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President's Corner



Dear Animal Advocate,

I'm excited to announce that we're starting two new projects this month, Maddie's Big Fix for Alabama, a spay/neuter project, and Maddie's Pet Project in Austin, Texas, a community collaborative project.

Maddie's Fund will award \$610,000 to the Alabama Veterinary Medical Association (ALVMA) to support the first year of a two-year spay/neuter program for the dogs and cats of Alabama's low-income residents (Maddie's Big Fix for Alabama). As goals are achieved, Maddie's Fund will make approximately \$2.5 million dollars available to the project.

Maddie's Fund will also award \$430,000 to support the first year of Maddie's Pet Project in Austin, Texas. The Project's goal is to end the killing of healthy, adoptable dogs and cats in Austin and the surrounding Travis County, Texas within five years. As goals are achieved, Maddie's Fund will make a total of \$3.9 million available to the Project.

As these projects suggest, we're testing various models in different regions of the U.S. Will yours be next?

Best regards,
Rich

Milestones

The California Veterinary Medical Association's (CVMA) Feral Cat Altering Program (FCAP) and Low-Income Cat Altering Program (LCAP) have surpassed our wildest expectations—and then some.

FCAP Update

With a little more than a year to go, FCAP has obliterated its three-year long-range goal of 60,000 surgeries. As of this month, its numbers were as follows:

Participating Vets:	1,030
Surgeries:	92,664

LCAP Update

Started in August 2000, LCAP is also producing impressive results. The program's goal is to spay/neuter 10,000 cats within twelve months. It has trounced that goal and is still going strong:

Participating Vets:	756
Surgeries:	15,250



News Flash

Revised Veterinary School Guidelines

Colleges of Veterinary Medicine have some new project areas to choose from when applying for a Maddie's Fund grant. It's all spelled out in the new [Guidelines](#), just posted on the Maddie's Fund website.

Reminder:

Maddie's Fund is taking its show on the road to the [2001 No-Kill Conference](#) in Hartford, Connecticut, August 16th - 19th. We'll be hosting a two-part seminar, "*Creating a Safety Net for Pets through Collaboration*," on Thursday, August 16th from 1:30 to 5pm:

1:30 – 3pm "*Building Community Collaboration*"
Find out how Maddie's Fund is encouraging community collaborations.

3:30 – 5pm "*Adopt-A-Vet*"
Presentations by veterinarians who are working with animal welfare groups to broaden community safety nets for companion animals.

Plus....

Are you putting together a Maddie's Fund project in your community? Are you getting ready to fill out our application? If you have questions, we can help you find the answers.

The Maddie's Fund staff will be available at the No-Kill Conference for private meetings with groups who are in the process of developing community collaborations. Complete the [No-Kill Conference Preliminary Application](#) and submit it to Maddie's Fund by July 30, 2001 to be eligible for a 45-minute Q&A session about your specific project.

Features

Building a Successful Coalition

By Gregory Castle

The 12 Cardinal Rules:

- 1. Know yourself**
- 2. Take the lead**
- 3. Hunger for knowledge**
- 4. Give!**
- 5. The win/wins**
- 6. Bad-mouthing not allowed**
- 7. Be prepared**
- 8. Nurture**
- 9. It CAN be done!**
- 10. Become a media hog**
- 11. You're part of a team**
- 12. Don't delay, do it today!**

Rule 1: Know yourself. Coalition building is about leadership. You may be a good leader; you may not. You may have certain qualities required of a leader, but not others. You may be the type of person who naturally takes the lead in almost every situation you find yourself in. Or you may feel more comfortable deferring to others and following a leader you trust. Understand where you fit in this spectrum. Recognize your own leadership skills, or lack of them.

You may understand that there is a need for respected leadership in your community of animal helping organizations and individuals, but feel that you are not the person to provide it.

You may feel that the leadership that does exist in your community is flawed, for whatever reason, and is therefore incapable of building a satisfactory, working coalition. If so, are you able to positively supplant that leadership, and then provide good leadership without alienating people? If not, do you know someone who could?

