



**Maddie's Fund®
Community Grants Program**

The Year Five Adoption Application

The Pet Rescue Foundation

Year Five Reminders:

- The Year Five Budget is based on \$270 multiplied by the number of above baseline adoptions to be performed by the participating adoption guarantee organizations.
- At least 60% of the grant funds must be used to pay adoption guarantee groups for above baseline adoptions. In addition, Maddie's Fund wants to promote adoptions involving animals taken from animal control. Funded projects are required to provide an additional incentive to encourage funded groups to work directly with their local animal control agencies. That means, for each above baseline adoption involving a dog or cat taken from animal control or a traditional shelter, adoption groups must receive a subsidy five times greater than the subsidy they will receive for above baseline adoptions involving dogs or cats received from other sources.
- Maddie's Fund is asking all participating groups to publicly disclose on an annual basis their individual and community-wide shelter statistics (e.g., on websites, in newsletters and annual reports).
- As part of the Year Five application, you will need to submit a complete, revised 10-Year Strategic Plan for Maddie's® Pet Rescue Project in NYC.
- Total funding for advertising/public relations/marketing should not exceed 10% of the Year Four Maddie's Fund grant.
- In Year 5, starting Day One of Year Five you will be expected to save all the healthy shelter pets.

Part I: Maddie's® Pet Rescue Project Information

1. YEAR FOUR PROJECT

1A) The Project Title: Maddie's Pet Rescue Project in New York City

1B) Date of Submission:

1C) Prepared by: Ellen Celnik, Jane Hoffman,
Steve Gruber, Janell Granier

2. NAME OF LEAD AGENCY: Mayor's Alliance for NYC's Animals

3. TARGET COMMUNITY: New York City

4. HUMAN POPULATION OF TARGET COMMUNITY (year): 8,000,000

5. PARTICIPATING GROUPS IN THE PROJECT

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

Type of Organization	Number of Participants
Animal Control Shelters (AC)	1
Traditional Shelters (TR)	0
Adoption Guarantee Organizations (AG)	96

For each group participating in Year Four of your project,

5B) please list the name of the organization under the appropriate category; and

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

Mayor's Alliance For NYC's Animals	97
5B) Name of Participating Groups	5C) S/N before Adoption (Y/N)
Animal Care & Control of NYC	Y
Traditional Shelters	N/A
Maddie Adoption Guarantee Organizations	
A Cause for Paws	Y
A Place For Us	Y
Abandoned Angels (cocker rescue)	Y
ACT	Y
A.C.T. Rescue & Adoption, Inc.	Y
Adopt A Boxer	Y
Adopt A Dog	Y
All About Spay Neuter	Y
Almost Home	Y
American Bulldog Rescue	Y
American Bullmastiff Association Rescue Program	Y
Animal Adoption Network	Y
Animal Center of Queens	Y
Animal Haven	Y
Animal Kind	Y
Animal Rescue Fund of Hamptons	Y
Anjellicle Cats Rescue	Y
ASPCA	Y
Bide-A-Wee	Y
Bobbi & the Strays	Y
Boxer Angels	Y
Cat Assistance, Inc.	Y
City Critters	Y
Companion Animal Network	Y
CSM Strays	Y
Dalmatian Adoption, Inc.	Y
Derricks Gleeful Rescue	Y
Earth Angels Animal Rescue Organization	Y
Feline Rescue of Staten Island	Y
Feline Rescue Mission	Y

First Run Medical Fund & Rescue	Y
For Animals, Inc.	Y
For Our Friends	Y
For The Love of Dog of (Rottie Rescue)	Y
German Shorthair Rescue	Y
Gotham City Kitties	Y
Heart & Soul Rescue	Y
Hearts and Hands Society	Y
Haeven Scent Animal Rescue	Y
Herding Dog Rescue	Y
Humane Society of New York	Y
In Our Hands Rescue	Y
Italian Greyhounds NYC	Y
Jack Russell Rescue	Y
K9- Kastle	Y
Kitten Little Rescue	Y
Kitty Kind	Y
Kodi's Club	Y
Labrador Retriever Rescue	Y
LABS4 Rescue	Y
Le Cats on The Water	Y
Life Line Rescue	Y
Linda's Feral Cat Assistance	Y
Little Forgotten Friends	Y
Little Shelter	Y
Long Beach Humane Society	Y
Long Island Bulldog Rescue	Y
Long Island Golden Retriever Rescue (LIGRR)	Y
Louise Animal Foundation	Y
Loving Touch	Y
Metropolitan Maltese	Y
Mid Atlantic Basset Rescue	Y
Mid Atlantic Great Dane Rescue	Y
Mighty Mutts	Y
Mini Pinscher Rescue (IMPS) of NY	Y
Mountan Majesty Rottweiler Rescue	Y
Mutts & Mitts of Brooklyn	Y
NJ Schnauzer	Y
New Rochelle Humane	Y
North Fork Animal Welfare League	Y
North Shore Animal League	Y
NYC Shiba Rescue	Y

Only Hope Cat Rescue, Inc.	Y
Patricia Ladew Foundation	Y
Peppertree Rescue, Inc.	Y
Pluto Rescue of Richmond County	Y
Poor Animals of St. Francis	Y
Posh Pets	Y
Rawhide Rescue	Y
Rottie Connection	Y
RSVP	Y
Save A Pet Rescue	Y
SaveKitty	Y
Save Our Strays	Y
Scottish Terrier Rescue	Y
Sean Casey Animal Rescue	Y
Shelter Survivors	Y
SNIP	Y
Social Tees	Y
Staten Island Council for Animal Welfare	Y
Stray From the Heart	Y
The Cat Lady	Y
Tiny Treasures	Y
Urban Cat League	Y
Waggin' Train	Y
Waggytail Rescue (Chihuahua)	Y
Zani's Furry Friends	Y

6. FINANCIAL INFORMATION FROM THE LEAD AGENCY

The information requested below comes from line items 12, 17, and 73b, respectively, of the IRS Form 990 and should be taken from the documents you have already filed with the IRS. Please indicate if the information is based on the calendar year or the fiscal year. If fiscal, indicate the month in which the year begins.

	2007	2006	2005
6a) Total Revenue	4,759,518	3,240,949	2,358,826
6b) Total Expenses	3,890,983	2,863,382	2,049,609
6c) Total Net Assets	1,652,320	783,785	309,217
6d) Calendar Year or Fiscal Year (include month FY begins)	Jan. – Dec. 2007	Jan. – Dec. 2006	Jan. – Dec. 2005

Please include with this application the most recent financial audit or unaudited financial statements for the lead agency. ATTACHED: AUDITED FINACAL STATEMENT FY 2007

For the baseline year for your project, please provide the information requested below for all the groups participating in Year Five of the project.

Maddie's Fund is requiring that all groups participating in funded projects use the following definitions in classifying shelter animals: healthy, treatable-rehabilitatable, treatable-manageable, and unhealthy & untreatable. Definitions of these terms are provided in Section 28, page 12.

7. SHELTER STATISTICS: ANIMAL CONTROL SHELTERS

- For all animal control shelters that will participate in Year Five of your project, please summarize the following SHELTER STATISTICS for the baseline year.

ANNUAL REPORT FOR BASELINE YEAR FOR ALL ANIMAL CONTROL SHELTERS				
ANIMAL CARE & CONTROL OF NYC		Dog	Cat	Total
REPORT DATE: Calendar Year 2003				
A	BEGINNING SHELTER COUNT	174	240	414
	INTAKE (Live Dogs & Cats Only)			
	From the Public			
	Stray	10521	18266	28787
	Surrender	4802	5257	10059
	Seized	2003	1571	3574
	Returned	279	209	488
B	Total Intake From the Public	17605	25303	42908
E	From Owners/Guardians Requesting Euthanasia	1962	1317	3279
C	From Incoming Transfers from Maddie Partner Organizations	0	0	0
D	From Incoming Transfers from Other Organizations	0	0	0
F	TOTAL INTAKE [B + C + D + E]	19567	26620	46187
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1046	715	1761
H	ADJUSTED TOTAL INTAKE [F minus G]	18521	25905	44426
	ADOPTIONS (Only dogs and cats adopted by the public)			
	Healthy	2084	2504	4588
	Treatable – Rehabilitatable	110	180	290
	Treatable – Manageable	22	27	49
	Unhealthy & Untreatable	0	0	0
I	TOTAL ADOPTIONS	2216	2711	4927
	OUTGOING TRANSFERS to Maddie Partner Organizations			
	Healthy	827	1056	1883
	Treatable – Rehabilitatable	82	164	246
	Treatable – Manageable	62	66	128
	Unhealthy & Untreatable	0	0	0
J	TOTAL OUTGOING TRANSFERS to Maddie Partner Organizations	971	1286	2257
	OUTGOING TRANSFERS to Other Organizations			
	Healthy	1516	913	2429
	Treatable – Rehabilitatable	223	361	584
	Treatable – Manageable	191	58	249
	Unhealthy & Untreatable	0	0	0
K	TOTAL OUTGOING TRANSFERS to Other Organizations	1930	1332	3262
	TOTAL TRANSFERS (J + K)	2901	2618	5519

L	RETURN TO OWNER/GUARDIAN	1244	257	1501
	DOGS & CATS EUTHANIZED			
M	Healthy <i>(Includes Owner/Guardian Requested Euthanasia)</i>	4500	9500	14000
N	Treatable – Rehabilitatable <i>(Includes Owner/Guardian Requested Euthanasia)</i>	2671	601	3272
O	Treatable – Manageable <i>(Includes Owner/Guardian Requested Euthanasia)</i>	1329	1399	2728
P	Unhealthy & Untreatable <i>(Includes Owner/Guardian Requested Euthanasia)</i>	3714	7987	11701
Q	TOTAL EUTHANASIA [M + N + O + P]	12214	19487	31701
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	1046	715	1761
S	ADJUSTED TOTAL EUTHANASIA [Q minus R]	11168	18772	29940
T	SUBTOTAL OUTCOMES [I + J + K + L + S] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	17532	24355	41887
U	DIED OR LOST IN SHELTER/CARE	748	1167	1915
V	TOTAL OUTCOMES [T + U] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	18280	25522	43802
W	ENDING SHELTER COUNT	415	623	1038

COMMENTS: 1) The adoption breakdown for categories was estimated since these were not categories originally “captured” in reporting back in 2003.

