Youth Groups Promote Animal Care
by Vicki Parker

The last Shelter Sense featured an article by NAAHE Director Patty A. Finch that suggested local animal organizations enlist local teachers' help to form *kindness clubs. Perhaps you are wondering what a kindness club is and why a humane organization would want to start one.

A kindness club is a group of young people in a school or a community who join together for a common goal: to learn about, protect, and care for animals. Since most children share an interest in animals, a kindness club is one excellent way to unify and mobilize this interest. By belonging to a kindness club, children can learn more about animals and can turn their interest into responsible, compassionate action by taking part in activities to help animals.

Continued on next page
This is the main reason your organization would want to form a kindness club. Secondary benefits of a kindness club, while less direct, could be more far-reaching. As club members become animal advocates, they could spread your organization's message to their parents, friends, teachers, and relatives. In effect, the young club members could become humane educators, reaching a much wider audience than a single shelter-employed humane educator could ever hope to reach.

WHO SHOULD LEAD YOUR KINDNESS CLUB?

Anyone who loves children and animals can form a kindness club. Alternatively, a shelter-sponsored kindness club might be led by a humane educator, a volunteer who enjoys working with children, or an interested teacher from a local school. The person you choose to run your kindness club must be willing to provide guidance and support to young club members without dampening the youths' creativity and enthusiasm. The club leader must keep activities organized and moving without becoming dictatorial. Children must be made to feel that this is their club, not the leader's club.

The organization and the parents of club members must trust the club leader, so it is important to attend kindness club meetings occasionally to be certain you feel comfortable with the club's focus and activities. This also is one way to support and encourage the club leader.

WHERE WILL YOUR KINDNESS CLUB MEET?

Kindness club meetings could be held at the animal shelter or local school, depending upon factors such as the club leader's preference. Clubs led by teachers usually meet after school hours at the school. This prevents club attendance problems because children already are at the school and don't require rides to another meeting site.

Kindness club meetings held at an animal shelter benefit the shelter by bringing interested individuals into the facility to see what it looks like. Parents who bring their children to the shelter for a club meeting eventually could become involved in the club activities, or they could become shelter volunteers.

Holiday Happenings Benefit You and Animals

by Debbie Reed

Continued on page 12
When planning "Santa Paws," the SPCA arranged for a Santa outfit to be donated by a local shopping center for use by Santa Paws. A photography studio sold the group photo-holder cards at cost, and this year the SPCA is printing a bulk amount of its own cards, which will be personalized with the SPCA's name and will cost the SPCA a mere 15 cents each to produce.

"Santa Paws" will be held at a shopping center during one weekend and at a veterinarian's office during another. The same local printer that donated fliers for last year's event will do the same this year to help advertise the campaign. Last year, a local radio station covered the event and area radio and television stations made public service announcements about it. The program also was featured nationwide on Cable News Network. A photographer again will donate his time, using a Polaroid 660 and 600 film so that the photographs can be taken and received on the same day. One photo will cost $5; two, $9, and three, $13. Last year, film was purchased with the film vendor's guarantee that it could be returned if not used. (The SPCA actually had to purchase more film because of the enthusiastic response to the campaign.) They hope to make the same arrangement this year.

The SPCA again will raffle 100 pounds of dog or cat food to participants. Every person attending also will be given a copy of the Jefferson SPCA newsletter, and literature on pet care and pet overpopulation will be distributed, including $5 coupons towards a spay/neuter surgery for a cat or dog.

"We had a great time last year," said Nita Hemeter, SPCA education director. "The media exposure no doubt helped the SPCA, and after the SPCA realized a profit of $1,311.07. This event took little effort to put together...just a few phone calls and volunteers. We heartily recommend this event to other groups."