Are you the type of person who works better in the background, supporting and guiding, providing feedback for a visible leader? Know yourself. Understand your leadership strengths and weaknesses. From there you can work to provide or support the leadership required for a successful coalition.

Rule 2: Take the lead (or find someone who will). If you do decide to provide the leadership required, what then? Be a visible leader. You will almost certainly need to be more subtle than announcing to all involved that you are now their leader! To be an effective leader you will need to build confidence, support, trust, and recognition that you have the interests of others at heart. This may take time.

You need to be a diplomat, giving support to all, large or small, influential or not. Develop a plan which can benefit all, showing special favors to none.

Be prepared to play a part in reconciling differences. Look for points of agreement and help opposing parties to focus on them. Set aside your own points of disagreement. Encourage mutual appreciation of involved groups and individuals.

Be accessible. Be available. Respond promptly to participants, with affinity and support. Become visible as the leader of the coalition you are building. People need a focus. We all need to know to whom to turn for direction.

Rule 3: Hunger for knowledge. Understand everything you can about the problem. Conduct surveys. Read. Research. Talk to others; pick their brains! If you are not already one, become an expert.

Get to know everything you can about the groups and organizations involved in your coalition. Their methods, their physical set up, the key individuals involved, the numbers of people who work with them, who volunteer with them. Who are these people and what are they like. How do they see their position in your community?

What is the history of their organization? How do they raise money? How successful are they? Find out as much as you can about their finances.

With adoption and spay/neuter programs: how do they adopt their animals, where do they adopt them, how often? What spay/neuter programs do they operate, how many animals do they fix? For all their activities, how do they advertise?

About veterinarians: size of clinic, numbers of spay/neuters, attitudes to rescue groups, discount prices.

About Animal Control shelters: size, who they're answerable to, how they operate, how - and how effectively - do they keep records? Do they work with rescue groups?

There is a lot to discover. You can do much to build your leadership position by simply asking questions and listening. Be understanding and sympathetic.

Rule 4: Give! You are developing a plan for your coalition, and for the participation of its members. Always look for ways in which your plan can benefit its members. Aim to provide something which participants value, which can help solve their problems.

If you are able to develop resources (money, donations-in-kind, volunteers, technical and professional expertise, internet services) independent of your member agencies, make them available to coalition participants wherever there is a need.

Look for opportunities to provide resources which can benefit numbers of participating organizations simultaneously. Organize an adoption event involving different groups. Set up the venue, establish and communicate the ground rules, provide advertising and public relations. Organize a discount spay/neuter program in which a number of member groups participate. Make arrangements with community veterinarians, then offer availability of their services to the groups.

Wherever possible, coordinate the activities of different participants, combining resources to the greater benefit of all.

Develop a publicity campaign – TV and radio appearances, press releases, PSAs – which can be used to promote the work of individual member organizations. Get them the media attention they may not have the time or expertise to arrange themselves.

Become a benevolent rich uncle, or aunt!

Rule 5: The win/win wins. In all your planning make win/win your guiding principle. Look for ways in which all parties involved can benefit.

One organization may have a surplus of donated animal food. Another may need food, but be able to provide volunteers to help transport animals to a mobile adoption. Propose a deal.

A new group may need help from an attorney with their 501(c)(3) application. The attorney on your board may be able to help. In return the new group can distribute your spay/neuter coupons.

There is usually a way in which commercial interests that contribute to your programs can benefit from the association. Approach a boarding kennel or groomer for help with your fostering and adoption program with an offer to publicize their services to all your adopters.

If you know a veterinary office which also conducts dog training, arrange discount medical services in return for directing people who adopt dogs to their training courses.

Encourage veterinarians to participate in discount spay/neuter programs on the grounds that they will thereby reach new clients for more profitable services such as routine examinations and vaccinations.

A shopping mall or large store which provides a venue for an adoption event can receive much added traffic as a result of promotion given the event.

