

Mayor's *Ad Hoc* Animal  
Welfare Advisory Committee's  
**Recommended  
Strategic Direction  
Plan**

March 27, 2017



# Mayor's *Ad Hoc* Animal Welfare Advisory Committee Members

- Karen Bennett, former Metro District 8 Council Member
- Lauren Bluestone, Director of MACC
- Rebecca Burcham, former Chair of Nashville  
Humane Association
- Natalie Corwin, Executive Director of Pet Community Center
- Janis Sontany, former Metro District 27 Council Member  
and TN State Representative 53 District
- Lisa Stetar, Executive Director of Crossroads Campus
- Nancy Whittemore, Chair



Megan Barry, Mayor



**Animal Welfare Advisory Committee**

Karen Bennett	Mary Mancini
Lauren Bluestone	Janis Sontany
Rebecca Burcham	Lisa Stetar
Natalie Corwin	Nancy Whittemore

**METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY**

March 27, 2017

The Honorable Megan Barry, Mayor  
Metropolitan Government of Nashville and Davidson County  
Office of the Mayor  
1 Public Square, Suite 100  
Nashville, TN 37201

Dear Mayor Barry,

It is an honor and with great pleasure to submit the *Mayor's ad hoc Animal Welfare Advisory Committee's Strategic Plan*.

The work of the committee offers Nashville a roadmap for the continuation of on-going progress, as well as making and sustaining animal welfare as a fundamental community priority. With its many great attributes, including a diverse and friendly, welcoming population, Nashville is the one of the most livable cities in the country. It is also important to ensure that our community is one of the most pet-friendly cities.

The *Mayor's ad hoc Animal Welfare Advisory Committee's Strategic Direction Plan* details specific recommendations in a number of key areas to promote animal welfare. The recommendations are all aimed at achieving and sustaining 100% safe placement of healthy and treatable animals. Committee members are ready and eager to help with the implementation of these ideas.

In conclusion, the committee members have been honored to undertake this endeavor and the opportunity to engage with this important work is greatly appreciated. Thank you so much for caring about Nashville's animals and supporting their many caretakers.

Sincerely,

A handwritten signature in blue ink that reads "Nancy Whittemore".

Nancy Whittemore, Chair  
*Mayor's ad hoc Animal Welfare Advisory Committee*



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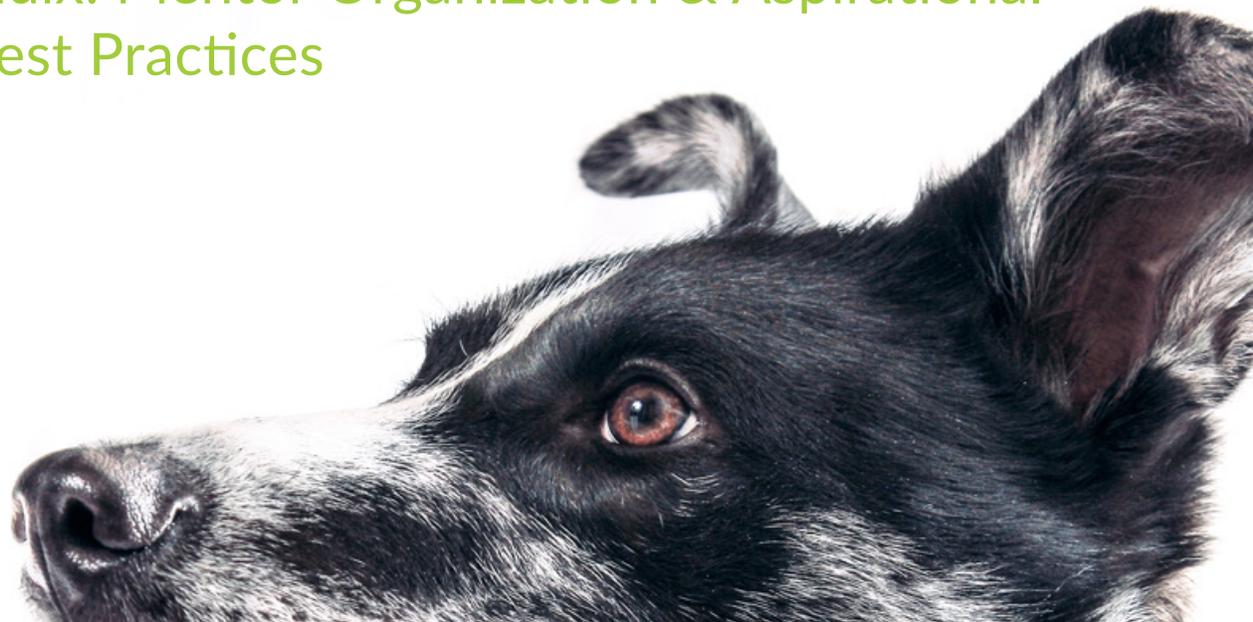
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## Background

The past forty years have seen a gradual but dramatic shift in the way people think about and treat animals. While the concept of “animal welfare” once seemed radical, it is now a mainstream expectation.

Concern for animal welfare transcends political, socio-economic, and regional boundaries. Put simply, people, more than ever before, think and care about how animals are treated in their communities.

Nashville’s welcoming ways, embrace of diversity, and caring for those in need is critical to our image and why people from around the country want to live and work here. As home to a growing population, it is only reasonable to expect that the animal population will also be mounting. In the midst of this exciting time of growth, it is prudent to consider the way in which local government addresses and manages animal welfare.

## Mayor’s *Ad Hoc* Animal Welfare Advisory Committee

Mayor Barry accepted the challenge of 100% safe placement of healthy and treatable animals as part of the FY 2017 Public Investment Plan (PIP) budget



process. Toward that end, Mayor Barry established an animal welfare advisory committee in August 2016, to both build on progress and stimulate game changing advances. Community stakeholders and advocates, selected by the mayor, comprise this ad hoc committee and were commissioned to make recommendations for the implementation of a county-wide, animal welfare strategy.

## Setting Focus

The Mayor's ad hoc Animal Welfare Advisory Committee members along with a myriad of others recruited by the committee have worked to envision and plan for a more proactive, systemic approach to animal welfare. The committee began its work by identifying focus areas and establishing work groups to research best practices as well as identify methods and objectives in each of the following areas.

- Resource Catalog and Rescue Development — catalog existing, animal welfare resources and support rescue organizations through enhanced public-private partnerships as well as improved coordination, collaboration, and partnerships.
- Volunteer and Foster Program — effective community engagement and a thriving volunteer and foster network by offering practical benefits such as reduced demand on shelter resources, temporary homes for animals, reduced animal stress (making them more desirable for adoption), and avenues for adoption.



- Education — humane education for the community and programmatic training available to volunteers and professionals on the front lines of animal welfare work.
- Community Cat Programming — programs and support structures addressing outdoor cat overpopulation.
- Legislation — clarity and improvements in and removal of barriers to animal welfare through the legislative process.

It is also important to note that the Mayor's ad hoc Animal Welfare Advisory Committee limited its work and recommendations to cats and dogs.

## Investigation and Research

To complete the responsibilities of the five work groups, the committee has enlisted over 25 additional representatives within the animal welfare community (representing affiliations with Agape Rescue, Best Friends Animal Society, Crossroads, Habitat for Paws, Heaven Can Wait, Hip Donelson Lost & Found Pets, Mayor's Youth Council, Metro Animal Care & Control, Music City Animal Advocates, Nashville Humane Association, Oasis, Pet Community Center, Rescue/Lost & Found, and Target Zero).

The Mayor's ad hoc Animal Welfare Advisory Committee was also assisted by nationally-recognized organizations including Best Friends Animal Society, Target Zero, and Mars Petcare.



