

Keeping Families Together

Housing Crisis & Eviction Response Toolkit

Endorsed by AWA, the HSUS, IHAC, HSVMA, UW-Madison Shelter Medicine, and HASS

Overview

An estimated 30–40 million renters are at risk of being evicted by the end of 2020 and with 72% of renters owning pets, the number of animals displaced with their people could be catastrophic. Additionally, pre-COVID estimations asserted nearly 10 million low-and extremely-low-income renter households were severely housing-cost burdened, meaning 50% or more of their income is spent on housing costs. [Due to ongoing economic challenges](#) and following pandemic recovery, another 1.5 million rental households are expected to become severely housing-cost burdened.

These predictions underscore the need for shelters and other animal services providers to ready a response, offer services that will keep people and pets together, and/or provide temporary solutions to ensure families stay intact.

In the coming months, many families will face the heart-wrenching decision of choosing between a place to live and the pets they love. Human Animal Support Services has created this toolkit to provide you with tangible ways to respond in your local area, region, and state in collaboration with The Association for Animal Welfare Advancement and The Humane Society of the United States. Together, united as the animal welfare sector, we can do our part to minimize the trauma and devastation caused by the impending eviction crisis.



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In this toolkit you will find information on the following

TEMPORARY PLACEMENT

- *Adapting existing temporary placement programs*
- *Temp foster for owned pets*
- *Boarding*

SUPPORT SERVICES

- *Support packages*
- *Vet care*
- *Pet food*
- *Behavior advice and trainer referrals*
- *Pet fees/deposits*
- *Hotel and motel partnerships*
- *ESA and tenant rights*
- *Social services*
- *Support for DV survivors*
- *Peer to peer support*
 - *Networking*
 - *Matchmaking*
 - *Rehoming*

ADVOCACY

- *Legal representation*
- *Sample news releases*
- *Letter to the Editor*
- *One-pager*
- *Legislation/public advocacy*
- *Social sharing*

CASE MANAGEMENT

HOW TO TRANSLATE MATERIALS

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Getting Started

Engaging Employees

An important first step to prepare for this inescapable challenge is communicating with your employees so they are aware of the eviction crisis and its implications for your organization. Share the potential challenges and ask for their recommendations on how to create an organized response. Engaging staff in the problem solving and preparation for this response is vital to gaining support for new or expanded programming. [Check out this Navigating the Housing Crisis Webinar](#) presented by **HSUS** and **ShelterLuv** on the eviction crisis that includes background and historical information that can provide your employees with a better understanding of the current housing crisis in the US.

Engaging Volunteers

Next, meet with your volunteers and donors so they are also engaged in the journey. As with any crisis, clear, consistent communication with all stakeholders is essential to navigating the challenges effectively. Once a supportive structure is created, you can start focusing on developing solutions to support the community.

Engaging the Community

Talking to community members about your programming is critical. As people reach out or enter the shelter for assistance or with the intent to surrender their pet, asking the right questions, and responding with kindness and understanding, will help determine the best course of action for each individual situation. Training key staff and volunteers on how to provide this new level of support is paramount to success. Proactively letting the community know your organization is a resource will ensure fewer surrendered pets and greater community trust. [See this example of program promotion from the Monadnock Humane Society.](#)

Success story: Guilford County Animal Services saw the need for more resources to keep families together in Greensboro's Glenwood Community. Guilford staff members frequently responded to concerns about loose dogs and a need for food assistance. To better close the gap, Guilford is leasing a space within Glenwood. Community members will know where to go for help and can walk up and knock on the door. Branching out and being a presence for change in these communities is essential to supporting people and animals. [link to post](#)

Phase 1 Summary

In this first phase of the toolkit, you will find resources on how to shift old protocols and implement new ones to better support human-animal families facing eviction and possible separation in your community. With funding and staffing being the most probable challenge in implementing new programming, this first phase of the toolkit is focused on what shelters can



work on first using their existing networks and resources. In addition, you will find sample resources shared by HASS pilot shelters across the US that have already started shifting their work in response to the eviction crisis and keeping more pets with their people together, in general.

Resource guide structure: in each section you will find recommendations broken down into actionable steps. With each action step, we have listed the necessary tasks that staff and high level volunteers can take to contribute to completing the action step, as well as tasks that can be assigned to any volunteer in your organization. We understand volunteers may not be legally allowed to do these tasks depending on the region, so we recommend you assign these tasks to the appropriate people, as you see fit.



Resource Guide Terminology Defined

Advocacy - To provide public support; to speak up on behalf of a person, animal or family in need; to be a champion for a living being or a cause. If there are restrictions on how your agency could provide public support, look through our advocacy section and identify which of the action steps your team can engage in. In order to keep more families together, we must stay informed and learn how to effectively communicate the needs of our community members with housing agencies, police enforcement, animal service commissioners, social services agencies and other intersecting entities that play a role in keeping people with their pets.

Community members - Local pet owners and non-pet owners

Companion animals - This term is used to refer to pets, but shifts more towards identifying them as living beings who provide us with companionship, amusement, psychological support and all other functions that add to the human-animal bond. The term shifts away from animals only being recognized as “property.” Companion animals do not refer to service animals or emotional support animals.

Families - Since family make-up could vary greatly, in the toolkit whenever the term “family” is used, it includes human-animal families, interspecies families, individual and their pet(s), multiple family members and their pet(s)

Experiencing homelessness - According to the Substance Abuse and Mental Health Services Administration (SAMHSA), this includes

1. *An individual or family who lacks a fixed, regular, and adequate nighttime residence, such as those living in emergency shelters, transitional housing, or places not meant for habitation, or*
2. *An individual or family who will imminently lose their primary nighttime residence (within 14 days), provided that no subsequent housing has been identified and the individual/family lacks support networks or resources needed to obtain housing, or*
3. *Unaccompanied youth under 25 years of age, or families with children and youth who qualify under other Federal statutes, such as the Runaway and Homeless Youth Act, have not had a lease or ownership interest in a housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed because of disability or multiple barriers to employment, or*
4. *An individual or family who is fleeing or attempting to flee domestic violence, has no other residence, and lacks the resources or support networks to obtain other permanent housing*

At risk of homelessness - According to SAMHSA, this includes individuals and families who:

1. *Have an annual income below 30 percent of median family income for the area, as determined by HUD, and*



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2. *Do not have sufficient resources or support networks, immediately available to prevent them from moving to an emergency shelter or place not meant for habitation, and*
3. *Exhibit one or more risk factors of homelessness, including recent housing instability or exiting a publicly funded institution or system of care such as foster care or a mental health facility*

People and pets experiencing homelessness - this term refers to a unique population within those experiencing homelessness who have pets. Studies have shown that the estimates of people and pets experiencing homelessness together can vary, but the most recent count done in the US states that they make up [approximately 10% of the total population](#) of those experiencing homelessness.

Support - to provide assistance. Support could be seen in many different ways; this includes how organizations can work together to create partnerships that support each other in working toward a common goal.



Advocacy

In this section of the toolkit, you can find information and resources on:

- Legal representation
- Sample news releases
- Letters to the Editor
- One-pagers
- Legislation/public advocacy
- HSUS Pets Are Welcome (PAW) toolkit
- Social media graphics

To keep pets in their homes, we must keep people in their homes. In addition to implementing programmatic support that provides direct benefits to people and their pets who are facing eviction during the COVID-19 economic crisis (and beyond), a vital step is for animal shelters and other animal welfare organizations to lend their voices to existing affordable housing advocacy efforts. Advocating at the legal and/or policy level is critical to creating broad, long-lasting changes in affordable housing policies and practices that will be more protective of people and their pets.

Legal Representation

Disclaimer: We understand that your organization may have limitations on what tasks can be assigned to volunteers. Please feel free to adapt the following recommendations to best fit the needs of your organization.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Identify Community Based Organizations	<ul style="list-style-type: none"> ➤ Connecting tenants with pets with tenants rights organizations in their community for education and outreach ➤ Check out Just Shelter resources at a state and community level 	<ul style="list-style-type: none"> ➤ Assist in reaching out to organizations to find any upcoming trainings or educational tenants' rights webinars ➤ Assist in updating your organization's website to include resources for tenants' rights <ul style="list-style-type: none"> ○ Check out National Housing Law Project Covid-19 Resources:



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		<p>https://www.nhlp.org/covid19/</p>
Identify Legal Advocacy & Representation	<ul style="list-style-type: none">➤ Consider creating a partnership with local legal aid and bar associations to implement a legal-support resource bank for pet owners facing eviction.➤ Check out The American Bar Association to identify free legal aid in your area.➤ Check out Just Shelter resources at a state and community level➤ Each city or county may have developed a centralized system where tenants can seek assistance. For example, in Los Angeles County, tenants can get connected to Stay Housed LA➤ Check out The American Bar Association to identify free legal aid in your area.	<ul style="list-style-type: none">➤ Assist in creating partnerships to help set up educational training on housing rights for your staff, volunteers, and community members.➤ Assist in inviting legal aid organizations to participate in your spay/neuter/vaccine/veterinary services clinics➤ Assist in working with your local animal shelters to develop a prevention program which includes an intake system which asks housing related questions and connects tenants with community based organizations and/or legal assistance
Fundraise to help create supportive legal fund	<ul style="list-style-type: none">➤ Work with your fundraising team to identify ways to engage donors in this unique way of shelter diversion programming.➤ Ask volunteers with grant writing experience to provide assistance to legal organizations providing advocacy and representation to tenants with pets to help further their mission➤ Manage donor supported legal fund.	<ul style="list-style-type: none">➤ Ask volunteers to advertise these fundraising campaigns and help build a donor list in the event a family with a companion animal is facing eviction and facing fees such as retaining counsel or paying court costs.
Distribute legal support info flyers to community members	<ul style="list-style-type: none">➤ Check out the example flyer used by BARCS and their partnership with Maryland Legal Aid.	<ul style="list-style-type: none">➤ Assist staff in flyer production in both English and Spanish.➤ Provide flyers at spay/neuter/vaccine events