- Please include a MONTHLY BREAKDOWN and ANNUAL SUMMARY of the baseline year statistics for each participating animal control shelter. **ON FILE**

8. SHELTER STATISTICS: ADOPTION GUARANTEE ORGANIZATIONS (AG)

- For all adoption guarantee organizations that will participate in Year Five of your project and were operational during the baseline year, please summarize the following SHELTER STATISTICS for the baseline year. **For any new group that was not operational during the baseline year, their baseline will be zero. Please include that information as part of this application.**

ANNUAL REPORT FOR BASELINE YEAR FOR ALL AG ORGANIZATIONS

	ALL ADOPTION GUARANTEE ORGANIZATIONS (97)	DOGS	CATS	TOTAL
	REPORT DATE: Baseline Year 2003			
A	BEGINNING COUNT	286	1167	1460
	INTAKE (Live Only)			
	From the Public (stray, surrender, etc.)			
	Healthy	834	1043	1877
	Treatable – Rehabilitatable	85	172	257
	Treatable – Manageable	52	71	123
	Unhealthy & Untreatable	0	0	0
B	Subtotal Intake from the Public	971	1286	2257
	Incoming Transfers from all Maddie Partner Organizations (List each separately)			
	From Animal Care & Control of NYC			
	Healthy	1438	4108	5546
	Treatable – Rehabilitatable	149	287	436
	Treatable – Manageable	154	125	279
	Unhealthy & Untreatable	0	0	0
	Subtotal Intake from Mobile County Animal Shelter	1741	4530	6271
	From Other Maddie Partners (list each separately)			

	Healthy	12	35	47
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
	Subtotal Intake from Other Maddie Partners	12	35	47
C	Total Incoming Transfers from Maddie Partner Organizations			
	Incoming Transfers from all Non-Maddie Partner Organizations			
	Healthy	5	14	19
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
D	Subtotal Incoming Transfers from Non-Maddie Partner Organizations	5	14	19
	From Owners/Guardians Requesting Euthanasia			
	Healthy	0	0	0
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
	Unhealthy & Untreatable	0	0	0
E	Subtotal Intake from Owner/Guardians Requesting Euthanasia	0	0	0
F	TOTAL INTAKE [B + C + D + E]	2729	5865	8594
G	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	0	0	0
H	ADJUSTED TOTAL INTAKE [F minus G]	2729	5865	8594
	ADOPTIONS (Only cats and dogs adopted by the public)			
	Involving Dogs & Cats From AC			
	Healthy	742	1090	1801
	Treatable – Rehabilitatable	41	51	92
	Treatable – Manageable	37	51	88
	Unhealthy & Untreatable	0	0	0
	Subtotal Adoptions Dogs & Cats from AC	820	1161	1981
	Involving Dogs & Cats From the Public or Other Organizations			
	Healthy	1495	3868	5363
	Treatable – Rehabilitatable	83	208	291
	Treatable – Manageable	14	55	69
	Unhealthy & Untreatable	0	0	0
	Subtotal Adoptions Dogs & Cats from Public or Other Organizations	1592	4131	5723
I	TOTAL ADOPTIONS	2412	5292	7704
	Outgoing Transfers to all Maddie partner orgs [please list each partner separately]			
	Healthy	42	0	42
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
J	TOTAL OUTGOING TRANSFERS TO all Maddie partner organizations	42	0	42
	Outgoing Transfers to all Non-Maddie partner organizations			
	Healthy	19	17	36
	Treatable – Rehabilitatable	0	0	0
	Treatable – Manageable	0	0	0
K	TOTAL OUTGOING TRANSFERS TO all non-Maddie partner organizations	19	17	36
	TOTAL OUTGOING TRANSFERS	61	17	78
L	RETURN TO OWNER/GUARDIAN	12	21	33

	DOGS & CATS EUTHANIZED			
M	Healthy (including owner/guardian requested)	0	0	0
N	Treatable – Rehabilitatable (including owner/guardian requested)	0	0	0
O	Treatable – Manageable (including owner/guardian requested)	0	0	0
P	Unhealthy & Untreatable (including owner/guardian requested)	37	82	119
Q	TOTAL EUTHANASIA [M + N + O + P]	37	82	119
R	Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)*	0	0	0
S	ADJUSTED TOTAL EUTHANASIA [Q minus R]	37	82	119
T	Subtotal OUTCOMES [I + J+K+L+S] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	2522	5412	7934
U	DIED OR LOST IN SHELTER/CARE	24	82	106
V	TOTAL OUTCOMES [T + U] Excludes Owner/Guardian Requested Euthanasia (Unhealthy & Untreatable Only)	2546	5494	8040
W	ENDING COUNT	469	1538	2007

COMMENTS:

- 1) This report includes the aggregate Annual data for Ninety Six (96) projected Maddie’s® Pet Partners in the Maddie’s® Pet Rescue Project NYC for year 2009.
 - 2) None of the Maddie’s® Pet Partners performs owner/guardian requested euthanasia of healthy, treatable, or unhealthy/untreatable dogs and cats.
- Please include a MONTHLY BREAKDOWN and ANNUAL SUMMARY of the baseline year statistics for each participating adoption guarantee organization that was operational during the baseline year using the form provided above. **ON FILE**

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

- Please identify the annual Adoption Baselines for all animal control shelters (AC) and all adoption guarantee organizations (AG) participating in Year Five.

	ADOPTIONS	BASELINE YEAR
9A	AC	4,927
9B	All AG Organizations	7,704
9C	TOTAL (All Groups)	12,631

10. DOGS & CATS EUTHANIZED IN THE TARGET COMMUNITY

- Please identify the annual baselines for Total Shelter Euthanasia and Healthy Shelter Euthanasia for all groups participating in Year Five.

	SHELTER EUTHANASIA	BASELINE YEAR
10A	Healthy Shelter Euthanasia	14,000
10B	Treatable Shelter Euthanasia	6,000
10C	Total Shelter Euthanasia	31,820

Part III: Above Baseline (AB) Targets

11. REDUCTION IN HEALTHY SHELTER EUTHANASIA (RHSE) TARGET

- Please identify the Reduction in Healthy Shelter Euthanasia Target for Years Five through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

Reduction in Healthy Shelter Euthanasia				
11A	Yr 5	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11B	Yr 6	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11C	Yr 7	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11D	Yr 8	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11E	Yr 9	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11F	Yr 10	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000
11G	Yr 11	100% of Healthy Euthanasia Baseline	<i>LINE 10A</i>	14,000

12. REDUCTION IN TREATABLE SHELTER EUTHANASIA (RTSE) TARGET

- Please identify the Reduction in Treatable Shelter Euthanasia Target for Years Five through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

Reduction in Treatable Shelter Euthanasia				
12A	Yr 5	10% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .10</i>	600
12B	Yr 6	10% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .20</i>	1,200
12C	Yr 7	10% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .30</i>	1,800
12D	Yr 8	35% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .35</i>	2,100
12E	Yr 9	55% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .55</i>	3,300
12F	Yr 10	75% of Treatable Euthanasia Baseline	<i>Multiply LINE 10B by .75</i>	4,500
12G	Yr 11	100% of Treatable Euthanasia Baseline	<i>LINE 10B</i>	6,000

13. REDUCTION IN TOTAL SHELTER EUTHANASIA TARGET

- Please identify the Reduction in Total Shelter Euthanasia Target for Years Five through Eleven. If you establish goals based on something other than the given formulas, please explain how your goals were derived.

Reduction in Total Euthanasia				
13A	Yr 5	Year 5 Healthy + Projected Treatable	<i>11A + 12A</i>	14,600
13B	Yr 6	Year 6 Healthy + Year 6 Treatable Reduction Targets	<i>11B + 12B</i>	15,200
13C	Yr 7	Year 7 Healthy + Year 7 Treatable Reduction Targets	<i>11C + 12C</i>	15,800
13D	Yr 8	Year 8 Healthy + Year 8 Treatable Reduction Targets	<i>11D + 12D</i>	16,100
13E	Yr 9	Year 9 Healthy + Year 9 Treatable Reduction Targets	<i>11E + 12E</i>	17,300
13F	Yr 10	Year 10 Healthy + Year 10 Treatable Reduction Targets	<i>11F + 12F</i>	18,500
13G	Yr 11	Year 11 Healthy + Year 11 Treatable Reduction Targets	<i>11G + 12G</i>	20,000

14. ABOVE BASELINE ADOPTION TARGETS

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

			Healthy	Treatable	Total
14A	Yr 5	AB Adoption Target	14,000	600	14,600
14B	Yr 6	AB Adoption Target	14,000	1,200	15,200
14C	Yr 7	AB Adoption Target	14,000	1,800	15,800
14D	Yr 8	AB Adoption Target	14,000	2,100	16,100
14E	Yr 9	AB Adoption Target	14,000	3,300	17,300
14F	Yr 10	AB Adoption Target	14,000	4,500	18,500
14G	Yr 11	AB Adoption Target	14,000	6,000	20,000

Our above baseline adoption goals reflect our reduction in Total Euthanasia goal.

Part IV: Establishing Goals for the Project

15. YEAR FOUR PROJECT GOALS

- Please provide a monthly breakdown of the Healthy Shelter Euthanasia Goal for each participating animal control shelter (AC).

Healthy Euthanasia	Jan	Feb	Mar	Apr	May	Jun	Semi1	Jul	Aug	Sept	Oct	Nov	Dec	Semi2	Total
Baseline	738	719	946	1133	1385	1440	6361	1474	1512	1355	1333	1063	902	7639	14000
RIHSE Target	738	719	946	1133	1385	1440	6361	1474	1512	1355	1333	1063	902	7639	14000
Goal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

- Please provide a monthly breakdown of the Treatable Shelter Euthanasia Goal for each participating animal control shelter (AC).

Treatable Euthanasia	Jan	Feb	Mar	Apr	May	Jun	Semi1	Jul	Aug	Sept	Oct	Nov	Dec	Semi2	Total
Baseline	390	367	457	500	552	622	2888	573	606	535	531	438	429	3112	6000
RITRSE Target	39	37	46	50	55	62	289	57	61	54	53	43	43	311	600
Goal	351	330	681	450	497	560	2599	516	545	481	478	395	386	2801	5400

- Please provide a monthly breakdown of the Total Shelter Euthanasia Goal for each participating animal control shelter (AC) and each participating adoption guarantee organization (AGO).

Total Euthanasia	Jan	Feb	Mar	Apr	May	Jun	Semi1	Jul	Aug	Sept	Oct	Nov	Dec	Semi2	Total
Animal Care & Control															
Baseline	1753	1696	2198	2571	3089	3259	14566	3266	3368	3032	2988	2385	2096	17135	31701
RITSE Target	777	756	992	1183	1440	1502	6650	1531	1573	1409	1386	1106	945	7950	14600
Goal	976	940	1206	1388	1649	1757	7916	1735	1795	1623	1602	1279	1151	9185	17101
AG GROUPS (Baseline/Goal)															
ASPCA	6	1	4	7	6	4	28	2	7	4	3	5	1	22	50
Bide A Wee			1	2	3	3	9	1	1					2	11
Kitty Kind							0	1						1	1
Animal Haven			1				1	1	1					2	3
City Critters	3		2	1			6	2		1	1	1	1	6	12
Feline Rescue of Staten Island		1	1	1			3	1	1	4	1	1		8	11
Humane Society of NY		1					1	0						0	1
Staten Island Council For Animal Welfare (SICAW)							0			1				1	1
ACT							0						1	1	1
Cat Assistance, Inc							0		1					1	1
First Run Medical Fund & Rescue	0			0		0	0	0			0	1	0	1	1
Gotham City Kitties							0				1			1	1
Life Line Rescue		1		1		2	4	1			2			3	7
Little Shelter					2		2							0	2
Loving Touch	1	0	0	0		1	2		0	0		0		0	2
NJ Schnauzer		1				1	2							0	2
North Shore Animal League			1	1			2							0	2
Scottish Terrier Rescue							0	1						1	1
Social Tees				1	2	1	4	0						0	4
The Cat Lady		1	3	1			5							0	5
All AG Totals	10	6	13	15	13	12	69	10	11	10	8	8	3	50	119
Total Goals AG & AC															
Baseline	1763	1702	2211	2586	3102	3271	14635	3276	3379	3042	2996	2393	2099	17185	31820
RITSE Target	777	756	992	1183	1440	1502	6650	1531	1573	1409	1386	1106	945	7950	14600
Total Euthanasia Goal	986	946	1219	1403	1662	1769	7985	1745	1806	1633	1610	1287	1154	9235	17220

- Please provide a monthly breakdown of the Adoption Goals for each animal control shelter (AC) and each adoption guarantee organization (AG) participating in the project.