Finally, the committee opened dialogs with community groups and agencies in “aspirational cities,” both large and small, from across the country that have garnered animal welfare successes worth emulating. Those aspirational cities include: Austin, Texas (Williamson County Regional Animal Shelter); Jacksonville, Florida; Los Angeles, California (No Kill Los Angeles initiative); New York City, New York (New York City Mayor’s Alliance); and San Antonio, Texas.

## Results

To help make recent advances in animal welfare sustainable over the long haul, the committee began with the following goal:

*“100% safe placement of healthy and treatable animals”*

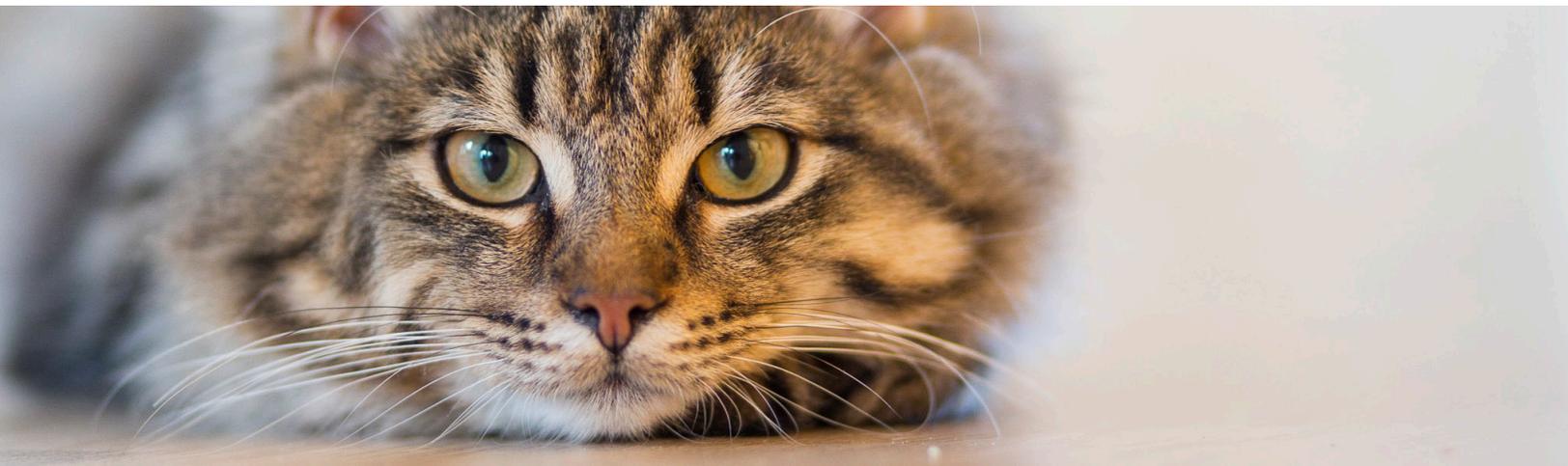
With that motivation, the committee developed a strategic framework reflected by this document and began the creation of a connected network of private sector, stakeholders and advocates. As this plan is implemented there will be opportunities for more and more people to make meaningful, productive commitments to assist with continued deployment of animal welfare best practices.



## Nashville Coalition for SAFE Placement... SAFE (Saving Animals For Ever)

The Mayor's ad hoc Animal Welfare Advisory Committee strongly recommends the establishment of the Nashville Coalition for SAFE Placement (SAFE), a public-private alliance in the form of a new, separate entity that is not a component of either government or any one interest group.

While Nashville's animal welfare community has many dedicated agencies that work diligently to achieve 100% safe placement of healthy, treatable animals, a dearth of collaboration results in conditions offering few means to accomplish comprehensive assessments of problems or execute systemic solutions. The myriad of government and private/non-profit sector entities address the welfare of animals in Nashville and Davidson County through a plethora of programs and work of individuals. However, these entities carry on most of their work in discrete silos without substantial coordination, strategic direction, delineated objectives, or consistent communication. These organizations overlap services, duplicate efforts, and compete for limited resources doled out sparingly. SAFE, comprised of local government agencies, rescue organizations, advocacy groups, and supporting businesses or partners, would serve as the entity mandated to organize, guide, market, fund, foster, and facilitate local, animal welfare activities—with the specific aim of achieving 100% safe placement of healthy and treatable animals. The committee envisions that SAFE would be independent from politics, government organizational and procedural restraints, competition for resources (to the extent possible), and special interest rivalry.



All organizations meeting and agreeing to common criteria for participation would comprise SAFE.

By establishing SAFE as an independent body that is not embedded within or responsible to any one local agency or organization, competing priorities would pose fewer barriers. Free to operate around typical entrepreneurial and collaborative practices, raise issues, and stress concerns, an independent entity would help to make animal welfare a permanent and important, local priority. With SAFE accepted and recognized as best practice authority, local animal welfare agencies and organizations, both public and private, would benefit from its guidance.

A real coalition is “built” rather than “declared.” Accordingly, the Mayor’s ad hoc Animal Welfare Advisory Committee would set the process in motion by selecting an independent, convening entity to manage the coalition-building and organizational implementation. The entity will perform administrative functions for the coalition, make strategic recommendations for achieving 100% safe placement, and foster ongoing, successful collaboration between participating organizations.

The Mayor’s ad hoc committee envisions that a steering committee will guide the “management” of the coalition and will be responsible for achieving and sustaining the 100% safe placement goal by developing, programming, and staffing for success. Further, SAFE will replace the ad hoc committee as animal welfare advisor to the Mayor.



Best Friends Animal Society (Best Friends) is the Mayor's ad hoc Animal Welfare Advisory Committee's selection for the above-referenced, independent, coalition-convening and organizing entity. Best Friends is a national animal welfare organization dedicated to stopping the killing of dogs and cats in America's shelters. A leader in the movement, Best Friends runs the nation's largest sanctuary for companion animals, adoption centers, and spay and neuter facilities in Los Angeles, Salt Lake City, New York, and Atlanta as well as lifesaving programs in partnership with more than 1,600 rescue groups and shelters across the country. Since its founding in 1984, Best Friends has helped reduce the number of animals killed in American shelters from 17 million per year to an estimated 4 million, and this organization has extensive experience with building effective initiatives that reduce the number of animals entering shelters and increase the number who find homes. Best Friends will take on the task at hand and offer significant, in-kind resources if it is placed in this organizational management role.

As its capacity grows, SAFE would also become responsible for the execution and continued implementation of other components of this plan.



## Public Survey

The Mayor's ad hoc Animal Welfare Advisory Committee recommends regular, comprehensive, public surveying to measure animal welfare opinions and conditions. This would involve an initial survey resulting in a baseline, Nashville/Davidson County animal welfare scorecard as well as periodic, follow-up surveying that will provide regular updates and reporting to Mayor and citizens.

*“What gets measured gets managed  
... what gets managed gets done.”*

It is critically important to quantify status, activities, and progress by means of an objective, professional tool using common, logical metrics and enable citizens and officials to see both how our animal welfare movement impacts the pet population and how our efforts stack up in comparison to our peer and aspirational cities.

The Metro Public Health Department has offered to devote resources for survey design, distribution, analysis, reporting, publication, and tracking over time.



## Coordinated Communications Plan

The committee recommends that the local, animal welfare community collaborate on and commit to a consistent “brand” and messaging strategy that takes full advantage available communication channels— including Metro Nashville Network and Nashville.gov, local news media, advocacy group websites, and a variety of other public and private media outlets. Communicating the depth and breadth of both animal welfare needs and available resources and services is an important, ongoing task that can be most effectively accomplished through coordinated effort and marketing strategies.

