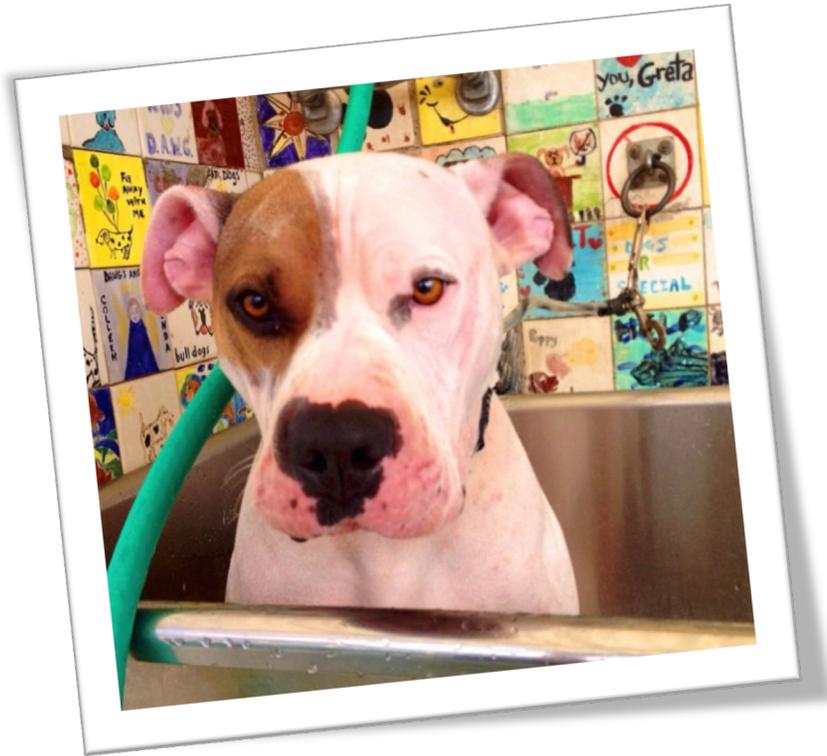


Plight of the Pet: Methods of Handling Dog Overpopulation in the Santa Barbara Area



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When someone brings up the subject of shelter animals, people often picture Sarah McLachlan, with her song “Angel” dramatically playing in the background of a commercial along with countless pictures of abused and scared animals. Although these campaigns mean to bring sympathy and donations from empathetic audiences, they sidestep the real issue at hand—animal overpopulation—and in particular, domestic dog overpopulation. Overpopulation resulting in homelessness has been a problem throughout history, starting as a public safety and health issue due to the fact that stray dogs may carry serious diseases, like rabies, and exhibit problematic behavior, such as running in the streets. This public safety and health issue has since transformed into more of an animal welfare issue (Adkins, 2008, p. 3). The dominant method for dealing with the overpopulation of dogs has become shelters and kennels that house the dogs until they are adopted or, in some cases, until they are euthanized. This paper will explore how the method of sheltering has evolved throughout history, examine the sheer enormity of the overpopulation problem, and present a comparative case study on various types of shelters within the Santa Barbara area.

Many argue that overbreeding by humans has led to the surplus of animals we see today; therefore, the overpopulation and homelessness problem is a direct result of human action, making it a human problem rather than an animal problem (as cited in Adkins, 2008). Despite the origins, a solution was needed, and the solution that was brought about was sheltering. As cited in Adkins’ (2008) dissertation on canine animal shelters and according to the Humane Society of the United States, shelters exist because, as the standard of living increased for people, so did the “Laws restricting the existence of the free roaming canine, thus resulting in un-owned or stray dogs being rounded up and placed in animal shelters” (as cited in Adkins, p. 2). Since this practice was established, it has been the dominant method for managing the homelessness

associated with overpopulation, which takes a variety of forms. From the shelter's humble beginnings as simply a place to hold stray animals that could potentially have transferrable diseases to organizations based off of animal welfare that promote long-term solutions, such as spay and neuter policies, the shelter has come a long way. This progression is due in part to the increase in the quality of living for people and the cultural progress that came along with it. However, even though this method, which has evolved throughout time, is the most widely used, it should be noted that researchers have argued differently: that the restriction on physical contact that kennels present can cause stress. In addition to this, the noise levels in kennels can reach exceptionally high levels, often exceeding 100 decibels. These factors can lead to physical, emotional, and behavioral responses by dogs that can often be negative (Pullen, 2013; Coppola, 2006). Therefore, it is important to state that, although sheltering is the primary method at this time, there may be other methods better suited towards the welfare of homeless animals. The debate over the origin of the overpopulation problem, human vs. animal, did not stop there but has continued to bleed into other issues, such as the methodology behind sheltering, and has caused conflict along the way.

