



*The Pet Rescue Foundation*

# **Maddie's® Projects in Maricopa County**

*Maddie's® Pet Rescue Project & Maddie's®  
Spay/Neuter Project*

Thousands of homeless dogs and cats in Maricopa County, Arizona, are being saved because of

## **Maddie's® Pet Rescue Project in Maricopa County,**

which is sponsored by a generous grant from Maddie's Fund®, The Pet Rescue Foundation.

The goal of this innovative and forward-thinking project is that by the end of October 2017, Maricopa County will be a community in which every healthy and treatable dog and cat in our animal shelters can be guaranteed a permanent home.

### **GOAL #1:**

*By November 1, 2006, healthy dogs and cats will no longer be euthanized in Maricopa County's animal shelters.*

### **GOAL #2:**

*By November 1, 2017, no healthy or treatable dogs and cats will be euthanized in Maricopa County's animal shelters.*

## **I. Community Profile**

Maricopa County is one of 15 counties in Arizona. Encompassing Phoenix and 25 other municipalities, the county measures 9,224 square miles, almost 4% of which is Indian reservation land.

Maricopa County was the fastest-growing county in the nation during the 1990s. It is the fourth largest county in the nation (by population) and the largest county in the state (by population). The estimated population in 2007 is 3,792,675, an increase of 19% from the 2000 census. More than half the state's population resides in Maricopa County, and nearly 25% of the county's population has Hispanic heritage. Maricopa County also has a particularly high rate of seasonal young and elderly residents.

In addition to housing the state capital, the county is home to a growing high-tech industry; manufacturing and agricultural industries; 15 institutions of higher learning, including Arizona State University and the American Graduate School of International Management; various cultural attractions; major league professional basketball, football, hockey and baseball; and Phoenix Sky Harbor International Airport, the fifth busiest airport in the world.

There are approximately 90 organized animal rescue organizations in the county, including nearly 70 that are enrolled as "New Hope Partners" that transfer animals out of the county's animal shelter facilities and into their own shelters and foster homes. These range from one-person volunteer foster groups to large shelter operations with multiple facilities and paid staff. The Maddie's® Project participants are collectively responsible for transferring most of the animals that are transferred through the New Hope program each year.

## **II. Years 6-15: The Functions of the Project Participants**

The lead agency for Maddie's® Pet Rescue Project in Maricopa County is the Arizona Animal Welfare League. Partners include the Arizona Humane Society, Maricopa County Animal Care & Control, Animal Rescue Center, Arizona Animal Rescue and Sanctuary, Helping Animals Live On, Starting Over Animal Rescue, and Sun Valley Animal Shelter.

In Year 6, all of the Project Participants were in the throes of significant internal changes. These included capital campaigns, revised mission and strategic plans, and new locations. These changes added to the capacity and ability of the groups to adopt out treatables, and strengthened their ability to continue to guarantee no healthy deaths. Since these organizational changes are occurred at the same time, they allowed the Participants to realistically re-evaluate their roles in the Project, and to accurately gauge their available resources for a long-term strategy.

The challenge that these internal changes posed: fundraising. It will be important to develop a Project-wide funding plan which enhances but doesn't interfere with the ongoing capital campaigns of organizations which are adding, moving to and renovating facilities.

## **A. Adoption Guarantee Partners**

### **Lead Agency: Arizona Animal Welfare League (AAWL)**

With an established and growing adoption and animal care program already in place, AAWL currently has the capability of simultaneously housing approximately 70 dogs and 150 cats in its shelter facilities, along with the ability to care for an additional 75 animals in a clinic, an infirmary, and foster homes while treating them for medical or behavioral issues. AAWL's staff of approximately 50 employees includes a veterinarian, behavior specialists, animal care technicians, adoption counselors, foster program staff, a volunteer coordinator, and development staff. Additionally, more than 350 active volunteers assist with animal care and adoptions, programs, and operational support for the organization. AAWL also administers Maddie's® Spay/Neuter Project in Maricopa County, which provides low-cost spay/neuter surgeries for low-income caregivers and pit bull caregivers.

AAWL has shifted its mission focus to get back to the basics: adoptions, education, behavior and medical treatment. A nationally certified behaviorist trains and designs their behavior work. Plans are now being presented to the AAWL Board of Directors to upgrade cattery facilities and build a new clinic. Extra veterinarians have been hired to cover animal care. By increasing public awareness and increasing facilities, AAWL should be more capable of taking in, preparing, and adopting out treatables.

