Basic training

You and your new employees will be more satisfied with each other if you make a special effort to help them get started.

No matter what jobs new employees are filling or what their levels of skill are, they need to start with a clear understanding of how their jobs fit into the total program of your organization or agency. Employees who understand why they are doing the tasks assigned to them will be more interested and productive. (If you can't explain why a particular job needs to be done, it's time to do something about that job!)

The new employee should have a tour of the shelter facility and should be given a history of your organization or agency and an outline of its purposes. Every new person should receive a copy of your policies and procedures manual (see article in this issue on "The staff manual").

New office employees, in addition to learning their own jobs, should be given at least a basic understanding of what goes on in the kennel area and on field patrols. New kennel and field

Continued on next page
personnel should understand the record keeping system and the procedures for receiving animals at the counter. Everyone should be able to answer questions about redemption, adoption and euthanasia of animals.

New employees need to know enough about departments other than their own so they can be of some assistance to visitors or callers. No one can be expected to keep everything in their heads - but all employees should be aware of when they need help and know where to find it.

One animal control official responsible for personnel training has said that the material to be taught can be categorized as knowledge, skill and attitude.

Knowledge - for example, the difference between the breeds of dogs and cats - can be taught through lectures or one-to-one conversations, using slides, charts or handouts.

For the animal workers, the primary skill required is handling the living beings that come to the shelter - both the two-legged and four-legged kinds. (We'll come back to the two-legged kind in a moment.) Handling dogs and cats and the occasional wild animal safely and humanely requires physical dexterity and an understanding of animal behavior and anatomy. It can be learned through practice under supervision.

Careful handling of the animals is important not only for the safety of the employees and the animals, but also for the public image of the shelter. Both the shelter visitor and the animal will know if a shelter worker lacks confidence in his or her ability to handle the animal.

Dealing with two-legged shelter visitors can sometimes be an even knottier problem. Because people are often highly emotional about animals, both shelter and field employees find themselves in the middle of highly emotional situations. Finding solutions to these animal problems requires patience, tact and the ability to explain things calmly to people who are not calm. It requires the ability to stay out of the argument and concentrate on finding an answer.

The more experienced employees on your staff can be very helpful to new people by role-playing, or taking the parts of irate citizens so the new employees can practice the skill of dealing with the public. This exercise also helps new people get acquainted with your staff.

The right attitude is something you hope new people bring with them, but the attitudes every employee should have include a willingness to seek solutions to the immediate animal problems and, to educate the public about the need for their cooperation to end animal problems. Animal workers must remember that the job is not paper-shuffling - living beings are involved, and their protection and care is the primary duty of the organization or agency. The willingness to "pitch in" when help is needed is important on any job, but it may be especially so for animal agencies and organizations where funding is generally inadequate.

It is especially important to welcome new people to your staff with the kind of orientation described here. However, a refresher course is useful for the entire staff whenever there has been a significant change at the shelter or when several employees seem to be having similar problems.

A ny organization or agency takes a big step forward when it produces a written policy and procedures manual for all staff. First, having a manual protects employees by giving them written backup for their actions.

Second, having published information to refer to gives employees more confidence in themselves and their agency. Third, personnel policies are more likely to be enforced consistently and fairly when they're written.

Fourth, a policy and procedures manual makes it easier for new employees to get to know their workplace and to get the information they need as they learn about their jobs. Finally, having procedures and references in writing means that one person's absence will not hinder daily activities.

Even if your group is very small, a written manual is important. Without a written manual, if you have five people and one of them suddenly becomes unavailable, you've lost 20% of your information. If you get down on paper what the people in your agency or organization carry around in their heads, your group will be able to operate with continuity and greater effectiveness despite staff turnover.

Here is a suggested outline for a policies and procedures manual based on manuals made available to SHELTER SENSE:

| Background - Philosophy and purpose of organization or agency. |
| Legal authority. |
| Internal organization - "chain of command." |
| Relationships to other animal agencies. |

© 1981, The Humane Society of the United States, all rights reserved.
Employees - General responsibilities of all employees. Job descriptions for all positions. Responsibilities of board of directors, if applicable. Rules and regulations; grounds for dismissal of employees. Benefits and leave policies. Grievance procedures.


References - Copies of policies on animal issues. Copies of all state and local laws relating to animals. Listing of all animal-related agencies and organizations.

