



Dallas Companion Animal Project

A Strategy for Transforming Dallas into a 'No-Kill' Community



City of Dallas

Plan Recommendation

January 12, 2012

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Background

By the end of calendar year 2010, the **No More Homeless Pets of Dallas Coalition**¹ reported over **twenty-two thousand** (22,000) dogs and cats were killed in our community, euthanized because they were not adopted, redeemed, or otherwise rescued. Many of these innocent animals were healthy and well adjusted pets simply in need of a new home.² For Fiscal Year 2010-2011 **Dallas Animal Services** reported killing 20,684 of the 28,392 dogs and cats received at its shelter, a staggering and unacceptable annual euthanasia rate exceeding **72%**.³

Dallas has a new Mayor who is a champion of the type of private/public partnerships that can truly affect positive change in our community, a City Council, City staff, and Animal Shelter Commission dedicated to making Dallas a more humane community. Dallas Animal Services has a new Director who is highly respected in the animal welfare field and was instrumental in making Richmond, Virginia a no-kill community. More than 100 local animal welfare and advocacy organizations wage war daily in an on-going battle to save as many homeless pets as possible. Society's attitudes toward companion animals are changing, and more value is placed on the lives of companion animals than ever before, resulting in a raised awareness of the plight of homeless companion animals.

Given the scale of the problem of homeless animals in the Dallas community, and the inability of any single organization to provide an acceptable and humane solution, in July 2011 the **City of Dallas Code Compliance Division** invited the community to participate in a task force *to create a blueprint for Dallas – with participation and resources from a variety of organizations – to foster a more humane and compassionate community for companion animals and reach the City's goal of reducing the incidence of euthanasia in Dallas.*

Dallas citizens, business owners, animal welfare professionals, and a practicing veterinarian volunteered to participate and to help build further community support for the City's life-saving effort. The Task Force quickly adopted the name **Dallas Companion Animal Project** (Dallas CAP) and in the spirit of community cooperation, adopted these ideals:

Mission: Guiding the community toward increasing programs to end the killing of adoptable homeless animals.

Our Vision: A city where the government, business and non-profit sectors recognize that the welfare of companion animals is a quality-of-life issue affecting everyone, worthy of everyone's investment.

The community has already made important progress toward its goal to reduce euthanasia of healthy companion animals. Formed in 2004, the **No More Homeless Pets Dallas Coalition**, comprised of several community animal welfare organizations, participated in the **Maddie's® Fund**⁴ Shelter Data Grant, and in October 2010 received an initial award of \$40,000 to be used for community-based program expenses. Additional community progress is underway with the recent implementation of the **No More Homeless Pets Dallas Coalition's Pet Evaluation Matrix** (PEM) and a related second Maddie's® Fund Grant proposal to be submitted mid-January 2012. These two grants are paving the way for our community to apply for the significant funding that will be necessary to accomplish our goal.

The stage is set for success!

¹ No More Homeless Pets Dallas Coalition: SPCA of Texas/Lead Agency, Dallas Animal Services/Animal Control, Humane Society of Dallas, Cat Matchers, Feral Friends Community Cat Alliance/Adoption Guarantee Agencies.

² www.maddiesfund.org/No-Kill-Progress/Shelter-Statistics/Community-Statistics

³ Dallas Animal Shelter Commission: Dallas Animal Shelter Impoundments and Dispositions FY 2010-2011

⁴ [Maddie's Fund: Starter Grants](#)

Executive Summary

Beginning with its first meeting in August 2011, dedicated **Dallas CAP** volunteers met monthly and worked diligently to identify elements that would result in the development of a plan that would bring the Dallas community together to save tens of thousands of innocent animals lives. Dallas CAP formed Committees for planning, communications, and for identifying existing and potential **Animal Advocacy Partners** and **Community Partners**, and in the process, gathered many ideas from the general public, local, regional, and national animal welfare professionals, **Individual Supporters**, and from other communities' successful programs, that if implemented will help Dallas end the killing of its adoptable homeless dogs and cats.