### **Animal Rescue Center (ARC)**

ARC has experienced significant staff/leadership turnover in the past year. They are in the process of a complete restructuring of their operation. Already, they've developed a new animal tracking system. They're developing their first business plan. They're looking at securing a new facility, to accommodate kennel space and their veterinarian. Because of these changes, they will be able, in the future, to support more fully their foster homes, equip their facility with the needed staff, and continue to grow in their capacity to adopt out treatables.

### **Arizona Animal Rescue and Sanctuary (AZARS)**

This foster-based rescue and sanctuary organization has developed a prevalent niche in the East Valley. Not only has this small grassroots rescue secured the premier PetSmart location in Chandler, a high-end high growth suburb of the Phoenix metro area, but they have also become proactive in securing their own community outreach opportunities in the three surrounding communities. This organization has fewer than a dozen volunteers, but they all share the responsibilities for fostering animals, scheduling and covering adoption events and the everyday management of the organization's business operations. AzARS has grown in its adoption capabilities, but is at a crossroads in its organization. They have had a significant change in leadership. They are looking at utilizing some currently unused land to house more animals.

### **Helping Animals Live On (HALO)**

HALO Animal Rescue, a foster network leader in Maricopa County, had an incredible growth phase from 2005-2007. As a result, the organization consistently exceeds its adoption goals, is actively involved in sterilization and microchipping programs, and continues to add PETsMART and PETCO locations to its adoption outreach efforts.

HALO has moved into the former MCAC&C cat adoption center, and is using the facility for both dog and cat adoptions. HALO has hired a fundraiser to develop an annual appeal process and to set up a donor tracking system, both of which will be a first for the organization. As HALO solidifies its organizational structure and fundraising capabilities, it will be better equipped for isolation space and kennel space to handle treatables.

#### **Starting Over Animal Rescue (SOAR)**

Starting Over Animal Rescue is quite possibly one of the more resilient foster-based adoption guarantee partners of the Maddie's® Projects. SOAR has been able to increase its capacity despite the fact that its founder and handful of volunteers have not added foster homes and volunteers.

SOAR's founder is reaching her capacity to handle the day to day details of the organization, because of on-going medical issues. SOAR is hiring some part-time staff to help with the administrative details. As they re-evaluate the roles of their volunteers, and add help, they will be able to grow their foster and financial capacities.

#### **Sun Valley Animal Shelter (SVAS)**

SVAS has excellent facilities, sits in a prime area of new housing growth, and has a stable base of donors. In Y5 they received seed money to begin adding isolation/medical space to their building.

SVAS is the only shelter facility in the West Valley of Phoenix, and yet they do no advertising or organized fundraising. They've just begun to understand the need to reach beyond their long-time established clientele, (which is growing older) to connect with the over 300,000 new residents in their side of the Valley (who don't know SVAS exists.) With the help of Maddie's Projects staff, they have a fundraising strategic plan on the table with their Board of Directors. Once they expand their outreach and their capability to add staff, and equip their medical space, their adoptions will rise dramatically.

#### **Foothills Animal Rescue (FAR)**

Foothills was an Adoption Guarantee Partner for the first 3 years of the Pet Rescue Project. Because their leadership at the time was all volunteer, and the reporting system they had in place for keeping track of their adoptions wasn't computerized, they had difficulty keeping up with the Maddie's required reports. Additionally, they receive a small amount of funding from the two municipalities that their operation touches (Cave Creek and Carefree) and act in some ways as the municipal shelter. This means that they pull fewer animals from MCAC&C than they do from the public. For these two reasons, Foothills felt that Maddie's Projects wasn't a good fit for them, and they left the Projects. However, with a new paid executive director, increasing adoption numbers, and adoption outreach into Petco stores outside of their immediate vicinity, they've re-joined the Projects with enthusiasm. Because of their committed foster and volunteer base, their increasing adoptions, and their willingness to reach out to the entire valley, they add a strong adoption base in the northeast corner of the Valley.

### **Almost Home Arizona Boxer Rescue**

Almost Home is the smallest of the AG Partners, and is the only limited-breed rescue in the Projects. While Almost Home has a small number of adoptions, they are now reaching out to rescue both rottweilers and bulldogs. To participate in the Maddie's Adoption Center, which adopts out all dog breeds plus cats, they've developed foster care for all dog breeds, plus cats. As they slowly expand, they will be a solid adoption base and an emergency foster base for the Projects in the southeast valley.

## **B. Traditional Shelter**

### **Arizona Humane Society (AHS)**

Founded in 1957, the Arizona Humane Society is Arizona's largest nonprofit animal welfare and protection agency. Annually, their open admission shelter takes in more than 40,000 unwanted, sick, abused and injured animals. AHS is funded by donations and does not receive any government funding.