This is provided in an attached Excel spreadsheet.

20B) Year Five Adoption Goals by Adoption Guarantee (AG) Organizations: For Year Five, please provide a list of participating adoption guarantee (AG) organizations and for each group, identify:

- (1) The name of the organization;
- (2) The total number of baseline adoptions;
- (3) The above baseline (AB) adoption target involving animals taken from animal control;
- (4) The AB adoption target involving animals received from the public or from other organizations not including animal control;
- (5) The total above baseline adoption target;
- (6) The total adoption goal [Total Baseline Adoptions + Total AB Target];
- (7) The amount of the adoption subsidy to be paid out for AB adoptions involving animals taken from animal control;
- (8) The amount of the adoption subsidy to be paid out for AB adoptions involving animals received from the public or from other organizations not including animal control; and
- (9) The total adoption subsidy.

This information is provided in a separate file: MF NYC Year 5 2008 Above Baseline Goals.xls. Below is the total above baseline goals.

NAME OF ORGANIZATIONS								
	Total Baseline Adoptions 2003	Above Baseline Adoption Target 2008	TOTAL ADOPTION GOALS 2008	Above Baseline Target AC & C	Above Baseline Target Public	<i>Animal Care & Control NYC Animals</i>	<i>Subsidy Public Animals \$49</i>	<i>Total Adoption Subsidies</i>
97								
Subtotal No-Kills	7704	11000	18704	8200	2800	2,009,000	137,200	2,146,200
Subtotal AC & C	4927	3600	8527	0	3600	0	176,400	176,400
Total	12631	14600	27231	8200	6400	2,255,000	352,000	2,322,600

20C) Procedure for Distributing the Adoption Subsidies and Contingency Fund: Describe how the adoption subsidies and the contingency fund (if needed) will be distributed to the participating adoption guarantee organizations in Year Five. Please note that the distribution process should include some type of monitoring system for reconciling the amount of money each group receives to actual performance.

In an effort to reconcile and monitor payouts AG and AC & C groups will be paid out every 2 months:

- o April 15 for January/February AB adoptions
- o June 15 for March/April AB adoptions, reconciling increases/decreases from previous months
- o August 15 for May/June AB adoptions, reconciling increases/decreases from previous months
- o October 15 for July/August AB adoptions, reconciling increases/decreases from previous months
- o December 15 for September/October AB adoptions, reconciling increase/decreases from previous months
- o February 15 for November/December AB adoptions, reconciling increases/decreases from previous months

Monitoring of groups' progress occurs by calculating the subsidies due based on actual through that period. Adjustments will be made accordingly every 2 months.

20D) Year Five Programs and Services: Describe the activities that will be undertaken in Year Five to meet the Project Goals [Adoptions, Reduction in Shelter Euthanasia, and Reduction in Healthy Euthanasia], and the number of dogs and cats that will be adopted or saved as a result of each activity.

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

USE OF KEY SUBSIDIES, TOOLS, PROGRAMS AND SERVICES TO MEET GOALS

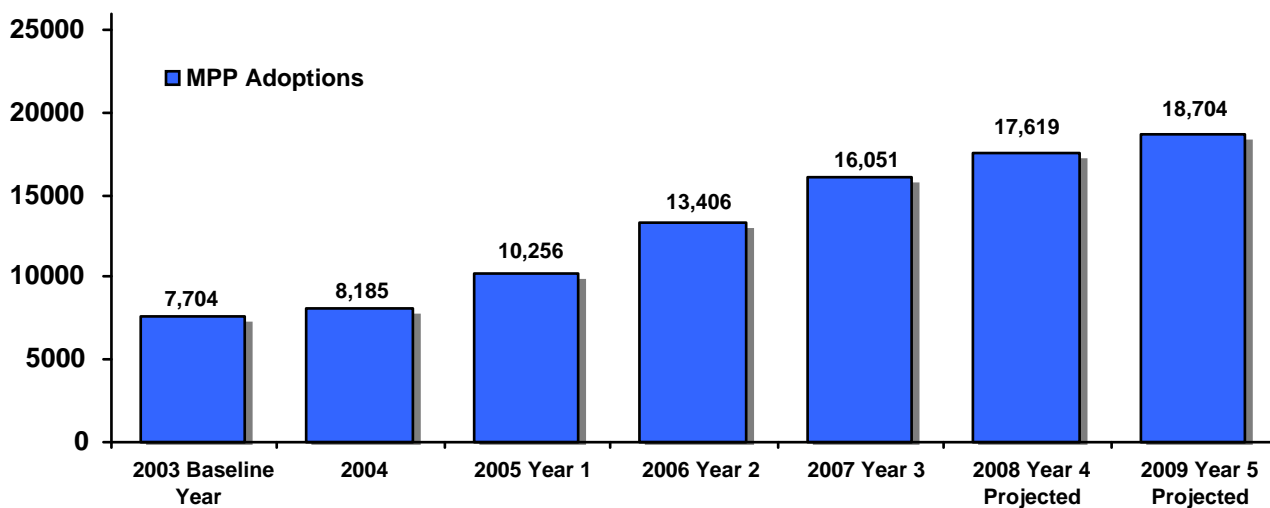
Funding for Year 5 programs is budgeted at \$4,872,000. Of that, the Mayor’s Alliance has requested \$3,942,000 from Maddie’s Fund; the remaining funds will be provided by other sources to fund the AC&C transfer initiative grants, the Picasso Veterinary Fund and the Wheels of Hope transfer program. Additionally, the Mayor’s Alliance intends to set aside \$1,000,000 in Year 5 to support the project in future years.

To achieve our goals to increase total adoptions by 14,600 and decrease euthanasia of healthy dogs and cats by a minimum of 14,600 in Year 5 of the Maddie’s® Pet Rescue Project in NYC, the Alliance will continue to focus on the four core objectives outlined in our 10-year strategic plan: increasing adoptions, strengthening existing efforts and resources, decreasing animal homelessness, and raising the public’s awareness of these issues.

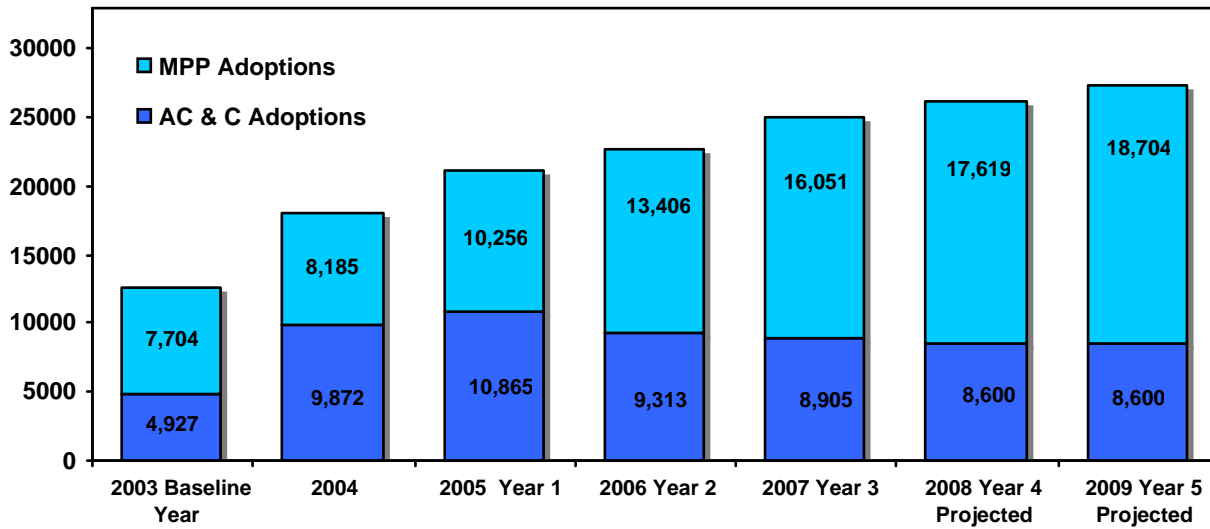
To address the different needs of the participating groups and the challenges unique to NYC in achieving our goals, the Alliance designed and continues to implement initiatives that would impact one or more of the core objectives. The initiatives fall into four categories: subsidies, tools, programs and services.

In the fifth year of Maddie’s® Pet Rescue Project, we project that Maddie’s® Pet Partners (MPPs) will achieve above-baseline adoption goals of 11,000 and expect AC & C to achieve above baseline adoptions of 3,600 for a total of 14,600 above baseline adoptions. Euthanasia reduction goals for Year 5 are targeted at 14,600, though every year we have exceeded expectation. Moving into Year 5, the Alliance plans to continue to expand and support those initiatives that will have the greatest impact on achieving our target goals.

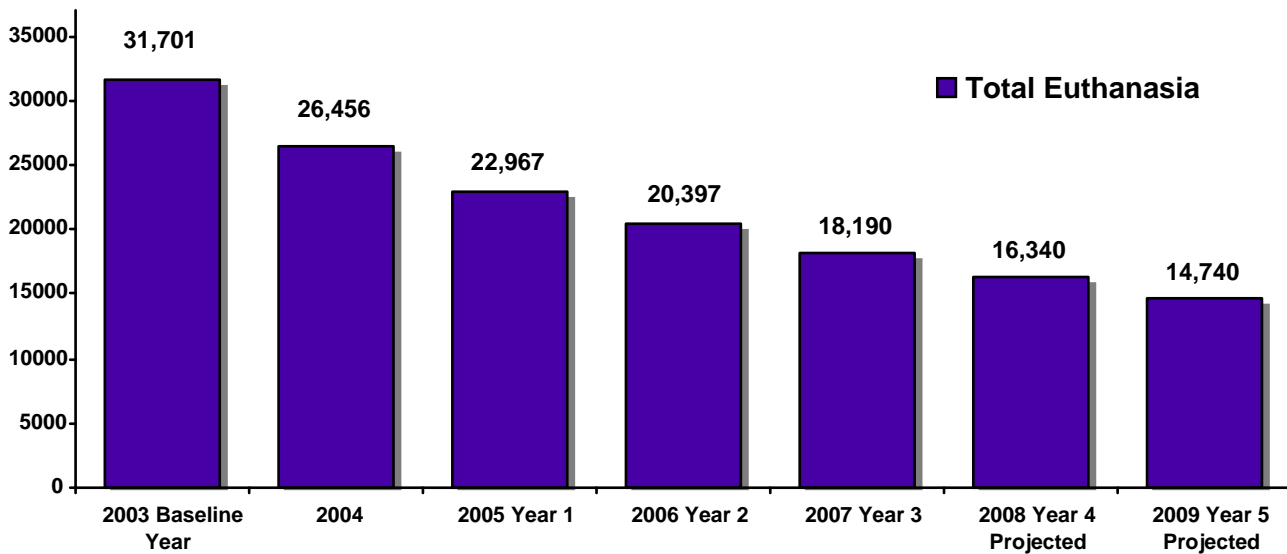
Below is a chart showing progress of MPPs’ above-baseline adoptions from Baseline Year 2003 through projections for Year 5 (2009). Adoptions data for 2008 is based on current trends as of September 2008 and reflects the 97 MPPs participating in Year 5.



