



# **THE** **Healing Power** *of the* **Human-Animal** **BOND**

**A Guide to Starting a HASS  
(Human-Animal Support Services)  
Organization in Your Community**



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**Andrea Brooks**

Director of Education and Client Advocacy

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## Introduction

**A beloved pet is often all that stands between a disabled, terminally ill, or elderly person, and total isolation and loneliness. Sadly, the devastating effects of living with a disabling illness – or the challenges of being elderly and poor – can make it impossible for vulnerable individuals to keep their companion animals when they need them most.**

Every day in the U.S., hundreds – perhaps thousands – of people in these distressing circumstances are left with no choice but to give up their unconditionally loving dogs and cats, whom they often describe as “the most important thing in my life.” The results can be crushing for all concerned.

But it doesn't have to be this way. Since 1987, with the inception of PAWS (Pets are Wonderful Support) in San Francisco, HASS (Human-Animal Support Services) organizations have been instrumental in keeping pets and their people together in difficult times. Today there are 28 HASS organizations throughout the U.S. But many more are needed to take care of a growing population of the elderly and disabled, and their companion animals.

Thank you for your interest in creating a HASS organization in your community. The healing power of the human-animal bond is an incredible thing to witness. To be part of that bond, providing critical support so that people in need are able to keep their companion animals with them in safe and loving homes, is a life-changing experience.

Starting and managing an organization is very hard work. Yet at the end of the day, nothing is more rewarding than knowing your vision and dedication are responsible for keeping people and their beloved pets together. So many people talk about wanting to make a difference in the world. By starting your own HASS organization, you are.

The HASS Startup Guide will help you launch your own HASS organization. Please feel free to copy this model. PAWS is eager to share our model of support with any community that wishes to

*“PAWS changed my life.  
Now I have a reason to live.*

*Rico is my heart.”*

– Felice, a disabled PAWS client



provide similar services. Of course, no one guide will be able to provide the best way to run your HASS program. Each organization will be different and face unique challenges. But the HASS Startup Guide will provide you with what you need to get moving in the right direction.

Please keep us posted on your status, and feel free to come to us for continual support as you grow. We are here to help, and will be thrilled to add you to our list of HASS organizations!

We look forward to a day when the healing power of the human-animal bond is allowed to work its magic in every community.

***Note: PAWS freely shares its resources, but we ask that when you print information from our website or link to our pages, you provide this information free of charge, and that you credit PAWS/Pets Are Wonderful Support.***

## How to Contact PAWS

We welcome your questions, and will be happy to give you advice and support at no cost.

Contact Andrea Brooks,  
Director of Education and Client Advocacy  
[info@pawssf.org](mailto:info@pawssf.org)  
415.979.9550 X 304



## The Health Benefits of Companion Animals

To many, a pet may seem like a fairly insignificant aspect of the life of someone who is suffering from a debilitating illness. But nothing could be further from the truth. Companion animals are extremely important when it comes to the health and happiness of the elderly, sick, or disabled.

*"They are always there for me... So when I'm sick, stressed, or depressed, I remind myself that I have to take care of them. In that way, they help keep me healthy. They keep me going," says a disabled PAWS client of her two dogs.*

### Companion animals rival pharmaceutical solutions to many illnesses – and they have no side effects!

Numerous scientific studies point to the myriad psychological and physical benefits of the human-animal bond. Among them:

- Increased survival time after a heart attack
- Less stress, depression, and loneliness
- Decreased risk factors for cardiovascular disease; especially lower blood pressure, cholesterol, and triglycerides
- Less frequent illness and susceptibility to upper respiratory infection
- Increased independent self-care, mobility, and interpersonal contact

HASS organizations help ensure that those who most need these health-giving benefits of a companion animal don't lose them, and that the human-animal bond remains intact as long as possible.

**To download a copy of the PAWS publication, *The Health Benefits of Companion Animals*, go to [www.pawssf.org/education](http://www.pawssf.org/education)**



## Services Provided by HASS Organizations

A full-spectrum HASS organization needs to take into account the wide array of needs of companion animals and their people. The following services are offered by PAWS San Francisco, which has been a model for other HASS organizations since it was founded in 1986 and incorporated in 1987.

### ***Veterinary Care***

The Veterinary Care Program is one of the most important functions of PAWS, because keeping a pet healthy is essential to keeping the human companion healthy. The program provides an annual physical examination and vaccinations for each client's animal, and also allows clients to ask questions. The annual exam, vaccines, and advice are provided free of charge by a local nonprofit veterinary hospital and shelter.

To help defray the costs of emergency or other essential medical treatments, PAWS additionally offers a \$200 annual veterinary fund to each client. Local veterinary hospitals further help by offering discounts to PAWS clients. If the clients are unable to take their pets to the veterinarian, PAWS will provide transportation volunteers to take the pets. PAWS requires that all pets in its program be spayed/neutered, and helps pay for these surgeries for new clients.

PAWS accepts donated medications and, under the guidance of licensed veterinarians who prescribe those medications, is able to donate them to clients. Most of these donations are furnished by people whose pets have passed away. For donors, it's a way to

memorialize their beloved pets and ensure that expensive medications are not wasted and thrown away where they have the potential of causing environmental harm. (If your HASS organization decides to accept donated medication, you must be sure it is not expired, and be aware of any state regulations regarding the acceptance and distribution of prescription drugs.)

### ***Pet Food Bank***

The Pet Food Bank, the first service provided by PAWS, is the cornerstone of the organization. The PAWS Food Bank provides clients monthly allotments of pet food, treats, litter, flea treatments (for monthly application), and pet accessories. The food bank is open every weekend and may be accessed once a month by PAWS clients. Some 3,855 cans, 2,213 pounds of dry food, and 1,598 pounds of cat litter were distributed monthly in 2008.

Delivery is provided for homebound clients. Trained volunteers help to staff the food bank and make weekly deliveries. Products are donated by pet food manufacturers and distributors, local supermarkets, and by individuals. Veterinary clinics also offer discounts on "special diets" for pets with special dietary needs. Additional food is purchased from wholesalers with funds raised by the PAWS development staff and volunteers. (See Appendix A for details of the PAWS food bank model.)

### ***Foster Care***

Many times, a family member or friend will take care of a companion animal if a PAWS client goes into the hospital or is otherwise

unable to care for a pet. However, early in the AIDS epidemic, when PAWS began in San Francisco, several pets were found in people's homes, unattended when a pet guardian went unexpectedly into the hospital. Through the years, there have been many instances in which individuals refused necessary hospital care until they were absolutely sure that their animal would receive proper care. The PAWS Foster Care Program was created to fill this need.

Foster care can be requested for hospitalization, rehabilitation treatment, or if a client is evicted from housing. Foster homes are provided by PAWS volunteers. If no foster home is available, PAWS works to make arrangements with local kennels, veterinary clinics, or shelters to board the pet until a foster home can be provided, or until the pet can be returned to its guardian. On some occasions, PAWS will board cats at the office until a foster volunteer can be found.

### ***In-Home Animal Care Services***

Due to the nature of illness, the health of some clients may have deteriorated to the point where they are unable to provide total care for their animals. For example, many clients face issues of decreased mobility and need to access dog walking assistance – often on a daily basis. PAWS volunteers provide necessary in-home care for the needs of the animals. These services include litter-box cleaning, dog walking, aquarium and aviary cleaning, administration of a pet's medications, pet grooming, and flea control.

Dog walking is the most popular PAWS volunteer activity. The combination of providing a vital service to a disabled

individual while regularly connecting with a loving animal makes this a truly unique volunteer opportunity.

### ***Grooming***

PAWS works with groomers in San Francisco to provide free yearly grooming for clients' animals. These grooming appointments are not for aesthetic purposes but for maintaining the health of the animal.

### ***Housing Advocacy***

Many disabled, low-income San Franciscans with service animals (including emotional support animals) face housing problems, such as eviction or lack of reasonable accommodation. The Client Advocacy Program provides consultation, direct advocacy, and access to pro-bono legal assistance to low-income, disabled, or senior Bay Area residents who are having housing-related difficulties because they have a service animal.

The two primary issues that this program deals with are 1) requesting a reasonable accommodation for an individual to bring an animal into housing and 2) assistance for individuals being threatened with the loss of housing due to their companion and/or service animal. The program also educates service organizations and community leaders about housing and service animals.

### ***Education***

In addition to serving our clients, PAWS tries to provide a measure of assistance to all individuals in need. To that end, PAWS maintains an education program that

produces and distributes materials locally and nationwide. Most prominent is our *Safe Pet Guidelines* ([www.pawssf.org/education](http://www.pawssf.org/education)), which educates immuno-compromised individuals about zoonoses (diseases that humans can catch from animals). Originally published in 1988, these were the first published guidelines to explain how to minimize zoonotic risks and support the importance of the human-animal bond.

Other publications, including *The Health Benefits of Companion Animals*, featuring research documenting the scientifically validated health benefits of the human-animal bond, and *Up In Smoke*, highlighting the effects of second-hand smoke on companion animals, can be downloaded free of charge on PAWS' website: [www.pawssf.org/education](http://www.pawssf.org/education).

### **Referrals**

For people who live outside the San Francisco area and need the kind of services PAWS offers, PAWS will make referrals to local organizations that may be able to help. If no known resources are available, staff will ascertain the most urgent need of the individual and try to troubleshoot with creative solutions and guidance on how best to approach local organizations for help.

### **Emotional Support**

Perhaps one of the most important functions of PAWS is the provision of caring, emotional support. Both staff and volunteers often provide friendship and guidance to clients in the most difficult of times, such as the loss of a beloved companion animal. Clients also relish the opportunity to simply share a heartwarming

story about their animal to someone who understands their intense bond; they know that their connections to their animals will never be belittled or dismissed and will always be taken seriously.

### **Personal Pet Visitation**

PAWS Houston offers a program that enables critically ill hospital patients to receive visits from their own animal companions on a case-by-case basis. PAWS Houston arranges and coordinates the hospital administration/permission logistics and necessary pet transportation for these visits. Many medical professionals are trying to introduce similar programs into other hospitals because of the tremendous research supporting the positive health benefits of having one's pet close by. This program can also be used to help people in hospices who can no longer keep their pets with them.

## What Our Clients Say

*"It's just so comforting to know there is an organization that understands how important pets are to people like me. Charlie and Butter are here to see me through both good times and tough times, and it's important to me that I keep them happy and healthy."*

-- Cecil



## Establishing a HASS Program

In this section, we'll look at the initial choices you need to consider when structuring your organization, and why these first decisions are so important to the future success of your organization.

### ***What's in a Name?***

You've already seen the terms HASS and PAWS in this guide. In a nutshell, HASS (Human-Animal Support Services) is the term used to describe all those organizations that provide services to help keep people and their pets together. PAWS (Pets Are Wonderful Support) is the most common name used for HASS organizations.

Since PAWS became an incorporated organization in San Francisco in 1987, other locations have added their city's name to PAWS in order to clarify that each is a separate organization. For example, there is a PAWS Los Angeles, PAWS Houston, PAWS San Diego, etc. In addition, other HASS organizations use different names, such as PALS (Pets Are Loving Support) in Atlanta, and WAGS (Wonderful Animals Giving Support) in Ferndale, Michigan. For a complete list of current HASS organizations and contact information, see Appendix B.

It's important to remember that even though all of our organizations share a common mission and often use the same name (differentiated by location), each operates independently. This allows us to address the unique needs of our individual communities.

Whether you decide to use the PAWS, PALS, or WAGS name, remember that you'll need to

distinguish yourself from other organizations by adding your geographic service area. This is especially important if you decide to legally formalize your organization as a nonprofit corporation, in which case you'll need a unique name in your own state. Of course, you can always come up with your own unique acronym and name. The best way to find out if it's being used? Google it and see what comes up!

### ***Sniff Out Other Groups***

This sounds obvious, but before you decide to start your own HASS organization, it's critical that you do some research to make sure nobody is currently doing the same thing. In addition to checking our list of current HASS organizations in Appendix B, consider the following:

1. Do a web search using the following terms in conjunction with your location, and see what you find: PAWS + Your Location (e.g. PAWS San Francisco or PAWS Houston; PALS; WAGS; human-animal bond; HASS; Human-animal support services; pet support for low-income people).
2. Contact your local United Way (or whichever local organization provides information and referral services for your area) and ask for a list of any organizations that offer support services for people with pets.
3. Contact your local Animal Care and Control office, your local SPCA or Humane Society, and any shelters and/or rescue groups in your area and ask if they are aware of any organizations that offer these services.

