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DPCA RESCUE STUDY REPORT

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48
49
50 EXECUTIVE SUMMARY
51 Of
52 The DPCA Rescue Study Report
53

54 (This Executive Summary describes the major issues and broad recommendations. The discussions,
55 details and specific actions related to these points are contained in the main report.)
56

57 **Mandate** – DPCA has a clear mandate for its rescue program in the C&B and has overwhelming
58 support from the membership. DPCA’s 501c3 status is not dependent on its participation in rescue;
59 rather, it is clear that the DPCA, based on its love for the breed, participates in rescue because the
60 membership sees the need to support rescue organizations in their efforts to care for and finds homes
61 for those unfortunate Dobermans in rescue.
62

63 **Mission Statement** – Currently, there is no “mission statement” that describes the purpose of the
64 Rescue Committee or that guides the scope of activities. Such a formal mission statement would
65 alleviate much of the confusion/debate regarding the responsibilities of the Rescue Committee. It is
66 clear that such a mission statement must define the mission of the Rescue Committee in terms that
67 make it abundantly clear that the mission of the DPCA Rescue Committee is to serve the Doberman
68 rescue community.
69

70 **Range of Activities** –Since its inception, the Rescue Committee has been committed to providing the
71 full range of support to the Rescue Groups including, where possible, maintaining a website and
72 Directory; participating in fundraising; participating in public education; administering the subsidy
73 program; answering inquiries from the public; and coordinating with the rescue groups, other
74 committees, Chapter Clubs, and outside groups. In order to successfully support Doberman rescue
75 the Rescue Committee should return to participating in the full range of activities supporting the
76 Doberman rescue community.
77

78 **Oversight** - The Officers and Board must exercise the appropriate oversight in regard to the activities
79 of the Rescue Committee. That means monitoring and understanding the rescue program, providing
80 guidance and direction as necessary to the Committee. This oversight should be structured in the
81 form of clearly established goals and objectives, delegated authorities, and reporting requirements –
82 with the Board taking corrective action as necessary. For its part, the Rescue Committee must
83 recognize that it is a part of the “administration.” In that capacity, it reports to the President
84 concerning normal operations and to the Board for policy issues. The Rescue Committee is not an
85 independent entity outside the scope of the officers and/or Board. The Committee is subject to the
86 rules, dictates, supervision, oversight and direction of the Officers and Board.
87

88 **Relationships** - The Rescue Committee must bring the rescue function into the mainstream of the
89 DPCA activities. That means working with other DPCA committees on projects of mutual interest,
90 working with Chapter Clubs to build support for rescue programs, and working with rescue groups to
91 help them address individual problems and to provide national leadership where appropriate. To
92 maximize its effectiveness the Rescue Committee must work with other organizations outside the
93 DPCA where there are areas of mutual interest and where the Doberman rescue groups would
94 benefit.

95 **The Administrative Procedures Manual (APM)** – The APM is the instrument that can document the
96 policies, authorities and activities of the Rescue Committee. The administrative procedures must be
97 up-to-date, must be clear and complete, and must be enforced.
98

99 **Rescue Committee Policies and Procedures** - Internal Rescue Committee policies and procedures must
100 be constructed to reflect that the Rescue Committee activities are service oriented and in pursuit of
101 the primary mission of the Committee, i.e. to assist the rescue groups care for and find homes for
102 Dobermans in rescue. The website must become functional, the Yahoo list should be made to serve
103 rescue, and the Directory must become a real directory of Doberman rescue groups. The DPCA
104 subsidy program should be operated in a manner that does what it can to bolster the resources of the
105 rescue groups. That means both distributing the funds available efficiently and effectively and
106 encouraging/assisting the rescue groups in their efforts to identify outside funding sources and
107 applying for donations from those sources.
108

109 **Transparency** – The success of the DPCA rescue support program is very dependent on the absolute
110 transparency of the program. The finances (fundraising, expenditures, and status of funds) should be
111 open to the Rescue Committee, the rescue groups, the Board, and the general membership. Equally
112 important is a flow of information from the Rescue Committee to the membership regarding the
113 activities of the rescue community and the Rescue Committee’s efforts to support that community.
114 Lack of transparency breeds distrust and inefficient/misdirected operations. The rescue program is
115 totally dependent on mutual trust and support among all parties – for the sake of the Dobermans.
116

117 **Fundraising** – The Rescue Committee must take responsibility and become an active participant in
118 fundraising for the subsidy program. The passive role has proven disastrous and the funds available
119 for assisting the rescue groups are shrinking at an alarming rate. Only dedication and hard work will
120 address this issue.
121

122 **Public Education** – The Rescue Committee must recognize that public education is an essential part of
123 controlling and dealing with the rescue population. This area has been totally neglected and will have
124 to be rebuilt from the ground up, both those materials developed and distributed at the national level
125 and those efforts to assist and support the local rescue groups in their public information programs.
126

127
128 **General Conclusion** – In the past several years the DPCA Rescue Committee has declined dramatically
129 in terms of the support it provides to rescue. To reverse this trend the establish and maintain Rescue
130 Committee must be given clear direction and instruction for its activities, must have the required
131 authorities, and must be provided with the necessary resources (especially staffing) to successfully
132 complete its mission. Operating with the goal of supporting the Doberman rescue groups, the Rescue
133 Committee can be an effective element in assisting the unfortunate Dobermans – that have found
134 themselves in rescue.
135

142 THE DPCA RESCUE STUDY REPORT

143
144 I. INTRODUCTION

145 1. Background

146 At the 2010 National Board meeting the DPCA Board of Directors discussed issues relating to the DPCA
147 rescue support program and determined that the program at reached a point in time where the
148 program deserved a close and thorough examination. As a result of this discussion, the DPCA Board of
149 Directors voted to commission a study of the DPCA Rescue Program.

150
151 Motion 10-81 (Shorr/M. Brown) To suspend the Rescue Committee pending the outcome
152 of a management study. Motion passed.

153
154 Motion 10-82 (Pflueger/M. Brown) To have Steve Martin do a management study of the
155 Rescue Committee. Motion passed.

156
157 Motion 10-83 (M. Brown/Kramer) To appoint an interim rescue subsidy coordinator to
158 continue the subsidy flow during the study period. Motion passed.

159
160
161 2. The Charge

162 The "charge" (or "mandate") for the Rescue Study was defined in the **DPCA Rep message dated Oct 21,**
163 **2010):**

164
165 **Sent:** Thursday, October 21, 2010 12:04 PM
166 **Subject:** [DPCA-online] Mandate Rescue Study

167
168 Mandate for the DPCA Rescue Management Study:

169 The Rescue Study Team is to conduct a management study of the responsibilities and activities of the
170 DPCA Rescue Committee. A primary focus will be on establishing a formal "Mission Statement" for the
171 Rescue Committee which addresses the goals of the Rescue Committee and the scope of the Committee's
172 activities. The study will address all the activities of the Committee and how those activities are carried
173 out, identifying a range of options for the Board so they can make informed decisions regarding the
174 structure, responsibilities, and activities of the DPCA Rescue Committee.

175 The Study Team will get input from Board Members, Rescue Groups, past members of the Rescue
176 Committee, Chapter Clubs, and individual members.

177 Best Regards,
178 Janet Van Wormer
179 President
180 Doberman Pinscher Club of America

II. STUDY APPROACH

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The Study team was committed to performing a thorough and objective evaluation of the DPCA rescue program and therefore pursued a full data gathering effort. To that end the team identified the interested parties (the various DPCA individuals and sub-groups) and even those non-DPCA groups (other breed groups) who might possess information/ perspectives/experiences that would be relevant to Doberman rescue as it relates the national club, and therefore the DPCA Rescue study. The interviews were conducted in a manner to allow the individuals interviewed free reign to discuss issues of their concern. The team developed a set of interview guides to stimulate the conversation (if necessary) and to provide direction for the discussions. These guides were tailored to the specific groups that were being interviewed. (see Attachments 1, 2, & 3)

The surveys were constructed after the interviews were underway and mostly completed. This permitted us to use the issues which we identified during the interview process to form the basis for the survey questions. The draft questions were then reviewed by Michelle Kramer, a professional marketing advisor experienced in constructing surveys. This was to assure that the questions were presented in such a manner as to not lead the individuals to particular answers and to not skew the responses. The Team was very cautious about not attempting to reach pre-determined conclusions but rather seeking honest input from all parties. (see Attachments 4, 5, 6a, & 6b)

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- Interviews with the Rescue Groups, all past Rescue Committee Chairs (except one), the DPCA Board members, and individual DPCA members who expressed an interest to be interviewed. Overall, the interest was overwhelming. People have grasped at the chance to input their views and relate their experiences. These interviews were conducted in a manner that did not restrict the input to particular predetermined issues. An interview guide was used specific to each group to guide the conversation but other issues that the interviewee might be interested in were encouraged. And if an individual wished to skip a subject on the guide that was also permitted.
- Surveys of the DPCA members (770 submissions), DPCA Chapter Clubs (22 submissions), and other breed groups (27 submissions). These surveys were designed to address the role and concerns of each particular group and to solicit their input.
- Financial data related to the DPCA Rescue program going back over 10 years. This data was used primarily to identify any trends or relationships to successful or unsuccessful funding approaches. This was NOT an audit of the books.
- This was a management study, NOT an investigation and NOT aimed at individuals. The targets were policies, practices, approaches, techniques, etc

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The study team felt/concluded that the input from the members was particularly significant since DPCA is a “member” organization and thus this was their program.

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Overall, the membership, the Board, past Rescue Chairs, and Rescue Groups were very supportive of the study and were open and cooperative in their participation. They recognized that this was their study and they were resoundingly appreciative of the effort. There were a few disgruntled individuals who attempted to stop the study, discredit both the study and the individual study team members, and therefore did not provide their full cooperation, that is to be expected in any such effort.

III. FINDINGS AND RECOMMENDATIONS

1. Overview - The survey of the other breed rescue operations revealed that DPCA has one of the more active national programs among the breed clubs supporting rescue. The examples ranged from no rescue at the national level (all rescue at the local or regional level) to coordination/support at the national level (as with DPCA) to actual performing full rescue at the national level (which is only possible for relatively smaller rescue operations). It was evident that in most cases rescue takes place at a local or regional level. The success of providing support/ oversight from the National organization varies. Some breed organizations at the local level either didn't deal with the national organizations or felt that the national organization was not helpful or supportive. Working relationships between the national club and the local/regional groups seemed to be a key factor. After reviewing the results of the surveys the conclusion is that DPCA has designed a support program that has the potential for being one of the most effective among the breed organizations. DPCA follows the model where the rescue takes place at the local level by independent Doberman Rescue groups and DPCA as the national organization provides a level of support and coordination. Operation of the rescue activities including the major portion of their fundraising remains a responsibility of the individual rescue groups.

