for terminal medical reasons or aggression validated by a behaviorist) when there are empty cages and kennels.

Institute Euthanasia Checklist

- Call source to give last opportunity to save
- Check rescue partners
- Ensure animal has had opportunities to be found by owner
- Plea to foster
- Fair chance- every animal has opportunity to be seen by adopters
- Veterinary or Behaviorist signature that pet is untreatable

Recommendations III- Increase Live Outcomes

Increase Citizens' Accessibility to Shelter Pets

- The shelter should be open during the peak shopping times, until at least 7pm Mon-Sun.
- Revamp website- All animals are visible online within 1 hour of arrival at shelter.

- The site will enable first time visitors and longtime friends of the Animal Center to connect immediately with the resources, including adoption/fostering resources, lost/found help and options to volunteer/donate.
- Easily marketable and memorable URLs will be available.

Increase Returns to Owners

- Following footsteps of Washoe County Animal Services, ACO will return 10% of in the field strays to owners while still in the field using foot searching techniques.
- In shelter Lost and Found program staff and volunteers will institute sign/flyer hanging campaigns, customer services and craigslist to reunite pets with owners. Volunteers will be needed.
- Elimination of the night drop boxes in the shelter allows for contact info and history on every pet to be acquired before surrender.

Increase Adoptions

- Audit Adoption Policies:
  - Ensure that the adoption policies follow Open Adoption Guidelines promote education and antidiscrimination while simultaneously ensuring safety of adopted pets
  - Adopters should be treated like gold and even late arrivals are accommodated.
  - Customer Service needs to be excellent
  - Pricing needs to be consistent with perceived desirability
  - Make harder to place animals more desirable by offering medical and behavioral care short term after adoption
- Hold Regular Adoption Events at Shelter
  - Special pricing and promotions for holidays, local events, or just weekends to invite the public in to the shelter
- Hold Regularly Scheduled Off-Site Adoptions
  - Bring the animals into the community on a regular basis
  - Allows people to avoid the shelter if they desire
  - Shelter pets go to adopters rather than adopters having one venue to choose from

Increase Transfers to Rescue Groups and other Shelters

Help Rescue Groups take more animals by offering incentives ($ for medical or behavioral care) for animals that are less desirable (predefined as pit bull over 3 months, sick animals, behaviorally challenged dogs, bottle babies) and ensuring that animals are kept healthy while in the shelter. Offering free spay/neuter and testing would further incentivize groups to take more animals.

Recommendations IV- Increase Medical And Behavioral Care

Medically Treat Every Animal As If It Will Live

- Enforce Intake Vaccine Policy
  - All animals over 4 weeks of age are vaccinated without exception (even if sick or fractious) before entering main kennel area or being exposed to other animals.

- Fund Make-Ready Capacity
  - Increase veterinary capacity to spay/neuter, vaccinate, test, minimally treat at least 90% of the animals entering the City shelter
- Audit Make Ready Efficiency
  - Ensure that animals are ready to go (spayed/neutered) immediately before or after chosen by "adopter interest" to limit use of cage space at shelter. Increased turnover= increased lives saved. Ensure that all animals are available for "adoption interest" immediately upon entry into shelter regardless of condition.
- Additional Veterinary Capacity for Injured/Ill Shelter Animals
  - Provide additional capacity for treating injured/ill animals that are candidates for re-homing.
  - Continue to treat known issues for adopters until resolved to decrease burden on citizens while still yielding live outcomes
  - Provide care for fostered pets on out-patient basis
  - Provide isolated wards for caring for specific types of diseases such as Parvo, Ringworm, and Upper Respiratory Disease.
  - Provide nursery ward for unweaned kittens while searching for foster.

Behavior Program

Fund a behaviorist position to create programs that assist sheltered animals that have behavior issues and to create programs that reduce shelter intake.

Recommendations V- Empower the Community

Large Scale Volunteer Program at City Shelter

Volunteers are used in every aspect of city -shelter work- barely distinguishable from staff especially in marketing, in shelter customer service, adoption processing, and animal care

Donation Programs

- Allow the public to be part of the solution by asking for and providing receptacles for donations both tangible and monetary.
- Online, onsite, and via mail
- Fund programs that directly save lives.
- Thank the community and show them how they helped.

A Robust Foster Program

At any one time, over 50% of animals should be in foster. Building a foster network is key to increasing "cage" capacity and decreasing costs associated with animal care.

Recommendations VI- Limit Intake

Counseling at Intake to provide alternatives to shelter surrender (PASS- Positive Alternatives to Shelter Surrender)

Trained staff provide additional owner relinquishment counseling at all open hours of shelter and information regarding pet retention and alternative re-homing options. Staff is there during all open hours.

Provide Sterilization Services for Owned Cats and dogs

Provide funding for free sterilization of owned cats and dogs. Target to people who make contact with the city shelter needing to relinquish, asking for help, or being cited.

Community Hospital

Provides very basic medical and surgical care for owned animals who are in immediate danger of relinquishment to the shelter. CH is not advertised but is only used when animals are presented for possible surrender and these people are referred through the shelter Intake Staff (PASS) after trying other veterinary alternatives first. Low fees are charged as able to recoup costs.

Stray Cat Trap-Neuter-Return Program

Return stray cats back in to the community from where they came, after spaying or neutering them. The City works with community stakeholders to develop related procedures and protocols to address this item and prevent unnecessary euthanasia of wild and semi-wild cats.