Dallas CAP recommends the use of these **aggressive strategies, which have been** successfully used over a five-year period in No-Kill projects of other communities similar in size and scope as Dallas:

- Assess the support – partners and supporters capabilities, skills, and needs
- Detail the approach – major initiative descriptions and benefits
- Organize for success – structure, positions, and resources
- Size the cost – initiatives, subsidies, and operations
- Fund the plan – fundraising and generating revenue

Dallas CAP anticipates the first year of Dallas' **No-Kill project implementation** will focused on the first three strategies: **Assess, Detail, and Organize for success**, and include the creation of a detailed one-year business plan that prioritizes the initiatives, begins to determine related costs and needed funding, and uses accurate data to establish the benchmark from which to measure the community's progress.

Years two through four, the remaining major initiatives included in this plan recommendation will continue to build momentum and by **year five**, if the major initiatives have been successfully implemented, Dallas CAP believes the City of Dallas and the Dallas community at large will be able to proudly state it is one of the largest No-Kill Communities in the United States.

Plan Recommendation Summary

After months of careful planning and consideration, **Dallas CAP** feels confident that when fully implemented, the major initiatives in this recommendation will help Dallas become a more humane and compassionate community for companion animals and reduce the incidence of euthanasia in our city.

Measuring Progress

To establish a baseline from which the community's goals for reducing euthanasia and increasing adoption of adoptable dogs and cats can be measured and reviewed annually, Dallas CAP recommends using September 30, 2012 fiscal year-end



A dog awaits adoption at a local shelter.

[combined] Dallas community shelter data. It is important to note this measurement strategy will *not* result in delayed plan implementation but rather ensure *inclusive* data capture and the ability for the City and its Animal Advocacy Partners to set an accurate measurement of annual goals.

Qualifying Resources

Dallas CAP has initially identified many resources [*see Resources by Category, right*], comprised of active animal welfare coalitions and organizations (our Animal Advocacy Partners), Dallas-based pet-related businesses and other businesses (our Community Partners), already vested in the success of the community's no-kill mission.

Dallas CAP also recommends the full engagement of the Dallas pet-related business community: Veterinary clinics, pet-sitting and pet grooming companies, pet supply stores and boarding facilities. As of this report, the Dallas Chamber of Commerce combined with the Better Business Bureau lists over 150 veterinary clinics or service providers⁵ within Dallas City limits.

<u>Resources by Category</u>	<u>Count*</u>
Adoption Support & Assistance Organizations	77
Animal Focused Media	5
Behavior Training	4
Feral and Community Cats	4
Financial Aid for Pet Food	10
Humane Education	5
Other	8
Pet-Friendly Housing	1
Reuniting Lost Pets	2
Spay/Neuter & Wellness Programs	21
Wildlife/Livestock/Small Animals	9
	146
*Estimated number of resources at time of printing and as identified through public and task force feedback.	

Over the course of this No-Kill project, Dallas CAP and No More Homeless Pets Dallas Coalition will continue to identify, qualify, and nurture all willing partners.

⁵ NIACS Code 812810 Pet Services, 541940 Veterinary Services

Major Initiatives

To reach the community’s goal of becoming a more humane and compassionate community for companion animals and reduce the incidence of euthanasia in the Dallas community, Dallas CAP gathered ideas from other communities also working toward no-kill, local animal welfare organizations, regional and national animal welfare experts, and individuals of the Dallas community at large, who submitted their ideas and input directly to Dallas CAP members or via the website, www.dallascompanionanimalproject.org.

This process resulted in the identification of six major initiatives with potential matching resources and recommended programs [see Table 1]. These initiatives are not all-inclusive and by nature of the animal welfare industry, fluid and ever-changing:

Table 1.