The DPCA program is operating in a fashion that continues to support rescue. However, there are a number of serious issues that hamper, at an increasing rate, the effectiveness of that support. The scope of that support, the manner which it is administered, and the management and oversight all present crippling obstacles.

2. Issues

A. DPCA Rescue Mission

The first item to address is whether or not DPCA should even be involved in rescue and why. While a number of members thought this was an unnecessary issue to address, it must be pointed out that both answers (yes and no) are legitimate positions and deserve a respectful consideration. Clearly the Club was initially established with conformation and breeding as its focus. As the Club has evolved and grown over the years so have its membership and the membership interests. Performance has become an important element as has rescue. The activities of the Club have expanded to meet the changing needs and to support the evolving nature of the Club. What has remained constant throughout is the overall mission to protect, preserve, and promote the Breed.

Rescue was adopted by the DPCA as an activity directly related to protecting and promoting the breed. With the rapidly growing popularity of the Dobermans in the 60's and 70's the BYB industry exploded. It seemed everyone just had to have a Doberman and the BYBs were there to meet the demand. As many people sadly discovered that a Doberman was not appropriate for them, the unfortunate Dobermans ended up in shelters and then rescue. The BYB continued to produce with little or no regard for the standard, the temperament or the health of the Doberman. This resulted in even more Dobs in rescue. It was at this point in 1976 that the DPCA stepped in to attempt to control the situation. The formation of DPCA's COPE was initially aimed at education and population control through spaying and neutering of rescues. It quickly became evident that DPCA could also play a significant role in helping those established rescue groups with financial assistance.

277 The Constitution of the DPCA in Section 2 (which defines the objects of the Club) clearly states that the
278 DPCA shall “support” rescue. Furthermore, in the other objects there are clearly roles that relate
279 directly to rescue mission – and either do (or should) require the participation of the DPCA Rescue
280 program.

281
282 SECTION 2. The objects of the Club shall be:

- 283
284 1. To promote the public's knowledge and appreciation of dogs in general and Doberman
285 Pinschers in particular;
- 286
287 2. To produce, publish, and distribute to the general public educational materials about the
288 proper care, treatment, breeding, health, development and training of Doberman Pinschers;
- 289
290 3. To support and promote study and research on the history, character, breeding, genetics and
291 particular health problems of the Doberman Pinscher;
- 292
293 4. To establish a National Data Base of resource materials about the Doberman Pinscher;
- 294
295 5. To further understanding of the disease, defects, injuries and other ailments that afflict dogs
296 in general and the Doberman Pinscher in particular;
- 297
298 **6. To acknowledge and advance the critical role of an AKC recognized parent club in providing**
299 **education, health research and support of rescue and reduction of overpopulation for the**
300 **benefit of the general public, purebred dogs and Doberman Pinschers in particular;**
- 301
302 7. To conduct activities including sporting events, sanctioned matches, specialty shows,
303 obedience and tracking trials, and other such activities and events as may be held under the
304 rules of the American Kennel Club, in furtherance of the above purposes;
- 305
306 8. To otherwise preserve and protect the Doberman Pinscher and to do all things possible to
307 bring its natural qualities to perfect;
- 308
309 9. To urge members and breeders to accept the standard of the breed as approved by the
310 American Kennel Club as the only standard of excellence by which the Doberman Pinscher shall
311 be judged

312
313
314 Additionally the 501c3 submission to the IRS in 2001 which justified the non-profit status clearly stated
315 that rescue was an established function of the DPCA.

316
317 **“These volunteers [the DPCA Rescue Committee] interface on a nationwide basis with local**
318 **rescue organizations to assist in the rescue dogs from shelters and other unfortunate**
319 **situations, to obtain foster and permanent homes for these dogs, to obtain medical care when**
320 **necessary, and to grant funds from the DPCA treasury to support - in whole or in part - these**
321 **activities after establishing need and meeting the administrative criteria for obtaining such**
322 **funds. The DPCA is also actively involved in educating the general public about rescue and**

323 **prevention of cruelty issues through this committee and also through its educational**
324 **publications and website.”**

325 It is important to note that rescue was not the only justification for the 501c3 status. Health and public
326 education also provide justification. Thus, DPCA’s 501c3 status is NOT dependent on its support of
327 rescue. (see Attachment 8)
328

329 Additionally, 99% of the respondents to the member survey overwhelmingly believe that DPCA should
330 provide active support to rescue – with 63% believing that the Club should increase that support over
331 the current level. Given that the DPCA mission includes support of rescue and given that the members
332 overwhelmingly endorse the support of rescue, we should embrace that mandate and focus on defining
333 and describing what “support of rescue” means and how to best to obtain it. An early quote that
334 describes the purpose of DPCA’s rescue program is from the 2001 rescue website “To this day, the
335 COPE/Rescue Committee exists to encourage discrimination in breeding, educate the public about the
336 plight of the Doberman and empower others to provide humanely for Dobermans in distress.”

337 **It is important to recognize that the DPCA objective in being involved in supporting rescue should be**
338 **to assist the individual rescue groups in performing their responsibilities of rescuing Dobes.**

339
340 **B. Range of Duties and Staffing Levels**

341
342 One of the first tasks that the Study team addressed was identification of the range of duties that the
343 Rescue Committee had performed over the years and those currently at the forefront.
344

345 The early concerns of the DPCA rescue effort (1976) focused on the population problem– thus the
346 acronym COPE (Committee on Population Explosion) which was the precursor for the DPCA Rescue
347 Committee. DPCA members not only provided financial support to rescue but their efforts also
348 encompassed an active public education component. Of course, the need for the DPCA to support the
349 many organizations springing up to actually rescue Dobermans in shelters was also a priority. The
350 raising of funds necessary to support such operations fell to COPE.
351

352 “Friends of COPE” was organized by an independent group of Doberman people as a fundraising activity
353 to support the local rescue efforts. This started as a “tailgate party” at the National and evolved into a
354 banquet. Additionally, the Rescue Committee (COPE) would actively solicit funds from members
355 throughout the year. Big donors would be asked to sponsor special cases.
356

357 From these early activities also flowed a newsletter and the development of a national list of Doberman
358 rescue organizations and individuals.
359

360 As the program became more active, it expanded and became more structured. Fundraising became an
361 official DPCA activity and COPE (the Rescue Committee) would man a booth at the National to help with
362 public education and fundraising through sales of merchandise and collection of donations. The subsidy
363 program was more formally defined with a list/selection of authorized vet procedures, submission forms
364 were developed, the Rescue Code of Ethics was developed and an enforcement process was designed.
365 The internet emerged and a website was developed. To help support the financial needs of such an ever
366 expanding program various fundraising approaches were explored such as on-line sales of books,

367 patches, T-shirts. The rescue booth became standard fare at the National where merchandise was
368 offered for sale and donations of cash and merchandise were solicited. The donated merchandise went
369 to the banquet to be auctioned/raffled.

370

371 The study interviews revealed a number of important perspectives regarding the past and current list of
372 major functions/activities of the Rescue Committee.

373

- 374 • Maintaining the DPCA Rescue Website
- 375 • Policing the DPCA Rescue Code of Ethics
- 376 • Maintaining the directory of Doberman rescue groups
- 377 • Maintaining the DPCA Rescue Yahoo discussion List
- 378 • Administering the Subsidy Program
- 379 • Managing an active public education program
- 380 • Managing an active information program for the DPCA members
- 381 • Fielding inquiries from the public relating to national and local rescue issues
- 382 • Participating in fundraising activities both at the National and during the year
- 383 • Working with individual rescue groups in addressing local and national rescue issues
- 384 • Coordinating multiple rescue group efforts
- 385 • Coordinating with other Committees, Chapter Clubs, and outside organizations

386

387 The first observation was that while the Rescue Committee had over its history continually expanded to
388 meet the ever increasing needs of rescue (see attached Rescue Report at 2000 National), within the past
389 few years the Rescue Committee has actually reduced its activities.

390

391 The number of committee members has been reduced, thus making it more difficult to engage in the full
392 range of activities. As a point of comparison, in 2001 there were nine active members on the Rescue
393 Committee (see Attachment 16), all with assigned areas of responsibilities. In 2010 there were three
394 (this does not count the web person or the legal advisor). (see Attachment 10) With only a handful of
395 operating members it has become increasingly difficult to perform the full range of activities in a quality
396 manner. Maintaining a fully functional national program that operates on a number of fronts on a daily
397 basis certainly requires sufficient working staff members.

398

399 At the current time the activities have been scaled back and the substance of the Rescue Committee is
400 one primarily of administering the subsidy program. The Website is sadly out of date, there is no public
401 education program, the Rescue Committee does not participate in the Banquet, does not do fundraising
402 during the year, does not routinely man a rescue booth at the National (some years yes; some years no).

403

404 Following is a brief outline of the current performance of each activity. More in-depth discussion of
405 these areas and their related issues follows in their individual sections as appropriate.

406

407 **Administering the subsidy program** – This activity is viewed as having become the “mainstay” of the
408 DPCA rescue program over the last few years. Yet even this activity has been reduced to less than a
409 third of its previous size. The amount of subsidies distributed is less than a third of that distributed in
410 2005 and the number of rescue groups receiving subsidies during a year is also less than a third of its
411 previous level in 2004 (see charts in subsections 2.C & 2.I of this report). This should not be the direction
412 of a program attempting to address the increasing needs of Doberman rescue. The challenges faced by

413 the Rescue Groups have increased and the groups have an even greater need for financial assistance
414 from their National Breed Club.

415

416 **Maintaining the Directory of rescue groups** – Most rescue groups felt that this was one of the most
417 useful functions that DPCA could provide to the full group of rescue organizations, but it was not living
418 up to its full potential since it listed only a portion of the Doberman rescue groups. At the present time
419 the Directory is at 1/5 of its former size.

420

421 **Maintaining the DPCA Rescue website**– This also was viewed as one of the most potentially useful tools
422 but also failed to measure up since its upkeep had fallen during the last couple of years. Additionally,
423 the Directory no longer lists all the Doberman rescue groups. Active use of the site is currently focused
424 on Rescue Committee Contact information.