A key gap in the public’s understanding of animal welfare in Nashville is inadequate knowledge about basic animal care and awareness of the resources and services available as well as the lack of efforts to provide such information. Pursuant to a coordinated communications plan, a series of videos, web pages, print materials, teaching aids, and other communications would more effectively deliver the relevant messages and make needed information more readily available on-demand when citizens want it.



## “Nashville Animal Awareness Month”

The Mayor’s ad hoc Animal Welfare Advisory Committee asks the Mayor to designate and declare an “Animal Welfare Awareness Month” devoted to raising the profile of and public awareness about animal welfare and the associated movement. Such a declaration would make clear that animal welfare is a local priority and highlight the Mayor’s commitment to it. It would also focus community attention on how they can be part of achieving the goal of 100% safe placement of healthy and treatable animals.



## Resource Catalog and Rescue Development

### Resource Catalog

The Mayor's ad hoc Animal Welfare Advisory Committee recommends the compilation, publication, and maintenance of a comprehensive catalog of front-line, safety-net animal welfare resources available in Nashville/Davidson County. A plethora of organizations in the area are dedicated to keeping pets in their homes and out of shelters, but there is currently no sustained central repository/source for that information. Such a resource catalog would be a comprehensive tool reasonably maintained by the proposed SAFE coalition.

An animal welfare resource catalog will be an important first step in raising awareness across the community about all the front-line, safety-net resources available. It will certainly serve in connecting citizens of Metro Nashville to those resources, but it would also undoubtedly become a vital tool within the animal welfare community.

### "Safety Net" Support Funding

The committee recommends the establishment of a program offering support to selected animal welfare "safety net" and front-line "intervention" organizations in the form of short-term funding resources. Nashville/Davidson County is fortunate to have a number of small, private organizations that play specific and crucial roles in achieving the 100% safe placement target. Some of these "boots on the ground" groups intermittently need a small amount of short-term funding to support safety-net services.



## Resource Catalog and Rescue Development

The committee envisions that the SAFE coalition will identify sustainable funding mechanisms along with resources and will administer a program to provide coalition participant funding with a demonstrated capacity for serving local animal welfare needs. This kind of support for participating members is a collaborative approach that offers a means to leverage funding for exponentially greater positive outcomes upon which meeting the “100% challenge” depends.

### Gap Analysis and Action Plans

The committee recommends that, upon completion of the resource catalog described above, an independent entity be tasked with performing a gap analysis—focused exclusively on available, local resources—to identify gaps in services that are needed in accordance with recognized, national, best practices. Such a gap analysis would be followed by the development and implementation of an action plan executed to address any identified service deficiencies.

### On-Line Resources and Tools

The committee recommends the creation and maintenance of an on-line, animal welfare portal. This portal, for all local things “animal welfare,” would be used to connect, update, and communicate between SAFE partners and the public. Most importantly, this portal would offer a variety of tools and resources promoting animal welfare and facilitating rescue/front-line service development. This resource would be independently operated on third-party servers (to permit an array of public relations and fund-raising activities).



# Work Group Recommendations

## Resource Catalog and Rescue Development

This web portal would be an evolution of the resource catalog from a static, paper/PDF document to a dynamic, database-driven tool for the public and coalition agencies. It would become a critical tool (ideally, managed by the proposed SAFE coalition), and back-end functionality would enable the community to aggregate and share data across agencies, and provide our community an animal welfare dashboard. By increasing awareness and more effective use of animal welfare assets, this interactive resource would help with achieving the 100% safe placement target.



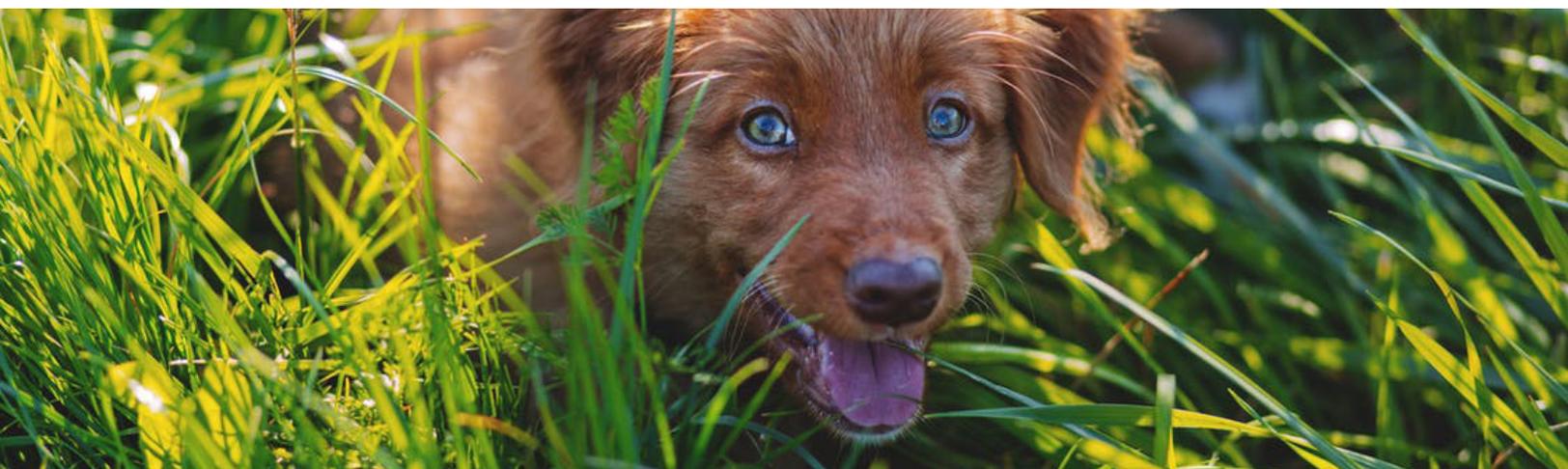
## Volunteer and Foster Program

### Foster Training Manual

The committee recommends the commitment of resources to the publication and maintenance of a “uniform” foster training manual that is collaboratively created with input from a wide range of local rescue, sheltering, and other front-line service providers holding expertise in foster training.

Foster homes for animals is an essential component of the needed web of resources. Such temporary homes reduce animal stress (making them more desirable for adoption), provide avenues for adoption, and create a stronger human and animal relationship. Tools to ease the development of these resources is an important need common to many local rescue and service organizations.

To achieve the safe animal placement vision, all animal rescue and service groups need a robust structure and clear, consistent guidance enabling them to efficiently recruit and retain a strong foster and volunteer network. The recommended foster training manual is one means to focus on and achieve effective community engagement and create a thriving network that makes a real, practical difference. It would identify best practices and help the SAFE coalition partners to operate at their maximum placement potential and become more efficient and effective. Not only would such a foster training manual help community organizations take in and place more animals, but the collaborative effort to develop the resource will also help build trust and cohesiveness within the local animal welfare community.



## Volunteer and Foster Program

### Foster and Volunteer Resources

The development of foster resources, including the proposed foster training manual, and their maintenance through an ongoing, collaborative effort is a critical, companion to the preceding recommendation of the Mayor's ad hoc Animal Welfare Advisory Committee.

With the successful completion of the proposed foster training manual, a functioning team will have been created that could evolve and be maintained as a cohesive cadre strategically offering animal welfare services and methods for effective community engagement— a sound basis for creating a thriving foster and volunteer network. Constant research and implementation of best practices through commonly and readily available tools— particularly in specialized foster situations— will assist all front-line, animal rescue and service organizations to operate more efficiently, effectively, and in concert.



## Education

### Humane Education Curriculum

The Mayor's ad hoc Animal Welfare Advisory Committee recommends the development of a Humane Education curriculum for use in public schools (starting in elementary school). A Humane Education course of study can cultivate greater respect and empathy for animals and empower students with tools inspiring more compassionate choices and better citizens. Long-term improvements with the problems of animal abuse and neglect, animal overpopulation, and animal surrender are the intended outcomes of these studies designed to build a culture of animal welfare awareness.