AHS has grown rapidly during the last decade. After providing refuge for tens of thousands of homeless animals annually for more than 40 years, their Sunnyslope Facility needed a facelift and room to grow. In 1998, AHS launched an aggressive campaign to renovate their Sunnyslope Facility and to build a new animal shelter that could house even more programs and services. Animal lovers throughout Arizona contributed generously, and the Nina Mason Pulliam Campus for Compassion opened in May 2002 as a complement to the Sunnyslope Facility.

Today, AHS' Second Chance Animal Hospital™ treats extremely ill or injured strays, literally giving them a second chance at life. Their Foster Pets Program provides temporary homes for thousands of sick, injured or newborn animals every year. AHS' Mobile Spay/Neuter & Animal Wellness Centers travel throughout the southwest, caring for dogs and cats who most likely would not otherwise receive medical treatment. Their adoption program finds homes for thousands of animals each year. And, in an effort to end the problem of pet overpopulation, AHS provides low-cost spay/neuter services for dogs and cats owned by private citizens at two clinics. AHS also continues to fight for laws protecting the rights of animals, and to enhance services to better serve companion animals.

AHS has suffered significant budget cuts in the past year, which resulted in significant staff cuts. They developed the first strategic plan for their organization in its history in the spring of 2007. They have had a change in top leadership twice in the past year and a half. In the midst of this travail, their adoptions have begun to rise, they've re-committed to receiving only Maricopa County animals, they've added foster and New Hope staff, and committed to begin saving their underage treatables through their foster system.

## **C. Animal Control Shelter**

### **Maricopa Animal Care & Control (MCAC&C)**

Taking in approximately 55,000 dogs and cats each year, Maricopa County Animal Care & Control handles more intakes than most animal control organizations in the country. Yet, along with its high volume, this governmental agency is a full-service animal organization that offers the community many valuable programs and services, such as shelter for lost and stray animals, field services throughout the Valley, and adoption programs to place dogs and cats in loving homes. MCAC&C has historically been seen as either a public health service or law enforcement agency, but times have changed. Although there are strong public health and law enforcement aspects involved in MCAC&C's operations, they have adopted a new approach that better addresses Arizona's mandates and meets the community's expectations of animal welfare and control. The key strategic issues they will focus on over the next five years include: 1) pet population growth and the corresponding public demand for no-kill practices, 2) the challenge of hiring and retaining qualified, committed staff, 3) the community's increasing expectation for compassionate, efficient customer service, 4) alternative funding for innovative solutions, and 5) expanding and improving the organization's infrastructure.

MCAC&C raised dog licensing fees beginning in January 2006, and the increased revenue is being used to build new facilities to replace their current, deteriorating facilities. A new \$17.5M facility opened in 2008. It includes adoption friendly viewing, adoption counseling spaces, animal exercise space, separate kennel space for cats and dogs, and increased medical/assessment/isolation space. They've also re-furnished their mobile adoption bus, and increased its schedule to most weekends of the year.

MCAC&C's new facility, and the support of the County Board of Supervisors, will significantly increase their funding ability and adoptions over the next few years. They plan to add a new facility in the growing suburbs of the west valley by 2010, and continue to contract with municipalities in the County to provide animal care and control services.

## **III. Roles and Responsibilities**

### **A. AAWL – The Lead Agency (Years Seven through Eleven)**

- Provide leadership to Maddie's® Pet Rescue Project partners
- Provide and supervise staff for the Project
- Hold monthly partner meetings
- Collect and monitor data from partners
- Provide and oversee all bookkeeping and audits
- Submit reports to Maddie's Fund
- Organize and coordinate coalition-wide events and resources
- Provide staff to serve as the Maddie's® Pet Rescue Project spokesperson
- Coordinate all media and public relations for the Project
- Produce and maintain a Project website
- Prepare and submit annual grant proposals and strategic plan updates to Maddie's Fund
- Produce and distribute Maddie Recognition materials to partners and the public

**B. AG Partners, Traditional Shelter, and Animal Control Shelter  
(Years Seven – Fifteen)**

- Report performance data to lead agency monthly
- Supply adoption documentation for each adoption
- Report success and challenges at monthly liaison meetings
- Participate in joint adoption events
- Develop individual fundraising programs (AG partners only)
- Develop new adoption strategies
- Participate in strategic planning and small group discussions for future continuation of the Project’s goals

**IV. Objectives – *How we intend to achieve our mission***

**A. Objective 1: Increase Adoptions**

Maddie’s® Pet Rescue Project Partner organizations guaranteed adoptions of healthy shelter animals county-wide in Year 4, and have maintained that guarantee, despite the fact that the adoption levels do not match the baseline number of healthy deaths: 5,706. The Adoption Guarantee Partner reports showed that 37% of all their adoptions in the first half of Year 5 were treatables, while maintaining zero healthy deaths. AHS and MCAC&C report treatable adoptions of a percentage at least that high, while maintaining zero healthy deaths. We therefore calculate that as of Year 5, zero healthy deaths means 63% of the original baseline, which is 3,595 animals, and the goal for the increase in the total number of treatable adoptions becomes 24,070.

