



The Pet Rescue Foundation

Maddie's Fund® Community Grants Program

The Year Seven Adoption Application For a Community Collaborative Project

Year Seven Reminders:

In Year Seven the partners must provide an adoption guarantee for all healthy shelter pets for all months – that means no healthy shelter pets will be euthanized during Year Seven – and, for one month, extend that guarantee to all treatable shelter pets. To help us understand how you intend to achieve this goal, please include your adoption guarantee plan of action and indicate how it will be modified to include treatable pets. Please also indicate in which month the guarantee will be extended to treatable pets.

The Year Seven Budget is based on \$180 multiplied by the number of above baseline adoptions to be performed.

Adoption Subsidies: At least 60% of the grant funds must be used to pay adoption guarantee groups for above baseline adoptions. In addition, Maddie's Fund wants to promote adoptions involving animals taken from animal control. Funded projects are required to provide an additional incentive to encourage funded groups to work directly with their local animal control agencies. That means, for each above baseline adoption involving a dog or cat taken from animal control or a traditional shelter, adoption groups must receive a subsidy five times greater than the subsidy they will receive for above baseline adoptions involving dogs or cats received from other sources.

Asilomar Accords Definitions and Reporting Forms: Maddie's Fund is requiring that all groups participating in funded projects use the Asilomar Accords definitions in classifying shelter animals: healthy, treatable-rehabilitatable, treatable-manageable, and unhealthy & untreatable. Definitions of these terms are provided in Section 27, page 16. Maddie's Fund is also using the Asilomar Accords' Animal Statistics Table for all project reports, including the baseline year annual and monthly reports.

Maddie's Fund is asking all participating groups to publicly disclose on an annual basis their individual and community-wide shelter statistics (e.g., on websites, in newsletters and annual reports).

The Year 7 grant will be paid in quarterly installments, contingent upon our receipt of the data reflecting adequate performance and Maddie recognition. The first distribution will be made approximately 120 days after Year 7 begins, providing that progress towards goals is satisfactory. The Year Seven grant will be paid out in two installments, after performance.

Total funding for advertising/public relations/marketing should not exceed 10% of the Maddie's Fund grant.

Strategic Plan: As part of the Year Seven application, you will need to submit a revised 10-Year Strategic Plan for Maddie's® Pet Rescue Project in Maricopa County.

Part I: Project Information

1. PROJECT YEAR SEVEN

1A) The Project Title: Maddie’s® Pet Rescue Project in Maricopa County, AZ

1B) Date of Submission: 11/26/08 and revised 1/12/09

1C) Prepared by: Stephanie Bikel, Executive Director
 Cassandra Mazur, Project Coordinator
 Margaret Zywczyk, Project Manager

2. NAME OF LEAD AGENCY: Arizona Animal Welfare League

3. TARGET COMMUNITY: Maricopa County, Arizona

4. HUMAN POPULATION OF TARGET COMMUNITY: Approximately 3,792,675

5. PARTICIPATING GROUPS IN THE PROJECT

5A) For each category below, please indicate the total number of groups participating in Year Seven of your project.

Type of Organization	Number of Participants
Animal Control Shelters (AC)	1
Traditional Shelters (TR)	1
Adoption Guarantee Organizations (AG)	8

For each group participating in Year Seven of your project,

5B) please list the name of the organization; and

5C) please indicate if the group spays or neuters its animals before adoption.

5B) Name of Participating Groups	5C) S/N before Adoption (Y/N)
Animal Control Shelter	
Maricopa County Animal Care & Control (MCACC)	Y
Traditional Shelter	
Arizona Humane Society (AHS)	Y
Adoption Guarantee Organizations	
Almost Home Az Boxer Rescue (ALMOST HOME)	Y
Animal Rescue Center (ARC)	Y
Arizona Animal Rescue & Sanctuary (AZARS)	Y
Arizona Animal Welfare League (AAWL)	Y
Foothills Animal Rescue (FAR)	Y
Helping Animals Live On (HALO)	Y
Starting Over Animal Rescue (SOAR) <i>formerly named Second Chance</i>	Y
Sun Valley Animal Shelter (SVAS) <i>formerly Sun Cities Animal Rescue</i>	Y

6. FINANCIAL INFORMATION FROM THE LEAD AGENCY

Please include with this application the most recent financial audit or unaudited financial statements for the lead agency.

AAWL is currently in the middle of an audit and upon completion a copy will be sent to Maddie’s Fund.

Part II: Baseline Year Statistics

For the baseline year (July 1, 2000 – June 30, 2001), please provide the summary information requested below for all the groups participating in Year Seven of the project. Arizona Animal Welfare League has the option of modifying the baseline statistics by applying percentages derived from actual Years One – Five actual performance. Please indicate under COMMENTS if the data presented below is different from what was originally submitted with the Year One proposal and explain how the new baseline information was derived. [If you have questions about modifying the baseline statistics, please contact Maddie’s Fund.]

Maddie's Fund is requiring that all groups participating in funded projects use the following definitions in classifying shelter animals: healthy, treatable-rehabilitatable, treatable-manageable, and unhealthy & untreatable. Definitions of these terms are provided in Section 27, page 16.

7. SHELTER STATISTICS: MARICOPA COUNTY ANIMAL CARE & CONTROL

	MARICOPA COUNTY ANIMAL CARE & CONTROL (MCACC)	DOGS	CATS	TOTAL
	REPORT DATE: July 1, 2000 - June 30, 2001			
A	BEGINNING COUNT			
	INTAKE (Live Dogs & Cats Only)			
B	From the Public (stray, surrender, etc.)	36131	21229	57360
C	From Maddie Partner Organizations	0	0	0
D	From Non-Partner Organizations	0	0	0
E	From Owners/Guardians Requesting Euthanasia	2140	1089	3229
F	TOTAL INTAKE (B + C + D + E)	38271	22318	60589
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	2140	1089	3229
H	ADJUSTED TOTAL INTAKE (F minus G)	36131	21229	57360
	ADOPTIONS (Only cats and dogs adopted by the public)			
	Healthy			
	Treatable - Rehabilitatable			
	Treatable - Manageable			
	Unhealthy & Untreatable			
I	TOTAL ADOPTIONS	10923	5322	16245
	OUTGOING TRANSFERS TO MADDIE PARTNERS			
	To Arizona Animal Welfare League			
	Healthy	320	98	418
	Treatable - Manageable	76	155	231
	Treatable - Rehabilitatable	0	0	0
	Unhealthy & Untreatable	0	0	0
	Subtotal	396	253	649
	To HALO			
	Healthy	48	24	72
	Treatable - Manageable	0	0	0

	Treatable - Rehabilitatable	0	0	0
	Unhealthy & Untreatable	0	0	0
	Subtotal	48	24	72
	To SOAR			
	Healthy	13	0	13
	Treatable - Manageable	0	0	0
	Treatable - Rehabilitatable	28	1	29
	Unhealthy & Untreatable	0	0	0
	Subtotal	41	1	42
J	TOTAL OUTGOING TRANSFERS TO MADDIE PARTNERS	485	278	763
	OUTGOING TRANSFERS TO NON-PARTNERS			
	Healthy	764	642	1406
	Treatable - Manageable	310	541	851
	Treatable - Rehabilitatable	0	0	0
	Unhealthy & Untreatable	0	0	0
K	TOTAL OUTGOING TRANSFERS TO NON-PARTNERS	1074	1183	2257
L	RETURN TO OWNER/GUARDIAN	6120	334	6454

	DOGS & CATS EUTHANIZED			
M	Healthy <i>(including owner/guardian requested)</i>	4427	979	5406
N	Treatable - Rehabilitatable <i>(including owner/guardian requested)</i>	6087	7306	13393
O	Treatable - Manageable <i>(including owner/guardian requested)</i>	256	320	576
P	Unhealthy & Untreatable <i>(including owner/guardian requested)</i>	9209	7208	16417
Q	TOTAL EUTHANASIA (M + N + O + P)	19979	15813	35792
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	2140	1089	3229
S	ADJUSTED TOTAL EUTHANASIA (Q minus R)	17839	14724	32563
T	SUBTOTAL OUTCOMES (I + J + K + L + S) <i>Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)</i>			
U	DIED OR LOST INSHELTER/CARE	168	183	351
V	TOTAL OUTCOMES (T + U) <i>Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)</i>			
W	ENDING COUNT			

COMMENTS: (If needed, you may include an attachment not to exceed one page.)