Rule 6: Bad-mouthing not allowed. You or your organization may not agree with some of the methods, the policies, the plans or principles of other coalition members. You may disapprove of some of the ways they do things, their rhetoric, or their beliefs. But we are talking about details here. If they subscribe to the basic principles of the coalition, and have the good of the animals at heart, they can be a valuable part of your alliance.

Establish ground rules for participation, then welcome those who subscribe to those principles. Always keep your focus on what you have in common, on fellow feeling.

Above all, don't criticize other groups, individuals, plans, policies. Don't allow coalition members to publicly criticize other members. And discourage private criticism.

Your aim is to build confidence in your leadership and a sense of being part of a group with a strong identity, high morale, and pride in its achievements and those of fellow coalition members.

Be cooperative with those who are working in a totally different part of this arena than you. For instance, you may include animal control people in your coalition. 99% of animal control officers dislike the practice of euthanization. They are not bloodthirsty killers! Remember, that is where many of the animals are.

Rule 7: Be prepared. Everything will not always go smoothly. Problems will arise. Some will disagree with you, your organization, your plans and policies for the coalition. You may be criticized, even bad-mouthed. Be prepared.

In extreme cases when there is entrenched opposition or disagreement with you, the best policy may be to 'shake the dust from off your feet' and move on. There may be some who can never be a part of your alliance.

But wherever possible look for the common ground. Avoid defensiveness. Promote points of agreement. Encourage people to set aside their disagreements or arguments and appreciate the efforts of others to help the animals.

Focus on the animals. Remember your mission, and that of your coalition. All of you are there for the same purpose.

Rule 8: Nurture. Your single most important job as leader of the coalition is to build up the morale of your participants. Congratulate them on their accomplishments. Compliment them and their people on work well done. Validate, encourage.

Your group has come together sharing a mutual desire to achieve more. Some members may need ideas or other resources, but more than anything they need a strengthening of their spirits. Ideas will flow from their positive feeling.

High morale attracts people, money, and other needed resources. Success breeds success. Solutions to the problems you face will come naturally as a result of the high energy generated by success and positivity.

With animal rescue work there is a special problem. The extent of the tragedy, the intensity of feeling for the animals, the often overwhelming scope of the problem, makes it easy for well intentioned people to sink beneath the waves, become discouraged, and burn out. Many simply cannot make the decisions necessary to save only some of the animals they encounter. The emotional strain is too great.

Help others to focus on the good they are doing for the animals. Reinforce the good feeling they have from what they have been able to achieve. Be sympathetic and understanding of their difficulties and stresses and strains. But guide their attention to their successes.

Another difficulty besetting many who are committed to helping animals is low self-esteem. This is evident in body language, dress, and public presentation. Your job as a coalition builder includes communicating and reinforcing a sense of the importance of the work of your members, of their personal worth. Your aim is to have your participants feeling they are embarking upon the most important endeavor there is.

Above all, nurture their spirits.

Rule 9: It CAN be done! The magnitude of the problem we face is often so great that it is easy to succumb to a sense that what we are attempting is impossible. There are so many animals to save. There are so many unfixed animals. There are so many people who will never feel the importance of giving their animals better care. It's impossible!

Attempting to do what you feel is impossible is a debilitating feeling – to say the least! It saps the spirit and leads to chronic discouragement and expectations of failure. And it is impossible to keep this to yourself. It communicates, and infects others. Soon the task *is* impossible!

Your coalition members must not be allowed to feel that the objectives of your alliance are impossible. Instill a sense of possibility – we can do it! Emphasize successes and positive achievements. Draw attention to good results. See the glass half full, and encourage others to do the same.

Some things *are* impossible! Be sure to set the goals for your coalition at a realistic level. Some people will feel your goals are achievable, some will probably dissent. Avoid the mistake of allowing those with the lowest expectations to dictate your goals. The lowest common denominator should never be your guide.

Be aware of the mindset of your participants. Those that feel an undertaking is impossible carry an atmosphere of impossibility. Counter that atmosphere and do not allow it to affect others. Work on encouraging those people in particular to feel the positivity of success.