The recommended program would integrate, align with, and supplement existing education standards in a series of lesson topics such as the following (offered by the DFL animal shelter in Denver, Colorado):

- Respecting animals' feelings to keep everyone safe
- Caring for pets
- Dog behavior and safety around dogs
- Cat behavior and safety around cats
- Understanding why pets do what they do
- Behavior training for pets
- Pet overpopulation
- Animal abuse and violence



## Education

### Humane Education Coordinator

The Mayor's ad hoc Animal Welfare Advisory Committee recommends the designation of a coordinator dedicated to implementing a Humane Education program in public schools.

Recognizing the vast and varied duties of public school teachers and understanding reasonable limitations of professional scope, the committee finds that such devoted support staffing would be critical to the success of a Humane Education program. A Humane Education Coordinator would be responsible for animal welfare curriculum development and would be tasked with assisting and supplementing classroom educators to implement it.

### Community Education Program

The committee recommends the development, strategic piloting, and continued, targeted implementation of an animal welfare community education program. This recommended program would be designed to offer consistent, pro-active, educational outreach for animal welfare through a series of family-based awareness and learning events such as adoption fairs, veterinary clinics, shelter tours, neighborhood classes, and mobile pet care library among others. Community education events would also seek to leverage local residents, businesses, and faith community, along with social-service organizations such as Boys and Girls Clubs, and partnerships with Metro agencies (e.g., Metro Action Commission, Parks, Public Libraries, and Health Department— WIC mobile and MACC) for maximum impact.



## Education

The committee envisions that program components would be first conceptualized and piloted in smaller scale trials to determine effective approaches that engage citizens. These pilot events would target residents of the zip code 37208 area, which has been identified as a locale with more pressing animal welfare challenges. Then, through trial and error, a community education program focusing on real world issues and needs would be formalized and subsequently expanded to strategically target other geographic areas.



## Community Cat Programming

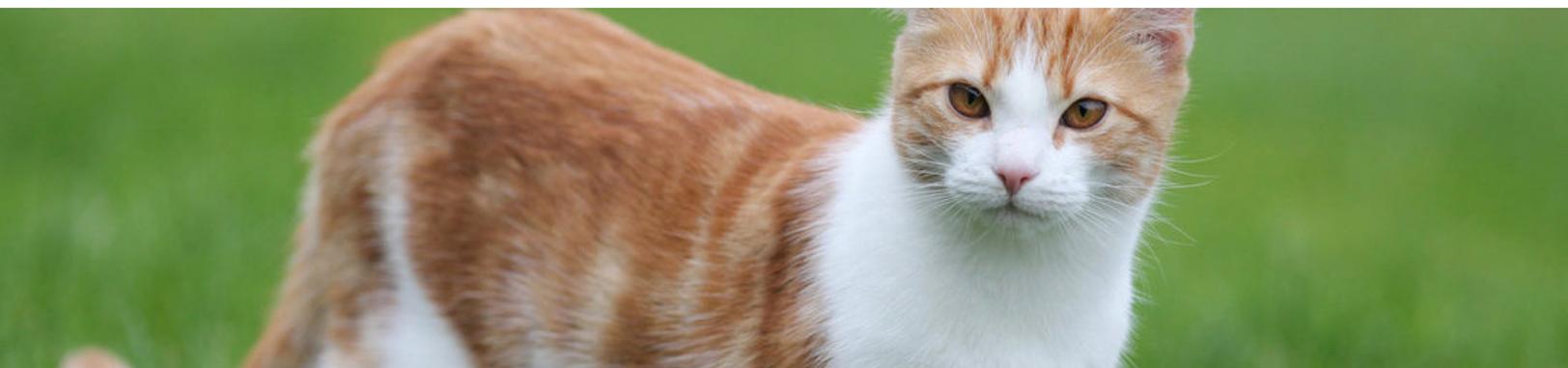
All cats represent different points on a socialization continuum. Pet cats, living inside or outside their domestic homes, are well-adjusted to their owner but may vary in socialization to strangers. Stray cats may have been socialized at some point, but have left or lost their permanent homes as well as most human contact and dependence, and may adopt unfriendly behavior. Cats, that are not socialized to humans and live outdoors on their own, tend to be fearful of people in general although they may exhibit some familiarity with their caretaker. Such cats have either never had significant human contact or the effects of human contact has been lost.

### Community Cat Program

Cats, that are not socialized and live outdoors wherever they choose, forge strong bonds with one another and form family groups called colonies. They also have a strong bond with their established outdoor home. Adult cats that are not socialized can live full, healthy lives even if they not adoptable.

The Mayor's ad hoc Animal Welfare Advisory Committee endorses the Community Cat program because it is humane, efficient, effective, and indispensable to addressing outdoor cat overpopulation and achieving 100% safe placement of healthy and treatable animals.

Successful Community Cat programs are implemented across the country and work to improve the lives of healthy, outdoor cats. In this program, cats are sterilized, ear-tipped, and vaccinated. Most importantly, these cats returned to their outdoor homes after being sterilized, and the outdoor cat population is decreased over time.



## Community Cat Programming

Cats adapt and manage to thrive year-round in all types of climates across the U.S. and Canada. Allowing healthy cats to continue living outdoors in the homes they have known is far more acceptable than killing them. Consequently, Community Cat programs are favorably recognized and supported nation-wide by most professional, animal welfare organizations.

## Placement Program Alternatives

The Mayor's ad hoc Animal Welfare Advisory Committee recommends increasing placement options for cats that are not suitable for release. While there may be a range of options to help avoid killing cats, there is a need for more and improved alternatives for the placement of cats and kittens that might be socialized to humans.

It is likely that many creative approaches would prove effective in varying degrees. For example, if local cat welfare organizations commit the necessary resources, a cat adoption shelter dedicated to no kill practice and completely separate from MACC might be one such option. Other examples — such as launching a strong marketing campaign to encourage adoptions, promote micro-chipping, and increasing local foster capacity — are also reflected in other sections of this strategic direction plan.

The committee recommends adherence to the guidance and practices of our mentor organizations and aspirational cities (reference Exhibit: Mentor Organization and Aspirational City Practices) in determining the positive outcome for each cat.



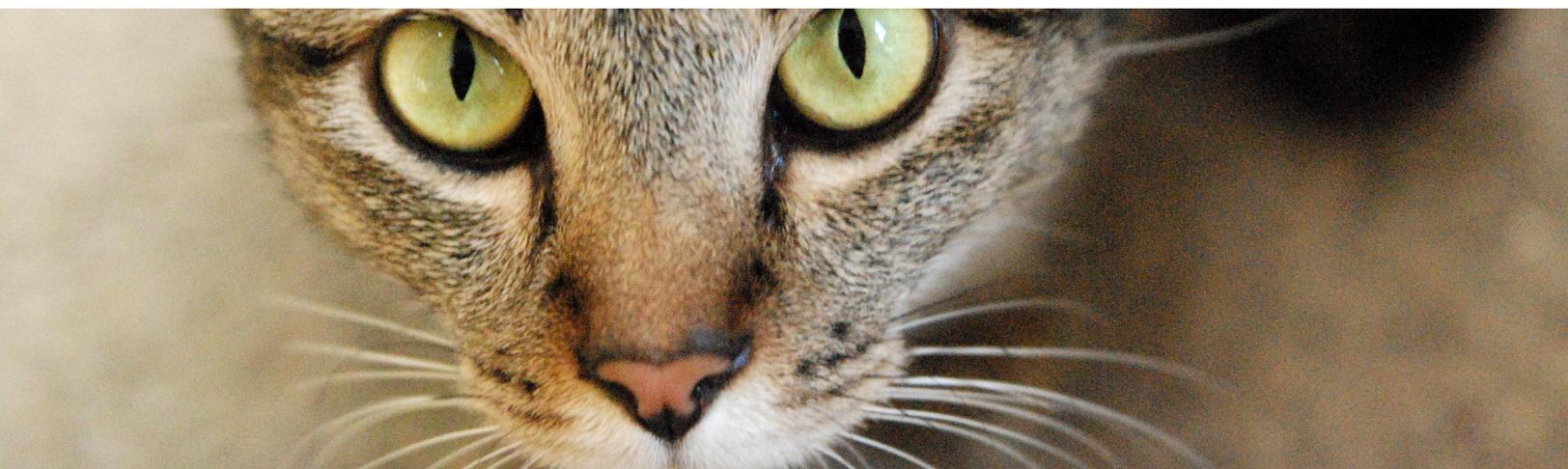
## Community Cat Programming

### Working Cat Program

The committee also recommends implementation of a Working Cat program as another means to help address the free-roaming cat population problem. This is a placement program with the distinction that cats are placed in locations—like a warehouse, distillery, brewery, ranch, mill or barn— where they spend their lives helping control rodents and pests.

