

The No Kill Advocate

A No Kill nation is within our reach

Issue #4 2010



The No Kill Advocacy Center is now on Facebook. Join the discussion at [facebook.com/nokilladvocacycenter](https://www.facebook.com/nokilladvocacycenter).

National Animal Shelter Reform Week

Please Note: *The first part of this article is extremely graphic, highlighting animal abuse in U.S. animal shelters.*

In Georgia, shelter workers bury animals alive. In Mississippi, a shelter starves animals to death. In North Carolina, an animal control officer shoots a beloved family dog because he did not want to spend the time trying to catch her after she got out of her yard.

In New York State, shelters refuse to work with rescue groups and then kill the very animals those groups offer to save. In California, an animal control officer beats a puppy with a baton and is not fired, his manager then returns a dog set on fire back to the abuser to avoid the costs of boarding pending trial.

In Texas, puppies are drowned by being flushed down a trench drain. In Washington, a shelter employee punishes a cat who is fearful of being handled by drowning her in a bucket of bleach, while the whistleblower who brought the incident to light must be transferred to another department fearing retributive violence by shelter employees. In Pennsylvania, shelter workers neglect and abuse animals, but a whistleblower is outed by the Health Department, only to have his car vandalized and be threatened with violence by other employees.

In other shelters: Prison inmates who work at a shelter throw animals in the



incinerator alive for amusement; Cats are left without food or water during a long holiday weekend; and, Rabbits are not fed and forced to cannibalize one another.

And these incidents are just the tip of the iceberg. Rarely a day goes by that another incident of shelter mismanagement, killing, neglect, and/or abuse isn't brought to our attention, highlighting and substantiating an epidemic crisis of neglect and cruelty, followed by systematic killing, in our nation's so-called animal "shelters." In fact, the first time many animals experience abuse and neglect is in the very institution's which are supposed to protect them from it.

These are *your* animal shelters; the ones that blame *you* for the killing.

The Nation's Cheerleader Says We Should Celebrate Them



But rather than hold these "shelters" accountable, the Humane Society of the United States asks us to celebrate them. For the last several years, HSUS has promoted a campaign they call "National Animal Shelter Appreciation Week" which occurs the first full week in November (this year, November 7-13, 2010). According to HSUS, which describes itself as the nation's "strongest advocate" for shelters, we owe a debt of gratitude to the "dedicated people" who work at them. They claim that leadership and staff at every one of these agencies "have a passion for and are dedicated to the mutual goal of saving animals' lives." They tell us, "We are all on the same side," "We all want the same

thing," "We are all animal lovers," and criticism of shelters and staff is unfair and callous because "No one wants to kill." That is why groups like HSUS can boldly publish, without the slightest hint of sarcasm or irony, a picture of a puppy—a young, healthy, perfectly adoptable puppy—put to death with the accompanying caption: "This dog was one of the *lucky ones* who died in a humane shelter... Here caring shelter workers administer a fatal injection."

The Nation's Watchdog Says We Should Reform Them



Roughly four million animals are needlessly killed at these institutions every year, while an epidemic of neglect and abuse goes largely unacknowledged and unchecked by the very organization that has the power and resources to do something about it: HSUS. That is why we are launching "National Animal Shelter Reform Week."

National Animal Shelter Reform Week is designed to confront the tragic truth about how most shelters in this country operate and to increase public awareness about how animal lovers can fight back. Despite the uphill battle many shelter reformers face, they are succeeding through ingenuity, perseverance, and because the American public loves animals. The No Kill Advocacy Center would like to support their reform efforts and honor their tireless efforts.

During National Animal Shelter Reform Week, the first full week of every

November, the No Kill Advocacy Center will highlight poor and neglectful conditions at shelters around the country, contrasting them with progressive and innovative No Kill shelters. We will also honor No Kill activists working to end the systematic killing of animals, so that others can be inspired by their efforts. Finally, we will strive to give animal advocates the tools they need to succeed.

We Deserve Better

We are a nation of animal lovers. We spend \$50 billion every year on our animals. We miss work when they are sick. We cut back on our own needs during difficult economic times because we can't bear to cut back on

theirs. And when it is time to say good-bye for the last time, we grieve. We deserve shelters that reflect our values. And we deserve large national organizations to fight for, not hinder, reform of our nation's regressive and cruel animal shelter system.

Only when shelters stop neglecting, abusing, and killing animals in their care will we will have something to truly appreciate and celebrate. But until then, we *can* celebrate the many animal advocates working to make a lifesaving difference in their cities and, more importantly, give them the tools they need to succeed.

Join the discussion on Facebook at facebook.com/nokilladvocacycenter.

NKN

NO KILL NATION

www.TheNoKillNation.org

The power to change
the status quo is in your hands.

-Nathan Winograd

No Kill Conference 2011



Save the Date: July 30-31 in Washington D.C.

Last year's No Kill Conference was the sold-out, must-attend event of the year! And we are doing it again. Join the nation's top shelter directors, animal law attorneys, and shelter reform advocates for an inspiring and empowering conference that will help you end the systematic killing of animals in your community. The only national conference that says we can end the killing and we can do it *today*.

The No Kill Conference is brought to you by the No Kill Advocacy Center and the Animal Law Program at George Washington University Law School. This year, we are proud to welcome the No Kill Nation as official sponsor.

More information, including workshops, speakers, registration, and other pertinent information will be coming soon. For the time being, the No Kill Advocacy Center is asking animal lovers who want to end the systematic killing of animals in their shelters to save the date.

No Kill Webinars



Can't come to the No Kill Conference? We'll bring it to you... every month.

Animal Ark, Minnesota's premier No Kill shelter, and the No Kill Advocacy Center will be teaming up to offer a monthly series of low-cost web-based seminars to help shelters, rescue organizations, private citizens, and municipalities learn more about and begin implementing the programs and services of the No Kill Equation.

Topics will include reforming animal control, turbocharging adoption programs, building a volunteer and foster care program, non-lethal community cat initiatives, using legislation and litigation to save lives, and much more.

The interactive sessions will be hosted by Nathan Winograd and Mike Fry from Animal Ark and feature some of the most successful shelter directors, animal law attorneys, and advocates in the USA and beyond. One Friday afternoon each month, the webinars will be streaming live to computers worldwide.

For more information and/or to register for the webinar, go to the "What's New" page of our website at www.nokilladvocacycenter.org

Standing Tall in Reno



Washoe County Regional Animal Services is responsible for running the municipal shelter for all towns and municipalities of Washoe County, Nevada including Reno. As a tourism-based economy, Reno and its surrounding communities have been very hard hit by the economic downturn. Loss of jobs and loss of homes are at all-time highs. In fact, the state of Nevada has the highest unemployment rate in the nation. As a result, WCRAS takes in four times the per capita intake rate of Los Angeles, five times the rate of San Francisco, seven times the rate of New York City, and over two times the national average.

If there was ever an agency which should have a high rate of killing according to traditional sheltering dogma, indeed if there was ever a

community where No Kill could not work, it is Washoe County. But it is working. Year-to-date, WCRAS has a stunning 95% rate of lifesaving.

Mitch Schneider, the WCRAS director, is one of the “few and proud” heads of a municipal facility with a better than 90% save rate. He is proud of his staff, proud of his relationship with community groups, and proud of his community. But “few and proud” are not surprising for Schneider, an ex-marine, who likes to remind you that “once a marine, always a marine.”