I agree that in completing this form, we have used the Maddie's Fund definitions of "healthy," "treatable-rehabilitatable," "treatable-manageable," and "unhealthy & untreatable" as set forth in the attached document titled, "Maddie's Fund Categorizations/Definitions of Shelter Animals."

Signature: _____ Date: _____

6A) Please provide signed copies of the annual and monthly breakdowns of the baseline year statistics from MCACC. On File

7. SHELTER STATISTICS: Arizona Humane Society (AHS)

- For AHS, please summarize the following BASELINE SHELTER STATISTICS for the period July 1, 2000 – June 30, 2001.

ANNUAL REPORT FOR BASELINE YEAR FOR AHS

	ARIZONA HUMANE SOCIETY (AHS)	DOGS	CATS	TOTAL
	REPORT DATE: July 1, 2000 – June 30, 2001			
A	BEGINNING COUNT			
	INTAKE (Live Only)			
B	From the Public (stray, surrender, etc.)			
C	From Maddie Partner Organizations			
D	From non-Maddie Partner Organizations			
E	From Owners/Guardians Requesting Euthanasia			
F	TOTAL INTAKE [B + C + D + E]	20173	22521	42694
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1731	661	2392
H	ADJUSTED TOTAL INTAKE [F minus G]	18442	21860	40302
I	ADOPTIONS (Only cats and dogs adopted by the public)	8179	6195	14374
	TRANSFERS TO OTHER ORGANIZATIONS			
	To all Maddie partner organizations [please list each partner separately]			
	Healthy			
	Treatable - Rehabilitatable			
	Treatable - Manageable			
J	TOTAL OUTGOING TRANSFERS TO all Maddie partner organizations	0	0	0
	To all non-Maddie partner organizations			
	Healthy			
	Treatable - Rehabilitatable			
	Treatable - Manageable			
K	TOTAL OUTGOING TRANSFERS TO Non-Maddie partner organizations	2627	106	2733
L	RETURN TO OWNER/GUARDIAN	987	195	1182
	DOGS & CATS EUTHANIZED			
M	Healthy (including owner/guardian requested)	67	233	300
N	Treatable - Rehabilitatable (including owner/guardian requested)	1257	6733	7990
O	Treatable - Manageable (including owner/guardian requested)			
P	Unhealthy & Untreatable (including owner/guardian requested)	6605	8442	15047
Q	TOTAL EUTHANASIA [M + N + O + P]	7929	15408	23337
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1731	661	2392
S	ADJUSTED TOTAL EUTHANASIA [Q minus R]	6198	14747	20945
T	Subtotal OUTCOMES [I + J+K+L+S] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	17991	21243	39234
U	DIED OR LOST IN SHELTER/CARE	0	0	0
V	TOTAL OUTCOMES [T + U] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	17991	21243	39234
W	ENDING COUNT			

COMMENTS:

- 1) AHS is unable to estimate the division of treatable euthanasia, therefore all treatable euthanasia has been classified as Treatable-Rehabilitatable.
- 2) None of the ORE were Healthy. All are classified as Unhealthy & Untreatable, though an undetermined number may have been Treatable.
- 3) Beginning and Ending Counts were unavailable.

I agree that in completing this form, we have used the Maddie's Fund definitions of "healthy," "treatable-rehabilitatable," "treatable-manageable," and "unhealthy & untreatable" as set forth in the attached document titled, "Maddie's Fund Categorizations/Definitions of Shelter Animals."

Signature: _____ Date: _____

7A) Please provide signed copies of the annual and monthly breakdowns of the baseline year statistics from AHS. On File

8. SHELTER STATISTICS: ADOPTION GUARANTEE ORGANIZATIONS (AG)

- *For all adoption guarantee organizations that will participate in Year Seven of your project, please summarize the following BASELINE SHELTER STATISTICS for the period July 1, 2000 – June 30, 2001. For any new group that was not operational in FY2000-01, their baseline will be zero. Please include that information as part of this application.*

All Adoption Guarantee Groups		DOGS	CATS	TOTAL
REPORT DATE: July 1, 2000 – June 30, 2001				
A	BEGINNING COUNT	89	204	293
INTAKE (Live Dogs & Cats Only)				
From the Public				
	Healthy	1183	944	2127
	Treatable - Rehabilitatable	61	529	590
	Treatable - Manageable	88	59	147
	Unhealthy & Untreatable	51	47	98
B	Total From the Public	1383	1579	2962
From Maddie Partners (please list each separately)				
From MCACC				
	Healthy	381	122	503
	Treatable - Rehabilitatable	76	155	231
	Treatable - Manageable	28	1	29
	Unhealthy & Untreatable	0	0	0
	<i>Subtotal</i>	<i>485</i>	<i>278</i>	<i>763</i>
C	Total Intakes From Maddie Partners	485	278	763
From Non-Maddie Partners				
	Healthy	0	0	0
	Treatable - Rehabilitatable	0	0	0
	Treatable - Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
D	Total Intake From Non-Maddie Partners	0	0	0
From Owners/Guardians Requesting Euthanasia				
	Healthy	0	0	0
	Treatable - Rehabilitatable	0	0	0
	Treatable - Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
E	Total Intake From Owners/Guardians Requesting Euthanasia	0	0	0

F	TOTAL INTAKE (B + C + D + E)	1868	1857	3725
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0
H	ADJUSTED TOTAL INTAKE (F minus G)	1868	1857	3725
	ADOPTIONS (Only cats and dogs adopted by the public)			
	Involving Dogs & Cats From MCACC & AHS			
	Healthy	376	303	679
	Treatable - Rehabilitatable	22	100	122
	Treatable - Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
	Subtotal	398	403	801
	Involving Dogs & Cats From the Public or Other Organizations			
	Healthy	891	939	1830
	Treatable - Rehabilitatable	37	117	154
	Treatable - Manageable	41	4	45
	Unhealthy & Untreatable	63	58	121
	Subtotal	1032	1118	2150
I	TOTAL ADOPTIONS	1430	1521	2951
	OUTGOING TRANSFERS TO MADDIE PARTNERS			
	Healthy	0	0	0
	Treatable - Rehabilitatable	0	0	0
	Treatable - Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
J	TOTAL OUTGOING TRANSFERS TO MADDIE PARTNERS	0	0	0
	OUTGOING TRANSFERS TO NON-PARTNERS			
	Healthy	0	0	0
	Treatable - Rehabilitatable	0	0	0
	Treatable - Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
K	TOTAL OUTGOING TRANSFERS TO NON-PARTNERS	0	0	0
L	RETURN TO OWNER/GUARDIAN	90	38	128
	DOGS & CATS EUTHANIZED			
M	Healthy (including owner/guardian requested)	0	0	0
N	Treatable - Rehabilitatable (including owner/guardian requested)	0	0	0
O	Treatable - Manageable (including owner/guardian requested)	0	0	0
P	Unhealthy & Untreatable (including owner/guardian requested)	73	31	104
Q	TOTAL EUTHANASIA (M + N + O + P)	73	31	104
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0
S	ADJUSTED TOTAL EUTHANASIA (Q minus R)	73	31	104
T	SUBTOTAL OUTCOMES (I + J + K + L + S) Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1593	1590	3183
U	DIED OR LOST IN SHELTER/CARE	0	0	0
V	TOTAL OUTCOMES (T + U) Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1593	1590	3183
W	ENDING COUNT	184	226	410

COMMENTS: (If needed, you may include an attachment not to exceed one page.)