A Working Cat program is recommended with the understanding that, “because of the negative impacts on the cats, relocation should be a last option, something to be considered only after all other possibilities have been exhausted and if the cats’ lives are in imminent danger if they remain where they are” (source: [www.alleycat.org/about/frequently-asked-questions-faq/](http://www.alleycat.org/about/frequently-asked-questions-faq/)). Accordingly, this program may be a good option for cats that otherwise would not be suitable for adoption and whose home territory is no longer a safe option.

A Working Cat program would prioritize cats that have no other alternative, such as tame cats with litter box issues, poorly socialized indoor cats, and cats whose caretakers are moving. These cats would simply be tasked with working for their shelter, food, and water. Other elements of such a program are: no adoption fee and free transport for spayed/neutered and vaccinated cats determined suitable for the work by animal specialists.



# Work Group Recommendations

## Community Cat Programming

By providing options for these difficult to place cats, a Working Cat program can also provide a service to businesses and the community at large with pest control and increase community awareness and involvement in the care of Nashville's cat population.



## Legislation

### Selected Metro Animal Care and Control Initiatives

The Mayor's ad hoc Animal Welfare Advisory Committee supports MACC's following, legislation-related initiatives.

- *\$2 increase in registration/license fees*
- *on-line registration automation*
- *MACC ordinance update  
(Code of Ordinances, Title 8)*

Committee support of the latter two items is contingent upon its further approval subsequent to reviewing specific details proposed for on-line registration and MACC's redraft of its own authorizing ordinance.

### Encourage Pet Spay/Neuter

The committee recommends that designees of the Mayor and MACC review current law and consider potential legislation that would encourage the spaying/neutering of pets. A reduction of the local, fertile animal population is critical to addressing overpopulation problems that manifest as more animals without homes. Legislation toward that end may include, but would not be limited to ordinances that incentivize pet spaying/neutering (e.g., provisions permitting MACC to implement fee discounts for qualifying pet registrations, publicly funded spaying/neutering, et cetera).

### Promote Micro-Chipping Pets

The committee recommends that designees of the Mayor and MACC review current law and regulations and consider potential legislation that would specifically promote pet micro-chipping. Micro-chipping provides the ability to quickly and easily reunite lost pets and owners. This technology expedites the process for returning lost animals because animal control personnel can access owner information while in the field and return animals without them being taken to MACC's shelter.

# 4 Appendix: Work Group Recommendation Sheets

## GENERAL RECOMMENDATIONS

Chair: Nancy Whittemore

Members: Mayor's Ad Hoc Animal Welfare Advisory Committee

**TARGET: 100% safe placement of healthy & treatable animals**

# SAFE

**Saving Animals  
For Ever**

### Recommendation 1 — Establish a “Nashville Animal Welfare Coalition” to Serve as Community Arbiter

This would be a coalition of animal welfare agencies in the county, convened by an experienced third party qualified in coalition building, and designed to execute the strategies recommended by the advisory committee.

**Background** (why are the recommended actions needed?)

Nashville’s animal welfare community has dedicated agencies working toward making Nashville the most pet-friendly city in the country. The 2016 Public Improvement Project revealed a need to convene these agencies to collaborate on systemic solutions, a strong safety net for animals, and a more effective response network. The proposed coalition will be the organizing entity for an ongoing private-public partnership focused on animal welfare.

**Details**

<b>Timeframe:</b>	6-12 months Spinning up a new organization can be time-consuming, but the pieces are mostly in place to turn this quickly
<b>Funding Needs:</b>	\$100,000 annually Private partners are identified, with specifics to be determined

**Action Steps** (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
contract with 3rd-party convener Best Friends  formation meeting to include <ul style="list-style-type: none"> <li>• purpose</li> <li>• structure</li> <li>• governance</li> <li>• membership</li> </ul>		

## Recommendation 2 — Complete a Regular, Comprehensive, Animal Welfare Survey

A comprehensive animal survey would be developed and then distributed by the Metro Dept. of Public Health. Resources would be directed towards the survey's design, distribution, reporting and tracking and will provide a baseline Animal Welfare scorecard for Nashville in Year 1, with regular updates and reporting to the Mayor's office and Nashville citizens.

### Background (why are the recommended actions needed?)

"What gets measured gets managed; what gets managed gets done." Nashville's animal welfare community needs to quantify its activities, status and progress with an objective, professional tool using common metrics, which also lets Nashville see how our animal welfare movement impacts the pet population in comparison to our peer and aspirational cities.

### Details

Timeframe:	12-18 months To fund, design, launch and manage the initial survey
Funding Needs:	\$75,000 in year 1; \$25,000 annually after that Initial design, methodology and launch costs are higher
Responsible Parties:	Lead— Dr. Sanmi Areola, Acting Deputy Director, Health Department Support— Lauren Bluestone, Advisory Committee, Proposed Coalition

### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
gather input to design survey	Health Department, Proposed Coalition	
design survey & methodology	Health Department	
launch survey	Health Department, Proposed Coalition	
gather primary & secondary research	Health Department	
gather public input	Health Department	
publish report	Health Department, Mayor's office	

### Recommendation 3 — Execute A Coordinated Communications Plan

Communicating the breadth and depth of animal welfare needs, resources and services is an important, ongoing task. The animal welfare community will collaborate on a consistent “brand” and messages to be delivered through as many channels as possible – including Metro-run ones like Channel 3 and Nashville.gov and news media channels to include a variety of public and private media outlets. Agency websites are another outlet for these messages.

#### Background (why are the recommended actions needed?)

A key gap in the public’s understanding of animal welfare in Nashville is simple awareness of the resources and services available, as well as basic care. A series of videos, web pages, print materials, teaching aids and other communications will deliver the messages directly, as well as make them available on-demand when citizens need the information.

#### Details

Timeframe:	Launch: 12 months + ongoing
Funding Needs:	Launch: \$50,000 + \$25,000 annually
Responsible Parties:	Lead— Proposed Coalition
	Support— MACC, Metro

#### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
assemble content & broad messaging		
contract with agency for branding		
use Metro resources to cut video series for Channel 3 and YouTube		
develop and place Public Service Announcements		
create teaching aids		
poster campaign in community centers		

#### Recommendation 4 — Declare an “Animal Welfare Awareness” Month

Mayor would designate a month devoted to animal welfare awareness helps raise the profile of this movement, and would focus community attention on how they can be part of the solution to the 100% safe placement goal.

#### Background (why are the recommended actions needed?)

A declaration from the Mayor about a month devoted to animal welfare awareness helps promote the over-arching goal, and makes clear this is a priority for Nashville, and establishes our credentials as a pet-friendly city.

