

**Maddie's[®] Pet Rescue Project
in the
City of Mobile, AL**



The Pet Rescue Foundation

**Strategic Plan
Years 7 - 10**

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I. Our Mission Statement

To create a no-kill community in the City of Mobile by 2015 by providing an adoption guarantee for all healthy and treatable shelter dogs and cats and by promoting honesty, integrity and mutual respect among coalition members and with the veterinary community.

We intend to accomplish our mission by:

- 1) Increasing Adoptions
- 2) Reducing Shelter Euthanasia
- 3) Raising additional money to support the project beyond the MF grant (sustainability)

II. Coalition Demographics

Background

Maddie's[®] Pet Rescue Project in the City of Mobile, AL is a coalition of humane organizations, supported by Maddie's Fund[®], working to end the euthanasia of healthy and treatable dogs and cats in the City of Mobile Animal Shelter by 2015. The coalition consists of 3 adoption guarantee organizations (AG) – the Animal Rescue Foundation (ARF), Friends of the Mobile Animal Shelter (FOMAS), Mobile Society for the Prevention of Cruelty to Animals (Mobile SPCA) – and 1 municipal animal shelter, the City of Mobile Animal Shelter.

Note: Maddie's[®] Pet Rescue Project began as a county-wide Project. At the midway point of Year 4 (July 2008), the Project shifted its focus to a City of Mobile Project only. A permanent adoption guarantee for all healthy City of Mobile shelter animals started in Year 4, on October 1, 2008 and is ongoing. Beginning Year 6 (2010) the partners will begin to focus on treatable dogs and cats, culminating in an adoption guarantee for all healthy and treatable pets by 2015.

Geographic Area

The metropolitan area of the City of Mobile covers 128 square miles. And though Mobile offers the amenities and infrastructure of a major metropolitan area, it has retained its sense of community and friendliness. The rest of the world is taking notice: Mobile has been honored with an All-America City designation by the National Civic League. A recent survey ranked the city as one of the top five most "polite" cities in the nation, and Mobile consistently ranks high in Money Magazine's "300 Best Places to Live" issue. The City of Mobile is situated in Mobile County which is the second largest county in the state of Alabama. Mobile is known for its bustling Port of Mobile.

Human Population

207,000 City (2010 Mobile Chamber of Commerce)

Coalition Members—Adoption Guarantee Organizations:

Animal Rescue Foundation (ARF)

P.O. Box 50065, Mobile, AL 36605 (251) 478-9743; Contact: Michelle Turner

Founded in 1996, the Animal Rescue Foundation is an adoption guarantee group devoted to rescuing, rehabilitating and re-homing felines and canines in Mobile and surrounding area. The organization cares for all animals, regardless of age, breed, illness or disability. Non-lethal population controls, including early-age spay/neuter and feral cat Trap-Vaccinate-Fix-Return is practiced. ARF advocates on behalf of all individual animals about the humanity of sterilization, not euthanasia, as an effective solution to reproduction and unnecessary breeding. Healthy and treatable cats and dogs awaiting a permanent, loving family are placed in

the foster center, hence its name, the ARFanage. Feral cats (strays that revert to a wild state or cats born and raised without human contact) are returned to their habitat, where they are supervised, fed and given shelter.

MISSION: *Compassion-Safety-Control* To rescue abandoned, lost, and abused canines and felines unable to provide for themselves in Mobile and the surrounding area (Compassion); remove animals from the streets where they are often threatened by starvation, disease, weather, urban dangers and ultimately, a horrible death (Safety); provide non-lethal solutions to break the cycle of reproduction, and therefore ensuring better management, health care and quality-of-life expectancy of these animals (Control).

Friends of the Mobile Animal Shelter (FOMAS)

855 Owens Street, Mobile, AL 36604 (251) 208-2800; Contact: Donna Turner, Ellen Lursen
Founded in 2004, the Friends of the Mobile Animal Shelter is an adoption guarantee organization that was established to improve the lives of pets that are housed at the City shelter. The primary goal is to reduce the number of healthy animals that are being euthanized and to promote the adoption of Shelter pets. Healthy, vet checked, spayed or neutered, and microchipped pets are offered for adoption. Friends also promotes spay/neuter programs to help reduce the number of unwanted pets roaming the streets and those brought to the Shelter.