Below is a chart showing progress of MPPs' and AC & C combined above-baseline adoptions from Baseline Year 2003 and projections for Year 5 (2009).



Below is a chart showing progress in the reduction in euthanasia at AC & C from Baseline Year 2003 and projections for Year 4 (2008) and Year 5 (2009).



Below are some of the key initiatives that have had the greatest impact on achieving our Maddie's® Pet Rescue Project - Year 4 (2008) goals and helping us move closer to meeting our targets as we approach Year 5 (2009).

1. 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 4 above-baseline adoptions are projected to total \$2,350,000. In Year 5 of the Maddie's® Pet Rescue Project, we expect to pay out \$2,322,600 for a total of 14,600 above-baseline adoptions for all MPP, including AC & C. This includes \$42,600 in payments from our contingency fund, which is earmarked to pay subsidies over and above Alliance target goals. The following chart outlines the Maddie's Fund subsidy distribution in Year 1 through 4 and the projected Maddie's Fund subsidy distribution for Year 5 (2009).

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	Year 5 2009 Projected Groups
Amount distributed	\$431,250	\$897,085	\$1,580,586	\$2,350,000	\$2,365,200
Above \$20,000	7	12	19	23	25
Between \$10,000 and \$19,999	6	17	18	18	15
Between \$5,000 and \$9,999	6	15	11	14	17
Between \$2,000 and \$4,999	18	10	13	14	17
Less than \$2,000	44	34	29	21	19
\$0	7	11	15	13	4
Total groups	88	99	105	103	98

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.

Maddie's® above-baseline adoption subsidies have been instrumental in helping MPPs reach their adoption goals. These subsidies have helped MPPs:

- build their capacity to take in more dogs/cats from AC&C and offset the additional costs associated with getting them adopted.
- Provided additional funds for infrastructure and sustainability through focus expansion of volunteer base, increased fundraising efforts, expansion of adoption locations
- Increased capacity by helping to fund holding spaces and provided financial assistance to foster networks, thereby adopting more and making room to take in more.

- **Grants to AC&C in 2008**

To support AC&C in their efforts to reduce euthanasia and increase adoptions, we provided grants of over \$280,000 in 2008. The grants were designated to facilitate transfers of animals to rescue and provide additional supports and equipment for AC&C staff. The bulk of the grants covered the salaries of six AC&C employees. Three staff members are designated liaisons to rescue, two are animal behaviorists responsible for evaluations and assist in the transfers to MPPs, and one staff member was hired to oversee all three shelters transfer program and function as the primary contact related to transfer problems.

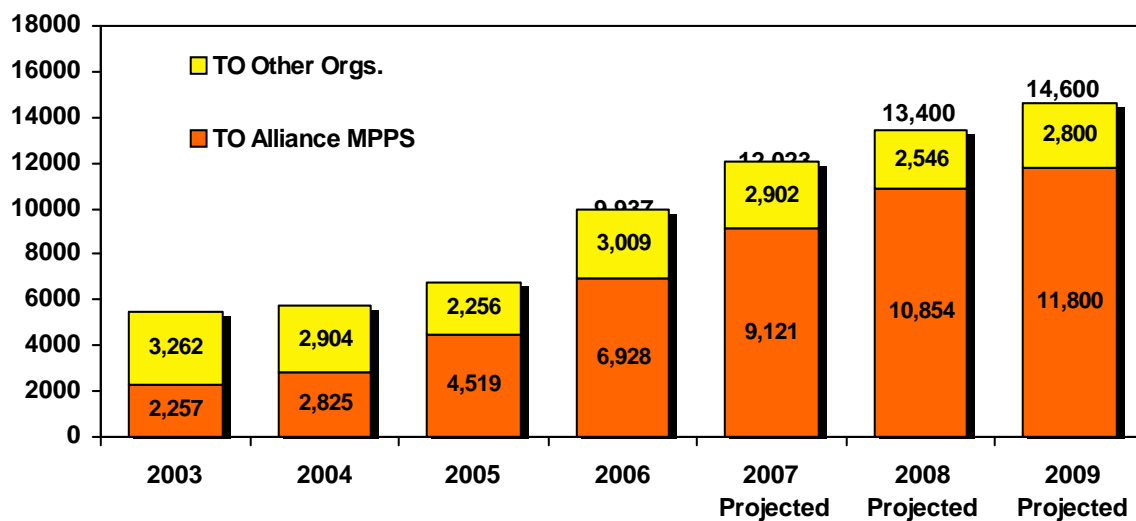
The 2008 AC & C grant and relationship with the Alliance:

- supports the efforts needed in increasing the numbers of cat/dog transfers to AG shelters & rescue organizations.
- provide a level of support for enhancing the New Hope staff resources, and to offset some of the costs AC&C does not pass on to rescue organizations and shelters like spay/neuters.

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

Transfers from AC&C to MPPs and other organizations: A key focus of this initiative is to ensure transfers to adoption guarantee shelters and rescue groups continue to increase. With current trends showing that AC&C adoptions have decreased, transfers to MPPs has played, and will continue to play, a major role in reducing euthanasia going forward. Transfers to shelters and rescue groups have been a major factor in reducing euthanasia since 2006 when they exceeded AC&C adoptions.

As shown in the chart below, MPP commitment to taking on the greater responsibility of taking transfers has helped to reduce deaths and move the Alliance closer to achieving its goal.



- **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 over 500 dogs and cats in 2008, covering the majority 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 2009 we anticipate assisting over 500 dogs and cats as MPPs agree to take on more transfers that include treatable dogs/cats that would otherwise be euthanized.

While direct adoption subsidies provide a major incentive to MPPs it is the tools, programs, and services, coordinated by the Alliance, that are targeted to help build the infrastructure and maintain collaborative efforts for the Alliance to achieve adoption goals and ensure sustainability of those goals as we move forward into Year 5.

II. Tools:

- **Wheels of Hope** - The Transfer Initiative 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 has had the greatest impact on reducing 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 2008, two animal transport vans and one minivan with five designated drivers have helped transport over 3,000 animals, exceeding our projections of 2,800. As a result of the success and increasing demand for transport, we added a second full-time transport coordinator late in 2008 and expect delivery of our third transport van before the end of 2008. In 2009 we expect transports to reach over 3,400.

III. Programs:

- **Maddie's Adoption and Pet Care**

Maddie's[®] Adoption and Pet Care Festivals have become requested events by the NYC Parks Department and dog owner associations. During 2008 the Mayor's Alliance responded to six such requests, resulting in the following events:

Wolfe's Pond Park – Staten Island, May 17
Washington Square Park – Manhattan, June 8
Roy Wilkins Park – Queens, June 28
Prospect Park – Brooklyn, August 2
Morningside Heights – Manhattan, October 11
Inwood Hill Park – Manhattan, October 25

As a result of Parks Department and dog owner association involvement in spreading news of the event throughout the local community, attendance at these events was much greater than in past years. The exception was Washington Square Park, where attendance was much lower than anticipated due to an unseasonably hot day. Warnings for the general public to stay inside due to possibility of heat exhaustion were in effect.

During 2009, this model will be followed with community requests for Maddie's[®] Adoption and Pet Care Festivals being honored as the schedule permits. Grassroots involvement of local groups in hosting the events produces stronger turnout at the local level, resulting in more foot traffic at the events.

- **Special Adoption / Awareness Events**

Among the special events in which we participated in 2008, and expect to continue in 2009 are:

- **Broadway Barks** – Held in Shubert Alley, in the heart of the theater district, this event is hosted by Bernadette Peters and Mary Tyler Moore, and produced by Broadway Cares/Equity Fights AIDS. It provides the highest media and public visibility for Maddie's Fund and Alliance MPPs, and this

year generated over \$100,000 in funding resources. This year's Broadway Barks took place on July 12th. To facilitate expanding the event to more cat groups, North Shore Animal League America provided the Alliance with the use of 5 of its 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 and promotional advertising proceeding and during the two-day event help to drive attendance. In 2008, the event took place the weekend of October 18th and 19th.
- Bark in the Park – Held at KeySpan Park, Brooklyn in conjunction with a Brooklyn Cyclones game on August 11th, this first-time event for the Alliance featured pet adoptions by AC&C, an Alliance low-cost microchipping clinic, and sponsorship recognition for Maddie's Fund.

These three special adoption events (Broadway Barks, Bark in the Park, and Adopt-A-Cat) facilitated over 350 adoptions in 2008. 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**

During 2008, we were invited to attend the following tabling events:

- Good Dog Foundation Therapy Dog Day - Manhattan, June 1
- Seventh Heaven Street Fair - Brooklyn, June 15
- Community Action Fair by Goodwill Industries & Northwestern Mutual – Manhattan, July 12
- Cathedral Church of St. John the Divine, St. Francis Day Fair Blessing of the Animals, Manhattan, October 5
- Meadowlands Pet Expo - Secaucus, NJ, November 22 & 23

Tabling events help build community awareness and form links with local community leaders as well as promote Maddie's[®] Project recognition. For example, the Mayor's Alliance tabled at the Seventh Heaven Street Fair at the invitation of a Park Slope real estate company. These events are often the first step in building a more substantial relationship resulting in a request for a Maddie's[®] Adoption and Pet Care Festival.

In 2009, we anticipate expanding tabling events in an effort to reach additional NYC neighborhoods.

- **Microchipping**

In 2008 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. 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 2009.

- Earth Day Celebration - Salt Marsh Nature Center, Brooklyn, April 20
- Rockaway Freeway Dog Park – Queens, June 21
- Peter Cooper Village / Stuyvesant Town – Manhattan, June 28
- Silver Lakes Dog Run Doggie Day – Staten Island, June 29
- Last Hope's Dog Walk – Wantagh, September 13
- West Side County Fair – Manhattan, September 14
- AKC's Responsible Dog Ownership Day - Manhattan, September 20
- Battery Park City Block Party – Manhattan, September 21
- General Theological Seminary's Blessing of the Animals – Manhattan, October 4
- Camp Bow Wow – Queens, October 11
- Central Park PAWS: My Dog Loves Central Park Country Fair – Manhattan, October 18
- Wolfe's Pond Park - Staten Island, October 25

- **Community Park Adoption Sites – 2008**

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 shifted in 2008 to an adoption van model with the use of North Shore Animal League (NSAL) adoption vans. Based on the relationship formed with NSAL in 2007, and expanding on that relationship in early 2008, 24 MPPs took advantage of this adoption venue during 2008 in their local communities, holding 97 separate mobile adoption events. A breakdown by borough and month follow:

Month	Borough				Total
	Manhattan	Brooklyn	Queens	Other	
January	0	0	0	0	0
February	8	0	0	1	9
March	6	0	0	0	6
April	2	0	0	0	2
May	11	0	0	0	11
June	8	2	0	2	12
July	6	0	0	1	7
August	9	1	0	2	12
September	6	1	0	1	8
October	5	1	2	0	8
November	9	2	2	1	14
December	5	2	1	0	8
Total	75	9	5	8	97

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.