Rule 10: Become a media hog – Positive media exposure is essential for the success of your endeavors. Getting the word out will bring interest and involvement from your community. Ensure that you have one, or at most two, spokespersons for your coalition. Cultivate relations with media outlets, so that they become your friends. Seek out reporters, producers, anchor people, DJs who are sympathetic to animals and want to help. Go after those appearances on TV and radio, articles in the print media.

There are many opportunities for getting media attention for the plans of your coalition. TV stations are always looking for warm and fuzzy animal stories (perhaps to offset all the bad news on TV!). The opportunities in TV include in-studio interviews on local news shows, features on your shelter or an adoption event, community interview programming, 'pet-of-the-week' appearances, and special stories about incidents or issues concerning pets in your community. Radio stations need material for call in shows, drive time talk between the music, studio interviews, and news items. Public Service Announcements can be used to promote your events and programs.

Learn to *use* the media. Always take a dog or cat with you to the studio – chances are they make for more appealing video than you do! The TV people will love you for it, and want you back for more. Make any events you hold as photogenic as possible.

Rule 11: You're part of a team. Whether you have chosen the role of leading your coalition or playing a different role within it, you are part of a team. By definition working with a coalition is a team project.

This may sometimes mean being flexible, bending or even compromising. It will certainly mean being supportive of other members of the team. Be prepared to set aside differences of opinion in the interests of the overall goal. Be prepared to work alongside people you may not get along with. Remember that you are all in this together, you have a common purpose and common goals.

Find a basis for respecting and appreciating the efforts and contributions of others. Communicate your appreciation of whatever part they play, large or small - whatever part *you* play, large or small. You will all gain from mutual support. And most of all, the animals will gain.

If you are not leading your alliance, cooperate with those doing the coalition building. Understand that they need all the support you can give. They need your backing, just as you need their leadership.

Be proud of your team, your coalition and its achievements. Boast about the results, in particular the results of other team members. Build them up, strengthen them.

Rule 12: Don't delay, do it today! Start now. Even if you have no concrete plans to begin building a coalition, you can start right away. Even if you intend never to play a leading role in creating a formal alliance, you can begin to lay the groundwork for working together.

Get to know other organizations and individuals, and encourage them to get to know you. Begin communicating with them, begin befriending them, begin to build mutual respect and confidence. This will not be wasted.

You may feel that some or all of your prospective coalition partners are not ready to work together in an acknowledged or formal alliance. It may need time, positivity, or the healing of old wounds. There need be no talk of 'coalition.' You can still start to create cooperation. Use imagination, resourcefulness, and diplomacy.

Avoid the mistake of giving yourself excuses for delaying the process of coalition building. There is always somewhere to begin. If the road ahead is long, start as soon as possible. If the time is right, suggest working together, or begin talking about a formal alliance. Begin by focusing on common ground. Understand the need to build confidence and trust. Respect the efforts of others. Look for areas where all parties can benefit from the cooperation.

Allow your common love of the animals to be your guide.

About the author:

Gregory Castle is a proven coalition builder. As Director of No More Homeless Pets in Utah, Gregory brought together eighteen no-kill organizations, two traditional animal shelters, the state's fifty-four animal control facilities and the support of the veterinary community. Previously, Gregory was the Director of Utah Outreach for Best Friends Animal Sanctuary in Kanab, Utah. He was one of the founders of Best Friends in 1986.

Features

Care or Control

By Ed Boks

After 20 years of working in both the animal welfare and control fields, I came to assume, as I suspect many do, that there are two distinct schools of thought or disciplines in our industry, with more differences than commonalities. These two distinct methodologies have come to be known as humane/animal welfare programs and animal control programs. Usually, these two methodologies are contrasted with each other. An unintended consequence of contrasting these two programs is that over the years something of an animosity seems to have developed between these two branches of the same tree.

Thanks to such organizations as the National Animal Control Association (NACA), the American Humane Association (AHA), the Humane Society of the United States (HSUS), the Society of Animal Welfare Administrators (SAWA), the American Society for the Prevention of Cruelty to Animals (ASPCA) and others, much of this animosity has substantially subsided over recent years. The two schools of thought slowly learned from each other that there are more similarities between our separate missions than there are differences.