We spoke with him about his conversion from skeptic to No Kill advocate.

What was Washoe County like when you first started?

We euthanized [killed] thousands of animals each year. In fact, we had two full-time staff members doing that most of the day. That meant a freezer full of dead pets—fifteen barrels full. Every day, a renderer came to empty the freezer, and every day we filled it up again. As terrible as that was for the animals, it was also very hard on the staff. We had tremendous staff burnout.

When the Nevada Humane Society Board of Directors announced it wanted to make Washoe County a No Kill community. What did you think?

I didn't believe it could work, at least not in Reno. I did the math and remember thinking that maybe it would work in a more affluent community but we had a more transient population and a high intake rate.

Why were you willing to try something new when you didn't believe it was possible?

No matter what any of us believes, we ultimately won't know if we don't try. On top of that, if in fact No Kill failed, I didn't want it to be because our agency refused to think outside the box or because I didn't like the term.

Even if we didn't achieve the ultimate goal, I knew it could still be better than now. We could save more animals. And that would make thousands of animals pretty happy, and it would make

thousands of animal lovers pretty happy. It would also make the taxpayers happier. It would reduce staff burnout and turnover, which would reduce costs for human resources for hiring and training new staff, and it would increase our image in the community.

Were you open to all the changes after making the decision to at least give it a try?

I've always been committed to process improvement, but I've been in this business for 20 years and I found myself having to check my traditional thinking and responses a lot. But I also knew that many people go their whole lives never making a difference, but we can, if we choose too. And I wanted to make a difference in the lives of animals, a difference in the lives of people who care about them, a difference in how our community sees itself.

I love Washoe County and if we could achieve No Kill here, it could become a

I love Washoe County and if we could achieve No Kill here, it could become a source of community pride.

source of collective pride. So while I might dislike the term No Kill, I hate the term dog catcher even more and you are what you act like. Act like a dog catcher, then you are a dog catcher.

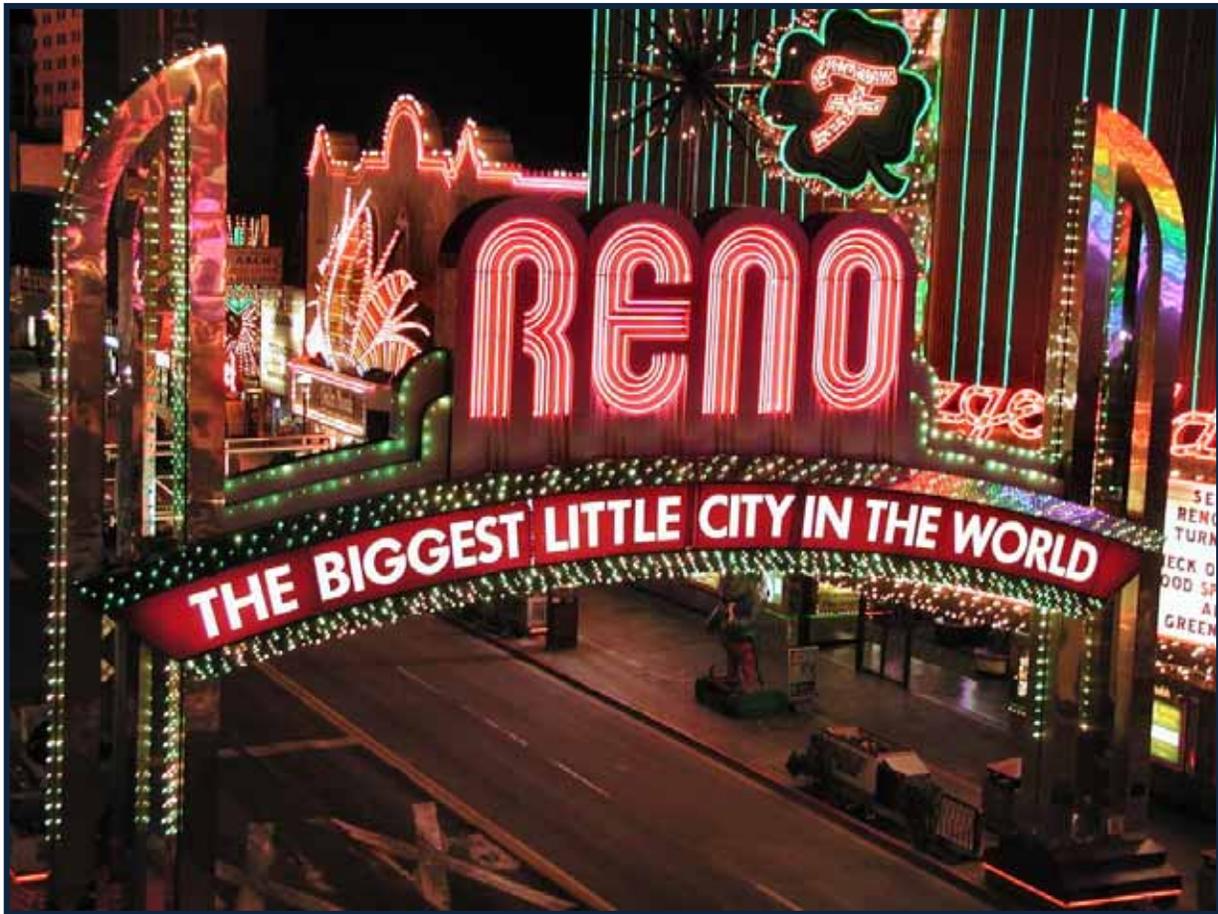
Given the high rate of intakes, conventional wisdom would say people in Washoe County are especially

irresponsible and that should also translate into a low percentage of lost animals being reclaimed by their families. But you reclaim about 65% of dogs, three times the national average. You also reclaim about seven

times the national average for cats. How did you make that happen and prove conventional wisdom wrong?

Some animal control agencies will pick up a stray dog and even if they pick up the dog in front of the dog's home and they know it, they'll still take the dog to the shelter. That's how a dog catcher acts. But we stopped doing that. If we know where that dog lives, we'll drive the dog home. It's good business practice, it is good public relations, and it is the right thing to do.

By returning the dog home, we don't stress the dog, we don't stress the dog's owner, we don't stress the staff at the shelter, and we don't stress the other dogs in the shelter. Everyone wins. Even the taxpayers win: we spend less of their money. It may be a little more work in the field, scanning for microchips, calling the number on tags, knocking on doors in the neighborhood to see if anyone knows where the dog lives, but it reduces a lot of work back at the shelter. Plus it



makes two parties very, very happy: the dog and the person that dog belongs to.

Some animal control agencies think they have to punish people whose dogs are found at large. Why do you not share that view?

We have a public safety mandate and we would never do anything to compromise that, but that doesn't mean we abandon common sense or compassion. Accidents happen, so we treat the dogs and their owners the way we would want our pets and ourselves to be treated. If the person is truly irresponsible, we're going to issue citations, but we aren't going to threaten to kill their dogs or make it more likely that their dogs will be killed. If the dog is not dangerous, you

don't have to do that to protect public safety.

What do you have to say to other animal control directors who refuse to embrace this kind of innovation?