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	<ul style="list-style-type: none">➤ Check out social media post used by HEARTLA and their partnership with Downtown Dog Rescue	<ul style="list-style-type: none">➤ Provide flyers to local animal shelters
Utilize your organizations' existing resources	<ul style="list-style-type: none">➤ Find out who in your team of volunteers is in the legal field and may be part of legal aid societies to see if they can provide additional insight or resources.	<ul style="list-style-type: none">➤ Provide pro-bono legal resources and/or use networking connections to find solutions.➤ Connect team members with legal experience with housing rights attorneys to receive training on eviction prevention and defense
Seek collaboration with external resources	<ul style="list-style-type: none">➤ Connect with the HASS Legal team working group.	<ul style="list-style-type: none">➤ Connect with local agencies offering pro bono legal support, such as Housing Equality & Advocacy Resource Team (HEARTLA)Public Counsel.➤ Connect with nationwide movements to seek support for legal assistance. For example the Movement Law Lab has partnered with the Right to the City Alliance to build legal infrastructure to address the housing crisis.➤ Local law schools can generally offer support in certain areas. Connect with your local law school to find out if they can provide free legal resources and free legal advice for the needs of your community members. For example, UCLA School of Law has a list of pro bono resources in Southern California.

Sample News Release- A news release from your organization can be used to alert local media about important work your organization is doing, share a success story from your organization, or raise awareness around emerging issues that your organization is facing.



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Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Create and disseminate a News Release	<ul style="list-style-type: none"> ➤ Feel free to use this sample news release from a shelter or rescue organization highlighting public support for affordable housing programs or how legislation could bring attention to how animal welfare and affordable housing issues intersect. ➤ Share published news releases on organization's social media accounts. 	<ul style="list-style-type: none"> ➤ Reshare published news release via personal social media, email, bulletins, and local community centers.

Letters to the Editor (LTEs)- Letters to the Editor are an excellent and relatively easy way to bring attention to important issues because LTEs are some of the most widely read parts of print and online newspapers.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Write and send a Letter to the Editor (LTEs)	<ul style="list-style-type: none"> ➤ Require volunteers to run LTE by staff member prior to submitting. ➤ Be sure to check LTE word limits for your local newspaper to ensure that your LTE has the highest chance of publication. 	<ul style="list-style-type: none"> ➤ Identify and list which print and online newspapers would be the most appropriate for your organization's LTE. ➤ Check out this sample LTE, which volunteers can use as a template. ➤ Have your LTE reviewed by a staff member prior to submitting!

One-Pager- One-pagers can be used to visually inform volunteers, staff and animal advocates who are involved in animal issues about the current eviction crisis, but may be less comfortable discussing the relationship between affordable housing and companion animal welfare. One-pagers also contain key talking points that can be used to advocate for the topic.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Develop and share a One Pager	<ul style="list-style-type: none"> ➤ Reach out to your city, county, state 	<ul style="list-style-type: none"> ➤ Reshare one-pager via



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	<p>and federal government officials to support in the creation of your one-pager.</p> <ul style="list-style-type: none"> ➤ Share the information from your one-pager on your social media pages or email it in your newsletters. Please feel free to use the <u>one-pager template</u> or create your own. 	<p>personal social media, email, bulletins, local community centers.</p>
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Legislation/Policy Advocacy – Efforts to support affordable housing policies can be undertaken at the city, county, state or federal level, and the most effective opportunities to engage for your community will likely depend on where you live.

For example, do you live where eviction moratoriums and/or rental assistance are implemented at the city or county level, or where there is a local grassroots housing coalition? Or is your state-level government implementing these policies? Maybe your best option is to support the work of groups like the National Low-Income Housing Coalition or National Housing Law Project at the federal level.

Remember, you do not need to reinvent the wheel or feel as though you are responsible for having the answers to making affordable housing policies more effective and just. The goal is to lend our voices, as animal welfare professionals and advocates, to the important work that other groups are already doing!

Here are some steps to take to help you and your organization determine where to plug in and how to support the work of the affordable housing organizations already on the ground in your community:

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Find your state affordable housing partners	<ul style="list-style-type: none"> ➤ Sign up for their emails, look at recent blog posts, action alerts, social media, etc. Conducting some basic research on what each organization is focused on will help you understand what types of legislation are being 	<ul style="list-style-type: none"> ➤ Sign up for their emails, look at recent blog posts, action alerts, social media, etc. Conducting some basic research on what each organization is focused on will help you understand what types of legislation are being supported (or



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	<p>supported (or opposed) by affordable housing advocates in your community. If you have questions or you want to confirm specific information that you would like to put in an LTE or press release, reach out to these partners for help.</p> <ul style="list-style-type: none">○ National Low Income Housing Coalition state partners○ Just Shelter resources at a state and community level <p>➤ Join Right to Counsel coalition efforts which ensure low-income tenants are guaranteed an attorney in eviction actions</p> <ul style="list-style-type: none">○ Check out the National Coalition for a Civil Right to Counsel○ Check out New York City's Right to Counsel Coalition toolkit	<p>opposed by affordable housing advocates in your community. If you have questions or you want to confirm specific information that you would like to put in an LTE or press release, reach out to these partners for help.</p> <ul style="list-style-type: none">○ National Low Income Housing Coalition state partners○ Just Shelter resources at a state and community level○ National Housing Law Project <p>➤ Join Right to Counsel coalition efforts which ensure low-income tenants are guaranteed an attorney in eviction actions</p> <ul style="list-style-type: none">○ Check out the National Coalition for a Civil Right to Counsel○ Check out New York City's Right to Counsel Coalition toolkit
<p>Learn about successful eviction protections</p>	<p>➤ Check out the map of state eviction moratorium protections.</p> <p>➤ Check out the articles by Shelterforce to understand the housing crisis and solutions to the housing crisis</p> <p>➤ Ask your potential partners how you can help support their efforts.</p> <ul style="list-style-type: none">○ Make sure you connect with local and state coalitions who are leading these movements. For example in CA, Housing Now! is the statewide coalition leading housing policies and efforts to protect tenants	<p>➤ Check out the map of state eviction moratorium protections.</p> <p>➤ Check out the articles by Shelterforce to understand the housing crisis and solutions to the housing crisis</p> <p>➤ Ask your state partners how you can help support their efforts.</p> <ul style="list-style-type: none">○ Make sure you connect with local and state coalitions who are leading these movements. For example in CA, Housing Now! is the statewide coalition leading housing policies and efforts to protect tenants
<p>Protect renters during the COVID-19</p>	<p>➤ Ask your state partners how you can help support their efforts.</p>	<p>➤ Ask your state partners how you can help support their efforts.</p>



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pandemic and associated economic crisis.

- Make sure you connect with local and state coalitions who are leading these movements. For example in CA, [Housing Now!](#) is the statewide coalition leading housing policies and efforts to protect tenants
- Connect with your local, state, and federal legislators to find out what affordable housing policies are being considered at each level of government and to ask them to support these policies.
 - [Find your Congressional District/House of Representatives member](#)
 - [Find your United States Senators](#)
 - [Find your state legislators](#) (note that “lower chamber” means State House of Representatives and “upper chamber” means State Senate)
- To find your local city council member or county commissioner you will need to visit the website of the local government. Typically, there is a page where you can search “Find my council member” or “Find my county commissioner” by entering in your address.
- Once you learn who your various legislative representatives are, call and email each person asking them (1) what they’re doing to support affordable housing measures that will protect renters and (2) asking them to specifically support any efforts to

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 - [Find your Congressional District/House of Representatives member](#)
 - [Find your United States Senators](#)
 - [Find your state legislators](#) (note that “lower chamber” means State House of Representatives and “upper chamber” means State Senate)
- To find your local city council member or county commissioner you will need to visit the website of the local government. Typically, there is a page where you can search “Find my council member” or “Find my county commissioner” by entering in your address.
- Once you learn who your various legislative representatives are, call and email each person asking them (1) what they’re doing to support affordable housing measures that will protect renters and (2) asking them to specifically support any efforts to provide rental assistance and to extend



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	<p>provide rental assistance and to extend eviction moratoriums in your community.</p> <ul style="list-style-type: none">➤ See this sample dialogue that you can use as you formulate your own emails or prepare for a phone call.	<p>eviction moratoriums in your community.</p> <ul style="list-style-type: none">➤ See this sample dialogue that you can use as you formulate your own emails or prepare for a phone call.
Take Action	<ul style="list-style-type: none">➤ You can advocate through other groups' "Take Action" pages. National affordable housing groups also have easy-to-use action alert pages:<ul style="list-style-type: none">○ National Low Income Housing Coalition○ Opportunity Starts at Home○ Just Shelter○ National Housing Law Project➤ Many state groups will also have "take action" pages so sign up for their emails and action alerts after you have found your state affordable housing partner.	<ul style="list-style-type: none">➤ You can advocate through other groups' "Take Action" pages. National affordable housing groups also have easy-to-use action alert pages:<ul style="list-style-type: none">○ National Low Income Housing Coalition○ Opportunity Starts at Home○ Just Shelter○ National Housing Law Project➤ Many state groups will also have "take action" pages so sign up for their emails and action alerts after you have found your state affordable housing partner.