Given the success of this program, NSAL has committed vans to Mayor's Alliance groups through 2009, with bookings taking place two months in advance, allowing groups and local businesses to promote the events in advance.

- **Capacity Building Grants** – 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 2008 we provided two grants totaling \$20,590.
 - A grant of \$7,500 to *Herding Dog Rescue (HDR)* - Upgrading the facility by setting up an isolation space with heat, additional runs, and new flooring would permit HDR to take more AC&C dogs, even those with medical issues which require quarantine. The additional space allows HDR to handle more treatable case from AC & C. While adoptions haven't increased since 2007, Herding Dog rescue was able to take more severe URI cases that would otherwise have been euthanized.
 - A grant of \$7,000 to *Little Forgotten Friend* – This organization focuses on senior and special needs dogs with manageable health issues. The grant helped fund the expansion of the current facility to add a room with flooring, insulation, and pens for separation and easy cleaning, heat and water supply to function as an interim isolation area for AC & C dogs. Projected adoption increased from 6 in 2007 to 53 in 2008 just through September.
 - A grant of \$1,090 to *Animal Center of Queens* for the purchase of larger more appropriate crates for some of the larger dogs in their shelter. It also allows for these to be moved to other sections in the shelter as temporary isolation while treating URI's. Additional resources were provided through extensive training in contagious disease control and recommendations for changing the cleaning solutions used by ASPCA.
 - Two grants of \$2,500 to *Angels' Gate*, a sanctuary and hospice dedicated to the care of dogs and cats requiring on-going medical support. Angel's Gate took many AC & C dogs and cats that other groups could not handle (50 dogs and 54 cats) due to medical issues far beyond the capacity for most MPPs. The funds were used to cover the costs related to equipment, upgrading space to handle the additional intake of medical care. Additionally, the alliance helped Angel's Gate be featured on Oprah for their hospice work,

which provided them with substantial boost in donations to help them build out their new location in upstate NY.

In Year 5 (2009) 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 additional opportunities to evaluate barriers and provide assistance in identifying how capacity grants can be best utilized.

- **Storefront Adoption Center** – in 2008, the Animal Haven storefront was awarded an additional \$25,000 to help offset gaps in funding associated with finalizing the space for full operation as an adoption center. While the space has been open and utilized on many occasions as a community resource for meetings and workshops, adoptions at Animal Haven have not increased. In October of 2008, the Executive Director Marcello Forte resigned, with the Board taking over operations while they evaluate next steps and search for a new Executive Director. In the interim, with the help of the Alliance and the ASPCA, a full assessment of Animal Havens operations is in the works to evaluate how best to consolidate their resources ad plan for a revitalization of targeted programs, including more aggressive use of their adoption van, targeted marketing and PR of the SOHO location to help increase visibility and adoptions. In 2009 we have not budgeted for any storefront grants.
- **Temporary Holding/Boarding & Medical** – Since the majority of APOs utilize foster networks, temporary boarding and quarantine facilities have been identified as crucial to ensuring an increase in transfers of AC&C animals. In 2008 the Alliance continued to provide 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 2008, the Alliance provided veterinary funds (ranging from 10% to 25%) for more than 600 cats and dogs, and temporarily boarded another 150. 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 resulted in over 800 animals transferred – animals that otherwise might not have made it out of AC&C.

- **Feral Cat Initiative (addressing the problems of free-roaming cats in the communities with greatest needs)**
In 2008 we provided \$ 95,000 to fund the Feral Cat Initiative, which included 2 full time positions, and 2 field staff. The New York City Feral Cat Initiative is a program of the Mayor's Alliance for NYC's Animals whose 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.

2008 Feral Cat summary:

Total # of Cats Spayed or Neutered (reported by community caretakers and Feral Cat Council organizations): (projected based on ¾ quarter year report)	3,184
Total # of Cats S/N & Returned to Their Colonies:	2,016
Total # of Cats & Kittens Rescued for Adoption:	1,336
Total # of Phone & Email Requests:	4,500
Total # of TNR Workshops Taught:	22
Total # of Workshop Attendees:	372
Field Director's # of Days in the Field:	88
Total # of TNR Coach Days (Paid & Volunteer):	438
TNR Coaches (Paid & Volunteer):	76

Brooklyn Trap Bank Equipment Loans: # of Traps: 398

“MAMA Coupons” (Muffins And the Mayor’s Alliance) for
Low-Cost Feral Cat Spay/Neuter sold by Muffin’s Pet Connection: 228

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 from 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 make no cost spay/neuter available to the organizations involved in TNR. In mid year of 2008, the ASPCA has added 1 Sunday a month for TNR S/N at Berg Memorial hospital, averaging over 100 with each clinic. In 2009 they plan to continue this program and possibly add another day, given the enormous success to date.

Through continued support of the feral cat initiative we hope to stem the tide of increased cat intake at AC & C 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.

- **Special Projects - Domestic Violence, Homeless, and Hospital Project** - In 2008 over 80 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. In late 2007 received a \$50,000 start up grant from “A Kinder World Foundation” to pay for a part time staff member 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 received another grant for \$65,000 from Aimee’s Place to fund the project through the end of 2008 that helped pay for a full time social work consultant to coordinate the program. While continuing to work with other organizations and city agencies like the Department of Homeless Services, we recognized that a more integrated model and approach needed to be developed and coordinated to maximize resources.

In 2009 we expect to receive increased funding to hire an P/T coordinator to help implement programs to more effectively address the problems of: appropriate referrals, coordination of resources, development of a foster program, as well support the coordination of a social service agency network focusing on educations, intervention, and advocacy for a more appropriate and humane city policy. Here major areas of focus include:

- Development of a Safe Pet Foster Care
- Improving Referrals and Collaborations with Social Service and Community Agencies
- Working toward a Co-Sheltering Model in New York City

- **Free Spay Neuter Clinics**

Given that cats continue to enter Animal Care and Control at an alarming rate, during 2008 we approached several veterinarians and foundations in the hope of providing free spay/neuter services for cats within New York City. Petco Foundation, PetSmart Charities, and one pro bono veterinarian offered their support. We do not require proof of low income, but rather target low income housing areas and the shelters with flyers describing the program. When appointments are being made, we do ask people to self-select if they can afford to have the surgery done elsewhere.

Given the high cost of living in NYC combined with the high cost of spay/neuter surgery, not everyone needing these services is on public assistance. Many of the people taking advantage of the service are kindhearted souls who found their cat on the street as a friendly kitten, or a friendly stray followed them home. Often they have been living with behavioral problems commonly cited as “owner surrender” reasons in the shelter—spraying, constant meowing—but have been unable to afford to have the cat spayed or neutered. Instead, they have put up with the unwanted behavior because they love their newest family member and do not want to relinquish.

An added benefit to the clinics has been an ability to educate people as they call in to make an appointment. One such instance involved a woman calling to make an appointment for her 1.5-year-old female cat. I returned her call and when I heard the cat’s age I remarked that the cat had probably been driving her crazy trying to escape, wanting attention all the time, meowing, etc. She said, “How did you know?” and I explained that the cat wasn’t that different from a teenager with one and one thing only on her mind. When she arrived for the clinic, she pulled me aside and thanked me for taking the time to talk to her about the cat’s behavior. She was so grateful because I gave her the information she needed to be able to explain the behavior to her children in terms they could understand.

As a result of support from the Petco Foundation and PetSmart Charities, these clinics will continue through September 2009, helping to retain animals in homes, improve the lives of the humans living with them, and decrease unwanted births.

Ten clinics have been held to date this year, with three additional scheduled during 2008. A total of 239 cats have been altered (133 males, 106 females). It is projected that we should spay/neuter at least 550 cats during 2009 with the grant funding currently available.

- **Advertising, Public Relations, Marketing, and Media** – Building awareness of our mission and key messages is a strategic objective that produces multiple benefits. In Year 4 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.
- **Strength Training, Communication & Development**
As one of our four stated key objectives in our 10-year strategic plan, equipping our member shelters and rescue groups to work better and smarter is integral to our collective success. This means 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 2008 we implemented a series of educational / training sessions for Maddie’s Pet Partner staff and volunteers. These trainings, held on average of once a month, are providing the individuals with information that can help them to improve their own organization’s operations and expand their capabilities and effectiveness. They also serve as opportunities to share ideas, present resources, visit other MPP locations, problem solve, and network.

Our 2008 APO Strength Training curriculum included 13 workshops:

JANUARY - Public Relations and Maddie’s Fund Recognition

Guest speaker(s): M. Silver Associates PR team; Attendees: 30

MARCH - Infectious Disease in the Shelter Environment

Guest speaker: Dr. Louise Murray, ASPCA; Attendees: 60

MARCH – Using the Media to Promote Your Organization

Guest Speakers: M Silver Associates PR team; Attendees: 20

APRIL - Adoption Contracts and Forms

Guest speaker: Eleanor Molbegott; Attendees: 14

MAY – Expanding Capacity Through In-store Adoption Locations, Storefronts and Vans

Guest speakers: Marcello Forte (Animal Haven), Tabatha Belesis (Bobbi and the Strays), Cathy Crystal (KittyKind)

JUNE – Meet Your Match™ Feline-ality 3-Day Workshop

Guest Speaker: Bert Troughton (ASPCA); Attendees: 35 first day; 19 attended all 3 days

JULY – Managing the Media - Presentation Skills (limited to 12, by invitation)

Facilitators: Diane McCulloch & Dalli Simmons (ExecComm Consultants); Attendees: 12

OCTOBER – PetPoint Animal Management System

Guest Speakers: Steve Zeidman and Annette Guererro (PetHealth, Inc.); Attendees: 16

OCTOBER – Marketing Adoptions On the Internet and Beyond

Guest Speaker: Sara Lippincott (Petfinder); Attendees: 21

NOVEMBER: Information/Q&A Session with AC&C Staff (Meet & Greet)

Guests: AC&C New Hope & Shelter Staff; Attendees: 36, including 13 AC&C Staff

NOVEMBER – Disaster Planning for Shelters & Rescue

Guest Speaker: Allison Cardona (ASPCA disaster planning staff); Attendees: 19

DECEMBER – Managing the Media – Presentation Skills (Limit 6 by invitation)

Facilitators: Diane McCulloch & Dalli Simmons (ExecComm Consultants); Attendees: 6

DECEMBER – Feral Cat Caretaker Boot Camp – a first-ever training/refreshers course for feral cat caretakers in the NYC area, developed by the NYC feral Cat Initiative of the Mayor's Alliance.