Major Initiatives A-Z	Supporting Resources
I. Awareness and Education	Individual Citizens/Supporters Community Partners Animal Advocacy Partners National humane organization programs
II. Feral and Community Cats Programs	Animal Advocacy Partners Individual Citizens/Supporters National feral cat organizations
III. Fundraising	Local, regional, and national organizations
IV. High Volume, Free and Low Cost Spay/Neuter	Animal Advocacy Partners Local and regional programs
V. Pet Owner Outreach	Individual Citizens/Supporters Community Partners Animal Advocacy Partners Local, national and regional animal welfare organizations
VI. Pet Placement Support	Individual Citizens/Supporters Community Partners Animal Advocacy Partners Local, national and regional animal welfare organizations

Dallas CAP recommends a review of these six major initiatives throughout the life cycle of this project to address specific logistical or resource-access challenges that may be identified as unique to the Dallas community. Some initiatives may be discontinued, while others expanded if identified as having greater impact towards meeting the community’s goal to reduce euthanasia in Dallas.

NOTE: This is not a comprehensive list of all the major initiatives identified by Dallas CAP but rather those recommended for top priority.

I. Awareness and Education

A. Awareness Building using Dallas-Based Businesses as Community Partners

Dallas CAP recommends an aggressive public awareness campaign utilizing in part, Dallas' world-class business, sports, and entertainment industries, seeking their ever-increasing support to help the community meet its goal to reduce euthanasia of adoptable dogs and cats.

The Dallas CAP community effort has already received the full endorsement of several notable north Texas business leaders who now serve on the Dallas Companion Animal Project Advisory Board⁶:

- **Ms. Andrea Allen**, Principal for Allen and Associates, Vice President of Dallas Animal Advocates, and former Chair of the City of Dallas Animal Shelter Commission
- **Dr. Elba Garcia**, Dallas County Commissioner District 4
- **Mr. Gus Hinojosa** AIA, NCARB, IIDA, LEED AP and Managing Principal for Hinojosa Architecture and Interiors
- **Ms. Susanne Kogut**, Executive Director for Charlottesville-Albemarle SPCA, a successful no-kill community
- **Mr. Jack Knox**, General Partner of Six Flags Over Texas Fund Ltd.
- **Ms. Kathy Doyle Thomas**, Executive Vice President, Marketing for Half Price Books and former Media Supervisor for KERA Channel 13, KERA 90.1 and KDTN Channel 2
- **Ms. Jocelyn White**, Designing DFW TV Show Host and President of Jocelyn White Media, Inc.

B. Promoting and Supporting Dallas Animal Services

Dallas CAP recommends the continued evaluation of city resources to enhance efficiencies and the implementation of City partnerships to promote a positive image of the *life-saving and rescue* services provided by the Dallas Animal Service staff, and to evaluate the reporting structure to maximize effectiveness and efficiencies for the division.

C. Educational Program Support through National, Regional, and Local Education Resources

Dallas CAP has identified several widely recognized national organizations that may be willing to contribute educational support; these will need to be explored further. In addition, several local and regional animal welfare organizations have offered their assistance, time and resources.

⁶ www.dallascompanionanimalproject.org

II. Feral and Community Cats Programs

A. Partnerships to Reduce Euthanasia

In a successful no-kill community, it is necessary to reduce feral and community cat euthanasia. A pair of breeding cats, which can have two or more litters per year, can exponentially produce **420,000 offspring** over a seven-year period.⁷ One nationally proven method is ‘**Trap, Neuter, and Return**’ (TNR). This concept is supported by Dallas’ City Animal Ordinance and the community at large.

A 2010 national study, commissioned by the nationally recognized animal welfare organization, Best Friends Animal Society[®] and funded by a grant from PetSmart Charities[®], shows that TNR programs are much less expensive to implement than trap and kill policies.

B. Continued Development of Existing Partnerships

Best Friends Animal Society[®] also developed a Trap, Neuter and Return Cost Savings Calculator which estimates there are over 10,000 free roaming cats in our community.⁸ Community Animal Advocacy Partners agree that this population is growing, especially the homeless, *tame* cats now commonly referred to as ‘community cats’. Therefore, Dallas CAP recommends continued development of the existing community partnership with local feral and community cat advocacy organizations.