Animals cared for by The Denver Dumb Friends League enjoy "holiday" dinners long after the group's "Christmas for the Animals" campaign ends each year. The annual event nets pet food and supplies; money, media coverage, and increased public good will for the organization, which has offered to share with other programs in general, Rowland believes the hospital's program succeeds, in part, because Lee does care for the animals. At Lima State Hospital, once a patient is allowed a pet, and there are no problems, it is there to stay.

Rowland hopes the party will become a tradition and already is planning this year's. "We really feel a sense of accomplishment," she said. "I really look forward to the "Santa Paws" party!" For more information, write The HSUS Great Lakes Regional Office, 735 Haskins St., Bowling Green, OH 43402-1696.

These are a few of the many creative, low-cost ways your organization can share a humane, happy holiday with the community and animals. All it takes are imagination, advance planning, and reliable people to help make the event a success. Remember, to encourage pet adoptions or giveaways at Christmas and other holidays, and remember to share your successful, and unsuccessful, holiday events with Shelter Sense.

* Each year since 1982, The Humane Society of the United States (HSUS) Great Lakes Regional Office (GLRO) has sponsored a Christmas party for the inmates and pets in the pet therapy program at Lima State Hospital, a maximum security institution for the criminally insane, in Lima, Ohio. "Santa Paws" visits the inmates' animals to give them gifts, and the inmates enjoy sharing the fun with their pets.

GLRO Director Sandy Rowland developed the idea because she prefers to hold a Christmas party for a larger group than her small office staff. She obtained permission from hospital authorities to hold the party on the last working day before Christmas.

When Santa Paws visits the hospital, he brings gifts such as pellets for rabbits and hamsters and salt blocks for goats. All gifts are individually wrapped and labeled. After they are distributed, inmates, hospital officials, and GLRO staff members gather for refreshments. The inmates enjoy the company and the opportunity to talk about their animals. "The inmates really like the party," said Rowland. "They like it when things are done for their pets."

According to Rowland, David Lee, a psychologist at the hospital and director of the pet therapy program, one of the oldest in the nation, is very concerned about the welfare of the animals in the program. He is knowledgeable about important issues such as the need for spay/neuter surgeries, and he contacts the GLRO several times each year for advice about the animals' care and to invite staff members to visit the hospital. Although the hospital has some reservations about the safety and humaneness of pet therapy programs in general, Rowland believes the hospital's program succeeds, in part, because Lee does care for the animals. At Lima State Hospital, once a patient is allowed a pet, and there are no problems, it is there to stay.
After harsh winter weather hit San Antonio, Texas, last year, the Humane Society of Bexar County (307 W. Jones Ave., San Antonio, TX 78215) noticed that a larger number of cats entered the shelter with feline rhinotracheitis. When a large number showed symptoms of this disease several days to one week after arriving at the shelter, forcing staff members to increase cat euthanasia, the society purchased an air purification system as part of its attempt to erase the epidemic.

According to Kathleen Walthall, executive director of the society, ventilation in the cat ward was poor, but sanitation procedures always had been followed diligently and were reviewed and upgraded as much as possible. All cats were removed from the ward twice when the area (including cages, walls, floors, and all objects in the room) was sanitized with a bleach solution and with Roccal-D. Animal health checks were increased, and the entire cat ward was euthanized twice in an attempt to fight the epidemic.

Despite the fact that all cats were vaccinated against rhinotracheitis before being placed in the cat ward, and sick cats normally were separated from healthy ones, the illing cats began to outnumber healthy animals. Several veterinarians visited the shelter for consultation. Antibiotics and liquid protein were administered to relieve the ravages of the disease. Finally, several cats were sent to Texas A&M University for thorough examination (an inexpensive procedure, which cost the society approximately $20 per cat) and were confirmed as having the disease.

Walthall consulted a local salesman of air purification systems who suggested the Bioclimatic Purification System to purify the air within the shelter. She said although the system never had been used for eradication of the rhinovirus, it had worked successfully for other clients against a variety of harmful bacteria and other pollutants. The humane society purchased the system, which cost $627 and was installed last May.