Over the years, different opinions on the function of shelters have led to disparity within the world of shelter work. Arnold Arluke, author of "Just a Dog: Understanding Animal Cruelty and Ourselves" (2006), argues that there are two main philosophies representing the issue: no-kill and open-admission. Fully no-kill shelters are often closed-admission, meaning they will not just take in dogs off the street and do not put any dog that comes into their door down due to age, breed, behavior, or chronic illness. Open-admission shelters, on the other hand, take in all dogs brought to their door, including strays and owner-relinquished animals; however, these facilities often practice euthanasia to combat overcrowding. For the most part no-kill shelters tend to be

private, though there are exceptions to this rule, whereas open-admission shelters more often than not are municipal. The no-kill camp views “the fundamental problem as a person problem—one of changing shelter work,” and the open-admission people view it as “an animal problem—one of managing pet overpopulation” (p. 118). These different perspectives in turn lead to varied methods of handling overpopulation. Arluke (2006) argues that historically open-admission shelter workers justify the use of euthanasia because “they just see no other option for handling the enormous numbers of animals brought to shelters,” even though many animals that do get euthanized are “young, attractive, and healthy” and are therefore most likely adoptable (Arluke, p. 116).

Some would argue that overpopulation, causing the widespread use of euthanasia, came about due to human action. The “over-breeding of the companion animals by humans has been dubbed as the primary cause of euthanasia,” and, according to Kim Sturla, founder of the rescue Animal Place, “Euthanasia is the number-one killer of all companion animals” (as cited in Adkins, 2008, p. 2). The Shadow’s Fund, a no-kill sanctuary in the Santa Barbara area, reported that only 1 in 600 pit bulls brought into shelters survive. This statistic is particularly potent since it not only proves that the fate of dogs without homes is most likely death but it also shows just how enormous an issue overpopulation really is (The Shadow’s Fund, *Shelter Oak Sanctuary* 2014). Regardless of who is to blame for the problem, the concept of euthanasia as the solution has gradually begun to lose support and not only due to the emergence and publicity of the no-kill program within the past decade. The use of euthanasia has been downplayed because many criticisms of euthanasia from the past, which were not voiced publicly, are now becoming widely publicized (Arluke, 2006). In 1994, the no-kill framework really gained momentum with the Maddie’s Fund of the Duffield Family Foundation, which “sought to revolutionize the status and

well-being of companion animals by championing the ‘no-kill’ movement” (Arluke, 2006, p. 117). This fund led to the designation of entire cities such as Ithaca and New York as “no-kill” and turned what was once a radical idea into something that could realistically be done (Arluke, 2006). Santa Barbara, California is one of these designated no-kill cities.

Santa Barbara provides an ideal setting for a case study such as this due to the fact that Santa Barbara County Animal Services, the Humane Society, and Dog Awareness and Welfare Group (DAWG) are all uniquely oriented within the same block on Overpass Road. County animal services and The Humane Society both use euthanasia, although their reasons for establishment and specific practices vary. DAWG on the other hand is a no-kill shelter and, like the Humane Society, is closed-admission. Therefore, DAWG differs greatly from County Animal Services. The close concentration of these organizations demonstrates the enormity of the problem, since these three organizations, as well as many others, are working towards handling overpopulation and homelessness within this area alone. In addition to the already-named organizations on Overpass Road, there are several entirely foster-based private organizations, such as Cold Noses, Warm Hearts, which rescues and shelters dogs despite not having an official facility. All these different organizations have the same basic goal—to help place homeless dogs into homes. However, the methodology and practices of each organization are unique to its group, demonstrating how one method may be better or worse suited at efficiently handling the vast numbers of homeless dogs and the problems they present. In reference to The Humane Society, Adkins states (2008), “eight to ten million companion animals (i.e., cats and dogs) are relinquished to shelters each year. Of those, four to five million are euthanized,” meaning that half of the pets given to shelters each year are euthanized due to overcrowding or other related issues (pp. 1-2). This being said, it is important to note that Santa