Pets are Welcome – [The HSUS Pets are Welcome toolkit](#) guides advocates and animal shelters through how to work with property owners to build more pet-inclusive rental properties, a key solution in our efforts to help mitigate unnecessary pet surrenders due to widespread evictions.

Social Media Graphics - Help your community understand why the eviction crisis is important to animal welfare by using these Facebook graphics. Insert your organization's logo and create calls to action in your post to encourage your social media followers to foster, volunteer, or advocate for renter protections. For more information and tips on how to continue building your marketing and communication efforts, check out the [HSUS Pets For Life Sustainability Guide](#).



Animal Welfare Supports Renter Protections

When families are ripped apart, both humans and pets experience harmful effects on their physical and emotional wellbeing. Help us keep pets with their families.



- Advocate
- Donate
- Foster
- Volunteer





Temporary Placement

In this section of the resource guide, you can find information and resources on:

- Existing temporary placement programs
- Temporary foster placement for owned pets
- Boarding

Inevitably, some people will need housing for their pet(s) while living in a temporary situation and searching for a new place to call home. The events of 2020 have caused animal welfare organizations and shelters to consider their roles in this national crisis and work towards providing placement and care for human-animal families experiencing housing insecurity as an essential service.

While the sheltering community has seen great success in 2020 with increasing foster programs, there is a distinct difference between foster homes for animals being re-homed and foster homes for animals being returned to their permanent guardians. There are various considerations, from legal liability and medical care to visitation and length of foster time offered. There is no one-size-fits-all plan, but here are suggestions and examples to utilize.

Existing Programs – Many shelters have programs in place for domestic violence response, and with a few simple modifications can open the service up to include people facing evictions.

Disclaimer: We understand that your organization may have limitations on what tasks can be assigned to volunteers. Please feel free to adapt the following recommendations to best fit the needs of your organization.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Adapt existing safe haven programming to be used for eviction support	➤ See Humane Rescue Alliance's protective custody agreement that could be adapted for eviction support.	
Consider adapting existing temporary boarding programs to be inclusive for other housing needs	➤ Check out East Bay SPCA's Hold for Home program , which has also provided temporary boarding for pets on veterinarian prescribed pain medication, whose owners are in substance use recovery or currently misusing substances. This protects owners from relapse/use of these controlled substances and reduces the risk of robbery. This should be pet-guardian led with	



	<p>decision making power falling solely on the guardian to decide what is best for their recovery and their pet.</p>	
<p>Provide resources on existing programs that allow people to stay with their pets when temporarily unhoused</p>	<ul style="list-style-type: none"> ➤ Inform individuals and families in need of temporary housing about co-sheltering (pets stay with their people) programs in your area. ➤ If your organization is located in or around the New York Area, check out the Urban Resource Institute PALS program where they offer co-living services for DV survivors and their pets (any species), as well as safety planning with pets in mind, case management, pet behavior support, humane education, subsidized vet care and pet supplies, discharge planning and advocacy! 	<ul style="list-style-type: none"> ➤ Identify and list all co-sheltering programs that exist in your area.
<p>Encourage human shelters to implement co-sheltering policies</p>	<ul style="list-style-type: none"> ➤ Reach out to existing human shelters and discuss the importance of letting pets stay with their people while temporarily unhoused. ➤ Advocate on behalf of individuals and families in need of temporary housing with their pets. ➤ Offer crates, vaccinations, kong wobblers, etc. 	<ul style="list-style-type: none"> ➤ Identify and list all human shelters in your area.

Temporary Foster Placement For Owned Pets – Providing the option to temporarily house an owned pet with a foster parent can be extremely helpful while the individual or family finds housing. Knowing that their pet will return to them safely can reduce fear and feelings of being taken advantage of during a moment of crisis, and increase the likelihood of people utilizing the service. The key is to set clear expectations from the beginning on parameters of visitation and communication, length of stay (preferably start with 30 days with the option to extend as needed), and build in relinquishment terms so the shelter minimizes challenges in the unfortunate situation where someone can no longer keep their pet.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
<p>Providing temporary foster placement for owned pets</p>	<ul style="list-style-type: none"> ➤ Check out the new training on temporary fostering programs in the resources below. ➤ Connect with existing foster networks and inform them about the ways that they could be helping human-families stay together during this 	<ul style="list-style-type: none"> ➤ Connect with existing foster networks and inform them about the ways that they could be helping human-families



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	<p>national crisis.</p> <ul style="list-style-type: none"> ➤ Adapt existing programs that already offer temporary housing, such as safe haven programming. ➤ Establish clear expectations for fosters and pet owners. ➤ Build a team of volunteer ambassadors that provide support for temporary foster homes and the pet owners they are working with. 	<p>stay together during this national crisis.</p> <ul style="list-style-type: none"> ➤ Assist in providing support for temporary foster homes and the pet owners they are working with through follow up communication.
<p>Recruit new foster parents</p>	<ul style="list-style-type: none"> ➤ If your organization is struggling to recruit more foster parents, especially for bigger dog breeds, check out the presentation on foster recruitment by the HASS Foster Working Group. ➤ See resources on how to get more pets into foster right now and create a community culture that values fostering. 	<ul style="list-style-type: none"> ➤ Assist staff in recruitment efforts. ➤ If you are willing and able to temporarily foster an owned pet, consider doing so to help more families stay together.
<p>Provide fostering with owner relinquishment and reclaim</p>	<ul style="list-style-type: none"> ➤ If your organization has no other choice but to structure its eviction response foster program in this way, see the examples from the Monadnock Humane Society and Michigan Humane Society that clearly state the animal will be returned. 	

Note: The key to success for temporary housing of owned animals is to identify fosters who understand the need to support people going through a crisis situation and believe in extending compassion and non-judgment. The shelter should be the liaison between the permanent guardian and foster home to minimize complications and challenges.

Fostering resources

For general tips and tools on foster programs check out resources from [Maddie's Fund](#), [Bad Rap](#), and [Jackson Galaxy](#). In addition, [Doobert](#) has a two great new features on their website, called [Foster Space](#) that allows you to better communicate with fosters, keep track of their needs, recruit new foster homes, as well as an "instagram" style [Ambassador page](#) that allows fosters to update their foster animal's page with stories, pictures and videos.

Boarding – In the absence of foster home availability, or in addition to foster homes to maximize temporary placement, the use of shelter kennel space can be an option to house animals, with the same agreements provided below used with the owners. While not as cost-effective, partner with local boarding facilities to provide additional space for temporary housing. With fewer people



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traveling due to COVID, most boarding facilities have available space and may be willing to provide a discount.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Use available shelter kennel space to provide temporary housing	<ul style="list-style-type: none">➤ Discuss and agree on how to offer free or low-cost options with boarding facilities.➤ Set clear expectations for visitation, length of stay and relinquishment terms.	
Connect with local boarding facilities to provide additional space for temporary housing	<ul style="list-style-type: none">➤ Reach out to local boarding facilities and discuss the importance of offering temporary housing in order to keep more families together during this national crisis.➤ Set clear expectations for visitation, length of stay and relinquishment terms within your partnership.	<ul style="list-style-type: none">➤ Identify and create a list of local boarding facilities.
Provide additional boarding support resources	<ul style="list-style-type: none">➤ Red Rover offers Emergency Boarding Grants for animals that need temporary boarding while their owners are ill due to the COVID-19 virus. These grants cover the cost of up to two (2) weeks of boarding while the pet owner is hospitalized, or if the pet owner is recovering from home and unable to care for their pet.	<ul style="list-style-type: none">➤ Identify and list any other local animal welfare organizations that may be offering temporary boarding in your area to refer community members.

Temporary Boarding Resources

A straightforward, simple safekeeping agreement like the ones from [the Animal Welfare League of Arlington](#), [All About Animals Rescue](#), [Pima Animal Care Center](#), [Lifeline Animal Project](#), and [Greenville County Animal Care](#) may be all your organization needs. For more in-depth paperwork, [Paws Between Homes](#) has great sample documents to use when structuring your program in this way:

- [Agreement for Services](#)
- [Pet Information Sheet](#)
- [Permanent Guardian Sheet](#)
- [Foster Home Agreement](#)



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Please also see Greenville County Animal Care's [Temporary Hold for Pet Owner Agreement](#) and Cincinnati Animal CARE Humane Society's comprehensive documents for their SAFE Coalition to "Save Animals From Eviction":

[SAFE Coalition Explanation of Benefits](#)

[SAFE Emergency Assistance Request Form](#)

[SAFE Owner Agreement and Release of Liability](#)

[SAFE Public Flyer](#)

Feel free to use this [Sample Boarding Waiver from Pima Animal Care Center](#) and adapt to fit your organization's needs.

Note: Consider adding to your foster home agreement that posting photos of animals on social media is not allowed. With the pets being owned, public sharing in this way could create problems and misunderstandings.



