

Mayor's Alliance for NYC's Animals Maddie's® Pet Rescue Project NYC Year 3 Progress Report - 2007

I. MISSION

The Mayor's Alliance for NYC's Animals, Inc., is working with the City of New York toward the day when no New York City dog or cat of reasonable health and temperament is killed merely because he or she does not have a home.

To achieve that goal, the Alliance, a 501(c)(3) not-for-profit corporation, has formed a public-private partnership with the City of New York to develop creative solutions to deal with issues of animal care and control in New York City. We have brought together over 100 not-for-profit animal care groups, small and large, that are already working effectively to place and/or spay and neuter New York City's dogs and cats. Through our multi-year plan, our purpose is to help these groups work to their highest potential as part of a community collaborative effort.

II. PURPOSE

The Alliance was created to enable the pooling of resources, overcome the differences in priorities, and facilitate the collaboration of the four key groups listed below to solve the problem of animal homelessness in NYC and the "euthanasia" of healthy and treatable dogs and cats simply because they have no home.

- Collaborative efforts address the concerns and combined strengths of the four groups:
 1. *the public*
 2. *local government*
 3. *Animal Care & Control of NYC*
 4. *Local Adoption Guarantee shelters & rescue groups*
- Collaboration allows us to leverage the resources of the public and private sector in furtherance of the no-kill goal.

To achieve the goals set out in our mission, the Alliance identified, developed, and implemented initiatives that continue to have the greatest impact on one or more of the four core objectives. The objectives are outlined below:

- Increased adoptions – through adoption venues such as Maddie's® Adoption & Pet Care Festivals in city parks and at special adoption events such as the Madison Square Cat Show, which provide convenient, highly visible and innovative access to homeless animals.
- Strengthen resources - in the form of subsidies, tools, programs and services to help MPP's increase efficiency and effectiveness of shelter and rescue operations, build new and improve existing volunteer programs, and develop fundraising capabilities in order to sustain and grow adoption capacity.
- Decrease homelessness - deter abandonment through information, resources and education. Promote micro-chipping to improve the likelihood of reuniting lost pets with their guardians. Increase the number of spays and neuters in both the pet and feral communities.
- Raise awareness - through traditional and electronic media, public relations and advertising to promote the Maddie's® Pet Rescue Project in NYC's mission and goal to end the killing of healthy and treatable

animals in shelters. To educate consumers and increase awareness of homeless animals and the organizations that care for them.

III. HISTORY

The Mayor's Alliance for NYC's Animals was incorporated as a 501 (c) (3) in October of 2002.

In December 2002, City Hall and the Alliance signed a historic Memorandum of Understanding (MOU) with the goal of creating a no-kill city. As part of the MOU, the City committed to providing the Alliance with non-financial resources (such as those requested in the draft working paper presented to the City by the Alliance founding members -- access to parks, parking permits for adoption vans and ads in subways, trains and buses) to assist the Alliance Participating Organizations in increasing the adoption of cats and dogs.

In April 2003 the Alliance and New York City's only traditional animal control shelter, Animal Care & Control (AC & C) signed an Operational Protocol. The agreement provided the basis for a collaborative relationship focused on helping AC & C reduce the number of cats and dogs killed yearly.

Since 2002 the Alliance has formed and maintained collaborations with numerous organizations, resources, and individuals providing varying degrees of support to help the Alliance and NYC achieve our goal. Currently close to 150 shelters, rescue organizations, and affiliated organizations including the AC & C. This includes over 50 breed rescue groups are Alliance Participating Organizations (APOs) as well as other groups such as Trap/Neuter/Return groups who focus primarily on NYC's free roaming cats.

In late 2002, the Alliance began the process of applying for a Maddie's Fund grant to provide the framework and work plan to help NYC achieve no-kill. Through out 2003 and 2004 the Alliance and its participating organizations started the task of increasing adoptions, getting NYC public involved in making NYC no-kill. With media attention, public support and adoption events Alliance participants began to make a difference. Adoptions were increasing at AC & C, transfers to rescue groups and shelters were increasing and the groundwork for a larger initiative was set to ensure additional funding and support would be put in place to sustain the efforts started.

The Maddie's Fund grant was finalized in late 2004 with the submission of a 10-year strategic plan and the commitment from the ASPCA to provide a lead grant of \$5 million to the Alliance over a five year period. In January 2005 the Alliance was awarded the first year of a seven-year Maddie's Fund Grant.

In February 2005, Mayor Bloomberg held a press conference at City Hall to acknowledge and thank Maddie's Fund and the ASPCA and congratulate the Mayor's Alliance and the VMANYC. Mayor Bloomberg stated that:

"This grant will help the private shelters and rescue organizations in the City, increase adoptions and decrease the demand on the City shelter system to unnecessarily euthanize healthy and treatable companion animals. It will make New York a more humane City. I want to thank Maddie's Fund for their generous grant and congratulate the Mayor's Alliance and VMANYC for all their work in procuring this grant. This effort represents the best that can be achieved when both private and public sectors work together."

By the end of Year 2 (2006) of the Maddie's[®] Pet Rescue Project in NYC we had 99 shelters and rescue organizations participating. We increased adoptions by 10,061 and reduced total euthanasia by 10,998 --- well over the targeted goal of 5,600 dogs and cat.

Despite the differences in size, resources and yes, even philosophies, our participating organizations are remaining focused on common goals – reducing euthanasia, increasing adoptions, and increasing spay/neuter opportunities. Maintaining that common focus is crucial – and challenging. When the Mayor's Alliance first began testing the waters to see who was interested in joining an animal alliance in New York City, many groups were eager to sign up. Others, however, were reluctant, perhaps because they didn't feel they were ready to be a part of a collaborative endeavor. These members might provide the best barometer for how the Mayor's Alliance has crystallized over the past several years.

Robert Shapiro of Social Tees, an Alliance organization that rescues dogs, cats, reptiles and birds, and a recipient of a capacity-building grant that recently allowed the group to update and expand its East Village facility, says that in the early days of the Alliance he didn't feel confident that his fledgling rescue group was adequately organized to join. "It was only later," he says, "after joining the collaboration, that I understood how being a part of it allowed us to do more – to take more animals out of AC&C, and save more lives. I was kicking myself for not joining sooner."

Anjellicle Cats, which joined the Mayor's Alliance late in 2005, seizes every opportunity to use the tools available to Alliance members. The group participates in every adoption event, schedules the adoption vans as frequently as possible, attends the strength training workshops, and submits its paperwork each month to receive Maddie's Fund adoption subsidies. Kathryn Willis, who founded Anjellicle Cats after years of rescuing on her own, says, "No one ever helped the rescue groups like this before, with subsidies, or PR support, or the exposure we get at adoption festivals. It's an honor to be a part of this collaboration. And it comes with so many benefits."

Kathryn, like some other Alliance members, initially was dubious about the recordkeeping required for participation in the Project. But, like many of her colleagues, she appreciates the value of preparing accurate monthly reports, not only as it facilitates receiving adoption subsidies, but also as it allows groups to monitor their progress, identify problems, and operate more professionally. "The more animals we take in from AC&C, the more paperwork we have to complete," she says. "But if it means we're able to do more, and to save more lives, then what's a little more paperwork?"

IV. SUMMARY AND OVERVIEW

In 2003 there was an estimated 14,000 healthy and 6,000 treatable dogs and cats euthanized (out of 31,700 euthanized) simply because they did not have a home.

Given the nature of the problem, and the inability of a single organization to focus on an acceptable and humane solution, the Mayor's Alliance was created to coordinate existing efforts as well as bring in external resources, such as Maddie's Fund and the ASPCA, to supplement the efforts in place. No one existing agency had the capacity or the support from the New York animal welfare community to take on this challenge. The Alliance was formed with the primary mission to end the euthanasia of healthy dogs and cats within 5 years and to

expand that adoption guarantee to all treatable dogs and cats by the end of year 10. With a 10 year strategic plan we are committed to ensuring that these goals are sustained after Year 7 of the project when the Maddie's funding ends.

In Year 3 – 2007, the rescue groups and shelters, referred to as Maddie's® Pet Partners (MPPs), came in all shapes and sizes with vastly different capabilities and resources.

There were 104 Maddie's® Pet Partners participating in Year 3 (2007) of the project. To address the differences of the MPPs and provide relevant resources to help them grow, the MPPs were placed into a tier -- based on their adoption output and capabilities. This allowed us to measure progress made from Year 1 to Year 3. All comparative data between years is based on current Year 3 participants in the Maddie's® Pet Rescue Project in NYC.

Tier 1 represents MPPs with adoptions of 1,000 animals a year or more

Tier 2 does 250 to 999 adoptions a year

Tier 3 does under 250 adoptions a year.

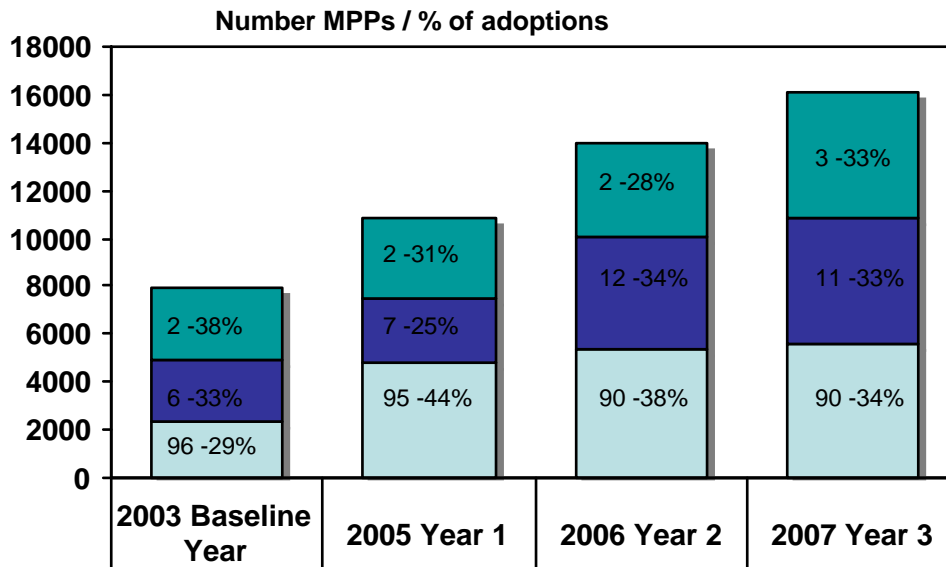
In 2007, building on the success of the two previous years of the Maddie's® Pet Rescue Project in NYC and for the first time in New York City's history, the euthanasia rate at our municipal shelters fell below 50 percent – to 43% of the 42,500 dogs and cats that entered NYC's Animal Care & Control (AC&C).