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

In Year 5 (2009) we will continue to host APO Strength Trainings on average once a month, and provide individual consultation with APOs as needed. Our 2009 training curriculum, currently being developed, includes:

JANUARY – Public Relations and Maddie's Fund Recognition

FEBRUARY – Safer Training

MARCH – Non-shelter Disease Transmission

APRIL – Compassion Fatigue

MAY – Engaging the Public for Adoptions

Additional training topics under consideration for Year 5 include:

Sure Fire Meeting Management

How to seek out and apply for grants

How to manage public requests for assistance – Customer Service

How to Screen Adopters

Pet First Aid and Shelter Workers

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

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 in NYC. This requires the maintenance of existing contacts and building on relationships by attending numerous meetings and serving on task forces. In Year 4, we:

- Continued to work with the City to explore ways in which to expand low cost or no cost spay/neuter in targeted communities to expand capacity. In 2008, while the city budget was unable to provide additional funding to AC&C to expand their low cost spay/neuter efforts, we secured grants from the Petco Foundation and PetSmart Charities to fund free spay/neuter clinics at the Brooklyn AC&C facility at least twice a month. Additionally, we enlisted several veterinarians to volunteer their services free-of-charge for these clinics.
- Continued 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. In 2008 we secured a \$65,000 grant from Amie's Place Foundation to fund assistance to pet owners who become homeless, often as a result of a domestic violence situation.

- Continued to sit on the Animal Planning Task Force (APTF) of NYC's Office of Emergency Management, and assisted in the ongoing development of a Disaster Animal Response Plan for NYC. As a result of our role on the APTF, the Mayor's Alliance also joined Volunteer Organizations Active in Disasters (VOAD) to gain access to donated supplies in the event of a disaster in our area.
- **June 25** Presentation at NYC Vet Specialists Intern Orientation, New York City
- **March 5** New York City Bar Association Panel Discussion on Animal Advocacy on the Local Level, New York City
- **May 3** "Long Island's Pit Bull Predicament" Conference, Suffolk County Community College, Long Island
- **Out of Area Activities**
 - Helped other communities explore ways in which they can replicate the Alliance model by providing information, guidance, documents, and presentations. In 2008, Jane Hoffman presented at these functions:
 - **February 22-23** Animal Welfare Federation of New Jersey (AWFNJ) Conference - Learning, Sharing, Unity for Success, Iselin, NJ
 - **August 7** No Kill Community Seminar, El Paso, TX
 - **October 18** Delaware coalition of rescue organizations
 - **October 24-26** The No More Homeless Pets Conference, Las Vegas, NV

In Year 5, we will continue to solidify and expand our efforts to achieve our four core objectives: increase adoptions, reduce homelessness, raise awareness and strengthen our resources. And we will continually refine the broad range of initiatives we've set forth to reach those objectives.

20E) Zero Healthy Death Months: In Year Five, you are required to have an adoption guarantee in place for healthy shelter dogs and cats (zero healthy deaths). Please indicate how your organization will achieve this goal and detail the strategies you will put in place to reach this goal.

We expect to provide an adoption guarantee for healthy shelter dogs and cats (zero healthy deaths) in Year 5. The one potential barrier may be cats during the summer months. Approximately 28% of stray intakes identified as ferals are euthanized at AC & C. Months from April through September cat intake per month increases by 70% due to kitten season. While these may be considered as treatables, the increased numbers put an enormous strain on the shelter, and put at risk those that are healthy to be euthanized due to space constraints.

Strategies to achieving zero healthy deaths in 2009:

- Begin media campaign in December, with major campaigns in Jan and February.
- Provide advance notice to MPPs and AC&C staff of our goals each month.
- Reduce intake of cats at AC & C through an aggressive S/N program for feral (free roaming) cats by non-profits. If we can increase S/N programs for ferals (free roaming cats) by non-profits that will have an impact in reducing intake of cats at AC & C during the warmer months. In 2009 we project between AC & C and Humane Society of NY S/N services for free roaming cats will increase by 2,500 cats
- Request commitments from some of the organizations that have facilities to be prepared to take a few more animals than they might otherwise have taken. Larger groups include ASPCA, Bide A Wee, Humane Society of New York, and North Shore Animal League. Smaller organizations that focus on cats include Bobbi & the Strays, Anjellicle Cats, Feline Rescue of SI, Social Tees, Animal Adoption Network, In our Hands.
- Prepare list of MPPs to receive "alerts" every day that a healthy animal is on the euthanasia list due to space and be prepared to transport directly to a group. In the event that a MPP participant is willing to take the dog/cat but needs a few days to make room, the Alliance will use several pre-arranged vet offices and boarding facilities which are willing to be part of the zero healthy death month initiative
- Have AC&C staff set up automatic alerts to be sent to MPP as soon as animals enter, and not wait until they are on the euthanasia list to send alert /

- Add additional transport services targeting the most challenging months in Spring, Summer and Fall.
- Key up our PR firm to set a PR plan in place to alert the public of our goal to have zero healthy deaths in every month, being careful to balance the message so the public isn't hearing that animals don't die unnecessarily.

21. YEAR FIVE FUNDRAISING STRATEGIES

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

For Year Five, please identify the fundraising goal for the project and explain how the fundraising goal will be met by the lead agency and each participating adoption guarantee organization (if applicable). Include in your discussion a description of the activities that will be undertaken to raise these funds and how Maddie's Fund support will be used to reach these goals. Of the total funds to be raised in Year Five, please indicate how much of the money will be used in Year Five and how much will be set aside for future years of the project. Please identify the Year Five goal for your reserve fund for this project.

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

In Year 5 of the Maddie's® Pet Rescue Project in NYC, projected income includes:

<i>Maddie's Fund</i>	<i>\$3,942,000</i>
<i>ASPCA</i>	<i>1,000,000</i>
<i>Other Funding Sources</i>	<i>830,000</i>
<i>Anticipated Interest Income</i>	<i>100,000</i>
 <i>Total Projected Income:</i>	 <i>\$ 5,872,000</i>

Budgeted set - aside in 2009 for sustainability for Years 7 to 10 is \$ 1,000,000

While individual contributions traditionally make up the vast majority of contributed dollars, the Alliance will continue to focus on foundations, charities, and events for the majority of our fundraising goals in Year 4 of the project.

Experience continues to show that cultivating an individual and major donor base takes several years and considerable financial resources. We have been more successful in attracting foundation dollars during the early years and expect to continue to do so in the next few years, while broadening our corporate contacts. In Year 4 of the project we will continue to cultivate relationships to attract corporate sponsorship, pro-actively seek out fundraising event opportunities, and increase individual major donor contributions

In Year 5 of the project, we expect our fundraising efforts to generate \$830,000 in addition to our major grants (Maddie's Fund and the ASPCA.) Fundraising goals will capitalize on the success in the first 4 years of the Maddie's Pet Rescue Project in NYC and will target corporate sponsors, individual major donors and explore how best to utilize targeted fundraising events. In Year 4 public relations continued to generate awareness and provided additional opportunities for fundraising contacts, including foundation for additional funding. Additional offers to raise funds have come from a variety of sources including a several younger individuals to develop a young patrons/junior council program form a group of young wealthy New Yorkers. Successful programs like the transport vans provide additional opportunities to fundraise to expand of the program and hopefully generate funds to

support covering the cost of a replacement van (since our first van has over 300,000 miles on it). In 2008 we depended on a P/T volunteer to write new grant proposals and follow up on fundraising offers. In 2009, we will need to hire a P/T fundraiser to effectively and aggressively implement ideas that require more consistent oversight.

With PR & Marketing exposure, greater visibility, we plan on leveraging the success in NYC project for new funding opportunities, primarily from Foundations.

Strategies for fundraising include:

Corporate sponsorship:

- In the current economy, we don't expect any growth in corporate sponsorship funding.

Foundations:

- Aimee's Place provided \$65,000 in 2008 to fund the continuation of our Domestic Violence and homeless Program
- Submitted grant application to The Frankenburg Foundation – have a meeting set up to discuss application in mid December 2008.
- Submitted grant application to A Kinder World for operating and expansion of special projects intervention of owner surrenders.
- Receive annual support from PETCO Foundation
- PetSmart Charities – 2008 grant for free S/N,
- Community Trust of NY – will re-visit opportunities in 2009
- Hire P/T fundraiser to write and follow up on prior grantors and target new sources.

Website & Newsletter:

- Utilize website for fundraising. On-line donations increased by 350% since 2005 from \$4,445 in 2005 to what we estimate will be around \$20,000 by end of 2008. With a new fundraising drive targeting smaller but monthly donations, we hope to double the income by 1005 in 2009.
- Picasso e-mailings go out every 2 months, featuring a dog or cat helped by the fund. Our website also feature a Picasso scrapbook, started in 2008.
- Our e-newsletter, while always inked to a donation button, does one end of year "ask". To date we have had minimal number of people choosing to unsubscribe.

Events:

- Broadway Barks – Leverage ASPCA sponsorship and relations to increase revenues generated. (Annual event)
- Bernadette Peters has proposed doing a concert fundraiser in May of 2009.
- Wheels of Hope Transport Van Campaign – community business (on-going)
- Pet Fashion Week Silent Auction and Raffle as well as corporate donations (Annual event)
- Davnet - Finbar Fund - set up by family members, which has generated more than \$7,000 a year towards the Picasso Veterinary Fund.
- Animal Fair Events such as – Canine Comedy, Yappy Hour - (Annual events)
- Gimmie Shelter Concert – Annual Rational Animal fundraiser supports MPPs (Annual event)
- Penny Harvest (on going)
- Develop young patrons program that would organize private parties/fundraisers tapping into some of wealthier young NYC socially connected community. Planning a meeting with a group in early December to discuss forming a planning committee for a "junior council".
- Various tabling events (on going)

Projected Expenses in Year 5:

Operating Personnel & Administration	\$ 841,255
MF Adoption Subsidies & Contingency	2,365,200
Grant to AC & C for transfer to Rescue	250,000
Initiatives: Tools, Programs, Services	1,415,545

<u>Total Expenses</u>	<u>\$ 4,872,000</u>
Year 5 Projected Set Aside/reserve	1,000,000
Year 1 & 2 & 3 Set Aside	2,300,000
<u>Total Set Aside toward future sustainability</u>	<u>\$ 3,300,000</u>

Request for set aside from MPPs: In Year 5 of our strategic plan we will continue to request MPPs receiving adoption subsidies of more than \$20,000 as projected in section “21B) Year Five Adoption Goals by Adoption Guarantee (AG) Organizations” begin building a reserve fund. We will recommend that the amount to be set aside equal 30% of the adoption subsidies they receive in 2008 (a minimum amount of 10% will be required).

- 24 MPPs are expected to receive above baseline adoption subsidies of over \$20,000 totaling \$1,746,213 for a projected minimum set aside of \$175,000 and maximum potential for \$524,000.
- Total projected Year 5 amount to be set aside between the Alliance and MPPs is a minimum of \$1,275,000 and potentially as much as \$1,524,000.

Please see our updated Strategic Plan with projections on reserves for each of the Years 5 -10 to guarantee the sustainability of the Maddie's Pet Rescue Project in NYC in Years 7 - 10.

22. YEAR FIVE BUDGET

Provide a Year Five Budget for the project. The Year Five Budget must reflect the costs associated with each activity that will be undertaken to meet the ABOVE BASELINE TARGETS of the project as identified and described in Year Five Programs and Services [Section 20] and Year Five Fundraising Strategies [Section 21]. The Budget should include line item breakdowns of these costs by activity.