Walthall will wait until another winter has passed before fully reporting on the system's benefits. Nevertheless, she reported the shelter has experienced few incidents of feline rhinotracheitis since the system was installed. "I realize that it will take at least one year to document the effects of the new system," she said, "but we observed a remarkable and sudden decrease in the number of sick cats as soon as the purification system was installed in the shelter. We never had an unusual disease problem before the epidemic last winter, and we've had no problems since."

Walthall said staff members no longer administer liquid protein or antibiotics, but the shelter cleaning procedures still are practiced thoroughly and consistently. "The Bioclimatic system has decreased shelter odor, killed bacteria, and it requires virtually no maintenance," she said. When the humane society doubles its space in the near future, Walthall would like to install the purification system in all enclosed animal areas.

For further information about the Bioclimatic Purification System, contact Bioclimatic Inc., 520 Fellowship Road, Mt. Laurel, NJ 08054; telephone, (609) 866-1200.
and slide shows; and more. The directory includes advice about requesting the use of these free resources and organizing a program or special event. Suggestions are listed by category and include important facts, addresses, and phone numbers.

Although The Humane Society of the United States (HSUS) does not condone the use of some of the resources listed in the directory (for example, a cat race or circuses), the publication offers plenty of useful ideas for sponsoring responsible, enjoyable events. (If you have a question about the humanness of an event, call the HSUS at (202) 452-1100.) To order the 98-plus-page directory, which currently is being revised and updated, send a $60 check or money order (this includes shipping and handling) to Pageant Publishing, 4850 156th Ave. N.E., Suite 4, Redmond, WA 98052. For further information about the directory, call the publisher at (206) 883-3202.

**Graphics Programs Can Improve Your Image**

by Randall Lockwood, Ph.D.

Are you bored with your current newsletter? A problem with many newsletters is that they fail to use graphics in creative and entertaining ways. Few people have the talent to make new and interesting illustrations for their publications.

Looking for something new? A new and inexpensive program called The Newsroom might be the answer.

The Newsroom combines an easy-to-use word processor with a clip art library. Users can "cut and paste" right on a video display. Text and illustrations can be positioned any way desired. The result is a professional-looking product without the expense of professional talent!

A special feature of the program is the "wire service," which lets you send pictures, text, or entire pages of your newsletter to other users. You can create a page at home with the Apple version and graphics tools in the program let you flip, shade, edit, and combine them or create original pictures. Some of the pictures are realistic. Others are silly! The pictures are well suited for making an infinite variety of materials for humane education. The 75-page manual also gives an excellent introduction to reporting, proofreading, and layout.

The illustration displayed at left was created with The Newsroom in about an hour, so you can get some idea of the ease of use.

**Citizens of Austin and Travis County, Texas, are learning about the programs and services of their local humane society with the help of area banks and other businesses.**

Board members of the Humane Society of Austin and Travis County (1156 W. First Street, P.O. Box 1386, Austin, TX 78767), using their personal and professional contacts in the local banking industry, received permission from several banks to include the humane-society fliers in monthly bank statements. The fliers were developed with free and low-cost assistance from several local businesses.

The 3-1/2" x 8-1/2" fliers urge current and potential pet owners to license, spay/neuter, and adopt pets. They were developed by the Mickie Bellah Advertising Agency, which is owned by Mickie Bellah, a member of the humane society's board of directors. Bellah wrote the copy for the fliers for no charge. They were produced graphically at cost by The Lacy Group for only $269.49, which includes all typesetting revisions for each bank's name that appears on the fliers. The fliers were printed at cost by Hill Country Graphics, a print shop with which Bellah has personal contact. Printing costs for the 30,000 fliers sent to date total $1,548 (the total cost to the humane society to produce all the fliers to date is $1,817.49).