Support Services

In this section of the toolkit, you can find information and resources on:

- *Keeping People Affected by Eviction with Their Pets*
 - Support package
 - Veterinary care
 - Pet food
 - Behavior advice and training referrals
 - Pet fees and deposits
 - Hotel and motel partnerships
 - Emotional Support Animals
 - Transportation
 - Human social services
 - Legal aid services
 - Support for domestic violence survivors
 - Support for community cat guardians
- *Identifying Temporary Housing Solutions in Your Community*
 - Utilizing existing networks
 - Match-making
 - Rehoming

There are two primary options for groups to consider in offering support:

- Provide resources and services designed to keep people and pets together even when people reside in temporary housing situations.
- Assist pet owners in finding temporary solutions within their own network. The secondary option is to provide temporary care and housing for a person's pet while the pet owner seeks new housing accommodations.

Option 1 – Keeping People Affected by Eviction with Their Pets

When experiencing displacement or housing insecurity a variety of pet needs arise, both large and small. Consider how your organization can offer assistance, including but not limited to these resources:

Support Package – Similarly to what your organization offers to foster homes, provide the same free package to people for their pets.

- Leashes/collars
- Spay/neuter
- Vaccines



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- Licensing
- Flea/tick prevention
- Indoor crates
- Litter boxes/litter
- Kennel/fences/trolleys
- Dog houses
- Food
- Enrichment/toys/ behavior management
- ID tags
- Microchips
- Tie-outs (where legal and with appropriate information sharing on use)

When people stay with friends or family while searching for a new home, these supplies and services are invaluable, alleviating one area of stress and worry in an overwhelming circumstance can be the key to avoiding a negative outcome. Having up-to-date vaccinations and other services is often required or looked upon favorably by potential landlords. Crates, food and vaccinations can make all the difference. It is very important to talk with people about what they need first before attempting to meet their perceived needs.

Disclaimer: We understand that your organization may have limitations on what tasks can be assigned to volunteers. Please feel free to adapt the following recommendations to best fit the needs of your organization.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Gathering supplies for support packages	<ul style="list-style-type: none">➤ If your organization has access to supplies normally provided for foster homes, consider using these supplies for families in between housing.➤ Create a donation request letter and send to local stores that carry pet supplies.➤ Create a volunteer team of trained ambassadors who will serve as assigned support for families throughout their housing crisis.➤ Ask community members for donations of gently used supplies like leashes/collars, crates, dog houses, etc.➤ Please see slides within this presentation from Pima Animal Care Center on creating an Amazon Wishlist to obtain donations.➤ Host a supply drive for community members to drop off gently used items.	<ul style="list-style-type: none">➤ Ask community members for donations of gently used supplies like leashes/collars, crates, dog houses, etc.➤ Deliver care packages to the hotels/motels, call around to find possibly temporary, pet-friendly housing, or assume other duties to lessen the burden on existing shelter staff.➤ Here is a guide on how to safely distribute products during COVID



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	<ul style="list-style-type: none"> ➤ Share donation collection efforts on social media to recruit more donors and let community members know that supplies could be obtained from their local shelter. ➤ Add a line to your adoption application soliciting donations for KFT programs. ➤ Seek Mobile Minis or storage pod donations for supply storage 	<ul style="list-style-type: none"> ➤ Reshare donation collection efforts on social media platforms, with local community partners, and community bulletin boards.
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Pet Food – The COVID response has reinforced the importance of food support during a tough time. With evictions compounding financial stress, food support is more important than ever.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Make pet food pantries more accessible for all Community members	<ul style="list-style-type: none"> ➤ Inform community members of all the food pantries being offered in your community to provide them with more accessibility to resources. ➤ Here is an example of BARCS Pet Owner Resources Guide. 	<ul style="list-style-type: none"> ➤ Share food pantry resource guide on all social media platforms, community bulletins and with local community agencies.
Host or co-host a pet food pantry to help distribute food and supplies.	<ul style="list-style-type: none"> ➤ Work with other non-profits in your community to pool resources for eviction-specific support. ➤ Ask for donations of gently used supplies like leashes/collars, crates, dog houses, etc. ➤ Appeal to large community groups or clubs to donate care package items and host assembly-day activities to prepare a ready supply. ➤ Create a volunteer team of trained ambassadors who will serve as assigned support for families throughout their housing crisis. ➤ Prive pet food directly to human food pantries and allow them to distribute food. ➤ Work to lift agency restrictions in access to pet food. ➤ Deliver food to community members who do not have transportation or can not access the food pantry. 	<ul style="list-style-type: none"> ➤ Ask for donations of gently used supplies like leashes/collars, crates, dog houses, etc. ➤ Connect with large community groups or clubs you are already involved in to donate care package items and host assembly-day activities to prepare a ready supply. ➤ Deliver care packages to the hotels/motels, call around to find possibly temporary, pet-friendly housing, or assume other duties to lessen the burden on existing shelter staff. ➤ Here is a guide on how to safely distribute products during COVID



Pet Food Resources:

Pima Animal Care Center

- [Emergency Food Supply Protocol](#)
- [Sample Food Distribution Program Proposal](#)
- [Presentation on creating a pet food drive through distribution](#)
- [Sample questions to collect data from clients pet food distribution](#)
- [Sample template to record pet food distribution data](#)
- [Sample bag insert for food distribution \(Spanish and English\)](#)
- [Sample Off-Site Distribution Flier](#)

Los Angeles Animal Services

- [Pet Food Pantry Mission Overview](#)
- [How to Make Pet Food Pantry Appointments](#)
- [Example of Pet Food Pantry Appointment Schedule for Staff](#)
- [How to run a pet food pantry](#)

Humane Rescue Alliance

- [Pet Pantry Enrollment Form](#)

Success Story: Palm Valley Animal Society started a monthly pet food pantry because it saw families hurting and didn't want them to separate. Unemployment rates were up in the RGV, and PVAS knew how animals could provide comfort and emotional support to their people. Like if you agree that pet food pantries are a way to connect the whole community, whether you're donating, volunteering, or receiving much-needed resources! [Link to post](#)

Success Story: Cincinnati Animal Care partnered with a local food pantry to provide almost 200 lbs of dog and cat food to help pets and their people. We're thrilled to see shelters stepping out and being community resources. [Link to post](#)

Veterinary Care – Access to affordable veterinary care is limited or nonexistent for many pet owners even without the concern of stable and secure housing. Providing free veterinary care for people and pets experiencing temporary displacement can prevent an already stressful situation from worsening.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Build a network of veterinarians interested in and	➤ Identify potential veterinarians in your community and reach out to them about contributing/partnering.	➤ Reach out to your pets' veterinarians about joining the effort.



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<p>willing to contribute or partner during the crisis.</p>	<ul style="list-style-type: none">➤ Please see Pima Animal Care Center's sample email to Veterinarians in your community here and their letter to partner clinics explaining the Keeping Families Together Program➤ Connect with local Veterinary Schools for student/ faculty support. Check out Pima Animal Care Center's pilot Outreach program with the University of Arizona Shelter Medicine Student Club➤ Establish guidelines on what would be considered free and/or low-cost vet care.➤ Learn more about incremental veterinary care and consider shifting toward this approach with vet care and vet care partnerships.	
<p>Host or co-host a drive-thru/ stationary clinic to provide low-cost vet care, vaccines, microchipping and licensure.</p>	<ul style="list-style-type: none">➤ Check out Kansas City Pet Project's toolkit on how they organized their Community Drive-Thru Clinic.➤ Spread the news on all social media platforms, community bulletins and with local community agencies.	<ul style="list-style-type: none">➤ Assist staff in organizing and running service events.➤ Reshare the news on all social media platforms, community bulletins and with local community agencies.
<p>Create "general care" guidelines for companion animal guardians who may not be able to access vet care/ you may not be able to assist</p>	<ul style="list-style-type: none">➤ Check out Pima Animal Care Center's general care guidelines for the following ailments/conditions:<ul style="list-style-type: none">○ Diarrhea○ Pregnancy (dog)○ Vomiting○ Helping Pets Lose or Gain Weight○ Fleas➤ Check out Maddie's Fund general care guidelines about common medical concerns.➤ Check out ASPCA Pet Care for more information on general pet care	

Success story: Lifeline Animal Project

Ericka was able to keep caring for the cats in her apartment complex with the help of @lifelineanimalproject Pets for Life Program. By providing resources like veterinary care at no cost, LifeLine is keeping people and their animals together. [Link to post](#)

[Lifeline video](#)



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Behavior Advice and Trainer Referrals – Changes in environments, stressful moves and being around new people can all create behavioral issues like barking, lunging on leash or not using the litter box. Offering behavioral support can be lifesaving.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Offer behavior support from volunteers in shelter or at home	<ul style="list-style-type: none"> ➤ Create behavior support email address and/or phone number. ➤ Develop protocols regarding support (e.g., what volunteers can handle vs. what gets escalated, HOW support is provided, what resources/handouts you will send, how communication is tracked, follow-up). ➤ Develop training for volunteers who provide support. ➤ Identify people to supervise, train, and schedule volunteers. ➤ Develop a list of local trainers and behavior professionals for referral. 	<ul style="list-style-type: none"> ➤ Use/email behavior and training resources (see more links in resources below): <ul style="list-style-type: none"> ○ Maddie’s Fund behavior resources ○ Maddie’s Pet Assistant (PetHealth) for newly adopted/fostered dogs and cats ○ East Bay SPCA Behavior Helpline ○ ASPCA Pet Care ○ Dumb Friends League Behavior Resources
Offer free training programs or resources	<ul style="list-style-type: none"> ➤ Investigate whether your organization or other organizations in your community offer free resources. 	