III. Fundraising

A. Short-Term Fundraising Efforts

Dallas CAP recommends launching the No-Kill project effort with the development of a one-year business model designed to save lives. That model will help to identify the funding necessary to support the recommended major initiatives. Funding for these initiatives is critical and may be on the horizon: Dallas CAP recommends the continued support of the existing and successful grant efforts of **No More Homeless Pets Dallas Coalition** (NMHP Dallas) with **Maddie’s[®] Fund**.

B. Future Fundraising Efforts

Since 1999, **Maddie’s Fund[®]** has awarded animal welfare organizations and universities \$96.2 million to save animal lives. Maddie’s Fund supports collaborative efforts in which entire cities and counties pool their talents and resources to build a safety net of care for the community’s dogs and

⁷ Feral Cat Coalition, San Diego, California: <http://www.feralcat.com>

⁸ www.bestfriends.org; link, <http://www.guerrillaeconomics.biz/communitycats/>

cats. The foundation awards millions of dollars through multi-year grants to animal welfare coalitions to end the killing of healthy and treatable shelter dogs and cats community-wide.

NMHP Dallas Coalition was awarded Maddie's® **Shelter Data Grant** and is in the process of applying for the **Pet Evaluation Matrix Grant**, the second in a series of four Starter Grants. NMHP Dallas will then apply for the two remaining Starter Grants; **Business Plan for Saving Lives Grant**, the third Starter Grant, specifically for a one-year plan that will *increase adoptions and reduce shelter deaths in their target community and has a strong likelihood of achieving no-kill status (a community-wide adoption guarantee for healthy and treatable shelter dogs and cats) within five years*, followed by the **Strategic Plan**, a credible multi-year strategic plan that *guides the target community to achieve no-kill status, whereby ALL healthy and treatable shelter dogs and cats are guaranteed loving homes*. Maddie's® requires completion of all four Starter Grants as precursor to its **Community Collaborative Project**⁹.

Dallas CAP will also continue to research additional fundraising opportunities within the Dallas community; local foundations, private, and corporate sources. One local example is noted under Major Initiative **IV. High Volume, Low-Cost Spay Neuter Programs**; the "Big Fix for Big D", The Dallas Foundation's three-year, \$3million project set to launch mid-2012. A recent test of the program, via a grant from the Ratliff Fund, subsidized the cost of 2,500 spay and neuter surgeries for pets of Dallas residents. As part of the test, The Dallas Foundation, in partnership with the City of Dallas, produced a water bill insert to advertise the pilot program and Dallas residents paid at most \$20 for each pet's operation. This proves how successful a subsidized spay/neuter program can be with the right marketing support and appropriate funding.

IV. High Volume, Free and Low-Cost Spay/ Neuter Programs

A. Understanding the Importance

The **Humane Society of the United States** estimates that *four million cats and dogs*—about one animal *every eight seconds*—are put down [killed] in U.S. shelters each year. Often these animals are the offspring of cherished family pet. Spay/neuter is a proven way to reduce pet overpopulation.¹⁰

Locally, over *twenty-two thousand dogs and cats are killed every year*, as reported by the **No More Homeless Pets Dallas** Coalition in calendar year 2010.

⁹ www.maddiesfund.org: Starter Grants/Community Collaborative Project

¹⁰ www.humanesociety.org; [The Humane Society of the United States, Issues, Pet Overpopulation](#)

Dallas CAP understands that gaining community support for Spay/Neuter programs is often a challenge but increased emphasis on major initiative [I. Awareness and Education](#) should make a substantial difference in citizens' understanding of the benefits of spay/neuter.

B. A Community Effort

Dallas CAP recognizes the community's collaborative efforts to reduce pet overpopulation: the many animal welfare organizations (Animal Advocacy Partners) and supporting veterinarians who commit their valuable resources on a regular basis to engage community pet owners and provide free and qualified low income spay/neuter services. One excellent example is **The Big Fix for Big D. The Dallas Foundation** is working on this project with other funders and animal welfare groups to lower Dallas' shocking euthanasia rates by reducing the number of abandoned animals by sharply increasing the numbers that are sterilized. The goal of The Big Fix for Big D is to raise the number of spay and neuter surgeries performed at nonprofit clinics from about 6,400 annually to 20,000 annually within two years¹¹.