When I hear people in other communities refuse to embrace change because they say "We've always done it this way," I can't help but be disappointed. That doesn't justify anything. If you aren't saving animals doing things a certain way, if you have a poor public image doing things a certain way, if you are wasting taxpayer money doing things a certain way, it means it is time to embrace change. Most resistance to change is just laziness. People want to go through the motions without having to really think about why and

what they are doing and how to make it better.

What are some of the changes that have helped increase the save rate at WCRAS?

As I said, we work very hard to return animals to their owners in the field. One day one of my officers said to me, "I had a good day today, I impounded six dogs." And I said to her, "How is that a good day for the dogs and the dog's owners?" And she said, "I took five of the dogs home in the field." I said, "that is a good day." When we actually bring five of six wandering dogs home, rather than bringing them into the shelter, I know we are doing the job entrusted to us by the people of Washoe County. We've also embraced TNR for feral cats, have a great relationship with the Nevada Humane Society, and work with lots of different rescue groups. In other words, we work well with others, even if we aren't in agreement with each other on everything. In some ways, I see part of my job as getting out of the way of people who want to save lives.

How has your staff responded to all the changes and especially to the results?

When I hire someone, I look for the kind of employee that is not averse to continuous process improvement. That is why we have a good team. Our staff morale is high. But we're also people, so we have good days and bad days. And when we change a policy to better serve the people and animals of our community, sometimes one of our



staff members may complain that "every day I come in, something's changed." But all I have to remind them is that it takes a desire to be better today than we were yesterday to get them over that hump. Plus, if we do things better, they get lots of positive feedback from the community. People write our officers and thank them for bringing their pet home. How can that not make an officer feel good?

Is there one thing that you would credit with your tremendous lifesaving success?

Our success is a result of a willingness to embrace continuous process improvement, which requires not fearing change. That, in turn, requires understanding that you can't solve the problem with the same thinking that created the problem. You can't get a different outcome if you keep doing the same thing.



Learn more about the stunning results in Washoe County, Nevada and how it was achieved by reading:

The King of Redemptions:
<http://bit.ly/9fbj7H>

Reno Leads the Pack:
<http://bit.ly/a1f9wS>

How Can We Help: <http://bit.ly/c9pflp>

How We Did It: <http://bit.ly/3ivovF>

Reforming Animal Control



Get the tools you need for success...

The power to change the status quo is in your hands. The No Kill Advocacy Center's Reforming Animal Control/Building a No Kill Community packet has the information and tools you need to achieve success in your own

community including copies of *Redemption* and *Irreconcilable Differences*.

The companion CD has hundreds of documents including materials from both No Kill Conference 2009 and 2010, and much more.

You can also download free guides, model policies, and more on the Reforming Animal Control page of our website.

Learn more at the No Kill Advocacy Center's website at:

www.nokilladvocacycenter.org



facebook.com/nokilladvocacycenter

A yellow rectangular advertisement. On the left, a circular photo of a ginger and white cat is surrounded by the text 'Circle of Compassion For Animals' in a red, stylized font. To the right of the cat, the text reads 'Save a Life ADOPT A PET' and 'Save Lots of Lives SPAY/NEUTER' in green. At the bottom, it says 'Paws & Claws Society with New Jersey Animal Advocates' in blue and red, followed by 'PARTNERS IN PREVENTION, NOT DESTRUCTION' in red and 'Funded in part by the Staats Foundation of Thorofare, New Jersey' in a smaller red font.

Circle of Compassion
For Animals

Save a Life
ADOPT A PET

Save Lots of Lives
SPAY/NEUTER

Paws & Claws Society
with **New Jersey Animal Advocates**

PARTNERS IN PREVENTION, NOT DESTRUCTION
Funded in part by the Staats Foundation of Thorofare, New Jersey

NKAC News & Campaigns



When animals are harmed, the No Kill Advocacy Center is there...

When shelters and their large, national allies act in ways that harm animals, the No Kill Advocacy Center has the courage and conviction to take them on.

For example, read about our legal challenge to a court ruling that has condemned feral cats in Los Angeles to death.

<http://www.nokilladvocacycenter.org/whatsnew.html>

For our other projects and campaigns, go to:

<http://www.nokilladvocacycenter.org/campaigns/index.html>

From model legislation, to model policies, to ground-breaking studies, to support for activists, to conferences and seminars, to direct assistance, to legal action, the No Kill Advocacy Center is the only national non-profit public benefit organization working *exclusively* to end the systematic killing of animals in U.S. shelters.

But we cannot do it without your support.

Building No Kill Cities



Our director has his boots on the ground and is on the road to bring the No Kill message to a community near you. There is only one date remaining in 2010:

- Farmington, NM. November 20.

Learn more on the "Appearances" page at www.nathanwinograd.com. Presentations are followed by a book signing for his newest book, *Irreconcilable Differences: The Battle for the Heart & Soul of America's Animal Shelters*.

Irreconcilable Differences has been called "clear and rigorously reasoned," "excellent reading," offering "keen insights" across a wide range of issues, "The perfect follow-up to Winograd's outstanding first book *Redemption*," and "a must read."

You can also get signed and dedicated copies of his books through the No Kill Advocacy Center, with proceeds benefiting our lifesaving work. To learn more, go to nokill.org and click on "What's New."

Adopting to No Kill

You can't adopt your way out of killing. It is one of the most enduring dogmas in the animal shelter field. But it could not be more wrong. You actually *can* adopt your way out of killing. The data proves it. Experience proves it. And that is good news for animals and animal lovers.



The Data

Roughly 8 million animals enter shelters every year. Can we find homes for that many shelter animals? The good news is that we don't have to. Some animals need adoption, but others do not. Some animals, like unsocialized cats, need neuter and release. Others will be reclaimed by their families. Some animals will go to rescue groups. Others are irremediably suffering or hopelessly ill. And many more can be kept out of the shelter through a comprehensive pet retention effort. While about four million dogs and cats will be killed in pounds and shelters this year, roughly three million will be killed *for lack of a new home*. Can we find homes for those animals? Yes we can.

Using the most successful adoption communities as a benchmark and adjusting for population, U.S. shelters combined should be adopting almost nine million animals a year. That is almost three times the number being killed for lack of a home. In fact, it is more than *total impounds*, and of those, almost half do not need a new home. But the news gets even better. There are almost two times that many potential adopters each year.

There are over 23 million people who are going to get an animal next year.

Some are already committed to adopting from a shelter. Some are already committed to getting one from a breeder or other commercial source. But 17 million have not decided where that animal will come from and research shows they can be influenced to adopt from a shelter. That's 17 million people vying for roughly 3 million animals. So even if 80% of those people got their animal from somewhere other than a shelter, we could still zero out the killing. And many communities are proving it.

The Experience

There are communities with extremely high per capita intake rates who have done it. There are now No Kill communities across the U.S. and abroad: in New York and in California, in Colorado and Virginia, in Utah, Indiana, Kansas, and Kentucky, in Nevada, and across the globe. Washoe County, Nevada, for example, has been very hard hit by the economic downturn. Loss of jobs and loss of homes are at all-time highs. In fact, the state of Nevada has the highest unemployment rate in the nation. As a result, the two major shelters (Washoe County Regional Animal Services and the Nevada Humane Society) together take in four times the per capita rate of Los Angeles, five

times the rate of San Francisco, seven times the rate of New York City, and over two times the national average. If there was ever a community which could not adopt its way out of killing, it is Washoe County. But they are doing just that.