4. Contact your local Meals on Wheels agency. Many of these organizations offer their own program in which they deliver pet food to their clients along with human meals.

5. Contact your local Center for Independent Living or similar group that provides services and support for people with disabilities in the area. They will be aware of any assistive programs that are available.

If there is already a group formed in your area (whether it's a separate organization or a program of a larger organization), contact them and find out more about their mission, scope of service, and long-term vision. It's always best to work within an existing framework to fully realize the potential of a HASS program.

If you find there is no HASS program currently operating in your area, your research may yield a list of possible organizations that may be interested in starting such a program.

Based on your client criteria (do you plan to serve people with HIV/AIDS, other disabling illnesses, seniors, etc.?) types of organizations with compatible missions may include:

- Animal welfare groups such as your local humane society or SPCA
- AIDS service organizations
- Senior service organizations
- Disability rights organizations
- Health and human service organizations that focus on a particular disease or disability

Any of the above groups may see a HASS program as a compliment to their larger mission. There are many benefits to partnering with an existing organization, including extensive dollar savings in administration, fundraising, and startup costs. By partnering with an existing organization, you can immediately focus on the clients and the pets you plan to serve, and not on all of the legal paperwork that is a crucial part of forming a new nonprofit.

Of course there are trade-offs, too. If you decide to partner with an existing organization, you'll have to work within their organizational culture and follow any established policies and procedures. You'll also lose some autonomy, and there's always the possibility that a change in leadership could mean the elimination of your program.

There is also a chance that you could incubate your program under the guidance of an existing organization, and then spin off as your own independent organization once you've established a larger base of support. PAWS in San Francisco began as a program of the San Francisco AIDS Foundation before becoming its own independent organization in 1987.

### ***Going it Alone***

If you do decide that going it alone is the best alternative for your group, you still have to make a big decision: Do you incorporate with your state as a 501(c)(3) nonprofit corporation or stay as an unincorporated nonprofit association?

If your HASS organization is going to start out as an all-volunteer group and focus primarily

on low-risk projects such as a pet food bank, it may be best to begin as an unincorporated nonprofit association and avoid the lengthy paperwork involved in starting and managing a nonprofit corporation.

It's important to note that in most states, unincorporated nonprofit associations can still be granted tax-exempt status. If that's the case, you may wonder why you should bother to incorporate at all. The real reason is liability. If you stay as an unincorporated nonprofit association, your individual members are liable if someone wants to sue you. (And we do live in a very litigious society!) If you incorporate in your state, your HASS will enjoy limited liability so that your corporation's directors are not held legally responsible for any legal action directed at the corporation itself.

Given the nature of our mission and the amount of access we are provided to people's homes and animals, we ultimately recommend that any independent HASS organization eventually incorporate with their state.

If you do decide that incorporating your PAWS as 501(c)(3) is the way to go, keep in mind that you will have to form a Board of Directors and, usually with the assistance of legal counsel who specialize in the incorporation of nonprofits, produce and file Articles of Incorporation and Bylaws. For more detailed reading on this subject, we highly recommend the following two books published by Nolo Press: "How to Form a Nonprofit Corporation," by Anthony Mancuso, and "Starting & Building a Nonprofit: A Practical Guide," by Peri H. Pakroo. Both titles can be ordered online (where you can also

download any updates and related articles) at [www.nolo.com](http://www.nolo.com).

### ***The Initial Board of Directors***

Not only are boards of directors legally required for nonprofit corporations, they are also your organization's ultimate stewards, making sure your HASS remains true to its mission and providing fiscal oversight and direction. Over time, as most HASS organizations grow and add full-time professional staff to oversee and manage the day-to-day operations, their boards evolve from being hands-on program-oriented to more governance boards.

One thing common to all boards – no matter where they are in their evolutionary life – is that all board members need to be active fundraisers. Each board member should also commit to making a personally significant, annual donation to your HASS organization. By making it a "personally significant" amount, it clarifies the expectation that board members will donate according to their own means and will make your HASS a priority compared to their other charitable giving.

For a new HASS organization, board members must be comfortable not only sitting around a table and discussing such issues as mission, vision, and strategic planning; they are also going to have to roll up their sleeves in order to make sure the primary work of the organization is accomplished. This can mean helping to unload a hefty food bank delivery or jumping in to do a pet transport. For this guide, we envision what the professional make-up of a 15-person board (along with the committee assignments) would look like for a brand-new HASS organization about to

incorporate as a nonprofit and seek 501(c)(3) status from the IRS.

**It's imperative to form strong committees. Here's a look at some ideal committee setups:**

**Executive Committee.** In addition to a president, treasurer, and secretary (all three of which are required by most states for a nonprofit corporation) you'll probably also want a vice-president for succession planning. This committee usually sets the agenda for the board meetings and provides institutional leadership, especially when there is no paid staff. In the absence of a full board, and if the by-laws grant them permission, committee members are often able to make decisions on behalf of the full board.

**Finance/Administration Committee.** Usually lead by the board's treasurer, this committee ensures the organization is in compliance with all financial accounting standards as well as budgeting and monitoring of expenses. The members also manage banking relationships and usually handle paying bills and collecting receivables. As an organization grows, they also tend to oversee office infrastructure, such as computer and phone systems.

**Fund Development Committee.** This committee develops and implements a fundraising plan for the organization (including a marketing plan). Members also ensure that all board members, regardless of

which committees they are a part of, actively help raise funds for the organization.

**Programs Committee.** This committee oversees the delivery of services to the HASS clients and develops policies and procedures for managing client relationships and the intake of new clients.

**Volunteers Committee.** This committee develops and implements a volunteer program to recruit, train, supervise, and recognize the organization's volunteers.

Your board, especially your founding board, needs to be extremely committed to your mission, and all members must bring with them a unique skill or perspective to create an organization which will thrive far into the future. While the above is one wish list for a new HASS organization, you may identify other skills, professions, or attributes necessary to help achieve your vision for your new organization. The important thing is to have a clear-cut plan and strategically recruit the people with the skills and expertise you need. You'll want smart, hard-working people who are there to support you and share your vision for a HASS organization in your community.

*The important thing is to have a clear-cut plan and strategically recruit the people with the skills and expertise you need.*



## An Ideal HASS Founding Board of Directors

<b>Board Member</b>	<b>Professional Expertise and/or Attributes</b>	<b>Committee Assignment and/or Officer</b>
1.	You! A passionate advocate for people and animals; hyper-organized with a very persuasive personality and a healthy sense of humor	Board President Executive Com. Fund Development Com. Finance/Administration Com.
2.	Accountant with expertise in nonprofit accounting standards	Treasurer Executive Com. Finance/Administration Com.
3.	Educator or reference librarian	Secretary/Executive Com.
4.	Attorney with expertise in tax-exempt organizations	Vice-President Executive Com. Finance/Administration Com.
5.	Veterinarian	Programs Com. Volunteers Com.
6.	Attorney with expertise in human resources	Volunteers Com. Finance/Administration Com.
7.	Nonprofit executive director with experience in organizational development	Volunteers Com. Programs Com.
8.	Health professional (physician, registered nurse, administrator) with expertise in direct care and/or experience working with animal assisted therapy	Program Com. Fund Development Com.
9.	Freelance writer with expertise in grants	Fund Development Com. Program Com.
10.	Tech guru with expertise in networking and systems	Finance/Administration Com. Programs Com.
11.	Information systems person with expertise in database management	Finance/Administration Com. Programs Com.
12.	Manager, owner, or sales rep from a pet supply store or pet food company	Programs Com. Fund Development Com.
13.	Community relations person from a local business or large local employer	Fund Development Com. Volunteers Com.
14.	Public relations person with expertise in print, web, and broadcast media	Fund Development Com. Volunteers Com.
15.	Retired person with lots of free time to staff the office and make calls	Finance/Administration Com. Programs Com. Volunteers Com.

**For more information on boards, including best practices in board recruitment and polices, check out [www.boardsource.org](http://www.boardsource.org).**

## Fundraising

Fundraising is one of the most important aspects of starting and running a successful HASS organization. No matter the good intention of its founders, an agency can't survive without the necessary resources to sustain its operations. Since fundraising success builds upon itself and people tend to support organizations that have a track record, it's important to start small with your programs and be realistic with your initial fundraising efforts.

Although fundraising is a huge topic and could fill volumes, in this section we want to identify some of the key areas that a new HASS program should focus on in order to build a successful development program.

### **Individuals**

The backbone of any HASS program is individual donors – people who make ongoing donations to support the work of your organization. Initially, you may start out with just a handful of donors, including yourself, family, and friends. You also may be lucky enough to find an angel donor – an individual who believes strongly in your mission and is willing to make a large donation to start your organization.

The long-term goal of a donor program is not only to sustain someone's annual giving, but to increase it so the individual becomes a major donor. This is achieved by the art of cultivation; developing a relationship with your donors and understanding who they are, where they live and work, what it is about your work that inspires them, how they prefer to make donations and, most important, why

they give to your cause. While people may believe strongly in your mission, they will continue to give because of the relationships they develop with you and the other leaders of your organization.

As you grow, it will also be important to continually find new donors. Many organizations rely on outreach, special events, and direct mail to identify new donors. And as mentioned previously in this guide, every member of your board of directors should also commit to making a personally significant, annual donation to your HASS organization.

### **Outreach**

Setting up information tables at street fairs, parks, in front of local businesses, and at community events is one of the most cost-effective ways to market your organization to prospective supporters – volunteers and donors alike. Most of these events charge a nominal fee for nonprofits but may be willing to provide free space if they know you are a brand-new organization. Doing outreach allows you to connect with people directly, and personally share your passion for the HASS cause. In addition to a donation jar, you'll want to include a sign-up sheet for people who want to be on your mailing list. Be sure to collect their e-mail information, too.

### **Special Events**

Special events are one of the most labor-intensive ways to raise money. In spite of this, they remain one of the best ways to market a new organization, create excitement around your mission, and allow prospective

supporters to learn more about your cause. Think of special events not only as fundraisers, but as “friend raisers” too, and you’ll understand that money is only one way to measure their success.

Many HASS organizations have what is known as a signature event – a fundraiser that is produced in-house and becomes an annual tradition. At PAWS San Francisco, each year since 1994 we’ve produced an event called Petchitecture (yes, it’s hard to pronounce – that’s part of its charm!). Architects and designers, affectionately called “petchitects,” produce one-of-a-kind pet habitats that are sold to people at a gala event complete with food, a bar, and a silent auction. Dogs are welcome. Petchitecture is one of the few high-end galas people can attend with their dogs. For more information on Petchitecture, check out [www.pawssf.org/petchitecture.html](http://www.pawssf.org/petchitecture.html)

PAWS is known for this event. Every year many new donors attend, and we get good press coverage. Approximately 650 human guests, 200 dogs, 4 cats, 2 bunnies and 1 rooster (our first!) attended in 2009. In spite of a tough economy, the event grossed approximately \$224,000. Because of the high visibility of the event, we’ve been able to attract corporate sponsors as well. Even though the event is now very successful, it requires almost year-round planning and coordination. No matter what you decide to do as your own signature event, remember to start small, and keep it simple at the beginning.

It’s also important to keep in mind that many people may approach you about wanting to do an event on your behalf. These are wonderful opportunities to expand your

fundraising efforts and, again, bring new donors and supporters to your cause. At PAWS, we refer to these as “external events” since they are events that we have not planned to produce and have not allocated financial and/or human resources to support. They include everything from beer busts and theme parties at local bars, to people who put on concerts, to people who host house parties. Be sure to clarify expectations with any people putting on an event for you, and let them know what it is you can and cannot provide in the way of support ahead of time. At the very least, you’ll want to make sure that a representative of your agency is available to attend the event if appropriate, and that you have some literature (and envelopes) ready to distribute.

### ***Direct Mail***

Once you develop a mailing list – names that are added from outreaches and special events – it’s important to use it to stay connected with your supporters and make a direct request for their support. As organizations grow, direct mail programs can become very large and sophisticated. Initially, it’s simply about writing your donors, sharing a personal story about a client you’ve helped, and asking for financial support to continue your work. At the very least, you should write your donors twice a year; in November/December when both the holiday spirit and year-end tax planning inspire people to give more, and one other time about halfway through the year. See Appendix K for a sample of a direct mail letter.