(The agency listing under References might have a question-and-answer format. For example, who is responsible for picking up dead animals? The Sanitation Department - call Mr. Smith at 555-1234.)

Writing your staff manual will get down on paper the policies and procedures you have established, and it will help you see where procedures need to be determined. It will take time and effort now, but it will save plenty of both in the long run.


Survival Skills for Managers ($9.95) and The Effective Management of Volunteer Programs ($6.95) are both by management consultant Harlene Wilson (available from Volunteer Management Associates, 297 S. Cedar Brook Rd., Boulder, CO 80302). The first book discusses how to encourage creativity on your staff, how to solve problems instead of just eliminating symptoms, and how to get more work out of your time. The second book examines why people volunteer and how to plan and organize their work. It includes a chapter on what kind of information needs to be communicated to volunteers, paid staff and the organization board of directors, and suggests communication methods. Both books include suggestions for further reading. (No shipping charges on prepaid orders; both books available for $15 prepaid, quantity discounts available; write for free brochure.)

Dr. Tom Decoster is the director of the Executive Education Program, School of Public and Environmental Affairs, Indiana University. He has conducted management workshops for humane workers, and recommends these books as useful guides for shelter management:


Dr. DeCoster will conduct management workshops or consult on management problems for your organization. For complete information on his services, contact him at the School of Public and Environmental Affairs, 143 West Market St., Suite 500, Indianapolis, IN 46204 or call (317) 264-3418.

Getting Things Done is by Edwin C. Bliss (1978, Bantam paperback, $2.25). This book discusses common "time-wasters" and gives concrete suggestions for getting more done.

The Nonprofit Organization Handbook is edited by Tracy D. Connors, (1980, McGraw-Hill, $29.85). This 740-page reference volume covers such areas as budgeting, staff performance appraisal and setting goals and objectives. It was reviewed in the magazine Voluntary Action Leadership, with the comment, "The Nonprofit Organization Handbook will not solve all your management problems because it was not compiled with this objective in mind. But the science of nonprofit management will be enhanced by its contribution as a desk-top reference."

The Board Letter is a newsletter published quarterly by Duca Associates, PO Box 6496, Denver, CO 80206. It covers topics such as the legal responsibilities of the organization board member, committee structures, fund raising, and accounting as a management tool. A single one-year subscription is $30; 2-5 subscriptions are $25 each, 6-10 are $20 each and more than 10 are $15 each.

The National Academy Press, of the National Academy of Sciences, will send you the 49-page Nutrient Requirements of Cats for $5.50 and the 71-page Nutrient Requirements of Dogs for $4.75. Send your order to National Academy Press, 2102 Constitution Ave., NW, Suite 507, Washington, DC 20036.

Grizzard Advertising, Inc., tells SHELTER SENSE that they have been handling successful direct mail fund-raising programs for humane societies in 14 US cities. They will send you information on their services if you write them at PO Box 1565, Atlanta, GA 30301 or call (404) 622-1501 in Georgia or (800) 241-9351 from outside Georgia.
Bowling Green-Warren County Humane Society has produced a black- and-white four-page pamphlet promoting dog spaying, using artwork originally produced by the Rutland County (VT) Humane Society. You can buy a supply of these pamphlets from the Bowling Green group and type or stamp your organization's name on them.

The price may be as low as 1¢ per copy if enough orders come in. If you're interested, order the quantity you need from Elisabeth Arvin, Bowling Green-Warren County Humane Society, 902 West Main St., Bowling Green, KY 42101. She'll get back in touch with you about the final price.

The upcoming school session gives you a necessary opportunity to reach the minds of tomorrow's pet owners - your community's children. Because we know that your time is necessarily taken up with solving today's animal problems, HSUS has a variety of material to help you provide quality education programs with minimum expense.

The HSUS West Coast Regional Office has produced a "Humane Education Outline" which includes guidelines on developing a program, a resource list, and sample materials. To receive a copy, send $1 to "Humane Education Outline," HSUS West Coast Regional Office, 1713 J St., Suite 305, Sacramento, CA 95814.

HSUS's National Association for the Advancement of Humane Education publishes Humane Education, a magazine for teachers and humane educators. HE will provide you with suggestions and reproducible materials for your education efforts - but you can also buy gift subscriptions for the schools and individual teachers in your area to interest them in a regular humane education program. A humane society and an animal control agency recently joined forces to buy 58 subscriptions for their local schools. NAAHE will announce your gift with a card.