And it didn't take them five years to do it. All these communities did it virtually overnight, *by adopting their way out of killing*. Of course, that doesn't mean that the other programs and services of the No Kill Equation aren't crucial. They are. Some, like foster care, keep animals alive long enough to be adopted because, quite simply, some animals are not ready for adoption when they first arrive at the shelter. But, in the end, all these animals found loving homes.

The Excuses

High-kill, low-adoption shelters like to peddle the fiction that increasing the *quantity* of adoptions results in the lowering of the *quality* of adoptions. They do this to deflect criticism by painting the alternative as darker. But increasing adoptions means public access adoption hours when working people and families with children (two important adopter demographics) can visit the shelter. It means greater visibility in the community, working with rescue groups, competing with pet stores and puppy mills, marketing, offsite adoptions, special events, adoption incentives, foster care, alternative placements, a fun and friendly shelter environment, setting and meeting goals, and a good public image. It has nothing to do with reducing quality.

Some shelters, for example, are open for adoption Monday through Friday, 9 am to 5 pm, when many people

cannot visit the shelter. To adopt more, shelters need to be open when the kids are home, families are together, and working people can get to the shelter. That doesn't always have to mean *more* hours, just *different* ones. Moreover, holidays are when families and working people can come to the shelter and when promotions and media outreach can have great impact. When shelters are closed on holidays, they are still staffed, they still take in stray animals, and they are still required to care, feed, and medicate animals. Days closed are just days of lost adoptions. Last year, an animal control shelter in Indiana stayed open for the first time on the 4th of July and did a big promotion, finding homes for 153 animals in a single day—animals who would have been killed in years past. It was, and remains, the single best adoption day for any shelter in Indiana ever. So how does a shelter adopt its way out of killing? There are ten steps to success.

**CELEBRATE
PRESIDENTS DAY
AND ADOPT A NEW FRIEND!**

February 16 - 24

All adult dogs: \$40
All adult cats: \$25
(6 months and older)

Veterans & active duty
military families adopt
for free!

Monday-Friday:
11am -6:30pm
Saturday: 10am-6:30pm
Sunday: 10am- 4:30pm

The Steps to Success

1. Get the Right People on Board



People are the heart and soul of any organization, so staff members who are committed to the organization's mission and goals, share lifesaving values, and have a strong work ethic are crucial. Just because someone works at a shelter, humane society, or SPCA does not mean they care about animals and it does not mean they will leave no stone unturned to save a life. For many staff members, working at a shelter is a *job*, not a *mission*. And given the built in excuse of pet overpopulation and public irresponsibility, they've never been held accountable to their performance or results. Consequently, there is an epidemic of uncaring and underperformance in our nation's pounds and shelters.

To save lives, a shelter must be staffed by people who not only like animals, but like other people as well. That may mean termination of employment for some. Admittedly, this is no fun for anyone involved, but it may prove a necessary step to move forward effectively in many communities. It is always better to fire a bad staff member than kill a good animal. On the plus

side, it means the shelter gets to reward the hard workers. It means new people with a passion for saving lives get hired. It means the job just got a whole lot easier because when a shelter has the right people on the team with a good attitude and a strong work ethic, a lot of things fall into place right away.

Tompkins County, New York had 50% turnover in the first six months of its No Kill initiative. The result: a 93% save rate (75% decline in killing). In Reno, only three of the original pre-No Kill 60 staff members remain. The result? A 91% communitywide save rate. Two communities in Delaware saw a 70% decline in killing following an 80% turnover in staff at the shelter. In fact, we are not aware of any shelter/pound going from a culture of killing to a culture of lifesaving without turnover in management and staff.

The more caring shelter staff are; the more educated they are; the more patient they are; the more helpful they are; the more creative they are; the more people will see the shelter as a resource—a resource to find lost pets, a resource to solve problems, a place to donate to, and more importantly, a place to adopt out animals.



2. Keep Them Out of the Shelter



The job is easier if there are less animals coming in, especially animals with “behavior” issues and other impediments to immediate adoption. It is also easier if recently adopted animals are checked up on to make sure adjustment issues or little problems do not skyrocket into intractable ones and result in failed adoptions. And, finally, the job is easier if more lost animals are reclaimed by their families.

When someone calls to surrender their animal, many shelters fail to give them any more information than how they do so. But more successful shelters know that before a discussion of the process to surrender is had, they need to discuss *why* the person wants to do so and offer advice to help them keep their companion, if the person inquiring is inclined to do so. A study in the *Journal of the American Veterinary Medical Association* found that targeted helpful advice that actually solves the problem results in a better than 90% decline in chances of relinquishment. At the Nevada Humane Society, their animal help desk, a central part of their pet retention program, fields over 20,000 calls a year. Of those who

agreed to try and resolve their issues after calling to surrender their pet, 59% ended up not doing so.

One of the most overlooked areas for saving lives is getting more lost animals back to their families. Unfortunately, shelters kill unclaimed strays blaming the “irresponsible” or “uncaring” public. In reality, the reasons why reclaim rates are low are more complex and all of them contribute to the number of lost dogs and cats who are never claimed by their families. These include poor ‘lost and found’ matching techniques, filing lost pet reports but not matching them with animals in the shelters, lack of diligence, killing animals too quickly before a match can be made, providing erroneous information about animal behavior, and giving the public a false assurance that once the report of a lost pet is made, the “owner” will be called when the animal is recovered. Beyond scanning animals for microchips, however, most shelters do very little to help people recover their lost pets. Worse yet, most shelter workers and pet owners have absolutely no idea how lost pets behave, the typical distances that they travel, and the best techniques that should be used to recover them, even though shelter staff should know this information and provide it to the public.

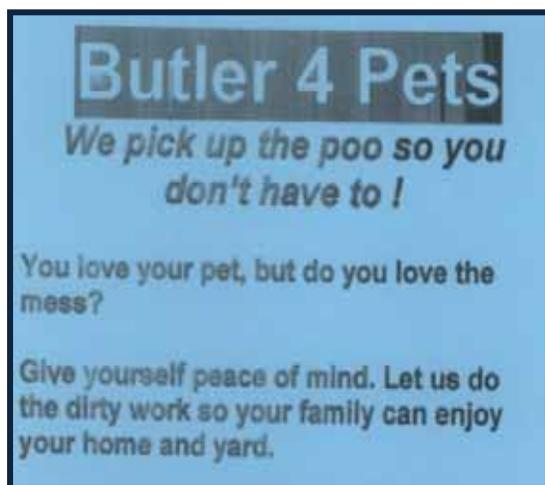
The result is that people get discouraged. People who are discouraged lose hope. People without hope give up searching. And lost pets are not recovered. It is this broken system that dominates sheltering in the United States today and it is time for a new approach. Washoe County Regional Animal Services has increased their redemption rate for lost dogs to 65% by being proactive,

working hard, utilizing technology, and working diligently to get animals home in the field.

Imagine this: If a shelter takes in 10,000 stray dogs, on average 2,000 will be reclaimed. Another 500-700 will be killed (at this time in history) because they are hopelessly ill, irremediably suffering, or truly vicious dogs with a poor prognosis for rehabilitation. That leaves roughly 7,500 dogs competing with "owner-surrendered" dogs for homes.

Now imagine this: If the shelter worked more diligently as they do in Washoe County, they could reclaim 6,500 dogs, leaving only 3,500 dogs. If they then partnered with rescue groups and, on the "owned" animal side, employed a pet retention program, the total number of dogs needing homes would fall to below 1,000, a world of difference.