#### Details

Timeframe:	12-18 months Need time to plan events. Spring time would be a perfect for puppy/kitten season.
Funding Needs:	Low Perhaps a nominal amount for promotion
Responsible Parties:	Lead— Mayor’s Office Support— MACC, Proposed Coalition

## RESOURCE WORK GROUP

Chairs: Natalie Corwin and Lauren Bluestone

Members: Seth Montgomery (MACC), Sara Fuqua (PCC), Joy Beach (NHA), Renae Hawkins (HFP), Amy Gargus (HCA), Nikki Kelley (Best Friends), Lisa Stetar (Crossroads Campus)

**TARGET: 100% safe placement of healthy & treatable animals**

### Recommendation 1 — Publish an Animal Welfare Resource Catalog

Compile and publish a comprehensive catalog of – and for – front-line, safety-net animal welfare resources available in Davidson County.

#### **Background** (why are the recommended actions needed?)

There are a plethora of organizations in the area dedicated to keeping pets in their homes and out of shelters, but there is no central repository for that information. This is the first step in raising awareness across the animal welfare community of all the front-line, safety-net resources available, and ultimately connecting the citizens of Metro Nashville to those resources.

#### **Details**

Timeframe:	Quick Win: 3 months
Funding Needs:	The initial work of the catalog has already begun, and can be published by April
Responsible Parties:	None – time is the primary resource Lead— Natalie Corwin
Other Information:	This is phase 1 of a 2-phase project; it is a web-published PDF document designed for agencies in the Animal welfare Community.

#### **Action Steps (how will the recommendation be implemented?)**

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
complete catalog of resources <ul style="list-style-type: none"> <li>• establish criteria for compiling the list</li> </ul>	Natalie & Nikki	March 1, 2017
compile into readable, accessible format <ul style="list-style-type: none"> <li>• information design &amp; organization</li> </ul>	Natalie & Nikki	March 15, 2017

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
<ul style="list-style-type: none"> <li>excel document available</li> </ul>		
post to web pages for agencies <ul style="list-style-type: none"> <li>capture download info: email</li> <li>google docs posting</li> </ul>	Nikki	April 1, 2017
email to agency contacts	Natalie	April 1, 2017
update catalog quarterly	Proposed Coalition	June 15, 2017

### Recommendation 2 — Short Term Gap Funding for Frontline Agencies

Create a short-term, gap funding mechanism for small, safety-net organizations engaged in door-to-door, animal welfare interventions

#### Background (why are the recommended actions needed?)

There are a number of small, private organizations in Davidson County that play specific and crucial roles in achieving the target of 100% safe placement. Some of these “boots on the ground” groups need a small amount of short-term funding to support their safety-net services, while the proposed Animal Welfare Coalition identifies sustainable funding mechanisms across the project.

#### Details

Timeframe:	Short-Term: 6-12 months This is designed to be one-year gap funding
Funding Needs:	Low: \$20,000 - \$30,000 Establishes a one-year budget line item specific to supporting “boots on the ground” animal welfare resources
Responsible Parties:	Lead— Lauren Bluestone Support— Committee
Other Information:	Focused on front-line service providers working to keep pets in homes

#### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
secure funding	MACC	June 1, 2017
develop & distribute RFP - identify needs & priorities	MACC	October 15, 2017
review applications	MACC	November 15, 2017
award grants	MACC	December 1, 2017
follow up on grant impact with agencies	MACC	December 1, 2018

### Recommendation 3 — Gap Analysis & Action Plan

Complete Gap Analysis of Animal Welfare services and create action plans to address priorities.

#### Background (why are the recommended actions needed?)

In developing a Davidson County Animal Welfare resource catalog, the work group identified a number of significant gaps in the animal welfare system. Filling those gaps over the coming years would help achieve the 100% safe placement target.

#### Details

Timeframe:	Short-Term: under 12 months The gap analysis will largely be complementary to the output of Recommendation 1; creating an action plan to fill the gaps will be a more intensive effort.	
Funding Needs:	None – for now	
Responsible Parties:	The Gap Action plan will likely include funding; that amount is unclear, but will likely be substantial since medical care is the #1 gap and is the most expensive service. Lead— Natalie Corwin & Lauren Bluestone	
Other Information:	Identifying and filling the gaps will be part of the ongoing work of the proposed animal welfare coalition. National perspective: the role of shelters is evolving to be (1) more of a triage center for medical and behavioral problems; and (2) a connection point for resources and the community.	

**Action Steps** (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
complete gap analysis with resource catalog	Committee	April 1, 2017
prioritize animal welfare gaps	Committee	May 1, 2017
utilize survey for public to identify gaps	Health Department	December 1, 2017
assign task forces to plan to fill those gaps	Proposed Coalition	TBD

#### Recommendation 4 — Create Online Resource Tools

Update, communicate and expand the Davidson County Animal Welfare Resource Guide via an online portal, with powerful tools for both agencies and the public to put the community's safety net

#### Background (why are the recommended actions needed?)

This web portal would be an evolution of the resource guide from a static PDF link to a dynamic, database-driven tool for the public and coalition agencies. It will increase awareness and usage of animal welfare resources, which will move us toward our target. Back-end functionality would enable the community to aggregate and share data across agencies, and give Nashville an animal welfare dashboard.

#### Details

Timeframe:	Long-Term: 18-24 months
Funding Needs:	This will also entail an ongoing effort to update and disseminate the most current resources.
Responsible Parties:	Moderate – \$40,000+
	Support— Committee

#### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
identify development partners		June 15, 2018

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
scope project and information design		July 15, 2018
develop back end		November 1, 2018
develop front end		December 1, 2018
test, pilot and launch		April 1, 2019



## VOLUNTEER & FOSTER PROGRAM WORK GROUP

Chair: Rebecca Burcham and Lauren Bluestone

Members: Rebecca Morris, Sherrie Hession, Rachel Harris, Amber Mears, J Seth Montgomery, Shawn Aswad, Tanya Willis

**TARGET: 100% safe placement of healthy & treatable animals**

### Recommendation 1 — Publish a Collaboratively Drafted Foster Training Manual

To focus on effective community engagement and creating a thriving volunteer and foster network that makes a real, practical difference by providing temporary homes for animals, reducing animal stress (making them more desirable for adoption), providing avenues for adoption, and creating a stronger human and animal relationship.

#### Background (why are the recommended actions needed?)

To achieve the mission and vision of Nashville and Davidson County in terms of animal placement, a strong structure and guidance needs to be established for all groups to recruit and retain a strong foster and volunteer network. Establishment of best practices and implementation to assist all organizations to operate at their maximum placement potential and ultimately become more efficient and effective. This will allow various organizations to not only take in and adopt out more animals, but also build trust within the community, work successfully with all local and national animal welfare advocates and help solve the problem of pet homelessness on a community level.

#### Details

Timeframe:	Quick Win [Publish] – Short Term [Disseminate]
Funding Needs:	Completion of mutually agreed upon foster training manual
Responsible Parties:	No funding required
	Support— Rebecca Morris (Rebecca.Morris@nashville.gov), Sherrie Hession (sherrie@nashvillehumane.org), Rachel Harris (rachel@crossroadscampus.org), Amber Mears (AmberM@williamson-tn.org), J Seth Montgomery (Seth.Montgomery@nashville.gov), Tanya Willis (tanya@agaperescue.org), Shawn Aswad (snootygiggles@gmail.com)

#### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
complete manual	committee	March 1, 2017

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
make manual accessible to all participating groups	committee	March 1, 2017
training of all participating agencies on new manual	committee	April 1, 2017
film and disseminate manual	committee	August 1, 2017

**Recommendation 2 — Maintain Resources for Fosters**

To continue the work from the initial recommendation, we must maintain a focus on effective community engagement and creating a thriving volunteer and foster network that makes a real, practical difference by providing temporary homes for animals, reducing animal stress (making them more desirable for adoption), providing avenues for adoption, and creating stronger relationships.