Barbara is technically designated as a ‘no-kill’ city; however, certain organizations, including The Humane Society and County Animal Services, continue to use euthanasia within the city. The rest of this paper will explore how and why these organizations continue the use of euthanasia, as well as explore its use in the overall context of dealing with dog overpopulation and homelessness.

Santa Barbara County Animal Services (County), which is an open-admission municipal shelter, is described by long-time associate Peter Banuelos as “low-kill”; dogs may still be euthanized at County when they have a serious medical condition, if (according to staff opinion) there isn’t a chance at rehabilitation and/or the dogs are deemed dangerous (Peter Banuelos, personal communication, February 2, 2014).¹ The dogs housed in County must come from the county of Santa Barbara to be admitted, and most of them are from the street. However, a smaller portion of these animals comes from owner turn in, which requires a fee for relinquishment. To illustrate the enormity of the overpopulation problem within Santa Barbara alone, imagine the following: in the five years that Banuelos has been involved with County Animal services, he has seen the number of dogs range from around 50, which is the technical capacity, to up to 120. County was created as a public safety group and is a taxpayer-funded governmental agency. As a subset to the Public Health Department, County has the mission “to establish and maintain a safe and healthy environment between humans and animals in Santa Barbara County” with the main goals of protecting people from rabies and from the dangers of loose animals on the streets (Santa Barbara County Animal Services *About Us*, 2013). This organization came about from a pragmatic public safety standpoint, whereas other shelters that are examined in this paper were founded on the basis of improving animal welfare. Therefore, County has a very different

¹ Attached are the consent forms (Appendix A) and interview questions (Appendix B) used for the primary research in this paper.

purpose as a municipal shelter than other private shelters do; nevertheless, County still has the primary goal of getting homeless dogs adopted.

The success of these organizations can be based off the number of dogs adopted on average within a month, since the main goal is to find homes for these animals, not only for their own wellbeing but also to help with shelter crowding and to make room for other animals in need of help. Banuelos states, “At most, five dogs are adopted a week, sometimes one to two, and sometimes none,” thus making the monthly average of dogs adopted twenty at best (personal communication, February 2, 2014). Although any number of adoptions is of course welcome and beneficial, when compared to other shelters in the area, County has the least amount of dog adoptions. This may be due to a number of circumstances, such as taking dogs that are not necessarily desirable to potential adopters on a first-look basis due to breed or age or even behavior. However, this lack of success may also be due to some of the organization’s specific practices. When asked to provide a potential criticism of County’s methodology that he may have heard of or that he holds himself, Banuelos cites “big brother problems,” voicing concerns surely held about any bureaucratic government agency that wants to maintain oversight while seemingly pushing around “the little guy.” When asked if he could think of a better manner of going about things, Banuelos mentions lessening the use of euthanasia, which any animal advocate would see as an obvious goal; he argues that euthanasia can be used as the path of least resistance, the fastest and most convenient way to deal with a problem dog. Banuelos also mentions that increased cooperation, not only with its own volunteers but also with other shelters in the area with the same goal, can improve rapport. Every organization has flaws, and this one is no exception. However, there are also unique aspects that separate County from the crowd in a positive light. The Responsible Pet Owner Ordinance, which came into effect on the 1st of