- Year 3 goals in 2007 - increase adoptions of healthy dogs/cats by 8,400 and decrease healthy and total euthanasia by 8,400
- With 104 Maddie's Pet Partners (MPPs) and a collaborative relationship with Animal Care & Control (AC & C) in place, MPP adoptions increased by 8,189 (104% increase from baseline year 2003)
- Total adoptions from MPPs and AC & C increased by 12,167 dog/cats, a 95% increase over baseline year 2003 from 12,819 to 24,986
- In 2007 transfers from AC & C to MPPs increased by 6,448 dogs and cats, from 2,403 in baseline year 2003 to 8,851, a 268% increase
- In 2007 overall transfers from AC & C to shelter and rescue organizations increased by 6,504 dogs and cats from 5,519 in baseline year 2003 to 12,023 in 2007, a 118% increase
- In 2007, 74% of the total transfers from AC & C were to MPPs
- While overall intake at AC & C has decreased by 3,687 dogs and cats from baseline year 2003, MPP intake from the public increased by 2,729 dogs and cats
- Between increases in MPP adoptions and AC & C adoptions, euthanasia of healthy dogs/cats was reduced by 11,764 (84%) to 2,236. Total euthanasia decreased by 13,119 to 18,703, a 41% decrease from baseline year 2003.

Chart 1

**Number of Maddie
Pet Partners – 104**

2003 Adoptions 7,892
 2005 Adoptions 10,883
 2006 Adoptions 13,932
 2007 Adoptions 16,081



	2003 Baseline Year	2005 Year 1	2006 Year 2	2007 Year 3
Tier 1 Adoptions	2964	3418	3860	5275
Tier 2 Adoptions	2634	2671	4760	5238
Tier 3 Adoptions	2294	4794	5312	5568

To continue efforts in achieving the four core objectives in Year 3 (2007) of Maddie’s® Pet Rescue Project, the Alliance continued to focus on the 18 major initiatives outlined in our strategic plan, dividing them into four categories in the form of subsidies, tools, programs, and services.

- The majority of these initiatives continued to specifically address the accessibility and logistical challenges that are unique to NYC, as well as provide needed infrastructure and resources for the MPPs to become self-sufficient and sustain the efforts beyond the 7-year Maddie’s Fund grant.
- While we some initiatives were discontinued (Regional Pet Services Network), others were identified and implemented into our programs like the Feral Cat Initiative and a Domestic Violence re-homing program.
- A key focus of the initiatives is to build relationships between rescue groups and AC & C and ensure transfers to rescue groups and shelters increase, as adoptions at AC & C begin to level off.

Funding support from Maddie’s Fund, the ASPCA and other grantors and donors provided the basis for delivery of life saving programs and services that has helped NYC come closer to its no-kill goal.

- Experience in the last 3 years of the project suggests that the initiatives set forth in our strategic plan (subsidies, tools, programs and services), combined with the MPP’s’ continued efforts and commitment have had a significant impact on helping the Alliance

increase adoptions by over 12,000 dogs and cats and exceed our goals of reducing euthanasia by over 13,000 dogs and cats in Year 3.

- With Maddie's funding of \$2,688,000, ASPCA funding of \$1,100,000, and other funding/income of over \$457,000 the Year 3 budget totaled \$4,245,128.

V. YEAR 3 - 2007 PROGRESS: ASSESSMENT & ANALYSIS

The charts on the following pages help demonstrate the progress made in each year from Baseline Year 2003.

The progress made in the last 3 years has helped us further identify the initiatives that had the greatest impact in helping us achieve our goals.

Key to progress included:

- Initiatives identified in our strategic plan -- subsidies, tools, programs and services
- Maddie's Fund adoption subsidies and major support from the ASPCA
- Additional funding through foundations and individuals
- Alliance support of the AC & C - providing funds targeted to improve and support transfers to shelters and rescue groups. The grant funded 6 key staff positions and provides additional funding for operations related to transfers. The positions included 3 liaisons to MPPs, 2 evaluators/behaviorists assessing dogs for transfer to MPP, and a shelter operations manager overseeing the transfer initiative and responsible for the improvement of operational efficiency and care of AC & C animals in all three shelters.
- The continued commitment of MPPs to support the mission as a collaborative project and ensure sustainability. This was demonstrated in the continued increase of transfers to rescue groups and shelters of over 12,000 dogs and cats in 2007.

While the public, the local government, and AC & C each play an important role in reaching no-kill, the AC & C and MPPs collectively are the caretakers and distributors of NYC's homeless animals. As the project progresses each year, transfers to MPPs and other organizations become the pivotal factor in helping us achieve our goals in euthanasia reduction and sustainability.

One of the areas in which we've achieved our greatest success in NYC is in the transfer of animals out of AC&C to other member shelter and rescue groups for adoption. This achievement incorporates efforts on several fronts, including **AC&C's New Hope Program**, which is funded in part by the Mayor's Alliance and provides dedicated personnel who coordinate the transfer of animals out of the city shelters; our **Wheels of Hope Van Program** that provides transport vehicles and drivers seven days a week to augment the transport capacity of our member groups; and our **Picasso Veterinary Fund** that pays for the treatment of sick and injured AC&C animals transferred to other member groups for adoption – animals who in the past would likely have been euthanized at the shelter because of lack of funding. Animals like Roo, the young American Staffordshire Terrier who arrived at the Brooklyn shelter with two broken elbows – most likely the result of abuse. Or Jack, the black cat who arrived at the Manhattan shelter with a leg injury so severe the leg had to be amputated. These are just two of the hundreds of dogs and cats who were saved, where in years past, would not have made it out of the shelter alive.

The increased numbers of cats and dogs transferred to our member groups, coupled with AC&C's own enhanced adoption efforts, have made a tremendous difference in the numbers of lives saved since our efforts began. In 2003, the number of dogs and cats either adopted by AC&C or transferred to other rescue organizations was 10,446. In 2007, that combined total exceeded close to 21,000.

The Alliance coordinated programs and provided resources, such as Maddie's® adoption subsidies, increased transfers, financial support to AC & C with incentives linked to increase in transfers to MPPs, and the Picasso Veterinary Fund as well as other support with medical and boarding. These programs were crucial and helped supplement the efforts already in place. Any viable solution to reducing euthanasia will need to continue to deal with a variety of challenges, ranging from overpopulation, limited low cost animal care resources, the need to increase spay neuter options and access for low income New Yorkers. Through public relations efforts we have begun to make a difference in the public's misperception about adoption, rescue groups and shelters and the need to spay/neuter.

The strength of the Alliance was demonstrated by its ability to address the challenges unique to New York and those not so unique, like maintaining the health of AC & C animals while at the shelter. Some of the challenges we continued to face in Year 3 included:

- **Collecting data** - collecting data from 104 organizations and the AC & C continues to require constant attention, support, and patience. The ability to provide adoption subsidies and tools as an incentive has been a major factor in achieving this task.
- **Public Awareness** - focusing on success and collaboration helped promote awareness and increase adoptions at local shelters/rescue groups. Despite the fact that traditional media is often attracted to controversy or failures, we have continued to maintain a strong positive message and build a media support network.
- **Maintaining collaborative relationship between the rescue community and AC & C** - Providing support through tools and resources has continued to help to manage the relationships despite differing philosophies. Hosting joint meetings to review policies and discuss solutions has kept us moving forward and focused on solutions. A key factor to maintaining success is helping all participants focus on what they have in common - saving lives.
- **Shelters and rescue organizations have limited resources. With AC & C shelters in difficult to access locations, transporting animals from AC & C in NYC continues to be a major barrier to getting them to rescue groups** - The transport vans have been a major tool and represent the physical manifestation of collaboration. They also provide for media opportunities and attract fundraising sources. The AC & C began to supplement some of the transfers through a relationship with the Doe Fund that pays for half the salaries of formerly homeless in a back to work program.
- **Keeping animals healthy at AC & C** after intake – 2007 continued to present an enormous challenge for AC & C and MPPs. The number of severe URI's/pneumonia with several cases of canine influenza after transfers took an even greater toll on many MPPs, requiring more assistance from the Alliance through the Picasso Veterinary Fund. A protocol of administering treatment to all dogs entering the shelter begun in 2007 was stopped by DOH until further studies and evaluations were done, which is

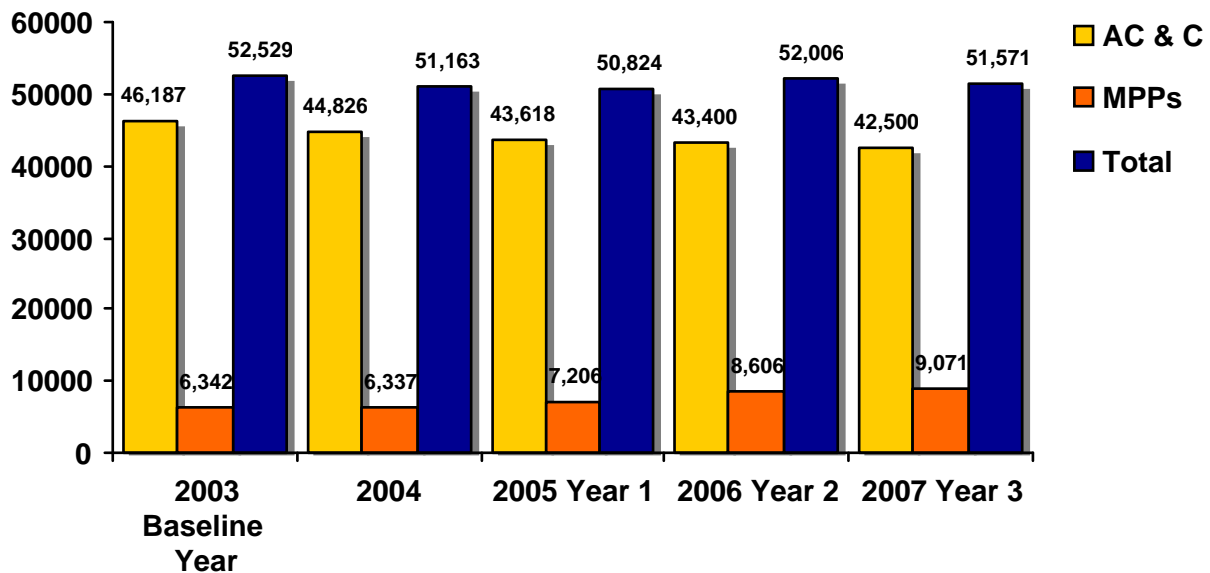
expected to happen in 2008 with the help of Cornell and ASPCA. Increases in severe pneumonia in dogs continued to require shifting more resources to support medical and temporary boarding/holding.