**Background (why are the recommended actions needed?)**

To achieve the mission and vision of Nashville and Davidson County in terms of animal placement, It is important to maintain a strong structure and guidance for all groups to recruit and retain a strong foster and volunteer network. Constant research and implementation of best practices – particularly in specialized foster situations – will assist all organizations to operate at their maximum placement potential and ultimately become more efficient and effective. This will allow various organizations to not only take in and adopt out more animals, but also build trust within the community, work successfully with all local and national animal welfare advocates and help solve the problem of pet homelessness on a community level.

**Details**

Timeframe:	Long-Term
Funding Needs:	Continuous
Responsible Parties:	High - \$30,000 annually
	Support— Rebecca Morris (Rebecca.Morris@nashville.gov), Sherrie Hession (sherrie@nashvillehumane.org), Rachel Harris (rachel@crossroadscampus.org), Amber Mears (AmberM@williamson-tn.org), J Seth Montgomery (Seth.Montgomery@nashville.gov), Tanya Willis (tanya@agaperescue.org), Shawn Asward (snootygiggles@gmail.com)

**Action Steps (how will the recommendation be implemented?)**

<b>Action Steps</b>	<b>Person(s)/Organization(s) Responsible</b>	<b>Target completion Date</b>
obtain financial and volunteer support to obtain and maintain resources specific to neonatal, medical, geriatric, and behavioral foster programs	committee	ongoing
continuously identify gaps in services and update information periodically according to current best practices	committee	ongoing



## EDUCATION WORK GROUP

Chair: Lisa Stetar and Karen Bennett

Members: Brandon Hill (Oasis), Jessy Shearer (PCC), Laurel Creech (General Services), Lauren Bluestone (MACC), Shana King, Tracie Tyree (NHA)

**TARGET: 100% safe placement of healthy & treatable animals**

### Recommendation 1 — Hire Humane Education Coordinator in Metro Schools

Hire Humane Education Program Coordinator to plan, implement and oversee Education program for Schools.

**Background** (why are the recommended actions needed?)

Position would assist educators and target animal welfare education with the state requirements.

#### Details

Timeframe:	Long-Term
Funding Needs:	High: \$50K annually
Responsible Parties:	Grant- minimum 3 to 5 year funding
Other Information:	Our Research shows that similar programs pay the coordinator \$40-50K

### Recommendation 2 — Require Humane Education in Metro Schools

Pass legislation requiring that Humane Education be taught in Metro schools— beginning in elementary school.

**Background** (why are the recommended actions needed?)

Providing humane education in schools would be a key component in providing a long term solution to the issues on animal abuse and neglect, animal overpopulation, and animal surrender. Additionally, lessons in safety would reduce the number of dog bites.

#### Details

Timeframe:	Long-Term
Funding Needs:	High

Responsible Parties:	Lead— Education Committee
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**Recommendation 3 — Pilot an Animal Welfare Community Education Program in 37208 Zip Code Area**

Establish a pilot program in the 37208 zip code for community education on animal welfare.

**Background** (why are the recommended actions needed?)  
 There is no consistent, pro-active educational outreach for animal welfare in Davidson County. 37208 is identified as a “hot spot,” and is therefore ideal to start up an ongoing series of family-based, animal welfare education events focused on low-income households.

<b>Details</b>	
Timeframe:	Short-Term: 6-18 months
Funding Needs:	As a pilot program, there is a lot of set-up and trial & error work to make this a sustaining program
Responsible Parties:	Low: \$15,000 Support— Committee
Other Information:	Leverage the faith community and existing social-service agencies (e.g, Boys & Girls Clubs, Head Start), as well as expand partnerships with Metro departments: MAC; Parks; Libraries; MDPH (WIC mobile); social services

<b>Action Steps</b> (how will the recommendation be implemented?)		<b>Person(s)/Organization(s) Responsible</b>	<b>Target completion Date</b>
create “School of Pets”: a consistent curriculum mapped to a hierarchy of needs: <ul style="list-style-type: none"> <li>• pets 101, dogs 101, cats 101 – nutrition, grooming, healthcare [families only]</li> <li>• intermediate classes</li> <li>• behavioral classes [with pets]</li> </ul>	Lisa Stetar, Jessy Shearer, MACC [vetting the content]		
develop materials: teaching aids, worksheets & posters in multiple languages	MACC, Lisa Stetar		
identify appropriate venues: metro spaces?	Lisa Stetar + committee		

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
provide incentive levels to attend learning series: <ul style="list-style-type: none"> <li>• food at events</li> <li>• coupons for merchandise &amp; services (e.g., flea meds, nail trims, discounts on food, toys, beds)</li> <li>• t-shirts, pet equipment</li> <li>• top incentive = training with your pet</li> </ul>	Tracie Tyree	
publicize learning events – posters, fliers, mailers, listservs, metro sources/agencies, local news	Jessy Shearer, MACC	

**Recommendation 4 — Scale the Animal Welfare Community Education Program**

Scale the pilot Community Education program (Recommendation 1) into other priority zip codes

**Background** (why are the recommended actions needed?)

After proving a pilot program in 37208, the program will add to its focus other areas of the city for community animal welfare education events.

**Details**

Timeframe:	Long-Term: 18+ months	
Funding Needs:	This will also be an ongoing program	
Responsible Parties:	\$50,000	
	Support— Committee	

**Action Steps** (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date

<b>Action Steps</b>	<b>Person(s)/Organization(s) Responsible</b>	<b>Target completion Date</b>
work with MACC officers to determine education needs and emerging "hot spots"		
expand humane education personnel and volunteers		
secure transportation for pets and families		

## COMMUNITY CATS WORK GROUP

Chair: Jane Whitesides  
Marylee Locey

Members: Denice Heatherly, Leslie Rouffe, Lauren Bluestone, Jennifer Sterne, Maggie Mandell Ramsey, Dr. Staci Cannon,

**TARGET: 100% safe placement of healthy & treatable animals**

### Recommendation 1 — Create a Working Cats Program

Cats and kittens enter Metro Animal Care and Control in numbers exceeding the current adoption, foster, and rescue transfer capacity. A Working Cats program helps divert community cats from community release into helpful roles in the community.

#### Background (why are the recommended actions needed?)

A Working Cats program expands the current, one-dimensional approach to Community Cats by providing life-saving alternative placement options for cats who are difficult to place in homes due to behavioral or socialization issues. A Working Cats program will also provide a service to businesses and the community at large with pest control, will reduce shelter intake through diversion efforts, and will increase community awareness and involvement in the care of Nashville’s cat population.

#### Details

Timeframe:	Short-Term: 6-12 months Establish community partners and process
Funding Needs:	Low: \$15,000 Coordinated by volunteers, but needs food, bedding, litter, enclosure, as well as promotion
Responsible Parties:	Lead— Nashville Cat Welfare Coalition Support— Community Cats working group
Other Information:	This recommendation could roll under “Alternative Placements,” but is a compelling, signature program that would help raise awareness, increase volunteer opportunities and help the goal of 100% safe placement.

#### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
Target jobs for Working Cats: <ul style="list-style-type: none"> <li>barn and ranch cats</li> </ul>	click here to enter text	select date

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
<ul style="list-style-type: none"> <li>warehouse and mill cats</li> <li>distillery and brewery cats</li> </ul>		
Develop consistent process for placing working cats – work with Coalition	click here to enter text	select date
Identify resources to provide enclosure, bedding, litter, food	click here to enter text	select date
Identify local/regional partners in each target "market"	click here to enter text	select date
Match working cats with businesses	click here to enter text	select date
Track & report results		

Example Working Cats program – Arizona Humane Association -- <http://www.azhumane.org/adopt/special-adoption-programs/working-cats-program/>

### Recommendation 2 — Utilize Placement Alternatives to Community Cat Release

Cats and kittens enter Metro Animal Care and Control in numbers exceeding the current adoption, foster, and rescue transfer capacity. A range of alternatives exists to releasing community cats back to their communities; each of which helps achieve Metro’s 100% safe placement goal, and keeps animals out of the MACC shelter.