The first mailing in March 1985 by the Texas American Bank distributed 7,000 fliers. Since then, there has been added...
As Gifts

participation from M Bank, Southwest National Bank, and First City Bank, which also has made the fliers available in its lobby. Only time will reveal the direct effect the fliers will have on the number of adoptions, spay/neuter operations, and license registrations of shelter animals. Nevertheless, Susan Halberstadt, the society's publicity director, said, "We believe the program has been extremely successful with regard to increasing awareness of the humane society and the many programs and services it offers the community."

HSUS Documents Dog Attacks....

The Humane Society of the United States (HSUS) frequently receives reports of fatal and nonfatal incidents of dog biting and fighting, particularly related to pit bull terriers. To date, no government organization has maintained official, national statistics on dog attacks, so the HSUS is collecting information to fill this void and to pinpoint factors that contribute to dog attacks and dog behavioral problems. We specifically are interested in information about pit bull terriers but will accept documentation about other dogs, too.

Local animal-control and humane organizations should send The HSUS news clippings; shelter bite reports; new ordinances related to dogfighting, dog bites, and pit bulls; recent cases related to dogfighting, dog bites, and pit bulls; and documentation of any other incident within a shelter related to pit bulls (for example, cases where sheltered pit bulls have attacked and/or killed shelter animals or employees). Our findings will be made available after January 1986.

Address your correspondence to Kate Rindy, The Humane Society of the United States, 2100 L St. N.W., Washington, DC 20007.

This Christmas, the usual assortment of sophisticated toys and weapons in some store gift displays could include the deadly pellets are shot or blown, used by some people to maim or kill animals in her neighborhood. Recently, Richard L. Gregory, of animal cruelties inflicted by several people with blowguns. The May 1985 issue of the journal Shelter Sense described a Shreveport, La., woman's concern about the use of blowguns by some people to shoot domestic animals in her neighborhood. Recently, Richard L. Gregory, manager of the Panama City Animal Shelter, Humane Society of Bay County (P.O. Box 2251, Panama City, FL 32401), reported a series of animal cruelties inflicted by several people with blowguns.

Three teenaged boys were charged with cruelty to animals after they shot a domestic cat in the chest with a three-inch dart. The cat's owners, members of the humane society, reported the case to authorities. When caught, the youths admitted to shooting the cat and eight tame ducks that lived on various area lakes and bayous.

According to Gregory, the boys described the blowgun as one that kills silently and can easily be concealed. The three were sent to Florida Health and Rehabilitative Services by the state's attorney's office and were sentenced to perform 24 hours of community service work (one worked for the humane society; two worked for a local church). They were ordered to jointly pay a $25 veterinary fee for the emergency treatment of the injured cat, which lived. The boys also were counseled in accordance with a University of Florida Juvenile Alternative Services Program that seeks to counsel first offenders.

Gregory further reported that, in another recent, local incident, teenagers and young adults wearing camouflage hunting clothes reportedly shot birds and squirrels with blowguns. It is illegal to use the weapons for hunting game animals or for use in designated bird sanctuaries in Florida, Gregory said. Gregory notified a local sporting goods store that it is illegal for it to advertise the blowguns for hunting purposes. The store agreed to stop advertising the weapons for hunting purposes and promised to suspend their sale if there were further incidents of animal cruelty caused by the guns. Gregory said no further incidents have been reported to date.

Only Shelter Sense subscribers may advertise. Ads must be submitted on your organization's letterhead no later than six weeks before month of issue. Please limit to 35 words (including address). Sorry, we cannot print 'position wanted' ads.

Manager/director of humane society in central Missouri. Responsible for operation of shelter (4,500 animals per year); supervision of four employees; business operations; euthanasia; cruelty investigations; and public-relations, fund-raising, and educational activities. Needs strong administrative and public-relations skills. Salary, $16,000 to $18,000 plus benefits. Send letter of application, resume, and references to Search, CMHS, P.O. Box 296, Columbia, MO 65205.