I agree that in completing this form, we have used the Maddie's Fund definitions of "healthy," "treatable-rehabilitatable," "treatable-manageable," and "unhealthy & untreatable" as set forth in the attached document titled, "Maddie's Fund Categorizations/Definitions of Shelter Animals."

Signature: _____ Date: _____

8A) Please include a monthly breakdown of the baseline statistics, including an annual summary, for each adoption guarantee organization that will participate in Year Seven of your project. On File

9. DOGS & CATS ADOPTED BY THE PUBLIC IN THE TARGET COMMUNITY

➤ Please identify the annual Adoption Baselines for ACAS and all the AGs participating in Year Seven.

ADOPTIONS		
	BASELINE YEAR	July 1, 2000 - June 30, 2001
9A	MCACC	16,245
9B	AHS	14,374
9C	All AG Organizations	2,951
9D	TOTAL (All Groups)	33,570

10. DOGS & CATS EUTHANIZED IN THE TARGET COMMUNITY

SHELTER DEATHS		
	BASELINE YEAR	July 1, 2000 - June 30, 2001
10A	Healthy Shelter Deaths	5,706
10B	Treatable Shelter Deaths	21,959
10C	Total Shelter Deaths	59,233

Part III: Above Baseline (AB) Targets

11. REDUCTION IN HEALTHY SHELTER DEATHS TARGET

➤ Please identify the Reduction in Healthy Shelter Euthanasia Target for Years Seven through Fifteen. If you are setting goals different from the recommended formulas, please explain how you derived the goals.

Reduction in Healthy Euthanasia				
11A	Yr 7	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11B	Yr 8	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11C	Yr 9	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11D	Yr 10	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11E	Yr 11	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11 F	Yr 12	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11 G	Yr 13	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11 H	Yr 14	100% of Healthy Euthanasia Baseline	LINE 10A	5,706
11 I	Yr 15	100% of Healthy Euthanasia Baseline	LINE 10A	5,706

12. REDUCTION IN TREATABLE SHELTER DEATHS TARGET

- ▶ Please identify the Reduction in Treatable Shelter Euthanasia Target for Years Seven through Fifteen. If you are setting goals different from the recommended formulas, please explain how you derived the goals.

12A	Yr 7	Reduction in Treatable Shelter Deaths Target	2,294
12B	Yr 8	Reduction in Treatable Shelter Deaths Target	3,524
12C	Yr 9	Reduction in Treatable Shelter Deaths Target	5,824
12D	Yr 10	Reduction in Treatable Shelter Deaths Target	9,624
12E	Yr 11	Reduction in Treatable Shelter Deaths Target	13,124
12F	Yr 12	Reduction in Treatable Shelter Deaths Target	15,724
12G	Yr 13	Reduction in Treatable Shelter Deaths Target	17,224
12H	Yr 14	Reduction in Treatable Shelter Deaths Target	18,558
12I	Yr 15	Reduction in Treatable Shelter Deaths Target	21,959

13. REDUCTION IN TOTAL SHELTER DEATHS TARGET

- ▶ Please identify the Reduction in Total Shelter Euthanasia Target for Years Seven through Fifteen.

Reduction in Total Euthanasia				
13A	Yr 7	Year 7 Healthy + Year 7 Treatable Reduction Targets	LINE 11A + 12A	8,000
13B	Yr 8	Year 8 Healthy + Year 8 Treatable Reduction Targets	LINE 11B + 12B	9,230
13C	Yr 9	Year 9 Healthy + Year 9 Treatable Reduction Targets	LINE 11C + 12C	11,530
13D	Yr 10	Year 10 Healthy + Year 10 Treatable Reduction Targets	LINE 11D + 12D	15,330
13E	Yr 11	Year 11 Healthy + Year 11 Treatable Reduction Targets	LINE 11E + 12E	18,830
13 F	Yr 12	Year 12 Healthy + Year 12 Treatable Reduction Targets	LINE 11F + 12F	21,430
13 G	Yr 13	Year 13 Healthy + Year 13 Treatable Reduction Targets	LINE 11G + 12G	22,930
13 H	Yr 14	Year 14 Healthy + Year 14 Treatable Reduction Targets	LINE 11H + 12H	24,264
13 I	Yr 15	Year 15 Healthy + Year 15 Treatable Reduction Targets	LINE 11I + 12I	27,665

14. ABOVE BASELINE ADOPTION TARGETS

- ▶ Please identify the total Above Baseline (AB) Adoption Target for Years Seven through Fifteen. If you have set goals which are not equal to the reduction in total euthanasia targets, please explain how you derived the goals.

			Healthy	Treatable	Total
14A	Yr 7	AB Adoption Target	3,595	1,405	5,000*
14B	Yr 8	AB Adoption Target	3,595	5,635	9,230
14C	Yr 9	AB Adoption Target	3,595	7,935	11,530
14D	Yr 10	AB Adoption Target	3,595	11,735	15,330
14E	Yr 11	AB Adoption Target	3,595	15,235	18,830
14 F	Yr 12	AB Adoption Target	3,595	17,835	21,430
14 G	Yr 13	AB Adoption Target	3,595	19,335	22,930
14 H	Yr 14	AB Adoption Target	3,595	20,669	24,264
14 I	Yr 15	AB Adoption Target	3,595	22,686	26,281

*An additional 3,000 adoptions will be performed by MCACC above their Year 6 adoption level.

Maricopa County achieved zero healthy deaths as of Year 4, and has 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 show that 37% of all their adoptions in the first half of Year 5 are treatable, while maintaining

zero healthy deaths. AHS and MCACC 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, or 3,595 animals. Therefore, to maintain zero healthy deaths, 3,595 healthy adoptions need to be performed each year.

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.

Part IV: Establishing Goals for the Project

15. YEAR SEVEN PROJECT GOALS

➤ Please provide a monthly breakdown of the Healthy Shelter Deaths Goal.

<i>Healthy Deaths</i>	Nov	Dec	Jan	Feb	Mar	Apr	Y6.1	May	Jun	Jul	Aug	Sept	Oct	Y6.2	Total
MCACC Baseline	479	137	181	81	157	416	1,451	488	726	645	915	613	568	3,955	5,406
RIHSD Target	479	137	181	81	157	416	1,451	488	726	645	915	613	568	3,955	5,406
MCACC Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AHS Baseline	85	21	0	0	1	0	107	17	64	22	50	0	40	193	300
RIHSD Target	85	21	0	0	1	0	107	17	64	22	50	0	40	193	300
AHS Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Baseline	564	158	181	81	158	416	1,558	505	790	667	965	613	608	4,148	5,706
Total RIHSD	564	158	181	81	158	416	1,558	505	790	667	965	613	608	4,148	5,706
Total Healthy Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

➤ Please provide a monthly breakdown of the Treatable Shelter Deaths Goal.