This information can be attached to the application as a Word document or Excel spreadsheet. Please indicate the name of the computer file:

See full 2009 projected budget “2009 BudgetMF”

	2009 Projected Budget
INITIATIVES - GRANT SUBSIDIES	
Maddie's Pet Rescue Adoption Incentives	2,146,200
AC & C Adoption subsidies	176,400
Contingency Fund - Overage	42,600
ACC Intake/Transfer	250,000
ACC Other Grants	-
Picasso Veterinary Fund	270,000
Sub-Total	2,885,200
INITIATIVES - TOOLS	
Transport	
Vehicle Cost	10,000
Garage Fees	13,000
Gasoline	50,000
Maintenance	15,500
Insurance & Registration	14,000
Drivers (5 per diems)	97,800
Misc. trip fees/other transport	20,000
Sub-Total	220,300
MF Adoption website	
Adoption module maintenance	1,000
Sub-Total	1,000
INITIATIVES - PROGRAMS	
MF Adoption & Pet Care Festivals	
Animal cost (adopt-me-vest)	3,000
Volunteer supplies	-

Entertainment	7,700
Advertising	1,000
Municipal services	200
Events Equipment/misc	1,200
Special Adoption Events	
Animal cost (adopt-me-vest)	2,500
Volunteer supplies	220
Advertising	7,500
Bway Barks Grants Restricted	70,000
Events Equipment/Misc.	7,500
Community Events	
Animal cost (adopt-me-vest)	-
Advertising	1,725
Events materials/Misc. fees/Park Permits	2,500
Capacity Building Grants	
Equipment cost	50,000
Advertising	
Store Front Retail & Adoption Ctrs	
Investment in startup cost (25%)	
Temporary Holding/Boarding	
Boarding/Foster	70,000
Other Medical	200,000
Microchipping healthy/adoptable animals	16,200
Feral Cat Council Coordination (Grant)	100,000
Free S/N clinics at AC & C	50,000
Special Projects/DV/Hosp/Homeless	100,000
	\$200,000
	50,000
Other Community Coordination	10,000
Sub Total	701,245
INITIATIVES - SERVICES	
Technical Support	
Technology cost	500
Development cost	2,500
Advertising & PR	
ADV/Branding & Awareness	
Annual PSAs	40,000
PR/Marketing	160,000
Sub Total	223,000
TOTAL EXPENSE - INITIATIVES	4,030,745
Total Expenses	4,872,000

23. MADDIE RECOGNITION

For Year Five, please provide a detailed recognition plan describing how the lead agency and the participating groups will recognize Maddie, the little dog who made possible the funding for this project.

PR and Advertising

Building awareness of our mission and key messages is a strategic objective that produces multiple benefits. In Year 4 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 4, we relied upon media outreach, web site listings, flyers and posters, and public relations and promotion by community partners to publicize our events. This shift from traditional print and radio advertising appears to better engage the communities with which we partner for events, resulted in no adverse effect on event attendance, and allows us to reallocate advertising dollars to more effective promotional strategies.
- APO including AC&C van adoption events received ongoing print advertising support, at no cost to us, as a result of ads placed by North Shore Animal League (NSAL), an Alliance Participating Organization, for events where APO including AC&C animals were featured on NSAL adoption vans.
- For our annual Adopt A Cat event at Madison Square Garden in October, we partnered with the Cat Fancier's Association and the ASPCA to purchase dramatic color ads (which included the Maddie's Fund logo) that covered the entire side of five tour buses. These high-impact bus ads, designed by an Alliance graphic artist/volunteer, promoted the event for a month leading up to the event as the buses made their way each day along the midtown-downtown loop. Rational Animal produced a 15-second video clip that featured cats and kittens (and also displayed the Maddie's Fund logo) promoted the event on the jumbo plasma screen in front of the busy Madison Square Garden / Penn Station Seventh Avenue entrance, where thousands of New Yorkers pass by each day.
- Adoption ads: In Year 4, we continued to promote pet adoption with ad placements in the *New York Sun* (which afforded us a free accompanying advertorial promoting spay/neuter), *Gay City News*, the *ANFY Senior Resource Journal* (widely known as the Senior Yellow Pages, and a new vehicle for us this year), the 2008 *Gay City Guide* and the 2008 *City Pet Guide*. We felt these publications provided good access to important adopting audiences and potential pet guardians.
- Mayor's Alliance ads: We placed Mayor's Alliance ads in the publications of several Alliance Participating Organizations, including Animal Haven, Animal Lovers League, and North Shore Animal League America, and Broadway Barks 10 (not an APO but a closely related organization). Further, we placed Mayor's Alliance ads in publications of associated organizations in other parts of the country, including the Albuquerque Alliance for Animals 2008 calendar, the Best Friends Animal Society Lint Roller (LA) Journal, and the Oklahoma Alliance for Animals Journal.
- Our four television PSAs (three English-language, one Spanish) promoting adoption continued to air (at no charge to us) throughout 2008 on WABC, WLNY-TV 55, NYC-TV, and NY1.

All of the above media was produced at cost or pro-bono, by leveraging our volunteer base and resources such as Rational Animal for PSA's and video clips, graphic designers for all the advertising and marketing materials including the bus ads for the Adopt A Cat event. Additionally, North Shore Animal League covers all the costs of advertising community van adoption events.

Public Relations / Media

In Year 4, we continued to engage the services of public relations firm M. Silver Associates. As a result, we gained good media exposure in 2008 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 4 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 4 include:

- February coverage of "I Love NYC Pets" month on TV (FOX, WABC, WCBS, NY1, and others) in print, and online.
- In January and February, numerous articles about Georgia, the cat who was lost and later rescued in the subway, in the *NY Daily News*, Gothamist.com and other online publications.
- In March, Jane Hoffman and Picasso Veterinary Fund dogs for adoption appeared on the Mike & Juliet Show with Zootoo founder Richard Thompson
- Online coverage in March of Denny, the 18-month-old pygmy goat who escaped from a slaughterhouse in the Bronx, was rescued by Animal Care & Control, and transported to Farm Sanctuary by the Mayor's Alliance.

- *NY Daily News* coverage on March 8th of Valentine, an emaciated stray Pit Bull taken in by Stray from the Heart, an Alliance Participating Organization.
- Long Island newspapers *Newsday* and *Babylon Beacon* covered the Long Island “Pit Bull Predicament” Conference in April, at which Mayor’s Alliance President Jane Hoffman was a featured speaker.
- TV and online coverage in April of the “Seniors for Seniors” cat adoption event held by KittyKind, the Maddie’s Pet Partner that was awarded a Maddie’s Fund grant to promote senior pet adoptions. In June, AARP.org ran a photo and mention of the event.
- HuffingtonPost.com ran a story in May about Jack, the Picasso Veterinary Fund (PVF) tripod cat who was adopted into a loving home.
- The ongoing campaign, spearheaded by the Mayor’s Alliance and the Humane Society of the United States, to save the feral cats at JFK Airport and initiate a pilot TNR program, was covered in print and online throughout May and June.
- *NY Daily News* writer Amy Sacks quoted Jane Hoffman in a July 5th article about Broadway Barks. The Mayor’s Alliance was also mentioned in various online event coverage articles.
- Jane Hoffman gave an interview covering key Mayor’s Alliance issues WBAI FM radio’s Shocking Blue segment on August 5th.
- An August 11th *NY Daily News* article about NYC’s new online dog licensing capability quoted Jane Hoffman.
- Mayor’s Alliance low-cost microchipping was mentioned in an August 9th *NY Daily News* article.
- In August, amNY.com mentioned the Mayor’s Alliance in its coverage of Pet Fashion Week in NYC. The Alliance is the beneficiary of this annual event.
- Jeffrey Toobin’s extensive New Yorker article, “Rich Bitch,” about Leona’s Helmsley’s legacy to animals, in September quoted Jane Hoffman and mentions Maddie’s Fund.
- A *New York Times* article in September that reported on the history of animal control in New York City quoted Jane Hoffman and acknowledged Maddie the dog and Maddie’s Fund’s relationship to NYC’s no-kill efforts.
- Mayor’s Alliance events in August, including the Mayor’s Alliance/Maddie’s Prospect Park Pet Care Festival and the Brooklyn Cyclones’ “Bark in the Park” night sponsored by the Mayor’s Alliance and Maddie’s Fund, were listed in several local newspapers.
- On October 21st, Jane Hoffman appeared in a film clip on the Rachael Ray Show, which featured actress Glenn Close, foster-mom for Sweet Pea, a two-year-old Pit Bull Visla mix and recipient of Picasso Veterinary Fund (PVF) assistance. The PVF is featured on (and gains donations from) the Rachael Ray page of the Fetchdog.com web site, a site founded by Ms. Close and her husband. Residual coverage of the story appeared on other web sites.
- Adopt A Cat at Madison Square Garden in October received numerous mentions in the media, including the *New York Times*, *New York Daily News* and *New York Post*.
- In October, the Mayor’s Alliance is referenced in print and online articles about the effects of the economic crisis on pets.
- Throughout the year, Mayor’s Alliance events were listed on numerous web sites.
- In November, *City Tails*, published by Tails Pet Media Group, with editions in large cities throughout the U.S., and local content geared to local audiences, began featuring a monthly Mayor’s Alliance column focusing on our key issues. The first installment appeared in the November 2008 NYC issue, and recognized Maddie’s Fund as the power behind NYC’s efforts to create a no-kill community. The Dec./Jan. issue featured our article on responsible holiday adoptions. The Mayor’s Alliance series will continue throughout Year 5.

General Communications

- **Newsletters:** The Mayor’s Alliance quarterly e-newsletter, *Out of the Cage!* continued to gain readership in Year 4, with the number of subscribers increasing from 1,436 in December 2007 to 2,679 in November 2008. 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 5.
- In 2008 we launched two new special-focus e-newsletters to generate awareness and support for two important Mayor’s Alliance programs. In January 2008, we introduced the *Picasso Veterinary Fund in Action*, a monthly e-direct mail vehicle that features dogs and cats whose lives were saved as a direct result of our Picasso Veterinary Fund. As of November 2008, the number of subscribers is 1,662. In July we introduced *Eartips*, a new e-newsletter that reports on activities

and accomplishments of the NYC Feral Cat Initiative. The publication provides valuable information and resources to the ever-growing audience of feral cat caretakers and supporters in NYC and acknowledges the organizations and individuals who are facilitating trap-neuter-return programs in the area. As of November 2008, our number of subscribers is 1,103.

- Websites: In Year 4 we continued to expand the Mayor's Alliance web site's content in order to provide our member organizations and the public with more useful information and resources – particularly with regard to information concerning where to go and how to handle pet-related issues, such as spay/neuter and other medical issues, legal issues, and pet-assistance resources. In 2008 we achieved a 72 percent increase in daily web site visits, from an average of 830 per day in 2007 to an average of 1,138 per day in 2008. The publication of our quarterly e-newsletters, *Out of the Cage*, continued to create a spike in our web site hits during the week following its distribution.
- Corresponding to our e-publications described above, this year we launched web sites for the Picasso Veterinary Fund and the NYC Feral Cat Initiative. These web sites not only raise public awareness and provide useful information about their area of focus, but also are helping to increase donations to these important life-saving programs.
- In Year 5, we expect to launch a new Mayor's Alliance web site design to 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 will be a resource center for Maddie's Pet Partners (MPPs), which will provide easier access to the tools available to our MPPs to promote adoptions, including the Maddie's adoption poster, Maddie's Activity books, and Maddie's Adopt-Me vests.