Shelter manager for humane society that soon will administer county animal-control service. Must be compassionate and organization of 22,000. Aiming for a Jan. 1, 1986, transition. Send resume to A-Pal Humane Society, P.O. Box 190, Jackson, CA 95642. Call (209) 223-0410 for further information.

Shelter manager for humane society located in New York City suburb. Must be experienced in all aspects of kennel management, animal welfare and control, euthanasia, adoption, and group organization, public relations, and shelter finances. Competitive salary. Send resume and references to Heights Management II, 4181 Broadway, New York, NY 10033; attn: Humane.

Shelter director for SPCA of Anne Arundel County, Annapolis, MD., to carry out services and policies of a new shelter and kennel operation. Must have five years of shelter management experience; hands-on experience in animal care, euthanasia, and adoptions; ability to oversee paid staff of six and to work with an enthusiastic board of directors and with volunteers. Salary negotiable and commensurate with experience. Send resume to Lou Carter, Sec'y., 59 Decatur Ave., Annapolis, MD 21403.

Discourage Blowguns As Gifts

Manager/director of humane society in central Missouri. Responsible for operation of shelter (4,500 animals per year); supervision of four employees; business operations; euthanasia; cruelty investigations; and public-relations, fund-raising, and educational activities. Needs strong administrative and public-relations skills. Salary, $16,000 to $18,000 plus benefits. Send letter of application, resume, and references to Search, CMHS, P.O. Box 296, Columbia, MO 65205.

Shelter manager for humane society that soon will administer county animal-control service. Must be compassionate and organization of 22,000. Aiming for a Jan. 1, 1986, transition. Send resume to A-Pal Humane Society, P.O. Box 190, Jackson, CA 95642. Call (209) 223-0410 for further information.

Shelter manager for humane society located in New York City suburb. Must be experienced in all aspects of kennel management, animal welfare and control, euthanasia, adoption, and group organization, public relations, and shelter finances. Competitive salary. Send resume and references to Heights Management II, 4181 Broadway, New York, NY 10033; attn: Humane.

Shelter director for SPCA of Anne Arundel County, Annapolis, MD., to carry out services and policies of a new shelter and kennel operation. Must have five years of shelter management experience; hands-on experience in animal care, euthanasia, and adoptions; ability to oversee paid staff of six and to work with an enthusiastic board of directors and with volunteers. Salary negotiable and commensurate with experience. Send resume to Lou Carter, Sec'y., 59 Decatur Ave., Annapolis, MD 21403.
Shelter manager/cruelty investigator for humane society. Responsible for shelter operation, public relations, education, laboratory skills. Salary commensurate with experience. Send resume to Elaine M. Perry, P.O. Box 24, Dover, NH 03820.

Animal-control/state humane officers for small, progressive SPCA covering mountainous, ocean, urban, and rural areas. Salary, $15,000 to $19,822. Animal-welfare and -control experience required. Livestock experience helpful. Send resume to Joyce Turner, Santa Cruz SPCA, 2200 7th Ave., Santa Cruz, CA 95062.

Animal-control program manager for growing county with new shelter facility. Department of Public Health seeks program planner and administrator. Requires three years of experience in animal health and control, including one year of administration or management of public-health or law-enforcement agency. A Master's degree may be substituted for one year of animal-health and -control experience. For application, write San Bernardino County, Personnel Division, 157 W. 5th St., San Bernardino, CA 92415-0440, or call (714) 383-2061 or (714) 383-3598.

Field services program manager to develop and implement an outreach program of animal control, humane investigations, and mobile education. Developmental and supervisory experience required. Submit resume to F.S.P., Dane County Humane Society, 2250 Pennsylvania Ave., Madison, WI 53704.

When planning meetings at the shelter, remember that some children could have difficulty arranging transportation to and from meetings. You also should check with the shelter's insurance agent to be certain your organization has adequate coverage for the children who are involved in club activities in the event one of them is injured by an animal or otherwise has an accident.