MISSION: The mission of FOMAS is to improve the quality of life for shelter pets that are housed at the City of Mobile Animal Shelter; to find forever homes for healthy and treatable Shelter pets; and to reduce the number of unwanted pets roaming the streets of our community by utilizing spay/neuter programs.

Mobile Society for the Prevention of Cruelty to Animals (SPCA)

620 Zeigler Circle West, Mobile, AL 36608 (251) 633-3531; Contact: Janine Woods
Founded in 1885, the Mobile SPCA promotes the adoption of shelter and homeless animals; works to end the deaths of healthy and treatable shelter animals by 2015; provides humane care and treatment for animals entrusted to the Society; investigates animal cruelty and neglect; spays and neuters all animals they offer for adoption; promotes and aids financially spay/neutering in the community; aids in rescuing animals in emergency situations; assists in special financial animal-related hardship cases; offers educational programs for children and adults; while treating all animals with respect. The Mobile SPCA is a limited intake adoption guarantee humane organization that only euthanizes animals for untreatable health or behavior reasons.

MISSION: Our mission is to provide shelter, food, and medical care to the animals in our care while promoting adoptions, spay and neuter initiatives, responsible pet ownership and community education.

Coalition Members—Municipal Animal Shelter:

City of Mobile Animal Shelter

855 Owens Street, Mobile, AL 36604 (251) 208-2800; Contact: Ellen Lursen
The City shelter serves the citizens of the City of Mobile. The shelter is run by the City of Mobile, Alabama. Services include the enforcement of the leash law, investigation of cruelty to animal cases, administering city dog licenses, the housing of unwanted animals and the adoption of available healthy animals. The shelter provides pick-up service for stray or injured animals. This service also applies to any stray biting animal. (If a biting animal has an owner, said animal must be impounded, at owner expense, for 10 days with a licensed veterinarian for observation.) The City shelter accepts strays and owner turn-ins during regular hours of operation. By law, stray animals are kept in the facility for five working days. The shelter's goal, with the help of the adoption guarantee organizations, is to eliminate the need for euthanasia

of healthy and treatable animals. The shelter strives to encourage responsible pet ownership and impress upon the public the importance of having their pets spayed or neutered in order to control pet overpopulation.

III. Maddie’s® Pet Rescue Project

Maddie’s® Project is a ten-year community collaborative project. Maddie’s Fund provides support for seven of the ten years. And in return, our Coalition is expected to meet annual goals to increase adoptions and reduce shelter euthanasia (total, healthy, and treatable) and raise extra funds to cover any shortfall and to sustain the project in future years. The Mobile SPCA submits an annual application and an updated sustainability plan, which are reviewed by the Maddie’s Fund team and the Board of Directors. Continued funding for the project is dependent upon meeting the goals of the project and at the discretion of the Maddie’s Fund Board.

Project Goals

Annual goals are set for the project which Coalition members are expected to meet. These goals are based on the coalition’s performance during the baseline year (calendar year 2003). The participating animal shelter (City of Mobile Animal Shelter) needs to maintain their baseline year adoption performance while the participating adoption guarantee Coalition members must exceed their baseline year adoption performance. They also need to eliminate euthanasia of all healthy shelter pets (the permanent adoption guarantee phase for all healthy shelter animals started Year 4 on October 1, 2008), reduce euthanasia of treatable shelter pets (starting in Year 6), and reduce total shelter euthanasia and raise additional funding for the future years of the project.

Baseline Year Performance

2003	ARF	FOMAS	Mobile SPCA	City of Mobile Shelter	TOTAL
Public Intake	234	0	673	8,843	9,750
Adoptions	228	100	655	1,599	2,582
Euthanasia					
Healthy	0	0	0	2,600	2,600
Treatable	0	0	0	2,605	2,605
U/U	7	0	22	1,448	1,477
Total	7	0	22	6,653	6,682

Grant Funds

Grant funds are used to pay the adoption guarantee organizations to perform above baseline (AB) adoptions and to help them raise money for future years of the project. Should the City Shelter exceed baseline they will receive grant funds for above baseline adoptions. As lead agency, the Mobile SPCA administers the project – hiring staff, organizing coalition-wide events, and meeting reporting requirements and ensuring that the project goals are met.