We expect to see at least a 5% decrease in intakes by Year Fifteen. The decrease in intakes will be attributed to fewer kitten intakes into AHS and Pit Bull intakes into MCACC. For that reason, we have calculated that approximately 1,384 treatables will not be entering the shelter system in Year Fifteen, decreasing our total number of treatable animals to be saved at 22,686, thus reducing our AB Adoption Target by 1,384 to 26,281.

	Y1 Act	Y2 Act	Y3 Act	Y4 Act	Y5 Act	Y6 Act	Y7 Goal	Y8 Goal	Y9 Goal	Y10 Goal	Y11 Goal	Y12 Goal	Y13 Goal	Y14 Goal	Y15 Goal
<b>Above Baseline Adoptions</b>	1,543	4,335	5,250	4,250	4,309	4,154	5,000	9,230	11,530	15,330	18,830	21,430	22,930	24,264	26,281
<b>Total AG Adoptions</b>	6,510	7,612	8,242	6,885	6,944	7,105	7,951	12,181	14,481	18,281	21,781	24,381	25,881	27,215	29,232
<b>Total Adoptions (All)</b>	37,276	37,615	33,564	32,196	29,431	32,135	38,570	42,800	45,100	48,900	52,400	55,000	56,500	55,834	59,851

Maddie’s® Pet Rescue Project in Maricopa County  
Fifteen-Year Strategic Plan

In each of Years 8-15, there will be an increase in adoptions Project -wide from the year before. The chart below shows how the Project will meet those annual increases...the sources of the additional adoptions.

	Y8	Y 9	Y10	Y11	Y12	Y13	Y14	Y15
Increase AG AB Adoptions by:	1,030	500	1,000	500	500	0	0	500
Increase MCACC AB Adoptions by:	2,000	500	1,500	1,500	500	500	500	759
Increase AHS AB Adoptions by:	400	300	300	500	600	500	500	758
Increase Adopt Center 1 Adoptions by:	600	0	0	0	0	0	167	0
Increase Adopt Center 2 Adoptions by:	0	500	500	0	0	0	167	0
Increase New Partner Adoptions by:	200	500	500	1,000	1,000	500	0	0
<b>Total Annual Increase in Adoptions:</b>	<b>4,230</b>	<b>2,300</b>	<b>3,800</b>	<b>3,500</b>	<b>2,600</b>	<b>1,500</b>	<b>1,334</b>	<b>2,017</b>

- Adoption Center 1 is the Maddie’s Projects Adoption Center in Gilbert; we intend to raise its adoption capacity to 1,200 per year, which is why in Y8 there is an increase of 600. (These are Partner adoptions; however it is operationally more sensible to count them as coming from one facility.)
- Adoption Center 2 is a proposed new center on the west side of the valley. We estimate that by the end of its second year, it will have an adoption rate of 1,000 animals per year.
- Maricopa County has 60+ New Hope rescue groups; only 8 of them are part of Maddie’s Projects. Despite differences between groups, it will be important to include them in the county-wide efforts. We anticipate that by Y8 we will have made diplomatic and operational headway and will have plans in place to provide incentives and partnership opportunities to increase their adoptions of AC&C and AzHumane animals and have reporting accountability built-in.
- MCAC&C has plans to build a new facility for intakes and adoptions in the west valley by the year 2010.
- AzHumane has had a drop in adoptions over the past few years. However, operationally they are focused on and in need of increasing those adoptions. We anticipate that they will find a way to grow over time.

**Preparing Animals for Adoption**

Increasing the number of treatable adoptions means both increasing the Partners’ capacities to prepare animals for adoption and increasing the number of outlets for adoption.

1. *Background and Assumptions*

Preliminary statistics from Year 5 show some pertinent trends among the Partners:

- a. It takes an average of 5-6 weeks from intake at an AG shelter to adoption for a treatable animal. (The average for a healthy animal was 3.5 weeks.)
- b. 75% of the animals adopted from an AG shelter had either URI or were underage or both during their time at the shelter.
- c. Behavior (fear) was the greatest cause of euthanasia of treatable dogs (second was URI); disease was the greatest cause of euthanasia of treatable cats.