January 2010, makes it mandatory for people to license and spay or neuter their dogs, except under veterinary-sanctioned circumstances in Santa Barbara County. The logic behind this initiative is to “reduce the number of animals being euthanized. Returning pets to owners in a timely manner and reducing the number of unwanted animals are key methods to reduce these numbers,” since licensing helps pets get back to their owners much more quickly than they would if they were without tags; at the same time, spaying and neutering helps to curb overbreeding. Not only will returning lost pets create more room in shelters, but it will also allow the money being raised from licensing to be put back into the organization to help other less fortunate animals. The educational subset of this ordinance is “Project Pet Safe,” which uses outreach programs to further people’s understanding of why this initiative is in place and how it will help people become better pet owners. In order to accomplish this task, the program wants to focus on the practice of vaccinating, licensing, microchipping, and, of course, spaying and neutering (*FAQs Responsible Pet Owner Ordinance Effective January 1, 2010*, 2013). In addition, Banuelos praises County’s off-site work, such as its organized group activities like volunteer hiking trips. Banuelos asserts that County has “A lot of good people” who truly care about these animals and provide unique care for them. On any given day, if people walk down Overpass Road, they can see countless dogs exercising while their handler scooters down the sidewalk next to them. In terms of adoption procedure, the cost of adopting a dog is “\$125, with special allowances if the dog has been there for a while”; if the dog being adopted is large, County will make other special allowances and will want to check the fence line to make sure the yard creates sufficient enclosure. Furthermore, if there are any other animals in the house, depending on circumstance, there may need to be an introduction (Peter Banuelos, personal communication, February 2, 2014). In addition to housing homeless animals, County also

provides a number of other services, such as catching dogs that are loose on the street, licensing pets, occasionally dealing with wildlife, and even removing dogs that are nuisances to neighborhoods or are the victims of unhealthy homes. It is important to note that County, unlike the other organizations examined within this paper, has a multitude of other responsibilities besides dog rehabilitation and placement. Therefore, these other roles, the limited staff, and the budget stretch the Animal Services department in many different directions, taking away from some of the attention devoted to the dogs.

Similar to County Animal Services in some ways, such as in its low-kill policy, is the Humane Society of Santa Barbara (HSSB), which is one of the three oldest organizations in California that work for animal welfare; however, unlike County, the HSSB is a private facility. Rather than being founded upon the principles of public safety (like County), the HSSB's main goal lies in the belief that the "purpose of prevention [of cruelty to animals], protection and education remains a priority of the Humane Society to this day" (The Humane Society, *Our History*, 2014). Therefore, the HSSB's purpose is based off an animal motivation, not a human one. This marks a step from public health to animal welfare concerns within animal worker mentality. Additionally, the HSSB differs from County Animal Services as well as DAWG in the way that it only takes dogs via owner relinquishment, which, according to Kathy Rosenthal, the public information officer and volunteer coordinator of the HSSB, is a benefit to how this organization operates. Rosenthal argues that "owner turn in means you know the history of the animal and they have been in a home and are socialized," therefore making many of these animals potentially more adoptable than a stray would be (personal communication, February 24, 2014). The fact that this organization only takes in owner turn ins also means that it is a closed-door facility; it will not take in strays off the street as County would. In turn, the HSSB practices

euthanasia, being a “low-kill” facility like County. The organization only uses this method “if the animal is a threat to people or animals or has serious health issues,” although, again, the term ‘threat’ is relative and up to interpretation. In addition, the Humane Society has an advantage over many other shelters because it has a large facility placed over five acres, including structures for “a shelter, animal adoption services, a spay and neuter clinic, humane education center, boarding kennels, large animal holding center and corral, and inspection and rescue services,” with a capacity of up to 200 animals, 140 of which could be dogs (Santa Barbara Humane Society, *Welcome to the Santa Barbara Humane Society*; Kathy Rosenthal, personal communication, February 24 2014). At the time of this interview, the site was not even at capacity. In addition, since there is not always a steady stream of owner-relinquished animals, the average amount of dogs adopted in a month fluctuates. Staff member Diane Howard states, “In June or July there was about 27 dogs adopted, but it varies” (personal communication, February 24, 2014). If someone wishes to adopt from the HSSB, there is a multiple step process, including a pre-adoption application, a visit with the dog, and a meeting with the HSSB’s dog adoption counselor who will check for compatibility. After these preliminary steps, there is a home inspection, at which point the counselor checks the fence line and provides an introduction with all other members of the household, including pets and people. As an added precaution, the HSSB checks with landlords or the county assessor’s office to make sure the adopters in question are legally able to house the dog. After these steps are complete, the last remaining step is paying the \$80 adoption donation (Kathy Rosenthal, personal communication, February 24, 2014). The HSSB has been around for quite some time, meaning they are well established within the community; however, this is also a hindrance because it needs updates not only within its facility but also within its practices.

