Found Animals

October 2014
Aimee Gilbreath

Bull’s Eye: Effective Targeting for Spay/Neuter Programs
A LITTLE BIT ABOUT FOUND ANIMALS. . .
Visit Us at www.foundanimals.org

A 501(c)(3) private operating foundation. . .

. . . founded by Dr. Gary Michelson. . .

. . .and dedicated to minimizing shelter euthanasia

We bring a spirit of innovation and use science, technology, and social entrepreneurship to benefit pets
AND WHAT WE DO FOR PETS AND PEOPLE

Since 2008, we have:

• subsidized more than 180,000 spay and neuter surgeries in underserved communities

• helped more than 16,000 shelter animals find homes through our adoption promotions and Adopt & Shop retail stores

• provided chips, scanners, and registrations to shelters and clinics nationwide through our Microchip & Registry Program

• Approved projects from more than 25 institutions, totaling over $14 million in Michelson Grant funds
TODAY’S AGENDA

• S/N Model Options

• Community Needs Assessment

• Analyze Intake and Outcomes

• Marketing to Target Audience
YOU DON’T NEED TO BUILD OR RUN A CLINIC TO GET MORE S/N IN YOUR COMMUNITY

Third Party Voucher Systems Can be a Great Option

• Contract with a third party (i.e. private vet, mobile clinic) to provide surgery at a negotiated price
• Provide vouchers for service to your targeted population

Upsides

• Quick to start up – no need to find/build a facility or hire and train staff
• Budget friendly and flexible – pay for as many surgeries as you can afford in a given week/month/year and adjust over time
• Generally the most cost effective solution for <3,000 surgeries/year

Challenges

• Requires cooperative partner vet(s) in your community with enough capacity to meet your needs
EXAMPLE #1 – SAAC
Sacramento Area Animal Coalition

• Non-profit founded in 1999, does not have paid staff or a clinic location
• SAAC has negotiated fixed rates ($25-100) for S/N with 18 clinics
• Surgeries are targeted (low income, zip code, pitbulls, feral cats)
• Owners/caregivers must apply online to get a voucher good at participating clinics
• Some surgeries are completely free with voucher, others require a small co-pay
• Number and type of vouchers available varies with funding resources
• 3,900 surgeries provided in FY 2012/13
EXAMPLE #2 – Fix Long Beach

- All volunteer group started in 2013
- Contracts with mobile units and local vets to provide surgeries
- Also offers vouchers for feral cats and dogs too big for mobile
- Number and type of vouchers available varies with funding resources
- Surgeries are FREE and targeted to low income pet owners in specific area
- Strong community outreach, education, and support focus
- Excellent partnership with local municipal shelter
- 1,500+ surgeries since June 2013
IF YOU DO WANT TO OPEN A CLINIC, MANY DIMENSIONS TO CONSIDER

Service Model

Type of Practice

Pricing Model

Spectrum of possible choices on each dimension
Service Model

Stationary

- Permanent, fixed location
- Perform very high volume S/N
  - 30+ pets/vet/day
  - 1 vet = 7,000+/year
  - 2 vet = 14,000+/year

Transport

- Fixed location paired with remote pickup/drop off service
- Combines ultra high volume (and lower cost) of a stationary clinic with ability to reach locations that most need service

Mobile

- Mobile clinic travels to various locations
- Perform high volume S/N
  - 25+ pets/vet/day
  - 1 vet = 6,000+/year

SNP|LA

SPAY-4-LA

Found Animals.
TYPE OF PRACTICE

General
- Generally for-profit
- Provide wide range of services (medical, surg., dental, ortho, oncology, etc.)
- Perform limited number of S/N (100’s per year)

Mixed
- Generally non-profit
- Provide limited range of services beyond S/N (Vax, wellness, dental, etc.)

Specialty S/N
- Generally non-profit
- Focus exclusively on S/N, perhaps with vaccines
- Perform large numbers of S/N (1,000’s per year)

Banfield
SNP LA
VCA Animal Hospitals
SPAY-4-LA

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Most businesses use a combination of these pricing models for different products and services.

**Cost Plus**
- Charge clients your actual cost to provide services, plus an additional margin
- Generates $$ beyond the cost of providing services

**Cost Recovery “Breakeven”**
- Charge clients your actual costs to provide services
- Ensures that you can cover costs of providing services

**Subsidized**
- Charge clients less than your actual costs to provide services
- Requires that you have other funds available to cover costs
EXAMPLE #3 – SPAY4LA

• Non-profit mobile clinic, close to 7,000 surgeries in 2013
• Primarily focused on S/N, also offers vaccines, microchips, nail trims
• Surgeries targeted to low income, most clients get surgery free
• Vax, chips, nail trims priced affordably but above cost
• Margin on vax/chips helps offset surgery cost, but still need grants and donations
EXAMPLE #4 – SPAY NEUTER PROJECT OF LOS ANGELES