Given the above, some assumptions can be made about an effective approach to increasing the number of animals who are ready for adoption:

- a. Underage, behavior (fear), and URI are the three largest categories of treatables which need special attention after intake
- b. For every extra foster space or kennel space acquired, approximately 10 more animals (or litters) will be able to be prepared for adoption each year.
- c. Three different types of space/care are needed for the three top categories which need attention:
  - (1) Basic Foster space for underage; to stimulate socialization and decrease the chance of catching disease;
  - (2) Trained Foster space (or special kennel space) for behavior (fear); to help them chill out and be assessed for other issues;
  - (3) Isolation space (either Foster or kennel) for URI.

From raw data of a few reporting months, if we extrapolate out to an entire year the number of treatable conditions/animals that the Partner groups handle we find:

- a. 100 new "nursery" foster homes will handle the majority of the underage animals currently being euthanized.
- b. 500 special spaces (foster or kennel) will be needed for the behavior (fear) animals. Whether this entails new spaces, or adapting existing spaces, or the addition of trained staff for socialization, or a system to identify and pull the fearful ones first into rescue foster homes, is to be determined.
- c. 760 isolation spaces could handle the URI cases. However, there are other strategies for physical placement and distribution of animals upon intake at MCAC&C and for medical treatment which will be explored first. The URI treatment problem is a systemic problem which will require a cooperative effort.
- d. The additional treatable conditions range from allergies to major surgery to high prey drive, and require specialized help, and, in some cases, significant financial resources.

Obviously, with a swifter system of adopting-out animals, the number of available spaces will increase, as more animals per kennel are accommodated over the course of a year.

## 2. *Strategies for Preparing Additional Treatable Animals for Adoption*

- a. **Foster Recruitment:** AzHumane is hiring a second foster coordinator to increase its foster base. They've committed to fostering their underage/weaned kittens, which could decrease euthanasia by 1-2 thousand animals per year. AAWL has begun a special foster program for animals which don't kennel well, with the intention of adopting those animals out from the foster homes, instead of bringing them back to take up space at the kennel facility. And the Maddie's Projects Adoption Center will develop a foster program for Year 7, which will allow animals coming directly from MCAC&C who need isolation or behavioral help to be treated in preparation for adoption at the Center.

The Partners, individually and collectively, will recruit foster homes from:

- (1) Their own volunteer-base and friends of their current volunteers.

- (2) The wider business community: with employee foster events at business facilities and offices.
  - (3) The general public: through adoption events, public events and advertising.
  - (4) The retired housing communities: Phoenix has a significant number of planned communities for people who have retired but are still active. Most of these communities have established social networks, which would accommodate a foster system.
- b. **Veterinary Recruitment:** With the cooperation of the Animal Defense League of Arizona, and the help of the Arizona Veterinary Medical Association, veterinarians throughout the valley will be contacted and encouraged to choose a way to help animal shelters from a menu of options, including low-cost veterinary care to publicity mailings. With increased veterinary support, the resources and time it takes to treat animals will be lessened.
  - c. **Isolation/Medical Space:** Individual Partners are increasing their isolation space over the next few years. MCAC&C's new facility has an increased number of medical/isolation kennel spaces; ARC has hired a veterinarian and re-opened its clinic; AAWL has plans to build-out its isolation kennel space with its new clinic; HALO is in the former MCAC&C cat adoption center, which opens up its foster space for isolation; SVAS has grant money to build a medical building for isolation space and veterinary services; FAR is in the process of purchasing a new building, which will open up isolation kennel space and foster space. While the total increased capacity of these plans is not yet determined, it will significantly impact the ability of the Project to handle treatable animals.
  - d. **Behavior Assessment and Protocols:** At the moment, only AAWL and AHS are equipped and have the protocols, staff and facilities to assess and re-hab difficult treatable behavioral conditions. By training the other facilities to triage intakes by behavior, and distributing the animals to appropriate types of facilities early on, behavior issues can be managed and the time of treatment lessened.
  - e. **Strategic Assessment:** The Project will assess strategy two ways: real time and extrapolation.
    1. The Partners will begin in Year 7 to designate days in which they will save all of the healthy and treatable intakes at MCAC&C. Beginning with one day a month, focusing on the stray intakes, and gradually increasing the frequency of this effort, the Partners will learn by doing what the needs are and where the gaps in resources are.
    2. The Partners look forward to setting up a partnership with the advanced technology systems and the professional assessment staff at Arizona State University. Project Partners will be able to take project statistics and real-time exercises, extrapolate what they've learned, and devise systems of distribution and transport, predict veterinary and other resource needs, and determine the impact of population trends in the county on intakes and adoptions.
    3. The Partners will begin looking at the e-list (euthanasia list) of animals at MCAC&C and determine what causes them to have immediate euthanasia decisions made, or why they aren't New Hoped or adopted out. Non-Maddie's New Hope groups have mostly stopped taking animals from the e-list; they now

look for animals they know they can place in homes. So there is less rescuing and more selecting of animals by the groups.