425

426 **Maintaining the DPCA rescue Yahoo discussion list** – This is a potentially valuable tool for the rescue
427 groups but had been rendered almost totally useless by restricting discussions to only those that were
428 related to DPCA rescue issues. During the last year the moderator opened the list to all rescue related
429 discussions and encouraged rescue groups to communicate with one another on the list. As a result,
430 rescue group interest has taken hold and posts have increased five-fold just since October of last year,
431 from an average of 17 per month to 83 per month. (see Attachments 11a, 11b, & 11c) The rescue
432 groups have expressed their appreciation of this “open forum.”

433

434 **Handling inquiries regarding Doberman Rescue** - - This is a built in function that all levels of Doberman
435 rescue must perform and all indications are that it has been and continues to be performed adequately.

436

437 **Enforcing the DPCA Rescue Code of Ethics** – This is an area that is much in dispute. The prevailing
438 attitude is that the enforcement function has overshadowed the purpose of the COE. And thus while
439 the individual elements of the COE should be maintained, they should be regarded as “recommended
440 best practices.” The current system is open to accusations of abuse and mismanagement and has been
441 overshadowed by controversy in the last couple of years.

442

443 **Public and Membership Information** – Rescue Committee participation in public information efforts has
444 been non-existent in recent years. Providing information to the membership has been reduced to an
445 article in each Pipeline.

446

447 **RECOMMENDATIONS** - Recommendations for each of these areas are stated below. However, overall
448 there are a couple of broad recommendations. First, the Rescue Committee must be tasked with
449 servicing the rescue community and secondly, must have the necessary resources to perform those
450 functions, especially staffing. Without the appropriate manpower it is physically impossible to devote
451 adequate attention and effort to each of the necessary areas.

452

453 **C. Funding**

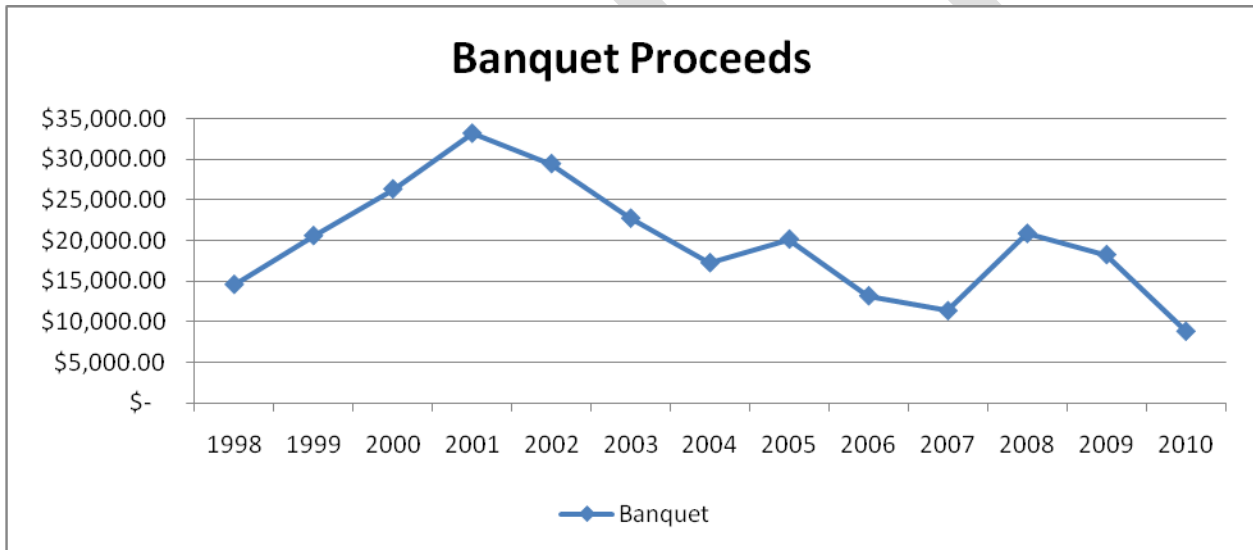
454

455 Funding for the DPCA Rescue support effort is dependent on donations and the annual Health and
456 Rescue Banquet. Neither of these primary sources of funds have the active participation of the Rescue
457 Committee. The Rescue Committee no longer participates in fundraising on a regular basis. The Rescue
458 Committee has become a “passive” element in raising funds to support rescue - it has no
459 responsibilities, performs no function.

460
461 The Rescue Committee does not participate in the Health and Rescue Banquet except for the
462 coordination of the Parade of Rescues. The Banquet is managed by the National Fund Raising Event
463 Chairs which are independent from the Rescue Committee. Items donated for the event by individuals,
464 organizations and vendors/merchants are given to the National Fund Raising Event Chairs. These items
465 are used in the drawings, auctions (live and silent) and raffles at the banquet. The proceeds from the
466 banquet are split 50-50 between Health and Rescue.

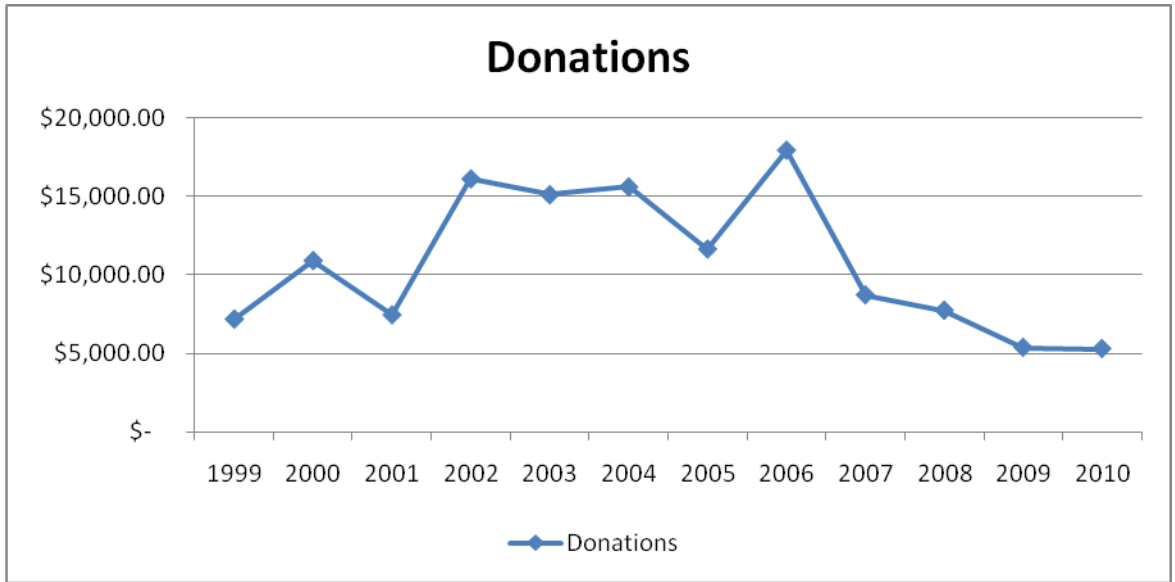
467
468 Initially, the Friends of the COPE had tailgate parties at the National and later ran the Rescue Banquet to
469 collect funds for Rescue. These early efforts run as independent of the DPCA were highly successful.
470 Responsibility for these banquets was then transferred to DPCA and subsequently combined with the
471 Health Banquet, with the proceeds being split evenly between Health and Rescue. The Banquet
472 proceeds for Rescue grew to a high of \$33,000 in 2001 and have now reached a low of \$8,800 in 2010,
473 barely ¼ of its previous high. While the explanation for this decrease in proceeds may be partially due
474 to the state of the national economy, that means that fundraising deserves even more increased
475 attention and effort. (see Attachment 12)

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487 DONATIONS Donations supplement the Banquet proceeds as do the occasional auctions/raffle and
488 merchandise sales. (But auctions/raffles/sales have not been in the mainstream of funding planning as
489 resource sources.) Donations reached a high of almost \$18,000 in 2006 and a low of \$5,300 in 2010, less
490 than 1/3 of its previous level.

491



493
494

495 Most of the donations are made at the dues renewal time and collected with the annual dues. While
 496 some donations do come in during the year, the Rescue Committee does not actively solicit donations
 497 from the DPCA membership during the year. Also, there have been several bequests (primarily the
 498 Judith Felton Bequest) that are a part of the funding picture but are being held separately (invested) for
 499 growth. Such bequests The Rescue Committee has not actively informed members about the
 500 possibilities of such bequests or how to go about it. (see Attachment 13) Member donations in general
 501 are largely an untapped resource since many members just don't know enough about the status of or
 502 the needs of rescue. Outright donations reached a high in 2006 and have gone down since, reaching a
 503 low in 2010, 30% of the high. Most of the members responding to the survey recognized the need for
 504 donations and over 2/3 of them suggested that there should be an increase in fundraising.

505

506 BOOTH The other potential time for donations is at the Nationals at a Rescue Booth. In order for this
 507 to be a reliable fundraising activity the Rescue Committee would have to staff the booth with
 508 knowledgeable rescue people. While this used to be the practice, in recent years the Rescue Committee
 509 presence at the National has been unreliable.

510

511 Online Store Online stores rarely produce an ongoing source of funding. Usually the first years of such
 512 a store are successful but then sales decline once members purchase the logo merchandise that they
 513 want. The exception to this seems to be if the merchandise is that which is not just "logo items" but
 514 rather items that are needed by the purchaser on an ongoing basis and the store is the best place to
 515 shop for the items. Examples would be diet supplements for dogs, quality collars/leashes, crates,
 516 bedding, etc. – all at a price that makes shopping at that location preferable to other options.
 517 However, this requires an enormous investment in merchandise, and a lot of work to manage the store
 518 – all for a relatively small return on investment.

519

520 **RECOMMENDATION** - There is an absolute need for the Rescue Committee to direct/plan and to
 521 become involved in fundraising activities. Fundraising is one of the most important aspects of support
 522 for rescue and as such should be the responsibility of the Rescue Committee. The Rescue Committee
 523 should conduct certain activities throughout the year (select eBay sales, raffles, special donation

524 appeals) and at special events such as the National. There should be an ongoing campaign to inform the
525 membership of the need for funds and the opportunities for supporting rescue such as bequests in ones
526 will. Only with specific effort on the part of the Rescue Committee will the DPCA be able to continue to
527 support rescue financially.