Unfortunately, although this facility is spacious, it is outdated. When asked what improvements could be made to the existing system at place at the HSSB, the only response Rosenthal could think of is, “If [the Humane Society of Santa Barbara] had unlimited money we would have larger and more ungraded kennels,” due to the fact that many of the dog kennels are still in the same form they were in when the site was originally established (personal communication, February 24, 2014). This site is unique because there is an official education center, and this sponsors outreach programs in the community for kindergarten through sixth grade to educate kids about animal welfare. In addition to this, the HSSB has a training program with a limited free version on Saturdays and an at-charge program on Tuesdays (the members of the HSSB also receive a discount for this). Rosenthal also cites the membership program, which offers discounted pet services, as one of the aspects that sets the HSSB apart from other organizations of its kind. Rosenthal comments that future goals of the organization are to “improve the image in the community by getting out there more, especially social media wise” (which, according to Rosenthal, they have been slow to take up) and “improve the facility within the next few years,” thereby updating both the location and practices of the organization (personal communication, February 24, 2014). In some ways, the HSSB could be considered a midpoint between County Animal Services and DAWG.

In contrast to County Animal Services and the HSSB, DAWG is unique in that it is a no-kill, closed-admission, non-profit organization. Based off the principle that “every dog can get a home,” DAWG’s mission is to “reduce the rate of euthanasia in the county shelters by providing the medical care and training many dogs need for a second chance at life” as healthy and well-adjusted pets (Ricky Rojas, personal communication, February 2, 2014; *DAWG Mission*, 2014). The capacity of the site is 60 dogs, and due to the closed-door policy, this number is rarely

exceeded. Ricky Rojas, five-year kennel staff member and trainer at DAWG, says that there are benefits to doing things this way, because it “gives the dog and the staff a nonlethal environment in which there is no worry of having to put a dog down.” He goes on to say that he would consider DAWG the best environment that a shelter dog can have. For the people involved, he also added that a no-kill environment is much healthier (personal communication, February 2, 2014). Rojas argues that DAWG is the best at what it does, with an average monthly adoption rate of 30 dogs, despite the fact that the adoption fee is higher than The Humane Society and County. The adoption donation fee is \$250 for a dog under three years old and \$150 for dogs older than three. In addition to an adoption donation, in order to adopt a DAWG dog, everyone must complete an application, have their house checked, and conduct a meet and greet with all members of the family, including other pets. If the dog needs a certain kind of environment or specialized treatment, the potential owner must also fit these requirements. DAWG’s high adoption rate allows it to help save lives by taking dogs from the high-kill shelters in the Santa Barbara County area, such as in Santa Maria and Lompoc. A dog adopted from DAWG can be expected to have all current vaccinations, to be spayed or neutered, just as with County or The Humane Society, and additionally to have at least rudimentary training and socializing abilities (Ricky Rojas, personal communication, February 2, 2014).

Whereas County Animal Services is supported through taxation, DAWG, like the Humane Society, is funded entirely off of donations, grants, and private investment. With costs of \$10,000 a month, evening out to eight to ten dollars per dog, there is pressure to maintain funding (Ricky Rojas, personal communication, February 2, 2014). DAWG is a different kind of organization for many of the above reasons; however, Rojas says that the main aspect setting DAWG apart from the rest is the volunteer program: “We couldn’t do it without our volunteers,

the kind and numbers of people who make up our volunteer base really make the difference.”

With a volunteer base of 300 people, more than three quarters of those who contribute to DAWG are volunteers. However, there is still room for improvement at this organization. Whereas the Humane Society is situated on five acres of land, DAWG has a relatively small, yet efficient, site. When asked if he could think of a way to improve the existing system at DAWG, Rojas’ first response was having a bigger facility followed by extending the existing training program, which is already more extensive than those at many other shelters, especially the municipal ones. In terms of the future, Rojas hopes that DAWG is “Able to save more dogs and inspire other shelters to become no-kill” (Ricky Rojas, personal communication, February 2, 2014). This seems to be a growing theme in Santa Barbara County, which is actively working towards the goal of “no-kill.” Helping to serve this purpose is the entirely no-kill Shadow’s Fund in Lompoc, whose goal is to rescue senior dogs and other “high risk” or “bully breed” dogs (The Shadows Fund, *Shadow’s Fund: Who We Are and What We Do*, 2014).