The City Shelter is required to collect and report shelter statistics, maintain their adoption baselines, and make available to the adoption guarantee organizations any healthy or treatable shelter dog or cat that they can’t place. Mobile County Animal Control and Saraland Animal Shelter, while not active coalition members are required to continue collecting and reporting shelter statistics and maintaining adoption baselines.

Functions of the Lead Agency

- Provide leadership to coalition partners
- Oversee distribution and use of grant funds
- Ensure that annual project goals are met
- Hire and supervise staff for project: Project Coordinator, Assistant Project Coordinator, Events Coordinator
- Hold monthly coalition meetings
- Collect and monitor monthly shelter statistics from animal control and adoption guarantee organizations
- Staff and oversee all bookkeeping
- Submit monthly, quarterly, semiannual and annual reports to Maddie's Fund
- Organize and coordinate coalition events
- Serve as Maddie's[®] Pet Rescue Project spokesperson
- Coordinate speaking engagements for public and private organizations
- Coordinate all project media
- Produce and distribute all Maddie recognition materials for coalition members
- Hold idea exchange meetings twice yearly
- Hold post-event Evaluation Meetings (within 48 hours of event)
- Annually revise and update the Application and Strategic Plan
- Work with the City Shelter and the Azalea City Cat Coalition to develop spay/neuter programs for feral cats (75% of unhealthy & untreatable deaths of cats in the City shelter are feral).
- Oversee, provide information and training to all groups in the use of the Asilomar Accords definitions in classifying shelter animals: healthy, treatable-rehabilitatable, treatable-manageable, and unhealthy & untreatable.
- The Pet Evaluation Matrix will continue to be used to make sure all animals are evaluated medically and behaviorally and categorized uniformly upon intake by shelter staff.

Functions of the Coalition Members

- Achieve project goals
- Report shelter statistics to lead agency monthly
- Supply adoption documentation for each adoption
- Report successes and challenges at monthly coalition meetings
- Participate in coalition events
- Participate in planning meetings
- Continue to develop fundraising programs
- Build up reserves to support future years of the project
- Continue to develop new adoption strategies
- Promote and recognize Maddie and Maddie's Fund during and after the life of the grant
- Post annual statistics on website
- Use Asilomar Accords definitions in classifying shelter animals: healthy, treatable-rehabilitatable, treatable-manageable, and unhealthy & untreatable.
- The Pet Evaluation Matrix will continue to be used to make sure all animals are evaluated medically and behaviorally and categorized uniformly upon intake by shelter staff.

We expect that the role of the lead agency and the roles of the coalition members will remain the same throughout the grant and into the future.

IV. Objectives – How We Intend to Achieve Our Mission

Objective 1: Increasing Adoptions

Project partners will increase adoptions through a variety of coalition and individual events and programs. The goal is to increase Adoption Guarantee groups’ capacity, so they will be able to take more animals from the City Shelter.

The first three years of the project encompassed all of Mobile County. At the midway point in Year Four, the project shifted to focus on the City of Mobile only.

	All of Mobile County			Half County /Half City	City of Mobile Only						
	YR1 (Act)	YR2 (Act)	YR3 (Act)		YR4 (Act)	YR5 (Act)	YR6 (Est)	YR7 (Proj)	YR8 (Proj)	YR9 (Proj)	YR10 (Proj)
Increase AG Adoptions (AB)	800	1,448	1,528	1,569	1,161	1,420	2,399	2,879	3,455	4,146	4,965
Total AG Adoptions	1,783	2,431	2,523	2,558	2,144	2,403	3,382	3,862	4,438	5,129	5,948
Increase All Adoptions (AB)	460	903	495	1,403	805	741	2,399	2,879	3,455	4,146	4,965
Total Adoptions (All Groups)	3,548	3,991	3,595	4,282	3,387	3,423	4,981	5,461	6,037	6,728	7,547

Above baseline adoption goals are divided among the AG organizations based upon participation levels determined annually.

Strategies for Increasing Adoptions

Onsite Adoption Events

With the Mobile SPCA’s Adoption Center, expanded outdoor kennel area and clinic — which houses dogs and cats getting ready for adoption — onsite adoptions of both cats and dogs will increase. This is necessary to meet adoption goals today and to establish an outlet to offer shelter animals for adoption in the future.