While it’s also possible to rent a mailing list of potential donors (often known as an acquisition mailing), it is expensive and often

takes several years to break even, so the process can be cost prohibitive for new or smaller organizations. Stick with your own donor base and continue to add names to it, and you'll be pleasantly surprised how willing people are to give when asked.

An excellent book on direct mail is Mal Warwick's "Revolution in the Mailbox: Your Guide to Successful Direct Mail Fundraising."

organization. There are many courses on the fundamentals of grant writing that focus on researching prospective funders and writing proposals that get results.

The Foundation Center ([foundationcenter.org](http://foundationcenter.org)) provides an excellent place to learn about grant writing, and offers a comprehensive and searchable database of funders. The center also has links to other great resources.

*Ultimately, it's important to remember that fundraising for a HASS program is everyone's responsibility. Even people who don't think of themselves as fundraisers need to be able to clearly articulate the mission of their organization and make the case, through personal example as well, why giving is so important and what that giving means for the people and animals you're serving.*



### **The Web**

One of the great advantages to starting a HASS organization today is the ability to use technology and the internet to reach out to supporters. Most nonprofits are just starting to scratch the surface of the power of the

web as a fundraising tool. At PAWS, the percentage of donations we receive online increases each year. Tools such as our monthly donor e-news allow us to connect with donors in a very cost-effective and immediate way.

"People to People Fundraising: Social Networking and Web 2.0 for Charities," by Ted Hart, James M. Greenfield, and Sheeraz D. Haji, is one of many new publications that explore the future of web-based fundraising for nonprofits and how to build an online community.

### **Grants**

Grants funding is also an important strategy to consider. Although most funders will want to see some initial success before they invest in your organization, it is possible to find foundations willing to sponsor a new program. Grants can come from either private foundations or corporate foundations. We've discovered that the smaller, family foundations are most open to supporting our work at PAWS.

Since most organizations don't have the resources to hire a grant writer at the beginning, grant writing is a critical skill to have if you plan to start your own

## Client Eligibility

Your HASS can select your client base according to the specific needs in your area. The following are the client eligibility policies for the Companion Animal Support Services (CASS) program of PAWS San Francisco.

PAWS provides comprehensive pet-related services support to more than 750 clients who are maintaining the guardianship and the love of more than 900 companion animals. PAWS serves low-income San Francisco residents with HIV/AIDS and other disabling illnesses, and low-income seniors age 60 and older.

We do not cover animals under the age of 6 months, amphibians, or reptiles. We don't help clients get new pets, but rather assist them in maintaining the pets they already have.

Prospective clients, social workers, case managers, or other representatives can call anytime to verify client eligibility and begin the client intake process. We accept clients throughout the month, depending on availability of space. We maintain a waiting list and are able to inform prospective clients of the month that his/her intake process can resume. Once a prospective client is on this waiting list, there is no need to call back. An intake packet will be mailed out as soon as space permits.

All clients must have an intake interview (see page 20 of this guide) and complete all required paperwork.

PAWS is dedicated to doing whatever it can to help seniors and people with disabling illnesses and their animal companions.

However, due to limited resources and the ever-growing need for our services, it is necessary that we follow these policies:

### ***Clients***

Any resident of San Francisco who is able to present a letter confirming a disabling illness diagnosis, or is age 60 or older, and has proof that his/her gross income is no greater than \$1,850 a month, is eligible to be a client of PAWS. PAWS can't provide services to existing San Francisco clients if they move out of the city.

Once a client no longer has the animal companions with which he/she registered at the PAWS intake, that person will no longer be considered a PAWS client. If new animals are acquired within a year, the client may register the new animal without going through the complete intake procedure. If it is more than a year later, he/she must proceed through the regular intake process to be reactivated as a client.

### ***Animals***

Each client will receive assistance for up to two animals only. Ongoing assistance will be provided for these animals for as long as possible.

Except for rare cases in which the animal's health prohibits surgery, all PAWS animals must be spayed or neutered before they can be registered with PAWS. If animals have not been spayed or neutered at the time of client intake, clients must have their companion animals spayed/neutered within 90 days or they will be required to begin the intake process from scratch.

Due to potential health hazards for our clients, and because of our concern for the animals, PAWS will not cover any animals who are under six months of age. Reptiles, wildlife, amphibians, primates, ferrets, or other animals who pose significant health risks will also be exempt from coverage.

### ***Annual Certification***

If necessary, an annual recertification will take place to ensure that all clients are still eligible to receive services.

### ***Special Note***

Although we are concerned about the health and well-being of both human and animal clients, if a human client passes away, his/her animals do not automatically remain PAWS clients. Animals may still receive benefits if their new guardian is eligible to become a client. The new guardian must go through an official intake process and will not receive services without proof of eligibility.

### ***Client Responsibilities***

Clients are responsible for notifying PAWS of any changes in phone number, address, animal status, or income within 10 days of the change. Clients are also responsible for securing a home for their companion animal(s) in the event of their inability to continue caring for the animal.

PAWS encourages all clients who cannot find appropriate homes for their animals to become members of the San Francisco SPCA SIDO program to ensure a healthy future for their pets. (Note: The SF/SPCA SIDO Program

ensures that healthy and adoptable animals are adopted after the death of their guardians. As PAWS works with clients over time, we help them plan for the long-term care of their pets and encourage them to identify a caregiver should they no longer be able to care for their pets. On a case-by-case basis, we will work with local adoption agencies to help place animals of clients who have passed away.)

### ***Loss of Status***

PAWS clients will lose their status under these conditions:

- They no longer have the animals they had at intake
- They move out of San Francisco
- They are abusive to staff, board, or volunteers
- They are unwilling to comply with PAWS policies and procedures
- They misrepresent their information about financial and health status

## The HASS Intake Interview Process

The goal of the intake interview is to establish the foundation of an empowering, supportive relationship between your HASS organization and each new HASS client. You will clarify the process for obtaining HASS services, and develop an action plan with the client for the upcoming year.

The application process involves interviewing each new client, collecting required forms, establishing eligibility verifications, assessing special disability-related needs (of either the client or the pet), explaining the extent and limitations of HASS benefits, and identifying any other issue regarding the client or pet that may not be readily observed via the paper application. While this may seem like a time-consuming task, it should take less than an hour once you're familiar with the process.

### ***The Intake Interview (50 minutes total)***

The client intake is the **first and perhaps only time you meet your client face to face**, and the tone of this meeting will go a long way in establishing the type of relationship you have with your clients. The primary goal of the intake interview is to enhance the prospective clients' feelings of empowerment with regard to their role as responsible pet guardians and as partners with your HASS organization.

Aside from establishing a tone of mutual respect and co-responsibility as the basis of a HASS-Client relationship, the interview process is also an important predictor of any special needs of clients and their pets,

including accommodations for seniors, for clients with physical or mental disabilities, or adaptations for any economic limitations.

Finally, clients themselves may not be fully aware of situations they need to address, such as the extent of their dog's aggressive behaviors. The face-to-face interaction with your new client will serve as an important opportunity to detect any areas of concern that may not have been presented on your client's application, but that HASS can assist with once identified.

### ***Step 1: Developing a Rapport via Client History (15 minutes)***

Clients of a HASS program may approach the client relationship in a few different ways. Some may view you as a *guardian*, where you are responsible for everything relating to their pet's care. They may look to you for making all the decisions regarding their pets. Others may view you as a *teacher*, presenting them with all the information and options available when it comes to the choices they make regarding their pets, but they may also be less open to options available and the rules a client must follow.

However, the ideal client relationship is one in which you, the social worker, and the client work together as *collaborators* towards a mutual goal, in which both parties share the responsibilities, respect each other as equals, and are open to learning from each other. By encouraging this type of client relationship, the client and social worker engage in a joint commitment to maintain the human-animal bond, and ultimately, ensure the welfare of both the companion animal and the client.

The best way to initiate a successful collaborative client relationship is through the following steps:

**Engage:** By using general questions about clients and their pets, you will be able to investigate clients' relationships with pets in general, as well as with their current companion animals, thereby establishing clients as the ongoing experts of their pets. (This is an essential first step toward forming the type of client relationship you wish to have, and helps you connect with clients as partners in the care of their animals.) To engage your clients, you may choose to ask open-ended questions such as: "How long have you and your pet been together?"; "How did you meet?"; "Is this your first pet?"; "Tell me about your pet."

**Empathize:** The next step in forming a collaborative client relation is to empathize with your client's condition, and you may do so by using open-ended questions such as "Does your disability create any special needs in caring for your pet?"; "How does your companion animal help you with your disability?"; and "Do you have any housing problems with keeping a pet?" Furthermore, in order to develop a relationship based on trust, compassion, and respect, it's essential that you make your clients feel welcome, and let them know their concerns are being heard. Reflective listening is a terrific tool to use for this. By paraphrasing and repeating back to clients what they just said, not only do they know they're being heard, but they are also presented with the opportunity to clarify, correct, or add to what was said.

**Educate:** Once your clients are engaged and feel that they are accepted, and that their

concerns are being heard, it is now time to redirect their attention towards your HASS organization and what you can do to provide support. Questions such as "How did you first hear about our HASS program?" and "What do you know about our services?" will provide you with the opportunity to further educate your clients on what to expect from your new collaborative relationship.

**Enlist:** An essential but often forgotten step in establishing a successful relationship with your HASS clients is to enlist their help in initiating a jointly responsible and mutually respectful collaboration. Once you've established a rapport with your clients, you may end the introductory session with a statement such as "Now that I understand more about you and [pet's name]'s situation, I feel that there are ways that we can work together to make things run more smoothly, and if you are willing to play a part and agree to help out, I would love to get started and decide together what we can both do to ensure you and your pet stay together."

### ***Step 2: Collecting and Reviewing Client Forms (10 minutes)***

The next step is to collect and review the client forms that your client was asked to bring to the intake interview. Reviewing these forms now will ensure that they are filled out properly and in their entirety. This fairly low-stress procedure allows the opportunity to further develop the newly established relationship of collaboration and trust between you and your new client.

The following forms should be collected and reviewed at this stage:

**Photo identification:** Make a copy for your records, and be sure to note the date of birth for seniors to ensure they qualify for senior citizen services.

**Income statement:** Note any changes, and the supplemental security income. Also note whether the income is permanent or temporary.

**Physician’s Statement of Permanent Disability:** When reviewing this, you may delve further into the special needs for both the client and pet that results from this disability.

**Client Profile:** Make sure that the contact person section is filled in, and use this to determine what personal support team is available to your client, if any. (See Appendix B.)

**CASS Service Agreement:** Ensure that the CASS (Companion Animal Support Services) Agreement is signed, and that the client understands the terms of the agreement. (See Appendix C.)

***Step 3: Interviewing for the Animal Companion, and Collecting and Reviewing Pet Forms (10 minutes)***

Once you have collected all the forms for your client, it’s time to get to know your client’s pet better, as well as collect the necessary forms relating to the pet.

Your client should have filled out a Pet Profile Form (see Appendixes D, E, and F for various pet profile forms) prior to the intake interview. Review page 1 of the Pet Profile,

and use the remainder of the Pet Profile as a basis for interviewing the client about his or her companion animals. Try to get a good sense of what the pets are like, including:

- a. A basic description of each pet
- b. The pet’s temperament. Especially important is to try to read between the lines to see if the pet is prone to aggressive behaviors, or is in need of training, despite the client’s claims otherwise. Listen for descriptions of the dog “nipping” or if the client defends the pet’s behaviors with excuses such as “the cat was having a bad day,” and try to use open-ended questions to allow the client to elaborate more on the pet’s behavior. Also keep in mind that cats are not small dogs, and be sure to account for the behavioral differences between the two species, especially when it comes to warning signs. For example, is a cat really aggressive, or did the client just not understand the cat’s warning signals, and mistake a “wagging” tail as a friendly gesture?
- c. The pet’s general behavior
- d. The pet’s daily schedule (especially when he/she needs to urinate/defecate)
- e. The pet’s habits
- f. The pet’s living situation
- g. The pet’s eating preferences
- h. Any other needs the pet may have, such as medication schedule

You must also verify the pet’s neuter/spay status, requiring documentation if your client states that the pet is already altered. Veterinary records of the pet should also be presented during this time.

Finally, your client may provide you with the following optional forms:

**Foster Care Agreement:** If your client wishes to request foster care for pets during an emergency, this form must be signed and submitted. (See Appendix G.)

**Pet Photo:** Your client may choose to bring in a photo of his or her pet for your records. If so, make a copy and return the original to the client. Alternatively, you may have a digital camera on hand to take a picture of your client's pet, if the pet is at the intake interview.