If meeting space at the animal shelter is limited, you could hold club meetings at a public library or a church. These places often provide space for community functions that involve local youngsters.

How do you recruit members for the kindness club?

Recruit members for your kindness club through articles and announcements in your organization's newsletter. Make and display posters announcing club activities and meetings. Most schools will permit you to display a club announcement on a central bulletin board. School personnel could announce club meetings during daily announcements over the school's public address system.

Don't overlook local radio stations and newspapers as sources of publicity for the kindness club. Most stations and newspapers will run public service announcements (PSAs) that are submitted in the correct format, so check with them to determine how they want PSAs prepared.

What is there to do at club meetings?

Children seem to be interested in animals naturally, and they are generally very open-minded about activities that will help animals or teach more about them. Ask children to create a list of local and general concerns they have about animals, including the things they would like to learn about them. In return, develop a list of possible remedies for each concern, including ways the children can learn more about animals.

Club activities often fall into one of four categories: direct action, fund raising, public education, and learning. This list of sample activities can help you suggest worthwhile club projects:

- **Direct Action**
  - Volunteer to help shelter workers clean, paint, or landscape the shelter.
  - Write letters concerning animal issues to legislators and local officials.
  - Volunteer to help feed, groom, or exercise the animals at the shelter.
  - Clean up the litter in a park or wildlife area to make it safe for people and animals.
  - Help the shelter with a public-education or fund-raising project.

- **Fund Raising**
  - Sponsor a car wash;
  - Bake sale;
  - Garage or yard sale;
  - Walk-a-thon;
  - Raffle;
  - Newspaper or bottle collection drive; or
  - Dog wash or walk.

- **Public Education**
  - Make and display posters on animal issues such as the problem of pet overpopulation, the need for leash laws, or the dangers of leaving dogs in hot cars during the summer.
  - Set up a booth to distribute animal-related literature at community events.
  - Write PSAs about animal problems for the local radio station.

Continued on next page
Prepare an educational program to be presented to other school children.

Make and distribute a list of animal-emergency phone numbers for your area.

Learning

Valuable lessons can be learned from

- lessons, games, and worksheets from Children & Animals: Better Teaching Through Humane Education, NAAHE's quarterly magazine for humane educators;

- shared reading of Kind News, NAAHE's newspaper for children. Each paper includes informative articles, puzzles, and projects designed to help animals;

- lessons from People & Animals: A Humane Education Curriculum Guide. Choose from more than 400 activities about animals;

- field trips to nature centers, etc. (Don't forget to obtain written permission from parents allowing children to participate in the trips.) Maintain a humane focus during all activities. For example, critique the naturalness of a zoo's enclosures;

- guest speakers from government wildlife agencies, veterinary hospitals, and other organizations concerned about animals. (Don't be afraid to invite speakers with differing views. Children develop stronger, more informed value systems when presented with arguments on both sides of an issue.);

- films, filmstrips, and videotapes about animals that are viewed and discussed by club members.

YOUR FIRST MEETING

You believe your first meeting is organized and publicized efficiently. You are certain that scores of local youngsters will join your kindness club. Nevertheless, when the meeting time arrives, only six children show up. What should you do?

In this situation, conduct the meeting just as it was planned, but give individual attention to the specific needs and desires of the six children. Small, active kindness clubs of devoted, reliable members can be more rewarding than larger clubs. A club of more than 20 youngsters sometimes is hard to organize in a way that keeps everyone involved.

Don't be disappointed if the initial club attendance is small. If those few youngsters enjoy themselves, they can tell their friends, and the membership of your kindness club could slowly fill with responsible youngsters. (Some kindness clubs limit the number of members so the group does not become too large and, perhaps, difficult to organize.)