ARF, FOMAS, the MSPCA and the City of Mobile Shelter all have onsite normal operating hours for adoptions. The Mobile SPCA also has specific themed one-day adoption promotions. In addition each partner holds two for one sales, percentage off sales and other promotion events. The Mobile SPCA will increase special promotions in Year 7 and beyond in an effort to garner more media coverage and expand adoptions.

Offsite Adoption Events

The primary strategy for increasing adoptions is through adoption events and promotions. These include 6 coalition events, 2 coalition promotions, special individual adoption events and individual monthly pet store adoptions at PetSmart, Pet Supplies Plus and B & B Pet Stop. Refer to following Calendar of Events:

MONTH	EVENT	Year 7	Year 8	Year 9
February	PetSmart First Love Event	50	65	80
April	Free Over Three Promotion	35	45	45
May	Spring National Adoption Weekend	30	40	45
June	Maddie's Pet Palooza	70	84	99
August	Promotion	30	35	40
September	Maddie's Fall National Adoption Weekend	50	65	80
October	Howl'Oween Midnight Madness	40	50	60
November	Maddie's Winter National Adoption Weekend	50	55	60
	Subtotal	355	439	509
	INDIVIDUAL EVENTS			
ARF	ARFanage Weekly Adoptions	168	168	185
	Website/Petfinder.com	120	130	150
	PETsMART Dog Adoptions	180	190	210
	Newsletter	36	56	66
	ARFanage Saturday Adoptions	120	130	142
	Other Special Events/Foster Care	45	55	65
	Subtotal ARF	669	729	818
FOMAS	Pet Supplies Plus Adoptions/Dog Wash	35	45	55
	Pets In the Park	13	20	30
	Open House and Office Adoptions	134	145	168
	Easter Event	15	25	40
	B&B Adoption - Cats	65	75	85
	PetSmart Sunday's & 5th Saturday's	75	85	95
	Other Events/Coffee Shop/Earth Day	91	99	110
	Subtotal FOMAS	428	494	583
SPCA	PETsMART Luv-A-Pet Center	570	590	620
	Mobile SPCA/Maddie's® Adoption Center	527	535	566
	Vet Partners	10	15	20
	PetFinder.com/PetSmart's Adopt-A-Pet.com	160	180	225
	E-mail, E-newsletter	75	75	85
	Whisker Waggin Adoption Trailer	10	20	35
	Tag Day	40	50	60
	PETsMART Dog Adoptions	324	320	360
	1/2 off Cat Sales 2x Year (Aug & Oct)	60	70	80
	Pet of the Week - newspaper display ads	64	75	95
	WKRG-TV Pet of the Week	30	40	50
	Brown Bag/Maket on the Hill, etc...	10	15	25
	Coupon Sales and Special Promotions	40	50	60
	Adopt A Shelter Cat Promotion	30	40	55
	Veterans Day Promotion	15	20	30
	Subtotal SPCA	1,965	2,095	2,366
City Shelter	Onsite Adoptions	1,564	1,564	1,564
	Subtotal	4,626	4,882	5,331
Total		4,981	5,321	5,840

Organizational Development

To increase capacity and build organizational strength, the lead agency will help the other agencies by informing them of upcoming webinars (e.g., PetSmart Charities webinars) or providing training opportunities by utilizing local resources such as the Nonprofit Resource Center of Alabama (NRCA) and Public Relations Council (PRC) or Humane Society University's on-line classes. Local available workshops include:

- Media relations
- Maximizing Technology
- Public Relations Toolbox

Other online tools that are available from the NRCA that can be utilized by the Maddie's[®] Partner Groups are:

- Collaborations
- Human Resources
- Strategic Planning
- Risk Management
- Budgeting
- Board Development

To help increase capacity, the groups will

- Expand their volunteer base and foster home networks.

The partners are also making other organizational changes to help strengthen the coalition: learning to run like a business, addressing issues and challenges as they arise, holding strategic planning meetings, training staff and volunteers, getting board members more involved and updating procedures manuals.

Advertising/PR Promotions

Coalition Efforts:

- The Coalition will continue to promote coalition adoption events and promotions.
- Flexibility will be built into the events planned to accommodate changes in the marketplace. We will continue to review and adjust our events, schedules and promotions accordingly to stimulate interest in them.
- Coalition media campaigns to support events will be utilized to boost adoptions and to serve as educational tools to help change the public's perception about the value of shelter animals.
- The Coalition will spearhead efforts to get local media to participate in The Shelter Pet Project.
- The lead agency will continue to take every opportunity to speak on radio and TV about the project and adoption events.