Maddie Recognition

In Advertising

In Year 4 we recognized Maddie's Fund in our print ads, including adoption ads and Mayor's Alliance ads. On radio we achieved Maddie recognition in our Maddie's Spay/Neuter spots on WABC Radio, and in our adoption PSAs on local television stations.

Maddie Mascot Appearances

Our recognition efforts at adoption events and other related events continued to boost the number of New Yorkers introduced to the Maddie mascot and Maddie's Fund.

The Maddie mascot made appearances at all Mayor's Alliance / Maddie's Pet Adoption Festivals in 2008, as well as at the high-profile Broadway Barks event in Shubert (where again this year the Maddie mascot enjoyed a photo op with the event's founders, Mary Tyler Moore and Bernadette Peters).

The Maddie mascot appeared at two special events in 2008 at the invitation of Alliance Participating Organizations. KittyKind hosted the Maddie mascot at its February Valentine's Day senior adoption event and party at Petco Union Square, where dozens of event-goers seized the opportunity for a "photo with Maddie." Then in May, Anjellicle Cats hosted the Maddie mascot at a special animal-awareness event for the elementary school-age students at the British International School in Manhattan.

One Wednesday morning in early February, the Maddie mascot joined two sexy male "Cupid" models and several dogs for adoption from Animal Care & Control in bustling Times Square in a PR appearance to kick off our February "I Love NYC Pets" month campaign for photographers, representatives from the media, and interested passers-by.

This year's first-ever Mayor's Alliance / Maddie's Fund sponsorship of the Brooklyn Cyclones' "Bark in the Park" night at KeySpan Park in Coney Island in August afforded us a new and unique opportunity to gain recognition for Maddie's Fund's important contributions to NYC's no-kill efforts and gain greater recognition for the Maddie's Pet Rescue Project in NYC. Among the highlights of the event were the Maddie mascot throwing out the ceremonial first pitch of the game, and a Maddie's Fund sponsorship logo on the bobble-head giveaway to the first 2,500 fans who arrived at the game.

Another highly visible event – the Halloween Parade in Greenwich Village – for the third straight year provided us the opportunity to introduce Maddie’s Fund, represented by the Maddie’s Fund mascot, to thousands of New Yorkers who lined the streets or watched local TV coverage for one of New York City’s most popular parades. Again this year the Maddie mascot was the guest of honor on the animal float, which recognizes homeless animals and made its way along the crowded parade route accompanied by volunteers representing some of Maddie’s Pet Partners, including Animal Care & Control, ASPCA, and Bideawee.

Maddie’s Fund Materials

In 2008 we distributed hundreds of “adopt-me vests,” featuring the Maddie’s Fund logo, to APOs and other groups across the country that requested samples. We also distributed several dozen Maddie’s Fund adoption posters and close to 100 Maddie’s Fund Veterinary Manuals to APOs.

We continued to maintain 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 contribution to the NYC project. The promotional DVD has gained high viewership on our web site’s home page, and on YouTube, thereby generating a tremendous number of viewer impressions for Maddie’s Fund support of the NYC project.

All Mayor’s Alliance literature, press materials event signage and stationery, as well as our web site, continued to carry dual branding for the Mayor’s Alliance and Maddie’s Fund.

Looking ahead to Year 5: We will continue to seek out every available opportunity for greater Maddie’s Fund recognition in the media. Among the efforts we already are exploring are introducing the Maddie mascot at the ringing of the opening bell at the New York Stock Exchange to launch “I Love NYC Pets” month in February ’09; gaining greater exposure for the Maddie’s Pet Rescue Project in NYC at the 2009 Brooklyn Cyclones’ “Bark in the Park” night; and securing televised morning show appearances for the Maddie mascot in conjunction with Mayor’s Alliance events and initiatives. Further, we will continue in our efforts to involve more Maddie’s Pet Partners in promoting and recognizing Maddie’s Fund at events, on web sites and in publications. To that end, gaining Maddie recognition will again be a key component of our APO Strength Training in January 2009, which will focus on helping APOs use the media to promote all of our messages.

24. SUSTAINABILITY PLAN

Maddie’s Fund would like you to provide an updated 10-year strategic plan showing how you intend to transform your target community into a no-kill community.

For each year of this plan, you should include as much detailed information as possible about the strategies your coalition will employ to:

- increase adoptions and reduce shelter deaths community-wide so that no healthy shelter pet will be euthanized starting in Year Five;
- sustain the adoption guarantee for healthy pets in the face of dwindling Maddie’s Fund support and after the grant ends; and
- expand the adoption guarantee to include treatable shelter pets so that by the end of Year Ten all healthy and treatable shelter dogs and cats will be guaranteed a loving home in your community.

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

See Updated Strategic Plan Years 5 – 10

25. ANIMAL WELFARE ISSUES

For your target community, briefly describe the feral cat policies in your target community. In addition, please describe any actual or proposed changes in animal control enforcement or policies (including pit bull policies), or other animal welfare issues that could affect the ability of your project to implement an adoption guarantee for healthy and treatable shelter dogs and cats. (Not to exceed two attached pages).

There are no actual or proposed changes in animal control enforcement policies (including pit bull policies) or other animal welfare issues that could affect the ability of our project to implement an AG for healthy and treatable shelter dogs and cats.

Euthanasia of all animals at AC&C is based on evaluations that are the same regardless of breed, size, and age. Additionally the AC&C does not automatically euthanize a healthy or treatable dog or cat brought in as a "euthanasia request".

Feral Cat Policy:

Until 1999, there was no coherent feral cat policy in New York City despite the presence of at least tens of thousands of feral cats. Animal Care & Control (AC&C) responded to a small percentage of the complaint calls about ferals and strays by sending field officers out to lay traps. The cats captured were brought to AC&C shelters and usually euthanized. Most complaint calls were never responded to due to the scope of the problem and the lack of available resources – there were no more than fourteen animal control officers and the agency as a whole faced shrinking budgets.

Beginning in 1999, Neighborhood Cats introduced Trap-Neuter-Return (TNR) to New York City on an organized basis. In the past, TNR had only been occasionally practiced in the city by individuals and on a small scale. By taking on community and municipal projects, Neighborhood Cats was able to demonstrate the effectiveness of the method in immediately stabilizing and then gradually reducing feral cat populations. TNR was successfully implemented on the Upper West Side of Manhattan, the area adjacent to the South Street Seaport, Rikers Island, and Riverside Park, the base of the Brooklyn Bridge, Fresh Kills Landfill and numerous other locations.

In the first quarter of 2002, AC&C entered a pilot TNR project with Neighborhood Cats that covered several colonies throughout the city. Later that year, AC&C participated in the Rikers Island project by sending its mobile spay/neuter van on site one or two times a month during the initial trapping phase. By and large, however, the development of TNR in NYC remained primarily a function of the private sector. Free spay/neuter clinics for feral cats were begun by the ASPCA and Humane Society of NY. Neighborhood Cats, while continuing to perform field projects, instructed workshops which resulted in the training of hundreds of local caretakers and furthered the TNR of thousands of cats. Several new nonprofit groups devoted to feral cats and TNR were also formed.

With the advent of the Mayor's Alliance for NYC's Animals, the organization of the local TNR effort was raised to a new level. In 2004, the New York City Feral Cat Council was formed, consisting of all NYC organizations offering TNR-related services. Regular meetings of Council members were scheduled, general guidelines for the practice of TNR were promulgated and a website listing all member services was launched (www.nycferalcat.org). In 2005, the Mayor's Alliance sponsored the Feral Cat Initiative and continued to support the initiative through 2008, a city-wide program that coordinates services offered by Council members and provides caretakers interested in practicing TNR with training, on-site expert volunteer help, no cost equipment rental, assistance arranging spay/neuter and other services. In 2006 the initiative designed, develop and began institute a data collection process – to identify, collect information on feral cat colonies and their caretakers.

AC&C has supported TNR as the preferred policy for feral cat management in NYC. As a matter of internal policy, AC&C no longer responds to requests to trap and remove feral and stray cats. In addition, the Feral Cat Initiative is informed whenever eartipped feral cats are turned into AC&C shelters, often resulting in the return of the cats to their colonies. AC&C also sits as a member of the NYC Feral Cat Council.

26. GOVERNMENT MANDATES

Please indicate if there is a mandatory spay/neuter law, and/or a pound seizure law (i.e., the sale or release of lost, abandoned and homeless dogs and cats from an animal shelter to a research, testing or educational facility) enacted in the target community. If yes, please identify the jurisdiction and attach copies of the law(s), if not already on file.

	YES or NO	JURISDICTION
Spay/Neuter Ordinance	Yes*	New York City
Pound Seizure Law	Yes**	

*Spay/Neuter Ordinance only applies to animal shelters required to have a permit issued pursuant to the NYC health code.

**Pound Seizure Law prevents the transfer of animals for the purpose of research, experimentation or testing.

Part VII: Glossary Of Terms

27. TYPES OF ORGANIZATIONS

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

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

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

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

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

28. CATEGORIZATIONS/DEFINITIONS OF SHELTER ANIMALS

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

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

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

Manageable: The term "manageable" means and includes all dogs and cats who are not "healthy" and who are not likely to become "healthy," regardless of the care provided; but who would likely maintain a satisfactory quality of life, if given medical, foster, behavioral, or other care, including long-term care,

equivalent to the care typically provided to pets by reasonable and caring pet owners/guardians in the community; provided, however, that the term “manageable” does not include any dog or cat who is determined to pose a significant risk to human health or safety or to the health or safety of other animals. (These conditions are generally considered to be chronic.)

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

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

Part VIII: Supplemental Information



Maddie's® Pet Rescue Project in New York City: Year Four

Please provide the following information for each adoption guarantee organization participating in your project, if not already on file.

1. Organization Information

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

2. Mission Statement of the Organization

(Not to exceed one attached page)

3. Financial Information

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

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

4. Is this organization audited on an annual basis?

YES	NO
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Part IX: Grant Application Checklist

- o A Signed and Complete Application Form.
- o Alphabetical list of all groups participating in Year 4.
- o A monthly breakdown and annual summary of baseline year shelter statistics for animal control, using the forms provided with this application. *[These reporting forms must be signed by the shelter personnel with copies of the signed forms submitted to Maddie's Fund.]*
- o A monthly breakdown and annual summary of baseline year shelter statistics for each participating adoption guarantee organization that was operational at that time, using the forms provided with this application. *[These reporting forms must be signed by the shelter personnel with copies of the signed forms submitted to Maddie's Fund.]*
- o A monthly breakdown of the baselines and Year Four goals for adoptions, reduction in total shelter deaths, and reductions in healthy shelter deaths.
- o A description of the Year Four Programs and Services.
- o The number of baseline and above baseline adoptions to be performed by each participating adoption guarantee organization.
- o The Year Four Fundraising Strategies.
- o Year Four Budget.
- o 10-Year Strategic Plan for Maddie's® Pet Rescue Project in NYC.
- o Copies of government spay/neuter mandates, if not already on file.
- o Supplemental Information for each participating adoption guarantee organization, if not already on file.
- o Copy of IRS Determination Letter for lead agency, if not already on file.
- o Copy of most recent financial statements or audit for lead agency.