NAAHE will send you a brochure about HE, and this brochure is also available from NAAHE. These include Sharing Sam, a flannel board pattern kit for teaching young children about pet care, and 'patches,' a two-part filmstrip program on pet owner responsibility.

Write NAAHE at Box 362, East Haddam, CT 06423.

Capital Area Humane Society (2770 Groveport Pike, Columbus, OH 43207) reports good results from the group's successful relationship with local media.

After twenty dogs perished in a heat wave, the shelter asked local radio and TV stations to warn pet owners about the dangers of summer heat. Although high temperatures continued, no more dog deaths were reported. Last fall, the society received more donations and greater public support after a TV report on dogfighting in the Columbus area and the society's role in the investigation.

Education Director Cindy Berndt gives these guidelines for successful media relations: 1) have a good spokesperson; 2) provide credible information; and 3) do not "overuse" the media.

She cautions that reporters are busy people and that media contacts should be made only for events that are truly newsworthy or for issues that can do the most for the largest number of animals.

If you haven't registered for the 1981 HSUS Annual Conference, write in now for complete information. With the theme "Animal Welfare - The Present Crisis," the conference will deal with the changes in the nation's attitude that threaten the cause of animal protection in all areas. The new interest in slashing budgets is a critical concern to local animal agencies and organizations trying to provide quality programs on already-thin resources.

The HSUS Annual Conference will give you the opportunity to share ideas and strategies for the future. Come to St. Louis' Chase-Park Plaza Hotel October 14-17. Write for your registration form to HSUS Conference, 2100 L St., NW, Washington, DC 20037.

Although there are far fewer cases of parvovirus these days because of the availability of vaccine, this new disease will always be with us. Neil McLain of the Baker Institute for Animal Health at Cornell University tells SHELTER SENSE that shelters will have to guard against this disease just as you guard against distemper and other diseases.

Because 50-60% of infected dogs actually show no symptoms, it is difficult for shelters to keep parvovirus under control. Its symptoms are like the symptoms of several other diseases, and the two tests that can confirm its presence cannot be performed at most veterinarians' offices. Also, different dogs react entirely differently to the disease. Veterinarians can generally only treat the symptoms of diarrhea and vomiting, prevent dehydration, administer antibiotics to prevent secondary infection, and make the dog rest.

The mortality rate for adult dogs is very low, but the death rate for puppies is quite high. Shelters should isolate immediately any animals that show symptoms and have a veterinarian plan a treatment program. Shelters do face the unfortunate decision of how much treatment to invest in an animal with an uncertain future.

Shelters can fight parvovirus with careful sanitation procedures. Sodium hypochlorite (for example, Clorox) has been shown by a Baker Institute to kill parvovirus. Also, plenty of vaccine is now available. Although the manufacturers say the immunity lasts one full year, Baker Institute has questioned this and suggests that dogs be vaccinated every six months if modified live vaccine is used and every three months if killed vaccine is used.

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New training programs are springing up all over the country, and HSUS is helping make them successful. Phyllis Wright, Director of Animal Sheltering and Control, participated in training sessions at the first New York State Animal Control Academy held in June by the State Bureau of Dog Identification and Control and the State University of New York Agricultural and Technical College. More than 90 persons attended the five-day program, and those who satisfactorily completed the course earned college credits.

Also in June, Hurt "Bill" Smith, Director of HSUS's Animal Control Academy, taught sessions at the Seventh Annual Animal Control Seminar at Columbus College, Columbus, Georgia.

Smith reminds SHELTER SENSE readers that another 100-hour Animal Control Certification Program will be held September 7-19, and another Enhanceda Technician Program will be held September 21-24. If you haven't reserved your place in this program, write for your free brochure and registration form to the Animal Control Academy, 4831 Springhill Dr., Tuscaloosa, AL 35405. The Academy is a joint program of the HSUS and the University of Alabama.

The Viral Diseases Division of the Center for Disease Control reports that there were more than 6400 laboratory confirmed cases of animal rabies in the US and its territories in 1980. This is the largest total since 1954 and represents an increase of 1250 cases over the 1979 total.

Wild animals accounted for 85% of the reported cases and domestic animals accounted for 15%. In wild animals, skunks accounted for 63%, bats 11.2%, raccoons 6.1%, and foxes 3.2%. In domestic animals, cattle accounted for 6.2%, dogs 4% and cats 3.3%. (Other animals accounted for the remaining 3%) The increased number of cases of rabies in cattle and other domestic animals appears to be related to the increase of rabies in skunks.