Behavior Resources:

[San Diego Humane Behavior Helpline](#)
[Humane Dog Training Advocates](#)

Humane Rescue Alliance:

[Behavior Training Adopter Support Program Description](#)
[Humane Rescue Alliance Behavior Helpline](#)
[Behavior Class Waiver](#)



[Independent Contractor Agreement for Group Classes and In-Home Private Training](#)

Videos

- [The Family Dog](#)
- [Dog Training by Kikopup](#)
- [Pam's Dog Academy](#)
- [Zak George](#)
- [Grisha Stewart](#)
- [Dr. Sophia Yin](#)
- [Dunbar Academy](#)
- **Humane Rescue Alliance**
- [Head Halter Desensitization](#)
- [Crate Training](#)
- [Cat Behavior](#)

Free Online Courses

- [Instinct Dog Training](#)

Podcasts

- Hannah Brannigan - [Drinking from the Toilet](#)
- [How do you Train That?](#)
- [Paws and Reward](#)

Pet Fees and Deposits – Pet fees and deposits can be very expensive and simply out of reach for many people, especially when already struggling with costs associated with moving or loss of income. No one should have their family torn apart over a few hundred dollars. Offering to cover a one-time fee is money well spent when the result is keeping a family intact.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Create a special fund for pet fees and deposits	<ul style="list-style-type: none"> ➤ Reach out to donors that could potentially bring in new support. ➤ Create a case for support to help donors, volunteers, foundations and other stakeholders understand the fiscal implications of increased animal intake versus keeping pets with their people. ➤ Reallocate funds from other areas to respond to the eviction disaster. 	<ul style="list-style-type: none"> ➤ Reach out to donors that could potentially bring in new support and connect with people from within your network to become new donors. ➤ Reshare donation campaign on all social media platforms to engage new donors.



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	<ul style="list-style-type: none">➤ Share donation campaigns on all social media platforms to engage new donors.➤ Create a flyer to inform community members that your organization can provide pet deposit/fee assistance➤ Reach out to local property management companies and let them know that your organization is providing pet fee/deposit assistance for tenants in need of support➤ Here is an example of KC Pet Project's Pet Care Assistance Program application which can provide funding for pet deposits and fees, in addition to other financial assistance.➤ Check out the Pets For Life Sustainability Guide for detailed guidance on how to message and fundraise for pet owner support services.	<ul style="list-style-type: none">➤ Identify and list local property management companies
<p>Provide community members resources on tenant rights</p>	<ul style="list-style-type: none">➤ Inform yourself on tenant rights and share this information with community members. See resources on Tenant rights by state➤ Use The HSUS Pets are Welcome toolkit below to learn how to work with property owners to build more pet-inclusive rental properties, a key solution in our efforts to help mitigate unnecessary pet surrenders due to widespread evictions.	<ul style="list-style-type: none">➤ Inform yourself on tenant rights to help spread awareness to community members See resources on Tenant rights by state➤ Use The HSUS Pets are Welcome toolkit guide to learn how to work with property owners to build more pet-inclusive rental properties, a key solution in our efforts to help mitigate unnecessary pet surrenders due to widespread evictions.



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Reach out to property owners to advocate for human-animals families in need of financial assistance for pet deposits/fees

- Use [The HSUS Pets are Welcome toolkit](#) to learn more about helpful talking points to use when reaching out to property owners.
- Engage with smaller property management companies that staff or volunteers may have strong existing connections with to see how that connection can serve as beneficial in getting them to support keeping families together. If these smaller companies agree to reconsider their pet policies, then larger property management companies may reconsider their pet policies, as well.

- Use [The HSUS Pets are Welcome toolkit](#) to learn more about helpful talking points to use when reaching out to property owners.
- Identify smaller property management companies that staff and volunteers may have strong connections with

Success story: Pima Animal Care Center

When Jade was going through a tough time and could not afford a pet deposit for her four Chihuahuas, Daisy, Coco, Tiny, and Benjie, she thought she had no other option than to surrender them to the shelter. When she arrived at Pima Animal Care Center with the pups, she found out about a program that would assist with funding her pet deposits and the pups did not have to be taken into the shelter! She was set up with free spay/neuter services, and Jade and her pups were able to stay together!



Hotel and Motel Partnerships – Many people have no friends or family to stay with when evicted, so residing in a hotel or motel is an unfortunate reality. When hotels allow pets there is often an additional fee required, so similar to a pet fee/deposit, being able to cover a one-time fee will be incredibly helpful. In addition, it's important to acknowledge that from the hotel/motel perspective



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their biggest concern is potential property damage, so validating that concern can go a long way in developing rapport and responsiveness with your local hotels and motels.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Build a list of pet friendly hotels	<ul style="list-style-type: none">➤ Research and create a list of pet-friendly hotels in your community to share with community members.➤ Reach out to hotels to request and encourage relaxation of policies on allowing pets. Since their biggest concern is usually potential property damage, it might be easier to reduce the nightly rate compared to reducing their pet fees.➤ Reach out to someone in the hotel/motel sales department. They have the ability to make deals.	<ul style="list-style-type: none">➤ Research and create a list of pet-friendly hotels in your community to share with community members.
Provide support for human-animal families while they stay in hotel/motels	<ul style="list-style-type: none">➤ Provide families with support packages detailed above to make sure they have everything they need while staying at hotels/motels➤ Consider providing additional supplies that can help prevent property damage, such as crates and kong wobblers.	
Partner with hotels and motels	<ul style="list-style-type: none">➤ You can use this sample dialogue to start the conversation with hotels and motels.	
Create a special fund for pet hotel fees	<ul style="list-style-type: none">➤ Reach out to donors in and outside of the animal welfare industry that could potentially bring in new support.➤ Create a case for support to help donors, volunteers, foundations and other stakeholders understand the fiscal implications of increased animal intake versus keeping pets with their people.➤ Allocate funds to cover pet hotel fees so that pets can remain with their people.➤ Share donation campaigns on all social media platforms to engage new donors.➤ Check out the Pets For Life Sustainability Guide for detailed guidance on how to	<ul style="list-style-type: none">➤ Reach out to donors that could potentially bring in new support and connect with people from within your network to become new donors.➤ Reshare donation campaign on all social media platforms to engage new donors.



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message and fundraise for pet owner support services.

Emotional Support Animals (ESA) – [One in every four adults in the United States](#) have some type of disability. Many people are not aware of or do not understand the legal requirement for reasonable accommodations under the Fair Housing Act that allows people to have emotional support animals. This can be one more option for keeping people and pets together.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Provide community members resources on ESA rights	<ul style="list-style-type: none"> ➤ Create an instructional flyer to provide pet owners details on how to navigate the ESA process and offer a sample letter that can be taken to a health care provider to make the process easier. ➤ More information on ESA rights can be found at the Bazon Center for Mental Health Law. ➤ Here is a quick reference sheet on service and assistance animals from Opening Doors. 	<ul style="list-style-type: none"> ➤ Inform yourself on ESA rights to help spread awareness to community members. ➤ More information on ESA rights can be found at the Bazon Center for Mental Health Law. ➤ Here is a quick reference sheet on service and assistance animals from Opening Doors.
Provide community members resources on tenant rights	<ul style="list-style-type: none"> ➤ Inform yourself on tenant rights and share this information with community members. See Tenant rights by state ➤ Use The HSUS Pets are Welcome toolkit to learn how to work with property owners to build more pet-inclusive rental properties, a key solution in our efforts to help mitigate unnecessary pet surrenders due to widespread evictions. 	<ul style="list-style-type: none"> ➤ Inform yourself on tenant rights to help spread awareness to community members. See Tenant rights by state ➤ Use The HSUS Pets are Welcome toolkit to learn how to work with property owners to build more pet-inclusive rental properties, a key solution in our efforts to help mitigate unnecessary pet surrenders due to widespread evictions.

Transportation- In providing local services and connecting community members to local resources and supporting agencies, many individuals and families may not have access to reliable transportation that allows them to also bring their pets along. In many communities that may be considered resource deserts, where resources and services may not exist in close proximity to community members, it is important to find out if individuals and families are in need of transportation assistance to receive the support they need.



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Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Know what's available in your community	<ul style="list-style-type: none"> ➤ Learn about current pet travel policies within public transportation in your community. ➤ Learn about current pet travel policies within rideshare transportation in your community. 	<ul style="list-style-type: none"> ➤ Learn about current pet travel policies within public transportation in your community. ➤ Learn about current pet travel policies within rideshare transportation in your community.
Identify ways to provide transportation support within your organization	<ul style="list-style-type: none"> ➤ Recruit a team of reliable staff and volunteers that would be willing to transport pets and their people to service providers. ➤ Check out Pima Animal Care Center's Animal Transportation Waiver, which you can use and adjust to fit the needs of your organization. ➤ Make sure to connect with your legal team on preferences and restrictions for transporting owned animals 	<ul style="list-style-type: none"> ➤ Let your team know if you are a reliable driver willing and able to transport pets and their people that may not have access to pet friendly transport. ➤ Volunteers should always use crates if transporting animals

Human Social Services - More than ever is there a need for human and animal services to learn from each other and collaborate on ways to better support human-animal families. Pets are finally being recognized as members of the family and social service agencies are learning more about the human-animal bond and the impact it can have on families of all kinds. Being evicted may just be one of the many challenges an individual/family and their pet(s) may be faced with, so being able to connect them to further social services can result in a better outcome for the entire family.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Connect community members with local social services	<ul style="list-style-type: none"> ➤ Use the following links to connect community members with local social service agencies: <ul style="list-style-type: none"> ○ Findhelp.org ○ Justshelter.org 	<ul style="list-style-type: none"> ➤ When interacting with community members, suggest these two links to identify services: <ul style="list-style-type: none"> ○ Findhelp.org



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	<ul style="list-style-type: none">➤ You may also find that other local agencies have created resource lists of local services.	<ul style="list-style-type: none">○ Justshelter.org➤ You may also find that other local agencies have created resource lists of local services.
Create a list of local social service resources to share with community members	<ul style="list-style-type: none">➤ Create a shareable spreadsheet with contact information accessible on your website. Check out Nashville Humane Society's directory of resources.➤ Create a flyer with resources to be shared at your organization, on social media, with other community agencies and at community bulletin boards. Take a look at Nashville Humane Society's Covid-19 resource flyer.	<ul style="list-style-type: none">➤ Identify social service agencies in your area.➤ Assist staff in sharing the directory and resource flyer with community members.
Build partnerships with local social services	<ul style="list-style-type: none">➤ Reach out to potential social service partners and discuss the importance of collaborating to make sure human-animal families have access to all the resources in their community during this crisis. Make sure to emphasize how keeping families together can benefit their clients and not just their animals.➤ Create action plans and resource kits for people being evicted who have pets. Rather than bringing the pet directly to the shelter, provide the care package, resource options, etc. so the pet owner is easily able to find your resources.	<ul style="list-style-type: none">➤ Make a list of social service agencies in the area.