3. Get By with a Little Help from Your Friends



At the Tompkins County SPCA a few years ago, adopters received a free health examination at any local veterinarian of their choice, free grooming at a local pet salon, a 15%

discount at a pet supply store, free behavior advice for life, a free month of someone picking up dog waste in their yard, a free engraved identification tag, a free bag of pet food, a 10% discount at a puppy obedience class, a 10% discount for a pet massage, the "Pet Lover's Guide to Your New Pet," a discount at the local coffee shop, and more. These were all donated by local businesses to encourage adoptions and gain customers—a classic "win-win."

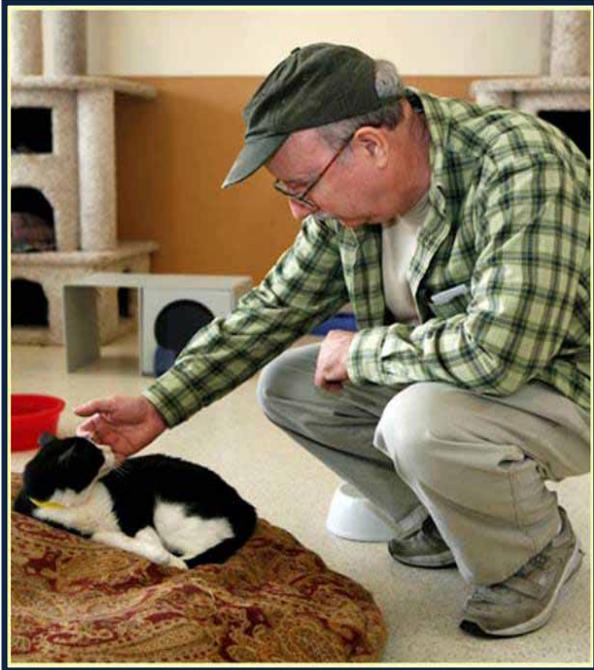
But a shelter's biggest friends are rescue groups. Shelters are in the business of saving lives and like any business, successful shelters are rewarding their best customers by offering them special deals in return for their loyalty. That means giving something back to rescue groups, who typically save many animals every year. The deal: "any animal, any time."

4. Set Specific Goals and Celebrate Success

Goals have a way of uniting and inspiring people, so setting a specific adoption goal for each month allows shelters to measure success, plan accordingly, and modify as needed. And every success should be celebrated. According to the Nevada Humane Society, "We ring a bell and everyone pauses to applaud when each adoption is completed. It reminds us all of what we are doing here and it makes the pet adopter feel special."

5. Make the Shelter Fun and Inviting

Nothing makes a person feel welcome like a smile and hello, but getting people to stay and adopt can only be



done by interaction with the animals. In other words, once you get them in the room, the animals do the rest. First, that means the shelter must remain clean. The smell of waste and filthy kennels undermines a smile and “hello” at the door. Shelters should set up play areas for cats, have lots of cat toys, and let people take them out of cages and interact with them. They should set up a doggy pool, have tennis balls and Frisbees, and invite the public to walk dogs and play with them, too. People will stay longer, interact more, and adopt more.

Old-school animal sheltering dogma advises minimizing public contact with animals, but it is human nature to want to make personal contact. Shelters should encourage the public to interact with the animals—to touch, spend time, and fall in love with them. Even if they do not adopt, the animals enjoy the attention. Studies show that the benefit of socialization and contact not only increases adoptions, but also decreases the animals’ stress which

makes them more resistant to disease.

6. *Go on the Road*

Most shelters are located in remote, out of the way parts of the community. In other words, they aren’t located where people work, live, and play. In addition, many people think of shelters as sad and tragic places and may be reluctant to visit. So rather than wait for people to come to the shelter, successful shelters are taking the animals to the people. Over 20 years ago, the San Francisco SPCA created the nation’s first offsite adoption program, setting up adoption locations throughout the city: at shopping malls, in the financial districts, at neighborhood gathering places. During its heyday, roughly one out of four animals were adopted offsite, and over the years, that has meant over 10,000 animals have found a home while being showcased outside of the shelter.

7. *Marketing and Promotion*

Out of sight is out of mind when it comes to where people get their next companion. In a shelter survey of adopters, 83% said they were influenced to adopt from the shelter by hearing about the organization:



reading about them in the newspaper, seeing them at a local community event, finding them online, hearing about them on the radio, or word of mouth. Only 17% said adopting from them was their first choice or something they always knew they would do. To get more adoptions, the shelter must be in the public eye.

A shelter gets the message out on radio and television, in the newspaper, with posters and flyers, by speaking to community groups, and doing offsite adoptions. In one year, the shelter in Tompkins County was mentioned either on the radio, television, or a newspaper 409 times, averaging 37 stories per month, with a public relations budget close to zero.

Have fun, be creative, and the community will do the rest. And just as importantly in this day and age, *go viral*. Today, having a website is an indispensable part of any organization. But in sheltering, it isn't enough to save all the lives at risk. Seven out of ten internet users on social marketing websites like Facebook and Twitter.

And if a shelter is not utilizing those social networks, it is missing out on an important market share for promoting their animals. According to Animal Ark shelter in Minnesota, a pioneer in this field, "The sharing of adoptable animals via social networking sites is viral marketing in its truest, purest and best form. It costs virtually nothing to get started, and the payoffs are tremendous: more and quicker adoptions, donations, and other support." But all the animals should have *names and photographs* to get the benefits of increased adoptions.

8. Not All Photographs and Descriptions are Created Equal

According to shelter directors who have tops-in-the-nation rates of lifesaving, there is no doubt that a good photograph that *shows off the animal's best qualities* advertised in a newspaper, a pet of the week ad, a flyer, or online will get people to the shelter to meet him or her. But it is the story that will close the deal. Rather than focusing on the basics: name, breed, age, and gender, the most successful shelters tell something about each animal: what they like, their favorite activities and treats, and even a little about their ideal home.

In fact, PetRescue, an online adoption gateway in Australia, doesn't allow people to search by breed. Their philosophy is that people want to know what the dog is *like*, not what he is *supposed to be like* and they are trying to replicate the experience of going to a shelter and looking at all the dogs. And the payoff has been big: 65,000 animals have found a home through them.

	A0882408	Domestic Short Hair Adult, F
	CAT	Domestic Short Hair Young, M
	CAT	Domestic Short Hair Young, F
	6 KITTENS	Domestic Short Hair Young, M

9. Be Reasonable



Some shelters think that by charging an arm and a leg, they guarantee good homes. But this is a mistake. A multi-state survey found that even waiving adoption fees did not reduce either the quality of the home, the strength of the bond, or the longevity of the adoption. It did find, however, that it greatly increased the number of adoptions. Why? People have lots of choices on where they can get an animal and price will influence their decision. In addition to the adoption fee, adopters have lots of other expenses such as collars, leashes, toys, and even a trip to the veterinarian.

Moreover, adoption policies should be thoughtful, not based on outdated myths. Before a cat, dog, rabbit, guinea pig, hamster, or other animal is killed while a home is being turned down, shelter managers should honestly ask themselves what they would want if they were the one facing

the needle. Some shelter animals already have enough going against them: false perceptions that shelter animals are “damaged goods,” poor shelter location, poor hours, poor customer service, a dirty and dilapidated facility. Shelters should not add unnecessary roadblocks like one rescue group in Pennsylvania which refuses to adopt to “unmarried cohabitating adults.”