Research is continuing on vaccines that will be effective in fighting rabies in wildlife, possibly with the use of vaccine-bait. In the meantime, you need to encourage pet owners to have their pets vaccinated, not only because it's their law but also because it will protect beloved pets from the disease should they be bitten by a rabid animal.

The new sticky-glue mouse and rat traps being marketed are unacceptable to the humane movement because they cause slow death by suffocation, starvation or exhaustion. If there's not much sympathy in your community toward the rodents, you can inform pet owners that these traps are a danger to pets and small wildlife.

The Massachusetts SPCA says their veterinarians have treated pets with glue traps stuck to them. Since there is no solvent that will remove the glue, a surgical procedure was necessary to get the traps off. When used outside, these traps are also a danger to songbirds and other small wildlife.

Last time, SHELTER SENSE reported that nearly every state has a workers' compensation law. In fact, there is a workers' compensation law in every state, as well as in the District of Columbia, Puerto Rico and the Canadian provinces. For complete information on the law in your area, contact the labor, industrial or workers' board in your state capital or at the government offices nearest you.

Many organizations have written to SHELTER SENSE to ask about providing "fire stickers" warning fire fighters that a household has animals which need to be rescued. National fire fighters' organizations have told us that this may be dangerous, since many pet owners will move but leave the sticker, needlessly endangering the fire fighters who may risk their lives to save an animal no longer living there.

However, some organizations have had good results from this program. Animal Care and Education Center in Rancho Santa Fe, CA, reports that the local fire chief is very enthusiastic about the idea and that the stickers are well-received in the community. For $2, they'll send you a sample sticker. Send your order to them at Box 64, Rancho Santa Fe, CA 92067.

Many fire fighters have reported cases of animals being left in vehicles with the stickers, endangering the animal. These organizations have told us that this may be dangerous, since many pet owners will move but leave the sticker, needlessly endangering the fire fighters who may risk their lives to save an animal no longer living there.

Addendum

In our April issue, we reported that the state of Oregon has a law prohibiting the carrying of animals outside vehicles without a protective framework to keep them from falling. We have received a copy of a similar law from the state of Washington and reports from the state of California that similar legislation is pending.

The Washington law reads, "It shall be unlawful for any person to transport any living animal on the running board, fender, hood, or other outside part of any vehicle unless suitable harness, cage or enclosure be provided and so attached as to protect such animal from falling or being thrown therefrom." For information on the California legislation, write The HSUS West Coast Regional Office, 1713 J St., Suite 305, Sacramento, CA 95814.
Tag program

When a generous member of the Humane Society of Monroe, Inc. (NY) offered to purchase a supply of pet ID tags, the society launched a clever and successful campaign to get more pet owners to tag their animals. The group flooded the area with posters with the words "Address Unknown" in a large heart. The posters appeared in stores and other public places, in telephone booths and at bus stops. Residents wondered if the posters were an advertisement for a rock group or a somewhat obscure message of support for the US hostages held in Iran.

The posters were left for one week to spark plenty of curiosity, and then the society changed all of them for posters reading "Give Your Pet An Address" in the same heart shape, with information on where pet owners could get the free ID tags (a booth in a local shopping plaza). The first day, more than 300 tags were distributed. In the year since the program began, 3000 have been given out. Some people have sent in donations because of the tag program, and the names and addresses of all tag recipients have been added to the society's mailing list. (Humane Society of Monroe, Inc., PO Box 675, Monroe, NY 10950)

Heartworm

Heartworm can affect people, too. Heartworm can be transmitted to humans by mosquito bite, and although the worms don't survive long in humans, they travel to the lungs and die, forming a lesion that can be mistaken for cancer on an X-ray. Surgical biopsy then becomes necessary for a diagnosis.

Dr. Schwartz, veterinarian for the Delaware SPCA, says that eight weeks of age is not too young to begin heartworm prevention for puppies to keep them from ever having to suffer this life-threatening disease.