Individual Efforts:

- Promote adoptions through websites, Facebook, Twitter, Petfinder.com, and Adopt-A-Pet.com and affiliated websites — PetSmart.com, Dogs.com, MightyDog.com, Pedigree.com and PetHarbor.com.
- Promote adoptions in newsletters, e-newsletters, classified newspaper advertising and the weekly Chamber of Commerce e-newsletter.
- The City Shelter and FOMAS hold an Open House twice a year to promote the organizations and animals available for adoption.

- The Mobile SPCA will continue to purchase display newspaper advertising for some of their adoption events and classified advertising for all of their adoption events.
- Available pets will be featured on the local news morning show, WKRK-TV5 on the “Pet of the Week” segment, the Tri-City New and TV15’s “Project Safe Pet” on their website. FOMAS will continue to feature a pet on NBC 15.
- Following Bonny Brown’s lead, special promotions and additional adoption events (e.g. a new Veteran’s Day Adoption Event) at the Mobile SPCA will be increased.
- The Mobile SPCA will continue a campaign to drive people to their adoption center.
- The Mobile SPCA will continue a campaign to boost spay and neuter.

Public Speaking Engagements:

- A spokesperson from each member agency will make presentations and gives interviews about the project upon request throughout the year

Tabling Events:

- The Mobile SPCA and FOMAS will continue to promote adoptions and spay/neuter at a wide variety of community events including City and County Day, YMCA Family Workshop Day, Girl Scout workshops, health fairs, school events, etc.

Objective 2: Reducing Shelter Euthanasia

Reductions in Euthanasia Goals

The first three years of the project encompassed all of Mobile County. At the midway point in Year Four, the project shifted to focus on the City of Mobile only, making the goal of achieving an Adoption Guarantee for all healthy and treatable dogs and cats attainable.

	All of Mobile County			Half County /Half City	City of Mobile Only							
	YR1 (Act)	YR2 (Act)	YR3 (Act)		YR4 (Act)	YR5 (Act)	YR6 (Est)	YR7 (Proj)	YR8 (Proj)	YR9 (Proj)	YR10 (Proj)	YR11 (Proj)
Reduce Healthy Euthanasia	-1,364	-1,857	-2,392	-2,536	-2,582	-2,600	2,600	2,600	2,600	2,600	2,600	2,600
Healthy Euthanasia	2,865	2,372	1,837	569	0	0	0	0	0	0	0	0
Reduce Treatable Euthanasia	N/A	N/A	N/A	N/A	N/A	-1,800	-521	-912	-1,433	-1,954	-2,605	
Treatable Euthanasia	3,688	2,464	3,749	3,410	2,605	805	2,084	1,693	1,172	651	0	
Reduce Total Euthanasia	-2,072	-2,590	282	737	-3,119	-3,600	-3,121	-3,512	-4,033	-4,554	-5,205	
Total Euthanasia	10,171	9,653	12,525	8,992	3,563	3,082	3,561	3,170	2,649	2,128	1,477	

Strategies for Reducing Shelter Euthanasia

Keep the Focus on the City of Mobile Animal Shelter

- AG partners will continue to increase transfers from the City of Mobile animal shelter.
- Open lines of communication with animal control and monthly meetings with City shelter staff and coalition members will continue.

- We will maintain at least a 5 to 1 adoption subsidy differential for above baseline adoptions involving animals taken from City shelter as opposed to the public.

Institutionalize the Adoption Guarantee

1. *Pet Evaluation Matrix*

- a. The Pet Evaluation Matrix was developed and placed into action in Year 4. It was revamped in Year 6 and will continue to be used to make sure all animals are evaluated medically and behaviorally and categorized uniformly upon intake by shelter staff.

For Pet Evaluation Matrix refer to MobilePetEvaluationMatrix.doc

2. *Adoption Guarantee*

- a. Beginning October 1, 2008, the Maddie's[®] Pet Rescue Project in Mobile has provided an adoption guarantee for all healthy City of Mobile shelter pets and will continue to so.
- b. At the start of Year 6, January 1, 2010, Maddie's[®] Pet Rescue Project coalition partners in Mobile began to tackle the treatable shelter dogs and cats, and will be saving all of the treatable shelter dogs and cats by 2015. A comprehensive plan is in place to ensure placement of these animals in danger of euthanasia at the City Animal Shelter. Collaboration and communication with coalition partners is in place to achieve this goal.