**Aggressive Dog Document:** If a client's dog has had a history of aggressive behaviors or has been involved in incidents in which he or she was accused of being aggressive, then this form must be filled out. (Appendix H.)

***Step 4: Developing an Action Plan for the Companion Animal (15 minutes)***

The final step of the intake interview is to develop an action plan for the companion animal. This should first involve a clear description of the protocols the client must follow to access HASS services and benefits, followed by an outline of the next steps the new HASS client will take.

## Setting Boundaries

We are drawn to this work because we have great compassion for both humans and animals – and as such it can be hard to say no, especially when there may be an obvious need. However, setting boundaries is the key to being able to maintain a good frame of mind and do the most effective work over the course of time.

When setting a boundary, be clear both in your communication and documentation. And most importantly – stick to it! Challenges can easily arise when attachment develops toward a certain client, or vice versa. If there's a situation where it feels difficult to maintain a clear boundary, try to take a step back and examine ways you can sort it out. If that doesn't work, there is no shame in asking for help from a supervisor or colleague; we've all faced challenges of this nature at some point or another.

Sticking to boundaries is an ongoing process that will require patience on the part of the practitioner and an understanding that it's our responsibility – not the client's – to set healthy boundaries.

### **Description of HASS Services and Benefits:**

Below is a list of the HASS services and benefits that should be reviewed with the new client. Detailed information regarding each topic can be found on the *PAWS Benefits & Services* handout. (See Appendix K.)

- a. Veterinary benefits and reference phone numbers
- b. Three-step process for requesting veterinary vouchers
- c. Whom to call for what
- d. Flea preventative and medication services
- e. Volunteer services
- f. Foster care
- g. Grooming services
- h. Housing and discrimination referrals
- i. Emergency service procedure
- j. How to use the food bank and wish list: Let clients know that if there are additional items they would like (such as toys, leashes, carriers, pet beds), they should submit a wish list to the program coordinator, who will attempt to obtain donations of the items on the list.
- k. HASS newsletter

### **Developing an Action Plan, and Next Steps:**

Once clients understand all the benefits and protocols of being with your HASS, remind them of the next steps they must take to further develop the new HASS relationship. These include setting up their first annual wellness visit (or their first visit with the vet to address any existing medical conditions, if applicable), arranging for a spay/neuter appointment if pets are not fixed, and scheduling for their first food bank pick-up.

## The Importance of Volunteers

Like most nonprofit organizations, PAWS relies heavily on the support that volunteers provide. Starting with just a handful of volunteers, PAWS now has over 400 active volunteers and a staff of 12 paid employees. In 2007, PAWS volunteers gave more than 9,637.5 hours; nearly \$215,000 of in-kind service.

By having so many people contributing to PAWS' mission, the organization can reach many more clients on a personal basis. A large volunteer base also helps spread the word about PAWS.

When starting a HASS, it's important to look at how volunteers can most effectively work with your organization. Your HASS should assess which services volunteers can do, and (assuming you have the ability to hire paid employees) which are best left to staff. Examine what is and isn't reasonable to ask from a volunteer. What's a realistic time for a volunteer shift? Is what you are asking a volunteer to do safe?

### ***Risky Business***

With any volunteer activity, there's a certain degree of risk for the volunteer, the organization, and the clients served. HASS volunteers, for instance, could get bitten by a dog, be involved in a car accident, or throw out their backs while picking up boxes. There's no activity that's without a certain degree of risk.

Liability insurance is a must. Seek out an insurance broker who specializes in

nonprofits. Keep in mind that you'll need different insurance for different activities.

Minimizing risk to everyone – volunteers, clients, and your organization – needs to be a priority. Make sure equipment is safe. Emergency gear such as fire extinguishers and first aid kits must be easily accessible, and volunteers and staff should be trained in emergency procedures. Another important factor in minimizing risk is choosing good volunteers.

### ***Finding the Right Volunteers***

Although it may be tempting to take any volunteer who contacts you, it's much more effective to be strategic and selective when screening prospective volunteers. It's essential that volunteers are reliable and good representatives of your organization. When volunteers are in public, talking about your HASS, what sort of image do you want to project? Can people accurately and convincingly describe the mission of your organization? When volunteers are visiting clients, are they reliable, trustworthy, and dedicated? Can you count on your volunteers to show up for volunteer shifts on time and on a regular basis?

Start your selection process by having every potential volunteer complete a Volunteer Application. (See Appendix L.) The PAWS Volunteer Application is rather lengthy. This discourages some people who may not be all that motivated to volunteer. PAWS also asks for contact information, references, and whether the person has ever been arrested. Although a criminal conviction does not automatically disqualify a person from volunteering (it all depends on the nature of

the crime and the type of volunteer service they will provide), failure to provide the above information will cause their application to be denied.

The application asks for other personal information, such as hobbies, other organizations where the applicant volunteers, and the applicant's workplace. The responses can give you a better understanding of the volunteer, and can be helpful for networking purposes. You might apply for funding from a corporate group, for instance, and having volunteers who are employees can be beneficial. Many corporations also match an employee's volunteer hours with cash grants.

It's also critical to interview all volunteers, either on the phone or in person. Use this opportunity to also explain your services and give people a better understanding of the role that volunteers play in your organization. If people say they've read the website, it often means they've only skimmed it, so your explanation will give them a better picture.

Ask about their experience with people with disabilities, and give them a realistic picture about the realities of working with the people you plan to serve. At PAWS, this includes people with disabilities including HIV, people with mental health disorders, people with substance abuse issues, seniors, and people who are emotionally needy. Sometimes potential volunteers haven't considered the human factor, or what the realities are when working with challenging clients. This often causes volunteers to reconsider. It's much better to screen volunteers out (or have them self-select out) before they begin their actual service and are assigned to a client. Another option may be to help a prospective volunteer

find a position that doesn't involve client contact, or to recommend the volunteer to another nonprofit organization.

If all goes well with the interview, invite the candidate to a volunteer training. PAWS holds trainings every six weeks. Some people balk at the prospect of a four-hour training. Many say they'll come, but never do. Keep in mind that if they are resistant to training, they may not have the dedication it takes to make the volunteer commitment.

PAWS trainings are specifically geared toward working with clients – who they are, their challenges, what it's like to work with someone with a mental health disorder. In addition, our trainings provide an opportunity to review HASS policies on substance abuse, how to actively listen to clients, how to set boundaries, and other matters regarding dealing with clients. Please contact us if you'd like to receive the PAWS Volunteer Trainer's Guide, which is too extensive to include in this document. Note that the PAWS training doesn't go into great detail about dog-handling. This is done in a separate, in-service training.

The training is a good chance to meet potential volunteers in person. Keep in mind that even if someone has completed the training, if the person is disruptive or makes you feel uncomfortable, you don't have to place him or her in your organization. You are not obligated to take everyone who applies. If someone is not a good fit for your organization, perhaps there is another organization that would be a better fit.

### ***Be a Matchmaker***

Placing your volunteers is almost as important as choosing the right volunteers for your HASS. Once you've selected your volunteers, the next step is to match them to the right jobs. Have your volunteers think about what they want to do, and what they can commit to doing.

Finding the best match is good for both the volunteer and the organization. If volunteers are happy with their assignments, they'll look forward to volunteering, and stay committed for a long time. If volunteers are unhappy, they'll do the job temporarily and stop. Obviously, you want satisfied volunteers to keep providing services, and to tell their friends about their positive experiences and get them interested in helping your HASS.

It's important to realize that not everyone is a good match for every job. Some people are more interested in direct animal care, while some just want to do office work. Time constraints play a role, too. Maybe someone would like to do data entry for your HASS, but is not available during the regular workweek. Or perhaps someone would like to walk dogs, but can't commit to a weekly schedule.

There are usually solutions to these problems. If, for instance, someone isn't good at speaking publicly about the organization, but would be good at preparing pet food deliveries, see if he or she has any interest in working at the food bank. If a volunteer is disabled and unable to walk or drive, fundraising or committee work might be excellent alternatives.

Most PAWS volunteers want to do dog-walking. This is wonderful, since many clients need help getting their dogs out a couple of times a day. If you have someone who wants to walk dogs, make placements based on the days of the week that are available, the location of the client in relation to the volunteer's home or workplace, and the volunteer's preference in size or breed of dog. Be open to considering other factors, too. (For instance, some volunteers are in recovery programs and want to avoid clients who are active users.)

### ***Checking In and Keeping Up***

After placing volunteers, keep up with them as best you can. With about 400 volunteers, PAWS can't be in touch with each volunteer on a weekly basis. But staff members do try to check in, especially with volunteers who are in challenging situations, or who have not been active in a while.

For volunteers who are unsupervised, it's important to have some sort of check-in procedure to make sure they're still actually volunteering. It's important to keep good notes about a volunteer's job assignment, time sheets, years of service, different activities for which he or she volunteered, and other aspects of the volunteer's work. This documentation comes in handy for reports about services for funders, for people calling for a reference check for employment or scholarships, and for targeted recruitment for a recurring special event. (It's always a good idea to invite volunteers who did well at an event to return the next year, and give that person preference in assignments.) This record-keeping is also helpful if a volunteer wants to come back and volunteer with your

organization after a few years of being away. Then you can easily look at the records and see if the person should be invited to volunteer again.

Your HASS organization should strongly consider having some sort of formal

recognition and volunteer appreciation. While people don't volunteer for a reward, they often value things like a volunteer appreciation party or dinner, t-shirts, certificates, and awards. Thank-you notes and kind words also go a long way.

*Even if volunteers feel appreciated, turnover can still be high. People move away, get busy with school or family, get burned out, or realize they don't have the time they thought they did.*

*Make sure any volunteers who leave know how much you appreciated their service. If they did well, leave the door open for them to return in the future.*



## What Our Clients Say

*"I should tell you that there simply is no possible way you could know what it has meant to me and how it's affected me just to have contact with you and to be a PAWS client. To be looked at and spoken to with the compassion, understanding, respect, and concern that you two have is so important a thing and so tragically absent from all other sources of 'assistance' I've attempted. You should know this, and know that since becoming a client of PAWS there have been many times the dark clouds have descended and somehow the picture of you talking to me that day at Project Homeless Connect comes to mind, going to PAWS, seeing and talking to you comes to mind and it seems to 'jar' or crack the darkness somehow to know someone did see me with some kind of value or concern. Thank you so much for that. My hope is that some day, hopefully sooner rather than later, I will be able to turn around and pay back not just directly to PAWS in whatever way I can but to whoever crosses my path these things you have given."*  
 ~ Shane

*"Thank you for all your help! I found a real cutie!  
 My life has changed dramatically for the better.  
 I love her so much. I have a whole life ahead of me  
 with her in my life. She has brought joy and  
 happiness to me. I can't thank you enough.  
 Our building manager and the building owner  
 have verbally OK'd everything.  
 I don't think I could live without her! I take  
 her with me every day and spend 24/7  
 together."  
 ~ George*

*"PAWS is just a great organization.  
 They have helped me so much.  
 Without the wonderful PAWS volunteers,  
 I would have had to give up Fish Paw and Cry  
 Baby. I wouldn't know where they are or if they  
 are being cared for. PAWS keeps our family  
 whole, so I'll always have a home."  
 ~ Ann*

*"Thank you again so much to you  
 and everyone at PAWS for everything...  
 I obviously could not have done any of this without you and I would  
 not have my beautiful little Stella in my life right now. I can never ever thank you enough."  
 ~ Dana*



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## Appendix A *List of HASS Organizations*

### Other PAWS Agencies

Below is a list of PAWS Organizations around the world. These organizations are not affiliated with each other or with PAWS San Francisco. Each agency establishes its own mission, client base, and services.

Check out the PAWS website at [www.pawssf.org/otherpaws.html](http://www.pawssf.org/otherpaws.html) for updated lists.