528

529

D. Code of Ethics

530 The DPCA has a Doberman Rescue Code of Ethics (DRCOE) (see Attachment 14) that defines conduct
531 that each rescue groups in the DPCA sphere must follow. Since its adoption in 2002 it is a requirement
532 for any rescue group that wishes to be listed on the DPCA Rescue Directory and for any rescue group
533 that wishes to receive subsidies. While this has been in effect the enforcement of the DRCOE has been
534 uneven and controversial. Enforcement of the DRCOE can only be directed at the “accused” rescue
535 organization via the formal complaint process – NOT any particular member (including the DPCA
536 member who is the signing member for the rescue group). (see Attachment 15) Enforcement actions
537 against individual DPCA members must follow a separate process, the grievance process outlined in
538 DPCA’s Constitution and Bylaws. There have been numerous complaints against various rescue groups.
539 The DRCOE has an enforcement provision that states that complaints against a DPCA rescue group will
540 be investigated by the Rescue Committee and if the Rescue Committee finds that the rescue group is in
541 violation of the DRCOE action will recommended to the DPCA Board which rules on the complaint and
542 any actions to be taken. The system lends itself to potential abuse. Disputes between rescue groups,
543 unhappy adopters, disgruntled people applying for adoption, etc are all potential abusers of the system.
544 Complaints are often petty and unsubstantiated. The Rescue Committee is not staffed to send out
545 investigators to pursue the myriad cases. Some of the cases that have been pursued and investigated
546 still are mired in controversy. Additionally, the DRCOE is viewed by some of the rescue groups as a
547 “bully club threat” against them by the Rescue Committee. All in all, while the DRCOE is seen as an
548 excellent list of best or recommended practices that all rescue groups should embrace, the actual
549 enforcement of the DRCOE has not been viewed as a positive force.

550

551 **RECOMMENDATION** - After much discussion with the Rescue Groups and the past Rescue Committee
552 Chairs the primary recommendation that evolved was to convert the DRCOE into “Recommended
553 Practices.” To be included in the Directory and to receive subsidies a rescue group would have to sign
554 the DRCOE. Any reports of serious violations would be referred to local authorities for investigation and
555 action. The normal minor disputes and complaints would still be mediated by the Rescue Committee
556 but not with the threat of enforcement actions.

557

558

559

E. Communications/Visibility

560

561

562 Communications with the members - In recent years an active effort to communicate with the general
563 membership has been reduced to very brief reports in the Pipeline. In depth information that describes
564 the plight of Doberman rescue, the state of the Doberman Rescue Groups, and the success and failure of
565 the DPCA support has NOT been communicated. The membership survey revealed that 76% of the
566 respondents did not feel that they received adequate communications from the Rescue program. This
567 creates lack of support, misunderstanding about the program and generally creates a rift between the
568 rescue program and the rest of the Club.

569

570 **RECOMMENDATION** – Expand all aspects of communication to increase visibility and understanding of
571 the rescue program. Examples include manning the rescue booth at the Nationals (an absolute must),
572 Parade of rescues (this event is highly praised and its success should be built upon), expand exposure of
573 rescue Dobs at the National to other organized events – make rescue comparable to other aspects of
574 DPCA. There should be concerted efforts to inform the membership about the all aspects of rescue and
575 the DPCA efforts to support Doberman rescue. Special announcements, the Pipeline, articles and
576 information bases on the website, individual rescue group reports, and periodic financial status reports
577 would go a long way to keeping the membership informed.
578

579

580 Communication with the public - Education material - Probably one of the most important functions that
581 the Rescue Committee can perform is to be intimately involved in the providing educational material to
582 the public. The major thrust of the DPCA rescue program at its inception in the 70s was to help address
583 the seemingly uncontrolled expansion of the Doberman population (thus the acronym COPE, Committee
584 on Population Explosion). This important role was described in early COPE documents as a primary
585 function of the Rescue Committee (see Attachment 16). This goes way beyond answering the phone
586 and interacting with individual members of the public on an ad hoc basis. This is a conscious program to
587 provide specific material to certain targeted sectors of the public. There are other DPCA Committees
588 also charged with leading the various DPCA efforts aimed at various aspects of public education. 96% of
589 the DPCA member survey respondents believe that the rescue program should increase it emphasis on
590 the public education responsibilities and public information efforts. The rescue groups have a special
591 interest in this area and have a perspective regarding BYB and getting this message out to the public
592 should be of prime importance to the national Doberman rescue effort.
593

594

594 **RECOMMENDATION** - The Rescue Committee should be an active participant in public
595 education/information responsibilities and should function in a leadership and coordination role with
596 the rescue groups and also work with the other public information DPCA Committees to advance this
597 cause.
598

599

599 Communications with Rescue Groups- Until the recent upsurge in posts on the Rescue Yahoo list (see
600 section F below) communications between the Rescue Committee and the Rescue Groups have been
601 minimal. There are many opportunities for the Rescue Committee to productively communicate with
602 the rescue groups on such issues as local fundraising efforts, need to coordinate the rescue of a
603 particular Dobe, planning multiple-group rescue efforts, disaster assistance, etc. Such communications
604 can be (should be) constructive and positive and could make a large contribution to successful rescue
605 efforts.
606

607

607 **RECOMMENDATION** – The Rescue Committee should offer to play an active role in supporting activities
608 of individual rescue groups. This could include publicizing fundraising efforts of individual groups,
609 providing phone/email coordination of complex rescue efforts, helping individual groups in
610 locating/identifying sources of funds to supplement their donations, assisting in planning for disaster
611 assistance, etc.
612

613

613 Communication with the Chapter Clubs The Chapter Clubs are the front line organizations of DPCA
614 members and as such are a valuable resource for the rescue groups. In many cases, the individual
615 Chapter Clubs actively support rescue groups on an ad hoc basis. A few Chapter Clubs actually have a
616 formal arrangement with a rescue group or have a designated individual within the Chapter Club that is

617 the official Rescue Coordinator. The Chapter clubs have indicated that it is extremely rare for the
618 Rescue Committee to have any contact with them.

619
620 **RECOMMENDATION** The Rescue Committee should personally contact each Chapter Club to identify
621 targets of opportunity for them to work together on areas of mutual interest. Examples would be
622 fundraising opportunities at local events, rescue group participation at WAE events, sharing home check
623 support, sharing health experiences, etc.

624
625
626

627 F. Website, Directory, and Yahoo list

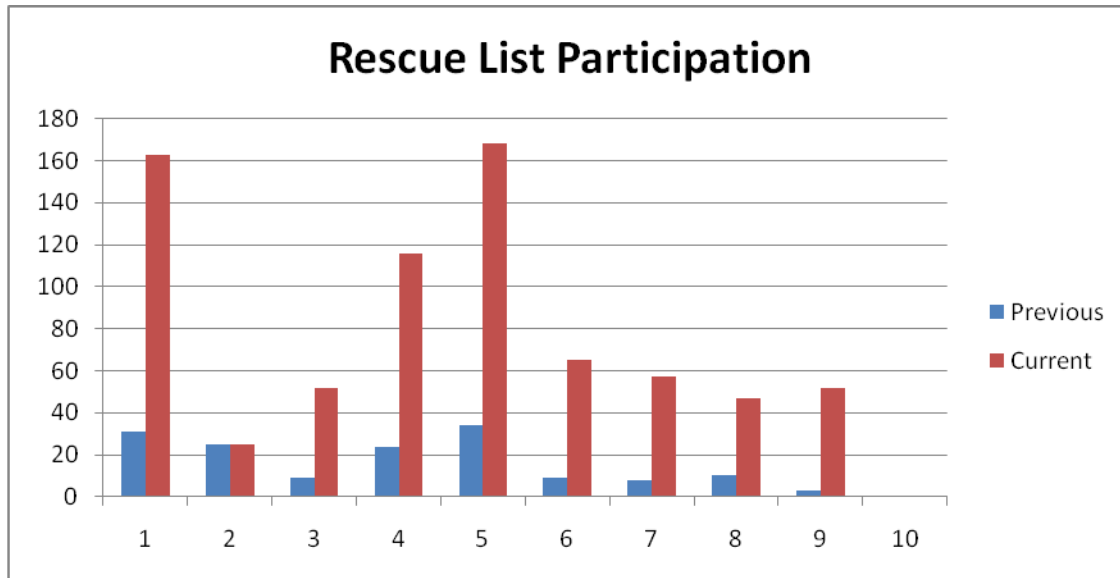
628
629
630 In this day of the internet these are two very important communication tools available to the Rescue
631 Committee.

632
633 **Yahoo list**

634 The Yahoo list was designed to serve as a means of communicating among the rescue community and
635 provide a communication link between the Rescue Committee and the rescue groups. However, in the
636 last several years posting on the list had become so restrictive that many rescue groups found it easier
637 to just avoid using it. The application of a policy that mandated that all posts must be directly related to
638 DPCA meant that the list could not be used by the rescue groups to communicate with one another on
639 rescue issues. And to not allow the Rescue Groups to discuss specific cases or specific problems further
640 limited the utility of the list. In fact, the rescue groups were told to join outside non-DPCA lists to
641 discuss specific rescue issues, thus further discouraging participation on the DPCA Rescue list. And
642 finally, a policy that dictated that the mention of certain outside groups were not allowed to be
643 mentioned in the course of a discussion meant that censorship had rendered so limited the use of the
644 list that most rescue groups didn't pay attention to the list.

645
646 Since the establishment of a new list following the last National, operating under more "rescue group-
647 friendly" rules the list has become functional and useful. Membership on the list is now open to any
648 DPCA member who is a rescue person. Discussion about any Doberman rescue topic is encouraged.
649 While the last 9 months of the previous list an average month had 16 posts per month, the current list
650 has an average of 83 posts per month. (see chart below and Attachment 11) The rescue groups are
651 finding that the DPCA has now provided a useful tool for communications among the rescue groups.