For Adoption Guarantee Plan refer to MobileAdoptionGuaranteePlan.doc

Reduce Shelter Intake

- The Coalition requires that all pets placed by an AG group be microchipped so that lost pets will be reunited with guardians or AG groups. Adoption package incentives are aimed at retaining newly adopted pets in the home. All pets receive an adoption packet that includes training, care and nutrition information, a "Training Your Adopted Dog" or "Your New Cat" DVD and a Maddie's[®] identification nametag.
- Each agency conducts pre-adoption interviews to make sure the pet that is being placed into the home is suitable for that family's lifestyle. Post-adoption behavior counseling and post-adoption training classes have been developed to prevent owner surrenders and keep pets in their home;
- The lead agency offers continuing education courses in animal behavior for its staff and for partner groups;
- All AG partners promote the Maddie's[®] S/N Project at all events, through newsletters and flyers supplied by the lead agency. The Mobile SPCA advertises the S/N Project as well as their reduced-fee spay/neuter program in local weekly newspapers as well through free and paid advertising (flyers, PSAs, newspapers). The Mobile SPCA supplied several thousand S/N door hangers to the City shelter to be used by ACO's on calls.
- The lead agency will continue to work with the City shelter to develop new ways to control the intake of feral cats and offer creative TNR alternatives to euthanasia. The Shelter will work with caregivers of managed cat colonies and the Azalea City Cat Coalition to develop TNR programs for feral cats.

Objective 3: Raising Additional Money to Support the Project beyond the MF Grant (Sustainability)

AG Fundraising

The lead agency estimates that the cost of above baseline adoptions is \$80 for each healthy adoption, and \$130 for each treatable adoption. These amounts have been determined by taking the Mobile SPCA’s median cost for preparing a healthy or treatable animal for adoption. This includes spaying and/or neutering of the animal, normal vaccinations, rabies vaccinations, flea treatment, heartworm and/or feline leukemia testing and microchipping. Treatable animals would include any reasonable treatment for a temporary/treatable illness.

These amounts are used to help estimate the full cost of the project:

Year	Healthy AB Adoptions	Cost of Healthy AB Adoptions @ \$80	Treatable AB Adoptions	Cost of Treatable AB Adoptions @ \$130	Cost of Capacity Building & Coalition Activities	Total Cost	MF Grant Amount	Extra Funds/(Funds Needed)
One	800	\$64,000	0	\$0	\$124,976	\$188,976	\$271,245	\$82,269
Two	1,691	\$135,280	0	\$0	\$337,089	\$472,369	\$520,678	\$48,309
Three	2,538	\$203,040	0	\$0	\$470,923	\$673,963	\$812,160	\$138,197
Four	2,732	\$218,560	0	\$0	\$505,482	\$724,042	\$860,580	\$136,538
Five	2,600	\$208,000	0	\$0	\$494,000	\$702,000	\$702,000	\$0
Six	2,600	\$208,000	260	\$33,800	\$401,700	\$643,500	\$643,500	\$0
Seven	2,600	\$208,000	521	\$67,730	\$156,090	\$431,820	\$431,820	\$0
Eight	2,600	\$208,000	912	\$118,560	\$91,500	\$418,060	\$0	(\$418,060)
Nine	2,600	\$208,000	1,433	\$186,290	\$91,500	\$485,790	\$0	(\$485,790)
Ten	2,600	\$208,000	1,954	\$254,020	\$91,500	\$553,520	\$0	(\$553,520)
Eleven	2,600	\$208,000	2,605	\$338,650	\$91,500	\$638,150	\$0	(\$638,150)
Total	25,961	\$2,076,880	7,685	\$999,050	\$2,856,620	\$5,932,190	\$4,241,983	(\$1,690,207)

Year 7

Each adoption guarantee partner will be responsible for creating a reserve fund to continue the lifesaving efforts of this project after the Maddie’s® grant has ended. To help the partners develop new strategies to broaden their financial base and to increase their development capacity, the lead agency will:

- Distribute fundraising subsidies based on each partner’s adoption goal. Subsidies will be used to offset some of the cost of developing new and expanding existing fundraising activities of the individual AG partners.
- A revenue stream will be generated from coalition events through the use of donation jars, microchipping, bake sales, t-shirt sales and other fund raising initiatives. These funds will be placed in a separate account by the lead agency and included in the reserve funds.
- All unspent Maddie’s® grant funds from Years 1 – 5 were placed into the coalition reserve fund with approval of Maddie’s Fund.
- The lead agency has been working with the partners to help them develop realistic budgets and advise them on fundraising projects. The lead agency will continue to work closely with the organizations in Year 7 and to help them understand the necessity of planning for the future.