- **A long and lengthy search to replace the third Executive Director at the AC & C since 2004 resulted in a new hire toward the end of the year.** Developing a relationship with a new Executive Director brought additional challenges to MPPs, the AC & C staff and the Alliance. With the progress made over the last 3 years, prioritizing transfers to rescue and maintaining operational procedures that worked well was a major focus.

Intake: Total public intake by 104 MPP plus AC & C remained about the same in each year, ranging between about 51,000 to 52,600, with Baseline Year intake at the highest level.

- While not conclusive, it still appears that MPPs are making up the difference in their public intakes, as AC & C reduces the number of animals that are taken in.

Chart 2 - Total Public Intake - Baseline Year 2003 to Project Year 2007 (Year 3)



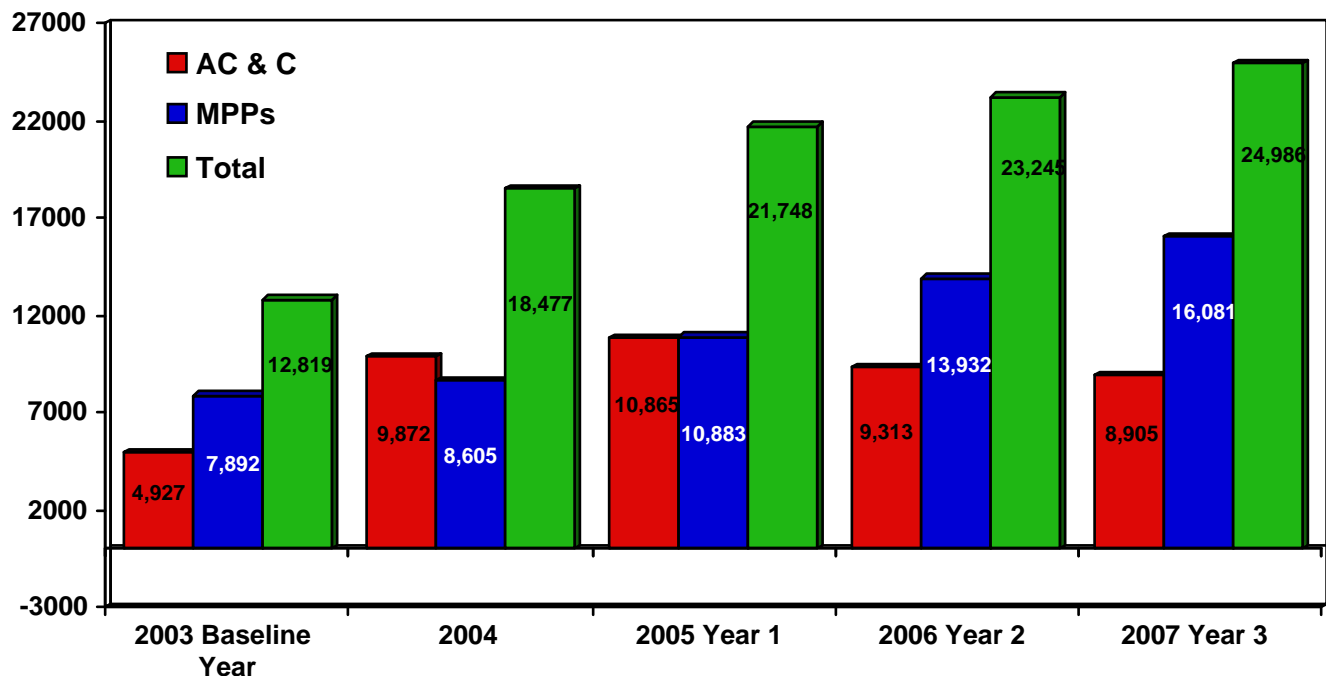
Note: Above Total Intake does not include transfers between organizations

Adoptions:

- In the third year of Maddie's® Pet Rescue Project total adoptions increased by 81% above baseline year, with MPP adoptions up by 104% for a total of 8,189 adoptions above baseline year 2003. Total adoptions of MPPs and AC & C increased by 12,167 above baseline year 2003 (95 %).
- While adoptions increased by over 100% at AC & C from baseline year to 2004, and continued to increase in 2005, AC & C adoptions began to drop in 2006 and into 2007 as predicted. The steady increase of transfers to MPPs and in adoptions from MPPs has helped to sustain the adoption growth and euthanasia decline from baseline year 2003.

- In 2005 adoptions from AC & C and MPP were about even. By 2007 adoptions by MPP began to outpace AC & C by almost 2 to 1 by 7,176 dogs and cats.

Chart 3 - Total Adoption Progress - Baseline Year 2003 to Project Year 2007

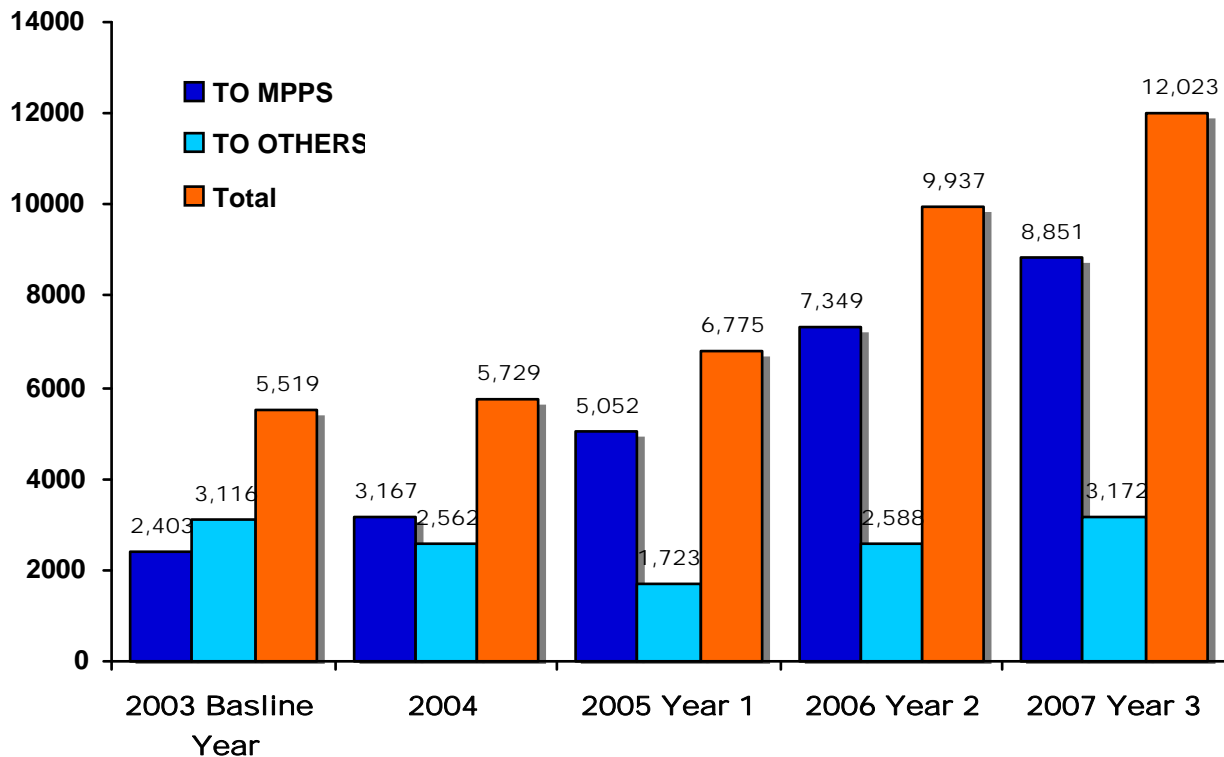


Transfers from AC & C to MPPs and other organizations: A key focus of the initiatives is to ensure transfers to MPP shelters and rescue groups continues to increase. With trends showing that adoptions are not increasing at AC & C, increase in transfers to MPPs has been the major factor in reduction of euthanasia and continues to be the major focus going into 2008.

- In Year 3 (2007) of the Maddie's® Pet Rescue Project in NYC transfers to shelters and rescue groups increased by 118% from 5,519 to 12,023 for a total increase of 6,504 dog/cats
- Transfers to MPPs increased by 268% from 2,403 to 8,851 for a total increase of 6,448 dogs/cats
- Year 3 indicates that transfers continue to be highest in 2nd quarter as compared to other quarters (2,552 of the 8,851, representing 30% of all MPP intake from AC & C). This was a similar trend in previous years and attributed to kitten season

As shown in Chart 4, transfers to MPPs continue to increase. In 2007 MPPs commitment to increasing transfers has helped to reduce deaths and move the Alliance closer to achieving its goal.

Chart 4 - Transfer to Rescue - Baseline Year 2003 to Project Year 2007



Total Euthanasia Reduction:

- In the third year of Maddie’s® Pet Rescue Project in NYC euthanasia at AC & C was reduced by 43% for a total reduction of 13,511 dogs/cats.
- In 2007 euthanasia at AC & C fell to 43% of total intake as compared to 69% in baseline year 2003.
- Total euthanasia between AC & C and MPPs was reduced by 13,119 dogs and cats, a 41.2% reduction.
- Of the total euthanasia, MPP euthanasia increased 324%, increasing by 392 dogs/cats from baseline year 2003. This is not unexpected given the number of transfers taken from AC & C and the likelihood that a percentage of those taken would be evaluated to be unhealthy & untreatable due to severe and untreatable illness breaking after the transfers occur.