Cruelty case

The Prince William County (VA) Animal Control Bureau has successfully prosecuted a cruelty case against a resident who allowed his dog's choke chain to grow into its neck. The owner was sentenced to ten days in jail and fined $100, and the county took custody of the dog. Director R.R. Reuschling says that "proper preparation and good professional expertise are the building blocks necessary to prosecute cases of this nature." (Prince William County Animal Control Bureau, 14807 Dumfries Rd., Manassas, VA 22110)

Ralph stirs community

The Seneca County Humane Society (PO Box 321, Tiffin, OH 44883) wrote a letter to the editor of the local newspaper over the signature of "Ralph," a fictional dog representing the pets being turned into the shelter because their families cannot afford to keep them. Ralph said that he missed his family and would have been happy to eat cheaper food in order to stay with them.

The letter's appearance in the newspaper prompted quite a few responses from other readers. Some commented on the problem of unwanted pets, while others tried to suggest ways to increase pet adoptions from the shelter. But the main benefit, as the society reports, was a stimulation of public discussion of pet problems through the "letters to the editor" column.

Reclaims up

The Bergen County Animal Shelter (100 Railroad Ave., Teterboro, NJ 07608) reports increased dog redemptions this year with up to 45.8% of dogs identified as strays being reclaimed by owners. The shelter staff says, "We believe this adds more weight to the theory that strays aren't really strays but stray pets." They say the reclaim success is the result of advertising the animals in the local papers and training personnel to handle lost pet reports with greater thoroughness.

101 Uses for a Dead Cat, by Simon Bond, is a book which suggests uses for cat carcasses, such as hollowing them out to make bowling bags or flattening them to make tennis rackets. This supposedly humorous book is published by Clarkson N. Potter, Inc. If this book is being sold in your area and you find it objectionable, you can write the publisher at 1 Park Ave., New York, NY 10016.

A book we can live without

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IT'S MORE THAN CRUEL TO ABANDON AN ANIMAL. IT'S AGAINST THE LAW.

The American Society for the Prevention of Cruelty to Animals (ASPCA) distributes this effective poster which gives the text of the state law against animal abandonment. The reverse side has the same message in Spanish. (ASPCA, 441 E. 92nd St., New York, NY 10028)
A new euthanasia drug that will be more accessible to animal shelters has been introduced by Burns-Biotec Laboratories, Inc.

Called Beuthanasia-D Special, the drug is made up of pentobarbital sodium, which induces deep anesthesia, and phenytoin sodium, which depresses the electrical activity of the heart.

Beuthanasia-D Special is marketed by Burns-Biotec Laboratories, Inc., P.O. Box 3113, Omaha, NE 68103.

The veterinarian ordering Beuthanasia-D Special must be registered with the Drug Enforcement Administration.

For more information about this new drug, contact Burns-Biotec Laboratories, Inc., P.O. Box 3113, Omaha, NE 68103 or call (402) 331-3900.

DEA also says that shelters should check their state drug purchase and use laws, since many states now have applicable regulations.

Beuthanasia-D Special is marketed by Burns-Biotec Laboratories, Inc., P.O. Box 3113, Omaha, NE 68103.

The U.S. Drug Enforcement Administration has now informed HSUS that Beuthanasia-D Special (which we reported on in the August Shelter Sense) is subject to the same federal regulations as sodium pentobarbital, except that Beuthanasia-D Special may be purchased without the use of the federal order form that is required for sodium pentobarbital.

DEA also says that shelters should check their state drug purchase and use laws, since many states now have applicable regulations.

A new videotape titled "Attitudes on Euthanasia" is now available for $45 from HSUS, 2100 L St., NW, Washington, DC 20037.

This tape, narrated by HSUS animal control specialist Phyllis Wright, discusses the emotional difficulties faced by the workers at your shelter who must destroy healthy animals that have been in your care. Wright offers suggestions for coping with these reactions and shows the proper way to handle animals that are going to be euthanized in order to minimize stress for them and for you.

This tape is an important training tool for the workers at your shelter who are entrusted with this difficult task. Order your copy today!

How do you build a "public"?

This article is based on a presentation given by William R. Meade, III, HSUS Gulf States Regional Director.

Unless we work at curing the causes of cruelty to animals and avoidipopulation, we may find ourselves facing growing problems in the future on both these fronts.

We can't change attitudes to solve these problems unless we communicate with a large percentage of the population, and this need to communicate applies equally to government-operated animal control shelters and private animal organizations.

For municipal operations, building mailing lists and other communications channels means teaching more people about responsible pet ownership. Some city-operated shelters have started special education funds with contributions from citizens; others have gotten items or services donated by local businesses.