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**CALIFORNIA**

**PAWS San Diego County**

4455 Euclid Ave  
 San Diego, CA 92115  
**Phone:** 619-297-PAWS (7297)  
**Fax:** 619-393-0322  
**Web:** <http://www.pawssdc.org/>  
**Email:** [paws.ed@pawssdc.org](mailto:paws.ed@pawssdc.org)

**P.A.L.S.: Pets Are Loving Support**

P.O. Box 1539  
 Guerneville, CA 95446  
**Phone:** (707) 887-2729  
**Web:** <http://www.sonic.net/~pals/>  
**Email:** [pals@sonic.net](mailto:pals@sonic.net)

**SHARE Program  
 Marin Humane Society**

171 Bel Marin Keys Blvd.  
 Novato, CA 94949  
**Phone:** (415) 883-4621 ext 255  
**Fax:** (415) 883-3523  
**Web:** [www.marinhumanesociety.org](http://www.marinhumanesociety.org)

**PAWS Los Angeles**

1546 Argyle Avenue  
 Hollywood, CA 90028  
**Phone:** (323) 464-7297  
**Fax:** (323) 464-0511  
**Web:** [www.pawsla.org](http://www.pawsla.org)  
**Email:** [swayland@pawsla.org](mailto:swayland@pawsla.org)

**PAWS/East Bay**

Berkeley East Bay Humane Society  
 2700 Ninth Street, Berkeley, CA 94710  
**Phone:** (510) 845-7735, ext. 40  
**Fax:** (510) 845-3652  
**Web:** [www.berkeleyhumane.org/Community/PAWS\\_EastBay.htm](http://www.berkeleyhumane.org/Community/PAWS_EastBay.htm)  
**Email:** [pawseb@berkeleyhumane.org](mailto:pawseb@berkeleyhumane.org)

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**COLORADO**

**P.A.W.S. Colorado**

19452 E. Brunswick Drive  
 Aurora, CO 80013-4736  
**Phone:** 303-693-1587  
**Fax:** 303-693-7110  
**Web:** <http://www.pawscolorado.org/>  
**Email:** [brian@pawscolorado.org](mailto:brian@pawscolorado.org)

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**CONNECTICUT**

**MANA: AID-A-PET**

64 Church St.  
 Manchester, CT 06040  
**Phone:** 860-646-6260  
**Fax:** 860-645-9855  
**Web:** <http://www.mana-ct.net/Aid-A-Pet.html>

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**FLORIDA**

**Pet Project for Pets**

1164 E. Oakland Blvd.  
 Ft. Lauderdale, FL 33334  
**Oakland Phone:** (954) 568-5678  
**Fax:** (954) 561-1987  
**Miami Dade Phone:** (305) 772-1866  
**Web:** [www.petprojectforpets.org](http://www.petprojectforpets.org)  
**Email:** [felix@petprojectforpets.org](mailto:felix@petprojectforpets.org)

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**GEORGIA**

**P.A.L.S. Pets Are Loving Support**  
1058 Northside Drive, Suite C  
Atlanta, GA 30318  
**Phone:** (404) 876-PALS (7257)  
**Fax:** (404) 249-PETS (7387)  
**Web:** [palsatlanta@palsatlanta.org](http://palsatlanta@palsatlanta.org)

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**HAWAII**

**Hawaiian Humane Society:**  
**PALS Program**  
2700 Waialae Avenue  
Honolulu, HI 96826  
**Phone:** (808) 946-2187 ext. 217  
**Web:** [www.hawaiianhumane.org](http://www.hawaiianhumane.org)

**Maui PAWS**  
c/o Maui AIDS Foundation  
P.O. Box 858  
Wailuku, HI. 96793  
Phone: (808) 242-4900 ext. 104  
Fax: (808) 242-1968

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**MICHIGAN**

**WAGS:**  
**Wonderful Animals Giving Support  
of Metro Detroit**  
c/o Midwest AIDS Prevention Project  
429 Livernois  
Ferndale, MI 48220  
**Phone:** (888) A-CONDOM  
**Web:** [www.wagsdetroit.org](http://www.wagsdetroit.org)

**Pet Support Services**  
P.O. Box 18041  
Lansing, MI 48901-0841  
**Phone:** (517) 318-2408  
**Web:** [www.petsupportmi.org](http://www.petsupportmi.org)  
**Email:** [petsupportmi@aol.com](mailto:petsupportmi@aol.com)

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**MISSOURI**

**PAWS St. Louis**  
1027 South Vandeventer, Ste 700  
St. Louis, MO 63110  
**Phone:** (314) 645-6451x220  
**Fax:** (314) 645-6502  
**Web:** [http://www.stlefa.org/Program\\_1.php](http://www.stlefa.org/Program_1.php)  
**Email:** [coliver@stlefa.org](mailto:coliver@stlefa.org)

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**NEW JERSEY**

**PetPALS of Southern New Jersey**  
100 Essex Road, Suite 30  
Belmar, NJ 80831  
**Phone:** (856) 931-4399  
**Fax:** (856) 931-4463  
**Web:** [www.geocities.com/snjpgpals/](http://www.geocities.com/snjpgpals/)

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**NEW MEXICO**

**PAWS Albuquerque**  
c/o New Mexico AIDS Services  
625 Truman St. NE  
Albuquerque, NM 87110  
**Phone:** (505) 266-0911  
**Fax:** (505) 266-5104  
**Web:** <http://www.nmas.net/paws.htm>

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**NEW YORK**

**PAWS NY Capital Region**  
c/o Albany Damien Center  
12 South Lake Avenue  
Albany, NY 12203  
**Phone:** (518) 449-7119  
**Fax:** (518) 449-7881  
**Web:** <http://www.pawsnycapitalregion.org/>  
**Email:** [info@pawsnycapitalregion.org](mailto:info@pawsnycapitalregion.org)

**PUPP: Partners United for People and  
Pets**  
PO Box 333  
New York, NY 10159  
**Phone:** (917) 733-2170  
**Web:** [www.puppcares.org](http://www.puppcares.org)  
**Email:** [info@puppcares.org](mailto:info@puppcares.org)

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**TENNESSEE**

**Nashville CARES – PAWS Program**

209 10th Ave., North Suite 160  
Nashville, TN 37203

**Phone:** (615) 259-4866

**Fax:** (615) 259-4849

**Web:** [www.nashvillecares.org](http://www.nashvillecares.org)

**Email:** [info@nashvillecares.org](mailto:info@nashvillecares.org)

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**TEXAS**

**Pet Pals**

**(AIDS Resource Center)**

PO Box 190869

Dallas, TX 75219

**Phone:** (214) 540-4436

**Fax:** (214) 522-4604

**Web:** [www.resourcecenterdallas.org](http://www.resourcecenterdallas.org)

**PAWS Houston**

149000 Woodham, Ste. 170-A

Houston, TX 77073

**Phone:** (281) 443-3360

**Fax:** (281) 443-4477

**Web:** [www.pawshouston.org](http://www.pawshouston.org)

**Email:** [info@pawshouston.org](mailto:info@pawshouston.org)

**The Pet Patrol**

PO Box 70948

Houston, TX 77270

**Phone:** (281) 733 7696

**Web:** [www.thepetpatrol.org](http://www.thepetpatrol.org)

**Email:** [petpatrolpartners@sbcglobal.net](mailto:petpatrolpartners@sbcglobal.net)

**Pet Pals of Texas**

9834 Meadow Branch

Converse, Texas 78109

**Phone:** 210-658-8821

**Web:** [www.petpalsoftexas.org](http://www.petpalsoftexas.org)

**Email:** [petpalsoftexas@aol.com](mailto:petpalsoftexas@aol.com)

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**WASHINGTON**

**Washington Humane Society for Seattle/  
King County's Pet Project**

13212 SE Eastgate Way

Bellevue, WA 98005-4492

**Phone:** (425)649-7566

**Fax:** (425)747-2985

**Web:** [www.seattlehumane.org](http://www.seattlehumane.org)

**Email:** [petproject@seattlehumane.org](mailto:petproject@seattlehumane.org)

**Companion Animal Care Project**

P.O. Box 903

Shelton, WA 98584

**Phone:** (360) 427-0701

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**WASHINGTON D.C.**

**Pets D.C.**

P.O. Box 75125

Washington, D.C. 20013-0125

**Phone:** (202) 234-7387

**Fax:** 202-789-0400

**Web:** [www.petsdc.org](http://www.petsdc.org)

**Email:** [info@petsdc.org](mailto:info@petsdc.org)



**I give PAWS permission to request information about me from the aforementioned persons, in case of any manifest need relating to the care of my pet for the duration of my membership in PAWS.**

---

**Name Printed**

---

**Signature**

---

**Date**

## Appendix C *CASS Service Agreement*

### **PAWS Client Agreement for CASS Services** **CASS: Companion Animal Support Services**

Pets Are Wonderful Support, a California non-profit charitable corporation (herein called PAWS) enters into an agreement with \_\_\_\_\_ hereinafter called (Client) for the provision of services for his/her pets.

#### **PAWS Agrees:**

- To assist Client in keeping companion animals by providing services such as: in-home pet care, transportation, limited veterinary funds, foster care, pet food and other services deemed necessary by PAWS to the best of its ability.
- To provide services in a confidential manner that is consistent with the ability to provide care for the Client and his/her companion animals.

#### **Client Agrees:**

- That his/her name, phone number or address, and information about his/her physical or mental condition may be given to those volunteers designated to provide a service for them.
- To hold PAWS harmless for releasing information about Client during the normal course of PAWS business to such parties as Client's medical provider, Case Manager and Social Worker.
- That all submitted paperwork becomes the property of PAWS and cannot be returned.
- To provide PAWS with all information about their animals and to be held responsible for injury to PAWS volunteers or their property resulting from lack of pertinent information.
- To immediately notify PAWS of any change in his/her pets' status or health.
- To release PAWS and PAWS volunteers from any and all liability, which may arise from any service, provided by PAWS to client and/or companion animal.
- Client will be held responsible for injury to PAWS volunteers or their property resulting from the lack of pertinent information.
- To hold PAWS harmless for any and all errors or omissions arising from PAWS' business with the Client.
- To submit any complaints or claims he/she may have against PAWS within ten working days in writing.

This agreement will terminate upon the death or surrender of the client's companion animals. The Client may cancel it at any time. PAWS may cancel the agreement for any reason in the Loss of Status Policies by giving written notice to the client's last known permanent address.

(more)

**The Client certifies by signing this agreement that he/she has read the "CASS Policies" document, understands and agrees to all its terms and conditions, and acknowledges receipt of a copy of this agreement.**

---

**Client's name (printed)**

---

**Client's signature**

---

**Date**

---

**PAWS Representative**

## Appendix D *Dog Profile*

### PAWS DOG PROFILE

Truthful answers will not affect your pet's status as a PAWS client

Client Name \_\_\_\_\_

Pet's Name \_\_\_\_\_

Breed: \_\_\_\_\_

Color: \_\_\_\_\_

Sex:  M  F

Spay/Neuter:  Yes  No

Date of Birth: \_\_\_\_\_

Approximate Weight: \_\_\_\_\_

How long have you had the dog? \_\_\_\_\_

#### 1. Medical Profile

\_\_\_\_\_  
 Clinic/Hospital

\_\_\_\_\_  
 Phone Number

\_\_\_\_\_  
 Veterinarian

\_\_\_\_\_  
 Approximate Last Visit

\_\_\_\_\_  
 Address

**Is dog taking medications?**  No  Yes - If Yes, which medications? \_\_\_\_\_

**Does the dog have an ongoing medical condition?**  Yes  No

If yes, explain: \_\_\_\_\_

Last Bordatella Shot: \_\_\_\_\_

Last Rabies Shot: \_\_\_\_\_

Last Distemper Shot: \_\_\_\_\_

Last Fecal exam: \_\_\_\_\_

#### 2. Dietary Profile

What does the dog eat?  Wet  Dry  Both

Does the dog need Rx food?  Yes  No If yes, what kind? \_\_\_\_\_

When does the dog eat? \_\_\_\_\_

Any food the dog will not/should not eat? \_\_\_\_\_

(more)

**3. Compatibility Information**

Dog is fearful of or aggressive towards:  Men  Women  Children (ages?) \_\_\_\_\_  
 Other Dogs  Cats  Birds  Rodents  Other Animals: \_\_\_\_\_

**Has the dog ever seriously bitten anyone?**  No  Yes - If yes, please explain: \_\_\_\_\_  
 \_\_\_\_\_

**4. Behavioral Profile**

*Check as many of the following that describe your dog's behavior and habits.*

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> Barks a lot               | <input type="checkbox"/> Outgoing/friendly/playful | <input type="checkbox"/> Feisty/ active |
| <input type="checkbox"/> Bites Playfully           | <input type="checkbox"/> Shy of strangers          | <input type="checkbox"/> Quiet/sedate   |
| <input type="checkbox"/> Scratches/Chews furniture | <input type="checkbox"/> Protective                | <input type="checkbox"/> Independent    |
| <input type="checkbox"/> Other: _____              |  |   |