Existing efforts are highly commendable but insufficient to meet the community's needs. Dallas CAP recommends considerable expansion and establishment of *ongoing* spay/neuter and pet owner education programs within the community.

V. Pet Owner Outreach

A. Reducing Euthanasia of Owned Animals

Successful no-kill communities reduce the euthanasia of owned animals through pet owner outreach programs and services that include a **volunteer base** of individual citizens, business owners, trained city staff and animal welfare organizations, all with the same vision and mission for a no-kill community. This volunteer base must be fully engaged, trained and then provided with professionally-designed support materials, in a pre-emptive effort to help Dallas pet owners understand the solutions available to them. Dallas CAP recognizes and appreciates the existing pet owner outreach efforts of the business community (our Community Partners), the animal welfare community (our Animal Advocacy Partners), the City of Dallas Staff, and the many independent volunteers in our community for the 'boots on the ground' work that plays such an effective role in educating pet owners to the variety of options that exist for assistance with their animal care needs.

Despite all these efforts, Pet Owner Outreach remains the area with the fewest support resources but the most opportunity to bring about significant change.

¹¹ www.dallasfoundation.org: News and Events/November 2011 "Big Fix News Release"

B. What we can do NOW

Many wonderful ideas for the Pet Owner Outreach initiative were submitted by community individuals, and Animal Advocacy Partners, in addition to those gathered from animal welfare experts and communities who have successfully implemented no-kill plans. A few examples of impactful pet owner outreach programs that could be implemented in 2012 are:

- Develop a comprehensive Pet Resource Support Guide for Dallas' pet owners, to be made available to the public and utilized by local shelter staff and volunteers, City staff and first responders in the field, and by individual volunteers, animal advocates, and community partners.
- Create a 311 hotline for pet owners to provide answers to most frequently asked pet-related questions and provide alternatives to owned-pet surrender
- Develop a pre-emptive safety net program designed to provide guidance, resources and support for Dallas residents that will enable them to keep their pets rather than surrender them to a shelter or rescue group

Dallas CAP recommends the City of Dallas and the community recognize that other initiatives: Pet Placement Support, Awareness and Education (for the public, city staff, and our partnering animal welfare organizations), and High Volume, Free and Low Cost Spay/Neuter, play significant roles in Pet Owner Outreach.

VI. Pet Placement Support

A. Network of Animal Advocacy Partners (AAPs) to Increase Adoptions

Dallas CAP recommends support and utilization of a formal coalition of Animal Advocacy Partners comprised of community animal shelters, rescue organizations, animal welfare service providers and other affiliated organizations, fully vetted for sustainability and their capacity and ability to contribute to help Dallas meet its goal. To date, Dallas CAP has identified initial resources for consideration and will continue to help the Dallas community build and nurture its pet placement support programs.

B. Satellite Retail Adoption Support to Expand Adoption Opportunities

Dallas CAP recommends the Dallas community and its Animal Advocacy Partners explore various satellite adoption opportunities with individual, small and 'big box' retail businesses. Successful examples of a 'big box' and a small retail location adoption programs are:

- **City of Fort Worth's** first satellite adoption center, sponsored by PetSmart Charities® opened in April 2010 and is a perfect example of how quickly community adoptions can be increased. Fort Worth Animal Care and Control doubled its adoption rate and had placed 2,866 animals by the end of that year. It has since become PetSmart Charities® national model.¹²
- **No More Homeless Pets Utah** (NMHPU), a state-wide coalition of 28 animal welfare organizations, 54 animal control agencies, one traditional shelter and 91 private practice veterinarians, established a strategically located 'Furburbia' offsite adoption center in an Outlet Mall.¹³ Combined with the Utah community's high volume Super Adoption events and many smaller adoption events, by the conclusion of its plan, NMHPU had successfully implemented life-saving policies for healthy shelter animals in twelve counties.