<i>Treatable Deaths</i>	Nov	Dec	Jan	Feb	Mar	Apr	Y7.1	May	Jun	Jul	Aug	Sept	Oct	Y7.2	Total
MCACC Baseline	1,078	946	740	948	1,089	1,322	6,123	1,547	1,326	1,410	1,230	1,391	942	7,846	13,969
RITRSD Target	278	46	140	198	289	222	1,173	271	10	10	10	14	15	330	1,503
MCACC Goal	800	900	600	750	800	1,100	4,950	1,276	1,316	1,400	1,220	1,377	927	7,516	12,466
AHS Baseline	567	470	322	326	388	496	2,569	1,140	1,426	849	748	669	589	5,421	7,990
RITRSD Target	89	170	92	120	25	15	511	50	60	50	50	50	20	280	791
AHS Goal	478	300	230	206	363	481	2,058	1,090	1,366	799	698	619	569	5,141	7,199
Total Baseline	1,645	1,416	1,062	1,274	1,477	1,818	8,692	2,687	2,752	2,259	1,978	2,060	1,531	13,267	21,959
Total RITRSD	367	216	232	318	314	237	1,684	321	70	60	60	64	35	610	2,294
Total Treatable Goal	1,278	1,200	830	956	1,163	1,581	7,008	2,366	2,682	2,199	1,918	1,996	1,496	12,657	19,665

► Please provide a monthly breakdown of the Total Shelter Deaths Goal. The AGs goal is equal to their baseline.

Total Deaths	Nov	Dec	Jan	Feb	Mar	Apr	Y7.1	May	Jun	Jul	Aug	Sept	Oct	Y7.2	Total
MCACC															
Baseline	3,018	2,267	2,086	2,063	2,672	2,987	15,093	3,190	3,413	3,252	3,871	3,680	3,293	20,699	35,792
RITSD Target	757	183	321	279	446	638	2,624	759	736	655	925	627	583	4,285	6,909
Goal	2,261	2,084	1,765	1,784	2,226	2,349	12,469	2,431	2,677	2,597	2,946	3,053	2,710	16,414	28,883
AHS															
Baseline	1,641	1,511	1,404	1,302	1,767	1,985	9,610	2,770	3,158	2,172	2,088	1,839	1,700	13,727	23,337
RITSD Target	174	191	92	120	26	15	618	67	124	72	100	50	60	473	1,091
Goal	1,467	1,320	1,312	1,182	1,741	1,970	8,992	2,703	3,034	2,100	1,988	1,789	1,640	13,254	22,246
ALMOST HOME															
Baseline/Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ARC															
Baseline/Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AZARS															
Baseline/Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AAWL															
Baseline/Goal	7	7	7	7	7	7	42	7	7	7	7	6	6	40	82
FOOTHILLS															
Baseline/Goal	2	2	2	2	1	1	10	1	0	0	0	0	0	1	11
HALO															
Baseline/Goal	1	1	0	0	0	0	2	0	0	0	0	0	0	0	2
SOAR															
Baseline/Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SVAS															
Baseline/Goal	2	2	2	1	1	1	9	0	0	0	0	0	0	0	9
ALL AGs	12	12	11	10	9	9	63	8	7	7	7	6	6	41	104
Total Baseline	4,671	3,790	3,501	3,375	4,448	4,981	24,766	5,968	6,578	5,431	5,966	5,525	4,999	34,467	59,233
Total RITSD Target	931	374	413	399	472	653	3,242	826	860	727	1,025	677	643	4,758	8,000
Total Goal	3,740	3,416	3,088	2,976	3,976	4,328	21,524	5,142	5,718	4,704	4,941	4,848	4,356	29,709	51,233

› Please provide a monthly breakdown of the Adoption Goals for MCACC, AHS and each AG participating in the project.

<i>Adoptions</i>	Nov	Dec	Jan	Feb	Mar	Apr	Y7.1	May	Jun	Jul	Aug	Sept	Oct	Y7.2	Total
ALMOST HOME															
Baseline	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AB Target	5	6	5	6	7	7	36	7	9	6	5	5	6	38	74
Goal	5	6	5	6	7	7	36	7	9	6	5	5	6	38	74
ARC															
Baseline	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AB Target	46	54	70	50	38	40	298	48	70	50	47	42	45	302	600
Goal	46	54	70	50	38	40	298	48	70	50	47	42	45	302	600
AZARS															
Baseline	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AB Target	20	25	27	27	20	20	139	22	26	20	19	17	19	123	262
Goal	20	25	27	27	20	20	139	22	26	20	19	17	19	123	262
AAWL															
Baseline	77	92	104	99	96	80	548	119	143	114	90	100	98	664	1212
AB Target	93	88	76	61	84	80	482	51	32	86	105	70	72	416	898
Goal	170	180	180	160	180	160	1030	170	175	200	195	170	170	1080	2110
FOOTHILLS															
Baseline	21	25	16	15	31	25	133	28	22	48	29	36	20	183	316
AB Target	39	33	64	55	39	10	240	37	24	4	33	31	15	144	384
Goal	60	58	80	70	70	35	373	65	46	52	62	67	35	327	700
HALO															
Baseline	35	54	41	38	30	36	234	47	22	54	31	20	45	219	453
AB Target	145	161	216	173	163	174	1032	163	218	186	219	200	165	1151	2183
Goal	180	215	257	211	193	210	1266	210	240	240	250	220	210	1370	2636
SOAR															
Baseline	31	56	24	34	60	61	266	64	22	35	48	43	27	239	505
AB Target	25	11	27	13	5	9	90	4	24	13	6	5	22	74	164
Goal	56	67	51	47	65	70	356	68	46	48	54	48	49	313	669
SVAS															
Baseline	54	47	37	29	33	35	235	45	29	42	36	35	43	230	465
AB Target	22	34	38	32	52	20	198	27	43	52	48	40	27	237	435
Goal	76	81	75	61	85	55	433	72	72	94	84	75	70	467	900
ALL AGs															
Baseline	218	274	222	215	250	237	1,416	303	238	293	234	234	233	1,535	2,951
AB Target	395	412	523	417	408	360	2515	359	446	417	482	410	371	2485	5000
Goal	613	686	745	632	658	597	3931	662	684	710	716	644	604	4020	7951
MCACC															
Baseline	1,060	1,370	1,186	1,076	1,174	1,189	7,055	1,604	2,081	1,537	1,240	1,218	1,510	9,190	16,245
AHS															
Baseline	1,218	1,205	1,204	1,047	1,102	901	6,677	1,084	1,249	1,508	1,387	1,177	1,292	7,697	14,374
Project Totals															
Baseline	2,496	2,849	2,612	2,338	2,526	2,327	15,148	2,991	3,568	3,338	2,861	2,629	3,035	18,422	33,570
AB Target	395	412	523	417	408	360	2515	359	446	417	482	410	371	2485	5000
Adoption Goal															
Goal	2,891	3,261	3,135	2,755	2,934	2,687	17,663	3,350	4,014	3,755	3,343	3,039	3,406	20,907	38,570

Note: Maddie's Fund has agreed the project can pay subsidies to MCACC for performing adoptions above their Year 6 annual level. These subsidies will be paid out at the end of Project Year 7. Here are their goals:

MCACC	Nov	Dec	Jan	Feb	Mar	Apr	7.1	May	Jun	Jul	Aug	Sep	Oct	7.2	Y7
Year 6 Adoptions	786	1,112	845	916	1,003	912	5,574	1,145	1,530	1,348	1,241	1,102	1,269	7,635	13,209
AB Target	150	181	23	83	57	60	554	331	614	489	292	356	364	2446	3,000
Goal	936	1,293	868	999	1,060	972	6,128	1,476	2,144	1,837	1,533	1,458	1,633	10,081	16,209

Part V: Grant Request

To help you calculate the maximum dollar value of the grant request for your project, we have developed a budget formula guide based on the number of above baseline adoptions performed by the AGs each year of the project.

To calculate the dollar value of your grant request, multiply the ABOVE BASELINE (AB) ADOPTION TARGET for participating AG by the appropriate values:

16. GRANT REQUEST FOR YEAR SEVEN

16A) Total Adoption Grant for Year Seven: \$1,040,000

Note: Should your grant be approved for Year Seven, the grant will be paid out in four installments. The installments will be paid out after performance, on a quarterly basis.