#### Background (why are the recommended actions needed?)

Alternative placement expands the current, one-dimensional approach to Community Cats by providing life-saving options for cats who can be difficult to place. Alternatives to community release reduces shelter staff time and benefits the community at large.

#### Details

Timeframe:	Short-Term: 12-18 months Identifying partners, raising awareness and developing processes	
Funding Needs:	Low – Moderate Transports, expanding programming	
Responsible Parties:	Lead— Jane Whitesides	
	Support— Community Cats working group, NCWC, MACC	

Other Information:

[click here to enter text](#)

**Action Steps (how will the recommendation be implemented?)**

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
Develop Community Caretaker Support Programs; i.e. food banks, transportation to spay/neuter clinics, library of information, etc. Awareness / assessment of need through a Neighborhood Watch Model	Nashville Animal Welfare Coalition & Coalition partners	
Launch a strong marketing campaign to encourage adoptions and bolster foster home capacity	General Recommendation	select date
Increase foster and adoption capacity within local rescue organizations to transfer more cats and kittens from MACC into their care.	Nashville Animal Welfare Coalition	select date
Microchip Campaign: Advocate and educate value of microchipping; hold community-based microchip clinics	Nashville Animal Welfare Coalition & Coalition partners	select date
Expand Foster Program at MACC : <ul style="list-style-type: none"><li>• iFoster online program</li><li>• real-life fosters</li></ul>	MACC + partners (Boy Scouts, e.g.)	select date
Community-based Cat Adoption Center Separate Cat Adoption Facility (off-site from MACC)	MACC + Coalition Partner	select date
Expand transports for cats (to out-of-state areas with high demand)	Coalition partners	
Explore options for placing Community Cats in Retirement Homes and other non-traditional places for fostering & adoption	Nashville Animal Welfare Coalition	
Establish kitten nursery for consolidated care of kittens	Coalition partners	



**LEGISLATION WORK GROUP**

Chair: Janis Santany

Members: Payton Robbins, Joy Beach, Lauren Bluestone

**TARGET: 100% safe placement of healthy & treatable animals**

**Recommendation 1 — Execute MACC Changes in Motion**

We support the efforts MACC is currently rolling out to help bolster and streamline their operations:

1. a \$2 fee increase
2. automating online registration: vets only for year one
3. re-writing the MACC ordinance.

**Background** (why are the recommended actions needed?)

These measures will update, support and focus MACC’s responsiveness, and make it easier for the public to interact with MACC.

**Details**

Timeframe:	Quick Win: under 6 months
Funding Needs:	None
Responsible Parties:	Lead— Lauren Bluestone
	Support— Committee
Other Information:	These measures are already in motion

**Action Steps** (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
secure support from Health Department	Lauren Bluestone	March 1, 2017
gain support in council	Lauren Bluestone, Payton Robbins	March 1, 2017
implement changes	Lauren Bluestone	June 1, 2017

## Recommendation 2 — Differential Licensing

Establish Differential Licensing for Davidson County with a two-fee system: one for spayed/neutered animals, and a higher fee for spayed/neutered animals.

### Background (why are the recommended actions needed?)

There continues to be an overpopulation of animals even though many rescue groups work tirelessly to find homes for those animals. This ordinance would incentivize more widespread spay/neutering in order to cut down the population of fertile animals.

### Details

Timeframe:	Short Term: 12-18 months
Funding Needs:	The language is fairly straightforward; gaining support will be more time-intensive
Responsible Parties:	Low
Other Information:	There could be possible assistance in getting fertile animals spayed/neutered with funding provided on a sliding scale dependent on financial need. This would apply only to dogs. Education is essential, but follow-up makes the difference. Access to Low-cost spay-neuter services, including transportation – public-private partnerships?

### Action Steps (how will the recommendation be implemented?)

Action Steps	Person(s)/Organization(s) Responsible	Target completion Date
research best practices	Lauren Bluestone	August 1, 2017
craft options	Lauren Bluestone	October 1, 2017
gain Health Department support	Janis Sontany, Payton Robbins	January 1, 2018
implement changes	Lauren Bluestone	June 1, 2018

### Recommendation 3 — Chipping & Registration

Widespread chipping and electronic registration increases spay/neutering, makes registration easier, and are more permanent.

#### Background (why are the recommended actions needed?)

These measures would update, support and focus MACC's responsiveness, and make it easier for the public to interact with MACC.

#### Details

Timeframe:	Long-Term: 2+ years
Funding Needs:	Requires state legislation change for non-veterinarians to chip pets;
Responsible Parties:	Moderate
	Supply chips, subsidize partners' services with fees
Other Information:	Roll together chipping and rabies services? Explore how we partner and subsidize (e.g., NHA)



# Appendix: Mentor Organization & Aspirational City Best Practices

## ***Best Friends Animal Society\****

- best option for an individual cat is determined by a range of factors, given information available at the time of decision, including the availability of a rescue organization to accept the cat and find a positive outcome for it
- best option for a cat brought to the shelter as a stray, even if adoptable, could be its return to where it was trapped if holding it at the shelter is a greater risk to its welfare than return
- kittens over 8 weeks of age may be humanely trapped, neutered, vaccinated, and returned to their original outdoor habitat

\* Best Friends runs Community Cat programs in: Columbus GA, southern Utah, Philadelphia, Los Angeles, Riverside County CA, Tucson, and Las Vegas.

[bestfriends.org/resources/working-toward-positive-outcomes](https://bestfriends.org/resources/working-toward-positive-outcomes)

## **Austin, Texas**

- free spay/neuter service for stray, feral, and free-roaming cats

[pets.wilco.org/Services/StrayCatsTNR/tabid/3211/Default.aspx](https://pets.wilco.org/Services/StrayCatsTNR/tabid/3211/Default.aspx)

## ***Austin Pets Alive***

- *Barn Cats* program candidates selected from the animal control euthanasia list, and the program is their only live path out of the shelter (they are not adoptable as traditional pets, not eligible for T-N-R, and, for some reason, cannot be returned to their original outdoor habitat)

[www.austinpetsalive.org/about/programs/barn-cat-placements/](https://www.austinpetsalive.org/about/programs/barn-cat-placements/)

## ***First Coast No More Homeless Pets***

- *Feral Freedom* program expanded to include all free-roaming cats, feral or friendly, living outside and doing well on their own

[www.fcnmhp.org/wp-content/uploads/2013/11/FeralFreedomGuide.pdf](https://www.fcnmhp.org/wp-content/uploads/2013/11/FeralFreedomGuide.pdf)

## ***Mayor's Alliance for NYC's Animals (New York City)***

- sterilization of feral and stray cats to prevent prolific breeding
- most feral and stray cats are not suited to living indoors, and holding them at a shelter is not a humane option

[animalallianceny.org/feralcats/about-community-cats-tnr/](https://animalallianceny.org/feralcats/about-community-cats-tnr/)

## **San Antonio, Texas (Animal Care Code)**

- cats allowed to roam free within city limits
- all outdoor cats must be spayed or neutered
- removing cats from an outdoor area does not properly address a cat overpopulation problem

[www.sanantonio.gov/Animal-Care/What-We-Do-Services/Outdoor-Cats-TNR](https://www.sanantonio.gov/Animal-Care/What-We-Do-Services/Outdoor-Cats-TNR)