Euthanasia by Health:

- In Year 3 healthy deaths at AC & C were down 84% by 11,764 to 2,236 dogs/cats.
- Treatable deaths were down 126 dogs/cats to 5,874.
- Unhealthy & untreatable deaths at AC & C were down 14% by 1,621 dogs and cats to 10,080.
- The reduction in treatable and unhealthy & untreatable deaths of 1,747 is primarily attributed to the reduction of intake by 3,687 dogs/cats.

Chart 5 - Total Euthanasia Reduction - Baseline Year 2003 to Project Year 2007

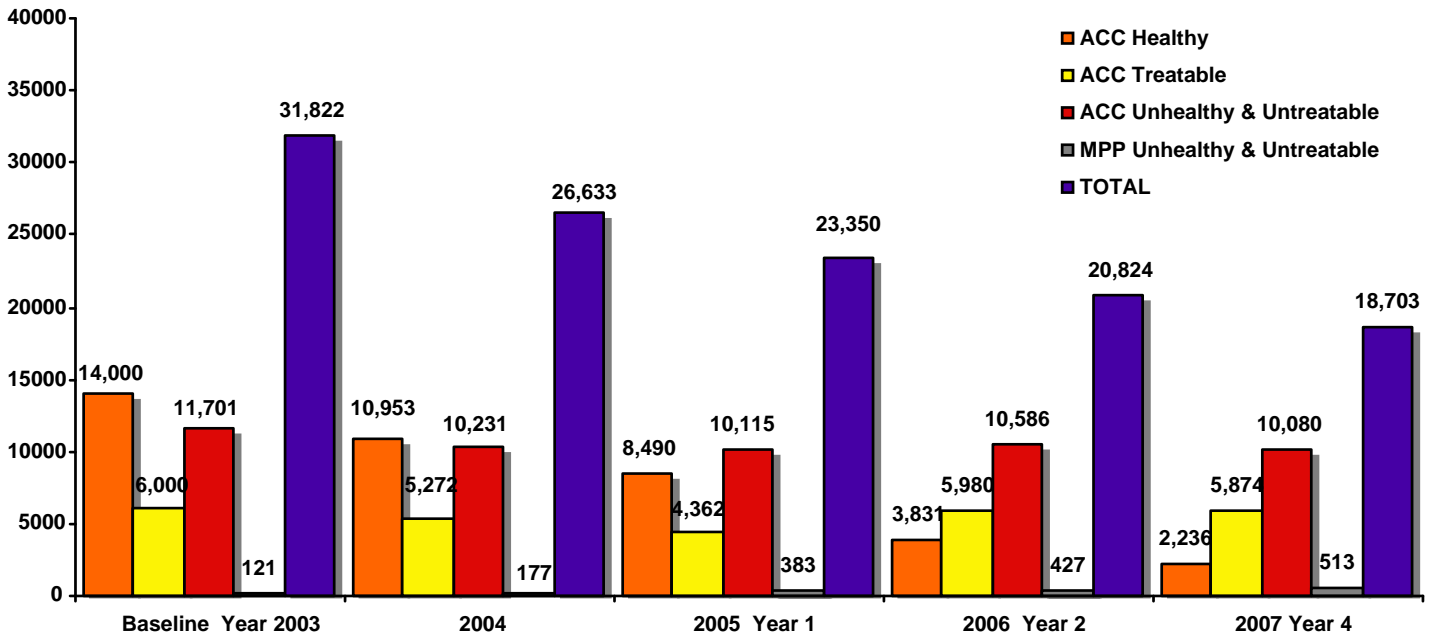


Chart 6 - Year 3 Progress & Summary - Statistics

	BASELINE (2003)	YEAR 3 (2007)	PROGRESS	% CHANGE
AC & C Total Intake	46,187	42,500	-3,687	-7.98%
MPP Intake from Public	6,342	9,071	2,729	43.03%
Total Intake	52,529	51,571	-958	-1.82%
AC & C Adoptions	4,927	8,905	3,978	80.74%
MPP Adoptions	7,892	16,081	8,189	103.76%
Total Adoptions	12,819	24,986	12,167	94.91%
AC & C Transfers to MPP	2,403	8,851	6,448	268.33%
AC & C Transfer to Other Organizations	3,116	3,172	56	1.80%
Total Transfers	5,519	12,023	6,504	117.85%
Return to Owners AC & C	1,501	1,323	-178	-11.86%
Return to Owners MPPs	40	181	141	352.50%
Total Return to Owners	1,541	1,504	-37	-2.40%
AC & C Euthanasia of healthy dogs/cats	14,000	2,236	-11,764	-84.03%
AC & C Euthanasia of treatable	6,000	5,874	-126	-2.10%
AC & C Euthanasia Unhealthy dogs/cats	11,701	10,080	-1,621	-13.85%
Total AC & C Euthanasia	31,701	18,190	-13,511	-42.62%

Dogs & Cats Analysis: While AC & C intake of dogs was down 26% in 2007 from 2003, cat intake increased by 5% and represented over 64% of total AC & C intake, and over 66% of total AC & C deaths.

As demonstrated by the chart below

- The total number of dogs euthanized at AC & C was down by 6,656 from 12,214 in 2003 to 5,558 in 2007, a 54% decrease in deaths.
- The total number of cats euthanized at AC & C was by down by 6,855 from 19,487 in 2003 to 12,632 in 2007, a 35% decrease in deaths.
- With AC & C deaths of healthy dogs down by 3,785 to 715 in 2007, we expect that healthy deaths of dogs will be reduced to lower than 300 in 2008.

Reducing intake and euthanasia of cats continues to be the major factor to insuring that we reach Year 4 goals in 2008 of 13,400 total above baseline adoptions (including AC & C) and euthanasia reduction of 11,200. Increased low cost spay & neuter is essential for there to be a significant impact on reducing cat deaths going forward. Dog intake and dog euthanasia continue to decrease at a greater rate than cat intake and euthanasia. Warm weather during 2007 winter months extended kitten season and added to higher intake of cats at AC & C as well as MPPs. While we expect S/N numbers to increase by 35% between the 4 non-profit agencies participating in the Maddie's® S/N project in 2008, it has become more apparent that S/N of free roaming cats needs to be funded.

Chart 7 – Progress - Cats & Dogs Analysis

	BASELINE (2003)			YEAR 3 (2007)			PROGRESS					
	dogs	cats	Total Baseline	dog	cats	Total Year 1	Total dogs	%	Total cats	%	Total	%
Intake at NYC AC & C	19,567	26,620	46,187	14,420	28,080	42,500	-5,147	-26%	1,460	5%	-3,687	-7.98%
Intake at MPP from Public	1,790	4,552	6,342	2,371	6,700	9,071	581	32%	2,148	47%	2,729	43.03%
Total Intake	21,357	31,172	52,529	16,791	34,780	51,571	-4,566	-21%	3,608	12%	-958	-1.82%
Adoptions at AC & C	2,216	2,711	4,927	2,489	6,416	8,905	273	12%	3,705	137%	3,978	80.74%
Adoptions at MPPs	2,539	5,353	7,892	5,150	10,931	16,081	2,611	103%	5,578	104%	8,190	103.76%
Total Adoptions	4,755	8,064	12,819	7,639	17,347	24,986	2,884	61%	9,283	115%	12,168	94.91%
Transfers to MPP	1,070	1,333	2,403	3,188	5,663	8,851	2,118	198%	4,330	325%	6,448	268.33%
Transfer to Other Organizations	1,834	1,282	3,116	1,351	1,821	3,172	-483	-26%	539	42%	56	1.80%
Total Transfers	2,904	2,615	5,519	4,539	7,484	12,023	1,635	56%	4,869	186%	6,504	117.85%
Return to Owners AC & C	1,244	257	1,501	1,069	254	1,323	-175	-14%	-3	-1%	-178	-11.86%
Return to Owners MPPs	15	25	40	57	128	185	42	280%	103	412%	145	362.50%
Total Return to Owners	1,259	282	1,541	1,126	382	1,508	-133	-11%	100	35%	-33	-2.14%
AC & C Euthanasia of healthy	4,500	9,500	14,000	715	1,521	2,236	-3,785	-84%	-7,979	-84%	-11,764	-84.03%
AC & C Euthanasia of treatable	4,000	2,000	6,000	2,304	3,570	5,874	-1,696	-42%	1,570	79%	-126	-2.10%
ACC Euthanasia Unhealthy & Untreatable	3,714	7,987	11,701	2,539	7,541	10,080	-1,175	-32%	-446	-6%	-1,621	-13.85%
Total AC & C Euthanasia	12,214	19,487	31,701	5,558	12,632	18,190	-6,656	-54%	-6,855	-35%	-13,511	-42.62%
MPP Euthansia	38	77	115	199	314	513	161	424%	237	39800%	398	346.09%
Total Euthanasia	12,252	19,564	31,816	5,757	12,946	18,703	-6,495	-53%	-6,618	-34%	-13,113	-41.22%

VI. Mayor’s Alliance Initiatives: Subsidies, Tools, Programs & Services

Below are some of the key initiatives that have had the greatest impact on achieving our Maddie’s® Pet Rescue Project - Year 3 goals and helping us move closer to meeting our targets as we move into Year 4.

A. Subsidies:

Maddie’s Fund above-baseline adoption subsidies are an integral part of the initiatives as they provide direct monetary support, helping MPPs offset the costs related to increasing their capacity. Maddie's Fund subsidies for Year 3 above baseline adoptions totaled \$ 1,580,586. In Year 4 we expect to distribute \$2,532,600 to Maddie’s® Pet Partners.

Chart 8 - Maddie’s Above Baseline Adoption Subsidies Distribution

Maddie’s® Pet Rescue Project NYC Above Baseline adoption subsidy distribution	Year 1 2005 Groups	Year 2 2006 Groups	Year 3 2007 Groups	Year 4 2008 Projected Groups
Amount distributed	\$431,250	\$897,085	1,580,586	\$2,532,600
Above \$20,000	7	12	19	29
Between \$10,000 and \$19,999	6	17	18	18
Between \$5,000 and \$9,999	6	15	11	14
Between \$2,000 and \$4,999	18	10	13	14
Less than \$2,000	44	34	29	19
\$0	7	11	15	5
Total groups	88	99	105	99

Note: AC & C began receiving adoption subsidies in Year 3 (2007). Total groups differ from year to year due to groups dropping out and new groups joining the project.