Part VI: Project Year Seven

17. YEAR SEVEN PROGRAMS AND SERVICES

Maddie's Fund requires that at least 60% of the grant funds be distributed to the participating adoption guarantee organizations in the form of adoption subsidies for performing the above baseline adoptions. Additionally, Maddie's Fund has introduced a 5-to-1 adoption subsidy differential to promote adoptions involving animals taken from animal control and traditional shelters. That means for each above baseline adoption involving a dog or cat taken from animal control or a traditional shelter, adoption groups must receive a subsidy five times greater than the subsidy they will receive for above baseline adoptions involving dogs or cats from other sources.

17A) Year Seven Adoption Subsidies: For Year Seven, please indicate: 1) the amount of the adoption subsidy to be paid for each above baseline adoption involving animals taken from animal control & traditional shelters; 2) the amount of the adoption subsidy to be paid for each above baseline adoption involving animals received from the public or other organizations; and 3) please indicate how much money will be set aside for a contingency fund to pay for above baseline adoptions performed in excess of the Year Seven goal.

1. Year 7 adoption subsidy for pets transferred from MCACC & AHS: \$150
2. Year 7 adoption subsidy for pets taken from the public: \$ 30
3. Year 7 contingency fund for adoptions in excess of goal: \$ -

17B) Year Seven Adoption Goals by Adoption Guarantee Organizations (AG): For Year Seven, please provide a list of participating adoption guarantee organizations and for each group, identify

- (1) the above baseline adoption target for animals taken from AC;
- (2) the above baseline adoption target for animals received from the public or other organizations;
- (3) the total adoption goal;
- (4) the amount of the adoption subsidy to be paid out for animals taken from AC;
- (5) the amount of the adoption subsidy to be paid out for animals received from the public; and
- (6) the total adoption subsidy.

	<i>AB Target AC Animals</i>	<i>AB Target Public Animals</i>	<i>Total AB Adoption Goal</i>	<i>Subsidy AC Animals</i>	<i>Subsidy Public Animals</i>	<i>Total Adoption Subsidy</i>
ALMOST HOME	37	37	74	\$5,550	\$1,110	\$6,660
ARC	240	360	600	\$36,000	\$10,800	\$46,800
AZARS	41	221	262	\$6,150	\$6,630	\$12,780
AAWL	898	0	898	\$134,700	\$0	\$134,700
FAR	115	269	384	\$17,250	\$8,070	\$25,320
HALO	951	951	1902	\$142,650	\$28,530	\$171,180
SOAR	0	445	445	\$0	\$13,350	\$13,350
SVAS	218	217	435	\$32,700	\$6,510	\$39,210
MCACC (AB Y6)	0	3000	3000	\$0	\$90,000	\$90,000
TOTAL	2500	5500	8000	\$375,000	\$165,000	\$540,000

17C) Procedure for Distributing the Adoption Subsidies and Contingency Fund: Describe how the adoption subsidies will be distributed to the participating adoption guarantee organizations in Year Seven. Please note that: 1) the distribution process should include some type of monitoring system for reconciling the amount of money each group receives to actual performance; and 2) the first installment of the Year 7 grant will take place after performance, based on the progress toward goals presented in the November, December and January monthly reports.

Adoption subsidies will be awarded to AG participants based on a 5 to 1 ratio, weighted to encourage transfers from Maricopa County Animal Care and Control (“MCAC&C”) via the New Hope program or from the Arizona Humane Society (“AHS”) transfer program for animals on its euthanasia list. MCAC&C will also be awarded subsidies if they exceed their annual above baseline goals:

- Subsidies for above-baseline adoptions of animals originating from MCAC&C or AHS will be calculated at \$150/adoption
- Subsidies for above-baseline adoptions of animals originating from all other intake sources will be calculated at \$30/adoption
- The budgeted amount for adoption reimbursements is calculated based on 50% of the participants’ adopted animals originating from MCAC&C or AHS and 50% of the adopted animals originating from other intake sources.
- Each month, each participant will submit a standardized report to staff that includes spreadsheets in electronic format (via email or disk) and hard copies of adoption contracts as backup documentation. The spreadsheets will reflect the data that is required for the reports submitted by the staff to Maddie’s Fund on a monthly, quarterly, semi-annual and annual basis.
- All monthly reports are due on or before the 10th of the following month, unless the 10th is a weekend or holiday, in which case staff will determine the due date. This deadline includes report attachments, such as adoption contracts, euthanasia reports, etc. Partners may request extensions in emergency situations via a written request (email or letter) on or before the 5th of the month.

- AG participants will designate adoptions as “From MCAC&C”, “From AHS” or “From Public/Other”. “A” Numbers from MCAC&C and ID Numbers from AHS must be included with the adoption contracts for “From MCAC&C” and “From AHS” adoptions.
- Euthanasia comments on reports are to be included when more than 2 animals are euthanized per month or if the partner reports that more than 2 animals ‘died in kennel’ in any one month. AG participants will be asked to provide simple explanations for these euthanizations and/or deaths.
- Staff will verify the adoptions by comparing the reported above-baseline adoptions to the copies of adoption contracts submitted by the participants. Once verified, staff will calculate the adoption subsidies as described above and will issue checks to the participants. The adoption subsidies will be paid after performance, based on the progress toward goals presented in the November, December and January monthly reports. Staff will also monitor the Project’s adoption performance to ensure that the overall baseline adoption levels are being sustained. Additionally, a Contingency/Incentive Fund may be used to supplement the funds from the Adoption Subsidies line item that are paid based on the participants’ goals.
- **Provisions for paying subsidies out of reserve funds:** The Maddie’s Grant monies will only be available after-the-fact, based on performance. To help the AG Partners during the “waiting” periods, \$100,000 of the reserve fund of monies saved by the Project to date will be designated to pay the Partners up to ½ of their earned subsidies monthly, as per the above procedures. When the Maddie’s Fund grant monies are received, the Partners will receive the second half of their earned subsidies to date, and the reserve fund will be replenished.

17D) Year Seven Programs and Services: Describe the activities that will be undertaken in Year Seven to meet the Project Goals [Adoptions, Reduction in Healthy Shelter Deaths, Reduction in Treatable Shelter Deaths, and Reduction in Total Shelter Deaths], and the number of dogs and cats that will be adopted or saved as a result of each activity.

Special Note: Strategies proposed must be capable of producing immediate, measurable and direct increases in the number of adoptions and immediate, measurable and direct reductions in shelter deaths, starting the day after the grant award is received.

Statistics from the last two years show the types of treatable conditions that the Partners are dealing with while preparing animals for adoption, and the time it takes to adopt them out. For one average month:

- 39% of animals adopted through Adoption Guarantee partners were healthy throughout their stay at the shelter; 55% were treatables, and 6% were unhealthy & untreatable.
- Treatable cats on average took 6 weeks to adopt; dogs on average took 7 weeks. There seemed to be no trend/difference in terms of breed or age – stats were across the board.
- 75% of the treatables at AG partners had URI, were underage, or were a combination of both.
- Of the treatables adopted out, 94% were medical conditions, 6% were behavioral.

Of animals which were euthanized at MCAC&C in a one month survey (total 2620):

- 36.7% of cats were euthanized because of URI or Underage; 24% were euthanized because of temperament/behavior

- 22% of dogs were euthanized because of behavior (e.g. unsociable/fearful) and 41% because of temperament (e.g. aggressive/biters); 21% were euthanized because of URI or underage.