Does the dog ride well in cars?  Yes  No  
 Does the dog walk on leash?  Yes  No  
 Does the dog like being held?  Yes  No

Has the dog ever been kenneled?  Yes  No Crated?  Yes  No  
 If yes, does the dog do well in these situations? \_\_\_\_\_

Does the dog need to be groomed often?  Yes  No  
 If yes, does he/she enjoy it? \_\_\_\_\_

Does the dog need his/her nails trimmed often?  Yes  No  
 How does the dog behave while having nails trimmed? \_\_\_\_\_

Does the dog come when called?  Yes  No  
 Is the dog afraid of anything? (thunder, cars, loud noises, etc.) \_\_\_\_\_  
 Particular behavior / habits to watch for: \_\_\_\_\_  
 Favorite Games / toys: \_\_\_\_\_  
 What three words best describe your dog? \_\_\_\_\_  
 Other comments: \_\_\_\_\_  
 \_\_\_\_\_

**5. Living Situation**

The dog lives:  Indoors  Outdoors  Both  
 Where does the dog sleep? \_\_\_\_\_  
 How does the dog ask to go out? \_\_\_\_\_

## Appendix E *Cat Profile*

### PAWS CAT PROFILE

Truthful answers will not affect your cat's status as a PAWS client

Client Name \_\_\_\_\_

Pet's Name \_\_\_\_\_

Breed: \_\_\_\_\_

Color: \_\_\_\_\_

Sex:  M  F

Spay/Neuter:  Yes  No

Date of Birth: \_\_\_\_\_

Approximate Weight: \_\_\_\_\_

How long have you had the cat? \_\_\_\_\_

#### 1. Medical Profile

\_\_\_\_\_  
 Clinic/Hospital

\_\_\_\_\_  
 Phone Number

\_\_\_\_\_  
 Veterinarian

\_\_\_\_\_  
 Approximate Last Visit

\_\_\_\_\_  
 Address

**Is cat taking medications?**  No  Yes - If Yes, which medications? \_\_\_\_\_

**Does the cat have an ongoing medical condition?**  No  Yes - If yes, explain: \_\_\_\_\_

\_\_\_\_\_  
 Last Rabies Shot:

\_\_\_\_\_  
 Last Distemper Shot:

\_\_\_\_\_  
 Last Feline Leukemia Shot:

\_\_\_\_\_  
 FIV Status:  Negative  Positive

#### 2. Dietary Profile

What does the cat eat?  Wet  Dry  Both

Does the cat need Rx food?  Yes  No If yes, what kind? \_\_\_\_\_

When does the cat eat? \_\_\_\_\_

Any food the cat will not/should not eat? \_\_\_\_\_

(more)

### 3. Compatibility Information

Cat is fearful of or aggressive towards:  Men  Women  Children (ages?) \_\_\_\_\_  
 Other Cats  Dogs  Birds  Rodents  Other Animals: \_\_\_\_\_

**Has the cat ever seriously scratched or bitten anyone?**  No  Yes - If yes, please explain:  
 \_\_\_\_\_

### 4. Behavioral Profile

Check as many of the following that describe your cat's behavior and habits.

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Meows a lot           | <input type="checkbox"/> Outgoing/friendly/playful | <input type="checkbox"/> Feisty/active |
| <input type="checkbox"/> Claws/bites playfully | <input type="checkbox"/> Shy of strangers          | <input type="checkbox"/> Quiet/sedate  |
| <input type="checkbox"/> Scratches furniture   | <input type="checkbox"/> Independent               |  |
| <input type="checkbox"/> Other: _____          |  |  |

- Does the cat ride well in cars?  Yes  No  
 Has the cat ever been kenneled?  Yes  No Crated?  Yes  No  
 Does the cat like being held?  Yes  No

Does the cat need to be groomed often?  Yes  No  
 If yes, does he/she enjoy it? \_\_\_\_\_

Does the cat need his/her nails trimmed often?  Yes  No  
 How does the cat behave while having nails trimmed? \_\_\_\_\_

Is the cat afraid of anything? (thunder, cars, loud noises, etc.) \_\_\_\_\_

Particular behavior / habits to watch for: \_\_\_\_\_

Favorite Games / toys: \_\_\_\_\_

What three words best describe your cat? \_\_\_\_\_

Other comments: \_\_\_\_\_

### 5. Living Situation

The cat lives:  Indoors  Outdoors  Both

Where does the cat sleep? \_\_\_\_\_

Does the cat come when called?  Yes  No

Is the cat litter trained?  Yes  No If yes, what type of litter? \_\_\_\_\_

## Appendix F *Other Animal Profile*

### PAWS OTHER ANIMAL PROFILE

Truthful answers will not affect your pet's status as a PAWS client

\_\_\_\_\_  
**Client Name**

\_\_\_\_\_  
**Pet's Name**

Species: \_\_\_\_\_

Color: \_\_\_\_\_

Sex:  M  F

Spay/Neuter:  Yes  No

Date of Birth: \_\_\_\_\_

Approximate Weight: \_\_\_\_\_

How long have you had the animal? \_\_\_\_\_

Where did you get the animal? \_\_\_\_\_

#### 1. Medical Profile

\_\_\_\_\_  
 Clinic/Hospital

\_\_\_\_\_  
 Phone Number

\_\_\_\_\_  
 Veterinarian

\_\_\_\_\_  
 Approximate Last Visit

\_\_\_\_\_  
 Address

Is the animal taking medications?  No  Yes - If Yes, which medications?

Does the animal have an ongoing medical condition?  No  Yes - If yes, explain: \_\_\_\_\_

#### 2. Dietary Profile

What type of food does the animal eat? \_\_\_\_\_

Type: \_\_\_\_\_

Brand: \_\_\_\_\_

When does the animal eat? \_\_\_\_\_

Any food the animal will not/should not eat? \_\_\_\_\_

(more)

### 3. Compatibility Information

Animal is fearful of or aggressive towards:  Men  Women  Children (ages?) \_\_\_\_\_  
 Cats  Dogs  Birds  Rodents  Other Animals: \_\_\_\_\_

**Has the animal ever seriously bitten anyone?**  No  Yes - If yes, please explain: \_\_\_\_\_  
 \_\_\_\_\_

### 4. Behavioral Profile

*Check as many of the following that describe your animal's behavior and habits.*

Outgoing/friendly/playful  Feisty/active  Bites  
 Shy/reclusive  Quiet/sedate  
 Other: \_\_\_\_\_

Does the animal like being held?  Yes  No

Is the animal afraid of anything? (thunder, cars, loud noises, etc.) \_\_\_\_\_

Particular behaviors / habits to watch for: \_\_\_\_\_

Favorite games / toys: \_\_\_\_\_

What 3 words best describe your animal? \_\_\_\_\_

Other comments: \_\_\_\_\_

### 5. Living Situation

Does the animal live in a cage?  Yes  No

If yes, is it allowed out? \_\_\_\_\_

Is the animal litter trained?  Yes  No

If yes, what type of litter? \_\_\_\_\_

What is toxic to your animal? \_\_\_\_\_

## Appendix G *Foster Care Agreement*

### PAWS FOSTER CARE AGREEMENT

Pets Are Wonderful Support, a California non-profit charitable corporation enters into an agreement with \_\_\_\_\_ (hereinafter called "Client") in the event that provision of Foster Care for his/her pet(s) becomes necessary. PAWS will attempt to provide foster care under the circumstances that a client is temporarily not able to care for his or her animal due to illness, eviction or hospitalization. If Foster Care is requested for another reason, the CASS Case Manager will review on a case-by-case basis.

#### **Length of Time:**

- PAWS will attempt to place the animal(s) into the home of a PAWS volunteer for up to 2 weeks (14 days).
- If more time is needed, client must contact PAWS before the 2-week time period is up. PAWS will attempt to find additional foster care.
- If PAWS cannot find foster care for animal, the client will be contacted and we will make every effort to assist the client in placing the animal in a shelter or boarding facility. The client understands that he/she is responsible for the cost of boarding his/her animal.

#### **PAWS will provide:**

- All necessary food and supplies during the foster care period.
- Authorization for vet care/emergency care should this need arise.

#### **IMPORTANT, please note:**

##### **The California Abandoned Animal Act**

This act allows an agency to secure permanent rights to an animal twenty-one (21) days after the date of the last contact. After the 21-day time period, the agency holding the animal may assume that the animal has been abandoned.

For our purposes, this 21-day time period begins on the last day of the agreed upon foster care period *if* PAWS has not heard from the client, client's appointed power of attorney or alternate representative. Client understands that failure to contact PAWS within this 21-day time-period means that he/she will surrender all claims to his/her animal(s) and PAWS will no longer be responsible for the care of the animal(s). At this time PAWS may permanently place the animal(s) in a shelter or permanently adopt the animal(s) into a new home.

This is in the best interest of the animal(s). This measure helps insure that animal(s) will not be placed in repeated foster care situations if it is not the intention to or is not in the ability of the client to resume guardianship of the animal(s).

(more)

**In case of client incapacity**

If a power of attorney or another representative is not available, PAWS will do its best to contact hospital personnel to determine the status of the client’s health and ability to resume responsibility for the animal. In the event that it is unlikely the client will be able to continue to care for his/her animal, PAWS will make a decision in terms of placing the animal in another home or shelter.

If a friend or relative of the client assumes responsibility for the client’s registered PAWS animal(s) and the client refuses or is unable to resume care for the animal, he or she may *not* surrender the animal to PAWS. In this event, PAWS will gladly *assist* in finding a new home for the animal(s).

**In case of need for vet care**

Basic veterinary care will be provided if needed. If veterinary bills exceed PAWS’ veterinary fund while in care of the foster home, client will be responsible for the amount exceeding the fund, unless special payment arrangements are made for emergency or life-threatening care. PAWS will attempt to contact the client before arranging for any veterinary care unless the situation requires urgent care.

If an injury or illness occurs that will require further extensive veterinary care, a decision by PAWS will be made regarding further foster care.

**General information**

All arrangements for PAWS services must be made between the client or a representative of the client (such as a Power of Attorney) and PAWS Case Manager. PAWS can only provide services for registered PAWS animals.

PAWS will make a good-faith effort to find safe, suitable foster homes but accepts no liability for the death, injury or loss of an animal while in foster care. Client may be held responsible for costs for any damage caused by animal(s) while in foster homes.

---

**Client’s name (printed)**

---

**Client’s signature**

---

**Date**

---

**PAWS Representative**

## Appendix H *Aggressive Dog Document*

### AGGRESSIVE DOG POLICY

---

**Name of dog**

---

**Name of dog**

Guardians must certify that their dogs have not harmed or shown any aggressive or threatening behavior towards any person and/or other dog(s). Please remember your dog(s) may be spending time with other dogs and with our volunteers. The safety, health and enjoyment of all clients, both human and animal, is our primary concern.

If client has a dog that has demonstrated aggressive behavior (i.e. biting or attacking either people or animals) client must disclose this information in the intake process or before any animal care services are carried out by PAWS. If the animal's behavior is not disclosed, and signs of aggression are shown during foster care or dog-walking, said service will be immediately suspended. (PAWS will continue to provide other services such as food bank, vet fund and flea medications).

If the dog has a history of aggression, or shows aggression while a PAWS volunteer is providing direct care, PAWS will refer client to an animal behaviorist. Foster care or walking services will not be available until the behaviorist certifies that the animal is not a danger to others.

**My signature below indicates that I fully understand PAWS' Aggressive Dog Policy.**

---

**Client's name (printed)**

---

**Client's signature**

---

**Date**

---

**PAWS Representative**

## Appendix I PAWS Benefits & Services

### PAWS BENEFITS AND SERVICES

#### **Food Bank Services**

- Food bank is open on Saturdays from 10:30 – 12:30. You may visit to pick up free food, litter, and treats once every 4 weeks.
- Homebound clients can register for the food delivery program.
- Prescription food can be gotten through the food bank if you provide us with the prescription from your vet 2 weeks in advance of your pick-up date.

**Annual Wellness Exam** Each of your registered animals is entitled to one free exam and set of vaccinations each year at Pets Unlimited.

**Veterinary Services** You are allotted \$200 in veterinary funds per calendar year for registered pets, which goes towards other health issues of your companion animals. Fund resets each calendar year.