Note: Important to emphasize with human services how working with animal welfare orgs will help their CLIENTS

Legal Aid Services- If a family or individual is in need of legal support, check out our [Advocacy section](#) for more tools on how to assist them in finding free legal assistance in your community.

Support for Domestic Violence Survivors- If a family is facing eviction as well as experiencing domestic violence, they may be in need of temporary housing while they stay at a domestic violence shelter. [Seventy-one percent of pet-owning women](#) entering shelters have reported that



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their abuser has harmed (injured, maimed, threatened, killed) their pet within the past year. Families coming into your organization may be dealing with multiple stressors in their lives and making sure they have the appropriate support is key. Consider the many ways your organization can possibly provide support.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Share resources on the legal rights of survivors of domestic violence	<ul style="list-style-type: none"> ➤ Please see an informational document on Legal Rights as a survivor of domestic violence. ➤ If someone is evicted, denied housing, or had assistance terminated because they are a victim of domestic violence, they are also likely a victim of sex discrimination, in direct violation of the Fair Housing Act. 	<ul style="list-style-type: none"> ➤ Please see an informational document on Legal Rights as a survivor of domestic violence. ➤ If someone is evicted, denied housing, or had assistance terminated because they are a victim of domestic violence, they are also likely a victim of sex discrimination, in direct violation of the Fair Housing Act.
Provide financial support resources for DV survivors looking to temporarily board their pets	<ul style="list-style-type: none"> ➤ Become informed on how animal welfare organizations can keep DV survivors and their pets safe. ➤ Inform clients about Red Rover's Domestic Violence Resources and two relief programs: <ul style="list-style-type: none"> ○ Safe Escape Grants, which offers financial assistance to cover the cost of boarding while a DV survivor is staying at a DV Shelter. ○ Safe Housing Grants, which offers a variety of grant opportunities ranging from on-site housing at a DV shelter to housing at an animal shelter/rescue. ○ Refer families to Red Rover for Urgent Care Relief Grants. ○ For more information or support feel free to contact kcampbell@redrover.org 	<ul style="list-style-type: none"> ➤ Become informed on how animal welfare organizations can keep DV survivors and their pets safe and help spread awareness about the many ways Red Rover can help.
Partner with DV shelters	<ul style="list-style-type: none"> ➤ If your organization does not yet offer protective boarding in response to domestic violence, consider reaching out to domestic violence shelters in your area to see how your 	<ul style="list-style-type: none"> ➤ Assist staff in building a list of local DV shelters and support agencies.



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| | <p>organizations can support each other in keeping families together, safely.</p> <ul style="list-style-type: none"> ➤ See a Sample Letter/Dialogue to DV Shelter on how to begin the conversation. | |
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DV Resources:

Check out the [Urban Resource Institute's People and Animals Living Safely \(PALS\) program](#) in New York City. Their amazing program offers co-living services for DV survivors and their pets, as well as safety planning with pets in mind, case management, pet behavior support, humane education, subsidized veterinary care and pet supplies, discharge planning, and advocacy. In addition, they also provide technical assistance and training to other human services and animal welfare groups who are interested in learning more about the link between the human-animal bond and domestic violence and what they can do to help. For more information, feel free to contact them at:

PALSInfo@urinyc.org

"We value the importance of pets to our clients and we treat animals as another member of the family while they are in our program!"

- Colleen Parker, PALS Technical Assistance & Training Coordinator

People will only utilize support services if they know the services exist and feel comfortable seeking the support. Promote your programs clearly and concisely, translate into languages other than English if your community demographics indicate the need, and anticipate ways people in under-served areas will access the information. [See how to translate materials here](#). See examples of support service program descriptions from **Denver Animal Protection** and **Animal Protective Association of Missouri**:

- [Denver Animal Protection Displacement/Eviction Relief Program \(Temp Boarding\)](#)
- [Denver Animal Protection Displacement/Eviction Relief Program \(Pet Supplies/Services\) in English and Spanish](#)
- [Animal Protective Association of Missouri Pet Partners Crisis Housing Program](#)

Support for Guardians of Community Cats - A displaced, incapacitated, absent, or otherwise concerned caregiver may need supporting services in order to continue providing for community cats within their charge without the need for shelter surrender or relocation of the cats.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Provide weather protection supplies	<ul style="list-style-type: none"> ➤ Solicit donations and building materials for shelters. Arrange for community build-days. 	<ul style="list-style-type: none"> ➤ Build and distribute cat houses. Source supplies for housing.



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<p>Expand accessibility to food pantries to include community cat guardians</p>	<ul style="list-style-type: none"> ➤ Inform community cat guardians about pet pantry program ➤ Source supplies for pet food pantry ➤ Ensure community cat caregivers are eligible for pet food pantry assistance. 	<ul style="list-style-type: none"> ➤ Gather food and supplies. Deliver care packages.
<p>Provide guardians with information about Trap Neuter Return(TNR) programs</p>	<ul style="list-style-type: none"> ➤ Provide a list of all community resources and refer to the most appropriate provider. 	<ul style="list-style-type: none"> ➤ Provide trapping and transport assistance.
<p>Provide medical care for community cats</p>	<ul style="list-style-type: none"> ➤ Connect caregivers to resources within the community such as discounted private practice. ➤ Schedule medical care if there is an in-house clinic within the shelter. ➤ Provide needed medical supplies. 	<ul style="list-style-type: none"> ➤ Deliver prescribed supplies. ➤ Provide assistance with administration of medication to cats, if needed.
<p>Provide solutions to keeping cats in their original habitat: caregiver leaving</p>	<ul style="list-style-type: none"> ➤ Refer to the map of colony locations and caregivers, if there is one. ➤ Provide the caregiver with information on how to taper feeding schedules to adjust to an alternate caregiver or self-sustenance. ➤ Consider if it is appropriate to relocate the cats with the caregiver and provide assistance, if needed (cages, traps, supplies, instructions.) 	<ul style="list-style-type: none"> ➤ Recruit new caregivers, if needed. ➤ Check to see if there are multiple caregivers. ➤ Temporarily feed the cats if caregiver is incapacitated or temporarily unavailable. ➤ Transport cats, kennels, supplies. ➤ Assist with temporary care of caged cats being relocated.
<p>Provide solutions to keeping cats in their original habitat: caregiver staying</p>	<ul style="list-style-type: none"> ➤ Assess and mitigate conflict if neighborhood complaints are cause of possible separation/removal of cats. ➤ Advocate on behalf of the caregiver ➤ If a caregiver is temporarily incapacitated or absent (illness, DV, COVID, out of town, etc), connect temporary caregivers with resources. 	<ul style="list-style-type: none"> ➤ Provide mitigation support and monitor the situation. ➤ Deliver/install cat deterrents, if necessary. ➤ Provide temporary cat care for absent or incapacitated caregivers.



Option 2 - Identifying Temporary Housing Solutions in Your Community

Assist pet owners in finding temporary solutions within their own network. The secondary option is to provide temporary care and housing for a person's pet while the pet owner seeks new housing accommodations.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
Assist community members in identifying existing resources within their own networks	<ul style="list-style-type: none">➤ Encourage people to think through their own circle of friends, family and social networks for temporary placement of their pets.➤ Offering the assistance package, veterinary care, food and behavior advice listed in Option 1 can open up options for people willing to provide a short-term place for the pet to stay.	<ul style="list-style-type: none">➤ Encourage people to think through their own circle of friends, family and social networks for temporary placement of their pets.
Provide match-making tools for community members to find temporary placement on their own	<ul style="list-style-type: none">➤ Provide an online platform that allows people to identify others in their community willing to be a temporary guardian. See an example of the Temporary Pet Guardians program from the Animal Welfare Association, which includes a sample Temporary Pet Guardian Contract.➤ 911fosterpets can now connect individuals and families to temporary foster homes.	<ul style="list-style-type: none">➤ Share Temporary Pet Guardians and 911fosterpets as match-making resources in your community.