On Oct. 2, 2008 the Partners spent one day at the west-side facility of MCAC&C. They medically and behaviorally tested all animals that came in that day (some tests were done at the end of the legally mandated 72-hour stray-hold period). By the time that all the Oct. 2 intakes were tested, and the Partners had made their New Hope selections, 3 things were clear:

1. Partners had no difficulty stretching their capacities to take in sick animals, but were much more reticent to take animals with behavior issues or pit bulls. Which most likely means that while the percentage of treatable animals with medical conditions at the Partner facilities is much higher than the percentage of animals with behavior conditions, that statistic reflects Partner capabilities and choices, not the make-up of shelter animal treatable population.
2. More treatable animals could be saved on a regular basis if assessed by trained behavioral staff upon intake. (On Oct. 1, 2007, 56% of the intakes at that facility were euthanized for aggression or fearfulness; on Oct. 2, 2008, after behavioral assessment on site, only 6% of the intakes were deemed appropriate for euthanasia based on aggression or fearfulness.) Even given the variances in intakes that each day brings, a drop from 56 to 6 percent is compelling.
3. Most Partners do not have adequate training or capabilities to determine which intakes are simply kennel stressed and which have aggressive temperaments. Neither do most AG Partners have the capability to handle behavioral issues in dogs or cats which need to be addressed before adoption.

As we look to adopt out 3,835 more treatables in Year 7, **foster/isolation facilities, development of Partner ability to assess and treat behavior issues, and additional adoption outlets will be key.**

- Adoption Guarantee Partners are predominately pulling the healthy and URI/underage treatables without behavioral issues. Increasing capacity with additional isolation and foster spaces for underage/URI, will significantly increase their ability to New Hope more medical treatables.
 - In addition, a significant drop in euthanasia rates would occur if animals were appropriately assessed for behavior issues upon intake, and Partners were adequately prepared to handle behavior issues at their facilities and in their foster homes.
 - Additional adoption outlets near population centers would free up kennel space for treatment, since ready-to-adopt animals could be moved to the adoption outlets.
- **Maddie's Kids days**
The Partners plan to save all of the treatable intakes at MCAC&C one day a month during the year. Data from past years shows approximately 100 intakes during a normal day, with approximately 70 of them being strays, and a 56% euthanasia rate for strays. Our efforts in Oct. of 2008 brought one day's stray euthanasia rate to 6%. At one day a month, saving approximately 65 more animals each day, we'll lower euthanasia and increase adoptions by 780 animals. We anticipate that this effort will have collateral success as well throughout the month, in increased cooperation and resource sharing.

- **Preparing Treatables for Adoption**

1. *New isolation/foster initiatives for Year 7*

- a. AzHumane has the most significant number of underage kitten intakes, and those intakes are a large part of their euthanasia numbers during the kitten seasons. For Year 7, they have budgeted for an additional foster coordinator, and have committed to using their large foster network to house underage kittens.
- b. AAWL has begun a new foster initiative, which will be developed in Year 7 to house hard-to-adopt cats, (ones which do not kennel well, or who don't socialize well with other cats). These cats will be adopted out directly from the foster homes. They have also begun concrete planning for a new cattery, and a new clinic, with increased isolation space.
- c. HALO has taken over what was formerly MCAC&C's cat adoption center. By moving ready to adopt cats and dogs into this center, more foster space is freed up for treatables.
- d. Foothills Animal Rescue is in the process of purchasing a building in the Northeast Valley, adding to its dog and cat housing space. They also plan to add a full-time veterinarian to their staff once the building and its accompanying clinic are outfitted. This will allow their foster network to act as fosters and not ongoing kennel space, and having veterinarian care will encourage fosters to take treatables.
- e. *Maddie's® Projects Adoption Center* - The North Gilbert PETCO store has a 1,150 square foot adoption center/shelter facility as part of its building, developed by PETCO Foundation. In November of 2007, it became the Maddie's Projects Adoption Center, housing and adopting out dogs and cats from our Partners. The Center will have a newly developed volunteer/donor network in Year 7, and a large part of that network will be recruited foster homes for Center animals who need short-term URI or behavioral care before returning to the Center to be adopted. This network will keep the Partners' own foster homes from having to re-take Center animals into their care.

It will be imperative for the Partners to increase their number of foster homes to handle animals with behavioral issues, URI, and which are underage. We estimate that by increasing the number of foster homes by 100, we will be able to prepare an additional 1,200 treatable animals.

Organization	Current Number of Foster Homes	Goal for Number of New Foster Homes in Year 7
ALMOST HOME	8	4
ARC	42	7
AzARS	9	5
AAWL	45	18
AHS	405	25
FAR	30	15
HALO	11	5
MCAC&C	40	6
SOAR	5	5
SVAR	5	10
TOTAL	600	100

In order to recruit new foster homes, the Partners and Maddie's® Projects will take the following actions:

- a. *Business Outreach* –As part of a comprehensive funding campaign (see below), businesses in Maricopa County will be solicited to become “Fifth Paw” organizations. Their employees will be encouraged to foster, and the businesses will be encouraged to become “foster pet” friendly.
- b. *Internet Advertising* – including foster information on the web pages of all the partners.
- c. *Individual Partners* will advertise with local media outlets including newspapers, magazines, TV, and radio.
- d. *Outreach* during adoption and other events.
- e. *Annual Appeal mailings* will also include foster/volunteer information.

2. *Behavioral training initiatives*

- a. Partners hope to medically and behaviorally assess stray intakes at one MCAC&C facility one day a month, in preparation for New Hoping these animals to rescue groups. Included will be protocol advice and behavioral assistance. By providing New Hope groups with additional information/resources for the animals, we expect the rescue groups (including Maddie's Projects Partners) will be encouraged to take them in.
- b. The Project will work with local shelter behaviorists to share their expertise with Partner organizations needing help with specific animals, or help in training staff.

• **Adopting Healthy and Treatable Animals**

1. *The Maddie's Adoption Center* has begun to develop a clientele, and has adopted out close to 600 animals in its first year. In Year 7, a new volunteer program, fund development program and ongoing promotion through the Project website and other outlets should increase the foot traffic. 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. *Adoption/Outreach Events* – The goal for Year 7 is to continue to encourage our Partners to attend, and provide a Maddie's® Projects presence at, the following **adoption** events:

- Walk to Save the Animals (AAWL only)
- Heart to Heart
- Moonlight Muttness (MCACC only, spring and fall)
- AZ Pet Fest
- Franciscan Renewal (spring and fall)
- Paws Fur Spring
- DC Ranch Adoption Event

Each organization has set a goal to attend at least 3 of the above events and will have an adoption goal of 2 animals per event (except for Moonlight Muttness which will have an adoption goal of 200 animals) for a total adoption goal of 440 for these seven events. During these events, the Partners will also be recruiting new volunteers and foster homes for their organizations.

- **Adoption Marketing**

Increases in Project fundraising and adoptions will require a public outreach and public awareness of Maddie's® Projects and the Maddie's® Partners. To this end, the Projects will utilize the services of a small but full-service marketing agency. This agency's strengths include focusing on target audiences for measurable results; recognizing that sometimes simple, direct methods work better than flashy ones; and an ability to do the work personally, without much outsourcing.

The top priorities for marketing in Year 7:

- A newly designed commonpaws.org website with interactive videos and contests for public interest, connections to pay pal for donations, connections to Partner animals up for adoption, and all the information a potential adopter/animal lover would want. Marketing for the site will focus on the interactive contests (Including "Name That Breed" for shelter mutts) and the upcoming Project fundraising campaign (see below). Marketing will be viral, grass roots, and public poster/psa/direct mail driven to draw visitors to the site and be encouraged to adopt.
- Adoption Center awareness and foottraffic.
- Commonpaws campaign (see below) fundraising for Partner adoption work, vet care for treatables, and adoption center venues

18. YEAR SEVEN FUNDRAISING STRATEGIES

*Fundraising is critical to the success of your project. In trying to establish a no-kill community in Maricopa County, the coalition can't rely solely on the Maddie's Fund grant. The lead agency and the participating groups need to attract **substantial additional resources** to help them continue the adoption guarantee when our grant ends and to expand their efforts to care for sick and injured pets, making them healthy and eligible for placement in loving homes. With this in mind, Maddie's Fund expects that a moderate portion of its grant funds will be allocated for fundraising and revenue generation.*

For Year Seven, please identify the fundraising goal for the project and for each participating adoption guarantee organization; describe the activities each group will undertake to raise these funds and how they will use Maddie's Fund support to reach their goals; and indicate how much of the money raised will be used in Year Seven and how much will be set aside for future years of the project.