Years 8-11

Each adoption guarantee partner will be responsible for continuing fundraising activities while using some of their reserve funds that had been set aside in Years 1-7 to fund Years 8 -11 and beyond.

	Amount of MF Grant	Total FR Subsidy	Total Project FR Goal (Amount to be Set Aside)	Coalition		ARF		FOMAS		SPCA	
				FR Subsidy	FR Goal (to be set aside)	FR Subsidy 22%	FR Goal (to be set aside)	FR Subsidy 17%	FR Goal (to be set aside)	FR Subsidy 61%	FR Goal (to be set aside)
Y1	\$271,245	\$0	\$0	0	\$84,037	\$0	\$0	\$0	\$12,500	\$0	\$10,000
Y2	\$520,678	\$45,684	\$97,840	0	\$53,696	\$10,508	\$0	\$4,568	\$3,395	\$30,608	\$75,000
Y3	\$812,160	\$97,459	\$220,027	0	\$126,349	\$22,416	\$20,985	\$9,746	\$24,042	\$61,399	\$175,000
Y4	\$860,580	\$107,963	\$281,541	0	\$141,236	\$25,442	\$8,705	\$11,061	\$6,879	\$71,460	\$135,000
Y5	\$702,000	\$80,530	\$201,325	0	\$203,500	\$18,522	\$45,620	\$8,053	\$21,066	\$53,955	\$130,000
Y6	\$643,500	\$64,350	\$204,825	0	\$10,000	\$14,800	\$47,110	\$6,453	\$20,483	\$43,115	\$137,232
Y7	\$431,820	\$21,141	\$95,564	0	\$11,000	\$4,651	\$18,604	\$3,594	\$14,376	\$12,896	\$51,584
Y8	\$0	\$0	\$211,825	0	\$13,000	\$0	\$20,720	\$0	\$18,183	\$0	\$70,922
Y9	\$0	\$0	\$215,000	0	\$15,000	\$0	\$30,450	\$0	\$21,500	\$0	\$85,050
Y10	\$0	\$0	\$245,000	0	\$17,000	\$0	\$41,350	\$0	\$24,500	\$0	\$100,150
Y11	\$0	\$0	\$275,000	0	\$17,000	\$0	\$52,250	\$0	\$27,500	\$0	\$120,250
	\$4,241,983	\$417,127	\$1,702,947	0	\$691,818		\$285,794		\$194,424		\$1,090,188

Years 1 – 5: Actual set aside amounts. Coalition set aside amounts include left over grant funds.

Project and Event Expenses: In Years 8-10, project expenses — salaries for a full-time Project Coordinator and part-time Events Coordinator, employee taxes, health insurance and accounting fees — as well as event expenses will be paid for by the set aside balance from Years 1-5. After Year 7, each adoption guarantee partner will begin to contribute a share of the expenses. Partners will begin to contribute to the coalition expenses at a minimal percentage and ramp up their contributions in Years 8-10 and contribute 100% of the expenses in Year 11. This will help each AG partner get ready to possibly pay for the Project and event expenses in later years. It is believed that Pet Palooza will eventually become self-sustaining while the remaining three events will still need support from the coalition partners.

The lead agency will oversee project staff that will organize the coalition events and collect statistics and report them to Maddie’s Fund on a regular basis.

V. Budget

See “Multi Year Budget Mobile” attached.

VI. Maddie Recognition

The Project and individual organizations will continue to recognize Maddie and Maddie’s Fund throughout the grant and beyond. A detailed plan will be provided in each annual application and a comprehensive report will be provided in each year’s annual report. Maddie, the little dog that made this project possible, will continue to be promoted and honored throughout the project and beyond. Existing Maddie recognition items such as banners, signs, cage cards, volunteer t-shirts, etc. will be replaced and materials replenished, as needed.