In 2007, AC & C received MF above baseline subsidies during February when they achieved zero healthy deaths. In 2008 AC & C will begin receiving above baseline adoption subsidies along with all MPPs and our goal is for there to be 3 months of zero healthy deaths.

Maddie’s® above baseline adoption subsidies continue to be instrumental in helping MPPs reach their adoption goals. The above baseline adoption subsidies have:

- Offset the increasing costs of taking transfers from AC & C and helped organizations build their capacity to take in more dogs/cats from ACC than any other year and offset the additional costs associated with getting them adopted
- Provided additional funds to help develop their organizations’ infrastructure to sustain the growth of intake and adoption programs, such as expansion of volunteer base, increased fundraising efforts, additional community advertising, equipment for adoption locations, costs of additional food, vaccinations, basic pre-adoption vet care, and in

many cases additional medical care for unexpected medical needs arising from AC & C transfers.

- Increased capacity by helping to fund holding spaces and provide financial assistance to foster networks, thereby adopting more and making room to take in more.

Grants to AC&C – To support the AC&C in their efforts to reduce euthanasia and increase adoptions, we provided grants of over \$ 305,000 in 2007. The grants were designated to facilitate transfers of animals to rescue and provide additional supports and equipment for AC&C staff. The grant covered the salaries of 6 AC&C employees. Three staff members' primary role is to act as liaisons to rescue, and two animal behaviorists evaluate and assist in the transfers to MPPs, and 1 shelter operations manager to oversee 3 shelters - coordinating communication between Alliance participants and AC & C. Additional grants were also made for dog benches for their kennels, trainings and conferences for AC&C staff development and coordinated meetings.

In 2008, we anticipate awarding a grant of \$ 280,000 to provide support in continuing the transfer efforts. The grant covers the salary of 3 liaisons to rescue groups, 2.5 animal evaluators, and 1 transfer initiative coordinator for a total of 6.5 positions to ensure the transfer initiative continue to develop and meet our increasing goals for 2008. At the end of 2007, the new Executive Director chose to cut the Shelter Operations position, which we felt was integral to maintaining cohesive coordination between all three shelters, so we reduced the grant by \$30,000 from the previous year. By providing direct support to enhance AC & C resources we continue to build upon the relationship formed since 2002 and demonstrate that the Alliance is committed to working with and supporting AC & C efforts.

Monthly meetings with AC & C management and the ASPCA continued providing for greater opportunities to target our efforts for support and monitor progress.

The Picasso Veterinary Fund – helps pay for the treatment of sick and injured AC&C animals transferred to other member groups for adoption – animals who in the past would likely have been euthanized at the shelter because of lack of funding. Animals like Roo, the young American Staffordshire Terrier who arrived at the Brooklyn shelter with two broken elbows – most likely the result of abuse. Or Jack, the black cat who arrived at the Manhattan shelter with a leg injury so severe the leg had to be amputated. These are just two of the hundreds of dogs and cats who were saved, where in years past, would not have made it out of the shelter alive.

This fund has a threefold impact: (1) it provides veterinary care that medium sized groups could not otherwise take on, (2) it offsets unexpected medical costs to groups allowing them to take more transfers they otherwise could not have taken and (3) it provides a collaborative working relationship with AC&C staff, boosting morale and supporting their efforts. The Picasso Veterinary Fund helped approximately 330 dogs and cats in 2007, covering anywhere from 25% to 100% of medical costs. As an umbrella organization, the Alliance has had the ability to negotiate discounted fees from several veterinarians, ranging from 25% to 40%, and now uses the services of two emergency 24/7 clinics, including specialty practices agreeing to provide even further discounts on non-laboratory related costs.

In 2008 we anticipate assisting close to 450 dogs and cats as MPPs agree to take on more transfers that include treatable dogs/cats that would otherwise be euthanized.

B. Tools:

Wheels of Hope Van Program - is designed to supplement resources of the Mayor's Alliance groups and expedite the transfer of dogs and cats from AC&C. One of the major challenges identified in our strategic plan was transportation of cats and dogs. Facilitating transports continues to be one of the major factors impacting the reduction of euthanasia at AC&C and is designated as a key initiative to achieving our goals. Facilitating transport has:

- Allowed MPPs to get animals out more quickly -- reducing the risk factor of contracting diseases (upper respiratory infection and kennel cough) and therefore lowering the veterinary bills incurred by the MPPs;
- Freed up cage space more quickly at AC&C, reducing the numbers required to be euthanized for lack of space;
- Helped reduce the number of dogs/cats euthanized; and
- Provided supplemental resources and helped shift MPP resources to adoption programs.

In 2007, one animal transport van and one minivan with three designated drivers have helped transport over 2,800 animals, far exceeding our projections of 1,800. As a result of the success and increasing demand for transport, we added a full-time transport coordinator/part-time driver and several weekend drivers. A grant from the PETCO Foundation allowed us to purchase an additional van delivered in September, specifically converted for animal transport van. We are actively fundraising to add another van in 2008 and expect the transport numbers to reach over 3,000 animals.

C. Programs:

Maddie's[®] Adoption and Pet Care Festivals

Maddie's[®] Adoption and Pet Care Festivals have become anticipated events. Focusing not only on adoptions, but also on retention of owned animals and microchipping, the festivals include free advice from trainers, groomers, TTouch experts, and veterinarians. While the larger park events, such as Union Square Park and Prospect Park, have the greatest impact on additional adoptions, all of these festivals serve to help raise public awareness of the Maddie's[®] Pet Rescue Project in NYC and the shelters and rescue groups that participate. Each festival provides a venue for bringing rescue animals "to the people" and introducing MPPs and the Mayor's Alliance to the community.

In 2007, the Alliance hosted 6 events in all five boroughs of New York City and Maddie's[®] Adoption and Pet Care Festivals have become anticipated events. Learning from the success of some of our smaller, community based events, we have begun reaching out to the local dog run associations, local businesses and community organizations to help boost attendance and community involvement in the Maddie's[®] Adoption and Pet Care Festivals and micro-chipping events. Focusing not only on adoptions, but also on retention of owned animals through micro-chipping and free advice from the experts.

- Juniper Park – Queens April 29
- Pelham Bay Park – Bronx May 6
- Prospect Park – Brooklyn, May 20
- Wolfe's Pond Park – Staten Island Jul 1
- Central Park – Manhattan, Sept. 23
- Little Bay Park – Queens, Oct. 6 (hosted by local trainer)
- Union Square Park – Manhattan October 21

In 2008 we anticipate hosting several adoption events focusing on the locations that yield the greatest adoption results and have the largest community attendance: Union Square Park in Manhattan and Prospect Park in Brooklyn. Replacing the less well attended outer borough events will be boutique "invitation only" events held in some of the smaller parks with active Dog Associations. For example, Washington Square Park will be the first boutique event in 2008, sponsored by the Washington Square Park Dog Run Association and Grizzi's Coffee Bar, a West Village gathering place. Through Grizzi's and the dog run's publication of the event, we should be able to attract a large local crowd and create a neighborhood adoption event for the West Village.

Moving forward, we would like to have strong involvement of local groups in hosting community events, so that we have stronger turnout at the local level thereby obtaining more exposure at our tabling and microchipping events.

Special Adoption / Awareness Events

Among the special events in which we participate each year, and expect to continue in 2008, are:

- Broadway Barks – held in Shubert Alley, in the heart of the theater district, hosted by Bernadette Peters and Mary Tyler Moore, and produced by Broadway Cares/Equity Fights AIDS. This event provides the highest media and public visibility for Maddie and Alliance MPPs and generated over \$100,000 in funding resources. In 2007, the event took place on July 14th. To facilitate expanding the event to more cat groups North Shore provided the Alliance with the use of 3 of their adoption vans for this event.
- Adopt-A-Cat at Madison Square Garden –This event provides prime media and visibility opportunities for the Alliance and Maddie's Fund, and helps to raise awareness for New Yorkers to adopt, not buy. Media coverage preceding the cat show and during the two-day show itself are extensive. In 2007 the event took place the weekend of October 13th and 14th.

These two special adoption events facilitated over 300 adoptions in 2007. These events provided high visibility and raised public awareness to adopt, not buy. Adopt-A-Cat generated the highest two-day volume of cat adoptions at a crucial time of the year -- kitten season.

• Tabling and Microchipping Events.

- Earth Day Celebration. We tabled at the 2007 Earth Day Celebration at Grand Central Station in NYC on April 14 and 15.
- AKC Responsible Pet Ownership Day, Sept 15. In 2007 we were invited for the third year to participate in this heavily attended event in Madison Square Park. The Mayor's Alliance Breed Rescue Network groups show purebred dogs for adoption and micro-chipping is offered to the public.
- Battery Park Block Party, Sept 16. At the invitation of the Community Emergency Response Team, the Alliance provides low-cost micro-chipping to the public. Battery Park is across from the site of the World Trade Center.
- Blessing of the Animals at The Cathedral of St. John the Divine in Manhattan. In 2007, the Alliance staffed a table at the event, which took place on October 7th.
- PAWS Country Fair in Central Park, Oct 13. Each year the Alliance is invited by the Central Park Conservancy to participate in this high-energy event in Central Park where we provide micro-chipping to the public. At the 2007, Alliance volunteer veterinarians and veterinary technicians inserted 82 chips.

- Lost & Found Bulletin Board dedication & adoption event in Marine Park, Brooklyn. The Marine Park organization invited the Alliance in 2007 to participate in this community sponsored adoption event to provide low-cost micro-chipping.