The recent societal awakening to the realities of the human/animal bond and the intrinsic value of all living creatures has given birth to a national movement called “no-kill.” Although the values espoused by this new movement offer nothing new to most of us in the animal control field, it is ironic that the term “no-kill” seems to offend so many of my colleagues.

I submit that we in the animal control field should not shun or resent this new movement. On the contrary, we should embrace it. This movement belongs to us as much as it belongs to anyone. No-kill is nothing more than a manifestation of our own industry’s evolution from regulatory rabies control programs to progressive animal care and control programs, with an ancillary rabies-monitoring component. Just as we were successful in substantially reducing the risk of rabies in our communities, so I believe, we can be key players in substantially reducing euthanasia of healthy adoptable pets.

Who can honestly argue with the concept of “no-kill?” Yes, we humanely euthanize animals because we are unable to adopt them all. But isn’t the vision of no-kill what we all work for each and every day? Imagine for a moment the day when your organization won’t have to humanely euthanize another healthy adoptable animal. Don’t tell me no-kill isn’t our vision too!

We have got to stop thinking in terms of “our organizations” and start thinking in terms of our communities. When you think in terms of community you will find that your animal control program is uniquely positioned to own your local no-kill movement. Let me explain. With all due respect to all the local no-kill shelters in America today, their reach is limited. Please, don’t misunderstand, I applaud and appreciate all the no-kill organizations. But there is a big difference between a 3,000 square foot no-kill shelter

and a 9,000 square mile no-kill county. Animal control programs can effectively raise the vision of no-kill to a community initiative.

Maricopa County is 9,200 square miles containing 24 of the fastest growing towns and cities (including Phoenix) in the United States, home to 3 million residents. Our vision is to create a no-kill community in which every citizen not only understands the no-kill ethic but also participates in achieving this goal.

But to truly become a no-kill community requires every local humane society, animal welfare, rescue and no-kill organization to marshal their resources to assist the one organization where the killing occurs.

Our challenge is to not just participate in, or even coordinate with, a community based no-kill initiative. We in animal control should take the lead! Animal control is where the killing occurs. Who really wants to end it more than we do? Our organizations provide the only real measure against which all the humane societies, animal welfare, no-kill and rescue organizations can even begin to determine their effectiveness. I humbly submit that before any donor or grantor gives \$1 to any local humane/animal welfare organization that they should investigate what that organization does to reduce the killing in our animal control shelters.

As community leaders, we must rise above the rhetoric of “us versus them.” All local organizations must roll up their sleeves and apply their resources where they will make a difference. Albert Einstein defined insanity as doing the same thing over and over again expecting different results. I believe no-kill is an achievable goal. But it won't occur if our animal control and animal welfare organizations continue to do business as usual. No-kill is achievable only if we work together to implement bold new strategies and interventions that get results.

Maricopa County Animal Care and Control Service has taken a leadership role in advancing life-saving initiatives in Maricopa County by establishing a municipal no-kill animal shelter, a foster care program for underage animals, a shelter medicine program for ill and injured animals, collaborative projects with the local veterinary medical association and a coalition with over 50 local rescue and no-kill organizations allowing them to adopt cats and dogs at no cost prior to euthanasia.

Making a Difference

"My name is Kate Fraser, and I volunteer at the Attleboro Animal Shelter in Attleboro, MA. We are a small city shelter that is staffed by two Animal Control Officers and a tiny band of dedicated volunteers. The volunteers walk the dogs, socialize with the kitties and place the animals for adoption.

I work with our Pit Bulls and have had great luck placing them in good homes once I started networking with responsible Pit people as well as Pit Bull Rescue Central. I have two cats and one Pit Bull (all shelter animals) and foster cats as well. I have been fostering a mother cat and her three kittens. The kittens were born in my basement in January and all have found good homes. China, the Mom, was spayed last Wednesday and is still waiting for a home to call her own.