Special Note: The additional revenue generated to meet this goal can not include funds designated for a capital campaign, in-kind donations, endowment income, bequests, or restricted gifts other than those for adoption programs.

The Partners will work both collaboratively and individually to raise the substantial additional resources needed to make Maddie's® Projects successful.

Collaborative efforts

Maricopa County has the second largest animal welfare system in the country, yet it has no community-wide fundraising for animal welfare. Each rescue organization competes for funding with the others. The only joint event which incorporates all of the rescues who want to participate is a pledge-based bowl-a-thon. This past year, AAWL raised only \$3,000 at that event. Beginning in Year 7 we plan to step into the community funding gap and create an on-going campaign which gives residents a number of ways to support the lives of shelter animals for concrete purposes which will support the Partner work. The focus of the effort (the CommonPaws campaign) will be raising funds from:

1. A grass-roots network of individual internet donors, particularly those who have never given to a rescue group before
2. Special interest groups (celebrities/artists/restauranteurs/musicians, etc. who have shelter pets will have small events/receptions for friends and clients
3. Employee groups and matching employer gifts
4. Municipal workers

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" will collect sponsors via their own url's from friends and family around the country. Beyond raising money for the Partners' adoption efforts, this will raise names and contacts 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. This will encourage more pulls of more medical treatables. 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.)

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).

Individual Efforts

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 successfully participate in fundraising efforts to replace the Maddie’s Fund subsidies they’ve been receiving, and to develop a larger and growing base of sustaining donors.

Adoption Guarantee Partners will also set aside money to help “pay themselves” for adoption costs in Years 8-11. The set-aside goal for Year 7 is based on the amount needed to meet increased adoption goals in Year 8.

One of the lessons learned in Year 6 is that, to varying degrees, AG Partners have the will to fundraise, but lack staff/volunteer expertise, infrastructure, or management/leadership to implement a developed solicitation program sophisticated enough to raise all of the money they will need. So in Year 7 (as was the case in Year 6) AG Partners will be tasked with cultivating donors and building solicitation programs as much as with raising cash.

To date:

AAWL has a fundraiser on staff, but needs to grow its Board-based fundraising capabilities.

HALO has recently hired a fundraiser as well, but in only beginning to develop database/ mailing/ donor cultivation programs.

SOAR has only recently acquired the capability to accept donations via their website.

ARC now has a working database of former donors, but lacks volunteer/ staff to begin using it effectively.

FAR is now using the help of a professional fundraiser, and has re-structured its Board to be effective in fundraising, but has large needs for capital monies because they’ve had to move from their location and buy a building.

Almost Home is a small operation, and has not moved into the realm of fundraising events or mailings.

SVAS now has a small but working database of former donors, and a full solicitation/ donor cultivation plan before its Board for approval.

AzARS has not as yet found volunteer help to implement a donor cultivation program.

What the AG Partners will raise/set aside in Year 7:

AG Group	Y7: set aside goal
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

What the entire Project will raise/set aside over time:

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

*The \$200,000 left at the end of Y15 will be distributed to the Partners based on their adoption performance.

19. YEAR SEVEN BUDGET

Provide a Year Seven Budget for the project. The Year Seven Budget must reflect the costs associated with each activity that will be undertaken to meet the ABOVE BASELINE TARGETS of the project as identified and described in Year Seven Programs and Services [Section 18] and Year Seven Fundraising Strategies [Section 19]. The Budget should include line item breakdowns of these costs by activity.

Expenses

Adoption Subsidies	\$ 540,000
Goal Adoption reimbursements	\$ 540,000
Salaries, taxes and benefits	\$ 380,000
Salaries, taxes and benefits	\$ 380,000
Administrative Costs	\$ 25,500
Rent/Utilities	\$ 8,000
Cell phones	\$ 2,500
Lead Agency admin costs	\$ 6,000
CPA	\$ 2,000
Insurance	\$ 2,500
Supplies, Equip, IT support/repair	\$ 3,900
Meetings/Planning	\$ 600
Partner Initiatives for Adoption, Foster, Outreach and Sustainability	\$ 94,500
<u>Total</u>	\$ 1,040,000

-
- *Salaries, taxes and benefits:* Includes administrative, reporting, program and adoption staff
 - *Administrative Costs:* Includes office computers/software, office supplies, postage, telephones, accounting services, insurance, lead agency support staff, rent and utilities, Partner meeting costs
 - *Partner Initiatives:* Monies available to Partners to support Project initiatives, to be used at their discretion

20. MADDIE RECOGNITION

Please give examples of how the lead agency and the participating groups will recognize Maddie, the little dog who made possible the funding for this project.

During Year 7, Maddie's® Projects and the Partners will do the following for Maddie recognition:

- Press packages will contain fact sheets on Maddie's Fund.
- Press releases about Maddie's will contain the "About Maddie's Fund" paragraph.
- Use of the Maddie's Tents and Maddie costumes at adoption events.
- Use of the banner stands. These banner stands (to be used at events, PETsMART/PETCOo, and shelter lobbies) will display each Partner as a member of Maddie's® Projects which is sponsored by Maddie's Fund.
- Publicity materials funded by Maddie's® Projects will acknowledge Maddie's Fund.
- Each Partner will have a link to www.commonpaws.org along with the Maddie's Fund logo.
- Give out Maddie's® Tail Wag.
- The Projects' marketing campaign will include the Maddie's Fund logo, etc. on printed materials.

- The Maddie's® Projects Adoption Center will have Maddie's signage on the building façade and within the facility.
- Special fundraising events, etc. will feature the Maddie's Fund logo on materials and at the events.

21. SUSTAINABILITY PLAN

Maddie's Fund would like you to provide an updated strategic plan showing how you intend to transform Maricopa County into a no-kill community by November 1, 2017. For each year of this plan, you should include as much detailed information as possible about the strategies your coalition will employ to:

- *increase adoptions and reduce shelter deaths community-wide so that no healthy shelter pet will be euthanized in Year Seven;*
- *sustain the adoption guarantee for healthy pets in the face of dwindling Maddie's Fund support and after the grant ends; and*
- *expand the adoption guarantee to include treatable shelter pets so that by November 1, 2017 all healthy and treatable shelter dogs and cats will be guaranteed a loving home in Maricopa County, Arizona.*

Please include in your discussion: the functions of the lead agency and the participating groups as a whole; a fundraising plan identifying the fundraising goals, what portion of each goal will be raised by the lead agency and the participating groups; the size of the "reserves" to be created to sustain the project in future years and how the reserves will be tracked and distributed; the sources of fundraising; a budget including line item breakdowns of the expenses and income; and a Maddie recognition plan.