Even more private than DAWG is the all foster-based program Cold Noses, Warm Hearts (CNWH), a non-profit, no-kill shelter that finds itself somewhere between closed and open admission due to the nature of the organization. Tyrelle Leger and Julianne Ryan, both members of the Board of Directors and the foster care staff, outline how and why this inconsistency exists. CNWH is an organization of only seven actual ‘staff members,’ who make up the Board of Directors and run the organization on an entirely volunteer basis. Therefore, the admission status reflects the number of dogs currently in the care of the organization and the number of foster homes available (Tyrelle Leger, personal communication, March 4, 2014). CNWH was founded because Annabelle Hofmann, owner of the operation headquarters The Little Dog Grooming House and co-founder and current president of CNWH, “Was rescuing on her own for years

which was very expensive, so we formed a nonprofit.” The mission of the organization is similar to DAWG in that they believe any dog can get a home:

Cold Noses, Warm Hearts is dedicated to saving dogs in jeopardy. Through rescue from kill facilities, rehabilitation of sick and un-socialized pets, and a 100% spay/neuter policy, we hope to help reduce pet overpopulation and place all dogs in loving homes.

(Cold Noses, Warm Hearts *Brochure*, 2014)

Unlike DAWG, which is given dogs from local shelters that collaborate with them, Cold Noses, Warm Hearts often has to pay out of pocket for dogs they want to rescue. The reasoning behind this unfortunate circumstance, according to Julianne Ryan, is politics. Many of the local municipal shelters like those in Santa Maria, Lompoc, Camarillo, and Santa Barbara County Services “need control,” again revisiting the concerns expressed by County worker Peter Banuelos. Because CNWH is funded entirely off of private donations, having to buy dogs from these shelters takes away from the money they could be spending on such things as the medical expenses of many of their dogs, because it takes dogs that most shelters would euthanize. Leger refers to the fact that CNWH will take dogs that other shelters deem “unplaceable” as a strength of their organization, with another strength being their partnership with trainer Nathan Woods, owner of Loose Pooch training services. Woods opens up his facility after hours on Wednesday nights to CNWH for free, not only for the dogs currently in the care of the organization but also for one-on-ones with past adoptees. The main point that sets CNWH apart is its lack of an official facility. While this could be a hindrance to the group, it could also serve as an advantage, both because they do not incur any overhead costs and because dogs are never put into stressful kennel environments. Leger also notes that if the organization were to get a facility, it would dramatically change the nature of the group and force it to be more of a business than it currently

is. In terms of adoption, there is a \$210 adoption donation, which, unlike the other organizations, will be returned in full if the adoptee decides that the dog is not the right fit for his or her home within 10 days after adoption. In order to adopt, everyone must have a fenced yard and agree to a home inspection a few weeks after the adoption, requirements that differ from the other groups that do the house check preliminarily. The final step is to complete an application, which in this case is a binding legal document. This document has a clause that states that if the person adopting decides in the future that they no longer want the dog, the animal must be returned to CNWH. Leger says that the only criticism Cold Noses, Warm Hearts usually faces is that “people don’t understand the contract that they are signing and want to try to sell the dog. But since they are [micro]chipped in our name we usually find out about it” (personal communication, March 4, 2014). Therefore, although generally lacking major criticism, there is occasional opposition to this particular practice.

The success of this organization is uncanny, getting 300 dogs adopted per year on average despite not only its small numbers but also the lack of a physical facility. Regardless of its success, there is always room for improvement, says Leger, who mentions that the group encounters several “bottlenecks” that create problems for them (personal communication, March 4, 2014). The first bottleneck issue is that it is restricted in the number of dogs it can rescue by the number of available foster homes, and therefore its capacity varies wildly. Leger also shares a similar message to the Humane Society: in terms of social networking, its organization is behind the times and needs to get not only more publicity online and in print but also assistance in taking quality photos of its dogs; he jokes that “many of them look like mug shots” (personal communication, March 4, 2014). Ryan outlined the plans for the future as simply “to keep rescuing” (personal communication, March 4, 2014). Later, she added that increasing the

organization's foster base is crucial to its ability to save more dogs, and an improvement in its marketing abilities would assist it in doing so. These organizations handle overpopulation and homelessness in a different manner based off of founding ideology and the institutions derived from this philosophy.