### **Adoption Initiatives**

1. The partners currently jointly operate *Maddie's® Projects Adoption Center* in the fast-growing city of Gilbert, in conjunction with the North Gilbert PETCO store. *The Maddie's Projects Adoption Center* has begun to develop a clientele, and has adopted out close to 600 animals in its first year. A full volunteer program, fund development program and ongoing promotion through the Project website and other outlets should increase the foot traffic to approximately 1,000 animals adopted per year. The Center now has a donated transport vehicle, and will be able to provide transport to veterinarians for Partner animals which get sick or need check-ups. This will speed up the adoption process and help keep the kennels full at the Center.
2. *New adoption outlets*
  - a. An offer has been proffered to help provide an additional Adoption Center in the west valley. The Project is looking at models for such an operation, possibly using the new Center as a hub for the treatment and adoption of animals with simple behavior-only issues. Whatever operation model is chosen, we hope to have a new Adoption Center functioning by the end of Year 7.
  - b. Partners have been adding Petsmart and Petco adoption locations to their schedules, and will continue to do so as the venues come open. AAWL has been making contacts with apartment/condo complexes in the city which offer adoption days with reduced pet deposits for residents, and will try to add more of these opportunities to their schedule as well.
3. *Maddie's® Adoption Counselors (MACS) Program* - was established to increase adoptions of MCAC&C animals, provide Maddie's recognition, train volunteers, and increase the Partners' participation at adoption events. Adoption counselors at the new MCAC&C west side facility are all volunteers trained through the Maddie's program. We hope to include behavioral training so protocols can be established and carried out for animals awaiting adoption at AC&C shelters, along with providing advice to adopters. In addition, a small but trained staff of Maddie's Adoption Counselors are working at the Maddie's Projects Adoption Center in Gilbert, with animals that are coming directly from MCAC&C. They'll soon also be training volunteers at the Center, building a core of people who can adopt out MCAC&C animals at offsite locations, including the potentially second adoption center.
4. *Offsite Adoption Events and Locations*

Our Partners participate in 7+ annual public adoption events throughout the Valley, as well as adopting animals through Petco and PetSmart stores. MCAC&C also has its own mobile adoption bus, which it takes to off-site locations 9 months of the year.
5. *Marketing*
  - a. Use the internet as a tool for adoption strategies. Encouraging the public to see shelter animals on the Partner websites and to become more educated about which

animals are right for them via the websites will make shelters more accessible, more appealing, and less intimidating. As each Partner advertises its own website, the Project will also be advertising the commonpaws.org website which links to all Partners. Beginning in Year 7, a more interactive and interesting website will be a draw for the general public.

- b. Recruit businesses, civic organizations and city governments to accept the challenge of ending treatable deaths in the county, and Partner with the Projects to provide in-kind services and other resources, and to publicize among their workers the need for adoptions. Develop a community advisory Board, made up of municipal and business leaders, to work on behalf of county-wide adoption plans
- c. Encourage local celebrities to adopt shelter pets, and to act as spokespeople for the cause.

**B. Objective 2: Reduce Shelter Deaths from Baseline (Healthy, Treatable & Total)**

	Y1 Act	Y2 Act	Y3 Act	Y4 Act	Y5 Act	Y6 Act	Y7 Proj	Y8 Proj	Y9 Proj	Y10 Proj	Y11 Proj	Y12 Proj	Y13 Proj	Y14 Proj	Y15 Proj
<b>Reduce Healthy Deaths</b>	1,789	3,913	2,263	5,706	5,706	5,706	5,706	5,706	5,706	5,706	5,706	5,706	5,706	5,706	5,706
<b>Healthy Deaths</b>	3,917	1,793	3,443	0	0	0	0	0	0	0	0	0	0	0	0
<b>Reduce Treatable Deaths</b>	NA	NA	NA	NA	NA	4,367	2,294	3,524	5,824	9,624	13,124	15,724	17,224	18,558	21,959
<b>Treatable Deaths</b>	17,805	20,687	21,295	25,157	23,069	17,592	19,665	18,435	16,135	12,335	8,835	6,235	4,735	3,401	0
<b>Reduce Total Deaths</b>	1,789	3,913	2,263	5,706	3,595	5,288	8,000	9,230	11,530	15,330	18,830	21,430	22,930	24,264	27,665
<b>Total Deaths</b>	46,118	49,796	58,036	59,093	57,287	53,945	51,233	50,003	47,703	43,903	40,403	37,803	36,303	34,969	31,568