Temporary Housing Solutions Resources:

Another example comes from a program enacted by **St. Hubert's** in the aftermath of Hurricane Sandy but a concept that can be applied to the current crisis. They provided a range of supportive services such as food, supplies, behavior support, veterinary care, and live support for matchmaking and help setting up an online account. They also provided a foster contract as a courtesy and strongly recommended people use it. By sharing an executed foster contract, people were then given access to the suite of supportive services. An online social network for people to find one another was set up on a Ning.com platform and used a VOIP phone number that could be forwarded to staff's cell phones. St. Hubert's moderated the forum and tried to keep geographically distant foster interest from engaging so the animals stayed in the state or tri-state area.



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Here is [a screen shot of the online platform](#). [Here is the foster contract](#) and [a program information letter](#).

Success story: Oakland Animal Services

Three senior cats had been living together their whole lives in a safe outdoor environment, but their caretaker was no longer able to care for them. The community was quick to share the story of these kitties and they now have a new home. Thanks to this community rehoming effort, the senior cats can stay together and are able to go straight from one home to another. [Link to post](#)

Self-Rehoming- If the individual or family has reviewed all options and decided that rehoming their pet is the best alternative for them at this time, it is important to not pass judgment and respect their decision. Instead, there are several ways in which animal shelters can provide rehoming support without having the animal enter the shelter.

Action Steps	Tasks for Staff and High Level Volunteers	Tasks for Any Volunteers
<p>Provide tools on self-rehoming, if necessary for the human-animal family</p>	<ul style="list-style-type: none"> ➤ Check out Austin Pets Alive's Positive Alternative to Shelter Surrender (PASS) manual, Richmond SPCA's rehoming program and KC Pet Project's Rehoming program to see how your organization can provide as many resources as possible to help families rehome their pets when necessary. ➤ In addition, Rehome, Home to Home, and GetYourPet, are three websites that assist in the self-rehoming process. Check out the Self-Rehoming Tool At-A-Glance Comparison to see which would best fit the needs of your community members and your organization. ➤ See the HASS Resource: Supported Self-Rehoming 	<ul style="list-style-type: none"> ➤ Share Self-Rehoming Tool At-A-Glance Comparison to social channels. ➤ Assist with moderating and funneling caretakers who need to rehome from Facebook, NextDoor, Craigslist etc in their respective neighborhoods. ➤ Moderate and redirect self rehome outreach to KFT services.



Offering Services in Other Languages

Important questions to consider when it comes to offering services in other languages:

- Does your organization have staff or volunteers that are directly from the community you are serving, know the community well, and speak the most commonly spoken language(s) in your community?
- How can your organization focus on hiring future staff who speak the language(s) that are present in your community and are willing to serve as translators?
- Who within your team of volunteers speak the language(s) that are present in your community and are willing to serve as translators?

Why translate materials into other languages?

With so many different ethnicities represented throughout North America, it is crucial to be able to identify the different languages spoken throughout your community and provide services for families that may not be fluent in English. Many community members learn about service providers in their community by word of mouth and if your organization is not providing customer service, flyers, online materials, announcements, etc in other commonly spoken languages in your community, then you may be missing a huge population of families that can be at risk of separating from their pets. [Black and Latinx families are two times more likely to rent](#) in the US than white families, and therefore, are more likely to be impacted by this nationwide eviction crisis. Having resources available in other languages can help you provide even more support for all members of your community.

However, translating a service flier or temporary foster agreement into another language is not as easy as using “Google translator.” Not all Latinx and Spanish-speaking communities speak the same exact Spanish language. For example, the Spanish spoken by Cuban-Americans in South Florida varies from the Spanish spoken by Mexican-Americans in Southern California! There are variations in the use of certain words as well as idiomatic expressions, so it’s important to ensure that the translation of your materials clearly communicates the intended message to any Spanish-speaker that may be reading it.

How to do it?

Option 1

There are many different free translating websites available online. [This article lists the best 7 alternatives to Google Translate](#). Depending on which one would work best for your organization, you can easily type in what you are trying to translate and it will provide you with a translation. However, these translations aren’t always 100% accurate. So once you have used the internet to



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translate, have the translation reviewed by at least 2-3 different Spanish-speaking staff members, volunteers or community members from different Latinx backgrounds and lived-experiences (i.e. educational backgrounds and socio-economic statuses). You want to make sure the Spanish translation is accessible for Spanish-speaking community members of all educational backgrounds. By having others review the translation, this process can help verify that the message is clear to different Spanish speakers in your community.

Option 2

Check out this [list of organizations and platforms that offer translations for non-profits](#). Some of these organizations offer their services for free with services provided by actual translators. However, as with any open platform, the quality of service can vary widely from person to person, so make sure to still have a native speaker review the translated materials before sharing publicly.

Here are some examples of translated materials created by a few HASS tier 1 shelters

[Dallas Animal Services Housing Resources in English and Spanish](#)

[San Diego Humane Society Mobile Clinic Flyer in English and Spanish](#)

[Denver Animal Protection Displacement/Eviction Relief Program \(Temp Boarding\) in English and Spanish](#)

[Denver Animal Protection Displacement/Eviction Relief Program \(Pet Supplies/Services\) in English and Spanish](#)

[Pima Animal Care Center bag insert for food distribution in English and Spanish](#)

If your website software does not provide an option for viewers to experience your website in another language, check out this step-by-step alternative:

Toggle instructions

<https://www.howtogeek.com/407924/how-to-turn-translation-on-or-off-in-chrome/>

Success Story:

At Dallas Animal Services (DAS), Gabriel, their Marketing Outreach Assistant, speaks both English & Spanish and in his role he has been focusing on engaging with Spanish-speaking community members. One day, he met with a Spanish-speaking community member that felt frustrated about not being able to complete an online pet adoption application since they were only available in English. Gabriel assisted her in completing the application and in





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the end she was able to bring home her new companion animal! Overall, DAS has been able to increase their engagement with Spanish-speaking community members through one-on-one interactions like this one and more outreach in Spanish through social media, such as Facebook Live and TikTok videos, where folks can ask questions about their services and leave comments.



Case Management

In this section of the toolkit, you can find information and resources on:

- Introduction
- Best Practices for Case Management
- Tracking within Case Management
- Factors to Consider within Case Management
- Examples of Organizations Implementing Case Management

Introduction

Traditionally, animal shelters maintain a transactional relationship with members of the community. Community members are usually treated as customers at animal shelters and can adopt an animal out of the shelter/rescue (usually for a fee) or surrender an animal (sometimes for a fee) and be on their way. This varies if a shelter is municipal, open admission, or private.

The traditional transactional model involves “handling the immediate problem” of owner surrender and solving the immediate needs of the person or offering one option by intaking the animal. Our client service models tend to be conditionally motivated: using owner surrender requirements, adoption requirements, and requirements for helping an owner such as proof of government assistance, proof of spay/neuter, and mandatory income assessments, etc. This conditional motivation exists within short interactions with clients/pet owners. Typically, shelter employees talk with folks looking to surrender a pet once, intake the animal, and never see the human again. This is of particular concern when we know that most surrendered pets are loved and considered part of the family. Unfortunately, this short term focus maintains the status quo, and does nothing to help owners in crisis or struggling with an immediate need. Animal shelter success is normally determined by a live release rate, the number of animals that leave the shelter versus the number of animals that enter it.

Holistic, scaffolded support for the human-animal unit is tragically missing from much of the animal welfare sector, which means we leave our human community members to survive poverty, illness, disasters, and other social challenges alone and do not serve companion animals to the greatest extent possible. We must transform this traditional, transactional relationship between animal shelters and members of the community to a transformational/ relational approach; the hallmark of which is case management.

Case management may sound intimidating, but animal welfare workers already do case management for animals in shelters and rescues when finding ways to meet behavioral, medical, social, emotional needs of animals in their care and match them with new homes! We suggest that animal shelters transition animal case management to include the human guardian, as well.



There is no standard definition for case management, but its most recent definition established by the [Commission for Case Management Certification \(2019\)](#) reads as follows:

“Case management is a collaborative process that manages client wellness and autonomy through advocacy, communication, education, and the identification and facilitation of services”

Every individual and every family is unique. There is no one-size-fits-all approach for every case, and [no standardized approach to case-management that fits all settings](#). Case management is found in a variety of professional settings (social work, healthcare, etc) and within each setting, you will find some differences within their best practices. As an organization, you will have to identify what is the best approach that works for your team and your community. However, at its core, all settings agree on the following best practices for case management:

Best Practices for Case Management

Holistic approach	<ul style="list-style-type: none">➤ Think about the whole family, including pets, and the many factors that could be impacting the overall wellbeing of the whole family.➤ The more services provided, the more likely the family can stay together.
Person-centered (client-focused) individualized care	<ul style="list-style-type: none">➤ Assess the many barriers clients are facing➤ Identify the individuals' unique strengths and assets that can support them in addressing their own needs➤ Provide them with referrals to additional resources
Disciplined Compassion	<ul style="list-style-type: none">➤ The shift towards a case management approach encourages both the use of compassion and professionalism.

1. **Holistic approach:** As case managers, it's important to recognize that humans are impacted by the interconnectedness of mental, physical, and emotional health. [The human-animal bond has shown to play a huge role in that impact](#). All humans and animals, regardless of socio-economic status, race, and geographic location should be able to experience the joys and benefits of the human-animal bond. Therefore, case managers should always be thinking about the whole family, including pets, and the many factors that



could be impacting their overall health and wellbeing. The more services that could be provided, the more likely it is that the family can stay together.