**Grooming Services** PAWS is sometimes able to work with local groomers for discounted or pro-bono services. Additionally, we hold dog washes at a local pet supply store twice per year. Talk with your Case Manager about grooming needs. Make it known if your companion animal's grooming needs are urgent or require special attention such as severe skin conditions or fur matting.

**Flea & Medication Services** One free dose of flea medication for each registered animal is available every month. **Other medications** prescribed by your veterinarian can sometimes be obtained through PAWS, if it is available. If we do not have the medication, however, you will need to purchase it through your veterinarian.

**Volunteer Services** You have access to the following volunteer services.

We do need a 7-10 day prior notice to try and fulfill your request:

- Transportation to & from vet or grooming appointments
- Litter box cleaning
- Dog walking
- Foster and/or in-home care

**Foster Care Services** This service is for hospital or rehab stays, and other housing emergencies only. Please call your Case Manager to discuss your situation.

**Emergency Services** In a veterinary emergency, please take your animal to Pets Unlimited (a 24-hour care facility), inform them you are a PAWS client, and speak with them about arranging a payment plan before services are rendered. Then contact your assigned Case Manager and explain your situation. If there are funds in your account, they will be sent to Pets Unlimited to help pay for your bill.

## Our Mission Statement

**Pets Are Wonderful Support is a volunteer –based organization that provides for the comprehensive needs of companion animals for low-income persons with HIV/AIDS and other disabling illnesses and senior citizens. By providing these essential support services, educating the larger community on the benefits of the human-animal bond and advocating for the rights of disabled individuals to keep service animals in their lives.**

### **PAWS GENERAL INFORMATION**

- PAWS will provide all services to clients free of charge. Please note that PAWS does not directly provide veterinary care and that we can provide services for up to two animal companions per human client.
- Though we will do our best to fulfill all requests for volunteer assistance and provide as much support as we can, we cannot *guarantee* any of our services.
- Reptiles, wildlife, amphibians, primates, ferrets or other animals who pose significant health risks will not be covered.
- All clients will be issued an identification card. Please have this card available when accessing services such as the pet food bank and vet visits.

### **ELIGIBILITY REQUIREMENTS**

#### **Human Clients must:**

1. be permanent residents of San Francisco
2. have a medical diagnosis of AIDS/disabling HIV;
  - a. or another type of disabling illness;
  - b. or a permanently disabling physical condition;
  - c. or be a Senior (65 or older)
3. have a maximum gross income of no more than \$1850 per month.

*If necessary, an annual recertification will ensure that clients are still eligible to receive services.*

#### **Animal Companions must:**

1. be at least 6 months of age
2. be spayed or neutered

**Except for rare cases in which the animal's health prohibits surgery, all PAWS animals must be spayed or neutered before they can be activated as a PAWS client. If an animal has not been spayed or neutered at the time of client intake, the client must have his or her companion animal spayed/neutered within ninety (90) days.**

### **THE INTAKE PROCESS**

1. Prospective clients should call during regular business hours to sign up for services or be placed on our waiting list.
2. They will then be mailed the required paperwork to complete before making an appointment.
3. After completing their paperwork and gathering their supportive documents, applicants call PAWS to make an intake appointment.
4. At the intake interview a PAWS representative will ensure that the eligibility requirements are met and that new clients are aware of the PAWS services now available for their animal companions.

### **CLIENT RESPONSIBILITIES**

Clients are responsible for notifying PAWS of any changes in phone number, address, animal status, or income within 10 days of the change.

If we are unable to reach a client due to a change in phone number or address, he/she will be inactivated until we hear from him/her. At this time, it may be necessary to go through some or all of the intake process again before resuming services.

Clients are responsible for securing a home for their companion animal(s) in the event of client's inability to continue caring for the animal.

PAWS encourages all clients who cannot find appropriate homes for their animal(s) to become members of the SF SPCA to ensure a healthy future for their pet(s). To find out more about this, call the SF SPCA at 554-3000 and inquire about the SIDO Program.

## **LOSS OF STATUS**

1. PAWS clients will lose their status under these conditions:
2. They no longer have the animal(s) whom they had at intake. \*
3. They move out of San Francisco.
4. They are abusive to staff, Board, volunteers or any vet or service provider associated with PAWS.\*\*
5. They are unwilling to comply with PAWS policies and procedures.
6. They misrepresent their information about financial and health status.

*\* Once a client no longer has the animal companion(s) with which he/she registered at the PAWS intake, that person will no longer be considered a PAWS client. If new animals are acquired within a year, they may be registered by contacting the Case Manager. If a new pet is acquired later than a year, then the person must proceed through the regular intake process to be reinstated as a client.*

*\*\*A client will receive a verbal caution if his/her behavior is considered abusive. This caution will be followed by a letter explaining our policies and an invitation to meet with our Director of Client Services to discuss the situation. If a second incident occurs, the client will receive a letter explaining that she/he is no longer to be considered a client.*

## **Appendix J** *Pet Food Bank Setup*

Up to two pets per client are eligible for HASS services and pet food bank supplies. Pets can get either non-prescription or prescription food. Prescription foods are not limited to the traditional “veterinary prescription” diets, and can include: all natural food, a specific brand of food, or unique protein foods, e.g. duck meat based for addressing skin conditions. In order to receive prescription foods, the client must present veterinary written request for the specialty foods.

***Pet food allocations summary:***

***Dogs:***

- a) Dry Dog Food: **20 lbs** per dog (regardless of size of dog)
- b) Wet Dog Food:
  - Small & Medium Dogs: **16** 6-oz cans OR **8** 14-oz cans OR **6** 22-oz cans per dog
  - Large Dogs: **28** 6-oz cans OR **15** 14-oz cans OR **10** 22-oz cans per dog

***Cats:***

- a) Dry Cat Food: **5 lbs** per cat
- b) Wet Cat Food: **24** 3.5-oz cans OR **12** 5.5-oz cans OR **6** 14-oz cans OR **4** 22-oz cans per cat
- c) Litter: **7 lbs** of scoopable/clumping litter OR **10 lbs** of gravel/clay litter per cat

***Donations solicitations may be obtained from various large pet supply chains, local pet supply stores, through individual donation drop-offs or donation barrels.***

***Drugs: Flea and Tick Medication***

***Other Drugs:***

Will only be provided if the client presents a doctor’s prescription. These will be filled based on what is currently available from the donated medications; HASS should not be purchasing and stocking a full pharmacy of veterinary drugs. Donations can be obtained from local veterinary clinics that have return policies that prevents re-use of medications that the clients return, or obtained from HASS clients who’s pets have died/are no longer in need of the medication. It would be wise to store your medications in a locked and bolted drug safe to reduce the chance of abuse as well as for liability reasons.

### ***Additional items:***

These can be given out as seen fit, or if they match a client's wish list. Please make sure donations received are clean before you enter them into the food bank general supply.

- Treats: separate large bags into small bags.
- Toys: items should not be chewed through.
- Beds
- Clothes
- Leashes and Collars: differentiate between collars that are appropriate for dogs, and ones that are safe to use on cats (break away/stretchy ones for cats; non-break away/stretchy for dogs).
- Bowls
- Cat litter boxes
- Pet Carriers
- Scratching posts: these may be gently loved, but examine for dangerous signs of use (e.g. wood scratched down to expose nails, etc.), and discard any dangerous items.

### ***Food Bank In-House***

Pick up dates every Saturday, from 10am – 12:30pm

If in house pet food bank is located in the main office, it will allow for pick up on days aside from Saturday, if necessary

### ***Food Bank Delivery***

Delivery every Saturday, from 10am – 1pm

Call clients the week before to confirm that they are expecting a delivery, and remind them to be home during the delivery times. Also confirm what they are expecting, and check if they have any wish list items they would like.

Determine the best routes, and number each household on the route in the order the deliveries will be made (i.e. Route A: household 1, household 2, household 3 ...; Route B: household 1, household 2, household 3...)

Assemble deliveries on Friday, packaged per household and labeled with the route letter and household number (i.e. A1, A2, A3...). If the delivery is too large to be packaged into one bundle, make sure to number all packages "1 of 3", "2 of 3", "3 of 3", etc.

Map out the route, with turn-by-turn directions, for getting from the pet food bank headquarters to all households on the route in the order they were numbered, and print this out for the delivery drivers.

On Saturday, volunteers should be paired into teams of two for the delivery, and each team should be responsible for one route.

Each team should receive a bundle including their driving route with directions, an addressed and stamped return envelope, and individually cut delivery confirmation slips for the clients to sign and verify receipt of the delivery. Each delivery confirmation slip should list in detail the client's name, address, contact phone number, pet's names and weights, and everything included in that client's package. Also included should be information regarding entering the building, special instructions regarding use of automated buzzer systems, clients that are hard of hearing or may need extra time to get to the door, etc. For the safety of the delivery crew, these slips should also note if there are any aggressive pets in the household.

Teams should follow the route map and make the deliveries as indicated on the driving directions. For their safety, team members should stay together and make the deliveries/enter buildings or houses in pairs. If a client is not home at the time of delivery, the pet food should not be left unattended or with someone else in the building unless prior arrangements have been made by the client, e.g. to be held at the security guard's desk with the doorman. Any undelivered food should be returned to the pet food bank upon completion of the route.

Upon delivery, teams must get a signature of the receiving party on the delivery confirmation slips before leaving the household. These slips should be mailed back to the pet food bank in the stamped envelope once the whole route has been completed.

Delivery team volunteer training: before volunteers are allowed to make deliveries, they should complete a training session that explains how the deliveries are to be made, as well as be trained in how to deal with a difficult or dangerous client or situations, and be warned they may witness things they may not be comfortable with, such as needles or drugs.

***Delivery team members should also gauge the situation of the home environment and the pet, and should report back to the HASS client case manager if the pet is sickly or unwell so that a veterinary visit may be scheduled for the pet as soon as possible.***



## Appendix K *Sample Direct Mail Letter*



***“PAWS changed my life, now I  
have a reason to live....  
Rico is my heart!”***

When I first met Felice at the San Francisco Project Homeless Connect event neither of us knew our brief conversation would change Felice's life.

Living with the debilitating effects of spinal stenosis, Felice was suffering from increased loneliness and isolation. While she craved having the unconditional love of a pet in her life, adopting an animal seemed like an unattainable dream on her fixed income of \$856 a month.

When I asked Felice how I could help her, she looked at me and, with tears in her eyes, said, “All I want in this life is to be able to have a dog.”

The next day PAWS introduced Felice to Wonder Dog Rescue and Rico, a two-year-old Jack Russell terrier mix. It was love at first sight.

The next week Felice became a PAWS client and now receives monthly food bank deliveries, veterinary care, and has access to all of our support services and case management. Felice told me: “I wouldn't be able to afford a dog on my own. PAWS is a lifesaver.”

**Your generous support of PAWS enables Felice to keep Rico in her home.**

Your ongoing contribution will support all of our animal companion services for low-income people with HIV/AIDS, other disabling illnesses, and seniors. Your donation will help provide critical services to PAWS clients such as:

- Free home-delivered pet food and supplies
- In-home cat care or dog walking
- Subsidized and emergency veterinary care
- Foster care and transportation for pet related appointments
- Housing advocacy to ensure PAWS clients are not at risk of losing their housing due to their companion animals

If you're like me, your pet means everything to you. The unconditional love, the way they greet you at the end of the day, and the pure joy that comes from having them around - our pets are truly a special part of our lives. Our pets are family.

**Please renew your support of PAWS by donating today.**

(over, please)



*"PAWS made this dream possible."*

Without assistance from PAWS, hundreds of low-income people who struggle to pay for basic needs such as food, housing and medicine would have to give up their animal companions. Please don't let that happen. Please send the best gift you can.

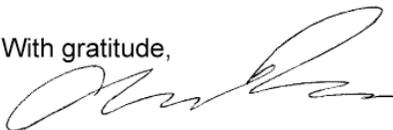
**Most of PAWS clients live on less than \$900 per month.**

Over the past 20 years, ongoing support from generous donors has enabled PAWS to help thousands of low-income people living with HIV/AIDS and other disabling illnesses keep their companion animals.

**Your continued support with a generous gift will make a difference to hundreds of PAWS clients and their companion animals. Because your donation is leveraged with in-kind gifts and the support of over 350 volunteers, a gift of \$100 will provide free monthly delivery of pet food and supplies for a client like Felice for a whole year.**

Your support means one important thing: people and their pets— people just like Felice and Rico — will be able to stay together when they need each other the most. I thank you for helping make this possible.