**Euthanasia Reduction Initiatives**

1. Continue an aggressive spay/neuter program to cut intakes, including targeted zip code events.
2. Expand public education about animal behavior to reduce surrenders.
3. Continue to commit to no healthy deaths, abide by the Pet Evaluation Matrix, and commit to no treatable deaths, tackling the treatable conditions based on a progressive schedule.

**V. Project Sustainability**

**A. Project Fundraising**

Maddie’s Fund grant monies will supplement Partner adoption costs for Year 7. Beginning in Year 8, subsidies will only be available for adoptions achieved over and above the previous year’s goal. These Year 8-15 subsidies will come from monies set-aside for this purpose by the individual Partners and the Project as a whole.

Maddie’s® Pet Rescue Project in Maricopa County  
Fifteen-Year Strategic Plan

Additional Adoptions Per Year		Subsidy costs for additional adoptions
Y8	1,800	(@ \$200/\$40 rates) \$216,000
Y9	2,300	(@ \$150/\$30 rates) \$249,000
		(@ \$100/\$20 rates)
Y10	3,800	\$236,000
Y11	3,500	\$190,000
Y12	2,600	\$172,000
Y13	1,500	\$70,000
Y14	1,334	\$54,000
Y15	2,017	\$80,340
<b>TOTAL</b>	<b>18,851</b>	<b>\$802,340</b>

**AG Partner Fundraising**

1. Each Partner will be required to show the ability to raise additional funds to sustain their own operations into the future. In essence, by the end of Year 7 they’ll be required to acquire funding sources to replace the Maddie’s Fund subsidies they’ve been receiving, and to develop a larger and growing base of sustaining donors.
2. Adoption Guarantee Partners will also set aside money to help “pay themselves” for adoption costs in Years 8-15. The set-aside goal for Year 7 is based on the amount needed to meet increased adoption goals in Year 8, and that pattern will continue.

The AG Partners will participate in three different fundraising strategies:

1. Develop a fundraising database and organize an annual appeal and a cultivation tactic.
2. Participate in and cultivate donations through the Project-wide signature events
3. Cultivate the contacts and relationships with local businesses/organizations in their area that the Project-wide events/activities generate.

AG Group	Funds raised in Y7 to pay themselves in Y8
ALMOST HOME	\$10,000
ARC	\$88,000
AzARS	\$40,000
AAWL	\$76,000
FAR	\$50,000
HALO	\$164,000
SOAR	\$36,000
SVAS	\$36,000

### Community Fundraising

The wider business community and the general public will be asked to participate in the Maddie's® Projects goals by supporting the Partner shelters and rescue groups through a multi-year CommonPaws campaign. The focus of the effort will be raising funds from:

1. A grass-roots network of individual internet donors,
2. Special interest groups (celebrities/artists/restaurateurs/musicians, etc. who have shelter pets will have small events/receptions for friends and clients
3. Employee groups and matching employer gifts

CommonPaws campaign monies will be raised for:

1. **Partner adoptions.** Annual interactive, internet based, grassroots based events will draw county-wide support for the Partner adoption efforts. The first will be a virtual drive around Arizona, (first sponsor signed on: Arizona Highways Magazine). Tentatively called The Great Rescue Rally, "drivers" recruited by each Partner will collect sponsors via their own url's from friends and family around the country. Money raised by drivers will go to the Partner he/she has chosen. Beyond raising money for the Partners' adoption efforts, this will raise names and contacts for the Partners for future fund development. Each month different destinations/activities/prizes will be available to create ongoing interest for current and new "drivers." The first "event" is scheduled to begin April 1 and continue through Dec. 31, 2009. Monies raised by drivers will be used by Partners for adoption efforts for Year 8 and beyond; monies raised through registrations and corporate destination ads and sponsorships will support the Projects as a whole.
2. **Veterinary Care for "fifth paw" animals.** In Year 7, funds will be solicited to help with medical costs of treatable shelter animals. Starting in Year 8, for every "extra" animal that a Partner pulls from MCAC&C or AzHumane over and above the number they pulled that month a year ago, the Partner will have access to the raised money for the animal's medical treatment . Businesses, individual, etc. will be encouraged to become "fifth paws" with their donations- the extra support needed before shelter animals can get back on their own four paws. Veterinarians will be encouraged to supply low-cost treatment for "fifth paw" animals (and become "fifth paw" vets in Maricopa County.) By soliciting businesses/veterinarians for this program, we will also increase the number of adoption venues and foster homes available to the Partners. Workplace giving will also spawn volunteers, spaces for adoption events, and adoption publicity.
3. **Additional adoption venues.** Support for the Maddie's Adoption Center in Gilbert, and, hopefully, a new adoption center on the west side will be garnered through merchandise sales and general website donations. A few select items (plus the regular t-shirts and hats) will be offered, connected to some of the website events and promotions (like Name That Breed).