First time events for the Mayor's Alliance:

- Bronx High School of Science Earth Day Celebration April 20. An invitation only tabling event hosted by the school's LEAP ecology club.
- DogsWalk in Flushing Meadow Park, April 28. Microchipping was offered for participating dogs.
- Rockaway Beach, Queens "It's My Bark Day" celebration. Mayor's Alliance provided microchipping. We were invited back and held another microchipping event on October 28 during their K-9 costume Karnival
- Wolfe's Pond Park tabling event at the first Wolfe's Pond Pooches Spring event.
- Astoria Park Health & Fitness Fair June 16. Tabling event that will more than likely evolve into a microchip clinic.
- Bronx Street Festival June 21 hosted by the local community center. Former ACC employee heavily involved with the community requested our attendance to provide information on low cost spay/neuter, licensing, and adoptions.
- Fido's Coffee Bark in Prospect Park August 4. Fido celebration of their 100th monthly Coffee Bark. This early morning tabling opportunity (7 AM – 9 AM) provided contacts that led to a joint partnership in hosting the 2008 Prospect Park Maddie's[®] Adoption and Pet Care Festival scheduled for August 2, 2008.
- Time Warner Health Fair, Nov. 9. An invitation only tabling event, the Mayor's Alliance was one of two animal related organizations invited to attend. We were informed at the end of the event that we would be invited next year as well. Approximately 80 Maddie's activity books were handed out at the event.
- Penny Harvest Greeters, Dec. 16. For the past several years, the Mayor's Alliance has been one of the recipients of Penny Harvest money. This year a display of pennies is being built in Rockefeller Center during the Holiday Season to highlight the extraordinary fundraising effort of NYC's children. Penny Harvest invited past recipients to serve as greeters at the event. The Mayor's Alliance was scheduled to provide a team of greeters on Sunday, Dec. 16, spreading the word about the programs and services we provide to help NYC's cats and dogs.

In 2008, we anticipate expanding tabling events, as they build community awareness and help to form links with local community leaders as well as promote Maddie's[®] Project recognition. For example, at the invitation of a Park Slope real estate company, the Mayor's Alliance will be tabling at Park Slope's annual 7th Heaven Street Fair in June 2008.

Community Adoption Sites

Challenges faced by groups in working with community organizations, community boards, and local parks make this a difficult initiative to replicate or expand. There is currently one group that continues to take advantage of their local community park, Mighty Mutts at Union Square every Saturday.

Due to the difficulty of establishing and maintaining these venues, focus has shifted to an adoption van model with the use of North Shore Animal Leagues (NSAL) adoption vans utilized by a few Alliance groups in 2007 have proven to be successful. AC & C utilizes their vans every weekend. Based on the relationship formed with NSAL in 2007 and the use of their vans during Broadway Barks event for cat groups NSAL has offered to expand their van

adoption program in NYC in 2008, offering Alliance members the use of up to 4 vans each weekend. We expect up to 20 MPPs to take advantage of this adoption venue in their local communities. The resources North Shore provides is invaluable and moves us closer to the goal of having MPPs develop their own relationships with available resources so they can sustain the growth in adoptions and build their own visibility within the community.

Capacity Building Grants & Support

This consists of grants made to APOs to upgrade, improve, and expand their adoption spaces. This effort expands the capacity of the group to take in, hold, and adopt out more animals. In 2007 we received and approved 2 applications for grants totaling \$15,400.

- A grant of \$10,000 to *Bobbi & the Strays* provided help with start up costs on an adoption storefront in a Queens mall. The storefront was provided rent-free for the 1st year and is located next to a specialty pet supply and accessories store. During the opening of the storefront, *Bobbi & the Strays* also received a grant from State Senator Maltese for \$40,000 toward the purchase of a van.
- A challenge/matching grant of \$5,400 to *Animal Adoption Network* to upgrade dog runs and build several socialization areas for dogs in their care to run and play off lead. The socialization areas can also double as “meet and greet” areas for families interested in adopting. We also arranged for a donation of additional runs by a kennel going out of business, which heard about the matching grant. The grant will fund the purchase 4 - 6 unit kennels runs and installment of donated exercise pens. Located on 3.6 acres the facility upgrades will support the organizations increase in transfers from AC & C. More specifically it is targeted to help maintain capacity, improve quality of care, and shorten the length of stay, as the dogs will be showcased in a more positive outdoor interactive environment. Adoptions in baseline year 2003 were 13 and have increased to close to 80 in 2007.
- The challenge matching grant of \$3,500 in late 2006 to *Social Tees* to build new cat crates and a quarantine room in a small, lower east side store-front facility in 2006 resulted in increased adoptions, decrease in deaths and URI's in 2007. Once built and operational in late March of 2007 intake from AC & C increased by 60%. Adoptions have increased from 297 in 2006 to 345 in 2007. In 2008, with the first full year of operations we expect adoptions to increase to 500, a 260% increase from baseline year 2003.

In Year 4 (2008) we've designated \$50,000 in grants for APOs to renovate and or enhance their adoption resources and facilities. With site visits scheduled more regularly, we expect this will give us more opportunity to evaluate barriers and provide assistance in identifying how capacity grants can be best utilized.

Temporary Holding/Boarding & Medical

Since the majority of Alliance Participating Organizations utilize foster networks, temporary boarding and quarantine facilities have been identified as crucial to ensuring an increase in transfers of AC&C animals. Since the beginning of our project the Alliance provided financial support for short-term boarding at kennels and veterinary hospitals, as well as in foster homes, to hold AC&C cats and dogs prior to transfer to MPPs. This has helped to reduce the holding period of animals at AC&C, increase the number of animals to which MPPs can commit, and reduce the number of euthanasia for lack of space at AC&C.

In 2007, the Alliance provided veterinary funds (ranging from 10% to 25%) for more than 420 cats and dogs, and temporarily boarded another 250. While some of the MPPs might have

taken these animals anyway, the additional costs to them would have reduced their ability to take more AC&C transfers. The Alliance estimates that in 2008, this initiative will provide assistance to over 650 dogs and cats with the majority being transferred from AC & C.

We project that in 2008 there will be an even greater demand for additional support based on the experience in 2007, unless medical resources and staff at AC & C increase. To prepare for this need for accommodating increased transfers and the needs for additional holding and unexpected medical costs due to URI's breaking 3- 5 days after transfers, we increased our 2008 budget by 30%.

Storefront Adoption Center

In 2007 we made the final payment of \$50,000 to Animal Haven storefront adoption center for a total award of \$200,000 over a 2-year period. We provided an additional \$25,000 to offset expenses as a result of delays in construction. The new center which opened in early 2008 is located in Soho is a 7,000 square foot, three-story adoption center and pet boutique. It includes playrooms, community meeting space, state-of-the-art grooming equipment, agility training, and a retail outlet. It will also serve as a center for humane education and youth programs. The facility is expected to raise awareness, attract media attention, increase adoptions, and provide an additional space for MPPs to meet for training. It has also served as a meeting place for Alliance trainings and helps support numerous community awareness programs.

Microchipping

In 2007 we continued to provide microchipping at all Alliance adoption events and at other community events. Requests for our participation in community events has increased substantially as noted in the previous section. We have contracted directly with Home Again for microchips at a reduced cost, which includes registration, and expect to microchip another 2,000 animals in 2008.

Domestic Violence and Homeless Project (a new initiative in 2007)

In 2007, 24 of the above temporary boarding cases represented dogs and cats of domestic violence victims, hospital patients with no one to care for their animals while hospitalized, and some homeless people whose social service agencies have reached out to us. New York City Homeless/Domestic Violence Shelters do not permit people to come in with their animals. In the case of domestic violence, research has shown that many victims chose not to go into a shelter for safety while awaiting new housing. Not only are these people victimized by their abuser, but again victimized by a system that does not provide for their companion animals. As a result we received a \$50,000 start up grant from A Kinder World Foundation to pay for a part time consultant for research and over-site of these cases. Half the funds have been set aside to offset costs related to interim boarding of peoples' pets while they are in a shelter and working with a social service agency to find housing.

In 2008 we expect this number to increase as we begin working with social service networks. We also expect to raise funds of \$100,000 in 2008 to cover the costs of a fulltime social worker/consultant overseeing the specific cases and forming relationships with community organizations, local vets, social service agencies and housing programs, and developing a "best practices" model for housing the homeless and domestic violence victims with their pets in temporary shelters.

Feral Cat Initiative (addressing the problems of free-roaming cats in the communities with greatest needs)

In 2007 we provided \$ 75,000 to fund the Feral Cat Initiative, which included 2 full time positions. The New York City Feral Cat Initiative is a program of the Mayor's Alliance for NYC's Animals Our mission is to address the feral (free roaming) cat overpopulation crisis in New York City through the humane, non-lethal method of Trap-Neuter-Return, or TNR for short. Currently The NYC Feral Cat Initiative program provides TNR Caretaker Training Workshops in all five boroughs; hands-on assistance at TNR projects in all boroughs; free TNR equipment loans; public advice by phone and e-mail; feline educational events and information via our e-newsletter, web site, and printed materials. In addition, the NYC Feral Cat Initiative hosts the NYC Feral Cat Council, an alliance of organizations that work directly with feral cats and TNR in New York City. The Feral Cat Initiative has 2 full time consultants, 4 part time field coaches, and 18 volunteer instructors and coaches. The 2007 activities are summarized below.

2007 Feral Cat Initiative end of year summary:

Total # of Cats Spayed or Neutered (reported by community caretakers and Feral Cat Council organizations):	2,439
Total # of Cats S/N & Returned to Their Colonies:	1,644
Total # of Cats & Kittens Rescued for Adoption:	1,383
Total # of Phone & Email Requests:	6,485
Total # of TNR Workshops Taught:	22
Total # of Workshop Attendees:	350
Field Director's # of Days in the Field:	164
Total # of TNR Coach Days (Paid & Volunteer):	450
TNR Coaches (Paid & Volunteer):	63
Brooklyn Trap Bank Equipment Loans: # of Traps:	422

While we continue to succeed in reaching each year's targeted goals for increasing adoptions and decreasing euthanasia, it has become apparent that reduction in cat euthanasia is slower and harder to sustain due to the one area that has not been addressed successfully ---- increased cat intake during kitten season primarily form feral (free roaming) cat colonies and the public bringing in kittens from stray cats in their neighborhoods. Without expanded capacity and increases in supports of TNR programs we may not be able to keep up with the increasing cat overpopulation unless we can implement more extensive programs, provide needed support to feral cat caretakers, and increases no cost spay/neuter available to the organizations involved in TNR. The ASPCA had reduced its S/N van availability to feral cats in 2006 and most of 2007 and has recently re-instated more availability, but demand increases while resources stay limited.

Through continued support of the feral cat initiative we hope to stem the tide of increased cat intake at ACC and focus on providing resources and supports to feral cat organizations and caretakers that have been successful in maintaining colonies. With data collected over several years, demonstrating success in TNR colonies, providing access to S/N to these groups becomes key to the sustainability of our progress. While we continue to provide funding through 2008 to continue the efforts started we recognize that the next steps will require increased funding for operational costs and S/N expenses.