- Chain of 3 non-profit clinics, around 28,000 surgeries in 2013
- Focused on S/N, also offer vax, chips, and basic veterinary services
- Multiple pricing tiers for S/N surgery – low income clients are subsidized, others pay cost plus pricing
- Vax/chips, and basic vet services offered at affordable cost plus prices
- Revenues cover 70+% of costs, reducing reliance on fundraising
<table>
<thead>
<tr>
<th>Service</th>
<th>Regular Pricing</th>
<th>Qualified Income Pricing* Household income under $40k</th>
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<tbody>
<tr>
<td>Cat Neuter (includes pain meds to go home)</td>
<td>$45.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>Cat Spay (includes pain meds to go home)</td>
<td>$60.00</td>
<td>$35.00</td>
</tr>
<tr>
<td>Dog Neuter under 30 lbs (includes pain meds to go home &amp; e-collar)</td>
<td>$110.00</td>
<td>$75.00</td>
</tr>
<tr>
<td>Dog Spay under 30 lbs (includes pain meds to go home)</td>
<td>$120.00</td>
<td>$85.00</td>
</tr>
<tr>
<td>Dog Neuter over 30 lbs (includes pain meds to go home)</td>
<td>$135.00</td>
<td>$75.00</td>
</tr>
<tr>
<td>Dog Spay over 30 lbs (includes pain meds to go home &amp; e-collar)</td>
<td>$155.00</td>
<td>$85.00</td>
</tr>
<tr>
<td>Rescue Cat</td>
<td>$40.00</td>
<td>$40.00</td>
</tr>
<tr>
<td>Rescue Dog</td>
<td>$110.00</td>
<td>$110.00</td>
</tr>
<tr>
<td>Community Cat**</td>
<td>$25.00</td>
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</table>
VET SERVICES OFFERED BY SNP LA

www.snpla.org

• Vaccinations
• FeLV and FIV testing for cats
• Nail trims
• De-worming
• Dental cleaning and extractions
• Wound care for cuts, scrapes, bites and other injuries
• Low prices on flea treatment and prescription medications
• Anal gland expression and fecal testing (including parvovirus testing)
• Eye conditions such as “Dry Eye,” red eyes, or corneal scratches
• Blood tests (including phenobarbital levels, thyroid panels, annual and senior wellness panels, glucose curves/diabetes management)
• Sampling of masses with a needle biopsy and microscopic study
• Ear mites and ear infections
• Skin infections and allergies
• Other skin conditions including hot spots and mange
• Abscesses, mass removals, and other soft tissue surgeries such as hernia repairs, bladder surgery, aural (ear) hematomas
• End of life counseling and euthanasia
TODAY’S AGENDA

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AN ASSESSMENT WILL HELP YOU DETERMINE NEEDS IN YOUR COMMUNITY

Important to understand the landscape of your community in four key areas before choosing which model to pursue

- Population
- Existing Resources
- Climate of Support
Peter Marsh asserts that shelter intake will drop 25-30% if you:

- Provide 5 more low income surgeries per 1,000 people for 5 years
- Add 1.25 feral cat surgeries per 1,000 people

<table>
<thead>
<tr>
<th>Human Population</th>
<th>50,000</th>
<th>100,000</th>
<th>250,000</th>
<th>500,000</th>
<th>1,000,000</th>
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<tbody>
<tr>
<td>Low income surgeries</td>
<td>250</td>
<td>500</td>
<td>1,250</td>
<td>2,500</td>
<td>5,000</td>
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<tr>
<td>Feral Surgeries</td>
<td>63</td>
<td>125</td>
<td>313</td>
<td>625</td>
<td>1,250</td>
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<tr>
<td>Surgeries &gt;Baseline</td>
<td>313</td>
<td>625</td>
<td>1,563</td>
<td>3,125</td>
<td><strong>6,250</strong></td>
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**Full time S/N clinics make the most sense for large metro areas**
AREAS OF HIGH POVERTY GENERATE MORE INTAKE AND EUTHANASIA

Large areas of concentrated poverty will require more surgeries than the Marsh equation predicts. . .

How many more? We don’t know yet. . .

9 zip code area of South Los Angeles has 500,000 residents, a 50%+ poverty rate, and only 4 private vet clinics

- Marsh equation would predict needing 3,125 surgeries per year
- In reality, may need up to 5x that many surgeries

In addition to knowing population, research poverty levels and demographics of your target area
WHAT S/N RESOURCES ALREADY EXIST IN YOUR COMMUNITY?

What kind of programs are already in place, and at what volume?

- Private vet capacity, shelter programs, non-profit clinics
- Even rough estimates of volume are helpful

How long have those programs been in place?