2. **Person-centered (client-focused) individualized care:** In order to best serve the needs of community members and their pets, it's crucial to acknowledge, first and foremost, that each individual case is unique.
 - a. Case managers must take the time necessary to listen to an individual and/or a family's needs, especially when it comes to the risk of surrendering their pets.
 - b. Case managers must meet individuals and families where they are, and de-center their own beliefs on what "responsible pet ownership" looks like.
 - c. CMs work on identifying their own personal biases and setting them aside in order to prevent those biases from influencing the decisions they make when providing case management to an individual or a family.

There are numerous factors that can complicate a situation and force an individual or a family to surrender their pet (lack of access to affordable vet care, housing insecurities, behavioral challenges, etc). Effective case management involves assessing the many barriers a person is facing. CMs should identify the individuals' unique strengths and assets that can support them in addressing their own needs, and provide them with referrals to additional resources, as needed. By facilitating them through the process of meeting their needs, individuals may achieve self-sufficiency, resulting in a longer lasting impact and more positive outcomes.

3. **Disciplined compassion:** The shift towards a case management approach encourages both the use of compassion and professionalism.
 - **Compassion-** Being compassionate can truly make a difference when connecting with an individual or family and their pet(s). As a case manager, it shows that you care and are open to understanding their story and the barriers they may be facing instead of jumping to conclusions and passing judgment. However, it is also important to set boundaries. Becoming over-involved, as well as over-promising and over-delivering of services can become [counterproductive](#) for yourself and the individual or family you are serving. As a case manager in an animal welfare setting, your role is to connect community members with the resources they need. Understanding those boundaries will clearly identify where your role ends and the role of the human service provider begins.
 - **Professionalism** - As any staff member working in a professional setting, it's important to maintain professionalism. This involves being respectful with all community members and managing your personal biases. If there is a community member that you are experiencing difficulty communicating with, assess the situation. If you don't feel that you are connecting well with them, you can consider



transferring them to another case manager within your team. If they do not seem receptive to any services or support provided and your team has done everything they possibly can, then it is ok to respectfully refer them out to another agency or service provider.

- **Documentation**- Keeping detailed notes on the individual or family's needs, the services provided, and any communication/follow up conversations can help keep track of their outcomes. If the software used at your organization does not allow for documentation that can be found in one place for staff to access, we encourage you to reach out to the developers of your software to see how they can work towards building that feature. In the meantime, identify a system that works for your team in order to document an individual or family's journey in working toward keeping their pets. In addition, knowing what language is appropriate and inappropriate when referring to community members in documentation is crucial, check out this [guideline to writing case notes](#).

Example Questionnaires

- [PIMA Owner Surrender Intake Questionnaire](#)
- [BARCS Intake Questionnaire](#)

Tracking Within Case Management

With the eviction crisis showing no sign of letting up, tracking your organization's Community Programs is important now more than ever. Check out the HASS [Community Request Tracking White paper](#) developed by the HASS Tech & Tools Working Group. This document provides information on different tools that can be used for tracking.

In addition, Shelterluv has a new software feature that makes it possible to document, track, and report all Community Programs and Points of Care shelter teams provide to pets and people, whether it's a volunteer distributing a bag of critically needed pet food/supplies, temporary boarding, or a staff member visiting a family to assess need. No more spreadsheets. No more notebooks. All the information is now available at your fingertips within our fully mobile software.

You do not have to be a Shelterluv customer to use this **free** part of the software. Ready to get started with an account? Fill out [this account activation form](#).

- Here is a link to a recording of our webinar - [Tracking Your Points of Care and Community Programs](#)
- Article on - [Tracking your Community Programs with Field Services](#)
- [Shelterluv Field Services and Community Programs User Guide](#)



- [Using Shelterluv Field Services and Community Programs for TNR](#)

If your organization uses Chameleon, here is an example of how [Pima Animal Care Center used this software for case management](#).

Collaborating with Social Workers & Social Service Agencies

We can all agree that shelter staff cannot simply become social workers without going through the appropriate training. Therefore, it is important to highlight that in addition to adopting a case management approach, animal welfare organizations must continue to partner with social service agencies and hire more social workers to work within the field. Social workers are trained in the human service field and can be licensed to provide more complex services such as mental health counseling; duties that would not be appropriate for shelter staff to manage. So although we discuss the importance of shifting responsibilities to better partner community members with the resources they need, it is crucial that shelter staff are not taking on responsibilities that social workers are fully equipped to handle. Case managers can connect community members to resources within their organization and across the community, whereas social workers can provide community members with the actual human services. Collaboration between the two fields must be prioritized in order to successfully make a change within the community, better support every member of the family, and prevent shelter staff from experiencing compassion fatigue, which can greatly impact interactions with community members.

Factors to Consider in Case Management

With every case, it is important to assess how [the following factors](#) might be impacting the individual or family, and then connect individuals and families with resources that can support them in overcoming these factors:

Finances	<ul style="list-style-type: none">➤ The pandemic has caused millions of people to lose employment, lose hours, and have their wages reduced.➤ Families may not be able to afford veterinary care, boarding, training, pet food, pet supplies, etc.
Current Housing Situation	<ul style="list-style-type: none">➤ The eviction crisis may become the largest reason for surrender.➤ Case managers must have plentiful resources available to offer individuals and families in order to find alternative housing for their pets.



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Cultural Humility	➤ Case managers must work towards remaining open-minded and ready to continue learning about different cultures, their histories, and the systemic inequalities that have and continue to impact their families and their pets the most.
Language	➤ No one should be denied services due to their limitations with the English language.
Substance Use and Dependency	➤ Case managers can connect clients with social service agencies that provide support for substance misuse.
Domestic Violence	➤ When an individual or family flees domestic violence, it is important to offer resources that provide safety for both the family and their pets.

- **Finances-** [Twenty-five percent of US adults report](#) that they or someone in their household has lost their job due to the pandemic. As of September 2020, [about half of those adults remained unemployed](#). With such financial losses, understanding what families can and cannot afford in terms of services (veterinary care, boarding, behavior support) for their pets.
 - For resources on assisting community members with access to free or low-cost medical care, learning more about incremental care, providing pet food and supply packages, assisting with pet deposit/fees, and much more, check our [support services page](#)
 - **Success Story:** Pilari's dog Grayson was vomiting, not eating, and lethargic. Pilari was seeking transitional housing and couldn't afford vet care. With donations to the LifeLine[tag] Stay Together Fund, Grayson was treated for a case of hookworms and was reunited with Pilari when she found transitional housing. Community help can look like donations that give pets the care they need at little to no cost while knowing they have a family to go back to.[Link to post](#)
- **Current housing situation-** [Prior to the pandemic, nearly half of U.S. households were classified as severely cost-burdened](#), meaning they spend more than half of their income on housing. Housing-related issues have also been cited in multiple research studies as [the most common reason for surrender](#). Approximately, [16% of adults in the US](#) report having problems paying their rent and mortgage due to the pandemic. With this eviction crisis potentially becoming the largest reason for surrender, case managers must have plentiful resources available to offer individuals and families in order to find alternative housing for their pets.



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- For resources on temporary boarding and foster care, adapting existing emergency boarding programs to fit the needs of human-animal families experiencing evictions, and additional support please check out our [temporary placement page](#)
- **Cultural humility**- When working with diverse populations, culture can play a huge role in a family's decision making for their pets. Therefore, case managers must work towards remaining open-minded and ready to continue learning about different cultures, their histories in the US, and the systemic inequalities that have and continue to impact their families and their pets the most. Case managers need to constantly self-evaluate and eliminate the power dynamic between themselves and their clients so that they can work towards achieving the client's goals as a team. It's important to note that families from the same culture can still have different lived-experiences and different perspectives on many issues, so case managers must avoid making assumptions and standardized decisions for families that share similar cultural backgrounds.
- **Language**- When an individual or a family speaks a different language than the case manager, there must be a protocol in place that allows the case manager to either redirect the community member to someone that speaks their language or try using an app/software that allows for live translation. No one should be denied services due to their limitations with the English language.
 - For more information on how to better connect, engage, and communicate with community members that speak different languages, please check out our [how to translate materials page](#)
- **Substance use and dependency**- Pet owners may be experiencing substance dependencies. Providing them with the most appropriate resources can greatly impact their ability to keep their pets.
 - For more information on how to better connect community members with social service agencies, including those that provide support for substance use, please check out our [support services and temporary housing pages](#)
- **Domestic violence**- [Fifty-two percent of domestic violence survivors](#) who seek temporary shelter report that they left their pet with an abuser due to the absence of co-sheltering policies and other alternative housing options that would make it easier for pets to be brought along. When an individual or family flees domestic violence, it is important to offer resources that provide safety for both the family and their pets. In particular, developing policies that prevent the abuser from reclaiming the pet, if the pet has to be temporarily boarded at the shelter. It's very important to identify if domestic violence is a contributor to why the individual is seeking shelter for themselves and/or their pets in order to connect the individual with the best confidential support and services.



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- For more information on how to provide more resources for domestic violence survivors and their pets, please check out our [support services and temporary housing pages](#). We also invite you to visit [Red Rover's domestic violence and pets website](#)

Examples of Organizations Implementing Case Management Approaches

Denver Animal Protection has developed their own case management program called Community Navigators. Here is their [program description](#), as well as their [Standard Operating Procedure](#). In addition, check out [Denver Animal Protection's Community Navigator job description](#). While you may not have funding yet to hire a person solely dedicated to case management, you can use this job description to help shift current intake roles towards a case management approach within your organization.

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