D. Services:

Advertising, Public Relations, Marketing, and Media

Building awareness is a key objective producing multiple benefits. In Year 3 we continued to downplay our emphasis on print advertising and intensified our focus on PR efforts. As in previous years, our strategies continued to emphasize awareness, promote adoptions and spay/neuter, and incorporate elements of the Maddie's Fund Recognition Plan.

Advertising

- Event ads: In Year 3, we continued to rely upon radio as the primary advertising vehicle for promoting Mayor's Alliance/Maddie's® Pet Adoption events. We placed
- 10 and 30-second radio spots promoting our events on WABC Radio – valuable placements that we achieved free-of-charge. We also placed a 4-color ad promoting our full lineup of Mayor's Alliance / Maddie's® Pet Adoption events in the April issue of *New York Family*. Additionally, AC&C adoptions received print advertising support as a result of ads placed by North Shore Animal League (NSAL), an Alliance Participating Organization, for events where AC&C animals were featured on the NSAL adoption van.
- Adoption ads: In Year 3, we continued to promote adoption with ad placements in 2007 *Gay City Guide* and the 2007 *City Pet Guide*. We felt these two publications provided good access to two important adopting audiences and potential pet guardians.
- Our four television PSAs (three English-language, one Spanish) promoting adoption continued to air (at no charge to us) throughout 2007 on WABC, WLNY-TV 55, NYC-TV, and NY1.

Public Relations / Media

In Year 3, we continued to engage the services of public relations firm M. Silver Associates, and as a result, gained strong media exposure in 2007 for the Mayor's Alliance, its APOs, its messaging, and the Maddie's® Pet Rescue Project in NYC. The Quarterly Media Coverage Reports prepared by M. Silver Associates describe the coverage we received in year 3 on television and radio, in print and online, and syndicated coverage of MSA-generated AP articles. Highlights of the media coverage we received in Year 3 include:

- I Love NYC Pets Month on TV, in print, and online, including an appearance by the Maddie's Fund mascot on the CBS Early Show on February 24, 2007.
- Story about visiting Taiwanese animal rescuers learning about our methods and resources; included an appearance by the Maddie's Fund mascot at a press event hosted by Animal Haven Soho and covered by *World Journal* and *Sing Tao Daily* on March 29, 2007.
- Extensive coverage TV, in print and online on Lucky Lady, the seven-month-old lamb that escaped from a live animal auction in the Bronx, was rescued by Animal Care & Control, and transported to Farm Sanctuary by the Mayor's Alliance.
- NY-1 TV feature story in July about Dr. Dan Lauridia of Murray Hill Pet Hospital and the work does with Mayor's Alliance animals.
- Print and online coverage in July of the increase in unwanted summer pets, with strong calls to action to New Yorkers to adopt.
- WCBS-TV News Sunday Morning interview on October 14th to promote Adopt-A-Cat at Madison Square Garden.
- WPIX-TV coverage of Santa, Maddie's Fund mascot, and AC&C dogs on Fifth Avenue promoting shelter adoption.

- Strong print and online coverage in October for Adopt-A-Cat event. In addition, the Maddie's Fund logo appeared on the street banners around Madison Square Garden as well as the jumbotron video, produced by rational Animal, promoting the Adopt-A-Cat event.
- Heavy print and online coverage of the JFK cat situation in October and November.
- Good online promotion of Mayor's Alliance / Maddie's® Spooktacular Pet Adoption Event in Union Square Park in October.

General Communications

- Newsletter: The Mayor's Alliance e-newsletter, *Out of the Cage!* continued to gain readership in Year 3, with the number of subscribers increasing by nearly 20 percent—from 1,202 in December 2006 to 1,436 in December 2007. In Year 3 we established the newsletter as a quarterly (published every three months) publication, plus a Year-end Message that provides readers with a snapshot of our progress at year's end. The newsletter continues to provide the Alliance with an important vehicle for acknowledging its members' efforts and successes, informing members and the public about our programs and activities, and recognizing Maddie's Fund and its contributions to our mission. We continue to receive positive feedback from our readers, and will continue to publish on a quarterly basis in Year 4.

Website: In Year 3 we continued to expand our web site's content in order to provide our member organizations and the public with a more useful resource. In 2007 we achieved a 23 percent increase in daily web site visitors, from an average of 676 visitors per day in 2006 to an average of 830 visitors per day in 2007. The publication of our quarterly e-newsletter continued to create a spike in our web site hits during the week following its distribution.

In Year 4 (2008), we will launch a new web site design that will provide a simpler user interface and allow us to expand the site's content further without compromising site usability. One area of particular focus on the new web site is a resource center for Maddie's® Pet Partners, which will provide easier access to the tools available to them to promote adoptions, including the Maddie's® adoption poster, Maddie's® Activity books, and Maddie's® Adopt-Me vests.

Maddie Recognition

In Year 3 (2007) we provided Maddie recognition in our print ads, including adoption ads and Mayor's Alliance ads. On radio we achieved Maddie recognition in our 30- and 60-second spots on WABC Radio, and in our adoption PSAs on local television stations.

Our recognition efforts at adoption events and other related events built on the momentum we achieved in Years 1 and 2, and continued to boost the number of New Yorkers introduced to Maddie and Maddie's Fund. One particularly highly visible event – the Halloween Parade in Greenwich Village – for the second year in a row featured Maddie riding on the parade's dog float recognizing homeless animals, surrounded by volunteers representing some of Maddie's Pet Partners in NYC, including ASPCA, Anjellicle Cats, Bideawee, Metropolitan Maltese Rescue and North Shore Animal Welfare League. This event introduced Maddie to thousands of New Yorkers who lined the streets or watched local TV news coverage of the parade.

In 2007 we distributed hundreds of “adopt-me vests,” featuring the Maddie’s Fund logo, to APOs and other groups across the country that requested samples.

In Year 3 (2007) we continued to gain broad distribution of our Mayor’s Alliance signature brochure, as well as our promotional DVD – *A Collaboration for Life* -- both of which recognize Maddie’s Fund’s relationship with the Mayor’s Alliance. We placed the promotional DVD on our web site’s home page, and posted it on You Tube, thereby generating far greater viewership of the video and Maddie’s Fund support of the NYC project. Moreover, all Mayor’s Alliance literature and press materials, as well as our web site, continued to carry dual branding for the Mayor’s Alliance and Maddie’s Fund.

In Year 4 (2008) we will strive for greater Maddie recognition in the media, including orchestrating more Maddie appearances on televised morning shows. Based on our success in gaining increased Mayor’s Alliance exposure in the media in Year 3 as a result of the efforts of our PR firm, M. Silver Associates, we believe we can build on that success in Year 4 to achieve greater media exposure for Maddie’s Fund’s contribution to the NYC project.

Additionally, we will step up efforts in Year 4 to involve more Maddie’s® Pet Partners in promoting and recognizing Maddie’s Fund at events, on web sites and in publications. This will be one of the central topics covered in our January 2008 APO Strength Training on using the media to promote our message, where representatives from participating groups will be invited to learn about Alliance PR efforts.

Strength Training, Communication & Development

We knew at the outset of the Project that equipping our member shelters and rescue groups to work better and smarter was integral to our collective success. That meant increasing their holding and adoption capacities, strengthening their volunteer programs and networks, helping them to develop better outreach and fundraising capabilities and increasing the efficiency and effectiveness of their operations.

In 2007 we hosted several training sessions, including one at Animal Haven Storefront and adoption center. We also hosted several meet and greet and exchange resources with Alliance Participating Organizations providing information and referral to many resources applicable to the needs of the rescue community. They also served as opportunities to share ideas, present development resources such as PR/Marketing tools, visit other MPP shelters, problem solve, and network. In October 2007 we provided funding to AC&C staff to attend the PetSmart Charities conference on Spay/Neuter. We also funded a party for AC&C staff and MPP participating groups to celebrate achieving “no healthy death” in February at the Animal Haven storefront. We will continue to fund training opportunities for AC&C staff to attend conferences related to improving facilities and operations around animal control and care.

Through individual meetings with MPP leadership, additional supports are provided to groups that need guidance and support in developing and improving their operations.

In 2008 we will stage a series of educational / training meetings for Maddie’s® Pet Partner staff and volunteers. The purpose of these meetings is to provide the individuals with information that can help them to improve their own organization’s operations and expand their capabilities and effectiveness.

Among the sessions we have scheduled or are in the process of scheduling are:

JANUARY - Public Relations and Maddie's Fund Recognition

Guest speaker(s): M. Silver Associates PR team

MARCH - Infectious Disease in the Shelter Environment

Guest speaker: Dr. Louise Murray, ASPCA

MARCH – Using the Media to Promote Your Organization

Guest Speakers: M silver Associates PR team

APRIL - Adoption Contracts and Forms

Guest speaker: Eleanor Molbegott

MAY – Storefront Adoption Centers and Vans

Guest speakers: Marcello Forte (Animal Haven), Bobbi Giordano (Bobbi and the Strays), Cathy Crystel (KittyKind)

JUNE – Meet Your Match - increase adoptions (3 day workshop)

Guest Speakers: Bert Troughton (ASPCA)

JULY – Media Presentation Skills (invitation only)

Guest: Dianna McCulloch & Dalli Simmons

SEPTEMBER – Disaster Planning for Shelters & Rescue

Guest Speaker: Allison Cardona (ASPCA disaster planning staff)

OCTOBER – Marketing Adoptions On the Internet and Beyond

Gust Speaker: Kim Saunders (Petfinder)

OCTOBER – Shelter Management Programs

Guest Speaker: Steve Zeidman from PetPoint

Other trainings and workshops under consideration:

TBD -_Compassion Fatigue

TBD - How to seek out and apply for grants

TBD - How to manage public requests for assistance – Customer Service

TBD - How to Screen Adopters

TBD - Pet First Aid and Shelter Workers

TBD - Bereavement Counseling for Pet Owners/Guardians/Volunteers/Shelter staff

VII. Fundraising & Development

While individuals traditionally make up the vast majority of contributed dollars for most non-profit organizations experience shows that cultivating an individual and major donor base takes many years, while we are more likely to attract foundation dollars during the early years. the Alliance continued to focus on foundations and charities for the majority of 2007 funding which we have found to be more successful in the previous years. Funding from Foundations and other charities represent just over 40% of all other funding and income sources outside of Maddie's Fund and the ASPCA. Additionally, as an umbrella organization we were very aware that in order to maintain a coalitions and collaborative effort, we would not actively compete against the organizations we are there to support. This becomes a major challenge as we move forward.