- It may take up to 5 years to see impact of new capacity on intake and euthanasia

Compare existing volume with population/need

- How much new capacity will it take to make a difference?
MANY NEW PROVIDERS IN LA SINCE 2005

10 M people in LA County

\[
\frac{5/1,000 \text{ Low Income} \quad \& \quad 1.25/1,000 \text{ Feral}}{62,500** \text{ targeted surgeries needed for 5 years}} = 22
\]

** Based on original Marsh equation
LA CAPACITY HAS GROWN DRAMATICALLY
Estimated Capacity for Publicly Owned Animals

<table>
<thead>
<tr>
<th>Year</th>
<th>Subsidized Surgeries</th>
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<tbody>
<tr>
<td>2005</td>
<td>27,000</td>
</tr>
<tr>
<td>2010</td>
<td>66,000</td>
</tr>
<tr>
<td>2013</td>
<td>90,000</td>
</tr>
</tbody>
</table>
IT TAKES A VILLAGE – WILL YOUR COMMUNITY SUPPORT YOUR S/N PROGRAM?

- Local VMA
- Chamber

Business

Donor

- Community Foundation
- Other non-profits

Political

- Department
- City
- County
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WHICH OF THESE PETS IS MOST AT RISK OF ENTERING THE SHELTER? OF EUTHANASIA?
IS YOUR REAL GOAL SPAY/NEUTER, OR EUTHANASIA REDUCTION?

Goal: Minimize Shelter Euthanasia

- Decrease Intake
  - Spay Neuter

- Increase Live Release
  - Adoption

What pets are coming into shelters? Why?

What pets are dying in shelters? Why?
IN LA, FAR MORE CATS ARE DYING THAN DOGS

Source: 2013 Shelter intake and outcome data from LA City
37% of cat intake is “stray” kittens under 8 weeks of age.

2013 Cat Intake by Type and Age

- Stray: 8,693
- Owner Surrender: 408
- Other: 2,165

37% of cat intake is “stray” kittens under 8 weeks of age.

Source: 2013 Shelter intake and outcome data from LA City.
IN LA, 51% OF CATS EUTHANIZED ARE LESS THAN 8 WEEKS OLD

Cat Euthanasia by Age - 2013

Source: 2013 Shelter intake and outcome data from LA City
WHICH SURGERIES WILL DO THE MOST TO REDUCE INTAKE AND EUTHANASIA OF CATS & KITTENS?

Trap- Neuter- Return
Shelter - Neuter- Return
Owned Animals
Rescue/Shelter Animals

How do you want to focus your resources?
IN LA, 52% OF DOGS EUTHANIZED ARE 6 MONTHS TO 5 YEARS OLD

Dog Euthanasia by Age - 2013

Source: 2013 Shelter intake and outcome data from LA City
59% OF DOGS EUTHANIZED IN LA HAVE A PRIMARY BREED OF BULLY OR CHIHUAHUA

45% Bully Breeds

14% Chihuahuas

Source: 2013 Shelter intake and outcome data from LA City
TODAY’S AGENDA

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WHAT IS MARKETING?

According to Wikipedia:

• Marketing is the process of communicating the value of a product or service to customers, for the purpose of selling that product or service.

• Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer behavior and providing superior customer value.

Aimee’s simplified version:

• Marketing is delivering a message to a target audience to get them to take action
### FOR EXAMPLE. . . .

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Desired Action</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pet Owners</td>
<td>Make appointment for surgery</td>
<td>Free spay neuter! Limited time offer!</td>
</tr>
<tr>
<td>Potential Volunteers</td>
<td>Apply to volunteer, schedule shifts</td>
<td>Have fun and learn while helping pets!</td>
</tr>
<tr>
<td>Potential Donors</td>
<td>Give gobs of money</td>
<td>Help us save pets!</td>
</tr>
</tbody>
</table>
HOW DO YOU DELIVER YOUR MESSAGE TO YOUR TARGET AUDIENCE?
Marketing Tactics
FRAMEWORK FOR THINKING ABOUT TACTICS

- Offline (Traditional)
  - Paid (Advertising)
  - Unpaid ("Earned")

- Online (Digital)
CASE STUDY #1 – FIX LONG BEACH

- All volunteer group
- No clinic – contract with mobiles and local vets
- Surgeries are FREE and targeted to low income pet owners in Long Beach
- 1,500 surgeries since June 2013
- Had a waiting list of 1,000
- Key outreach strategies:
  - Tabling/Canvassing
  - Partnership with shelter
  - Social Media (Facebook)
Weekend “tabling”, staffed by volunteers, at a grocery stores in their target area

WHAT AN AFTERNOON WE HAD!!!
Our volunteer turnout in front of BIG SAVER FOODS in North Long Beach was amazing! We had 10 volunteers show up and not even enough shirts. Sadly, the manager of the store was giving us a VERY hard time, but at this point we are "rejection proof" and used to it. The customers were thrilled to get our fliers and literally 70% stopped to get more info and to chat with us. We had families with 14 dogs, 7 dogs, 5 dogs, litters of kittens, you name it! Everyone listened to us and once again, many had no idea about the overpopulation. Main issue as most of the time: money! THANK YOU volunteers for spending your time to make a difference for the animals! (150 Likes, 19 comments)
... EVERY WEEKEND!