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663 The time line (the horizontal axis) represents the last 9 months of the previous list Jan – Oct 2010 and the first 9
 664 months of the current list (Nov 2010 – Jul 2011).
 665

666
 667 **RECOMMENDATION** - The current operating policies governing the operation of the DPCA Rescue
 668 Yahoo list be continued and documented in the operating procedures. These open communication
 669 policies definitely serve the best interests of the Doberman rescue community.
 670

671
 672 **Website** <http://www.dpcarescue.com/> The website of an organization is its window to the
 673 public, thus the DPCA Rescue website is “the” window for the public and the DPCA members to view the
 674 DPCA’s rescue effort. It reflects directly on the DPCA as well as having a direct functional impact on
 675 DPCA’s rescue program. This is where the DPCA members are instructed to come when they want to
 676 know how their Club’s program operates. If they want progress data or financial data this is where they
 677 start their search. This is where DPCA members and the public are instructed to come to purchase DPCA
 678 rescue merchandise and to make donations. This is where many Doberman novices come for
 679 information about how to handle their Dobermans. This is where people come to find a rescue group to
 680 volunteer with. This is where people come to learn about Dobermans and to find a Doberman to adopt.
 681 This is where people come get guidance about turning in a Doberman when they may not be able keep
 682 theirs. This is the site that Doberman rescue groups are supposed to go to for operating guidance and
 683 to interact with the Rescue Committee. A quick review of the site and it becomes clear that the Rescue
 684 website fulfills very few of these expectations satisfactorily.

685
 686 The website was designed on a volunteer basis by a professional. Against his advice the
 687 prototype was put into production some three years ago. While the bugs in the web design were
 688 worked out, the Rescue Committee has failed to address the content. The Committee engaged another
 689 web designer to redo the site but that individual never produced a functional redesign. In the
 690 meantime, the content continued to get further out of date and more nonfunctional. (see Attachment
 691 18a, 18b, & 18c)
 692

693 The membership survey had a very revealing number when it asked for an evaluation of the
694 website. While 41% rated the website good or better an even greater number 46% either didn't know
695 or left the question blank.

696
697 Since the Website is to serve as the outside window it is disturbing that it isn't better known
698 among the membership.

699
700 There has been very little progress on updating the content or other maintenance since the site was
701 initially established. The web programmer worked out the programming issues he was never successful
702 in getting the Rescue Committee to update the content. Subsequently, it was decided by the Board that
703 the site was to be transitioned to the DPCA format and incorporated into the DPCA site. In order to
704 accomplish this it was necessary for the Rescue Committee to provide updated write-ups for the new
705 site. Despite requests over the last several years from the DPCA Webmaster the information was never
706 provided so the upgrading to the DPCA format has never moved forward. As previously discussed in this
707 report, public education is very important to the mission of the Rescue Committee. Since the Website
708 currently is THE major tool for that particular mission it is a gross oversight that the site has fallen into
709 such disarray.

710
711 The webmaster for the rescue site has been and is prepared to do whatever is necessary to
712 assist in the transfer of information and conversion into the DPCA Website. The only holdup is the
713 programmatic update of the rescue program content.

714
715 **RECOMMENDATION** - The Rescue Committee must make it a top priority to update and correct the
716 information on the website. Then that information should be transferred to the DPCA webmaster so the
717 Rescue website can be incorporated into the DPCA website as originally planned.

718 719 **Directory**

720
721 One of the more important parts of the Website is the Directory of Doberman Rescues and as
722 such deserves a separate discussion because of its importance. It is this directory that is one of the most
723 important links to the public. And it is this directory that helps the rescue groups coordinate with one
724 another in their Doberman rescue operations.

725
726 In the 70s Judith Fellton developed the first national Doberman Rescue directory without the aid
727 of the internet, relying instead on labor intensive phone and postal service to identify Doberman
728 rescuers and to circulate the directory. By 1999 and with the use of the internet the list of Doberman
729 rescues had grown to 147 as it was posted on the DPCA COPE/Doberman Rescue site. It served as an
730 excellent tool for the rescue groups and certainly required a lot of work to recruit and identify rescuers
731 in all parts of the country and to develop and maintain the directory. By 2002 a COE had been
732 developed, many of the individual rescuers previously listed separately were organized into rescue
733 groups and all listings in the Directory were required to sign the COE. Those actions cleaned up and
734 refined the directory and still the number of listings grew to 151. However, the list has now fallen on
735 hard times and at the present time the directory has shrunken down to just 31 entries – a scant 1/5 of
736 its previous size. (see Attachments 19 & 20) There are many Doberman rescue groups across the
737 country that are not listed in the DPCA Rescue Directory. Thus, the Directory is incomplete as a resource
738 for members of the public attempting to identify a local Doberman rescue group. The directory is of
739 little use to rescue groups that would use it to coordinate their efforts. Entire states “appear” to have

740 no Doberman rescue group yet such groups are there. Many groups were eliminated because there was
741 a decision that only those groups with a DPCA member should be listed, even though many groups not
742 associated with DPCA performed excellent rescue and had a long history of working with COPE/Rescue
743 Committee. Additionally, a number of those rescue groups who do have DPCA members have dropped
744 off the directory because of poor relationships with the Rescue Committee. At his point in time the
745 DPCA Rescue Directory is of minimal use.

746
747 **RECOMMENDATION** - There should be a concerted effort to build up the directory once again in order
748 to make it a useful resource. All Doberman rescue groups who sign the COE should be listed and those
749 with a DPCA member can be highlighted (or specially designated) as having closer ties to DPCA. Such a
750 complete list would once again serve the rescue community and the public.

751
752

753 **G. Relationships**

754
755 Over time the DPCA rescue program has had varying levels of success with relationships with
756 other groups.

757
758 **Other Committees** There seems to have been almost no attempt on the part of the Rescue Committee
759 to work with other DPCA Committees. This has created a “distance” that has tended to separate rescue
760 from the rest of the DPCA. The opportunities for cooperation abound (working with the WAE group, the
761 Public Education Committee, the National Fundraising Committee, the Educational Materials Project,
762 and the Agility and Obedience people). The DPCA members were almost unanimous (96%) in their
763 endorsement of having the Rescue Committee work with the other DPCA committees.

764
765
766 **Chapter Clubs** DPCA Chapter Clubs are the local presence of DPCA members and as such one would
767 expect they would reflect the National DPCA regarding the Doberman rescue program. However, very
768 few Chapter Clubs have a rescue component although many have rescue coordinators/contacts who are
769 the Chapter Club’s liaison with locally established rescue groups. The relationship between the DPCA
770 Rescue Committee and the Chapter Clubs has been virtually nonexistent. There has been practically no
771 effort on the part of the Rescue Committee to use take advantage of the Chapter Clubs as local
772 representatives of DPCA or to work with them to promote rescue causes (such as establishing rescue
773 operations in areas where Doberman rescue doesn’t exist or to encourage Chapter Club members to
774 support local Doberman rescue operations). The Study team found that 95% of the Clubs had received
775 no encouragement from DPCA management to work with rescue and 83% believed that the Rescue
776 Committee had been ineffective in communicating with the Clubs. This clearly indicates that
777 relationships with Chapter Clubs have not been properly developed. The members in the clubs could be
778 a prime source of support and the Chapter Club Survey revealed a willingness to engage and assist. In
779 fact, 95% stated that they would be willing to work with rescue on public education efforts. Only a
780 couple of the Clubs have had negative experiences with rescue and in these cases the national Rescue
781 Committee might have been able to play a mediation role to settle the disagreements.

782
783
784 **Rescue Groups** Even relationships between the Rescue Committee and the rescue groups which the
785 Committee is supposed to be supporting have occasionally become strained/adversarial in last few
786 years. The Rescue Committee has been viewed by some groups as confrontational and controlling. The

787 major areas that seem to create the most tension are the “enforcement” nature of the Rescue
788 Committee in administering the COE and the “enforcement” nature in administering the quarterly
789 subsidy program and the administration of the Yahoo discussion list. Subsidies have become the major
790 item guiding the relationship with the rescue groups. Some of the rescue groups have expressed the
791 concern that the subsidy program is used as an enforcement tool to insure compliance with and
792 dependence on the Rescue Committee.

793

794 Controlling

795 The Rescue Committee has discouraged (either intentionally or unintentionally) the individual rescue
796 groups from pursuing their own efforts to raise donations by restricting the use of DPCA funds if that
797 rescue also gets donations from other individuals or organizations. This policy initially was intended to
798 eliminate duplication of funds for a particular dog for a particular procedure. For instance SND and the
799 DPCA Rescue Committee would coordinate and were careful not to provide duplicate funding for a
800 particular dog. However, the DPCA Rescue policy evolved into “you can use DPCA or the other source
801 but cannot be supported by both.” This policy has driven some rescues away from DPCA support. So,
802 rather than encourage the rescue groups to establish outside relationship and funding sources, this
803 policy has served to distance the DPCA from other Doberman organizations that work to assist and
804 support Doberman Rescue groups. (see Attachment 21)

805

806 **Show and Breeder Communities within DPCA** The relationship between the Rescue Committee/rescue
807 community and the rest of the DPCA membership is often viewed as an unnecessary and adversarial
808 founded on a level of misunderstanding between the rescue and the breeder/show communities. There
809 has been very little constructive conscious effort to bring the elements of the Doberman community
810 together (other than fundraising to support rescue).

811

812 **Outside Groups** DPCA has made some missteps in dealing with other organizations that have crippled
813 cooperative efforts to support rescue. Some of the strained relationships between DPCA Rescue
814 Committee and outside groups seem to be based largely on misunderstandings and confusion about the
815 outside groups.

816

817 DAN -The Rescue Committee was working with DAN (Doberman Assistance Network) as it was in
818 the formative stages. One of the primary missions of DAN was to assist Doberman rescue
819 groups by establishing a National network that would pull Dobermans from shelters and to
820 provide transportation for the rescue groups. The DPCA Rescue Committee supported this
821 effort and wanted to assure that DAN was positioned to provide the best support for the
822 individual rescue groups. The DPCA Rescue Committee had voted to approve a one-time grant
823 of \$300 to assist in start-up costs (application fee for 501c3). That support by the DPCA Rescue
824 Committee was abruptly discontinued and DAN was cut free of any support/ guidance from
825 DPCA. Subsequently, the Rescue Committee took the position that DPCA rescues should avoid
826 DAN since DAN was not under the control of the DPCA and prohibited the mention of the group
827 on its Yahoo list. Many individual rescue groups have successfully continued to utilize the
828 services of DAN while the DPCA Rescue Committee has stepped out of the role of facilitating
829 transports or even encouraging the utilization of quality services. DAN has provided services to
830 rescue groups in handling an estimated 700+Dobes since 2007.