Your first club meeting is the time to get to know the club members and their interests. Spend a little time electing officers, establishing dues (if any), and making several bylaws (some kindness clubs have set attendance requirements, behavioral standards, etc). You also should plan a quick and easy activity for your first meeting: Reading and discussing Kind News would be a good first-time activity.

Don't worry about upcoming meetings. Your club members will set the direction; you need only provide guidance, resources, and support.

FINAL CONSIDERATIONS

Most humane societies and animal shelters that sponsor kindness clubs have been pleased with the ongoing success of these youth groups. The Care Cadets of the Louisiana SPCA in New Orleans is an intensive summer training program for children (see Shelter Sense, February 1985, Volume 8, number 1, page 11). After training, Care Cadets work as adoption counselors, groomers, and assistants in the clinic.

The Animal Kindness Club of the Peninsula Humane Society in San Mateo, Calif., meets twice a month. Dorothy Samut-Tovar, the first club sponsor, said, "Don't be afraid to get the kids involved. They love working toward a goal, whether it be a fundraiser, a letter-writing campaign, or a research project."

This really is what a kindness club is all about: children's involvement on behalf of animals. So often children are considered less effective than adults in the animal-welfare movement: They don't vote, and they don't have lots of money to donate to the cause. But a child's all-encompassing dedication to animals can reach the hearts (and purse strings) of others and make changes occur in ways adults may only dream of. (Some people attribute the passage of the Wild Free-Roaming Horse and Burro Act of 1971 to the children's letter-writing campaign about that issue.)

Involve your community's children in your work for animals by investing in a kindness club. It can pay dividends that you would never expect.

Vicki Parker is editor of Kind News, published by the National Association for the Advancement of Humane Education (NAAHE), a division of The Humane Society of the United States. For further information, contact NAAHE, P.O. Box 362, East Haddam, CT 06423.

*Kindness club is a generic term. In fact, the first kindness club (formed by the Massachusetts SPCA) was known as the Band of Mercy. Your club can take any name the sponsor and members agree upon. Some possible names are Nature's Defense Club, The A-Team for Animals, The Care Cadets, Junior Volunteers for Animals, or Junior Humane Club.

Your club name may have a great influence on the type of young people you attract. It's been suggested that "kindness" doesn't appeal to some boys with a "macho" self-image. Being concerned about animals is genderless, so help club members choose a name that will reflect the true mission of the club.

Continued on next page
It seems as though only a few months have passed since I last emphasized the importance of an end-of-year review of your organization's goals and activities; however, I last sent you this message in 1982. Before 1986 arrives, I must remind all of you who neglect this important management opportunity to review carefully and honestly how your 1985 achievements stack up against your 1985 goals.

Now is the time for you to design your 1986 program, using the failures and successes of 1985 as your guide. It is not beneficial simply to repeat the same programs used in other years. Your objective must be G-R-O-W-T-H. Even the most successful programs and ideas can benefit by expansion or change.

Gather your staff members together to talk about the organization's accomplishments in 1985. How does the staff feel about the organization's programs? What were some of the problems? Why did some programs work smoothly and successfully (surely you want to know this) while others did not?

List several goals that your organization would most like to achieve in 1986. Be practical and constructive. Do you want to accent the need for spay/neuter surgeries with a program of incentives for pet owners? How worthwhile is your humane education program? Are you consistently and properly training and using volunteers? What has been your community dog (cat) licensing record, and does it need improvement?

Remember, no matter how small your budget, you can harness staff members' and volunteers' creativity to develop new programs while enhancing old ones. Further, there are stores and other businesses in your community that likely would be willing to offer you free or low-cost advertising or printing services; space for special events; financial contributions; testimonials about your organization's benefit to the community; and more. All you have to do is ask!

But you'd better hurry! The new year is almost here, and there's plenty of planning to be done. Don't forget to share your successful programs that resulted in increased membership, extended education, new ordinances, and better adoptions, for example, with Shelter Sense Editor Deborah Reed. We want to hear about your unsuccessful programs, too! ●