For private humane organizations, building a public means raising - sometimes regarded as a "dirty word" because we don't want our communities to think that we are interested only in money and not in helping animals. But which animal welfare organizations do you think can carry out the most programs for animals? The ones with 400 members donating $20 each or the ones with 4000 members donating $20 each?

The bottom line is...we can't have humane education programs, we can't do cruelty investigation, we can't have spay/neuter programs, and we can't run top-notch animal shelters without that magic ingredient - money.

Just how do you go about building a "public" to support your work and goals? There are several rules to follow that seem so simple they are often overlooked. If you will remember and follow them, your success is guaranteed.

1) People don't give their support (moral or financial) to your programs and policies unless you ask them.

2) The more people you ask, the more you will receive.

3) You are talking to a continuing parade of people. Each day, there are new people to hear your message. Coca-Cola isn't a success because the company produced one advertisement. The product is advertised again and again. You read about it in the newspapers, you hear about it on the radio and you see it on television and on billboards. Repetition counts!

The best fund-raising campaigns always have a specific topic and goal. Yours must always be related directly to the animals. Also, to build up a large membership or mailing list will take several years, so the sooner you start, the sooner you can have a large following in your community.

Set up office procedures that will automatically add to your prospect mailing list:

1) All dog and cat license owners' names.

2) Anyone who adopts or turns in an animal.

3) Anyone who mails in or leaves a donation at the shelter.

4) Anyone who has helped to find a lost pet.

5) Anyone who has used your services or programs.

You can also:

1) Purchase mailing lists from mailing firms.

2) Use your city government's citizen mailing list, if it's available to you.

Job Announcements

Job announcements may be placed by SHELTER SENSE subscribers only. The maximum length is 25 words plus your address. To appear in the October issue, announcements must be received in writing before August 27.

WANTED - Animal Control Officer. Progressive shelter seeks qualified person to assist with enforcement activities. Competitive salary, full benefits. Send resume to Jim Lang, 3410 S. Highway 37, Bloomington, IN 47401.

POSITION WANTED - Desire position as Director of Humane Services. Experienced in shelter management, animal control, p.r., educatic 1963 to present: New Haven Police Officer, Division Commander, Director of Humane Services. Frank V. Strona, 68 Todd St., Hamden CT 06518.

Repetition counts!
3) Borrow mailing lists from department stores, veterinarians and other businesses willing to lend.

4) Take names and addresses from telephone books and city directories.

The idea is to get as many names as possible onto your mailing list. It's guaranteed that a certain percentage of those people will donate.

The list must also be constantly updated by eliminating names of people who have not donated for a year or two. Changes-of-address must be done yearly by sending one address-correction-requested, return-postage-guaranteed letter each year.

You should keep the mailing list in two separate places. One copy can be maintained at the shelter on index cards and should include all donation records. A second copy of the mailing list can be maintained at the printer's for automated addressing and mailing. The list can be divided into members and prospects, and by month for membership renewals.

What should we send our supporters and prospects? My personal recommendation is that you send two to four newsletters per year, along with an annual membership renewal letter, notices of any special events you hold, and special fund appeals (such as a letter at Christmas).

Your newsletter gives you an important opportunity to educate the community about animal problems and their solutions. Most newsletters that I see are filled with stories about fundraising events, contributor name lists and stories about happy adoptions. But often, there's not one major story about the causes of animal problems and cruelty to animals. Happy stories have their place, but if we don't concentrate on problems and their solutions, how do we expect the public to change their attitudes and behavior?

Try to upgrade your newsletter. (Editing Your Newsletter is a helpful guidebook available for $7.50 from Coast to Coast Books, 2934 NE 16th Ave., Portland, OR 97212.) In your stories, point out the action your organization or agency has taken and specify what the reader can do to help. Photos of cuteness, used on the inside pages, can motivate people to support your cause. For fundraising purposes, include a clip-out coupon or a return envelope.

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What should we send our supporters and prospects? My personal recommendation is that you send two to four newsletters per year, along with an annual membership renewal letter, notices of any special events you hold, and special fund appeals (such as a letter at Christmas).

Your newsletter gives you an important opportunity to educate the community about animal problems and their solutions. Most newsletters that I see are filled with stories about fundraising events, contributor name lists and stories about happy adoptions. But often, there's not one major story about the causes of animal problems and cruelty to animals. Happy stories have their place, but if we don't concentrate on problems and their solutions, how do we expect the public to change their attitudes and behavior?