831

832 Regional Transport Groups – Similar to DAN but on a regional basis there are smaller groups that
833 have cooperative organizations to help coordinate their rescue activities over a broad

834 geographic area (usually a state or several states). An example is DART which serves the
835 Doberman rescue groups on the west coast, primarily California. This organization was
836 established several years ago and has been very successful in providing resources that are
837 shared among several rescue groups. This group has a list of participants and volunteers that
838 can respond to requests to check out a Dobe in a shelter, to pull dogs, to provide transportation
839 and even to perform home visits. Such groups have proven highly successful but fail to get the
840 recognition and support of the Rescue Committee.

841
842 SND - DPCA had coordinated with and worked with SND since 2002. DPCA joined the Doberman
843 Digest and SND in the foundation of the Senior Doberman Project. As it evolved SND
844 coordinated the national list of senior Dobermans in the rescue groups, the Doberman Digest
845 published an article in each issue reporting on the progress of the program and the DPCA
846 published a similar article in the Pipeline. The Doberman Digest's magazine audience and the
847 Pipeline's DPCA membership audience gave the rescue groups a way to reach the Doberman
848 community regarding the seniors available for adoption and raised much needed funds for the
849 rescue groups. In 2009 the DPCA abruptly withdrew from the program with the only
850 explanation (as it appeared in the minutes of the Board) that it was too costly to publish an
851 article in the Pipeline. (see Attachments 22a & 22b)

852
853
854 **RECOMMENDATION** – The membership overwhelmingly (91%) responded that the Rescue Committee
855 should work with outside groups on issues of mutual concern to benefit the Dobs in rescue. The
856 Rescue Committee should become an integral part of the DPCA and Doberman community. Working
857 with the Chapter Clubs and the DPCA committees is an important step to assure that the Rescue
858 Committee is a part of DPCA activities. The Rescue Committee is also positioned to promote the of the
859 Doberman rescue community with the rest of the DPCA membership. While the shared love for the
860 Breed should be sufficient motivation to bring the DPCA communities together specific actions can bring
861 this to a reality. Examples of areas of cooperation include health issues. Rescue Groups are confronted
862 with a wide variety of Doberman health issues every year. These experiences should be very useful to
863 DPCA members in general they research health issues relating to their Dobermans. The DPCA
864 membership could provide valuable help to the rescue community by providing a variety of local
865 support and assistance. For example the rescue groups frequently seek assistance performing home
866 visits on potential adopters. The Rescue Committee should contact the other DPCA committee chairs to
867 identify area of mutual interest and to establish cooperative working relationships. This is an initiative
868 that would not only increase the effectiveness of the Committee in terms of accomplishing its mission
869 but would also help integrate the Doberman rescue community into the mainstream of DPCA.

870
871 The Rescue Committee must recognize its support role in regards to the rescue community and focus its
872 effort in pursuit of that goal. The Rescue Committee should not become an adversary of rescue groups
873 or be viewed a controlling operation. Working “with” and “for” the rescue groups should be at the
874 forefront of the guide to their operations.

875
876 It is also recommended that the DPCA and the DPCA Rescue Committee work with outside groups to the
877 benefit of the Doberman rescue program. If there are differences that present problems then it would
878 be to rescue's advantage to clear up misunderstandings and to work out any differences that do exist. A
879 DPCA Committee such as the Rescue Committee MUST maintain cordial and productive relationships
880 both internally within DPCA and externally with outside organizations to assure success.

881 **H. Admin Procedures**

882
883 Many of the issues facing the Rescue Committee in the past are administrative issues that have resulted
884 in serious disruptions in DPCA’s rescue program and yet have fairly straight forward solutions.

885
886 ADMINISTRATIVE PROCEDURES MANUAL It is also evident that the APM does not even come close in
887 describing the rules, instructions, or responsibilities of the Rescue Committee. The Rescue Committee
888 Chairs have shaped their practices based on their own judgment, past practices, occasional individual
889 direction from the Board and/or President.

890
891 The Administrative Procedures Manual provides some general guidance for DPCA Committees and their
892 chairs. However, it seems that frequently (certainly in the case of the Rescue Committee) those
893 procedures have not been consistently followed or enforced. (see Attachments 23a – 23g)

894
895 The Administrative procedures that guide the Rescue Committee have never been developed into a
896 single written document that would serve to assure consistency of application on a daily basis or even
897 when there is a change of membership and/or leadership in the Rescue Committee. The Administrative
898 Procedures Manual does address rules and procedures (internal and external) that apply to all
899 Committees and appointed and elected DPCA personnel in various sections. However, such Rescue
900 Committee specific items as an outline of the duties and responsibilities, description of how to handle
901 thank you letters, how to transition to new leadership, and accountability of physical and intellectual
902 property are not clearly defined and/or not consolidated for the Rescue Committee. Any required
903 attendance at events, reports, scope of authority and limitations on authority are not covered. Clearly
904 this leaves the Committee with no definitive guidance and with the leeway to “self-define and self-
905 regulate,” not the wisest approach for a Committee with daily year round responsibilities and of such
906 importance.

907
908 **RECOMMENDATION** - The APM must be expanded to address the operation of the Rescue Committee
909 in detail as it does for some other activities. This will provide the necessary guidance to the Rescue
910 Committee, minimize misunderstandings, protect property and generally assure the smooth operation
911 of the Committee. The Chairs are not provided with a full set of the rules/instructions/responsibilities.
912 Merely following what they perceive as past practices is not a sufficient basis for running such an
913 important operation – it must be formally and officially documented.

914
915 DUTIES. Some DPCA Committees have a carefully described set of responsibilities described in the
916 Administrative Manual. The Rescue Committee has no such statement. In fact, the Rescue Committee
917 is mentioned specifically 7 times, only in terms of report submission responsibilities, thank you letters
918 etc along with other committees. There is no mission statement, no description of major program
919 responsibilities, no description of functions or duties. Other major committees have specific sections
920 that describe their activities in detail that serves both as a guide for those committees and to inform
921 others about the committee.

922
923 **RECOMMENDATION** A Rescue Committee specific section be entered into the Administrative
924 Procedures Manual that states the mission of the committee and details its major functions and
925 responsibilities

928
929 PROPERTY The APM requires a “property form” (see Attachment 23d) to be submitted for any DPCA
930 property in the possession of a committee member. Additionally, there is a provision in the APM that
931 requires that all files and property (physical and intellectual) be returned to DPCA. Again, that has not
932 always been followed by the Rescue Committee resulting in difficulty in DPCA having control of its own
933 property. There have been cases in the past where the Rescue Committee chairs have refused to
934 surrender (or delayed the transfer) of DPCA property, records, and intellectual property (Yahoo list
935 ownership). A property form is required (APM) but not enforced. The lack of control of the property can
936 severely cripple the DPCA support of rescue.

937
938 **RECOMMENDATION** - DPCA needs to enforce the requirements. Additionally, it is recommended that a
939 formal “property officer” position be established to assure that all property is tracked and accounted for
940 and that all transfers take place properly. All individuals in possession of property should sign for the
941 property and acknowledge that ownership belongs to DPCA and that it will be returned to DPCA upon
942 request. Currently there is only a “filing” requirement.

943
944 EXPENDITURES Purchases of merchandise by the Rescue Committee have been authorized verbally.
945 The APM requires approval by the President for purchases up to \$500 and Board approval for purchases
946 over \$500. The APM does not require written approval and this has caused significant misunderstanding
947 and unfounded accusations in the past.

948
949 **RECOMMENDATION** - Authorization for expenditures (over that Chair authority granted in the APM)
950 must be in writing to eliminate any confusion as to whether or not authority (verbal) was obtained.

951
952 **RECOMMENDATION** - A firm requirement for written approval for purchases should be instituted. In
953 this day and age with the instant communications this should pose no problems. And it certainly would
954 alleviate a number of potentially serious financial issues.

955
956 COMMITTEE MEMBER APPOINTMENTS There is little guidance and understanding regarding the
957 process surrounding the selection of the Rescue Committee (Chair and members). The transitions from
958 one Committee Chair to a new one has occasionally been “traumatic” resulting in the unnecessary
959 disruption of the Committee operations and accompanied by controversy. In some cases there have
960 been outright “firings” and others were reluctant resignations. This disruption has caused the DPCA
961 rescue community and the DPCA members to question why rescue is such a “problem child.” This has
962 eroded some of the member support for the rescue operations.

963
964 **RECOMMENDATION** - The selection of Rescue Committee Chairs and their staffs and the management
965 of the transitions must be handled carefully. As the appointments are up for renewal each year, the
966 Committee must understand that that it is the right and responsibility of the President and Board to
967 manage those appointments. The Committee Chairs and members do not have a “right” to remain in
968 their appointments and should gracefully pass the responsibilities to the new appointments. In the best
969 scenario the outgoing Chair turns over responsibility to the incoming Chair voluntary, cooperatively,
970 maybe even in a manner preplanned by the outgoing Chair (with the pre-approval of the Board). It has
971 proven a good practice for the outgoing Chair to remain on the Committee as a staff member, providing
972 continuity and assuring that the new Committee has the past Chairs full support and cooperation.

973
974

975 **I. Subsidy Procedures**

976
977 Most rescue groups are consistently faced with a cash flow crunch. Typically, the Rescue Group
978 operates with a very small cash reserve and yet must manage to pay vet bills as they come due
979 (frequently as the service is rendered or procedures are performed). Most Dobs coming in have to be
980 examined, shots updated, treated for parasites as necessary, spayed/neutered, and treated for a whole
981 variety of diseases, conditions and injuries. Of course, beyond this are all the other expenses incurred
982 that relate to rescue from temporary/emergency boarding, feeding, crates and cleaning supplies, etc.
983 The two major sources of funding for Rescue Groups are adoption fees and donations.

984
985 The DPCA subsidy program is designed to financially assist the rescue groups with the quarterly
986 distribution of subsidies. The Rescue Committee administers the rescue specific funds collected,
987 distributing them to the rescue groups that apply quarterly for assistance with their vet bills. There is a
988 list of medical procedures and medications that the Rescue Committee will assist with financially (see
989 Attachment 24) and there is a formula that was developed years ago (see Attachment 25) that weighs
990 the available funds against the needs of the rescue groups, and calculates the amount to go to each
991 group which has applied for assistance. The procedures that the DPCA Rescue Committee assist with
992 are considered the more “routine” ones that Rescue Groups face such as initial exams and spay/neuter.
993 Additionally, the Rescue Committee will contribute up to \$100 toward the cost of heartworm treatment.