With gratitude,



Andrea Brooks  
Director of Education and Client Advocacy

**P.S. Our client base has increased over 35% in just the last two years! We need to raise an additional \$20,000 by December 31st in order to meet the veterinary needs of our clients. Please help us meet this goal and send your gift today. Our clients and their beloved pets thank you!**

You can make your tax-deductible gift to PAWS online  
by visiting us at [www.pawssf.org](http://www.pawssf.org)

## Appendix L *Volunteer Application*

### PAWS Volunteer Application

<b>First Name</b>	<b>Nickname</b>	<b>Middle</b>	<b>Last Name</b>
_____ Address		_____ Home Phone	
_____ City		_____ Work Phone	_____ Fax
_____ Neighborhood	_____ State	_____ Zip	_____ Cell Phone
Is it OK for us to call you at work? <input type="checkbox"/> Yes <input type="checkbox"/> No		<input type="checkbox"/> Occasionally	
Best way for us to communicate? <input type="checkbox"/> Email <input type="checkbox"/> Phone		<input type="checkbox"/> Both	
_____ Birthday Month/Day		_____ If not over 21, Provide Birth Year	
<b>Employer Company Name</b>		Occupation	
_____ Address		_____ City	_____ State
Does your Employer have a Matching Gift Program?		<input type="checkbox"/> Yes	<input type="checkbox"/> No
Please describe the Products and/or Services provided by your Company:		<input type="checkbox"/> Don't Know	

Availability	M	T	W	T	F	S	S
Morning	_____	_____	_____	_____	_____	_____	_____
Afternoon	_____	_____	_____	_____	_____	_____	_____
Evening	_____	_____	_____	_____	_____	_____	_____

<b>Emergency Contact Person</b>	<b>Phone</b>	<b>Relationship</b>
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(more)

What is the highest level of education you have completed? \_\_\_\_\_

If you are currently a student, where? \_\_\_\_\_

Do you hold any professional certifications such as Veterinarian, Vet Tech, Registered Nurse, Medical Doctor, etc.? \_\_\_\_\_

Are you fluent in any languages other than English? If yes, please specify language(s) and include your competency level (fluent, advanced, intermediate, beginner): \_\_\_\_\_

How did you hear about PAWS? \_\_\_\_\_

Why are you interested in becoming a PAWS volunteer? \_\_\_\_\_

Please list any other agencies for which you are currently volunteering: \_\_\_\_\_

Please list any relevant work or volunteer experience: \_\_\_\_\_

Please list any special training, skills, hobbies: \_\_\_\_\_

**Do you have any personal health concerns that might impact your PAWS volunteer work?**

**Are you allergic to:**  Cats  Dogs  Other: \_\_\_\_\_

**Please tell us about your pet(s)**

Pet Name	Species	Breed	Pet age
1. _____	_____	_____	_____
2. _____	_____	_____	_____

**Are you in a service program:**  Project 20  Pre-trial  School  Other: \_\_\_\_\_

If so, please indicate how many hours you need and when they are due: \_\_\_\_\_

**Have you ever been convicted of a crime?**  No  Yes - If yes, please explain the nature of the crime and the date of conviction and disposition. (Conviction of a crime is not automatic disqualification for volunteer work): \_\_\_\_\_

(more)

**Please list two people you know well and can attest to your character, skills and dependability.**

Name/Organization	Relationship to you	Phone	Length of Relationship

**Do you have a vehicle that you would use for PAWS volunteering?**  No  Yes

(Volunteers who drive need to provide proof of a valid driver license and current auto insurance.)

- Jeep       Small Car     Medium Car       Station Wagon     SUV       Van  
 Truck (open back)       Truck (closed back)       Other? \_\_\_\_\_

**Please indicate which of the following activities interest you:**

**Dog-walking and In-Home Animal Care** (going to clients' homes to take care of their animals):

- Birds       Cats       Dogs (large)       Dogs (small)       Fish/Other: \_\_\_\_\_

If you are interested in in-home animal care, in which neighborhoods are you willing to work?

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**Foster Care** (taking clients' animals into your home):

- Birds       Cats       Dogs (large)       Dogs (small)       Fish/Other: \_\_\_\_\_

**Transports:**

- Vet/groomer       Donation/Supply Pickups

**Specialized Animal Care:**

- Cat Nail Clipping     Cat-bathing       Sub-cutaneous fluids     Shots  
 Other/Vet Tech       Dog Nail Clipping     Dog-bathing       Full Grooming

**Food Bank:**

- Driver       Rider/Delivery       Onsite       Friday night delivery preps  
 Safeway Delivery Stocker       Safeway Delivery Driver     Offsite Food Drives

**Outreach:**

- Animal Events       Bar Events       Benefits       Conferences  
 Corporate events     Schools       Street Fairs       Pet Stores/Groomers

**Major PAWS Events:**

- Fun Run       Holiday Stocking Delivery       Petchitecture       SF Pride

(more)

**Specialized skills:**

- Advocacy/Legal     Catering     Data Entry     Graphic Design  
 HTML/Web Design     Photography     PR/Marketing

**Office help:** (M-F, Between the hours of 10:00 a.m. – 6:00 p.m.)

- Regularly     Occasionally

I understand that this is an application for and not a commitment or promise of volunteer opportunity. I certify that I have and will provide information throughout the selection process, including on this application and in interviews with PAWS that is true, correct and complete to the best of my knowledge. I certify that I have and will answer all questions to the best of my ability and that I have not withheld and will not withhold any information that would unfavorably affect my application for a volunteer position. I understand that the information contained on my application will be verified by PAWS and I hereby give permission for PAWS to contact anyone it deems necessary to investigate or verify any information provided by me to discuss my suitability for a volunteer position, including my background, volunteer experience, education or related matters. I voluntarily and knowingly waive all rights to bring an action for defamation, invasion of privacy, or similar cause of action against anyone providing such information. I understand that misrepresentations or omissions may be cause for my immediate rejection as an applicant for a volunteer position with PAWS or my termination as a volunteer.

---

**Printed Name**

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**Signature**

---

**Date**

---

**Name of Parent or guardian, if under 18 years old**

---

**Parent/guardian's signature**

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**Date**

## DOG WALKING EXPECTATIONS

**Commitment:** After trying the 2-4 times walkers are asked to commit to six months of walking the dog. When a walker makes this decision, the walker must sign a contract. This commitment is very important both for the dogs to get to know their walkers and for the guardians to have the peace of mind of having a reliable walker for the dog.

**Absenteeism:** If you are sick, out of town, or unable to make the walk for any reason you must first attempt to find a replacement. Please call other walkers on your schedule to ask to sub or switch days with you. Team schedules are available upon request at any time from the Volunteer/ Outreach Coordinator. If you are absolutely unable to find a replacement please call the Volunteer/ Outreach Coordinator (415-979-9550 x305). Please provide as much notice as possible so PAWS may attempt to find a replacement. PAWS dog walkers are expected to show up rain or shine.

**PAWS Responsibilities:** Animal Care volunteers agree not to carry out any responsibilities beyond the scope of animal care. For help in other areas of their life clients may be referred to the PAWS office for referral to other services in San Francisco. Volunteers must never borrow or loan personal things or money to or from the client.

### The following is expected of you when walking:

- **Time Spent Walking:** Depends upon the age and ability of the dog. A general rule of thumb is that healthy dogs should go for about a 45-minute walk.
- **Picking up Refuse:** Volunteers are expected to bring plastic bags on their walks and to dispose of the dog's refuse.
- **Keeping Dogs on Leash:** Dogs may only be taken off leash under the permission of the dog's guardian and in legal off-leash areas. The dog should not be taken off-leash until the walker and the dog get to know one another well.
- **Knowledge of Dog:** Make an effort to know the dog's needs and problems through either the Client Service Coordinator at PAWS or the pet's guardian. Discuss with the guardian special needs, medication, if the dog is good around other dogs, chases bikes, skateboards, cats, and learn any commands that might help in walking the dog.
- **Notifying PAWS:** Please notify PAWS if client is not at home, the dog or others are injured during a walk, or the dog is ill.

**I agree to abide by these responsibilities in my walking of dogs for PAWS.**

---

**Printed Name**

---

**Signature**

---

**Date**

**RELEASE OF LIABILITY AND ASSUMPTION OF RISK**

I understand and acknowledge that PETS ARE WONDERFUL SUPPORT is a charitable, non-profit organization incorporated under the laws of the State of California. All funds of PETS ARE WONDERFUL SUPPORT are used specifically for the direct benefit and service to its clients; therefore, if I am injured while acting as an unpaid member of the staff in any capacity whatsoever, I realize and am aware that my own health insurance coverage will provide for any necessary medical treatment of care. I further understand that I am not covered under California State Worker's Compensation Laws.

I, \_\_\_\_\_, hereby acknowledge, that I have voluntarily applied to be a Volunteer for PETS ARE WONDERFUL SUPPORT located at 645 Harrison St. Suite #100.

Driver: I hereby certify that a valid California Drivers License Number \_\_\_\_\_ is in my possession; that automobile insurance required by the State of California is in full force and effect, (Insurance Carrier \_\_\_\_\_ Policy Number \_\_\_\_\_); and that I shall notify PETS ARE WONDERFUL SUPPORT of any changes relating to my driver's license or insurance, including but not limited to suspension, revocation or expiration. All information received by PETS ARE WONDERFUL SUPPORT will be treated as confidential and will not be disclosed.

I am aware that volunteering for PETS ARE WONDERFUL SUPPORT can be a potentially hazardous activity and I acknowledge that these potential hazards have been explained to and discussed with me and I hereby waive, release and discharge and all claims of damages for death, personal injury or property damage which I may have, or which may hereafter accrue to me, as a result of my participation as a volunteer for PETS ARE WONDERFUL SUPPORT. This Release of Liability and Assumption of Risk is intended discharge in advance PETS ARE WONDERFUL SUPPORT, its respective agents, directors, and employees and any and all volunteers, their representative successors and assigns from and against my and all liability arising out of or connected in any way with my participation as a volunteer for PETS ARE WONDERFUL SUPPORT, even though that liability may arise out of negligence or carelessness on the part of the persons or entities above mentioned.

(more)

I further understand that serious accidents occasionally occur and that volunteers occasionally sustain serious personal injuries as a consequence thereof. Knowing the risk of participating as a volunteer for PETS ARE WONDERFUL SUPPORT, I nevertheless hereby agree to assume those risks and to release and hold harmless all of the persons and entities mentioned above who (through negligence or carelessness of otherwise) might be liable to me, or my heirs or assigns for damages. It is further understood and agree this waiver, Release of Liability and Assumption Risk, is to be bind on my heirs and assigns.

---

**Printed Name**

---

**Signature**

---

**Date**

---

**Name of Parent or guardian, if under 18 years old**

---

**Parent/guardian's signature**

---

**Date**

**CONFIDENTIALITY**

I understand that while volunteering at PAWS I may come into contact with information that is considered confidential. This includes any information related to clients: their HIV/AIDS, health or disability status, their income, their personal lives or any other information related to them. I agree that under no circumstance will I discuss this information with people outside of PAWS. Should questions related to clients arise people may be referred to our office 415-979-9550.

**I agree to hold information on PAWS clients confidential:**

---

**Print name**

---

**Signature**

---

**Date**

---

**Name of Parent or guardian, if under 18 years old**

---

**Parent/guardian's signature**

---

**Date**

***PAWS Use Only***

---

**Volunteer Coordinator Signature**

---

**Date**

## DEMOGRAPHIC INFORMATION

At PAWS, we make every effort to ensure a diverse community of volunteers. A diverse volunteer force ensures representation of ideas and a higher quality of services to our very diverse clients. In order to maintain diversity we must evaluate our level of diversity in a number of areas. Please help us with this process by filling in this survey. *Feel free to not answer any question you do not feel comfortable answering.*

### What do you consider your ethnicity(ies):

- Arab or Middle Eastern
- Asian or Pacific Islander
- Black or African American
- Hispanic or Latino/a
- Indian or Asian Subcontinental
- Native American
- White or Caucasian
- Other: \_\_\_\_\_

### Are you living with any of the following?

- Mental Disability
- Physical Disability
- HIV/AIDS

### Please indicate the category that most closely describes your sexuality:

- Straight
- Gay
- Lesbian
- Bisexual/Pansexual
- Queer
- Other: \_\_\_\_\_

### Please indicate your gender:

- Male
- Female
- Transgender, male to female
- Transgender, female to male
- Intersex
- Other: \_\_\_\_\_