Try to upgrade your newsletter. (Editing Your Newsletter is a helpful guidebook available for $7.50 from Coast to Coast Books, 2934 NE 16th Ave., Portland, OR 97212.) In your stories, point out the action your organization or agency has taken and specify what the reader can do to help. Photos of cuteness, used on the inside pages, can motivate people to support your cause. For fundraising purposes, include a clip-out coupon or a return envelope.

Tell to your local post office officials about getting the nonprofit bulk rate of 3.5¢ per piece mailed.

Your newsletter shouldn't cost you a dime. In fact, if you have a large mailing list, you should easily make money. Always print plenty of extra copies to be mailed out with letters, handed out at meetings and put in public places (try leaving 20-50 copies at your area drug stores, laundromats, doctors' offices and libraries). The cost to print an additional 1,000 copies now is much less than the start-up costs to print them later.

For private organizations, the newsletter increases donations and helps educate the citizens about their role in solving community animal problems. For municipal agencies, the newsletter encourages citizens to support their local animal control officers and may even result in services or items being given to the shelter. For many members of your community, the only contact they have with your organization or agency is the newsletter. Are they getting the impression that you are a well-run, progressive, active group?

For private groups, another important fund-raising aid is a brochure describing your organization. It can be handed out on its own or inserted with an appeal letter. The brochure should highlight the history and goals of your organization, and it should illustrate the services you offer (don't use dated material, however, or you will have to revise the brochure too frequently). The brochure should have a quality appearance and include a clip-out membership coupon.

Membership campaigns also require renewal letters and special letters inviting prospects to become members. The "invitation to join" letter should be mailed once a year to everyone on your prospect list.

Mail out renewal letters on a monthly basis according to when the person joined. If possible, a second reminder letter should be mailed to those who do not renew. Include a pre-addressed return envelope for the member's convenience.

I prefer renewal letters one page in length with one or two photos and some use of color. A descriptive brochure added to the package is always helpful, and a photo or "catch phrase" on the outside of the envelope will get attention.

The approaches I've found most effective for renewal letters are:

1) Using a story about an individual animal to illustrate the activities of the shelter and then asking the member to help all the animals in the same way.

2) Stating the shelter's goals for the upcoming year in terms of special problems or needs, then outlining the planned course of action and asking the person to join in this plan.

Both members and prospects should receive copies of the newsletter with their renewal notices or their "Invitation to Join" letters. Also, a thank you letter should be sent immediately to all donors - the bigger the donation, the more elaborate the letter. A prospect or past member inactive for two or three years can be deleted from your list.

Your organization or agency must do quality work in order to gain the support of your community, but even the best shelter must continually "build its public." The suggestions given here are based on the techniques and approaches that I've found the most effective.
Animal behaviorist...veterinary aide...records clerk...
sanitation engineer...law officer...psychologist...teacher...
inigator...

In these columns, I've been asking you to fill all these roles as
animal workers and to fill them as professionally as possible.
Now, I'm going to ask you to add one more speciality to the list:
team member.

Thanks to the efforts of many concerned and conscientious people
in our field, we are better trained than we used to be, we run
more humane and responsible programs, and we enjoy more prestige
in our communities. Although there are still many organizations
and agencies that are very poor, there are many more that are on
the right track.

Now that we are well on our way toward professionalism, we have to
step up to a new level of awareness and effort. We must recognize
that our fellow humane workers have needs, also. If those needs
are not filled, our other efforts have little chance for success.

For managers, this means learning how to handle a staff of people.
Skill in managing personnel doesn't come with the job—it has to
be learned. In this issue, we've suggested some reading materials.
Managers should also look into personnel management courses at the
community college and ask the local librarian to help locate
materials on this subject. Managers and staff responsible for
specified areas of the shelter operation can benefit by learning
how to accomplish more with the available time and resources.

For employees, this means putting a good effort into your job. It
means making constructive suggestions openly and in a cooperative
manner when you see problems, rather than just complaining about
them to your co-workers.

I've asked you to invest in training and equipment to take better
care of your animals. I've asked you to invest in public education
programs to gain the support of your community. Now I'm asking
you to invest in yourselves. When your staff is really functioning
as a team, everything else requires a lot less work.