C. New Large-Scale Volunteer Foster Program

Dallas CAP recommends undertaking a new, large-scale volunteer foster program, enlisting the help of citizen volunteers at-large willing to undergo training and accept unconditional terms to become a foster resource for dogs and cats awaiting an opportunity for adoption.

Concluding Remarks

The members of the **Dallas Companion Animal Project** (Dallas CAP) wish to sincerely thank the **Mayor, City Council, City Staff**, the **City of Dallas Animal Shelter Commission**, and the **Community** for giving us the opportunity to provide this plan recommendation.

Dallas CAP is committed to helping the City fulfill its goal to reduce euthanasia and become a more humane and compassionate community for companion animals and believes that through increased community engagement and the development and implementation of the recommended initiatives, Dallas will make significant progress toward its goal of becoming *one of the largest No-Kill Communities in the United States*.

Respectfully Submitted by the Dallas Companion Animal Project task force.

¹² www.star-telegram.com: [Second PetSmart Adoption Center/Model Program](#), [PetSmart Charities®](#)

¹³ Friends of Animals/Utah: [Furburbia Adoption Center](#)

Dallas Companion Animal Project Task Force Members

- Rebecca Poling Task Force Chair, Dallas Animal Shelter Commission Member
- Pam Asturius Feral Friends Community Cat Alliance
- James Bias SPCA of Texas
- Maggie Dahl Animal Rescue of Texas
- Jonnie England Metroplex Animal Coalition
- Maeleska Fletes Task Force Assistant
- Susan Gregory Dallas Animal Advocates
- Rita Hensley Dallas Animal Services, Task Force Assistant
- Jody Jones..... Dallas Animal Services
- Jill McCollum..... Dallas Police Department Reserve
- John McQuade..... Greyhound Adoption League of Texas
- Elaine Munch Metroplex Animal Coalition
- Dr. Erin Shultz DVM Mazie’s Mission
- Mary Spencer Dallas Animal Shelter Commission Member

Dallas Companion Animal Project

<http://www.dallascompanionanimalproject.org>

GLOSSARY

A

Animal Advocacy Partners...Advocacy Partners are those rescue groups, animal shelters, and animal advocacy organizations willing to help implement this project and support the major initiatives recommended by Dallas CAP.

B

Big Fix for Big D...A collaborative spay/neuter program being coordinated by The Dallas Foundation and anticipated to launch mid-2012.

C

Community Partners...Community Partners are those businesses, community and civic organizations, corporations, non-profits, associations, and other entities willing to help implement this project and support Dallas CAP by lending their names and encouraging others to do the same.

D

Dallas Companion Animal Project (Dallas CAP)...The volunteer Task Force appointed by the City of Dallas in July 2011.

I

Individual Supporters...The community at large, individual citizens.

M

Maddie's[®] Fund...Maddie was the beloved Miniature Schnauzer of PeopleSoft and Workday Founder, Dave Duffield, and his wife, Cheryl. Maddie's unconditional love, devotion, loyalty and spirit inspired the Duffield's to start a charitable foundation, Maddie's Fund[®], in her name. Since its inception in 1999, Maddie's Fund has awarded animal welfare organizations and universities \$96.2 million to save dog and cat lives.

N

No More Homeless Pets Dallas Coalition (NMHPD)...A local coalition of animal shelters and rescue groups actively pursuing national grants to reduce the number of homeless pets in the community.

P

Pet Evaluation Matrix (PEM)...A list of specific, more commonly seen medical and behavioral conditions that may occur in individual sheltered animals. It is used to categorize animals at intake and is a component of the Asilomar Accords reporting system. It does NOT impact the ultimate outcome of the shelter animal but it does give more specificity to Asilomar Accords definitions based on a community standard of care and compares shelter lifesaving to that of pet guardians in the community. The No More Homeless Pets Dallas Coalition implemented its PEM in December 2011.

T

The Dallas Foundation...The Dallas Foundation is the oldest community foundation in the state serving donors and nonprofit agencies through North Texas.