Ensuring a good home doesn't mean arbitrary rules, it doesn't require that potential adopters be grilled for an hour or to fill out a 10-page application. Americans have lots of choices when it comes to getting a new best friend, and when they make the decision to adopt from a shelter rather than going to more convenient places, like the local pet store, shelters shouldn't start out with the presumption they can't be trusted.

Screening may be an important part of the adoption process, but a rigid, bureaucratic undertaking is hardly necessary. By talking to and educating potential adopters rather than interrogating them, shelters can place animals in loving homes, without alienating people or making them feel like criminals.

10. Turn Challenges into Opportunities





At some point, every shelter experiences an extraordinary influx of large numbers of animals. The difference between those shelters who are successful and those who fail are the decisions made by those who run them. A shelter's options are only limited by imagination.

Imagination allowed a shelter which has a "capacity" of 375 but found itself with 750 animals due to a hoarding bust to empty its shelter without killing.

Imagination allowed an open admission shelter in New Zealand to triple its adoption rate overnight. And it allowed a Nevada shelter to more than double its number of adoptions on a weekend the Roads Department closed the street it was on for repairs. All by being creative, marketing animals, running promotions, and engaging the community.

Creating a Brighter Future

Imagine:

- ✓ Through your pet retention program, you reduce the

number of people who surrender their animals after you help solve their problems by 59%.

- ✓ Through your proactive efforts to get strays home, you triple the percentage of dogs and increase seven-fold the percentage of cats being reclaimed by their families.
- ✓ Through your TNR program, many feral cats don't come into the shelter. Through your barn cat program, when they do, they go into barn homes.
- ✓ Through your low cost spay/neuter program, almost 70% of people with unsterilized animals get their animals altered.
- ✓ Through your partnerships with rescue organizations, your volunteer foster parents, and medical and behavior rehabilitation programs, animals are moving expeditiously through the system and into the care of the community.

And then, you turbocharge your adoption program. What would be the result? For the animals who remained in your shelter, you will have adopted your way out of killing.

You will have achieved a No Kill community.



Leaders Wanted



Wanted: *Shelter directors with imagination. No experience necessary.*

By Nathan J. Winograd

When I left San Francisco to take over an open admission animal control shelter in upstate New York, I wasn't sure what I was in for. My experience was limited to the San Francisco SPCA, sitting on the Board of Directors for a No Kill humane society in Palo Alto, and rescue. I talked to shelters in other communities and I believed in the model created in San Francisco, but as to how long it would take to end the killing at an animal control shelter? I wasn't sure. But I also knew that I had to try.

And now that the way has been paved, now that we know the answer is "overnight," the time is ripe for wholesale regime change. Because today, roughly 3,000 or so "shelter" directors refuse to comprehensively

implement the No Kill Equation. They are killing in the face of readily available lifesaving alternatives. And, in so doing, they are holding back the will of millions of Americans who love animals and want to see their needless killing come to an end.

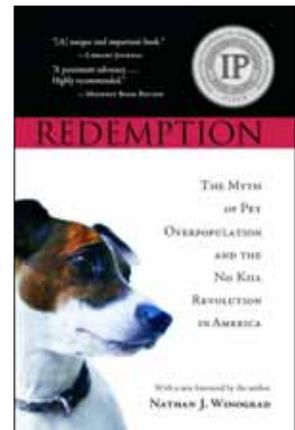
But we can change that. We can reclaim these shelters. And you can help: By taking on positions of leadership at shelters across the country. Running a shelter no longer has to mean rampant and endless killing, followed by excuse-making and mind-numbing, patently-false justifications for doing so.

To create a No Kill nation, we need two things. We need laws that remove the discretion shelter directors have to avoid doing what is in the best interests of animals and kill them needlessly. And we need regime change.

In *Redemption*, I write that:

Anyone with a deep and abiding love for animals and a "can do" attitude can take on positions of leadership at SPCAs, humane societies, and animal control shelters across the nation, and quickly achieve the kind of lifesaving results that were once dismissed as nothing more than "hoaxes" or "smoke and mirrors" by the leaders of the past.

With no allegiance to the status quo or faith in conventional "wisdom," new leaders can cause dog and cat deaths to plummet in



cities and counties by rejecting the "adopt some and kill the rest" inertia of the past one hundred years...

Do you have what it takes?

A Thought Experiment

Imagine you run an open admission shelter. Your per capita intake is higher than the national average. Like many communities, you have pockets of affluence, but there are also incredible amounts of poverty. You are getting your daily influx of animals. And then you get the call. The state has requested assistance in closing down a puppy mill. They are asking other shelters for help, but you would take the lead. On day one, you would get three times the number of dogs than available kennel space. You already have dogs in many of your kennels and you get dogs in every day already. And on top of that, you are not just getting any dogs. You are getting dogs with the most serious conditions: dogs who are blind, with untreated tumors, rotten teeth, dogs with neurological problems, none of them housetrained, under-socialized dogs, heavily traumatized dogs, dogs who lived inside pet carriers their whole lives.

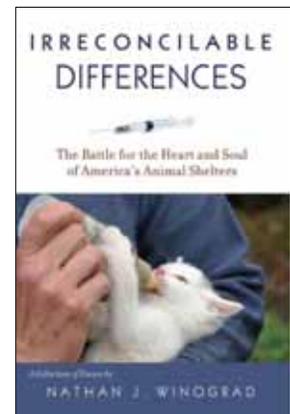
If this shelter killed the dogs, some people would not criticize it. They would believe that the fault lies with the puppy mill. And there is truth there: Fault does lie with the puppy mill for exploiting, neglecting, and abusing those poor dogs. But once the

dogs are in the care of the shelter, the calculus changes. Whether those dogs live or die is now up to the shelter. At that point, as I write in *Irreconcilable Differences*,

The choice is not ... a choice between continued suffering and death at the pound. This is not what the animals face. Once they are rescued from abuse, more suffering should no longer be an option.

The only choice left is whether the shelter will perpetuate the harm by killing them or whether it won't. In sheltering, we like to fall back on the cliché that killing is a last resort. But many of us know firsthand that while shelter directors give lip service to that, it often is a first resort: The thing that is routinely and casually done when the cages get full. The thing that is done even when they aren't full. Because that is just what we've done in shelters for 100 years and collectively, we stopped imagining a different outcome. But in reality, this "solution" is the most inhumane, violent, and extreme of all possible responses.

If you can imagine a different outcome than the status quo; a different outcome than killing; if when faced with adversity, you can imagine how you might do things differently; and



"When faced with seemingly impossible tasks, we ask the question, 'What can we do to achieve results without sacrificing our principles?' as we pursue solutions with gusto. Then it doesn't seem so impossible anymore."

*- Mike Fry,
Animal Ark*

you give yourself permission to try it even when conventional wisdom says you should not; you're already more prepared than the vast majority of shelter directors in this country.

If we had never started killing, the suggestion that we should would be shocking and preposterous. Yet custom has reconciled those in the animal sheltering industry to it to the point that too many shelter directors often see it as inevitable. By contrast, it is impossible to imagine Child Protective Services taking in abused, abandoned, or just homeless children and then killing them. And as No Kill advocates, we should no more tolerate it for animals. In our society, killing needy animals should be equally unthinkable. So what would happen if you threw out the calculus? What would you do if instead of debating whether killing was a first vs. a last resort, it was no resort? What if you simply took killing off of the table?