994
995 A major improvement in the subsidy program over the past several years is the timeliness of the
996 processing of the subsidy requests. While in the past some quarterly DPCA payments have been so late
997 that the following quarter submissions were made before the last checks were received. The timeliness
998 of the checks now greatly facilitates rescue groups being able to meet their financial obligations on time
999 and balance their books.

1000
1001 **DUPLICATE FUNDING** - The object of the subsidy program is to assist the Rescue Groups with additional
1002 funding to address the enormous financial burden that they face. From the perspective of the rescue
1003 groups the subsidies they receive from the DPCA are considered a “donation” that supplements the
1004 other donations that it receives.

1005
1006 It created major problems with the rescue groups as the Rescue Committee attempted to dictate to the
1007 rescue groups when and how they may do their own fundraising to pay their vet bills. This created a
1008 major problem when a new policy was implemented resulting in the rescue groups either having to lie
1009 about where they get their funds or to quit the DPCA subsidy program – because they ALL accept
1010 donations for their operations. Several revisions of the policy were attempted and finally enforcement
1011 was abandoned. The policy still needs to be examined and rewritten clearly so that it accomplishes the
1012 proper goal – to eliminate overlap of payments while still assuring the maximum funding for the rescue
1013 groups. This would take the Rescue Committee out of the dictatorial role over the rescue groups.

1014
1015 **RECOMMENDATION** - The optimal relationship is for DPCA to encourage/ assist the rescue groups by
1016 raising funds and soliciting donations from all sources in order to cover their expenses. In terms of
1017 paying for a particular procedure the only criteria should be that the total amount collected by the
1018 rescue group should not exceed the total amount that they paid for the procedure regardless of where
1019 those funds come from. The currently stated policy discourages the acceptance of donations from
1020 sources other than DPCA and this should be discontinued. The Rescue Committee should work with the
1021 Rescue Groups and other rescue support groups to maximize the funds that Rescue Groups can receive

1022 to support their rescue activities. Dictating from whom, when and how the rescue groups receive their
1023 donations should not be in the purview of the Rescue Committee. An assurance from the requesting
1024 rescue group that DPCA funds do not duplicate other funds should be sufficient.

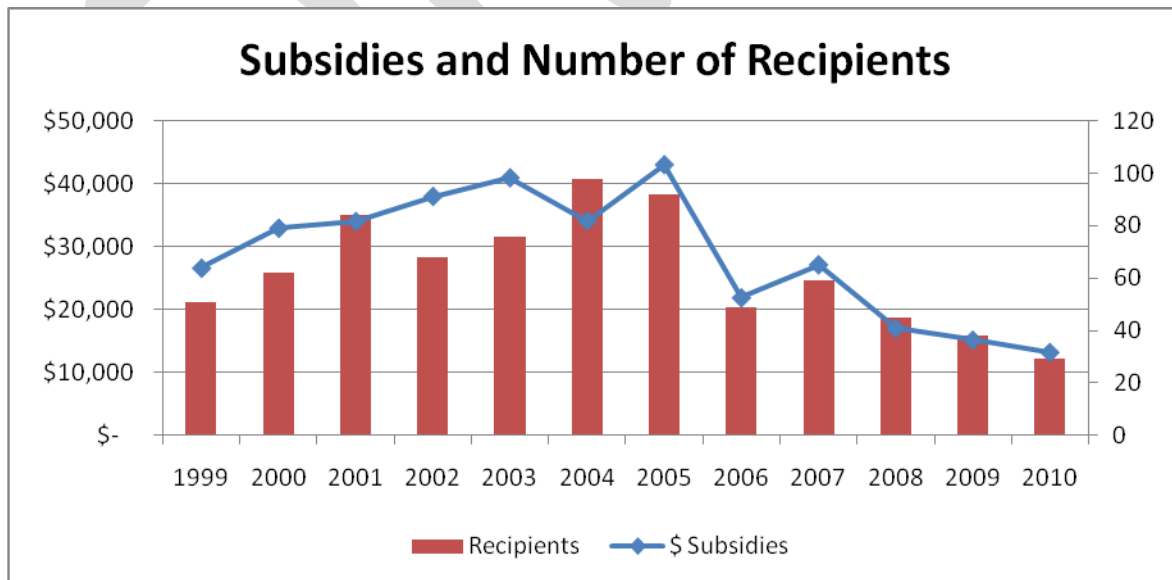
1025
1026 DOCUMENTATION - The documentation that is currently required for a rescue group to receive a
1027 subsidy for a particular expense has become excessive and places such difficult burdens on the rescue
1028 groups that some have discontinued seeking support from DPCA. The Rescue must have:

- 1029 A formal detailed invoice from the vet clinic.
- 1030 DPCA Rescue Form for each Dobe at each vet.
- 1031 Form must have original signature of the DPCA member of the rescue organization.
- 1032 Form must have the original signature of each vet that actually performed the procedure.
- 1033 (Signature stamp or reproductions are not allowed.)
- 1034 Forms may not be transmitted electronically but must be mailed so original signatures may be
1035 authenticated.

1036
1037 When a rescue group uses multiple vets scattered around several states it is a very difficult task to take
1038 the DPCA Rescue Subsidy Form to each vet at the end of the quarter and to get the particular vet that
1039 had performed the service to certify that the service was performed. This requirement became even
1040 more onerous when it was extended to the point where in some instances the vets were required to
1041 sign in blue ink to insure that the forms have original signatures only. These signature requirements are
1042 not required by the IRS (as it relates to the 501c3), are not required by the DPCA treasurer, and are not a
1043 standard requirement dictated by the Administrative Procedures Manual. Expenses incurred by other
1044 DPCA programs do not require the vendor's signature but rather the submission of an official invoice.
1045 Overloading the program with unnecessary and burdensome administrative procedures runs counter to
1046 the "service" nature of the subsidy program.

1047
1048 As previously stated, the number of rescue groups utilizing the subsidy program has gone down
1049 dramatically. The amount disbursed by the Rescue Committee and the number of recipients have been
1050 reduced to a third of previous levels. (see Attachment 12b)

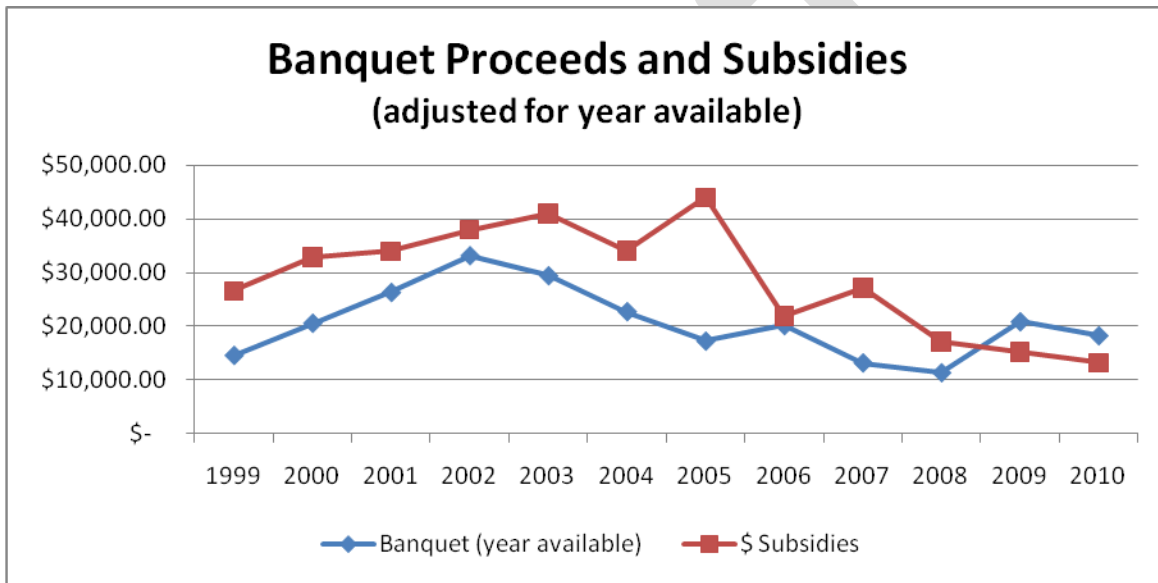
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1052

1053
 1054 **RECOMMENDATION** - Reduce documentation to that which is required to document the charges. The
 1055 invoice, if properly constructed, should provide the necessary information from the vet. Then the
 1056 Rescue group should only need to fill out the DPCA form summarizing the information for each dog.
 1057 There should be no more need to get the vet/clinic to provide any additional information other than the
 1058 bill (which is what is required for other expenses incurred) or to require signatures by the veterinarian.
 1059 The Subsidy program should be one of total support to the rescue groups rather than one of
 1060 confrontation and tension.

1061
 1062 Since banquet proceeds are not available until the following calendar year the following chart shifts the
 1063 banquet figures forward one year. The relationship between banquet proceeds and level of subsidies
 1064 distributed is evident.
 1065



1066
 1067
 1068 **J. Transparency**

1069
 1070 Transparency is required both at the DPCA level and the individual rescue groups that they assist.
 1071 Transparency has suffered as the DPCA members have limited access to information regarding activities
 1072 of the Rescue Committee and the rescue groups in the program.

1073
 1074 Pipeline reports by Rescue Committee are not educational or fully informative-- regarding the financial
 1075 status of the program. While the last couple of years there have been articles in the Pipeline giving
 1076 some financial information, it has fallen short for what the membership needs to understand the details
 1077 of the DPCA rescue program. Over ¾ of the members responding to the survey said that the
 1078 communications with the members (and therefore information provided to the members) was
 1079 inadequate. Over 50% of the respondents indicated that they had an inadequate level of knowledge
 1080 about the rescue programs.

1081
 1082

1083 DPCA members do not have access to information that shows them how the funds are being used, i.e.
1084 which rescue groups are receiving the funds, how much are they receiving and for what purpose. The
1085 information is not posted on the Rescue Website, it is not posted on the DPCA Website, and it is not
1086 contained in annual reports nor in any other reports to the members. Since DPCA is a “member
1087 organization” the members (and donors) feel that this information should not be kept secret.
1088 Even the rescue groups as the designated recipients of the donated rescue funds are not shown the fund
1089 balances – how much money is in the fund and available for subsidy distribution and how much is in the
1090 bequest fund. . Additionally, it is inadequate for what the Rescue Groups need to have to form an
1091 accurate picture of the financial status of the DPCA’s rescue fund status. As one rescue individual
1092 pointed out “We still have never been shown the books that relate to the Felton bequest so we can see
1093 how that resource is being used/managed.”