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Here's the breakdown of how the funds for Years 8-15 will be raised & when they'll be spent:

Year	Total AG Partner Set-Aside	Raise from Wider Community	Project Set-Aside	Total Set-Aside	Cumulative Set-Aside	Amount Used from Project Set-Aside*	Amount Used from Partner and Community Fundraising**	Balance of Set-Aside***
1-5			\$1,039,000	\$1,039,000	\$1,039,000			\$1,039,000
6	\$ 50,000			\$50,000	\$1,089,000			\$1,089,000
7	\$216,000	\$150,000		\$366,000	\$1,455,000			\$1,455,000
8	\$250,000	\$200,000		\$450,000	\$1,905,000	\$391,000	\$366,000	\$1,148,000
9	\$236,000	\$300,000		\$536,000	\$1,684,000	\$374,000	\$450,000	\$860,000
10	\$190,000	\$350,000		\$540,000	\$1,400,000	\$274,000	\$573,000	\$553,000
11	\$172,000	\$350,000		\$522,000	\$1,075,000		\$540,000	\$535,000
12	\$70,000	\$300,000		\$370,000	\$905,000		\$472,000	\$433,000
13	\$54,000	\$300,000		\$354,000	\$787,000		\$370,000	\$417,000
14	\$50,000	\$300,000		\$350,000	\$767,000		\$350,000	\$417,000
15		\$200,000		\$200,000	\$617,000		\$417,000	\$200,000

\*Amount Used From Project Set-Aside (reserves).

- Year 8, \$391,000 will be used from the reserves. \$216,000 of that will go toward subsidies to partners for their additional adoption goals. \$175,000 will go toward admin.
- Year 9, \$374,000 will be used from the reserves. \$249,000 of that will go toward subsidies to partners for their additional adoption goals. \$125,000 will go toward admin.
- Year 10, \$274,000 will be used from the reserves. \$236,000 of that will go toward subsidies to partners for their additional adoption goals. \$38,000 will go toward admin.
- By the end of Year 10, the reserves will be used and all costs of going forward will be borne by the Partners.

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Any additional costs that are needed to keep the Project moving during Years 8-10 will be borne by the Partner community fundraising efforts. (See the modest goals for community fundraising each year in the second column.)

\*\*The Amount Used From Partner and Community Fundraising incorporates the dollars that the Partners will raise themselves from their own efforts to continue to sustain their increased adoptions...and the dollars that the community as a whole will raise and spend to support project goals, starting in Year 8.

\*\*\* Balance of set-aside funds will be distributed to Partners based on their adoption performance.

### VI. Maddie Recognition

Recognition of Maddie during Years 7-15 will have three forms:

- A. The work of individual Partners in publicizing their participation in the Project and providing public acknowledgment of the work of Maddie's Fund monies in their operation:
  1. Press packages will contain fact sheets on Maddie's Fund.
  2. Press releases about Maddie's® Projects will contain the "About Maddie's Fund" paragraph.
  3. Use of the Maddie's® Projects Tents and Maddie costumes at adoption events.
  4. Use of banner stands. These banner stands (to be used at events, PETSMART/PETCO, and shelter lobbies) will display each Partner as a member of Maddie's® Projects, which is sponsored by Maddie's Fund.
  5. Publicity materials funded by Maddie's Fund will acknowledge Maddie's Fund as a sponsor.
  6. Each Partner will have a link to [www.commonpaws.org](http://www.commonpaws.org) along with the Maddie's Fund logo.
  7. Each Partner will continue to give out Maddie's® stickers & Maddie's® Tail Wag books.
- B. A continuance of the media/PR campaign through Years 8-15, with significant in-kind publicity gifts, increased civic participation, and grassroots visits to the CommonPaws.org website for information and donations

### VII. Budget

(See Attached file: Maricopa Multi-year budget )