The pro-killing Naysayers claim you'd be a hoarder. That the animals would pile up and get sick. But the Naysayers are wrong. The data proves it. While about four million dogs and cats will lose their lives in shelters this year, about three million will lose their lives but for a home. The rest are a combination of unsocialized community cats who need TNR, animals who can be reclaimed if shelters did a better job of matching lost with found animals, irremediably suffering and hopeless ill or injured animals, and vicious dogs with a poor prognosis for rehabilitation.

"As a leader you need to be willing to take risks and challenge accepted thinking."
- Michael Linke,
RSPCA Australian Capital Territory

By contrast, there are over 23 million people who are going to get an animal next year. Some are already committed to adopting from a shelter. Some are already committed to getting one from a breeder or other commercial source. But 17 million have not decided where that animal will come from and research shows they can be influenced to adopt from a shelter. That's 17 million people vying for roughly 3 million animals. So even if 80% of those people got their animal from somewhere other than a shelter, we could still zero out the killing and be a No Kill nation.

Experience proves it too. There are communities with extremely high per capita intake rates who have done it. There are now No Kill communities across the U.S. and abroad: in New York and in California, in Colorado and Virginia, in Utah, Indiana, Kansas, and Kentucky, in Nevada, and across the globe. And the one thing that all of them have in common are leaders with a "can do" attitude—leaders with imagination.

Where will you house the dogs? Who will provide the immediate care? How will you pay for it? Who will treat the rotten teeth, the tumors, and the matted fur? Who will adopt them? We know what would happen in most communities. After killing the dogs, the Executive Director would be talking about "public irresponsibility," saying the dogs were "unadoptable," and how "euthanasia" relieved them of their suffering. "Public irresponsibility," "unadoptable," "euthanasia." All code words showing

a profound lack of imagination. What would you do?

Would you call in all the volunteers? Would you call in all the staff who had a day off? Would you call out all the rescue groups? Would you call the media? Would you announce extended adoption hours and adoption promotions? All the staff, all the volunteers are looking to you. If you are confident, so are they. If you believe, they believe.

This is the scenario I faced a number of years ago. And I want to share with you what happened. First, I employed the “appear in control despite the chaos” strategy: I hid my panic. Then I employed a bit of imagination: What if we put up a big tent in the backyard to house the dogs? So I called up a local party rental store and asked them to donate a wedding tent in exchange for promotion. Whatever the circumstances, it was my job to imagine a solution. If it didn’t work, it was my job to imagine another solution. Leaders do not throw up their hands and say, if we can’t do this one thing (in this case, kill); there isn’t anything else we can do. If a door is closed, you open it. If it is locked, you kick it down. If it is reinforced, you smash a window. Not



enough veterinarians? What if I called my kids orthodontist to come in and look at some teeth? How different could teeth be?

And when the vans arrived and the dogs were carried off, it was an awesome sight to behold. Volunteers had established an assembly line bathing the dogs, delicately cutting the mats, cutting toe nails. A local veterinarian cancelled her appointments and spent the day doing triage, with staff and volunteers acting as assistants, and then spent the evening doing surgeries. A local dentist came in to clean, fix, and pull teeth.

We had already created the infrastructure necessary to save lives. We had the No Kill Equation in place. Programs such as foster care, comprehensive adoption programs, socialization and behavior rehabilitation, medical care, working with rescue groups, marketing and promotions, a robust volunteer base, and more. Programs that allow a shelter to save lives not just in ordinary circumstances; but that could be called upon to give more during extraordinary ones.

All I needed to do as the shelter’s director was to give people permission to help. All I had to do was to create the environment that *allowed* people to help; to give them the tools they needed to be able to do so. When you make it easy for people to do the right thing, they will. And within 48 hours, we had emptied the shelter without a single dog losing his life, without even unfurling the tent.

Of course we owe it to the animals to do these things. That goes without saying. But we also owe it to people:

The people clamoring for change in their communities. The people who are fighting shelters that refuse to do these things, but who would be a shelters' biggest cheerleaders and fiercest allies if shelter directors stopped viewing them as enemies and partnered with them to save lives. Killing those dogs would have been unfair to the volunteers who gladly spent the day caring for them, unfair to the orthodontist who still talked about that day years later. They had so much to give and would have felt so much anguish had our "solution" been simply to kill. As much as it was my responsibility to save those dogs, it was also my duty to allow those who wanted to help them to do so. It is a leaders' job to give people that opportunity, not to turn them away with platitudes about public irresponsibility and the inevitability of killing.

The Buck Stops Here

One shelter director who runs a No Kill open admission shelter talks about turning challenges into opportunities. Another says his job is to get out of the way of people who want to save lives. And a third says that patience is not a virtue when lives are at stake. Those who are successful at saving lives will tell you the same thing. When you take killing off the table; when you give people permission to help; when you create the environment that allows them to do so; when you give them the tools they need to succeed; great things happen, and you succeed.

You don't succeed in five years. You don't succeed in ten years. You succeed *right away*. You empty the shelter of animals the good way. The key to success is the No Kill Equation,

programs that include TNR for unsocialized community cats, foster care, behavior rehabilitation, and good medical care. But there is one more element of the No Kill Equation. The most important one. And that is leadership.



Reno, Nevada (Washoe County) takes in more animals per capita than many communities. It takes in roughly four times the per capita rate of dogs and cats than Los Angeles, five times the rate of San Francisco, seven times the rate of New York City, and over two times the national average. As a tourism-based economy, it was especially hard hit by the Great Recession: foreclosures were at an all-time high, it had the second highest unemployment rate in the nation, and on top of that, it has education funding among the lowest in the nation, and a national study that looked at driving while intoxicated arrest and liver disease rates named it the second drunkest city in the nation.

If there is anywhere that No Kill could not work according to traditional sheltering dogma, it is Washoe County. But it is working. In one year, they lowered the death rate by over 50%. In one year, they increased the adoption rate as much as 84%. They are saving nine out of ten animals despite taking in over 15,000 per year. Why?

The technical answer: They are implementing the programs and services of the No Kill Equation. But

the more immediate one, the one that explains how they did it so quickly, is leadership. Leadership that imagined a different outcome. This past year, the roads department decided it was going to do road work right in front of the shelter. So as not to disturb work traffic, they were going to do it on the weekend, impacting the shelter's adoptions by limiting the public's access to the shelter.

Saturday is the shelter's biggest adoption day of the week and it was packed with animals. If you were the shelter director, what would you do? If the road

department told you there was nothing they could do, would you leave it at that? Would you take the animals outside if need be? Would you bring in the media to get their attention? Would you force them to make sure there was access to the shelter even amidst the construction chaos? Would you have volunteers in costumes directing traffic for adoptions? Would you have the roads department and the construction company pay for an advertisement in

"When we are faced with a challenge, we work to find a solution that will not sacrifice the lives of animals. That may require being unconventional."

- Bonney Brown,
Nevada Humane Society

the newspaper asking people to come down and adopt even during construction? How about waiving adoption fees by having a "Pardon Our Dust" adoption event?

If you can imagine doing that, then imagine this. That weekend, the shelter adopted more than *twice* the number of animals than a typical weekend. Roadwork turned out to be

a blessing in disguise. It increased the adoption rate by 130% and raised \$2,000 in donations.