Dog overpopulation is and has been a real problem in modern society, not only due to overbreeding by humans but also due to the lack of universal spaying and neutering practices. There are many existing methods for dealing with this overpopulation and homelessness that pose as problems, such as the increased use of spay/neuter programs, sheltering, and euthanasia. Although all these solutions may be found in a single institution, all organizations involved in handling dog overpopulation have unique and specific manners in which they do so. The Humane Society only takes owner-relinquished pets, whereas the main goal of County Animal services is to keep strays off the street because of the public health and safety concerns they pose. DAWG and Cold Noses, Warm Hearts on the other hand attempt to save dogs from being euthanized at shelters that uphold the practice. In terms of adoption rate, DAWG maintains the highest average number of adoptions each month, followed by Cold Noses, Warm Hearts; the Humane Society; and then County Animal Services. In an ideal world, dog overpopulation and homelessness would not be a problem. Spay and neutering would be the norm and overbreeding wouldn't be an issue. However, this is an imperfect world and many of the methods for handling this issue are flawed, as well. Ideally, the best way to handle homelessness due to overpopulation would be a no-kill shelter, such as DAWG in this case, where all inhabitants get spayed and neutered, where there is no threat of euthanasia, and where the dogs who need special care or training receive it. However, since the problem of overpopulation is so enormous, it is unrealistic to demand that all shelters maintain these practices. There are simply too many dogs to handle,

and there would need to be many more shelters, staff, and volunteers to dedicate the time and energy to helping these dogs, as well as additional funding to ensure that all shelters in the area are entirely no-kill with a full medical facility on site. Although, this is surely not the only way to efficiently deal with dog overpopulation in Santa Barbara, these methods seem to serve the community as well as possible. However, Santa Barbara remains an ideal comparison, not only because of the close proximity of many of the shelter locations but also because of the sheer number of groups dedicated to the population control and welfare of dogs in the area. All these shelters want to save dogs; however each goes about it in a different way, creating a unique method with both positive and negative aspects associated with each organization.

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Appendix A: Consent Form

University of California at Santa Barbara

Writing Program

Title of Project: Methods of Dealing with the Domestic Dog Overpopulation

The Purpose of this study is to research the various methods of handling the homeless domestic dog population, especially as it pertains to here in Santa Barbara.

You **MUST BE 18 YEARS OLD** to take this survey.

Your participation in this study is entirely voluntary, and you may withdraw from this study at any time.

PROCEDURES: You will be asked to complete a short interview of 20 questions--including one open-ended question. Your questions will then be recorded and analyzed by the investigator, and the results will be reported in a research paper for Kathy Patterson's Writing 50 class.

RISKS: There are no risks associated with this study.

BENEFITS: There is no direct payment, or other benefit, given for participation in this research project. However, it is an opportunity to gain exposure for this organization to an audience that may be uneducated about the specific procedures practiced here.

If you have any questions, please contact me, Alex Mettler, via email at amettler@umail.ucsb.edu. You may also contact the faculty supervisor of this project (Dr. Kathy Patterson) at kpatterson@writing.ucsb.edu with your questions or concerns.

Your signature below indicates that you have read this informed consent form and agree to participate in this study.

Signature of Participant

 /

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Today's Date

Signature of Interviewer

 /

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Today's Date

12. Where does your funding come from?

13. How much does it cost to adopt?

14. What are the parameters around adoption?

15. What are the benefits of doing things the way this organization does?

16. What are some critiques you are aware of for the way this organization does things?

17. What makes your organization different from others of its kind?

18. Could you think of a better way of doing things other than your own or a way of improving the existing system?

19. What are the future plans for this organization?

20. Anything important that I have not brought up that you want to touch on about your organization?

Thank you!