The Maddie's Fund grant and the ASPCA grant provided much of the funding needed to run our programs in Year 1, 2, and 3. However, while we exceeded our fundraising goals in 2005, we fell short of our fundraising goals in 2007 by over \$300,000. We remained within budget, by reducing some of our admin and operations costs in 2007 but fell short of our goal of \$1,600,000 in reserve by \$100,000.

In Year 3 of our strategic plan we requested that MPPs receiving adoption subsidies of more than \$20,000 (19 MPPs) begin building a reserve fund, We recommended that the amount to be set aside equal 30% of the adoption subsidies they receive in 2007 (a minimum amount of 10% will be required). Of the 19 MPPs, the three that received subsidies over \$120,000 set aside \$143,000 (35% of \$408,000). The remaining 16 MPPs set aside \$102,500 (13% of \$770,500). Total amount of funds set aside in 2007 by the 19 MPPs equaled \$245,500.

In 2008 we hope to increase other sources of funding to meet our goal of \$800,000 by continuing to leverage our Public Relations and focus on fundraising opportunities that promise greater return for the effort – geared at specific programs like Wheels of Hope, Picasso Veterinary Fund, and the Domestic Violence project. As of January 2008 we have a commitment of close to \$400,000 from other funding sources.

VIII. Operations

In Year 3 we have managed to keep general administration, salaries & benefits at 15 % of total costs. In Year 4 we project these costs to be at about 17% of total projected cost, while continuing to build organizational infrastructure to execute Year 4 of the ten-year strategic plan. During Year 3 we:

- Maintain current office that we rent, which includes utilities, telephone and Internet access and provides conference space as needed. Expect to rent additional space in 2008 to accommodate new staff, need for meeting space, and data collection and financial files storage.
- Continue to utilize IT support for database technology- to maintain statistics and reporting information, maintain sever, updates and back up systems, and web access to computers and file sharing between PC and MAC computers.
- Current staffing includes
5 full time paid positions – Executive Director, Director of Programs, Director of Communications, Director of Administrative Services & MF Spay/Neuter Project Coordinator, Coordinator/Transport and Animal Care
8 consultants – Fundraising, Data Collection and Analysis, Domestic Violence/Homeless Project, Not Home Alone Hospital Program, Financial Manager, CPA, IT consulting
6 transport drivers
- Re-negotiated full health care benefits - increased by 25%
- Preparing to set up 403 b employee retirement plan in 2008

IX. Other Activities & Programs

City Government Relations

Maintaining relationships in City Hall and the various NYC agencies that are parties to the Alliance/City Memorandum of Understanding is essential to ensure continued support for the mission of the Alliance and the Maddie's[®] Pet Rescue Project NYC. This requires the maintenance of existing contacts and building on relationships by attending numerous meetings and serving on task forces such as NYC Office of Emergency Management Animal Task Force when invited.

- Helped other communities explore ways in which they can replicate the Alliance model by providing information, guidance, documents, and presentations.

- Continuing to working with the City to explore ways in which to expand low cost or no cost spay/neuter in targeted communities to expand capacity. Unfortunately the city budget was unable to provide additional funding to AC & C to expand their low cost S/N efforts. In 2008 Alliance plans on fundraising to support free S/N clinics to be held at Brooklyn AC & C facility at least 1x a month. Several vets have already offered to volunteer their services.
- Ongoing participation in a workgroup focusing on the intersection of domestic violence and pets – with the aim, among other goals, of creating sheltering resources for pets in domestic violence situations
- Sit on the Animal Task Force of NYC's Office of Emergency Management, which is developing a Community Animal Rescue Team (CART) to include pets in Emergency Evacuation Plans, including sheltering.
- Met with key staff members of the NYC Department of Homeless Services to discuss proposals developed in addressing issues facing homeless people with pets. Presented (1) a protocol for circumstances under which DHS determines that pets must be removed from DHS housing and (2) a plan for a pilot "co-sheltering" program allowing some people facing homelessness to be housed together with their pet.

And so the journey continues. To be successful as we move ahead, we'll continue to rely upon the integrated efforts of our participating groups...and upon the financial faith and generous dialogue of Maddie's Fund – whose grant is fueling our journey – as well as the contribution of the ASPCA, an Alliance founding member and ongoing financial supporter. To ensure we stay the course, and to navigate the unexpected detours and frustrating roadblocks we encounter along the way, we'll continue to map our progress against our 10-year strategic plan. Because if we adhere to the plan's four core objectives – increase adoptions, reduce homelessness, raise awareness and strengthen our resources – and continually refine the broad range of initiatives we've set forth to reach those objectives, with persistence and incremental progress, year after year, we will arrive at journey's end – the day when no "Little New Yorkers" are killed simply because they don't have homes.

ANIMAL STATISTICS TABLE - COMMUNITY STATISTICS
Maddie's Pet Rescue Project in NYC - 2007
Baseline Year 2003



NAME OF ORGANIZATIONS: MAYOR'S ALLIANCE FOR NYC'S ANIMAL CARE AND CONTROL Maddie's Pet Partners (104) and Animal Care & Control DATE OF REPORT: (JANUARY 2007 TO DECEMBER 2007)	2007 Year 3			2003 Baseline Year		
	Dog	Cat	Total	Dog	Cat	Total
A BEGINNING SHELTER COUNT	1077	2969	4046	449	1290	1739
INTAKE (Live Dogs & Cats Only)						
<i>From the Public</i>						
Healthy	9104	19177	28281	11642	18243	29885
Treatable & Rehabilitatable	2665	4878	7543	2933	1736	4669
Treatable & Manageable	982	1394	2376	2079	1646	3725
Unhealthy & Untreatable	2278	8332	10610	2741	8230	10971
B Subtotal Intake from the Public	15029	33781	48810	19395	29855	49250
<i>Incoming Transfers from Organizations within Community/Coalition</i>						
Healthy	2453	4110	6563	934	1130	2064
Treatable & Rehabilitatable	641	1444	2085	93	162	255
Treatable & Manageable	88	132	220	57	72	129
Unhealthy & Untreatable	39	55	94	0	4	4
C Subtotal Intake from Incoming Transfers from Orgs within Community/Coalition	3221	5741	8962	1084	1368	2452
<i>Incoming Transfers from Organizations outside Community/Coalition</i>						
Healthy	111	136	247	7	15	22
Treatable & Rehabilitatable	5	14	19	0	0	0
Treatable & Manageable	1	0	1	0	0	0
Unhealthy & Untreatable	5	5	10	0	0	0
D Subtotal Intake from Incoming Transfers from Orgs outside Community/Coalition	122	155	277	7	15	22
<i>From Owners/Guardians Requesting Euthanasia</i>						
Healthy	88	40	128	100	54	154
Treatable & Rehabilitatable	384	227	611	427	299	726
Treatable & Manageable	138	98	236	153	129	282
Unhealthy & Untreatable	1152	634	1786	1282	835	2117
E Subtotal Intake from Owners/Guardians Requesting Euthanasia	1762	999	2761	1962	1317	3279
F Total Intake [B + C + D + E]	20134	40676	60810	22448	32555	55003
G Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1152	634	1786	1046	715	1761
H ADJUSTED TOTAL INTAKE [F minus G]	18982	40042	59024	21402	31840	53242
ADOPTIONS (only dogs and cats adopted by the public)						
Healthy	6934	16088	23022	4434	7511	11945
Treatable & Rehabilitatable	578	1038	1616	239	410	649
Treatable & Manageable	124	220	344	82	143	225
Unhealthy & Untreatable	3	1	4	0	0	0
I TOTAL ADOPTIONS	7639	17347	24986	4755	8064	12819
OUTGOING TRANSFERS (Organizations within Community/Coalition)						
Healthy	2448	4186	6634	909	909	1818
Treatable & Rehabilitatable	612	1321	1933	102	208	310
Treatable & Manageable	163	301	464	101	216	317
Unhealthy & Untreatable	1	6	7	0	0	0
J TOTAL OUTGOING TRANSFERS (Orgs within Community/Coalition)	3224	5814	9038	1112	1333	2445
OUTGOING TRANSFERS (Organizations outside Community/Coalition)						
Healthy	1077	1481	2558	1483	937	2420
Treatable & Rehabilitatable	255	342	597	184	164	348
Treatable & Manageable	82	123	205	186	198	384
Unhealthy & Untreatable	4	4	8	0	0	0
K TOTAL OUTGOING TRANSFERS (Orgs outside Community/Coalition)	1418	1950	3368	1853	1299	3152
L RETURN TO OWNER/GUARDIAN	1126	382	1508	1259	282	1541
DOGS & CATS EUTHANIZED						
M Healthy (Includes Owner/Guardian Requested Euthanasia)	715	1521	2236	4500	9500	14000
N Treatable & Rehabilitatable (Includes Owner/Guardian Requested Euthanasia)	1628	2748	4376	2390	930	3320
O Treatable & Manageable (Includes Owner/Guardian Requested Euthanasia)	676	822	1498	1610	1070	2680
P Unhealthy & Untreatable (Includes Owner/Guardian Requested Euthanasia)	2738	7855	10593	3752	8070	11822
Q Total Euthanasia [M + N + O + P]	5757	12946	18703	12252	19570	31822
R Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1152	634	1786	1046	715	1761
S ADJUSTED TOTAL EUTHANASIA [Q minus R]	4605	12312	16917	11206	18855	30061
SUBTOTAL OUTCOMES [(I + J + K + L) minus (S) includes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)]	18012	37805	55817	20185	29833	50018
U DIED OR LOST IN SHELTER/CARE	856	1637	2493	773	1251	2024
TOTAL OUTCOMES [(I + J + K + L) minus (S) includes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)]	18868	39442	58310	20958	31084	52042
W ENDING SHELTER COUNT	1191	3569	4760	893	2046	2939

The collection and publication of this data is sponsored by Maddie's Fur
www.maddiesfund.org