Weekend “canvassing” of mobile home parks and public parks

NO SHORTAGE OF CATS at the mobile home park we went to! Many inside, but many outside as well. It's hard to say if they belong to anyone but we were told there are many, many stray cats. We know that local rescue groups are working with this park and we encouraged and educated every single cat owner to please bring their cats to get spayed/neutered with us. IF anyone is interested in helping trapping these cats (TNR), please let us know and we'll gladly get you in touch with the people working in their area. HELP is desperately needed. This goes to show how important it is to spay/neuter your cats folks! (60 Likes, 8 comments, 13 shares)
CASE STUDY #2 – SPAY4LA

• Mobile clinic, opened in 2010, nearly 7K surgeries in 2013
• Targeting low income areas of South Los Angeles, most clients get surgery free
• Key outreach strategies:
  – Target Female Head of Household and Kids
  – Laundromats, Bodegas, Schools
  – Events in partnership with council office
  – Flyering
SPAY4LA FOCUSES ON WOMEN AND KIDS. . .
They are Decision Makers in Target Area

- Ads with tear off phone number
- Feature bilingual messages like “Are you tired of puppies and kittens? Call for FREE spay neuter”
- Post in neighborhood bodegas/markets and laundromats where Moms are likely to see them
- Colorful flyers featuring cute, happy pets
- Place in mailboxes in target areas, give to apartment managers, churches, etc.
- Offer flyers/info to Moms when then arrive (often on foot) to pick up kids from school
- Canvas at parks at night/weekends during soccer/baseball games
AND WORKS WITH COMMUNITY PARTNERS
Great Relationship with Council Office

- District office of City Council member is resource center for many programs
- Clinic manager developed relationship with Council staff
- Relationship led to:
  - Bi-monthly tabling at WIC farmer’s market at building
  - Use of parking lot as weekly location for mobile unit
  - Twice yearly “pet fairs”
  - Connections to health and human services agencies
CASE STUDY #3 – SNP LA

• Chain of three non-profit clinics, 28K surgeries in 2013
• Tiered pricing and subsidies offered, most clients pay something for surgery
• Also offer low cost vaccines and basic wellness services
• Key outreach strategies:
  – Website/SEO
  – Google for non-profits
  – Yelp
  – Shelter partnership
  – Customer Service
SNP LA IS ONLINE IN A BIG WAY...

Well designed, content rich website with great SEO.

... Means SNP LA is at the top in S/N searches
AND PRIORITIZES CUSTOMER SERVICE BECAUSE REFERRALS ARE KEY TO THEIR BUSINESS

Highly recommend this place. I've taken my 2 cats and dog here to get their vaccine and one of my cats and dog to get spayed/neutered. Not only do they do a great job they are super friendly and helpful and let's admit it they are doing a great thing helping people and their animals.

I gladly donate money because I love animals and am so happy that a place like this is so close to home.

Thank you to the whole staff at this location you guys have always tried to make my babies feel comfortable, even though one is a big baby :)

Everyone is very nice and professional here. They seem to genuinely care about critters. It was nice to see so many folks having their pets neutered (although not nearly enough, obviously). It is a low cost clinic but they don't skimp on customer service.
87% OF U.S. ADULTS USE THE INTERNET
As of January 2014

% of Adults Who Use the Internet, E-mail, or Access the Internet via a Mobile Device

Source: Pew Research Center
HISPANIC USE OF INTERNET
As of March 2013

% Saying they Use the Internet At Least Occasionally to Send or Receive E-mail

Source: Pew Research Center
LESSONS LEARNED AND TIPS FOR SUCCESS

• Remember that **YOU** are not the target audience!
• Embrace pavement pounding and **TALKING** to as many members of your community as possible.
• Be **CREATIVE**! Ideas and enthusiasm can do more than money.
• Ask for **HELP**! Many people and businesses will step up, but not if you don’t ask.
• Don’t be discouraged by **REJECTION**. It’s part of the game. Move on to the next opportunity.
• Let your **VOLUNTEERS** lead the way – many of them have amazing skills to offer.
• Recruit volunteers and staff from your **TARGET POPULATIONS** – they can help you effectively market to their peer group.
• Take some **RISKS**. Trial and error is important to learning what works (and doesn’t!)
QUESTIONS?

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@aimeegilbreath on Twitter