1094
1095 **RECOMMENDATION** - There needs to be total transparency. An annual report to the membership
1096 reporting the rescue funds including bequests held in investment accounts and operating accounts
1097 reflecting funds from banquets and totals of member donations sent in with membership renews and
1098 throughout the year.

1099
1100 Lack of full disclosure hampers fundraising and support for rescue in general. Furthermore, it
1101 exacerbates the “distance” between the rescue community and the rest of DPCA and breeds distrust.

1102
1103 **RECOMMENDATION** - DPCA and the Rescue Committee should not withhold financial information.
1104 Income and expenditures should be reported widely as it becomes available. The Rescue Committee
1105 should have the necessary information from the DPCA Treasurer to report to the Rescue Community
1106 and the DPCA membership an accurate accounting of the funds that should include current balance,
1107 sources of fund broken down by donations, merchandise sales, banquet proceeds, etc. And
1108 expenditures should be identified – administrative expenses, merchandise purchases, payments to
1109 Rescue Groups (to whom and for what). Providing this level of detail would be educational, is essential
1110 for accountability, would help eliminate the high level of misunderstanding among the DPCA members,
1111 and would help dispel the occasional rumors regarding how the Rescue funds are handled. The rescue
1112 program is totally dependent on the mutual trust and support among all parties – for the sake of the
1113 Dobermans.

1114 1115 **K. Board Oversight**

1116 The Board has not exercised close supervision over the Rescue activities. Despite not having a full
1117 understanding of the rescue activities the Board has not required that the Rescue Committee provide
1118 the necessary reports to assure that the Committee is on track with the DPCA goals with respect to
1119 supporting rescue. In fact, it seems that the Board has never determined specifically what those goals
1120 should be. To quote a Board member it has been more of a “let’s let it go and assume that all is well
1121 until a major problem develops.” This NOT the way that the Board manages its other activities and
1122 responsibilities and should not be the approach to managing the Rescue Committee.

1123
1124 Almost to a person, the Board members have expressed their dissatisfaction with their level of
1125 knowledge of the operations of the Rescue Committee and of the national rescue situation in general.
1126 They do not feel comfortable with the minimal level of information that they receive or that is even
1127 readily available to them. By and large, “rescue” is a dark hole that frequently boils with controversy
1128 and escapes their understanding of how things could get so bad without them being aware. Sometimes,

1129 the Board will bend over backwards to support the plight of the unfortunate Dobes (witness the Dobes
1130 of the Gorge situation) and yet that is sometimes called into question.

1131
1132 In discussions with both Board members and with past chairs it seems that this is a shared blame. The
1133 Board has too often sent the Rescue Committee off to do its thing with instructions to let them know if
1134 there is a disaster. On their part the Rescue Committee chairs have not educated the Board about the
1135 rescue program, its construct and/or requirements.

1136
1137 Breeding, showing, handling are all subjects that the average Board member understands. They
1138 understand the issues regarding the Standard, the legislative challenges such as BSL facing the DPCA.
1139 But they rarely have even an elementary understanding of the world of Doberman rescue.

1140
1141 There have been periods where the relationship between the Rescue Committee and the Board of
1142 Directors has been one of distrust. Examples are the necessity to “fire” and replace the Rescue
1143 Committee because the Board felt that the Rescue Committee was not following the direction
1144 mandated by the Board. Some in the Doberman rescue community have believed that the Board
1145 diverted rescue funds to other DPCA purposes. The source of these problems can usually be traced to
1146 poor communication; lack of transparency; misunderstandings of roles; and poorly defined roles,
1147 responsibilities, authorities, and expectations. Personal agendas and power struggles have also been
1148 factors. When the Board decided to support the Dogs of the Gorge with a \$2500 grant it was a
1149 responsible action aimed at helping Dobermans in distress in an emergency situation. The action was
1150 widely applauded by rescue groups and past committee chairs. Yet there was a lot of misunderstanding
1151 and confusion regarding the decision because it was not clearly communicated to rescue community or
1152 the membership, especially since the Rescue Committee was not in agreement with the decision. Better
1153 communication would have helped publicize a caring and humane decision.

1154
1155 **RECOMMENDATION** - It is clear that the DPCA Board must take an active and direct role in overseeing
1156 the Rescue Committee. This means that they must become as knowledgeable about rescue as they are
1157 about the other DPCA programs. They must understand that they must become as involved in rescue as
1158 they are in other DPCA programs. If the DPCA is to succeed in administering a first class rescue support
1159 operation it cannot be delegated out of sight. Having Board members actively engaged in rescue as the
1160 do in other DPCA programs would be wonderful. While that might unrealistic in the short run it might
1161 be an item to consider when looking for qualifications and balance in future Board elections. Had close
1162 supervision of the Rescue Committee taken place years ago the downward trend identified in previous
1163 sections might have been noticed by the Board and corrective actions taken.

1164
1165 **L. Accountability**

1166
1167 As with any organization accountability is an important element. In the case of the DPCA Rescue
1168 Committee the first line of that accountability is to the Board of Directors (which appoints the
1169 Committee and which is ultimately responsible to the membership for the activities all DPCA activities)
1170 and then to the rescue groups (which the Rescue Committee is established to support and serve) and to
1171 the DPCA members (who “own” the club). The Rescue Committee is not an independent self-governing
1172 entity and therefore must recognize its subordinate position. As described in the previous sections of
1173 this report that sense of accountability is sometimes missing or misdirected. This results in the activities
1174 of the Committee seemingly at odds with those elements (the Board, the membership, the rescue
1175 Groups) to which it should be responsible.

1176
1177 **RECOMMENDATION** - The Rescue Committee should be informed at the time of its appointment as to
1178 its mission, its authorities, and its responsibilities in terms of its activities and in terms of its
1179 accountability. The recommendations relating to the Administrative Procedures Manual and the Rescue
1180 Committee Statement should be sufficient to address this issue.

1181
1182 **M. Rescue Committee Mission Statement**

1183
1184 As has been pointed out previously, the Rescue Committee does not have a formal established mission
1185 statement that serves as a guide for its activities. This creates a problem with transitions to new
1186 Committee Chairs and members regarding their purpose and creates problems in shaping and guiding
1187 the activities of the Rescue Committee. Many of the problems described above can be traced to the
1188 lack of direction that a formal mission statement would have provided. Such a statement should
1189 describe the purpose of the DPCA Rescue program, the purpose of the Rescue Committee, and the
1190 major activities that the Committee should be pursuing in order to achieve its goals.

1191
1192 **RECOMMENDATION** - The mission of the Rescue Program should be stated in terms of the Club's
1193 dedication to supporting Doberman rescue and the Committee statement should incorporate that
1194 broader mission and describe its activities in broad terms but with sufficient specificity to assure that
1195 major functions are included. A draft statement that might be considered by the Board would be:

1196
1197 The rescue mission of the DPCA as recognized by the Constitution and Bylaws is to provide assistance
1198 and support to those unfortunate Dobermans that end up in rescue and to address the population
1199 problem that leads to this situation. The Rescue Committee is the Club's primary arm in addressing this
1200 mission. The Rescue Committee shall be an active participant and leader in rescue fundraising, shall
1201 provide centralized national services such as a national directory, a national discussion list for the rescue
1202 groups, shall administer the DPCA rescue Subsidy program, shall conduct a public information program
1203 that promotes population control and humane treatment of Dobermans, and shall establish and
1204 maintain effective working relationships both inside and outside DPCA in furtherance of this mission. At
1205 all times, the Rescue Committee must keep in sight its overall responsibility to assist and support rescue.

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1222 **IV. CONCLUSION**

1223
1224 While this report has mainly focused on the problems in the rescue program and the recommended
1225 solutions, it is vital that everyone recognize the absolute positive nature of this program. First, there is
1226 almost unanimous endorsement from the DPCA membership for DPCA support of rescue. Second, the
1227 Club has the mission established in its Constitution (backed by its commitment in the 501c3 submission)
1228 to support rescue. Third, the Club has the organizational and administrative framework which is capable
1229 of addressing/supporting a strong vibrant program to provide support for these rescue activities. And
1230 lastly, (and certainly not the least important) there is a very active dedicated Doberman rescue
1231 community that works and struggles on a daily basis to provide a safe haven for those unfortunate
1232 Dobs that have become “homeless.”

1233
1234 Over the years the DPCA rescue program has expanded in scope to meet the needs of the rescue
1235 community. From 1999 through 2010 the DPCA has provided over \$344,000 to the rescue groups in
1236 quarterly subsidies. Over that same period the strength and effectiveness of the program has fluctuated
1237 -- and is currently in a “slump” primarily due to a range of policy, management, and administrative
1238 issues. Resolving these issues will set the program on a solid foundation to provide the necessary
1239 support for the rescue programs charged with helping those Dobs that rely on them. Failure to act
1240 appropriately could spell the end of an effective rescue support program from the national level.

1241
1242 What remains is to determine what the DPCA can and should do to provide the appropriate level of
1243 support – and how to best deliver that support. It must not become mired in issues of “control,” lose its
1244 focus on its purpose; become embroiled in controversy and dissent. The rescue function is an integral
1245 part of DPCA and should operate as such, working on a cooperative basis with all the other aspects of
1246 the Club.

1247
1248 Several “principles” have emerged from this study effort:

1249
1250 DPCA’s commitment to support is because the Club recognizes the plight of the Dobs in rescue, the
1251 struggle that the Doberman rescue groups face and the important role that the Club can play in this
1252 program. DPCA being involved in rescue is NOT because the AKC told us to, NOT to support its 501c3
1253 status and NOT to satisfy any other Club objectives. It is for the Dobermans, not DPCA.

1254
1255 DPCA must now design and administer its rescue support program based on how to maximize the
1256 benefit to Doberman rescue. Not how little can we get by with, but rather what is the most benefit to
1257 the Dobermans given the constraints of the level of resources available and the ability of a national club
1258 to support and advise the rescue groups.

1259
1260
1261
1262
1263 The DPCA Rescue Study Team

1264 Bonnie Guzman

1265 Rachel Kanarek

1266 Steve Martin

1267 Mary Nagy

1268 Ann Koch