See attached file: Maricopa Strategic Plan 2 Y7

22. ANIMAL WELFARE ISSUES

- There have been no changes since Year 1 in the legal regulations or policies re: animal welfare in Maricopa County. There has been some informal discussion at a Maricopa County Board of Supervisors' meeting about breed-specific legislation (pit bull); Dr. Silva of MCAC&C was asked to get a response from the animal rescue community. That response was overwhelmingly against breed-specific legislation, and was passed on to the MCBOS.
- Huge population growth (19% since 2000) brings its share of challenges and opportunities. The transience and change, the increased numbers of animals, the high number of home foreclosures, and the newcomers' unfamiliarity with local animal welfare resources lead to more lost and abandoned animals. The buyers market now for homes has also brought the potential of a large number of new adopters.
- The shelter/rescue groups in Maricopa County continue to be clustered east and south/southeast of Phoenix. Of the Maddie's® Partners, only Sun Valley is west of metro Phoenix, where the greatest population growth has occurred.
- MCACC and AHS continue to have a policy of euthanizing feral cats brought to their shelters. Both, however, will notify AzCats if a feral cat with a tipped ear is brought in by the public. AzCats then has an opportunity to rescue that cat before euthanasia.
- MCACC has begun a spay-neuter program in the county that targets specific zip codes for one month. Within a specific zip code, a coalition of MCACC staff, other animal welfare organizations, local police, local mail carriers, and city personnel will spay/neuter companion animals and provide door-to-door education to the public about animal welfare issues, including adoption and pet behavior classes to avoid surrender of pets. The first of these zip-

code target programs began in January 2007. As a part of this target program, MCACC has agreed to spay/neuter a limited number of feral cats which are colonized within that particular zip code, as part of the TNR program of AzCats.

23. GOVERNMENT MANDATES

		YES or NO	JURISDICTION
26A)	Spay/Neuter Ordinance*	YES	ARS 11-1022
26B)	Pound Seizure Law	NO	

* required spaying/neutering before adoption

Part VII: Glossary of Terms

24. TYPES OF ORGANIZATIONS

Animal Control: Municipal agencies or animal organizations that contract with local governments to provide animal control services.

Traditional: Animal organizations that manage shelter populations by euthanizing pets that are considered to be healthy or treatable in addition to unhealthy & untreatable animals.

Adoption Guarantee: Organizations that save all the healthy and treatable animals under their care, with euthanasia reserved only for unhealthy & untreatable animals. An adoption guarantee organization could be an animal shelter, rescue group, foster care organization, or sanctuary.

A shelter does not have to say it's an adoption guarantee organization, but it does have to: 1) save all of the healthy and treatable animals that come under its care; and 2) use the definitions of healthy, treatable, and unhealthy & untreatable as defined by Maddie's Fund. Additionally, the shelter must clearly articulate to its community that it saves all healthy/treatable animals and provide appropriate shelter data to Maddie's Fund.

Special Note: To be eligible for consideration for a Maddie's Fund community grant, all the animal control and traditional shelters in your target community must participate in your project.

25. CATEGORIZATIONS/DEFINITIONS OF SHELTER ANIMALS

Healthy: The term "healthy" means and includes all dogs and cats eight weeks of age or older that, at or subsequent to the time the animal is taken into possession, have manifested no sign of a behavioral or temperamental characteristic that could pose a health or safety risk or otherwise make the animal unsuitable for placement as a pet, and have manifested no sign of disease, injury, or congenital or hereditary condition that adversely affects the health of the animal or that is likely to adversely affect the animal's health in the future.

Treatable: The term "treatable" means and includes all dogs and cats who are "rehabilitatable" and all dogs and cats who are "manageable."

Rehabilitatable: The term "rehabilitatable" means and includes all dogs and cats who are not "healthy," but who are likely to become "healthy," if given medical, foster, behavioral, or other care equivalent to the care typically provided to pets by reasonable and caring pet owners/guardians in the community. (These conditions are generally considered to be curable.)

Manageable: The term "manageable" means and includes all dogs and cats who are not "healthy" and who are not likely to become "healthy," regardless of the care provided; but who would likely maintain a satisfactory quality of life, if given medical, foster, behavioral, or other care, including long-term care, equivalent to the care typically provided to pets by reasonable and caring pet owners/guardians in the community; *provided, however*, that the term "manageable" does not include any dog or cat who is determined to pose a significant risk to human health or safety or to the health or safety of other animals. (These conditions are generally considered to be chronic.)

Unhealthy & Untreatable: The term “Unhealthy and Untreatable” means and includes dogs and cats who, at or subsequent to the time they are taken into possession,

- (1) have a behavioral or temperamental characteristic that poses a health or safety risk or otherwise makes the animal unsuitable for placement as a pet, and are not likely to become “healthy” or “treatable” even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
- (2) are suffering from a disease, injury, or congenital or hereditary condition that adversely affects the animal’s health or is likely to adversely affect the animal’s health in the future, and are not likely to become “healthy” or “treatable” even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community; or
- (3) are under the age of eight weeks and are not likely to become “healthy” or “treatable,” even if provided the care typically provided to pets by reasonable and caring pet owners/guardians in the community.

Part VIII: Supplemental Information



Maddie's® Pet Rescue Project in Maricopa County, AZ: Year Seven

Please provide the following information for any new adoption guarantee organization participating in your project.

1. Organization Information

1a) NAME OF GROUP		
1b) ADDRESS		
1c) CITY	1d) STATE	1e) ZIP CODE
1f) TELEPHONE	1g) FAX	1h) WEB SITE
1i) EMAIL ADDRESS	1j) DATE OF INCORPORATION	1k) FED TAX EXEMPT STATUS
1l) TAX ID NUMBER	1m) CONTACT (Name/Title)	1n) CONTACT TELEPHONE

2. Mission Statement of the Organization

(Not to exceed one attached page)

3. Financial Information

For organizations that file RETURN OF ORGANIZATION EXEMPT FROM INCOME TAX - IRS FORM 990, the information requested above comes from line items 12, 17, and 73b, respectively, of the IRS Form 990 and should be taken from the documents you have already filed with the IRS. Please indicate if the information is based on the calendar year or the fiscal year. If fiscal, indicate the month in which the year begins.

	2004	2003	2002
3a) Total Revenue			
3b) Total Expenses			
3c) Total Net Assets			
3d) Calendar Year or Fiscal Year (include month FY begins)			

4. Is this organization audited on an annual basis?

YES	NO
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Part IX: Grant Application Checklist

- o A Signed and Complete Application Form.
- o Alphabetical list of all groups participating in Year 7.
- o A monthly breakdown of Fiscal Year 2000-01 (baseline year) shelter statistics for Maricopa County Animal Care & Control, using the forms provided with this application. *[These reporting forms must be signed by the shelter personnel with copies of the signed forms submitted to Maddie's Fund.]*
- o A monthly breakdown of Fiscal Year 2000-01 (baseline year) shelter statistics for Arizona Humane Society, using the forms provided with this application. *[These reporting forms must be signed by the shelter personnel with copies of the signed forms submitted to Maddie's Fund.]*
- o A monthly breakdown of Fiscal Year 2000-01 (baseline year) shelter statistics for each participating adoption guarantee organization that was operational at that time, using the forms provided with this application. *[These reporting forms must be signed by the shelter personnel with copies of the signed forms submitted to Maddie's Fund.]*
- o A monthly breakdown of the baselines and Year 7 goals for adoptions, reduction in total shelter deaths, reductions in healthy shelter deaths, and reductions in treatable shelter deaths.
- o A description of the Year Seven Programs and Services.
- o The number of baseline and above baseline adoptions to be performed by each participating adoption guarantee organization.
- o Reduction goals for healthy, treatable, and total deaths for each organization.
- o The Year 7 Fundraising Strategies.
- o Year 7 Budget.
- o Ten-Year Strategic Plan for Maddie's® Pet Rescue Project in Maricopa County.
- o Copies of any new government spay/neuter mandates.
- o Supplemental Information for any new participating adoption guarantee organizations.
- o Copy of IRS Determination Letter for Arizona Animal Welfare League, if not on file with Maddie's Fund.
- o Copy of most recent financial statements or audit for Arizona Animal Welfare League.