However, the time and effort I spend helping animals pales in comparison to what two of my fellow volunteers do. We are fortunate to have a great husband and wife team, Dennis & Sheila Ross, who are the heart & soul of our shelter. They are at the shelter daily, cleaning cat cages, fixing things that need to be fixed and meeting people who couldn't come to see an animal they were interested in adopting during our regular "volunteer" hours.

Sheila is solely responsible for getting the city to place cats at all. When I first started volunteering a year and a half ago, the city did not house cats at the shelter. It is only through Sheila's hard work with Dennis' support that hundred's of cats have not been euthanized, but instead placed in loving homes. She has trapped feral cats and gotten them spayed and neutered. She and Dennis have also worked at socializing some of our ferals with great success.

I could go on and on about all the things these folks have done for our shelter and I'm sure I'd forget something. They are truly incredible people and most deserving of recognition."

—*Kate Fraser, Attleboro, MA*

<p>**For information on joining the All-Maddie Team, please go to <u>step nine</u> of the "How You Can Help" article entitled <i>A Nine-Step Program for Saving Lives</i>.</p>
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Happy Endings

Mercy, Mercy Me

By Michele Hill, Ann Arbor, MI, All-Maddie Team Member

My heart belongs to animals, and I feel I have a responsibility to them. Mercy, a dog I fostered, made me particularly aware of this. I was in graduate school and saw this small skittish dog combing the parking lot for morsels of food. My classmates and I grew attached to her. She wouldn't let anyone approach her, but would reluctantly and cautiously take food we'd put out for her if we were a far enough distance away. She seemed so scared of people, yet at the same time, yearning for a warm heart to care for her. We tried to catch her to no avail.

One day I lured her into the foyer of a building, brought a blanket in from my car and set up camp (mindful to keep the inner and outer doors closed to provide a small, safe area for her). I placed a bowl of water down for her which she lapped up with much enthusiasm. She took a few bites of food and curled up and went to sleep. She slept for the entire day. All I could think was that she was happy to be somewhere warm, safe and stocked with food and water. She could finally let her guard down and relax. I immediately named her Mercy, both for the name of my university (where she was found) and because she deserved to be given some mercy.

When the school day was over I packed her up in my car. She was more than willing to come along and let me pick her up without resistance. She slept the 40-minute drive home where she was greeted by her new foster family: five other "pound puppies" and five humans. You could see the smile on her face. She immediately took to the other (much bigger, male) dogs with her tail wagging and tried to jump up on them and lick their chops. I was amazed at the speed with which she adjusted to her new surroundings.

Over the next four months she became very attached to me but would hide under the bed when someone came to the door and was reluctant to approach anyone else in the house. Dogs were another story; she loved other dogs. During this time I took her to the vet for examinations, vaccinations and to be spayed. The vet thought she was malnourished and placed her on a special diet. After she was healthy, vaccinated and spayed, I began thinking about placing her in an appropriate home. Unfortunately I could not keep her—I was moving shortly.

I took her to a local organization that adopts out pets and has a thorough screening process. Also, the foster parent and the adopters can (and are encouraged to) maintain contact. An elderly couple approached us, as the gentleman had just lost his dog, who he considered his best friend, and was looking for a replacement. He fell in love with Mercy's docile and shy nature immediately and began the adoption process.

I called him a couple times to make sure things were going well and then decided to stop by his house about two years later to visit Mercy. He brought her out front and she ran to my dog Mocha apprehensive and sniffing and then began shaking her tail back and forth so vigorously her whole body swayed. She remembered us all right! She then showered me with kisses all over my face and rolled over on her back to have her belly rubbed. It made me cry then and now as I remember her.

For More Information

For more information about Maddie's Fund and what we're trying to accomplish, please check out our website at www.maddiesfund.org. We've posted a great deal of information about our funding strategy and how different organizations are working to save animal lives in their communities.

Also, please feel free to contact us—we'd love to hear from you. Here are five ways to get in touch:

Maddie's Fund

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Alameda, CA 94501-4416

Telephone: (510) 337-8989

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