A couple of years ago, I was brought in by the Nevada Humane Society Board of Directors to help them reform their shelter. It

was a shelter with ineffective, uncaring managers, a hostile relationship with rescue groups, and was reliant on killing. I did a staff and community survey. NHS was given a "poor" rating over a wide range of issues. Comments were mostly negative and coalesced around several themes such as a failure to respond to calls for service, killing animals needlessly, and poor customer service. The public isn't making those claims anymore.

When I was called back to assess the changes two years later after helping replace management, having recruited their new director, and assisting in the implementation of policy, a community survey found that 93% support the No Kill initiative; 95% gave the humane society positive ratings on adoption efforts and results; and 93% said NHS has a good or great public image. Open-ended public comments were overwhelmingly



positive and coalesced around two major themes: "We believe NHS does an excellent job for the citizens of Washoe County" and "NHS does a great job of taking care of the animals in its care." That success can be every community's success. That admiration can be every shelter director's.

In 1999, San Francisco had the highest save rate of any major urban area in the U.S. In fact, San Francisco was the then-safest community for homeless dogs and cats in the U.S. We were told that this required a unique set of geographical circumstances. We were told that lifesaving success of that magnitude required a unique set of demographics. A bureaucrat at L.A. County's Department of Animal Care & Control, a shelter with a history of neglect and abuse of animals, said that the only reason San Francisco was successful was because dogs and cats from other communities couldn't enter because the city was surrounded by water. It was, he said, an island. The late Roger Caras, the then-President of the ASPCA, once said San Francisco's lifesaving success was due to the City's large gay population "and the gay community is traditionally the most animal-friendly." Silly and desperate arguments to be sure. The real reason? Imagination.

Imagination allowed a shelter which has a "capacity" of 375 but found itself with 750 animals due to a hoarding bust (including a bust of 300 dogs) to empty its shelter without killing. Imagination allowed an open admission shelter in Australia to save every baby kitten this year. It allowed an open admission shelter in New Zealand to triple its adoption rate overnight. And yet another open admission shelter in New Zealand to

put itself on pace for a stunning 99% save rate this year.

All They Need is You

I have received a lot of very kind and supportive letters from all over the world because of my work reforming our broken animal shelter system. But the ones from shelter managers and shelter directors who ran kill shelters and then subsequently embraced the No Kill philosophy are some of the most meaningful to me. Letters like this one:

Nathan,

I spent four years working at a humane society... I was a caregiver and euthanasia [sic] technician. Sixty-four animals have died at the end of my needle. When I was killing animals, I stepped outside of myself and was a different person. I held it together all but one time.

While killing a mother and her five two-day old children, I broke down. At the time I did not know what set me off. I had always been in control of my emotions and remained focused. Now I can look back and realize I lost it because I let myself feel what I was doing... I never blamed myself for what I did. I played it off as doing what my manager had told me to do and it was how I played my part in animal welfare. I believed that these animals martyred themselves for the movement. That their deaths were not in vain because it would... lead to the end of suffering. How very wrong I was...

As a shelter director now, did some of your comments piss me off? Absolutely... But I got what you were saying... I want to believe I am this

progressive person, but my life's passion was based on an old model that did nothing but fail. Will I ever go back to being the person I was at [my old humane society]? No, I just cannot. I want to let you know you opened me up to a new train of thought. One I am dedicated to sharing with my community. Thank you.

It is never too late to do the right thing. But where shelter directors do not willingly change, we owe it to the animals to replace them with those who truly care.

The Tipping Point

What are the hallmarks of leadership?
A love of animals. A passion for saving lives. Hard working. Effective.
Determined. Willing to take risks.
Solution oriented. Accountable.
Someone who demands excellence.
Who leads by example. Doing a lot of things with limited resources. But more than all of that: Imagination.

If you have it, if you are willing to act on it, you are more qualified to run a shelter than the ones currently in those positions. And, for the sake of the animals, I hope you consider doing so. Because not only will you save the animals in your community,

but you will help us achieve a No Kill nation.

Today, every killing director is protected by every other killing director. They provide the justification, they provide the legitimacy, and they provide the comparison. As long as we are killing roughly half of all animals in U.S. "shelters," there is a built-in excuse and failure is seen as success. But the more No Kill communities that are achieved, the closer we come to a tipping point. And the more we can say, if they can do it here, and here, and here, and here, and here, ad infinitum, the more isolated and out-of-step killing directors will become. And when that happens, the quicker and more easily we can get rid of those who fail to keep pace. Until Tompkins County became the first No Kill community in U.S. history, No Kill was said to be impossible. When other communities followed suit, it became probable. When we cross the tipping point, it will become inevitable.

Four million shelters animals are looking for imaginative people to take their community shelters out of the dark ages and into the light. They are looking for someone just like *you*.

(Reprinted with permission, www.nokillblog.com)

"When I hear someone deny that No Kill communities are possible, I think of a shelter in upstate New York, a place where one day it looked sickeningly hopeless, and the next day everything changed... It got out of the habit of killing. Its former incarnation was a place that killed animals and abused people... It was typical of what the American animal sheltering system has been allowed to become. But that place has been dead and gone for almost nine years, and, in its place, an example and an inspiration for others to follow. We live in a cruel, crazy world, one in which shelter killing is a habit... We live in a beautiful world, because we can make the killing stop. I believe in miracles. They happen every day."

- Valerie Hayes,
"I Was There: One Volunteer's View of a Shelter's Transition to No Kill"

A No Kill Nation

A *National Tragedy.* This year, roughly 4,000,000 dogs and cats will be put to death in our nation's animal shelters. Their only "crime" is that they have no human address. Others may be sick or injured, but they could be saved with little effort. Unfortunately, they, too, will be killed. And still others are feral cats who should never enter shelters in the first place. But there is another way.

A Reason for Hope. In the last decade, several progressive shelters have put into place a bold series of lifesaving programs and services which have dramatically reduced the death rate in their communities. The resulting success proves that there is a formula for lifesaving, and that if we are to achieve a No Kill nation, it is incumbent upon shelters nationwide to embrace the programs and services which have been proven to save lives.

The No Kill Advocacy Center is the nation's first organization dedicated solely to the promotion of a No Kill nation. And it is the only national animal welfare agency that is staffed by people who have actually worked in and created a No Kill community.

Join the Crusade. But the challenges we face are great. From entrenched bureaucrats who are content with the status quo, to uncaring shelter directors hostile to calls for reform; from agencies mired in the failed philosophies of the past to those who have internalized a culture of defeatism—the roadblocks to No Kill are substantial, but not insurmountable.



We have a choice. We can fully, completely and without reservation embrace No Kill as our future. Or we can continue to legitimize the two-prong strategy of failure: adopt a few and kill the rest. It is a choice which history has thrown upon us. And a challenge that the No Kill Advocacy Center is ready to take on.

Your tax deductible contribution will help us hasten the day when animals find in their shelter a new beginning—instead of the end of the line. Working together, we can build an alternative consensus to traditional sheltering models—one which is oriented toward promoting and preserving life. An alternative which seeks to create a future where every animal will be respected and cherished, and where every individual life will be protected and revered.

No Kill Advocacy Center
6114 La Salle Ave. #837
Oakland CA 94611

Or make a secure online donation at
www.nokilladvocacycenter.org.